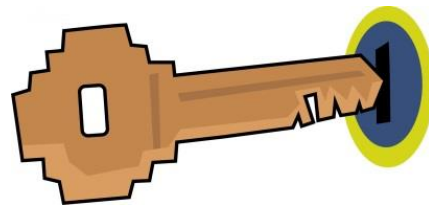




Annual Report: Narrative Section
Delaware: Program Year 2014
July 1, 2014 – June 30, 2015
Submitted November 14, 2015
By: Delaware Workforce Investment
Board



Delaware
Workforce Development
Board

“Partnerships”
The Key to Success

Gary R. Stockbridge, Chairman
Gwendolyn M. Jones, Executive Director
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Introduction.

The damp, cold, late autumn air whipped across the majestic leaf strewn front lawn of the idyllic Buena Vista Conference Center in New Castle County, Delaware. People – many of whom had never met before – held down flaps of long coats, while juggling brief cases as they walked the gray cobblestone and red brick sidewalk to the front door of the one-time 18th century white clapboard mansion.

Inside ... now that's where the story starts.

In the dark wood-toned library about four dozen people sat at tables forming a horseshoe focused on a screen with a single PowerPoint slide. It said everything and set the conditions for the rest of the year.

Welcome
Partners!

All-in-all it was a who's who of people dedicated to Delawareans by providing information of one type or another ultimately leading to employment and/or self-sufficiency. The state library director was there with some of her staff, the Chairman and staff of the Delaware Workforce Investment Board Development (soon to be the Workforce Development Board), experts from the Delaware Department of Labor, and experts from other departments.

Even the Feds were there; the only thing missing, it seemed, was a roaring fire.

The four dozen people huddled in that room, representing about 15 partner agencies, were all there to redesign the publicly funded workforce system – Having only a razor thin staffing model where neither the state's development board, nor the Delaware Department of Labor, Division of Employment (DOL-DET) have planning cells, dedicated researchers, writers, or editors.

What the partners **did** have was a Herculean revolutionary task and, at the same time, clients still needing help. Day-to-day operations still had to deliver services to employers and job seekers.

The Delaware Workforce Development Board (DWDB) and DOL-DET chose to weight its efforts in developing relationships, educating staff, and working on the requirements of implementing the new system. While this approach may not fit nicely into a cookie-cutter template, it is nonetheless important to note the universe of accomplishments during the reporting period.

As you will see in this report, the professionals of Delaware's publicly funded workforce system juggled a multitude of glass balls dropping very few; served clients effectively and well; and at the same time, developed partner pathways to the future. The list below is not all inclusive, but represents a snapshot of essential tasks completed, but not requested in the annual report guidance.

- Immersed staff in the new law, and the proposed regulations
- Educated board members and partners on new law, and the proposed regulations
- Coordinated with the Governors' office, elected officials, private business leaders, cabinet secretaries, labor leaders and others to create a NEW board by the end of June 2015. In Delaware this required the creation of a new board with new members, new membership applications, new nominations from business groups, and all nuances required of standing up a new organization
- Developed relationships with new and existing partners
- Defined the Rules, Roles, and Responsibilities between partners
- Developed work teams for develop the One-Stop partner system
- Worked out detailed Memorandums of Understanding between One-Stop Partners
- Transitioned providers from WIA to WIOA by July 22nd 2015;
- Educated providers about the differences between WIA and WIOA
- Developed work teams to develop the new four year State Plan
- Calmed anxieties among providers and partners as they waited for performance data (that has yet to arrive)

That nasty damp day in late fall 2014, eventually morphed into a blizzardy winter, then a gorgeous spring, a sweltering summer, and now back to late autumn. Through it all, partners worked together in several modalities including face-to-face meetings, internet-based information sharing platforms, and remote conference calls. Equally impressive is the work that went on throughout the range of partner sites and especially – for this report – the One-Stop centers.

