



MEMORANDUM FOR Record

FROM: William J. Potter, Deputy Director,

DATE: July 18, 2013

SUBJECT: Addendum to Delaware's Demand Driven Five -Year Workforce Investment Plan -
- Title I of the Workforce Investment Act and Wagner-Peyser Act 01/07/2012 to 06/30/2017

1. This is the approved addendum to Delaware's state plan. It answers specific question asked of the DWIB and the Delaware Department Of Labor, Division of Employment and Training.
2. The addendum was approved submitted in October 2012 and approved in December 2012. This memo uses a question and answer format.
3. I am the point of contact for this memo at 302-761-8163.

William J. Potter
Deputy Director
Delaware Department of Labor

The review team has determined that plan needs further information in order for it to be approved. **We ask that you review the items below and submit a response that addresses these concerns by Wednesday, October 17, 2012.** The review team will be available for a conference call to provide any clarification needed to develop the required responses.

If you have any immediate questions, please let us know. Thank you for your ongoing work in the development of your State Plan.

Sincerely,

Leo Miller
Director, Office of State Systems

Delaware Plan Review Comments

Vision

The planning guidance requires that the Governor’s vision includes the following: a strategic direction for the state workforce system to guide investments, skill development, education and major initiatives. It also must specifically address the Governor’s vision for aligning efforts among workforce development partners to achieve accessible, seamless, integrated and comprehensive services.

- This section starts strong, addressing priorities such as STEM skills development and homegrown businesses employing homegrown employees. However, the activities in the operational plan do not tie to this vision. More detail is needed in the operational plan on how these initiatives will be implemented.
- There is no description of what activities of partners will be aligned, and how it will form the integrated, seamless services required for this plan. Please revise and include a list of the “partner” programs and what activities will be undertaken jointly in the next five years to improve the workforce system.

THE MOST IMPORTANT THING WE DIDN’T EMPHASIZE IN OUR ORIGINAL SUBMISSION. On October 23, 2012 the Delaware Workforce Investment Board (DWIB) and its co administrative partner the Delaware Department of Labor, Division of Employment and Training (DOL-DET) will conduct its strategic planning session (by the time you receive this, it will have already been concluded). The methodologies and focuses of this session encapsulate many of the questions/issues you have raised. The foundational assumption is that the DWIB, DOL-DET and its partners will work the plan as follows:

- Champions for each goal will educate the board and select partners
- Planning and action cells with staff and partners will be established to develop milestones and assign tasks

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

While it is absolutely true that the DWIB needs to formalize many of its relationships and more clearly define the rules, roles, responsibilities (3R's) with some partners, the upcoming planning cycle reflects the use of partners and aligns their use. While the upcoming planning will develop tactics, techniques, and procedures to attack five functional areas, the strength of the planning is the diverse array of partners involved. It is probably fair to say that the current planning method is where the initial alignment of many partners takes place. It is also fair to say that partnerships will expand and ebb as different milestones for each goal are identified and completed. Even so, the **initial** array of partners and goals looks like this:

- Dislocated Worker Career Ladders.
 - Tom Smith – Director DOL-DET; (Champion) Maureen Whelan – Director Adult Education, Delaware Department of Education (DOE)
- Veterans Initiatives.
 - Gary Stockbridge – Chairman DWIB; (Champion) William J. Potter – Deputy Director DWIB; Christine Kubick, Director State Employer Support to Guard and Reserve (ESGR); Lori Reeder MIS Administrator DOL-DET; Business leaders with a strong track record of veterans support (TBA)
- Disabled Worker Initiatives
 - Gwendolyn Jones – Director DWIB, Andrea Guest—Director of Vocational Rehabilitation (Champion)
- Developing an actionable industry intelligence gathering process.
 - (Champion) Stacy Laing – One Stop Administrator – Bernice Whaley, Deputy Director Delaware Economic Development Office
- Goal Six. To make the state service centers the first place the business community in Delaware goes for their employment needs though better defining and communicating the services offered. Our primary focus will be to define, create and then communicate a Division of Employment and Training (DET)/DWIB “Menu of services” to state’s businesses, trade and community organizations using a more effective database of our business community.
 - Gary Stockbridge—Chairman DWIB; (Champion) Tom Smith – Director DOL-DET ; William J. Potter – Deputy Director DWIB; Gwendolyn Jones – Director DWIB; Lori Reeder – MIS Administrator DOL-DET; America’s JobLink Alliance (AJLA) James Randall – Private Industry

Other partners will fill in and complete the array on goals at the planning session. Those partners include, but are not limited to:

B. Craig Crouch – Private Industry
Pill Parks – Private Industry
Christopher Burkhard – Private Industry
Ed Capodanno – Private Industry

Elaine Archangelo – DHSS
Hon. James Johnson State Legislator
Jerry Esposito – Private Industry
Dr. John Austin – Delaware State Univ.
Hon. John McMahon – Sec. DOL
Michelle Taylor – NGO (United Way)
Pete Bradley – Private Industry
Steve Lehm – Private Industry
Monnica May – DWIB
Julia Hayward – DWIB
Karen Pasquale – DUI
Tony Lamb – Labor
Felicia Kellum – DSCYF
Hon. Mark Murphy – Legislator
Hon. Rita Landgraf – SEC DHSS
Rebecca Leyson – Private Industry
Barbara A. Riley – DVR
Hon Anas Ben Addi SEC DHSA
Lori Reeder – DOL-DET
Kathy Butler – NCC Div Adult ed.
Dave Rich – US DOL Vets

