



PY24 ANNUAL REPORT



Contents

Waivers.....	5
Evaluations.....	5
Clean, Green, and Blue Workforce Transition Analysis (CBG).....	5
Innovations in Workforce Development (IWD)	5
Funding Landscape Analysis	6
Customer Satisfaction	7
State Strategies	8
Workforce Priorities & Strategies.....	9
<i>Prioritizing Investments:</i>	9
Workforce Innovation.....	9
Business Liaison Program	9
Elevate Delaware:.....	10
Today's Reinvestment Around Industry Needs (TRAIN):	10
Work Opportunity Tax Credit (WOTC)	10
Foreign Labor Certificate (FLC).....	10
Fidelity Bonding Grant	11
<i>Raise the Bar:</i>	11
WIOA Adult:	11
WIOA Dislocated Worker:	11
Blue Collar:.....	12
Eligible Training Provide List	12
H-1B One Workforce Grant	12
Business Unit.....	13
<i>Increase Alignment:</i>	13
Executive Order #1	13
WIOA Youth	13
Youth/Pre-apprenticeship	14
Learning for Careers (LFC).....	15
Registered Apprenticeship (RA).....	15
<i>Expand Opportunity:</i>	15
Summer Youth.....	16
Temporary Assistance for Needy Families (TANF).....	16
Advancement through Pardons and Expungement (APEX).....	16
Reemployment services and Eligibility Assessment (RESEA)	16
Jobs for Veterans State Grant (JVSG)	17
Trade Act Assistance (TAA)	17
Performance Accountability:	17
Statewide Governor's Reserve Funds	19
Rapid Response.....	19
Wagner-Peyser Activities	20

National Dislocated Worker Grants (NDWGs)	20
State Best Practices and Needs	20
Attachment A – Division of Employment and Training.....	23
Attachment B- DWDB Business Liaisons	33
Attachment C - Success Stories	37

Collaboration continues to be the cornerstone of Delaware's workforce system, allowing us to adapt, innovate, and respond to the changing needs of employers and job seekers alike. In today's rapidly evolving economy, workforce challenges are increasingly complex, demanding coordinated solutions that draw on the expertise and strengths of partners across business, education, and government.

Over the past year, the Delaware Workforce Development Board has worked closely with the Division of Employment and Training, the Department of Education, and our many local and state partners to advance our shared goals under the combined State Plan. Together, we developed and began implementing a four-year strategy that aligns workforce training, education, and career pathways through Career and Technical Education (CTE) and the Workforce Innovation and Opportunity Act (WIOA). This alignment has strengthened our ability to deliver efficient, high-quality services that connect Delawareans to meaningful employment opportunities.

Our collaborative planning has also deepened our focus on data-driven decision-making. From efforts to implement a workforce longitudinal data system to the expansion of apprenticeships and other work-based learning experiences, and industry-informed training investments, we continue to build a system grounded in accountability, transparency, and results. These advancements ensure that resources are targeted where they can have the greatest impact, upskilling our residents, supporting business growth, and fostering economic mobility for all.

Looking ahead, we remain committed to leveraging innovation, technology, and partnerships to strengthen Delaware's talent pipeline. By working together, across sectors and systems, we can continue to create pathways that empower individuals, meet the needs of employers, and build a more resilient economy for the future.

Sincerely,
Joanna Staib
Executive Director
Delaware Workforce Development Board

Waivers

For the program year, the State of Delaware did not have any active waivers in place under WIOA Title I or Title III. As such, there are no waiver-related activities to report. Accordingly, there is no progress to report regarding outcomes, goals, or performance measures associated with any waiver approvals from the U.S. Department of Labor. Likewise, there were no direct or indirect impacts on state or local area performance outcomes related to waiver implementation.

Evaluations

Clean, Green, and Blue Workforce Transition Analysis (CGB)

In August 2025, Delaware completed the CGB Workforce Transition Analysis, a comprehensive study examining the state's readiness to support workforce needs in the clean, green, and blue economies.

Methodologies Used:

The evaluation employed mixed-methods research, combining quantitative labor market analysis on projected employment growth through 2032 and qualitative input from stakeholders.

Coordination Efforts:

The study was developed collaboratively with Department of Labor, and other state agencies specifically Delaware's Department of Natural Resources and Environmental Control (DNREC) work with BW Research Partnership around Clean Energy and Climate-related Jobs Workforce Development Assessment. Engagement also included employers, industry associations, and higher education institutions to ensure findings aligned with statewide workforce and economic development priorities.

Continuous Improvement Strategies:

Findings from the CGB evaluation are informing potential continuous improvement strategies, including:

- Establishing an industry-led CGB Workforce Council to improve coordination and reduce duplication.
- Developing targeted talent pipelines in sectors such as electrification, maritime logistics, and sustainable chemistry.
- Expanding apprenticeship and credentialing pathways to address immediate skill shortages.
- Prioritizing equity by expanding training access in Kent and Sussex Counties and addressing barriers such as childcare and transportation.

Planned Timelines for Completion & Publication:

The CGB Workforce Transition Analysis was published in August 2025. We will conduct an internal review of the findings to identify actionable insights, which will be integrated into future updates of the State Plan to strengthen alignment with workforce needs.

Innovations in Workforce Development (IWD)

The Delaware Workforce Development Board (DWDB) continues to invest in evidence-based evaluation and research to inform decision-making, improve service delivery, and expand access

to high-quality training. IWD was implemented to identify and establish at least five new, accessible training programs statewide in high-growth and emerging industries, targeting unemployed and underemployed Delawareans, especially women and those facing barriers to employment. This need drove the evaluation which mapped existing programs, identified gaps, and informed the design and selection of innovative training solutions.

Methodologies Used:

In March 2024, DWDB conducted a comprehensive landscape analysis of Delaware's workforce training ecosystem, identifying 759 programs statewide and collecting metrics such as program type, delivery format, target audience, industry, credential attainment, and geographic coverage. Findings from this research identified geographic gaps (especially in Kent and Sussex Counties) and informed program design. From this analysis, DWDB invested in programs 16 new training programs across a variety of industries.

Coordination Efforts:

The development of IWD was informed by collaboration with state agencies such as Office of Labor Market Information (OOMLI), economic development entities, training providers to ensure alignment with statewide workforce priorities goals.

Continuous Improvement Strategies:

Insights from the landscape analysis and provider data are being used to refine future program design, with a focus on:

- Expanding program availability in Kent and Sussex Counties.
- Increasing participation of women and hard-to-employ individuals.
- Streamlining data collection and reporting processes across providers.

Quarterly provider meetings also serve as collaborative check-ins to share successes, identify challenges, and implement barrier-busting strategies in real time.

Planned Timelines for Completion & Publication:

- Ongoing evaluation of IWD programs will continue through program end dates, with a final outcomes report planned for publication in 2026.

Funding Landscape Analysis

Delaware Workforce Development Board (DWDB) partnered with Social Contract to develop a comprehensive map of state and federal workforce development funding streams active in Delaware. This project focused on programs supporting WIOA core partners and related systems, drawing on desk research and agency input coordinated through WIOA leadership.

The final deliverable is a structured spreadsheet tool that captures \$39.7M in active funding across more than 20 streams, detailing uses, target populations, and administering agencies. The tool is already supporting cross-agency alignment and strategic planning. Findings from the mapping have also highlighted funding gaps related to mid-career upskilling, rural access, and employer supports, insights that can inform future investment decisions and system planning.

Customer Satisfaction

Delaware prioritizes a customer-centric approach to service delivery and uses ongoing customer satisfaction feedback to drive continuous improvement across its One-Stop system. The state collects, reviews, and acts on customer insights regularly to ensure services meet the needs of job seekers, employers, and other system stakeholders.

Methodologies:

Customer satisfaction data for Title I and Title III is gathered through two ways. One is managed through Department of Labor's online survey platform Microsoft Forms within the American Job Centers. Surveys are available to all customers following in-person visits to the AJC. Customers are encouraged to complete the survey through prompts from frontline staff, QR codes, and signage on the doors, in each workstation, some resource rooms, and at the greeter's desk. Staff working in the lobbies are encouraged to remind customers of the surveys. The survey includes both quantitative ratings and open-ended qualitative feedback to capture a comprehensive view of customer experiences. Secondly, DET sends surveys through Cognito after every workshop or events such as a job fair. DET will evaluate the responses and respond accordingly. Employer satisfaction is tracked separately through outreach led by business service representatives using a similar instrument. DET handles complaints as soon as they are received, highlights exemplary customer services provided by particular staff members, and highlights success stories for promotion and submission to partners when requested.

Outreach, Response Rate, and Improvement Efforts:

In Program Year 2024, Delaware's Department of Labor gathered survey results within the AJC from 2,274 walk-ins with 1200 survey results for Division of Employment and Training which oversees Title I and Title III. The overall response rate for walk-ins for PY24 is around 6%. DOL has implemented a structured campaign to boost survey participation, with a targeted goal of receiving feedback from at least **10% of weekly walk-in customers**. Staff across all American Job Centers have been encouraged to:

- Proactively invite customers to complete the survey during and after services;
- Share the importance of feedback with customers;
- Display survey QR codes and links at public access points; and
- Embed survey reminders into email follow-ups.

Although survey response rates fluctuate, these efforts have shown modest improvements in participation over time and generally, negative feedback is minimal. In addition, DOL leadership distributes weekly Customer Experience Results and summary attachments highlighting overall feedback trends, including both positive comments and areas of concern.

Results and Generalizability:

Survey data reflects a consistently high level of customer satisfaction, with the majority of respondents expressing appreciation for the professionalism, helpfulness, and responsiveness of staff. One customer recently shared:

"The training was perfect, very informative and knowledgeable! The representation was very precise and clean. Very friendly and professional staff!"

However, Delaware takes seriously all feedback received, especially when it identifies service breakdowns or customer frustration. While negative feedback is difficult to hear, it plays a vital role in identifying needed improvements in customer service delivery, accessibility, and communication protocols. If DOL feels there is a common issue week after week, this issue is dealt with.

Although survey participation is voluntary, the diversity of responses collected across the AJCs and customer types offers a valuable and broadly representative view of service delivery. Results inform both day-to-day operations and strategic planning efforts across the workforce system.

Continuous Improvement:

All customer satisfaction data is reviewed weekly by leadership and shared with frontline teams to reinforce service expectations and address any areas of concern. In response to feedback like the example above, the Department of Labor has:

- Re-emphasized customer service;
- Reinforced internal protocols for respectful communication and issue escalation;
- Directed supervisors to follow up on any complaints involving staff misconduct or procedural failures.

Additionally, DOL celebrates positive feedback to recognize excellence and encourage continued commitment to customer-centered service. Customer satisfaction results are also reviewed during the AJC certification processes and incorporated into operational improvements.

State Strategies

Delaware made significant progress toward the strategic vision outlined in its Combined State Plan. Through partnerships with employers, training providers, and educational institutions, the state launched new tailored training programs, expanded work-based learning and apprenticeship opportunities, and implemented initiatives to support lifelong learning and credential attainment for youth and adults.

The DWDB advanced sector strategies and career pathways by engaging businesses to shape curricula and coordinating with WIOA core partners who do business outreach. Efforts to expand access to Registered Apprenticeships included developing a youth apprenticeship strategic plan, reengaging the Governor's Apprenticeship Council, and promoting earn-and-learn models such as our Grow your Own teacher apprenticeship program.

Many of Delaware's workforce initiatives are intentionally designed to address multiple priorities at once. For example, programs that expand apprenticeship opportunities also advance sector strategies, strengthen youth career pathways, and promote equity by targeting underrepresented populations. Similarly, investments in tailored training programs support both the goal of building a future-ready workforce and the objective of aligning education with employer demand. While individual initiatives may be listed under a single state priority in the

following section, many cut across and reinforce multiple priorities simultaneously, maximizing their overall impact.

These initiatives collectively aim to build a diverse, future-ready talent pipeline, meet employer demand, and provide Delawareans, particularly those facing barriers to employment, with opportunities to achieve economic self-sufficiency.