1. Overview. The Delaware Workforce Development Board (DWDB) and the Delaware Department of Labor, Division of Employment and Training (DOL-DET) are fairly small organizations – pared to the bare bones. While Delaware’s publicly funded workforce system’s small size facilitates great flexibility at all levels, it also requires detailed prioritization of tasks, programmatic initiatives, and judicious application of human and technological resources.

The enacting of the Workforce Innovation and Opportunity Act, in the summer of 2014, is a case in point. Many customer survey/outreach initiatives planned for the period were readjusted and realigned to ensure Delaware’s publicly funded workforce system was compliant with new requirements (e.g. the range of implied and specified tasks inherent in transitioning providers to the new Eligible Training Provider List {ETPL}).

2. Evaluation and Assessment. The pursuit of input from partners, providers, and businesses took many forms throughout the reporting period. Those opportunities for input ranged from one-on-one meetings with core and One-Stop partners, a provider forum, robust social media information exchanges, employer workshops, and individual employer information sessions executed by business services staff. Moreover, job seeker clients were surveyed throughout the service delivery model to ensure Delaware’s workforce system was reinforcing successes and addressing opportunities for improvement. (See Appendices H, I, J, for survey results).

a. Eligible Training Provider List (ETPL). Even so, many evaluations mandated by WIOA were and continue to be, accomplished during the implementation of the act. For example, Training and Employment Guidance Letter WIOA NO. 41-14, requires states to invite providers to review ETPL processes via a public comment period. Delaware did that from August 20, 2015 to September 25, 2015. See appendix A.

b. Partner Meetings. Leaders from DWDB and DOL-DET chose to assess operations and opportunities moving forward through a series of collective and one-on-one meetings with core and One-Stop Partners (These meetings are and will remain, ongoing). (See Appendix B for the schedule of initial meetings initial). Individual meetings with the range of partners occurred throughout the reporting period (see Appendix C for a complete list of One-Stop Partners). These meetings assessed Delaware’s Publicly Funded Workforce System and created the framework moving forward.

c. Employer Outreach. Employer outreach and assessment used two aligned methodologies during the reporting period. The first assessment was an educational function focusing on the value veterans generally, and Gulf War Era II veterans specifically, bring to employers. This outreach included promotion of Delaware’s Veterans Opportunity Tax Credit (DE-VOTC) and holding workshops to highlight the onboard in function of veteran employment. Appendix D graphically displays the effectiveness of this outreach. Employer outreach and assessment was also driven by DOL-DET’s Business Services Reps (BSR), which conducted interviews, surveys, and on-site visits to determine employer needs and interest and present

Delaware JobLink (<https://joblink.delaware.gov>) features and benefits, which fulfilled employer needs. (See Appendix H for the information gathering tool used by the BSRs)

d. Job Seeker Outreach. Much of Delaware’s plan for formal surveying job seekers was challenging for most of the program year because of the time intensive nature of planning and implementing WIOA. Even so, Delaware didn’t abandon surveying customers, rather it chose to selectively survey clients for such things as fielding new products and getting feedback for specific presentations (See Appendix E for questions). The products and programs we surveyed included (See appendix F for an example of a survey used by DOL-DET to determine effectiveness).

e. Other Assessments. Evens so, assessment takes place at quarterly board meetings when performance measures are reviewed and annually during the renewal period. Much of Delaware’s evaluation process is a continuous analysis of effectiveness and the establishment of immediate corrective action and policy development. The DOL-DET and the DWDB evaluate the state’s publicly funded workforce system using a combination of formal inspections, on the spot corrections, surveying stakeholders to provide a foundation for monthly, quarterly, and annual meetings to fine tune areas of concern. These inspections include:

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

Delaware will assess its workforce system using a complementary set of quantitative and qualitative data. As Delaware is a single statewide workforce investment area, state performance levels are established to promote accountability while supporting the governor’s desire to assure Delaware’s employment and training system is open to the hardest to serve adults, and youth with special needs and barriers to employment. In setting Delaware’s performance levels, the DWDB will consider the U.S. DOL Statistical Model, labor market conditions, past state performance trends, past national average performance trends, U.S. DOL Government Performance and Results Act (GPRA) goals, continuous improvement expectations, and the U.S. DOL youth vision. In setting performance levels, Delaware’s goals reflect an expectation of improved performance and an effort to support the U.S. DOL in achieving GPRA goals, however, due to mass layoffs that continue to occur, coupled with the Governor’s commitment to

continue to target the hardest to serve, some goals may be lower than the GPRA levels. The state will assess the universality of its adult education system via an analysis of unemployment rates for:

- Part time vs. full time jobs
- Family sustaining wages
- Job placements in areas of provided training
- Long term job areas
- Increasing education attainment level of adult workers
- Use of career lattices by lower skilled workers
- Provider performance target attainment
- Client satisfaction surveys

The state will also assess its publicly funded system looking at the two key stakeholders; Businesses and Job Seekers. The effectiveness of Businesses Customer Services will be evaluated as follows:

- Customer Service Surveys
- Increase of the number of employers utilizing Delaware JobLink (Saturation)
- Focus group feedback

The effectiveness of services to job seekers is the evaluation of the One-Stop system. This is the delivery system for all customers, but in particular the job seeker: We will evaluate success serving the job seeker by:

- Customer Service Surveys
- Success in Seamless Referrals – This refers to the number of individuals that are referred to partner services who actually receive services. This refers primarily to referrals linking affiliated sites or partner programs with the One-Stop. It is thought that outside the “one stops”, in affiliated sites and partner programs little success in referral has been occurring.
- Implementation Surveys – This refers to the evaluation of operational changes. Among these will be the referral system and the seamless enrollment of core partner customers in Delaware Job Link. Added by a continuous feedback loop during implementation, a final assessment survey will be completed.
- Core Partners meeting federal performance measures – Federal Reports
- Other Evaluations as necessary

DOL-DET Contract Management and Monitoring unit will lead assessments. This unit will report directly to the DWDB on contracts and other programs managed and housed in DOL-DET. In the case of core partners, this unit will collect partner information. The Core Partners not housed in DET will report directly to the Board. The DWDB will schedule these presentations as part of its quarterly meetings schedule.

3. Organizational Goals. While the leadership of Delaware’s publicly funded workforce system wrestled with the burgeoning requirements of WIOA, they nonetheless continued to work on the strategic goals in place during the reporting period. The DWDB and DOL-DET developed the goals during a planning session held on October 28, 2014. One of the innovations for this period was choosing goal leaders from partners and necessarily from organic personnel.

a. Goal #1. Define where all Pathways efforts connect and define a cohesive approach in Delaware. The Goal Leader is the Robert Ford of the Delaware Business Roundtable. This goal has brought together educators including the Rodel Foundation of Delaware, United Way and its SPARC Initiative, Delaware Technical Community College, Delaware State University and the Delaware Department of Education. This initiative is of such concern the DWDB will, in the near future, make it a permanent standing committee. (See the Pathways Plan at appendix G)

b. Goal #2. Engage the Business Community. This goal is a follow on from previous iterations which saw the improvement of Delaware JobLink functionality. The improvement/development of both the Smart Resume Builder and the Smart Job Order were the product of detailed work with employers in several forums. With the groundwork complete, the DWDB and DOL-DET will begin a full court outreach campaign during 2015 to 2016.

c. Goal #3. Develops, fields, and reports on outreach activities, which – at a minimum – educates employers on the value of hiring both reserve and active component veterans. This goal saw dramatic gains in veteran employment. An aggressive outreach and education program as well as two gubernatorial proclamations helped create a synergy leading to a veteran unemployment rate below the general population. (See Appendix D for a snapshot of the results)

d. Goal #4. Expand Registered Apprenticeship in Delaware. Although goal four was mostly an information gathering goal, it did provide inroads and established relationships that will ultimately make integration of apprenticeship programs in the One-Stop system far easier than it otherwise would have been

e. **Adult Career Lattices.** DOL-DET continues its work on designing and developing Career Lattices to enable jobseekers to make informed career decisions. This goal provides a web-based, interactive career planning map, housed in Delaware JobLink (DJL) <https://joblink.delaware.gov>. The project has made progress so profound that the DWDB awarded two blue collar grants for a pilot training dislocated workers in the broadest scope of welding and Information Technology (IT). Moreover the DWDB will invest up to \$600,000 in state dollars to further refine the concept. To date the program has focused on IT, Welding, Certified Nursing Assistants, and a Gateway Lattice heavily weighted in favor of retail and customer service.