Betty Torbert (DOE)
Chad Moore -- Private Industry
Hon. Darius Brown – Local Government
George Krupanski – Non Government
Organization (NGO) Boys and Girls Club
Hon. Earl Jaques – State Legislator
Jeff Bross – Private Industry
Joe Farley Private Industry
John Casey – Private Industry
Mary Kate McLaughlin (DYFS)
Mitch Magee – Private Industry
Ralph Cetrulo—Private Industry
Tammy Ditzel – Private Industry
Janay Barron – DWIB
Eileen Michelinie – DOL-DET
Carolanne O'Brien -- DVR
Same Letham – Labor
Audrey Van Leuven – Private Industry
Hon. David Sokola – Legislator
Ben Hsu – Private Industry
James Randall – Private Industry
Gary Stock Bridge Private Industry
Stacey Laing – DOL-DET
Tom Smith – DOL-DET
Alice Coleman – Private Industry

As you can see by the organizations represented above, initial partner – and frankly policy – alignment is achieved by including partners at the initial planning phase of the strategic plan. The strategic plan is then operationalized when teams develop milestone and assignments for each goal. Alignment occurs at IPRs, DWIB executive committee updates, bi-weekly DOL-DET management team meetings, and full DWIB meetings. While it may sound cliché, it is nonetheless true; the importance of the strategic planning cannot be overstated.

- The employment needs of high-risk sub-populations are not addressed (with the exception of individuals with disabilities).

Although we are a bit taken aback by this comment, there must be something we missed as we thought the plan and its appendices were fairly explicit. Regardless, as you can see from Strategic planning retreat planning groups the DWIB and DOL DET plan will explicitly and comprehensively detail three sub-groups in its planning retreat: dislocated workers, veterans, and disabled workers. These groups were identified either through labor market analysis, internal

surveys highlighting potential areas of improvement, gubernatorial or federal guidance, and other information sources that impact decision making.

While the DWIB and DOL-DET will continue provide quality services to all Delawarean we feel it is essential we weight our efforts in the upcoming year or two toward the group identified above. Our plan to do that while thin at the moment will be fleshed out on the 23rd and adjusted as we move forward.

Economic Information

Labor Market Information is the driver of Delaware's publicly funded workforce system. Its approach to gathering and acting on industry intelligence constantly evolves. However, it is important to give some standing methods in that regard to paint a clear picture of the path forward. Every year (usually late summer) the DWIB, using data from its partner, Delaware's Office of Occupational Labor Market Information (OOLMI) develop the state's Demand Occupation List. The Demand Occupation list (Available at Annex A of this addendum) is developed by including only those occupations that have ≥ 20 annual openings. For Delaware, 20 annual openings seem to be the breakpoint where growth openings exceed or equal replacement openings. It is the DWIB's intent to avoid spending training dollars on occupations with little growth. The Demand Occupation list becomes a guiding document for the development of the Individual Training Account (ITA) Provider List.; training must be in a demand occupation.

While that may be true, the DWIB doesn't go through the process with blinders on. When it turns down an application from a training provider, the DWIB entertains appeals that demonstrate current local labor conditions reflect a different reality than official labor market data suggests. Information that might persuade the DWIB could be job announcements from reputable employment websites, announcement of new business openings, and etc.

As part of the DWIB's outreach activities, it has partnered with OOLMI to push labor market information to individuals who might be unaware that this useful tool exists. Through the Sharing How Access to Resources Empowers (SHARE) Network initiative the DWIB and OOLMI have established access points (called SNAPS) throughout the state for people who may not be able to get to a One Stop Career Center. One of the stipulations to opening any accesses point is the promotion and use of LMI so people can make thoughtful decision.

The path forward. Even though the DWIB and the Delaware Department of Labor, Division of Employment and Training (DOL-DET) feel they have a good process in place, the two entities plan to exploit success by:

- Ensuring a seamless approach by using the DWIB's Demand Occupation List in the annual funding guidance (as opposed to including occupations with ≤ 19 projected openings). This will ensure a more targeted use of funds for the contracting and Request for Proposal (RFP) process.
- The DWIB and DOL-DET plan to formalize its use of real time data by developing an actionable industry intelligence gathering process. This is one of the five goals of the joint strategic planning process set for 23 October 2012. Although as of this writing the

strategic planning event is a couple of weeks away, it can confidently be anticipated that the final plan will include leveraging more intelligence from the Delaware Economic Development Office (DEDO), the use of organic DOL-DET business services reps, and greater use of chambers of commerce.

- *Skills* gaps are not specifically addressed (only education gaps). The planning guidance requires an assessment of the skill and education gaps for all individuals in the state especially those targeted by the programs in this plan. There is discussion of skills required by Delaware businesses, but not of the skills possessed by the State's workforce, and what the gap is, and how the gap will be addressed.