Workforce Priorities & Strategies

Prioritizing Investments:

Delaware is prioritizing investments in high-skill, high-wage sectors to accelerate growth and help Delawareans return to work. Our strategy emphasizes developing industry-specific training aligned with employer needs, expanding reskilling and upskilling initiatives to keep workers adaptable, and creating more work-based learning opportunities, including internships and apprenticeships, that provide hands-on experience in high-demand industries. By aligning training and workplace experiences with evolving industry standards, Delaware is strengthening pathways to quality jobs and building a workforce prepared for long-term success.

Programs and Progress Made:

Workforce Innovation

Funding for Delaware's Innovative Workforce Development programs has driven the creation and expansion of training opportunities that connect residents with high-growth, high-demand, and emerging industries. Originally designed to launch at least five programs statewide, the initiative has exceeded expectations,

with 15 organizations now delivering 16 active programs. Targeting unemployed and underemployed

In PY24, Delaware served 838 individuals through Workforce Innovation

individuals, including women and those facing barriers to employment, these efforts align with the Delaware Workforce Development Board's strategy to advance economic mobility and strengthen the state's talent pipeline within high demand industries through innovative, industry-focused training.

Business Liaison Program

The Business Liaison , funded through ARPA, engaged three contractors to serve as intermediaries between businesses, workforce development/ education/training programs, and unemployed/underemployed Delawareans affected by COVID 19. These contractors, known as Business Liaisons, are tasked with building communication pathways that will enable businesses to share hiring needs, increase job postings on Delaware JobLink (DJL) to connect unemployed individuals and others looking for work to work opportunities), provide input and feedback to training programs, remove barriers to hiring, and connect unemployed/underemployed individuals to companies that are hiring. See full report in Attachment B.

Elevate Delaware:

Elevate Delaware provides tuition for an eligible individual to attend an approved noncredit certificate program that provides industry-accepted skill training and certification. Participants must be currently employed within a Delaware business that employs under 51 employees. This program was established to provide tuition reimbursement and/or supportive services (up to \$10,000) for currently employed individuals to obtain additional training for career advancement.

In program year 24, there were 23 enrollments and 8 completions

Elevate Delaware is intended to do all the following:

- Preserve jobs for Delaware residents and small businesses.
- Assist Delaware residents who need skills for promotion or to obtain higher paid employment.
- Assist small businesses in Delaware who need employees that have obtained certification for specific skills.

Today's Reinvestment Around Industry Needs (TRAIN):

TRAIN is designed to ensure Delaware businesses have the skilled workforce they need, while advancing the capabilities of Delaware's workers, strengthening the state's economy, and promoting sustainable employment for working families. It operates through a two-phase grant process: Phase I supports employers and stakeholders in developing targeted workforce training plans to address identified skill needs, and Phase II provides funding to implement those plans by delivering training to individuals.

TRAIN engaged 17 employers and trained 85 individuals in Phase II

Work Opportunity Tax Credit (WOTC)

WOTC program improves employment opportunities for hard-to-place job seekers by providing a tax credit to the employer who hires and maintains that employee. Employers make the hiring decision and there is no limit to the number of new hires who can qualify an employer for the tax savings.

In PY24, 26,283 applications were processed and 13, 707 certifications

Foreign Labor Certificate (FLC)

Assists employers to meet the requirements for recruiting nonimmigrant foreign workers to the U.S. on a temporary or seasonal basis when there is a shortage of domestic workers.

In PY24, 956 H2-A Workers (non-US) arrived /outreached and there were 38 multi-opening job orders processed

Fidelity Bonding Grant

The Federal Bonding Program offers free fidelity bonds to employers hiring individuals with barriers to

One bond was issued to an employer in PY24

employment, such as ex-offenders or those with poor credit. Coverage ranges from \$5,000 to \$24,000 for up to one year, removing insurance obstacles to hiring.

Raise the Bar:

Delaware is committed to raising the bar on educational attainment to meet the demands of our future economy by advancing a comprehensive approach that blends early access, lifelong learning, and credential attainment. Our strategy focuses on empowering individuals through training and education, ensuring every student graduates prepared with college credits, work based learning experiences, or apprenticeship experience, and expanding opportunities for adults and displaced workers to earn industry-recognized credentials. We are promoting lifelong learning through adult education, upskilling, and reskilling programs; leveraging scholarships and funding supports; and requiring training programs to result in certifications beyond high school. By building strong partnerships, setting clear statewide targets, and investing in data systems to track progress across race, age, and sector, Delaware is ensuring an equitable, future-ready workforce prepared to adapt to evolving industries and technologies.

Programs and Progress Made:

WIOA Adult:

Provides resources to serve individuals aged 18 and older, entitled to work in the United States, and those who have met selective service requirements if applicable, and helps employers meet their workforce needs. It enables workers to obtain good jobs by providing them with job search assistance and training opportunities. Priority is given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. Delaware provides ITAs and enters into contracts with providers across the state.

Delaware provided ITA/Training to 403 participants and 333 career services in PY24

WIOA Dislocated Worker:

The WIOA Title I Dislocated Worker program serves adults aged 18 or over who have been or will be dislocated from employment due to job loss, a mass layoff, or permanent business closure. The program also serves qualified displaced homemakers, spouses of members of the Armed Forces and previously self-employed individuals. Delaware provides Individual Training Account (ITA) vouchers for dislocated workers to attend education or training programs.

Delaware provided ITA/Training to 118 participants and 119 career services in PY24

Blue Collar:

Blue Collar training funds are state appropriated special funds. Funds are invested in high-quality occupational skills training and/or workforce preparation programs for adult career entrants, career changers and youth. Blue Collar dedicates resources to initiatives that offer services, guidance, and support, enabling participants to secure unsubsidized employment or employment combined with continued education specific to their industry or occupation. These efforts empower participants to achieve their career goals and follow through on their career plans. All programs must meet federally negotiated performance measures, provide training leading to industry-recognized certifications, conduct assessments, incorporate paid work experience, assist with job search and placement, and offer retention services. Blue Collar funds also support in-school youth and out-of-school youth.

The DWDB has a spending authority of \$3.9 million for Blue Collar funds, with the board allocating 50% of these funds to adult programs and 50% to youth programs. Of the youth program funds, 80% is designated for in-school youth and 20% for out-of-school youth. This allocation helps offset WIOA fund requirements, which mandate at least 25% of WIOA funds go to in-school youth and at least 75% to out-of-school youth. *586 youth and adults were served in FY24.*

In PY24, Delaware served 751 individuals through Blue Collar funding.

Eligible Training Provide List

An Eligible Training Provider List (ETPL) under WIOA is a state-approved roster of training programs and providers that meet quality standards for workforce development. It ensures that WIOA participants have access to training programs that lead to in-demand occupations and recognized credentials through Individual Training Account Vouchers (ITA). Programs on the ETPL are monitored for performance, including completion rates, employment outcomes, and wage attainment. Delaware funds a variety of industries through this program, with healthcare, transportation, technology, and business comprising the top four sectors.

H-1B One Workforce Grant

The enrollment goal is 708 and there are currently 649 enrollments

The H-1B Skills Training Grant supports workforce development efforts that help individuals gain the skills and credentials needed to secure or advance in high-growth, high-demand industries. Funded through employer fees associated with the H-1B visa program, this initiative aims to strengthen the domestic talent pipeline and reduce reliance on foreign

labor. The grant, administered from February 1, 2021, through January 31, 2026, is implemented in partnership with Delaware State University and Tech Impact to expand access to high-quality training and work-based learning opportunities across Delaware.

Business Unit

This unit aligns the Office of Apprenticeship and Training and the Business Service Representatives (BSR). The BSRs help companies with their workforce needs. This includes job postings, candidate screening and referrals, job fairs, and more.

In PY24, there were 137,221 job postings in Delaware JobLink, including 3,488 staff assisted job orders entered. DOL – DET hosted 38 job fairs with over 6,000 job seekers in attendance and over 1,000 employers

Increase Alignment:

Delaware is focused on increasing alignment between learning and work to strengthen talent pipelines and prepare individuals for long-term career success. We are expanding youth-focused programs that provide mentorship, career guidance, and hands-on experiences such as internships, apprenticeships, and work-based learning, ensuring young people build skills relevant to today's industries. By fostering strong partnerships with educational institutions and training providers, we are aligning curricula with employer needs, while creating feedback loops with businesses to continuously refine programs. These efforts ensure Delaware's workforce development system remains responsive, relevant, and closely tied to the demands of our economy.

Programs and Progress Made

Executive Order #1 Governor Matt Meyer's Executive Order #1, signed on January 21, 2025, directs all state agencies to prioritize the development of youth apprenticeship programs across Delaware. The order established a statewide working group led by the Delaware Department of Education, comprising at least 15 members from labor, education, and nongovernmental sectors. The group's objective was to develop proposed processes and policies to expand youth apprenticeships and workforce development across the state, specifically leading to state employment. [State of Delaware News](#)

This initiative aligns directly with Delaware's "Increase Alignment between Learning and Work" state goals and strategies. Youth apprenticeships serve as a bridge between education and employment, providing real world experience and aligning training with industry needs. Final Report can be found [here](#).

WIOA Youth

Provides resources to deliver a comprehensive array of youth services that focus on assisting out-of-school youth, ages 16-24 at enrollment, who have barriers to employment, and in-school

youth, ages 14-21 who are in school but have barriers to completion, with one or more barriers to employment prepare for post-secondary education and employment opportunities, attain educational and/or skills training credentials, and secure employment with career/promotional opportunities.

The WIOA Title I Youth program connects eligible youth to a continuum of services and activities aimed at teaching youth to navigate the appropriate educational and workforce systems based on an established pathway.

Services are based on the unique needs of each individual participant, and includes but is not limited to:

- Creating awareness of career opportunities.
- Connecting youth's skills, interests, and abilities to career opportunities.
- Assistance in addressing and overcoming barriers to education and training.
- A connection to education, training, and work-based learning opportunities.
- Support in attaining career goals.

Delaware served 154 in and out of school youth and provided 265 career services

To be eligible for WIOA Title I Youth program services, an individual must be:

- Between the ages of 16-24, not attending any school and experiencing a barrier to education or employment; or
- Between the ages of 14-21, attending school, low-income and experiencing a barrier to education or employment.

Youth/Pre-apprenticeship

Over the past year, Delaware developed a strategic plan for youth apprenticeship in partnership with Jobs for the Future and Social Contract (a local consulting firm). The Youth Apprenticeship Strategic Action Framework developed an action-oriented roadmap. There are three strategic goals for youth apprenticeship for Delaware: (1) decrease the average age of apprentices, (2) increase employer participation, and (3) build a coordinated, equitable, and sustainable apprenticeship ecosystem.

The framework responds directly to stakeholder feedback for clearer objectives, stronger alignment, and improved accountability. It links activities to policy and employer engagement and strengthens governance through working groups, shared data systems, and implementation tools.

The work completed to date transforms the plan from strategy to execution, ensuring earlier youth access, broader employer involvement, and long-term system sustainability.

Learning for Careers (LFC)

The DWDB, in partnership with the Department of Labor and Department of Education, invests in programs that expand paid work experiences for youth

and adult learners. These investments focus on middle- and high-skill, in-demand, high-wage occupations and aim to increase employer participation in education and training. The initiative seeks to grow the number of youth served through employment programs, expand secondary and postsecondary student participation in internships, apprenticeships, and other work-based learning opportunities, and strengthen employer-led efforts to recruit and develop Delaware's future workforce.

583 students participated in work-based learning experiences in PY24 under LFC

Registered Apprenticeship (RA)

RA is a structured, industry-recognized training program that combines paid, on-the-job learning with classroom instruction, allowing participants to gain skills, credentials, and work experience in a specific occupation. Delaware advanced its RA efforts by strengthening employer partnerships, increasing access to high-quality apprenticeships, and building a sustainable talent pipeline that meets the state's workforce needs.