4. New Goals. On October 27th 2015 the DWDB, its internal and external partners, private business interests, and community partners convened its fourth biennial strategic planning

session covering the years 2015 thru 2017. At this event, the DWDB and its partners agreed on three specific goals to drive the states workforce development system. Those strategic goals are:

a. WIOA – DWDB and its partners will: 1). Assure the DWDB complies to all new WIOA requirements; 2). Support the collaborative process to develop and implement the statewide WIOA four-year state plan; and 3). Support the development and operation of an integrated, comprehensive employment and training system serving employers and job seekers in Delaware.

b. Marketing – The DWDB and partners will leverage and enhance the use of the menu of services offered in Delaware JobLink (joblink.delaware.gov) to businesses and citizens of Delaware.

c. Pathways – The DWDB and Partners will adopt the statewide strategic plan developed by the Governor’s Pathway’s Team and create a supporting infrastructure (standing committee) and support the ongoing pathways initiative.

As these goals are two-year goals and are currently in their action planning phase, a detailed overview of each is unavailable. Generally speaking the process for goal achievement and development looks as follows:

- The DWDB goal steering committee suggests area of opportunity
- The committee reviews and approves specific goals
- Goal Champions and/or Co-Leads are identified
- Initial research is conducted by Champions/Co-leads
- A strategic planning session is held with partners and the entire DWDB
 - Goals are refined
 - Action teams develop
 - Next steps identified (usually action planning)
- Goal teams begin work
- Bi-Monthly progress reviews of Goals held with DWDB Chair
- Alignment occurs at quarterly board meetings
- Results evaluated annually
- Process begins again.

The operation goals mirror the vision and support the DWDB strategic effort. The goals are:

- Create an electronic referral system among one stop partners which will include a schedule of all services available
- Make job seekers aware of their talents and the potential opportunities available to them (career ladders). Link customer talents, career lattices and work based training in an efficient manner
- Enable job seekers to create plan for personal career development

- Utilize One-Stop partners to insure individuals with barriers can access the assistance that they need to enable success
- Make foundation skills available (reading, mathematics, language, work readiness, computer etc.)
- Streamline training maximizing the combination of classroom and work based
- Link Youth programming with the rest of the one stop system
- Seamlessly link job seekers into Delaware JobLink for Labor Exchange services
- Link Job seekers and employers
- Enable customer (job seeker and business) to access whatever services they need from whatever partner that can provide the service
- Provide employment and training products that meet customer needs
- Eliminate duplication in business contacts among partners by creating a coordinated continuous feedback loop identifying business needs and sharing this information among partners
- Respond quickly to business needs by connecting employers and job seekers as well as supporting the training needs of businesses
- Develop tools to enable businesses to develop and communicate their business needs
- Work jointly with The Delaware Workforce Development Board to market the services in Delaware JobLink increasing the saturation rate significantly

5. Innovative Service Delivery. The Delaware Workforce Development Board embraced many innovative service delivery concepts during the reporting period ranging from working closely with faith based partners to helping Delaware Governor Jack Markell craft his state of the state address highlighting the importance of workforce development, hiring returning veterans, and ending veteran homelessness. The innovations also including the founding of the first joint committee between three Delaware Chambers of Commerce – Delaware State Chamber of Commerce, New Castle County Chamber of Commerce, and the Central Delaware Chamber of Commerce. The following stories highlight some of the innovative strategies.

Community Drives East Side Rising Local People Lead Their Neighborhood to Revitalization

The sky was overcast Wednesday, Dec. 3, 2014 on North Pine Street in Wilmington, Del. The dull grey bleakness of the weather outside belied the brightness on the inside of the Central Baptist Church in one of the Eastside’s rough and tumble neighborhoods.