Skills gaps are difficult to assess given the devastation wrought by the Great Recession. The jobs that have been lost, in great measure, are largely dissimilar to the ones we are gaining. Simply stated, the skills gap is enormous. For example the closure of two auto plants, one in Wilmington and one in Newark and the secondary and tertiary jobs associated with them are by and large manufacturing jobs of one stripe or another, while the growth projections in Delaware, reflected on our Demand Occupation List reflect, are healthcare (and its supporting occupation), administrative and office occupations, and sales and retail (with the majority of those occupations being requiring short-term on the job training).

After reviewing occupations like SOC 51-2031.00 - Engine and Other Machine Assemblers representing lost occupations and SOC 43-6011.00 - Executive Secretaries and Executive Administrative Assistants representing gained occupations, it is painfully obvious that there are virtually no common skills to crosswalk or build from. The example below illustrates the challenge.

According to ONET online, SOC 51-2031.00 - Engine and Other Machine Assemblers lists the following tasks.

- Inspect, operate, and test completed products to verify functioning, machine capabilities, or conformance to customer specifications.
- Position or align components for assembly, manually or using hoists.
- Set and verify parts clearances.
- Rework, repair, or replace damaged parts or assemblies.
- Read and interpret assembly blueprints or specifications manuals and plan assembly or building operations.
- Maintain and lubricate parts or components.
- Assemble systems of gears by aligning and meshing gears in gearboxes.
- Verify conformance of parts to stock lists or blueprints, using measuring instruments, such as calipers, gauges, or micrometers.
- Fasten or install piping, fixtures, or wiring and electrical components to form assemblies or subassemblies, using hand tools, rivet guns, or welding equipment.

- Remove rough spots and smooth surfaces to fit, trim, or clean parts, using hand tools or power tools.

According to ONET online, SOC 43-6011.00 - Executive Secretaries and Executive Administrative Assistants, lists these tasks.

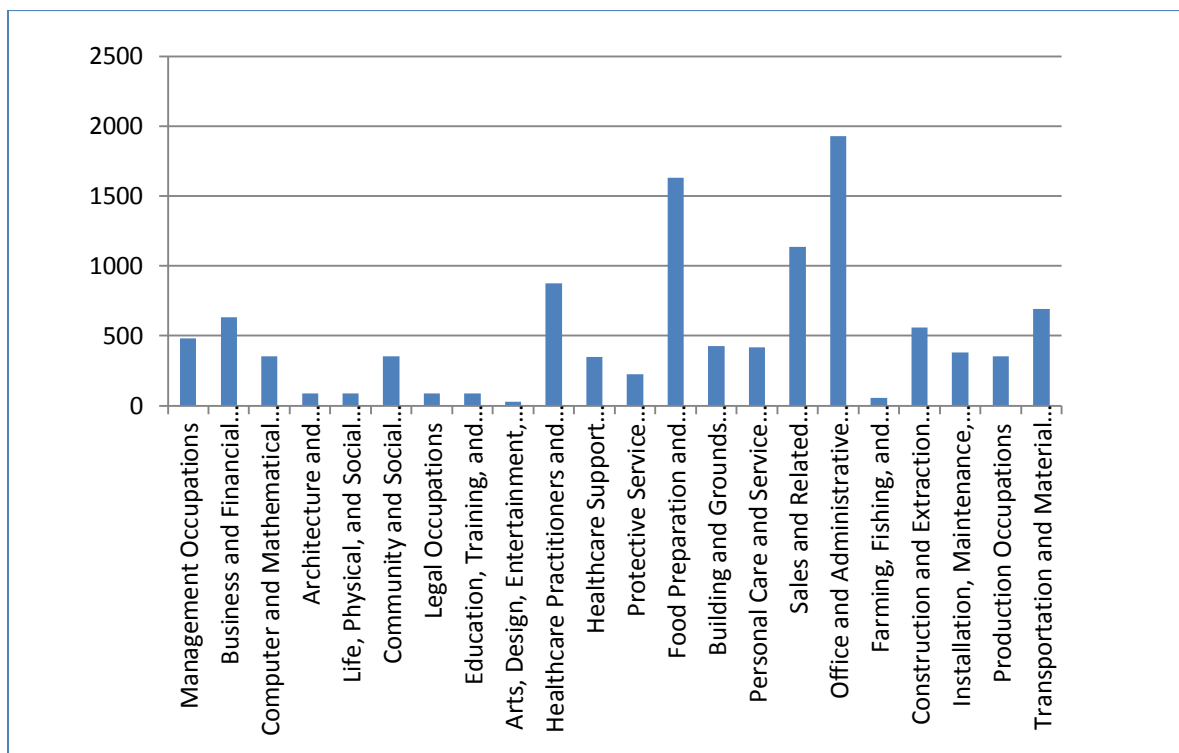
- Prepare invoices, reports, memos, letters, financial statements and other documents, using word processing, spreadsheet, database, or presentation software.
- Answer phone calls and direct calls to appropriate parties or take messages.
- Conduct research, compile data, and prepare papers for consideration and presentation by executives, committees and boards of directors.
- Attend meetings to record minutes.
- Greet visitors and determine whether they should be given access to specific individuals.
- Read and analyze incoming memos, submissions, and reports to determine their significance and plan their distribution.
- Perform general office duties, such as ordering supplies, maintaining records management database systems, and performing basic bookkeeping work.
- File and retrieve corporate documents, records, and reports.
- Open, sort, and distribute incoming correspondence, including faxes and email.
- Make travel arrangements for executives.