PY24 total Apprenticeship and Training Totals:

- *550 Sponsors (Employers)*
- *2,098 Registered Apprentices*
- *670 New Apprenticeships*
- *208 New Journey person*
- *31 New RA programs implemented by employers*

Expand Opportunity:

Delaware is committed to expanding opportunity and advancing equity to ensure all Delawareans can share in economic prosperity. Our strategy focuses on breaking down barriers for individuals with disabilities, returning citizens, veterans, and other populations facing challenges to employment, while providing targeted supports such as coaching, training, and access to resources. We are strengthening diversity and inclusion across the workforce system by ensuring equal access to opportunities, promoting inclusive learning environments, and addressing digital and technological gaps. By implementing recruitment strategies that attract diverse talent and value different perspectives, Delaware is building a more innovative, resilient, and equitable workforce.

Programs and Progress Made

Summer Youth

The Delaware State Summer Youth Program offers paid summer employment opportunities for low-income youth ages 14–21. Through these experiences, participants develop valuable workplace skills, build positive work habits, and strengthen responsibility, teamwork, and work ethic while earning wages. Each placement is designed to provide meaningful exposure to the world of work and its expectations, helping youth prepare for future career success.

In PY24, 560 youth participated and over 200 unique worksites were utilized

Temporary Assistance for Needy Families (TANF)

In PY24, 389 clients were enrolled, 740 job placements, and services were provided to 3,221 clients

Delaware's TANF program is a partnership between the Department of Health and Social Services' Division of Social Services and the Department of Labor's Division of

Employment and Training. TANF funds support two key services: Employment Connection, which helps participants secure and sustain full-time, unsubsidized work, and Keep a Job, which provides retention supports to promote long-term economic independence. The program offers temporary assistance while requiring active participation in work or work-related activities, with a goal of helping families achieve self-sufficiency within a 36-month limit.

Advancement through Pardons and Expungement (APEX)

APEX is a partnership with Delaware DHSS and DVR. APEX helps individuals with criminal histories pursue meaningful employment by guiding them through the pardons and expungement process, educating employers, and supporting legislative reform. Participants also receive access to Delaware Department of Labor services, including fidelity bonding, training opportunities, workshops, and assistance with resumes and job searches.

In program year 24, Over 1,200 individuals were outreached, 452 new DJL enrollments, 326 pardons granted, 635 expungements granted, 95 ITAs provided and over 100 supported services provided

Reemployment services and Eligibility Assessment (RESEA)

RESEA is a required partner in Delaware's workforce system, providing early intervention to unemployment insurance claimants most likely to exhaust their benefits. Its goals are to reduce the duration of unemployment by improving employment outcomes, strengthen program integrity, align with the vision of WIOA, and serve as an entry point to connect individuals with broader workforce system partners.

Between October 1, 2024, to September 30, 2025, 2,258 clients were scheduled, 959 successfully competed the program and received 1,236 services

Jobs for Veterans State Grant (JVSG)

JVSG connects veterans with meaningful careers while helping employers tap into a skilled, job-ready talent pool. Through dedicated Disabled Veterans' Outreach Program (DVOP) specialists in every American Job Center, veterans and eligible family members with significant barriers to employment receive personalized case management, training, and support. All AJC staff are

In PY24, over 800 employers were outreached to connect case managed veterans with employment opportunities statewide

trained to prioritize veterans' services—ensuring those who served our country can achieve long-term employment success and economic stability.

Trade Act Assistance (TAA)

TAA provides adversely affected workers who were laid off due to a mass layoff or plant closure with opportunities to obtain the skills, credentials, resources, and support necessary to (re)build skills for future jobs. In FY25, staff conducted outreach to eligible participants.

Performance Accountability:

Performance Indicator	Program	# of 1/4's	Cohort Period	Negotiated Performance Level	Actual Performance Q4	Performance Results Q4
Employment Rate 2nd Quarter after Exit	Adult	4	7/23-6/24	78.0%	80.7%	103.4%
	Dislocated Worker	4	7/23-6/24	72.0%	85.7%	119.0%
	Youth	4	7/23-6/24	66.0%	68.5%	103.8%
	W/P	4	7/23-6/24	60.5%	59.9%	99.0%
Employment Rate 4th Quarter after Exit	Adult	4	1/23-12/23	75.0%	80.2%	106.9%
	Dislocated Worker	4	1/23-12/23	75.0%	71.8%	95.7%
	Youth	4	1/23-12/23	72.5%	75.9%	104.7%
	W/P	4	1/23-12/23	61.0%	59.4%	97.4%

Median Earnings 2nd Quarter after Exit	Adult	4	7/23- 6/24	\$7,800	\$9,225	118.3%
	Dislocated Worker	4	7/23- 6/24	\$9,800	\$13,442	137.2%
	Youth	4	7/23- 6/24	\$2,500	\$4,126	165.0%
	W/P	4	7/23- 6/24	\$6,800	\$7,567	111.3%

Credential Attainment	Adult	4	1/23- 12/23	64.0%	71.1%	111.1%
	Dislocated Worker	4	1/23- 12/23	65.5%	59.5%	90.8%
	Youth	4	1/23- 12/23	74.5%	75.8%	101.7%
	W/P	n/a	n/a	n/a	n/a	n/a

Measurable Skill Gains	Adult	4	7/24- 6/25	37.0%	62.4%	168.6%
	Dislocated Worker	4	7/24- 6/25	31.0%	51.0%	164.5%
	Youth	4	7/24- 6/25	60.5%	76.7%	126.8%
	W/P	n/a	n/a	n/a	n/a	n/a

Delaware reviews performance and conducts data quality analysis in accordance with WIOA requirements. Program administrators and staff engage in ongoing communication and training on the MIS system and performance indicators to ensure accurate reporting and high data quality. As a pilot state in Quarterly Reporting Analysis (QRA), Delaware strengthens data integrity and deepens understanding of MIS system functionality and performance reporting elements. Data validation is conducted quarterly as a best practice through collaboration between the MIS and Contracts Unit. As part of the annual report certification, Delaware confirms that data validation was consistently performed throughout the year.

Delaware is working to update service strategies to ensure participants are enrolled in training programs they are positioned to complete. Alongside ongoing data quality reviews and performance analysis, the state continues to investigate any performance indicators that fall short of negotiated levels. We recognize that performance is assessed by ETA using the statistical adjustment model, and Delaware will review ETA's assessments for PY24 while also preparing for upcoming performance negotiations. This review will include an analysis of participant characteristics and economic factors unique to Delaware.

Overall, the state achieved strong outcomes across performance indicators, though a few measures fell just short of the full 100% target. Employment Rate 2nd Quarter after Exit for

Wagner-Peyser reached 99% of the negotiated level; Employment Rate 4th Quarter after Exit for Dislocated Worker reached 95.7% of goal; Wagner-Peyser reached 97.4% of goal; and Credential Attainment for Dislocated Worker achieved 90.8% of goal. These results reflect solid progress and continued momentum. Some of the shortfalls may be attributed to reporting delays with education partners and the longer timeframes needed for participants to complete training. To address this, Delaware is actively working with providers to improve the timeliness of credential reporting in Delaware JobLink.

Delaware operates within accordance of WIOA's guidance on common exit among programs. Our case management system, Delaware JobLink (DJL), is set up by AJLA to abide by the common exit program guidance for programs. This is set if a participant is enrolled in multiple programs and has not received services for 90 days and no future services are planned. Reference [TEGL 10-16 Change 3](#).

Delaware successfully completed and certified its PY24 Effectiveness in Serving Employers report, the new statewide outcome measure for the six core programs. This cross-agency effort was conducted in full alignment with TEGL guidance. For this indicator, DET reported on behalf of all six core programs in the state. The report shows that 56.03% of individuals (3,041 of 5,402) were employed with the same employer in both the 2nd and 4th quarters after exit.

Statewide Governor's Reserve Funds

Delaware used the Governor's set aside for required activities including the dissemination of the state's eligible training provider list through the DWDB staff, evaluating workforce program investments via the case management system and the board, and operation of a fiscal and management accountability system via DJL.

Rapid Response

The Delaware Department of Labor's Rapid Response program provides immediate, coordinated support to employers and workers impacted by layoffs or business closures. The program ensures affected employees receive timely access to Unemployment Insurance (UI) benefits, job placement, training, and supportive services through Delaware's American Job Centers (AJCs), while also helping businesses explore strategies to prevent or minimize layoffs.

PY24 Impact at a Glance

- 2 companies served through coordinated Rapid Response activities
- 550+ affected workers supported
- Rapid Response sessions for *Crozer Health* (in partnership with the Pennsylvania Department of Labor)
- 3 sessions for Harrington Logistics following a WARN notice affecting *50 employees*
- 400+ outreach events conducted statewide
- 25,000+ Delawareans engaged through the DOL outreach team and mobile career van

Each Rapid Response session includes:

- Information on DOL programs and services
- Guidance on Unemployment Insurance (UI) benefits
- Career planning, résumé, and interview workshops
- Referrals and co-enrollment into core and partner programs at AJCs

The Rapid Response team works closely with AJC case managers to ensure participants receive individualized reemployment assistance and access to training or upskilling opportunities. This integrated approach strengthens the connection between dislocated workers and career pathway programs aligned with Delaware's key industries.

Wagner-Peyser Activities

Wagner-Peyser, an Employment Services program, is a core component of Delaware's One-Stop system, providing universal access to job search assistance, career guidance, and employment support with no eligibility requirements. In PY24, a total of 11,153 individuals received career services, including 502 veterans, through virtual, hybrid, and in-person delivery.

This funding also supports the Migrant Seasonal Farmworker (MSFW) Program, which ensures equitable access to career services for farmworkers while collaborating with agricultural employers to post local job orders and ensure compliance with labor standards. In PY24, Delaware served 256 U.S. farmworkers, conducted 2,119 outreach activities, and inspected 227 beds across 10 farm sites as part of ongoing housing and outreach efforts.

National Dislocated Worker Grants (NDWGs)

No National Dislocated Worker Grants (NDWGs) were awarded to or within the State of Delaware during PY24.

State Best Practices and Needs

Challenges the State Workforce System Faces

Delaware continues to strengthen alignment across the workforce system but faces several challenges that require technical assistance and peer learning. Key areas include:

- **Monitoring and Compliance:** Since higher education institutions are already monitored by multiple federal agencies, Delaware is exploring how to streamline oversight of training providers on the Eligible Training Provider List (ETPL) to avoid duplication. We are particularly interested in whether certain accreditations or existing review processes can be accepted in lieu of duplicative monitoring while still ensuring performance accountability, eligibility criteria, and data validation.
- **Customer Flow and Service Delivery:** Delaware is exploring innovations to enhance the customer experience and streamline workflows. Challenges include identifying effective

technologies to improve intake, scheduling, and follow-up, as well as creating efficient interfaces for credential data exchange and certification verification. We are also seeking best practices for accepting out-of-state or inter-agency documentation to reduce barriers without compromising compliance.

- **Intake and Assessment:** While Delaware uses tools such as CASAS, Career Scope, and the Interest Profiler, we are evaluating additional standardized tools and intake protocols to ensure consistency across programs. We also face challenges in developing a uniform intake checklist that aligns with Title I and partner programs.
- **Case Management Coordination:** Achieving seamless collaboration across Titles I–IV for co-enrolled participants remains complex. Delaware seeks promising practices from other states on real-time information sharing, governance structures, and evidence-based approaches to sustain engagement throughout the case management lifecycle.
- **Fiscal Reporting and Cost Calculations:** The state is seeking additional clarity on how to determine and report annual cost per participant, particularly around consistent fiscal methodologies for annual reporting.
- **Performance and Data Sharing:** Delaware previously faced legal and structural barriers that limited data sharing across agencies, particularly for the *Effectiveness in Serving Employers* measure. Each partner agency held essential data elements required for performance reporting, but differing statutory authorities and privacy restrictions created challenges in integrating and reporting outcomes comprehensively. These barriers once hampered the state’s ability to present a unified view of employer engagement and program impact. Delaware has been able to address many of these challenges, improving the quality, timeliness, and accuracy of required performance reporting.

Delaware has recently requested technical assistance from ETA on each of the above areas to ensure continuous improvement, strengthen compliance, and support innovation in service delivery.