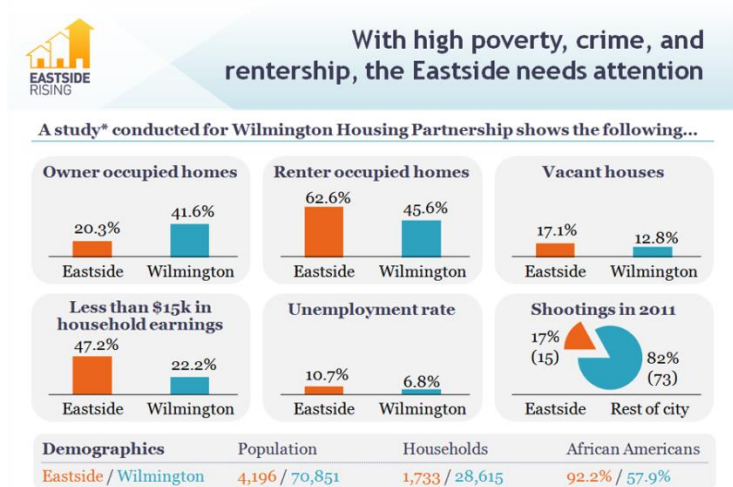
About 50 people, partners of one sort or another ambled into the basement of the church at 839 N. Pine St. to hear from the church’s pastor Rev. Terrence S. Keeling.

But they weren’t there to hear your common gospel. Rather this group was there to get an annual report from Rev. Keeling and others about the progress made in a revitalization effort called Eastside Rising.

“We chose to use an asset-based methodology,” Rev. Keeling said. “Working on what we can do, and not what we can’t.”

To hear him tell it – they’ve done quite a lot so far.

Eastside Rising, a 501 c-3 nonprofit organization, is hoping to put people to work, stall



neighborhood violence, and revitalize the area through a grass roots effort which will help community members refurbish and resell abandoned properties, using local resources, Rev. Keeling said.

Calling Eastside Rising a dedicated community project, he sought out partners to help make his vision a reality.

The partners in the room ranged from

business leaders, nonprofits, and state and local government officials.

“When Governor Markell was here, he said we would have access to all his cabinet secretaries,” Rev. Keeling said. “And we surely did.”

That access resulted in a close relationship With the Delaware Workforce Investment Board, which led to other relationships, such as the Delaware Skill Center, and the National Community Reinvestment Coalition (NCRC) he said.

These relationships facilitated the development of committees and trainings to help the church with such diverse function areas as workforce development, economic development, and urban acres farming.

Although an initiative such as a 20-workstation computer lab is in the works to assist residents with job search skills, the crown jewel of the effort is refurbishing the area’s housing stock.

Rev. Keeling should have a lot to work with.

Close to 17 percent of the area’s housing stock is vacant and falling, or fallen into disrepair; 62 percent are rentals; and the rest are owner occupied and most have fewer than 1,000 square feet for a family.

Rev. Keeling’s vision calls for the renovation of the houses by local workers trained in construction trades. This he hopes will ultimately drive down the unemployment rate, mitigate crime, and improve home ownership making the Eastside a flourishing, safe, productive place to live.

Although there is still much for Eastside Rising to do, Rev. Keeling has made important contacts with organizations which include:

- Wilmington Housing Authority
- University of Delaware Center for Community Research and Service
- Habitat for Humanity, New Castle County
- Local Union 55, LIUNA
- Delaware Skills Center
- Delaware Workforce Investment Board
- Several Banks
- And Several State Departments

After the close to 90 minute presentation, the partners left with a spring in their step that seemed to brighten the grey day.

New Start Has Third Graduation More Ex-Offenders Getting Jobs

It used to be a high school.

Students would walk from class-to-class trying to find the clues that would help them be successful in life. Bells, hall passes, and minute supervision.

What was once Claymont High School is now the Claymont Community Center and the building's highly polished colorful floor tiles still echo of education. The echo is louder than you might imagine.

There was a graduation Thursday morning at about 10 a.m. But this one was a tad different.