Although the example above may seem extreme, it clearly demonstrates the enormity of the challenge when focusing on skills gaps. Simply many dislocated workers coming to the Delaware One Stop Service Centers will require a complete overhaul of their skill package to attain future employment.

Path Forward. There is much left to do and analyze in regards to leveraging skills gaps data in order to chart our path over the next five years. In the near term The DWIB and DOL-DET's strategic planning retreat set for October 23, 2012 will attack this problem by assessing and implementing a new career ladder approach to client services. We will initiate this with our partners the Delaware Department of Education (DOE), The Delaware Department of Health and Social Services (DHSS), as well as private business leaders. The DWIB will soon begin an aggressive recruitment campaign to find more providers who have a track of success training for skills projected to be in demand for the next ten years. This will help mitigate the volatility as the state copes with skills gaps. The DWIB, the Delaware Department of Labor (DOL) and our partner, the Delaware Economic Development Office (DEDO,) will continue to work together. DEDO will continue its recruiting efforts and promoting Delaware JobLink and will notify the DWIB and DOL-DET of training needs. It is important to note that the DWIB and DEDO have committed to providing a dollar-for-dollar match up to \$250,000 in state Blue Collar Funds to training inbound business that hire Delawareans.

- Although there is industry and occupational data, there is no mention of which are being *targeted* by the State.

It is fair to say Delaware is in its baby steps when it comes to targeting industries. Even so, the state continues to look at the demand occupation list as its driver to identify industries to target for worker training. The table below graphically shows where projected major SOC groupings align with Delaware’s targeting. A couple of notes of caution are in order here. The category for sales and related occupations is a bit misleading because more than 1200 of those projected openings are for cashiers or retail salesperson and these jobs by-and-large require short term on the job training. The story for food preparation and serving is a similar as many of those jobs are fast food and waiters and waitresses – both of which require short term OJT. As it stands right now the main push for the DWIB is health care, office and administration, and transportation.



Path Forward – Delaware will continue using its Demand Occupation List to target occupations that are projected to need workers. In the near term The DWIB and DOL-DET’s strategic planning retreat set for October 23, 2012, will address the issues of career ladders to support employer needs and the development of a real time business and intelligence gathering approach which will help the state better target immediate employer needs. Although the DWIB develops the demand occupation list, it is anticipated that each business services rep at the local One Stop Service Center conducts prospecting activities using the list as a first step in segmenting its market and ultimately targeting growth industries.

- The plan does not utilize the economic information in this section. It is missing an assessment of what the data means for the workforce system's focus and the strategies to be implemented. Likewise, the subsequent sections do not link back to the economic information.

The Delaware Department of Labor, Division of Employment and Training (DOL-DET) and Delaware Workforce Investment Board regret that several key pieces of Labor Market Information (LMI) were not included in the state's original submission. It was an oversight. Please note the spread sheet at annex A and the workbooks contained therein should have been included

As noted earlier, the demand occupation list is the main driver for Delaware's publicly funded workforce system. It along with other information is used extensively to manage programs and ensure the judicious use of public funds. The Spreadsheet, entitled Occupationlist master 2012, has seven workbooks they are: Totallist, which is a list of all Delaware occupations and their projected openings; Alldemand, which is the DWIB developed list of demand occupations; ≤ HS, which is demand jobs requiring less than a HS Diploma; = HS, those jobs that need a HS diploma; = aa, those jobs needing a associates degree; = ba, those jobs needing a bachelors degree; =ma, those jobs needing a masters degree; postsecondary certification, jobs needing a special certification; and doctoral. Each spread sheet lists the amount of training for each job and the wags associated with each job.

Even though the demand occupations list is the primary driver for the DWIB and DOL-DET, they use other data points on an as needed basis. Items such as the annual wage report and the Monthly Labor Review provide updated information that contains valuable insights as we chart the use WIA dollars and training needs.

However, the DWIB and DOL-DET feel strongly that even though we could have added more detail to the section, it is important to note the use of the educational data in the economic analysis section has been one of the prime movers in the establishment of the ABE/GED program run with our partner the Delaware Department of Education and the adult education divisions in all three counties. We know, from using the information supplied by Dr. Sharpley, and conducting an analysis of the data, that of 162 occupations the DWIB have identified as high demand fewer only 20 percent are accessible to a non-high school degree or non-GED holder. We know, based on the data, that those jobs are in high turnover occupations and almost assure no wage growth regardless of how long one stays employed.

Moreover, the insulating effect of degree attainment – as outlined in the economic analysis – against the vagaries of business cycles is one of the main reasons the DWIB is using higher educational institutions to service clients and move them to self-sufficiency.

Path Forward. Even though the DWIB and DOL-DET uses many LMI products right now, it will make greater use of data that goes beyond the Monthly Labor Report and the demand occupation list. Moreover, the DWIB will increase its competence in using LMI tools by sending the Deputy Director this winter to refresher training at the C2ER/LMI Training Institute, or the

similar training at an Association of Public Data Users event. The DWIB will expand its analysis in monitoring and using LMI.