Promising Practices, Lessons Learned, and Success Stories

Delaware continues to strengthen workforce service delivery and program integrity through several promising practices that enhance data quality, employer engagement, and access for individuals with barriers to employment.

- **Data Quality and Case Management Integrity:** The state implemented ongoing data quality reviews within the Division of Employment and Training to add an extra layer of accuracy and accountability within the case management system. These reviews help identify and correct data inconsistencies early, ensuring that performance reporting is both timely and reliable. This proactive approach has increased confidence in performance outcomes, improved compliance, and provided valuable feedback to frontline staff.
- **Registered Apprenticeship Expansion and Alignment:** In alignment with Governor Matt Meyer’s Executive Order, Delaware has prioritized Registered Apprenticeship (RA)

as a key strategy for advancing equitable access to high-quality, earn-and-learn opportunities. The Executive Order directs the state to expand apprenticeship pathways across both traditional and emerging sectors, streamline program registration, and strengthen coordination among education, labor, and industry partners. This has led to increased collaboration with employers, new youth and adult apprenticeship programs, and greater alignment with Delaware Pathways and Career and Technical Education (CTE) initiatives.

- **Serving Individuals with Barriers to Employment:** Delaware's workforce system continues to emphasize inclusive practices to reach individuals with disabilities, justice-involved individuals, veterans, and others with barriers to employment. Through partnerships with community-based organizations and targeted use of supportive services, the state has been able to remove obstacles to training and employment, promote skill attainment, and facilitate long-term attachment to the labor market.

Together, these efforts reflect Delaware's commitment to continuous improvement, data-driven decision-making, and equitable workforce development that benefits both employers and job seekers.

Success Stories – see Attachment C

Pay-for Performance Contracting:

Delaware currently operates two programs utilizing pay-for-performance contracting models. The Adult Blue Collar Occupational Skills Training Program is structured with a 60% cost-based payment and a 40% performance-based payment tied to participant outcomes such as program completion and employment placement. Additionally, the Temporary Assistance for Needy Families (TANF) Employment and Training Program incorporates performance-based payments linked to multiple benchmarks, including participant enrollments, attendance at key milestones (Day 1 and Day 30), credential attainment, and other measurable outcomes that support sustained employment and self-sufficiency.

Attachment A – Division of Employment and Training



STATE OF DELAWARE
DEPARTMENT OF LABOR
DIVISION OF EMPLOYMENT AND TRAINING
4425 NORTH MARKET STREET, THIRD FLOOR
WILMINGTON, DE 19802

TELEPHONE: (302) 761-8159

Date: October 10, 2025

To: Delaware Workforce Development Board

From: Gina Aurora, Deputy Director

Re: Division of Employment and Training (DET) Annual Report

Below is a summary of our accomplishments over the past year and proposed initiatives, programs, and grants for the upcoming year.

Accomplishments

APEX: The Advancement through PARDONS and EXPUNGMENT Program (APEX) provides opportunities to individuals with criminal histories who wish to obtain gainful employment. With partnership and financial support from the DHSS and DVR, over 1,200 justice involved individuals were outreached, 452 new DJL enrollments, 326 pardons granted, 635 expungements granted, 95 ITAs and over 100 supportive services provided in FY25.

Appropriated Special Funds (Blue Collar): Provides funds to state agencies and public sector organizations to train economically disadvantaged individuals and others with barriers to employment. Served 751 youth and adults in FY25.

MISSION STATEMENT:

***"TO PROVIDE SERVICES ENABLING EMPLOYERS AND JOB SEEKERS TO MAKE INFORMED
EMPLOYMENT AND TRAINING CHOICES LEADING TO EMPLOYMENT."***

American Rescue Plan Act (ARPA):

Period of Performance (3/11/21 - 12/31/26)

- **Forward Delaware ARPA Extension:** DET created the Rapid Workforce Training and Redeployment Initiative. This short-term training, titled Forward Delaware Extension, is designed to assist workers and their families who have been impacted by the COVID-19 crisis. This consists of 4 contracts with training providers with 123 enrolled in healthcare, 35 in Construction/Trades and 148 in Logistics/Transportation statewide.
- There were 239 Program completion, 193 employments, and 32 in advanced training. DET also assisted American Driver Training Academy in purchasing an additional tractor trailer to be able to provide more training classes due to the high demand and employer need for CDL drivers.
- **Tableau Enhancement:** Upgrade and enhance Tableau reporting database for DJL to include new filters for case management reports, interactive dashboards, custom reports and dashboards in Tableau and allow state users the ability to customize reports.
- **Focus on Alternative Skills Training (FAST):** provide up to \$10,000 in tuition assistance to DE residents who have obtained a high school diploma, or GED and have enrolled in an approved non-degree credit certificate program that provides industry accepted skill training and certification no later than 24 months after graduating high school. The total target enrollment was 45 and we exceeded that with 53 participants actually enrolled and 37 successful completions to date. **Subrecipients:** Career Team, Delaware Futures, West End Neighborhood House, Jobs for DE Grads
- **On the Job training (OJT):** Offset the cost of training for employers and gives them the opportunity to take a chance on hiring a worker they may typically not have in the past. (e.g. newly skilled, long term unemployed, less qualifications than normally required). Employers are eligible for up to 50% reimbursement of the employee's wages during the on-the-job training period to help cover the cost of training. The employers must offer full time jobs paying a minimum of \$16.00/hour, but with reimbursement capped at \$28.00 per hour. Training can be a minimum of 4 weeks up to 6 months. There are currently 52 OJT participants through 22 employers.
- **Forward Delaware OST Training Program:** provide high quality workforce preparation programs for adult career entrants or adult career changers who have extreme barriers to employment. The target enrollment was 482, actual enrollment is 454 with 412 successful completions to date. **Subrecipients:** Delaware Skills Center- Healthcare, Construction, Information Technology / Blindsight- Healthcare / Sussex Tech- Healthcare / Polytech- HVAC & Electrical / Food Bank- Warehouse/Log & Culinary / American Driver Academy- CDL
- **GED (Test of General Education Development) GED®/HS Diploma Program:** serve approximately 250 UI Claimants, dislocated workers, underemployed, and those looking to upskill who have self-identified in DJL that they do not have a high school diploma or GED®. Provides skills upgrade training that prepares qualified participants to earn a high school credential and a \$500 one-time incentive payment to those who earn their GED within 12 months from the time of enrollment. The enrollment goal is 130 and 33

participants have earned their GED or High school diploma and received the bonus to date.

- **Pre- Apprenticeship Training:** programs to create a qualified pipeline of Registered Apprentices and to expand the underrepresented (Women), disadvantaged, or low-skilled population that participates in Registered Apprenticeship (RA). The target enrollment was 171, actual enrollment is 160 with 138 successful completions to date.
Subrecipients: Delaware Skills Center - Plumbing Pre Apprenticeship / LEEP - Constructions/Union Pre Apprenticeship / NERDiT - IT Pre Apprenticeship / Polytech Adult Education - Aircraft Mech Pre Apprenticeship / The Challenge Program - Furniture Pre Apprenticeship, Food Bank of DE, Help Initiative

Business Services Representative and Community Outreach: Serving employers with a team of Business Service Representatives (BSR) helps companies with their workforce needs such as posting jobs, candidate screening and referrals, marketing positions, etc. In FY25, there were 137,221 job openings posted in Delaware JobLink, including 3,488 staff assisted job orders entered. There were 38 hosted job fairs with over 6,000 job seekers in attendance and over 1,000 employers.

The Rapid Response program is designed to support all employees that have or will be laid-off with detailed information including DOL programs and services, Unemployment Insurance benefits information, and Career Planning and Interview workshops. In FY25, the team provided Rapid Response services for Crozier Health in partnership with PA DOL with 28 sessions and over 500 employees attended. We received 1 WARN notice for Harrington Logistics and conducted 3 Rapid Response session for 50 affected employees in attendance.

The outreach team and DOL mobile van participated in over 400 events in FY25 to meet people where they are and let them know about the programs and services DOL offers. We engaged with over 25,000 people at these events.

DE Apprenticeship State Agency (DASA): Registered Apprenticeship is a proven approach for preparing workers for jobs while meeting the needs of businesses for a highly skilled workforce. It is an employer-driven, “earn while you learn” model that combines on-the-job training with job-related classroom/lab instruction. As of October 1, 2025, there are 550 active Apprenticeship and Training Employer Sponsor programs, and a total of 2,098 apprentices. In FY24, there were 670 new registered apprentices and 208 that graduated to obtain Journey person status. There were 31 new Registered Apprenticeship programs implemented by employers.

Elevate Delaware: Provides tuition and supportive services, up to \$10,000, to Delaware residents who have obtained a high school diploma, Diploma of Alternate Achievement Standards, or a Delaware secondary credential such as a GED, have enrolled in an approved nondegree credit certificate program, and work for a small employer under 51 employees. In FY25, there were 23 enrollments and 8 completions.

Fidelity Bonding: provides fidelity bonding insurance coverage to ex-offenders and other high risk job applicants who may be denied coverage due to issues that may include but not be limited to work experience, poor credit history or a criminal background. At no cost to the employer or employee the bonds are issued by a national insurance firm ranging in the amounts of \$5,000 to \$24,000 per person for a period of up to one year. In FY25, 1 bond were issued to an employer.

Foreign Labor Certification (FLC): To determine the availability of U.S. workers and the potential adverse effect on wages and working conditions that the admission of foreign workers might have on similarly employed U.S. workers before employers can obtain a labor certification. The FLC office advises employers, applicants, and foreign workers as appropriate regarding requirements for labor certification programs and advertise job openings consistent with non-Foreign Labor Certification advertisements to reach and interest the maximum number of U.S. workers. In FY25, 956 H2-A Workers (non-US) arrived /outreached and there were 38 multi-opening job orders processed.

H-1B One Workforce Grant: training and related activities to workers to assist them in gaining the skills and competencies needed to obtain or upgrade employment in high-growth industries or economic sectors. These grants are supported by user fees paid by employers seeking high skilled foreign workers under the H-1B visa program. The goal of the training grants is to prepare Americans for high skill jobs, reducing the dependence on foreign labor. During the period of performance from February 1, 2021, to January 31, 2026, the enrollment goal is 708 and there are currently 649 enrollments. Subrecipients include Delaware State University and Tech Impact.

Jobs for Veterans State Grant (JVSG): Disabled Veterans Outreach Program Specialists (DVOP) and Local Veterans Employment Representatives (LVER) are staff assigned to the American Job Centers to provide preferential employment, reemployment, and training services to U.S. military veterans and provide services to employers to hire veterans. In FY25, over 800 employers were outreached to connect case managed veterans with employment opportunities statewide.

Learning for Careers: Engage business community in a planning process that results in the creation or expansion of paid work experiences for youth and adult learners. The purpose is to increase employer participation in student education, training, and employment programs that leads to an increase in the number of youth served through summer youth employment or other DOL funded programs; or secondary school students participating in work-based learning and/or co-operative education programs; or postsecondary students participating in work-based learning and/or clinical/experiential learning programs. This program engaged 583 students in work based learning in FY25.

MIS Unit: During FY25, DET's MIS Unit played a vital role in applying not only DET's mission, but the Department's overall mission. The unit made a tremendous impact on guiding statewide goals, leading a customer-focused approach (for both public and state staff), and its' consistency was exemplary. The Unit led the WIOA partners in guiding the newly established Effectiveness in Serving Employers federal reporting measure. The Unit also paved the way for Delaware and AJLA states by implementing a new, fresh homepage of Delaware JobLink (DJL) which enhances the overall user experience. The homepage contains interactive features that allow users to make streamlined decisions based on concise, visual data. The MIS Unit also took the lead in setting up WIOA partner referrals in DJL by working with AJLA to design, coordinating with the WIOA One-Stop Operator and Workforce Development Board, and training WIOA partners how to use the system. This is another feature that allows WIOA partners to meet federal requirements and make customer referrals to partner agencies. WIOA Performance Measure Dashboards and reports were designed by the Unit and implemented in Tableau by AJLA. These reports enable a detailed view of WIOA performance metrics that allow identification of trends that can assist in leadership making targeted decisions. Routine trainings are conducted with administrators and staff, along with Data Quality Reviews, which focus on utilizing DJL and ensuring data integrity and accuracy.