The students at this graduation had been moving for a different set of bells, permissions, and minute supervision.

They were ex-offenders turning their life around and were graduating from the New Start Program, run by Professional Staffing Associates, Inc.

This was the third set of graduates from New Start since its inaugural class, which began in 2013.

Seeing an opportunity to use her skills, honed in more than 30 years of workforce development training, Professional Staffing owner Priscilla Turgon saw this as an important next step. .

“This is a great opportunity to help these men and at the same time educate the community, about the importance of reintegrating these citizens,” Ms. Turgon said. “Our work with the Delaware Workforce Investment Board (DWIB) has made this all possible – great partners working for a great outcome.”

The six men who graduated from the program spent 11 weeks, 8 hours a day, developing knowledge and skills to facilitate employment success. Those skills include:

- Financial Literacy
- Professional Communications
- Computer Basics
- Customer service

Although the curriculum is impressive, so are the results. Most of the people graduating from New Start have found jobs and continue to work.

Let's Hear it for the "Wilda Mae Hutt Resource Center" at Central Baptist Church

On Monday morning, April 13, 2015 there were dignitaries aplenty at the Central Baptist Church in Wilmington's East Side. Senators, city councilmen, mayors, cabinet secretaries, business leaders, and even Gov. Jack Markell were there to say kind words about an \$18 million USDA Supplemental Nutrition Assistance Program (SNAP) Grant.

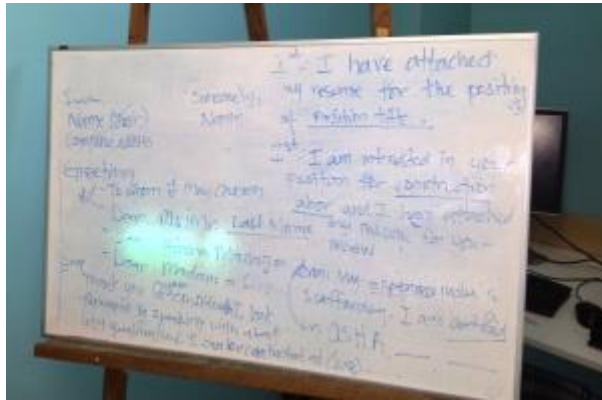


The plaque at the Hutt Resource Center

Had you thrown a rock, you would have hit a mover and shaker.

All took their turns at the microphone on the lectern, in the front of basement's makeshift gathering area; complete with row upon row of white metal folding chairs.

It was a big deal and frankly should be, but there was something else almost no one noticed.

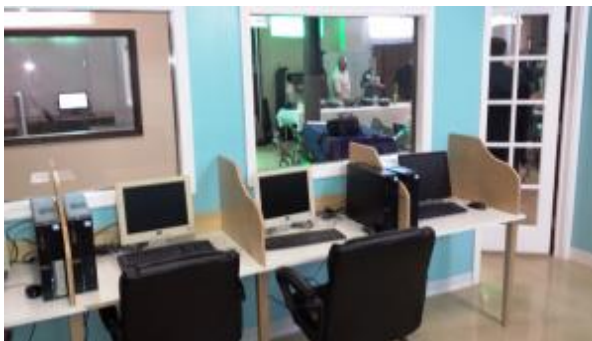


A white board with cover letter notes at the Central Baptist Church Wilda Mae Hutt Resource Center

In the back of the room just off to the left of brown exit double doors, there is a small light blue room, with a royal blue plaque just to the right of the door. It says, "Wilda Mae Hutt Resource Center."

The resource center is both functional and symbolic.

The center is a safe place -- amid inner-city violence - where residents from the East Side can conduct job searches; get resume prep and interview coaching from church volunteers. But it just didn't spring into existence overnight.



It represents the partnerships Central Baptist Church has cultivated over the past couple of years.

The Church volunteers were trained by staff of the Delaware Workforce Investment Board over a six month period. Computers were refurbished over several more months thanks to the Delaware Skills Center. And, like I said,

volunteers came from the neighborhood. And on it went.