The DWIB and DOL-DET plan to formalize its use of real time data by developing an actionable industry intelligence gathering process. This is one of the five goals of the joint strategic planning process set for 23 October 2012. Although as of this writing the strategic planning event is a couple of weeks away, it can confidently be anticipated that the final plan will include leveraging more intelligence from the Delaware Economic Development Office (DEDO), the use of organic DOL-DET business services reps, and greater use of chambers of commerce.

Partnership/Coordination

As mentioned prior, a state requires a good deal of coordination in the strategic and operational plans on partnership. The planning guidance requires descriptions of policies and systems that support coordinated implementation of State strategies.

Partners – When analyzing workforce partnerships through the state of Delaware it is important to note that there is a “Delaware Way.” Because of its small size and institutional memory, the Delaware Way is one where relationships – built over time – tend to be the rule as opposed to the exception. For example, the current executive director of the DWIB has worked for the organization for more than ten years, the director of DOL-DET has more than two decades of service; and the Delaware Secretary of Labor was the DWIB chair before his appoint as secretary and has more than a decade of service in workforce development. Many provider histories are just as long. There are several points here:

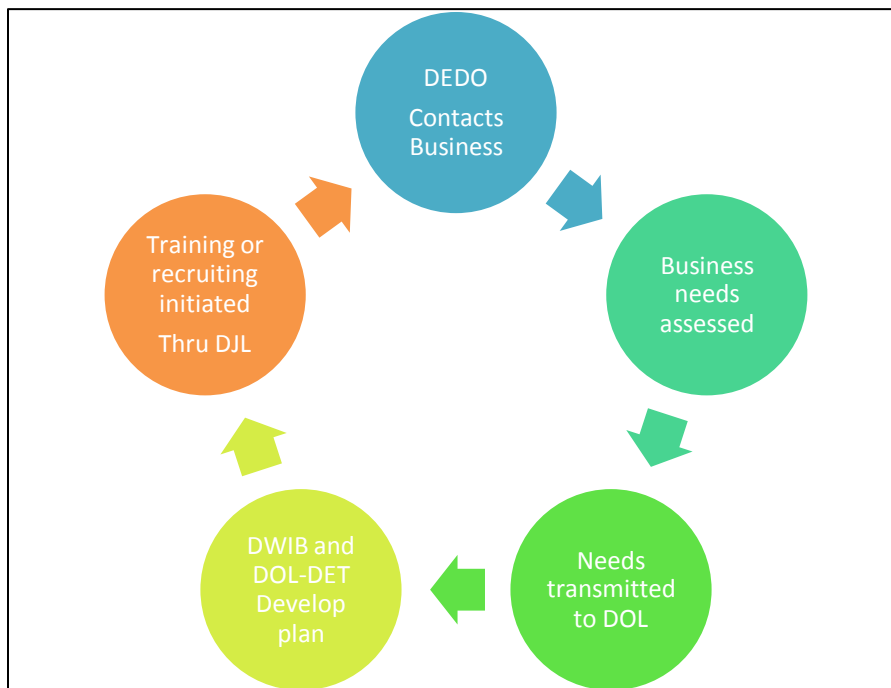
1. Delaware’s publicly funded workforce system can create partnerships with phone calls and personal visits.
2. While there are several long term partners, DWIB and DOL-DET tend to embrace ad hoc partnerships to work on specific projects and once those work teams complete the project they tend to formally disband while informally keeping tabs on one another.
 - a. A good example of this might be a credit card customer service training program, to meet the needs of the financial sector. DEDO, DOL-DET, and the DWIB identified a credit card firm which needed customer service reps. DEDO met with the firm and identified a qualified trainer. The DWIB approved the training program; put it on the provider list; and DOL-DET educated job seekers about the opportunity. The result was a robust training program, which saw many families get desperately needed wages and benefits.
3. The state’s long running partnerships allow the publicly funded workforce system a level of agility and initiative that may not be available to larger states, which may have a familiarity gap.

Path Forward. Even though the DWIB and DOL-DET have a solid stable of informal partners, the two entities acknowledge the need to expand the knowledge and scope of these partnerships. To that end the DWIB will sponsor a one day workshop/conference in 2013 which will bring

together all partners – informal and formal – to discuss what each does and how each can help the exploit the strengths of the other. At the same time, the local One Stop Service Center managers will begin an aggressive outreach with local partners ensuring gains made at the strategic and operational level are realized at the local level as well.

Active Partners. While the DWIB and DOL-DET may approach some opportunities with ad hoc work groups, it is the constant partners that make things happen from –day-to-day. Constant partners are groups that may or may not have representation on the board, but over the years have been – and continue to be – key players in Delaware’s publicly funded workforce system.

DEDO –The Delaware Economic Development Office (DEDO) attracts new investors and business to the State, promotes the expansion of existing industry, assists small and minority-owned businesses, promotes and developing tourism, and creates new and improved employment opportunities for all citizens in Delaware.