Reemployment Services Eligibility and Assessment program (RESEA): Partnership with Unemployment Insurance and provides early intervention for UI claimants who are most likely to exhaust their UI benefits. Delaware's RESEA program provides early intervention reemployment services to UI claimants who are most likely to exhaust their UI benefits. RESEA funds are used to assess the continued eligibility for Unemployment and reemployment needs of UC claimants in the targeted populations identified by the state and to provide reemployment services to RESEA participants, including reemployment services to which RESEA participants are referred. During the period October 1, 2024, to September 30, 2025, 2,258 clients were scheduled, 959 successfully completed the program and received 1,236 services.

Summer Youth: Serves low-income youth between 14 and 21 years old by providing a paid work experience during summer months. This experience provides the opportunity to learn positive work behaviors, gain skills, promote responsibility, teamwork, good work ethic, and earn wages over the summer months. In FY25, 560 youth participated and over 200 unique worksites were utilized state-wide to offer these experiences to participants.

TANF: Temporary Assistance to Needy Families (TANF) is administered through a joint effort of the Division of Social Services (DSS) and the Delaware Department of Labor. The goal of TANF is to give people temporary help until they get a job. Within the program both the State and the TANF client have responsibilities. The State provides positive incentives for the family to become self-sufficient and self-supporting. Time on TANF is limited for most people, up to 36 months, but they must work or participate in work related activities for 30 hours a week to

receive a TANF check. In FY25, DET enrolled 389 clients, 740 job placements and provided services to 3,221 clients.

Today's Reinvestment Around Industry Needs (TRAIN): Designed to ensure Delaware business has the workforce they need, advance the skills of Delaware workers, grow the state's economy and increase sustainable employment for working families. It is a two-step grant process that first supports multiple employers and other stakeholders developing workforce training plans to address their workforce training needs (Phase I) and then invests in implementing some or all of the developed workforce training plans to train individuals (Phase II). In FY25, this program engaged 17 employers and trained 85 individuals in Phase II.

Trade Act Assistance: provides adversely affected workers who were laid off due to a mass layoff or plant closure with opportunities to obtain the skills, credentials, resources, and support necessary to (re)build skills for future jobs. In FY25, staff conducted outreach to eligible participants.

Wagner Peyser: Provide Employment Services as part of the One Stop system. There are no eligibility requirements for this program. In FY25, 11,153 clients received career services including 502 veterans virtually, hybrid and in person. This funding also supports the **Migrant Seasonal Farmworker Program** that ensures farmworkers have equitable access to career services and works with employers to place job orders locally, conducts outreach to ensure compliance. In FY25, there were 256 MSFW (US workers) in DE, staff provided 2,119 outreach activities and inspected 227 beds during housing visits at 10 farm sites.

WIOA Adult: Help low-income adults statewide who are unemployed, employed and/or underemployed. Priority is given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. Provided ITA/Training for 403 participants and 333 career services in FY25.

WIOA Dislocated Worker: Helps dislocated workers statewide who have been laid off due to closing, employee reduction, and natural pandemic. Provided ITA/Training for 118 participants and 119 career services in FY25.

WIOA In & Out of School Youth: Provide services for in school youth with barriers to secondary school completion, employment, and post-secondary enrollment. Programs include career exploration and guidance, comprehensive guidance, and counseling, continuing support for educational attainment, and opportunities for occupational skills training in in-demand industries and occupations. Programs are designed to culminate with a good job along a career pathway and/or enrollment in postsecondary education. Also provides funds for high quality programming for out of school youth and young adults with barriers to secondary school completion, employment, and/or and post-secondary enrollment. Programs include career

exploration and guidance, comprehensive guidance and counseling, continuing support for educational attainment, opportunities for occupational skills training in in-demand industries and occupations. Programs are designed to culminate with a good job along a career pathway and/or enrollment in postsecondary education. Served 154 in and out of school youth and provided 265 career services in FY25.

Work Opportunity Tax Credit (WOTC): To improve employment opportunities for hard-to-place job seekers by providing a tax credit to the employer who hires and maintains that employee. Employers make the hiring decision and there is no limit to the number of new hires who can qualify an employer for the tax savings. In FY25, 26,283 applications were processed and 13,707 certifications.

Current/New Initiatives

- **Increase Youth, Pre-Apprenticeships and Registered Apprenticeships in tradition and non-traditional trades:** Teacher Apprenticeship (Non- Traditional) and Youth Apprenticeship Strategic Plan implementation

In response to EO #1, DOL proposed that the state establish the Delaware Youth Catalyst Program. The goal of this program is to start a pre-apprenticeship opportunity while we work to create an apprenticeship employment opportunity structure within state government. Ultimately, this program will provide a customized solution for the First State – enabling Delaware to provide a unique program experience to recruit, train and retain new employees.

DET will use the State Apprenticeship Expansion Formula (SAEF)³ grant to increase contractual staffing capacity and promote expansion in non-traditional and traditional trades and lead the implementation of the Delaware Youth Strategic Plan developed in partnership with the Department of Education and other key stakeholders.

- **Reentry with Supportive Services:** Work with justice involved clients to offer Workforce Development and Training

Reentry Program Development – DET is developing a comprehensive reentry program aimed at providing essential support to individuals returning to their communities. A key component of this initiative is the establishment a Supportive Service Specialist role, who will be instrumental in connecting participants with crucial resources and guidance. To fund these efforts, we are actively pursuing the Fair Chance to Advance (FC2A) State Action Networks grant from Jobs for the Future (JFF).

- **Expand the Services of the Business Unit:** Training staff on DOL services and products for better marketing and focus on outreach and employment

Work Opportunity Tax Credit (WOTC) Program – DET has made significant progress in streamlining our program this year by adding automated eligibility features for certain categories in CertLink.

- **Increase Outreach Efforts and Foot Traffic in AJCs Statewide:** Coordinate with libraries, state agencies, vendors, employers, and other partners and host more AJC job fairs and events.

To increase public awareness and utilization of the valuable services we offer, we are launching a new outreach initiative. We're creating a dedicated Outreach Team composed of representatives from DVR, DET, and IA. This team will develop and execute a comprehensive plan to effectively communicate the wide range of services available at our American Job Centers (AJCs) across the state. A key part of our strategy is to hold a series of public town hall sessions in each county. These sessions will provide an opportunity to present our services and programs directly to the public, attracting more visitors to our AJCs. We also recognize the importance of engaging with employers. We'll hold separate town hall sessions specifically for employers to highlight our services and incentive programs. To foster stronger, long-term relationships, we plan to create Employer Committees in each county. These committees will serve as a direct channel for collaboration and feedback, ensuring our programs effectively meet the needs of the business community.

What do you want the DWDB to do?

DET administers over 25 programs and grants statewide, which connect job seekers with employers and develops Delaware's Workforce to meet the changing needs of its employers. We currently administer over \$53 million in awarded competitive grants, state, and federally funded programs for FY26, including over \$8.5 million in ARPA funding. In FY25, DET provided virtual and in person services to 13,477 job seekers resulting in 258,357 unique services, 1,234 employers with 137,221 job orders posted, and 41 Training Providers with 256 certificate, degree, and license programs. DET would benefit from additional employer engagement through employer forums that can promote all the services available. We would like the board to emphasize the effectiveness of posting jobs in DJL to connect job seekers and employers and to support the expansion of Registered Apprenticeship.

GINA AURORA
DEPUTY DIRECTOR

STATE OF DELAWARE
DEPARTMENT OF LABOR
DIVISION OF EMPLOYMENT AND TRAINING
4425 NORTH MARKET STREET, THIRD FLOOR
WILMINGTON, DE 19802

TELEPHONE: (302) 761-8107

Memorandum

TO: Division of Employment and Training Staff
Workforce Development Board Members

FROM: Gina Aurora
Deputy Director, Division of Employment and Training

DATE: October 13, 2025

SUBJECT: PY 24 WIOA Title I and Title III Program Costs and Annual Performance

The WIOA PY 24 Annual Performance report was successfully submitted via the USDOL/ETA Workforce Integrated Performance System (WIPS) reporting site prior to the October deadline.

The following chart indicates the PY 24 Total Expended costs, Administrative, Training, and Career Services costs for WIOA Title I and Title III programs. In addition, the chart provides the number and cost of participants served in Training and Career Services and percent of Administrative Costs expended. Additionally, we have included the final annual performance for the programs.

If you have any questions or require additional information, please do not hesitate to contact me.

Mission Statement:
"To provide services enabling employers and job seekers to make informed employment and training choices leading to employment."

WIOA & WAGNER-PEYSER PY24 EXPENSES (PY22/FY23, PY23/FY24, PY24/FY25 Grants)									
WIOA ADULT					# Participants Served		Cost per Participant Served		% Admin Expended
	TOTAL EXPENDED	ADMIN	ITA	Career Services	ITA/Training	Career Svcs	ITA/Training	Career Svcs	
6/30/2025	4,504,954.54	398,176.20	1,851,603.31						
6/30/2024	2,028,941.15	244,977.90	704,541.60						
PY24 ONLY	2,476,013.39	153,198.30	1,147,061.71	\$1,175,753.38	403	433	\$2,846.31	\$2,715.37	6.19%
WIOA DISLOCATED WORKER									
	TOTAL EXPENDED	ADMIN	ITA						
6/30/2025	3,179,784.55	410,653.18	526,624.09						
6/30/2024	1,531,484.69	251,187.83	270,847.39						
PY24 ONLY	1,648,299.86	159,465.35	255,776.70	\$1,233,057.81	118	119	\$2,167.60	\$10,361.83	9.67%
WIOA YOUTH									
	TOTAL EXPENDED	ADMIN	YOUTH TRAINING						
6/30/2025	4,869,133.42	367,989.40	4,086,379.44						
6/30/2024	3,042,325.02	152,604.89	2,660,573.11						
PY24 ONLY	1,826,808.40	215,384.51	1,425,806.33	\$185,617.56	154	265	\$9,258.48	\$700.44	11.79%
WAGNER-PEYSER									
	TOTAL EXPENDED	ADMIN							
6/30/2025	4,498,953.40	NA							
6/30/2024	2,539,159.81	NA							
PY24 ONLY	1,959,793.59			\$1,959,793.59		11,153		\$175.72	

WIOA ADULT					# Participants Served		Cost per Participant Served		% Admin Expended
TOTAL EXPENDED	ADMIN	ITA	Career Services	ITA/Training	Career Svcs	ITA/Training	Career Svcs		

[illegible]

PY24 ONLY	2,476,013.39	153,198.30	1,147,061.71	\$1,175,753.38	403	433	\$2,846.31	\$2,715.37	6.19%
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WIOA DISLOCATED WORKER					
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[illegible][illegible]

P124 O/NLT	1,048,233.80	133,033.33	233,770.70	\$1,433,037.81	118	115	\$2,107.80	\$10,501.83	3.07%
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[illegible]

6/30/2025	4,869,133.42	367,989.40	4,086,379.44						
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6/30/2024	3,042,325.02	152,604.89	2,660,573.11						
PY24 ONLY	1,826,808.40	215,384.51	1,425,806.33	\$185,617.56	154	265	\$9,258.48	\$700.44	11.79%

WAGNER-PEYSER						
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[illegible]

6/30/2025	4,498,953.40	NA				
6/30/2024	2,539,159.81	NA				
BYA ONLY	1,050,303.50		\$1,050,303.50		11.1%	\$135.33

PY24 WIOA & WP Cumulative Performance											
Performance Indicator	Program	Negotiated Performance Level	Actual Perform Q1	Actual Perform Q2	Actual Perform Q3	Actual Perform Q4		Perform Results Q1	Perform Results Q2	Perform Results Q3	Perform Results Q4
Employment Rate 2nd Quarter after Exit	Adult	78.0%	79.4%	81.8%	84.0%	80.7%		101.8%	104.9%	107.7%	103.4%
	DW	72.0%	72.9%	76.9%	76.5%	85.7%		101.3%	106.8%	106.3%	119.0%
	Youth	66.0%	68.0%	66.2%	66.7%	68.5%		103.0%	100.3%	101.0%	103.8%
	W/P	60.5%	64.6%	60.8%	60.4%	59.9%		106.8%	100.5%	99.9%	99.0%
Employment Rate 4th Quarter after Exit	Adult	75.0%	74.1%	76.3%	79.4%	80.2%		98.8%	101.7%	105.9%	106.9%
	DW	75.0%	75.6%	75.4%	75.0%	71.8%		100.8%	100.5%	100.0%	95.7%
	Youth	72.5%	76.4%	77.9%	76.2%	75.9%		105.4%	107.4%	105.0%	104.7%
	W/P	61.0%	66.2%	60.3%	59.6%	59.4%		108.5%	98.9%	97.7%	97.4%
Median Earnings 2nd Quarter after Exit	Adult	\$7,800	\$8,262	\$8,468	\$8,849	\$9,225		105.9%	108.6%	113.4%	118.3%
	DW	\$9,800	\$13,071	\$13,177	\$13,333	\$13,442		133.4%	134.5%	136.1%	137.2%
	Youth	\$2,500	\$3,987	\$4,125	\$2,760	\$4,126		159.5%	165.0%	110.4%	165.0%
	W/P	\$6,800	\$7,570	\$7,525	\$7,439	\$7,567		111.3%	110.7%	109.4%	111.3%
Credential Attainment	Adult	64.0%	72.8%	73.4%	72.8%	71.1%		113.8%	114.7%	113.8%	111.1%
	DW	65.5%	65.0%	68.9%	63.0%	59.5%		99.2%	105.2%	96.2%	90.8%
	Youth	74.5%	82.4%	79.7%	78.3%	75.8%		110.6%	107.0%	105.1%	101.7%
	W/P	n/a	n/a	n/a	n/a	n/a		n/a	n/a	n/a	n/a
Measurable Skill Gains	Adult	37.0%	50.9%	57.0%	62.0%	62.4%		137.6%	154.1%	167.6%	168.6%
	DW	31.0%	42.7%	51.0%	64.8%	51.0%		137.7%	164.5%	209.0%	164.5%
	Youth	60.5%	72.9%	67.3%	66.4%	76.7%		120.5%	111.2%	109.8%	126.8%
	W/P	n/a	n/a	n/a	n/a	n/a		n/a	n/a	n/a	n/a

Performance Indicator	Program	Negotiated Performance Level	Actual Perform Q1	Actual Perform Q2	Actual Perform Q3	Actual Perform Q4	Perform Results Q1	Perform Results Q2	Perform Results Q3	Perform Results Q4
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Employment Rate 2nd Quarter after Exit	Adult	78.0%	79.4%	81.8%	84.0%	80.7%	101.8%	104.9%	107.7%	103.4%
	DW	72.0%	72.9%	76.9%	76.5%	85.7%	101.3%	106.8%	106.3%	119.0%
	Youth	66.0%	68.0%	66.2%	66.7%	68.5%	103.0%	100.3%	101.0%	103.8%
	W/P	60.5%	64.6%	60.8%	60.4%	59.9%	106.8%	100.5%	99.9%	99.0%

Employment Rate 4th Quarter after Exit	Adult	75.0%	74.1%	76.3%	79.4%	80.2%	98.8%	101.7%	105.9%	106.9%
	DW	75.0%	75.6%	75.4%	75.0%	71.8%	100.8%	100.5%	100.0%	95.7%
	Youth	72.5%	76.4%	77.9%	76.2%	75.9%	105.4%	107.4%	105.0%	104.7%
	W/P	61.0%	66.2%	60.3%	59.6%	59.4%	108.5%	98.9%	97.7%	97.4%

2nd Quarter after Exit	Adult	\$7,800	\$8,262	\$8,468	\$8,849	\$9,225	105.9%	108.6%	113.4%	118.3%
	DW	\$9,800	\$13,071	\$13,177	\$13,333	\$13,442	133.4%	134.5%	136.1%	137.2%
	Youth	\$2,500	\$3,987	\$4,125	\$2,760	\$4,126	159.5%	165.0%	110.4%	165.0%
	W/P	\$6,800	\$7,570	\$7,525	\$7,439	\$7,567	111.3%	110.7%	109.4%	111.3%

Credential Attainment	Adult	64.0%		72.8%	73.4%	72.8%	71.1%		113.8%	114.7%	113.8%	111.1%
	DW	65.5%		65.0%	68.9%	63.0%	59.5%		99.2%	105.2%	96.2%	90.8%
	Youth	74.5%		82.4%	79.7%	78.3%	75.8%		110.6%	107.0%	105.1%	101.7%
	W/P	n/a		n/a	n/a	n/a	n/a		n/a	n/a	n/a	n/a

[illegible]

Attachment B- DWDB Business Liaisons

Project Overview

The Business Liaison program will engage three contractors to serve as intermediaries between businesses, workforce development/ education/training programs, and unemployed/underemployed Delawareans affected by COVID 19. These contractors, known as Business Liaisons, will be tasked with building communication pathways that will enable businesses to share hiring needs, increase job postings on Delaware JobLink (“DJL”) (the system used by Department Labor to connect unemployed individuals and others looking for work to work opportunities), provide input and feedback to training programs, remove barriers to hiring, and connect unemployed/underemployed individuals to companies that are hiring.

Connecting Delaware Employers to Workforce Resources: A Three-Year Summary of Business Engagement and Industry Outreach

Executive Summary

Since 2022, the Business Liaison team for the Delaware Workforce Development Board (DWDB) has significantly expanded employer awareness of state-supported workforce development resources. This report outlines the two-phase strategy implemented to strengthen connections with Delaware employers, increase visibility of the DWDB, and drive engagement with education and training partners.

Phase I: Building Connections — Outreach, Interviews, and Referrals

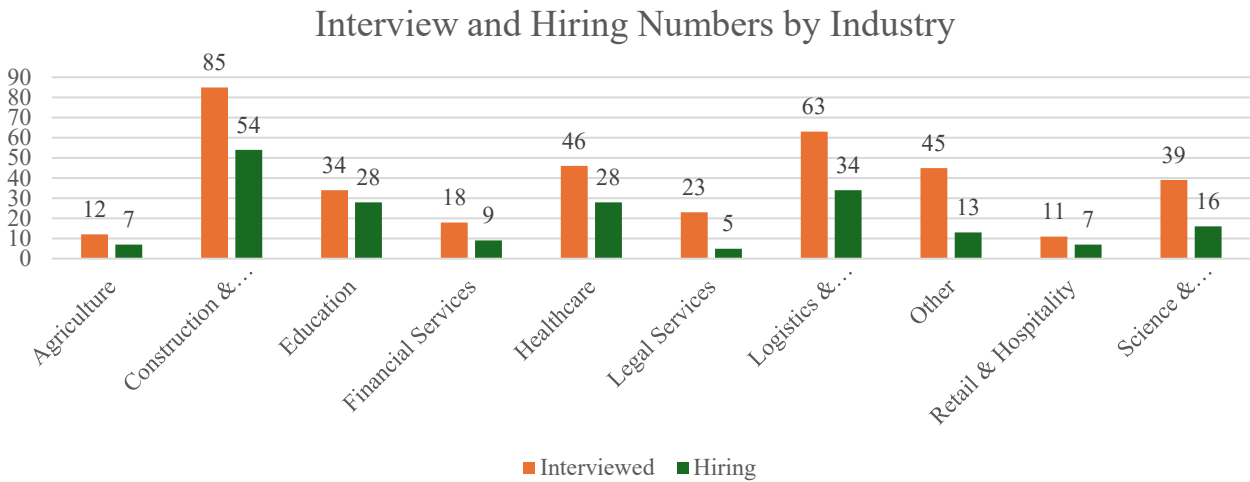
Objective:

To establish baseline awareness of the DWDB and workforce resources among Delaware businesses and connect employers with appropriate programs based on identified hiring needs and training gaps.

Key Activities & Outcomes:

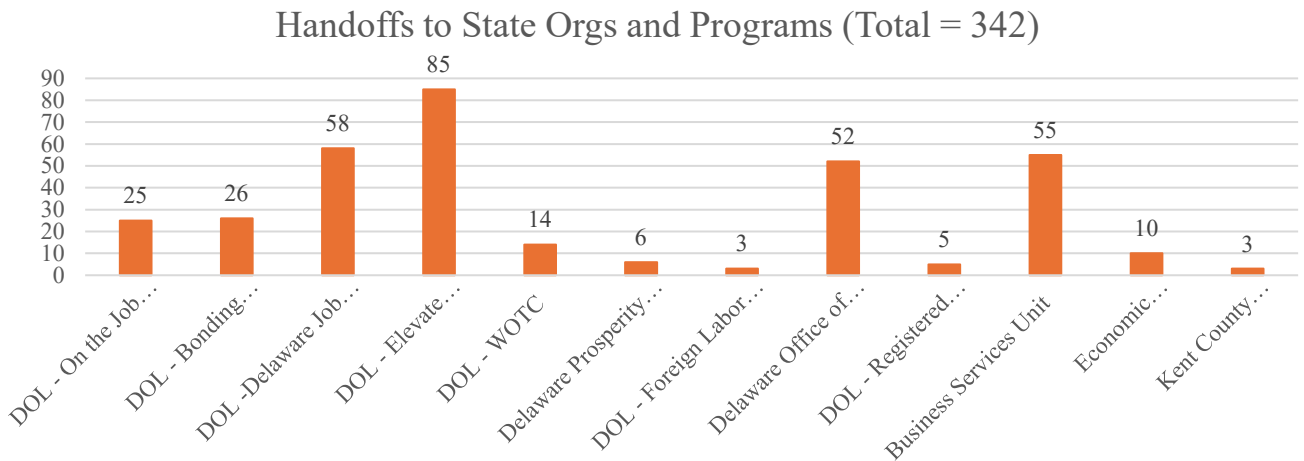
- **Initial Outreach & Database Development:**
A total of 2,256 Delaware businesses were contacted between 2022–2025 across a wide range of industries. Outreach was tracked and used to build a comprehensive employer contact database.
- **Employer Interviews & Needs Assessment:**
378 businesses were interviewed to better understand their hiring activity, talent challenges, and familiarity with available resources.

- 53% reported they were currently hiring.

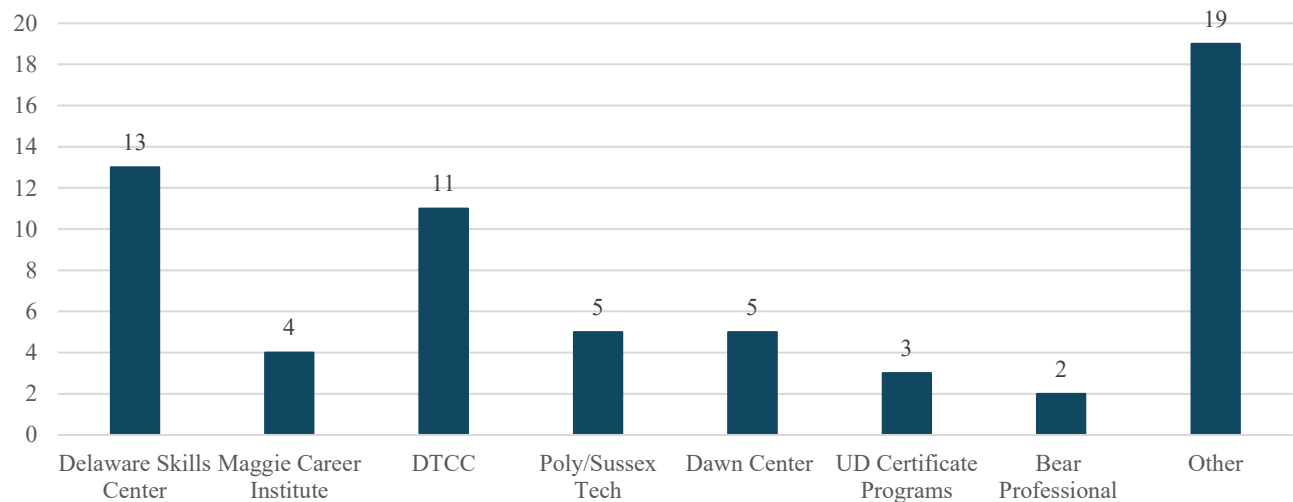


- **Referrals & Connections Made:**

- **Only 23% of businesses interviewed were aware of state programs available to them.**
- Interviews led to 342 referrals to state organizations and 62 referrals to Eligible Training Providers:



Referrals to Eligible Training Providers (Total = 62)



Impact:

This foundational outreach uncovered critical awareness gaps and laid the groundwork for targeted follow-up strategies, including marketing and industry-specific engagement.