DEDO is an important part of the state’s workforce system; it is often the first entity to identify inbound business and any training and employment needs those businesses may have. DEDO acts as the early warning system for the Delaware Department of Labor (DOL)

This organization is, in many ways, the first access point employers use when coming to Delaware. They can also

be the first stop many established homegrown businesses use to expand existing operations and therefore, employment. DEDO is an active promoter of the state’s publicly funded labor exchange system. Regardless of how or why a business contacts DEDO, the agency is in a perfect position to notify the DWIB and DOL-DET of training and/or recruiting needs. At that point, job seekers can be directed to appropriate training programs and/or a job order can be initiated and input into DJL to assist in recruiting already qualified workers. In fact the business service representatives at each One Stop (or other one stop staff) usually do a search of DJL to refer clients that are already available. Either way it all starts with communication between DEDO, DOL, DOL-DET, and DWIB. This is an excellent of strategic relationships and partnering that turns into operational activity. The figure above shows the life cycle of contacts and action.

The partnership with DEDO provides multiplicative results. For example coupling DEDO's small business initiatives such as grants, training programs with available Delaware Blue Collar funds, the state is able to develop programs at the strategic level that can easily be operationalized. At the strategic level DEDO representatives have and continue to be active in the DWIB strategic planning process. DEDO also works to bring employer training needs to our attention and these needs are acted by developing training programs through postsecondary educators or professional trade schools.

Another example of an initiative that resulted in Delawareans getting jobs, while at the same time demonstrating the strong partnership between DEDO, DWIB and DOL-DET is The Delaware New Jobs Infrastructure Fund.

In December 2012, the Delaware Economic Development Office awarded Amazon \$3.47 million from the Delaware Strategic Fund to support the opening of a second Amazon Fulfillment site. More than \$2 million will help create new jobs at the site. As part of the agreement, jobs at the new center will be in addition to the existing Delaware employment. An additional grant of up to \$4 million from the Delaware New Jobs Infrastructure Fund will be used to build extensions of public roads to serve the project, improve traffic flow and provide access to additional properties for future economic development.

After DEDO laid the groundwork for the expansion, the DOL-DET business services unit began working closely promoting the job vacancies via its One Stop Centers and Delaware JobLink. As of October 10, 2012 the facility, which shipped its first package, reports it intends to hire more than 800 workers and 200 more for the holiday rush.

A short description of the fund is already available in the original plan under the leveraging resources section. While the infrastructure fund provides opportunities for the DWIB to place qualified workers in jobs the DWIB and DEDO have come together to put aside \$250,000 of state funds to develop skill training programs for new inbound employers to the state to facilitate the hiring of Delawareans. DEDO will be part of the DWIB's strategic planning retreat set for October 23, 2012.

Providers. Delaware Providers are more than just hired guns. They are an integral part of the workforce system that add flexibility at Strategic level and provide key services in the operational context. From Delaware Technical Community College, to members of Delaware's University System, to the state's Small Business and Trade Schools, Delaware has established a demand driven training system that requires a stable of agile and dependable providers who can quickly field training courses based on changing employer needs. As previously stated Delaware's provider are held to the same common measures as the DWIB and DOL-DET. Delaware training providers promote Delaware JobLink as the labor exchange system of choice to ensures clients are actively engaged in job searching. The DWIB and DOL-DET's requirement that – where appropriate – providers develop internships and externships, have given more clients a greater chance to hone skills and develop relationships which may facilitate job placement upon graduation. Even though Delaware Technical and Community College is far and away the largest single provider for the state, it only receives about half of all dollars spent

on ITA training. The rest of the money is spent throughout the state on smaller providers that augment DelTech offerings.

Division of Vocational Rehabilitation (DVR) –The mission is to provide opportunities and resources to eligible individuals with disabilities, leading to success in employment and independent living. DVR, DOL-DET and the DWIB have a long history of working together. The relationship has become closer in recent years as resources grow more constrained. DVR and DOL-DET have partnered in recent years on the US DOL Employment and Training Administration's (ETA) TARGET grant to help at risk youth develop employment skills. This grant will be discussed in greater detail in the leveraging resources section. While DVR is not a formal member of the board, the DOL Secretary voices the division's concerns and issues. Even so DVR is an active member of the Youth Council and the DVR director is a constant member of the Request For Proposal adjudication process during the annual youth funding cycle. DVR also runs the Client Assistance Program (CAP); Authorized by the Vocational Rehabilitation Program Parts A and B of the Title I of the Rehabilitation Act (29 USC 720).

Division of Unemployment Insurance (UI).**Mission:** To assist in the promotion of statewide economic stability and vitality by providing temporary, partial income maintenance to workers who become unemployed through no fault of their own, and by making referrals of unemployed workers to re-employment services. Ensure adequate funding for the payment of unemployment benefits through the collection of employer taxes. Administers programs authorized under State Unemployment Compensation Laws (In accordance With Federal Law) Contribute to the development of an adequate workforce by collecting a statewide training tax from employers to provide funds for the training of dislocated workers, school-to-work transition, industrial training, and other training initiatives. Recent years have seen the evolution of the relationship between UI and DOL-DET. The two have – to a great extent – reinforced their partnerships with such initiatives as Single Point Data Capture and a working together to meet the Provision of RES and REA Services to Tier1 EUC and Tier 2 EUC Claimants.