Phase II: Strengthening Awareness — Marketing & Industry Partnerships

Objective:

To deepen engagement by building employer trust, increasing visibility of training opportunities, and aligning outreach with industry needs, especially within emerging sectors.

Digital Marketing & Video Strategy

Recognizing the need for engaging content, the team pivoted toward short-form video storytelling:

- Developed and distributed videos featuring DWDB-supported training providers
 - Completed videos highlight [The Challenge Program](#), [The Food Bank of Delaware](#), [Delaware Skills Center](#), and our [High School Pathways](#), [Maggie Career Institute](#), [DSU Inspire Scholarship](#), [DSU Adult Education](#), [Delaware Skills Center Part 2 \(Trades\)](#), [Poly Tech \(Aircraft Tech\)](#)
 - Additional videos will highlight, POLYTECH High School Adult Education, ALOFT Academy, Delaware Barber and Cosmetology, and the Center for Clean Hydrogen
- Hosted videos on Vimeo and shared through the DWDB's LinkedIn page
- Planned targeted email campaigns using the Phase I employer database, segmented by industry

Strategic Industry Engagement

In parallel, the Business Liaison team deepened relationships with high-growth and emerging sectors through direct collaboration, research, and advisory work.

Hydrogen Industry Leadership:

- Partnered with MACH2 (Mid-Atlantic Clean Hydrogen Hub) to engage 50 local hydrogen businesses via survey to assess what jobs and skills are needed
- Serve on advisory board for Cheney University's hydrogen safety curriculum
- Support Center for Clean Hydrogen's high school and worker upskilling training initiatives
- Analyzed regional knowledge and training gaps; publication forthcoming

Photonics & Manufacturing Sector Work:

- Coordinated with Princeton University's NSF Regional Engine initiative for photonics
- Assessing potential for a theater lighting technician training pipeline aligned with photonics workforce needs
- Presented Delaware CTE and workforce data to the Delaware Manufacturing Extension Partnership (DEMEP)
- Conducted on-the-ground surveys at Chamber's Manufacturing conference

Outcomes:

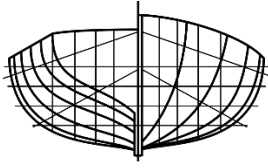
These targeted efforts have advanced the DWDB's visibility in sectors driving Delaware's economic future, while reinforcing the Board's relevance in solving talent challenges through research, training alignment, and sector-based partnerships.

Conclusion & Next Steps

Over two and half years, the Business Liaison team has grown employer awareness, streamlined referrals, and catalyzed partnerships in key sectors. Moving forward, the focus will be on:

- Scaling video-based outreach through targeted campaigns
- Publishing findings on workforce knowledge gaps in hydrogen and photonics
- Expanding engagement in other emerging industries and in tandem with our neighboring economic partners
- Formalizing data-sharing and referral pathways with state and education partners

Attachment C - Success Stories



THE CHALLENGE PROGRAM

Neisha was 19 years old and on adult probation when she applied to The Challenge Program (TCP) in late 2023. After recently graduating high school and aging out of foster care, she was very motivated to find her path in life. She wanted to attend college - but there was so much going on in her life and she needed to earn money to support herself, so she pursued a job at TCP. Where, in addition to being paid to learn woodworking and construction skills, Neisha could also outline and work on her other goals of enrolling in college, obtaining gainful employment, securing her own apartment and car. When she was hired on crew, at first, she thought, “I can’t do this!” but her Instructor, Vince Hernandez (with CP for over 25 years), pushed and motivated her. “He broke it all down for me...he doesn’t give up.”

Vince described Neisha as ambitious, smart and not afraid of new challenges. She soon became Vince’s “go to” trainee – trusted to know what tools to use and the work ethic to execute skilled jobs from start to finish. Neisha said “I felt good at The Challenge Program – I wanted to be here. Each day it was ‘What are we doing today?’”.

- Neisha also worked consistently and reliably with our Case Manager. Her Individual Service Strategy outlines and reflects the progress she has made - with the support of The Challenge Program - to accomplish the following: Secured full financial aid plus an additional scholarship for supplemental living expenses
- Enroll and successfully completed 2 semesters at DTCC (currently enrolled in her 3rd semester) in pursuit of a degree in human services – as helping people is her career dream
- Obtained a selective housing voucher, then apply for dozens of apartments before
- Signed a lease / and MOVED INTO HER OWN APARTMENT!
- She is also the proud new owner of her own car! Awarded through the Driven Program after TCP helped her complete all the elements of the referral process. She is also receiving assistance with auto insurance.
- Earned a security guard certification and was recently hired by a local security company - where she works hours that fit with her part time school schedule.

Neisha also earned her Flagger Certification, built a resume, participated in group events and workshops including financial literacy, and even completed a volunteer project for school at TCP. The confidence, hope and stability she gained while working at TCP can best be measured by Neisha’s own words “I loved it. I can do whatever I put my mind to.”.



I, (Cicely Everson, Program Coordinator at Cape) met Ryan last school year when I began teaching the advisory class at Cape Henlopen High School. He was always inquisitive and engaged in active discussions we had in class. One day he mentioned he was really interested in learning about finance and business but didn't know where to start. There was a book he wanted but wasn't yet able to get. Sarah Gilmour, Pathways Outreach and Development Manager, was there observing that day and overheard Ryan, who asked if we could help him acquire the book. Sarah told Ryan that she would see what she could do and keep him posted.

The next day, Sarah was able to get the book Ryan requested (Rich Dad Poor Dad). He was so excited when she handed it to him. This small action prompted him to share the book with his mom so they could learn more about finance together. Sarah also set up a money talk during class, where a banker from M&T bank came in to speak with the students about finance, and returned again to help students (Ryan included) open bank accounts on the spot.

One small action - Ryan advocating for his needs even though he didn't know where to begin - led to new ways of thinking for him. Since then, Ryan and I have had conversations about entrepreneurship, money, banking, and even tossed around the idea of him starting a drop-shipping business. Ryan showed assertiveness by being proactive with his needs, even if he didn't know how they would be filled.

I (Cicely Everson, Program Coordinator at Cape) met Chris in our Grow Your Own afterschool program last school year. This program was designed to help "grow our own" leaders and educators (who are often disproportionately represented in our community), in an effort to increase diversity in education. I was only there to volunteer initially and loved watching the students lead their own discussions on important issues. It was clear early on that Chris had a love for cultural diversity, and it was also important for him to share his opinion on essential issues that impact our students and the world. Throughout our exercises, Chris expressed excitement about becoming an educator (math teacher) and was always engaged; however, sometimes it felt challenging to find and fully share his voice.

Chris loves to write poetry and began using this as a tool to express thoughts and challenges that felt difficult to share otherwise. He was also equipping himself with some of the very tools needed during our student-led debates and discussions. Chris began to share his poetry samples with me even when it felt uncomfortable and even gave me some backstory around what influenced the topic or led him to write in the first place. From grief to friendships to celebrating his own identity, Chris's writing began to flourish, and it was a deeply expressive way for him to not only communicate his ideas but also to see his own strengths and life experience through a unique lens. He was finding his voice!

Chris and I frequently exchanged ideas about ways to expand his writing, ideas around titling his pieces, and more. He became much more confident, and it is clear when speaking with him, not only what he wants to do, but how he wants to impact his community and the world. Chris is definitely going to be a changemaker!



At The Culinary School at the Food Bank of Delaware, we believe every student brings a unique recipe for success—and sometimes, those recipes surprise even the chefs themselves. For Yunique Martinez, a Lincoln-area native with two decades of experience in fast food, culinary dreams once seemed out of reach. But after enrolling in our 14-week program, Yunique decided it was time to invest in herself. Her goal? To become certified, sharpen her kitchen skills, and build a foundation strong enough to launch her own business. “I’ve never competed in anything before, so I never won,” Yunique shared. “It makes me feel good.” And win she did.

Meet the Dish: “Scrapple Puppies”

Midway through the program, students were given a delicious challenge—thanks to our long-time sponsor, Rapa Scrapple. The assignment: create a unique and flavorful scrapple dish. Yunique’s answer? Scrapple Puppies—a tasty, crunchy, and flavorful mash-up inspired by multiple hush puppy recipes. Judges loved them. She took first place, winning a cash prize, a blue ribbon, and an unprecedented invitation to serve her dish at the Apple Scrapple Festival in Bridgeville, Delaware this October. The beloved festival, which draws tens of thousands each year, has never before featured one of our Culinary School students.

Talk about making history—and making an impression. As her confidence grew, so did her ambition. Encouraged by Chef Tish Badamshin, one of our talented instructors, Yunique applied for a job outside her usual fast food roles. She landed a position at The Big Chill, a vibrant oceanfront restaurant at Indian River Inlet, known for its stunning ocean views and high-energy kitchen. “It’s fast-paced, very demanding—and I love it. I love being productive,” she said. “Chef Tish forced me out of my comfort zone. It was the push I needed.”

Juggling her new job and school responsibilities is no easy feat, especially since Yunique is also a full-time mom to two daughters, ages 16 and 13, and a 5-year-old stepson. But she’s doing it all with purpose, drive, and a smile.

“This is the biggest accomplishment I’ve ever had—except for my kids. I was a high school dropout. I got pregnant, but I went back and finished. Nobody ever expected much of me. My duty is to prove them wrong.”

Yunique isn’t stopping here. She’s already dreaming up her next venture: a food truck business. With a name and concept in the works, she’s taking everything she’s learned and building a future on her own terms.



After a horrific accident that left Shannon re-learning to walk and drive again. An exercise with her vocational rehabilitation urged her to focus on “the strength of brain, instead of the limitations of her legs” that lead to finally pursue a college degree.

Through the encouragement of her vocational rehabilitation center therapists who thought that earning a degree would help improve her self-esteem as she navigated this new chapter, she discovered the Delaware Tech Human Services program. After a review of the college’s website and speaking to advisors, she thought the Human Services program was the best fit as it best matched with her inherent characteristics. She also found that leaning on her past, would allow her to help those she would encounter in her future. "The more I learned about the human services program, the more I realized that my inherent characteristics (empathy, activism, advocacy, compassion, inclusivity, accessibility, empowerment, positivity, and hope) matched with human services requirements," she said.

“I remember Bobbi Barends and Gail Charrier 'ambushing' me before my first class," she recalled. "I was full of anxiety, and they knew the right words to say. They projected confidence in me, and it was contagious; they believed [in me] until I believed [in myself]." “I came to Del Tech trying to figure out who the new 'me' was; I found myself here. I am fierce. I am resilient. I am smart. I am valuable." Vella named the availability of Delaware Tech staff as the most valuable resource at the College. "Everyone has supported and encouraged me throughout my entire journey," she said. "They helped me when I struggled with assignments, but they also helped me personally. I was able to adjust to my injury easier because of their support. I never felt like 'just another student.' I was able to adjust to the quarantine and distance learning because I had the best squad of cheerleaders ever."

Feeling empowered and now embracing her disability, Shanon earned her associate’s degree in Human Services in 2021 and is working as an employee for the Southern Delaware Alliance for Racial Justice (SDARJ) a non-partisan organization that educates, informs, and advocates for racial justice, equality, and fair opportunity. She was introduced to this opportunity after serving as an intern for the organization as a student.