Delaware Division of Libraries (DDOL).The mission of the Delaware Division of Libraries is to provide leadership and support for the timely development of Delaware's libraries, to ensure convenient access to, and encourage use of current information resources and reading material by all Delawareans. The members of the Delaware library community are unified in the values of service, access, and excellence, and are committed to the vision of progressive libraries and the transformational impact they have on the people who use them. Now more than ever -- Libraries are essential in a democracy to ensure that citizens have equal access to information they need to form sound opinions and make informed decisions about their government; Libraries provide materials and programs to improve literacy, educational achievement, and lifelong learning; Libraries provide materials and programs to support individuals and communities in achieving their full potential. For more than three years the DOL-DET and DWIB have been key partners with DDOL in fact the two are founding members of DDOL's, Delaware Libraries Community Resources Exchange (<http://guides.lib.de.us/cre>) which lists many community resources unemployed Delawareans may access. Besides promoting and educating library about the potential of Delaware's labor exchange website, Delaware JobLink at <https://joblink.delaware.gov>, the DWIB and Delaware DOL are key partners in the division's Broadband Technology Opportunities Program (BTOP), administered by the U.S. Commerce

Department's National Telecommunications and Information Administration (NTIA). We will discuss this program in greater DOL-detail in Leveraging resources section.

Faith Based and Community Organizations (FBCO) Partners. Since late 2007 the DWIB has reached out to Faith Based and Community Organizations (FBCO) to create a set of neighborhood entry points where people can access workforce services if they had the resources and the knowledge to do it at home. An offshoot of the Sharing How Access to Resources Empowers (SHARE) initiative originating from the U.S. DOL's Center for Faith Based Initiatives, Delaware has kept its program alive. More than eight FBCOs are currently have SHARE Network access points in all of Delaware's counties. A complete discussion of the SNAP program is in the leveraging resources section.

Office of Occupational and Labor Market Information (OOLMI). The mission of the Office of Occupational & Labor Market Information is to: Translate raw occupational and labor market data into concise workforce, employment, economic and demographic analyses; Provide occupational and labor market reports as part of the U.S. DOL- Bureau of Labor of Statistics' national economic reporting network; and Provide career and labor market information at the state and county levels. OOLMI's contribution to the demand driven aspect of Delaware's publicly funded workforce system will be discussed in the Policy alignment section of the plan. Even so it is important to note that LMI drives the train.

Susquehanna Workforce Network (SWN)-- The Susquehanna Workforce Network, Inc. (SWN) is a private, non-profit corporation that oversees, coordinates, or plans workforce development programs and services for businesses and individuals in Cecil and Harford Counties in northeastern Maryland. SWN seeks to identify needs and develop solutions that maximize regional economic success and worker potential. SWN represents an affiliation of more than 50 local businesses, institutions, and agencies that work collaboratively to implement and maintain a system of education, training, employment, and outreach programs or services that are responsive to local economic challenges and designed to meet the needs of businesses, workers, and youth. Our Board of Directors also functions as the Susquehanna Region's Workforce Investment Board. The SWN is our key regional partner concerning Base Realignment And Closure (BRAC) activities occurring primarily at Maryland's Aberdeen Proving Ground and other military installations which are further away from the Delaware/Maryland state line.

Delaware Military Units – The DWIB and Delaware National Guard have had a close relationship for many years. The DWIB receives job fair and BRAC-based job announcements from SWN and in turn pushes them to the Delaware National Guard headquarters, which in turn pushes the announcements to its units. Moreover, the Delaware Department of Labor has worked closely with all its reserve and active component partners to ensure a seamless transition of from as members return to civilian life either after a reserve component call up or service members ending their term of service. To that end the Department a memorandum of understanding between the VA, Delaware National Guard, state office of Employer Support to the Guard and Reserve.

Delaware Department of Health and Social Services. Its mission is "To improve the quality of life for Delaware's citizens by promoting health and well-being, fostering self-sufficiency, and

protecting vulnerable populations.” It administers Welfare to Work Programs Authorized Under Section 403(a) (5) of the Social Security Act (42 USC 603 (a) (5); Employment and Training Activities Carried out under the Community Services Block Grant (42 USC 9901); Delaware Department of Health and Social Services, Division of Aging Adults with Physical Senior Community Service Employment Activities Authorized under title V of the Older Americans Act of 1965 (42 USC 3056) Vocational Rehabilitating Programs Authorized under Parts A and B of Title I of the Rehabilitation Act (29 USC 720). This cabinet-level secretary is a member of DWIB. It is important to note that DOL-DET’s specialized One Stop is Collocated the Division of Public Health at the Hudson State Service Center.

Temporary Aid to Needy Families (TANF) -- The goal of Delaware's TANF Program is to provide a welfare system based on a philosophy of mutual responsibility. In working toward that goal, the State will strive to place individuals in private or public sector unsubsidized employment that enables them to enter and maintain meaningful jobs and interrupts the intergenerational welfare dependency cycle. To that end, TANF creates positive incentives for families to become employed, and expects families to accept responsibility to become self-supporting. The Division of Social Services (DSS), State of Delaware Department of Health and Social Services administer TANF. While DHSS is the lead agency, program administration is accomplished through a partnership of DSS, Department of Labor (DOL), Delaware Economic Development Office (DEDO), and the Delaware Transit Corp (DTC). In carrying out its partnership responsibilities, The Department of Labor, Division of Employment and Training utilizes its contract development and management expertise to insure the provision of necessary services to the TANF population. Not only does the TANF employment and training program benefit from the management efficiencies created in the DWIB programs, TANF clients benefit because in addition to contracted services they gain access to a full array of WIA services. In addition to the TANF funding, the State provides funding to the Department of Labor to support this collaboration.

Partnerships Needing Refinement. As mentioned earlier the DWIB will expand its knowledge of partners and leverage the resources of those partners. The partners listed below – some of which are long term – represent a group of underexploited relationships. The DWIB plans to make strides educating itself about these entities over the next 12 months.

Delaware Division of Housing -- The mission of the Delaware State Housing Authority is to efficiently provide, and assist others to provide, quality, affordable housing opportunities and appropriate supportive services to responsible low- and moderate-income Delawareans. This partner conducts Employment and Training activities carried out by the Department of Housing and Urban Development. This cabinet-level Director is also a member of DWIB.

Delaware Chamber of Commerce – The “Chamber” has taken on a more important role in recent years with inclusion of its president as one of the DWIB members. Besides being a key partner and information resource about business statuses in Delaware, nominations for business representation on the DWIB must be generated from the State Chamber because of that organization’s breadth of candidates.

Job Corps– A Memorandum of Understanding (MOU) between Delaware’s One-Stop system and Job Corps ensures outreach, admissions, and placement activity assistance. The on-site Job Corps Transitional Specialist works with One-Stop staff and also provides information to the One-Stop Centers statewide.

The Division of Industrial Affairs (DIA)- State Apprenticeship and Training program is partnered and co-located within the Pencader One Stop. Employer information can be shared and exchanged and One-Stop staff can promote apprenticeship as part of their demand-driven and customer focused outreach efforts.

Delaware Department of Education (DDOE).DDOE enhances Workforce development and prosperity by focusing on people. Workforce development addresses issues such as low-skilled workers and the need for more employees in an existing industry or industries that can relocate in Delaware. Economic development enhances the state’s economic stability by focusing on the needs of current businesses and on the development of a positive business environment that will bring new industry into the state, including the exiting of a flexible job ready workforce. The DOL-DET is also a member of the state’s Interagency Council on Adult Literacy (ICAL).

County Adult Education Divisions. All Delaware Counties have Adult Basic Education (ABE) programs that work directly with the One Stop Centers to deliver ABE/GED instruction in the basic skills of reading, writing, and mathematics for individuals who are preparing to enter the labor market or upgrade their present level of employment. Instruction is individualized to enable students to progress at their own pace. Most businesses, schools, government agencies, and the military recognize the GED credential. .

- There is very little detail on what partner agencies will do together, what the partnerships will accomplish or what the cross-program strategies are.
- It is not clear how policies align and how efforts will be coordinated beyond the relationship of DET and the WIB (and DOL)
- The plan does not reflect the degree of connection among agencies and programs that exists in Delaware. In some cases where there *is* a connection that’s referenced, there is not adequate detail to demonstrate *how* the agencies or programs work together.
- The operational plan seems to feature program descriptions rather than descriptions of planned activities or *how* those programs meet customer needs. This is especially true for targeted populations (aside from the UI claimants and ex-offender descriptions, which are much more detailed).

MSFW/Agricultural Outreach Plan

- The MSFW plan does not address the level of Wagner-Peyser funding to be specified for outreach in the fiscal year, nor does it describe the tools to conduct outreach.

The State of Delaware plans to spend \$32,683 in Wagner-Peyser funding to support the MSFW program yearly.

Below is a summary of the tools that will be used to conduct outreach for the MSFW program:

Delaware JobLink (DJL), is the Division of Employment and Training's (DET) main tool that is used both in the local One Stops and can be accessed through the internet. The Job Search system enables a job seeker to search for jobs locally, regionally and nationally. In addition, it links to websites that provide assessment tools to assist a job seeker in additional career exploration as well as job search.

Below is a list of additional tools the MSFW worker uses to conduct outreach:

- Brochures outlining the services DET provides to job seekers
- Outreach logs and referral sheets
- Supportive service brochures and contact information
- Complaint forms and logs

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Waivers

- The waiver plan does not describe of the public comment period and process (or confirm if it is the same as the process/period for the balance of the State Plan).
 1. We confirm the public comment period and process was the same as for the balance of the state plan.
- The waiver plan does not describe how the waivers will be monitored (For example, a description of how transfers of funds between Adult and DW programs would be tracked and proper percentages maintained) or their impact measured.
 1. The Workforce investment board and the Division of Employment and Training review the need to transfer funds between funding sources. This has been a need in the past and we try to be proactive rather than reactive. It is an agenda item at each board executive committee and full board meeting where we review where the budget stands for ITA's requested and the remaining balance for each funding source. If a need is discovered, the board will vote right then and there. When funds are transferred they are tracked by Program year or Fiscal year and reported on the quarterly financial reports.

2. The waiver for common measures is monitored by monthly reporting to ETA, is part of the plan itself, is an agenda item at all board meetings, and it is the foundational starting point for negotiation.

Overall impression

- The plan largely states- but does not always describe in detail- what the State's programs *do*. The plan does not describe where the State is going, establish clear goals, nor make it clear what the State's priorities are. As a result, it would be difficult for the State to measure its progress or hold itself accountable for that progress.