J. McCloskey is a 2025 graduate and JDG DOL BC enrolled student from Odessa High School. Mr. McCloskey lacked employability and career skills and was interested in obtaining internship experience in his designated career field of his interest. Then continue in a post-education environment.

Mr. McCloskey successfully completed the JDG senior program which consisted of a career-oriented curriculum. This curriculum consisted of critical thinking, emotional intelligence, life skills and teamwork areas of study just to name a few. He was also paired with a JDG Student Outreach Coordinator who worked with him to increase his confidence, provide college and internship opportunities and offered him guidance and counseling sessions.

As a result of Mr. McCloskey's hard work and dedication towards his educational skills learned in the JDG classroom, JDG was able to connect him with an internship opportunity at DSU in Dover, DE. A JDG Student Outreach Coordinator provided Mr. McCloskey with confidence building techniques and furthered his knowledge of the skills he learned in the JDG classroom. Over the summer, Mr. McCloskey interviewed and started his paid internship at the DSU Biomedical Behavioral and Allied Health Center in July 2025. He has since enrolled and started his post-secondary education this past September at DSU.

Career

Ms. Ruby is a resilient single mother of two, facing the daily challenges of raising her children alone. Her oldest son had recently received a health diagnosis, which introduced a new set of emotional and logistical hurdles. Without a strong support system, it became increasingly difficult for her to maintain consistent, full-time employment. On top of this, Ms. Ruby was facing the very real and immediate threat of eviction—a crisis that weighed heavily on her and her family.

Despite these obstacles, Ms. Ruby was determined to build a better future. Her primary goals were clear: to secure stable, full-time employment and to find reliable childcare, particularly after-care services for her son, whose special needs required understanding and flexibility. She knew that achieving these goals would not only provide financial security but also a sense of peace and stability for her family.

Ms. Ruby enrolled in Career Team's Employment and Training program, a decision that marked the beginning of a powerful transformation. Through Career Team, she was connected with essential support services, including childcare assistance, an immediate relief that gave her the breathing room to focus on her job search. She participated in Job Readiness classes, where she not only learned valuable workplace skills but also found a community of peers, including other parents navigating the challenges of raising children with a similar diagnosis. These connections became a vital source of encouragement, shared resources, and emotional support.

To further prepare for the workforce, Ms. Ruby utilized the Career Edge Learning Management System. There, she honed her interview techniques, researched labor market trends, and gained the confidence she needed to re-enter the workforce with purpose and poise. Her commitment to self-improvement and her unwavering perseverance began to pay off. She successfully secured after-care services for her son, which lifted a significant burden and gave her the flexibility to pursue full-time employment.

Ms. Ruby's efforts culminated in a life-changing opportunity: she was hired full-time at Child Inc., an organization that values family and community values that deeply resonate with her own journey. With her new income, Ms. Ruby was able to negotiate a payment plan with her landlord, avoid eviction, and stabilize her housing situation. For the first time in a long while, she could envision a future filled with hope and possibility.

Ms. Ruby's story is a testament to the power of perseverance and the impact of compassionate support. Through her hard work and the resources provided by Career Team, she not only achieved her immediate goals of employment and housing security but also laid the foundation

for long-term success and independence. Her journey is an inspiration to others facing similar struggles and a reminder that with the right support, overcoming adversity is possible.



A recent high school graduate who experienced numerous barriers to her education, including her living situation and limited work force experience entered our program. She was able to overcome all of this and most recently graduate this past June from high school and is now attending Del-Tech Community College to study education. Working with our program, and utilizing our resources, this student was able to overcome her barriers and complete her goals with success. The student's family experienced an extended period of homelessness during her sophomore and junior year of high school and the student's grades began to slip. Through our work force development program, this student received assistance with her high school studies, resume building, and was provided soft skill workshops to help develop her skills. Some of these workshops included public speaking, mock interviews, workplace and email etiquette, and a 6 week paid internship opportunity to help develop her workplace skills even further and gain confidence.

The student's goal was to graduate from high school, gain workplace experience, and learn how to write a resume. This task would require several steps and the complete cooperation and student's willingness to participate in our workforce development programs. Through her participation and mentorship with Delaware Futures, the student was able to complete all 3 of her goals safely and successfully!

Through Delaware Futures' workforce development programming, the student was able to enhance her workplace skills by participating in workshops such as, resume writing, public speaking, mock interviews, 1:1 mentorship and advisory, and workplace and email etiquette. The student was also able to participate in a 6 week paid internship with one of our workforce partners. During her internship, the student was able to practice her skills and enhance her communication and complete her work tasks with confidence.

The student successfully completed her 6 week internship with excellence. Her confidence and her ability to learn and prove herself to be responsible at her internship- led to the internship placement hiring her part time. The student will be able to work and build upon her foundation as she begins her collegiate studies. Our work force development programming was able to provide the intense help this student needed to be successful. We are excited to hear her impact in the world and her future endeavors as she continues her development. Building confidence and workplace skills, while removing barriers, was critical in making sure this student was successful.



My name is Andrea, and I attended the Delaware skills Center LPN Program Year 2023-2024. Since graduating from the program and successfully passing the NCLEX-PN, I've gained employment at Paramount Senior Living as their full time Wellness Nurse. I'm only working one job but seeking to broaden my horizons and sharpen my skills. I'm very happy with my nursing job and title, being able to assist my residents and even staff members with the knowledge I've gained at DSC has made my days at work joyous and memorable.

Since graduation, many new things have happened to me and my family. We are currently in the process of moving to a bigger home, we've purchased a dog, something my kids have always wanted, I'm able to pay all my bills on time with no issues. During the summer last year, we've taken two trips and have multiple planned for this year, and I've signed up for school to obtain my RN license. Some of these things would not have been possible for me if I wasn't given a chance by the amazing staff at DSC.

The LPN program and its instructors have changed my life in more ways than one. From inside the classroom and even outside the classroom. While under Mrs. Anderson, I've learned many nursing skills that are essential to my work today. With the assistance of Ms. Sylvia, I've learned to be organized and punctual in my everyday life. From all the instructors at the various clinical sites, I've learned how to adapt in any nursing setting, and I have the confidence to explore different avenues of the nursing world.

The Delaware Skills Center has been the most amazing thing to happen to me in all of my scholarly life. I've never been one to like anything about school besides lunch, but this experience was beyond enjoyable. The entire staff was kind, courteous, and extremely passionate about ensuring quality education in a safe environment. I wish I would have found this place sooner than I had. There was no way to fail in this schooling facility. Success is the only option!

Though I attended the HVAC program, I felt like I was enrolled in every program because of the spectacular curriculum put together by my instructor. It wasn't overwhelming, it didn't seem impossible, and most importantly, the information was efficiently delivered so that I could firmly grasp and properly apply the knowledge learned while out in the real world. I was so impressed by my class and other classes. I look forward to signing up for Plumbing and Carpentry in the near future. The Delaware Skills Center gave me the courage to do any and everything I set my mind to! I now have more confidence in myself to learn and apply.

Just a few short months after completing the HVAC program, I was hired for a maintenance position but was able to apply so much of the lessons learned at The Delaware Skills Center. My employer was very impressed. I now have a library of knowledge I can carry with me for the rest of my life. I am very thankful for the caring and generous staff at The Delaware Skills Center!



Justin graduated from Seaford High School in 2001. Shortly after, he began working at UPS, where he spent approximately eight years. Driven by a strong desire for growth and education, Justin transitioned to a career at Invista, starting as an entry-level driver. When an opening for a mechanic became available, he seized the opportunity and worked in the mechanical shop for nearly seven years before moving into the electrical field.

To support his advancement, Invista sponsored Justin's education through the Sussex Technical Apprenticeship Program. The company has funded his training and provided him with a journeyman mentor during the workday. From September through April, Justin attends electrical trades classes two nights per week. He is currently completing the third of four levels in the program.

Justin is committed to continual learning as a pathway to career advancement and job security at Invista, which manufactures nylon for the U.S. military and major companies such as 3M. He is one of only two employees at the plant responsible for keeping critical machinery operational through both electrical and mechanical troubleshooting.

Beyond his career, Justin is the proud father of two children. He strives to set an example for them by demonstrating that continued education opens doors to opportunity and advancement. His dedication to lifelong learning has taken him to training programs in Nevada and Pennsylvania, and he intends to pursue further specialization in Programmable Logic Controllers within Invista's mechanic shop.

In 2017, Justin faced a major setback when he was seriously injured in a car accident, requiring four months of medical rehabilitation. Despite this challenge, he returned to his career stronger than ever, continuing to build his expertise in both the mechanical and electrical fields.

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To support his advancement, Invista sponsored Justin's education through the Sussex Technical Apprenticeship Program. The company has funded his training and provided him with a journeyman mentor during the workday. From September through April, Justin attends electrical trades classes two nights per week. He is currently completing the third of four levels in the program.

Justin is committed to continual learning as a pathway to career advancement and job security at Invista, which manufactures nylon for the U.S. military and major companies such as 3M. He is

one of only two employees at the plant responsible for keeping critical machinery operational through both electrical and mechanical troubleshooting.

Beyond his career, Justin is the proud father of two children. He strives to set an example for them by demonstrating that continued education opens doors to opportunity and advancement. His dedication to lifelong learning has taken him to training programs in Nevada and Pennsylvania, and he intends to pursue further specialization in Programmable Logic Controllers within Invista's mechanic shop.

In 2017, Justin faced a major setback when he was seriously injured in a car accident, requiring four months of medical rehabilitation. Despite this challenge, he returned to his career stronger than ever, continuing to build his expertise in both the mechanical and electrical fields.



Ryan was stuck in a cycle of low-paying odd jobs, struggling to find long-term stability or a clear career path.

He wanted to build a reliable career with upward mobility and strong income potential.

Ryan joined ADTA's full-time CDL-A training program. Over four weeks, he received comprehensive instruction and hands-on training, earning our prestigious "One & Done" title by passing his CDL-A exam on the first attempt. Our career center connected him with employers immediately after graduation.

Ryan launched his career with Schneider, and after 4.5 months on the road, he's thriving—receiving multiple recommendation letters from fellow drivers who praised his professionalism and driving skills, often assuming he had years of experience.

Dwayne faced repeated layoffs as an ironworker and had been unemployed for a year. Legal issues from his past made finding stable work even harder.

He needed to overcome employment barriers, support his family, and build a sustainable career with long-term growth.

Determined to change his future, Dwayne enrolled at ADTA, completing the CDL-A training program during the holiday season despite personal challenges. Our staff connected him with employers ready to see his potential.

On December 27, 2024, Dwayne passed his CDL exam and was hired immediately by Stevens Transport. He is now positioned to enter Stevens' Business School program after a year, setting him on track to become a successful owner-operator.



To pursue her dream of becoming a lawyer in Delaware, Feride needed to strengthen her academic and conversational English so she could thrive in law school. Feride joined Literacy Delaware for help. Week after week, she built her confidence, practiced legal English, and strengthened her communication skills. After just six months, Feride was accepted into Widener Law School. Today, she is on her way to becoming a corporate attorney, to contribute her talents to Delaware's workforce in the legal sector

Feride's story reminds us: literacy skills are workforce development skills. When we invest in literacy and workforce development, we unlock their potential—and build a stronger workforce.

After 20 years of working with Spanish-speaking students in Chicago, Maria moved to Delaware. She dreamed of continuing her work in education—but worried her English wasn't strong enough. Maria needed personalized support to sharpen her English skills.

Through Literacy Delaware, Maria was matched with a one-on-one tutor and later joined an online conversation group. With steady practice, she grew her vocabulary, improved her confidence, and strengthened her communication.

Today, Maria is paraprofessional, helping English and Spanish speaking students and families navigate their education. She's especially passionate about mentoring newcomer families, saying: "I love to help students who come from other countries to learn English like me."

Maria's story proves the power of workforce development through literacy. When adults gain the language skills they need, they don't just improve their own lives—they lift up entire communities.