So while all the hubbub of Monday's celebration was important and appropriate, I wonder if the little resource room in the back of the basement, away from the limelight, doesn't deserve its own round of applause.

I'm clapping.

He Continued: We Were Thrilled

Delaware Gov. Jack Markell entered the chamber in Legislative Hall in Dover, Del. at about 2 p.m. Thursday, Jan. 22, 2015 to deliver his annual State-of-the-State address.



Delaware Gov. Jack A. Markell speaks at his 2015 State of the State Address

I watched from Wilmington via the Internet.

The chamber for the joint session appeared Infantry Blue – recent pictures show it grey, nonetheless over the live feed, it looked Infantry Blue – a good omen.

People, who work veterans issues throughout the state, waited with bated breath. Would he, or wouldn't he? Would he, or wouldn't he?

For the first 45 minutes or so Gov. Markell talked about such important issues as workforce development, and then schools, and then high-need student populations, and then prison reentry, and then infrastructure, and then crime.

And then it happened.

“The opportunities our people have today would not be possible without our men and women in uniform,” Gov. Markell said. “It’s been my honor to meet many of our soldiers and airmen who, under the outstanding leadership of General Vavala (Del. Adjutant General), serve us at home and abroad. Thank you General.”

It seemed as though it was getting close to end of the address and I was sure this would be the only mention of veterans; a cursory though obligatory nod.

He continued; I was thrilled.

“Let me recognize a couple of our best and brightest – Specialist Joel Tellez-Belardo, Jr. of the Army Guard’s 238th General Support Aviation Battalion and Technical Sergeant Dave Magill of the Air Guard’s 166 Logistics Readiness Squadron. We are blessed to have many hometown heroes like Joel and Dave who courageously serve our state and nation.”

Surely this would be the end.

He continued; I was thrilled.

“The most important expression of gratitude we can offer them is to help them find jobs when their service is complete” Gov. Markell said. “I am proud to say that thanks to our business community, we have cut the unemployment rate for Iraq and Afghanistan era veterans.

“So today, I also want to recognize Mark Aitken from Horizon Services and Mike Berardi from Wohlson Construction Company, who recently hired Joel and Dave and have joined more than 100 companies partnering with the National Guard to support our veterans.”

I was standing in office cheering; high- fiving invisible comrades, screaming, “Go yeah, go!”

That surely must be the end – Acknowledgement that vets employment is an equally important issue.

He continued; I was thrilled

“Recognizing our special obligation to veterans, nothing should disturb us more than the high rate of homelessness among former service members. I know you agree that even one homeless veteran is one too many,” Gov. Markell said. “Housing Director Ben Addi and Secretary Landgraf are developing a plan to end veteran homelessness in our state by the end of this year.”

And now he wrapped up his speech.

And I stood there in Wilmington, alone in my office, and slowly clapped to the computer screen.

Two Chambers Come Together to Serve Guardsmen, Reservists, Veterans



Members of the Joint Military Affairs Committee work on issues at its inaugural meeting.

March 6, 2015 was an important day for Delaware businesses, veterans, and the state's reserve component service members.

Friday afternoon, at about 11 a.m. the first meeting of the joint Military Affairs Committee (MAC) meeting for the Delaware State Chamber of Commerce and the New Castle chamber County was held at Delmarva Power's headquarters in Newark, Delaware.

Not only was it the first meeting of the joint committee, but it may also be the first joint meeting of any kind of committee between the two Chambers (at least that anyone around the table could remember).

Regardless, this speaks to the gravitas both organizations give to the multi-dimensional challenges of promoting veterans as the applicant pool of first resort and helping employers work with and leverage currently serving National Guardsmen and Reservist.

It's a very big deal.

These groups of heroes bring a ton of talent to the workplace and can help position a company for the future.

The committee's first task was establishing its charter to outline its breadth and scope; detail objectives; identify expected benefits; schedule of meetings; and development of tasks.

All of it was reminiscent of the 3-dimensional battle space military leaders envision when planning operations – a lot of pieces and parts to the puzzle.

It is important to note that this group doesn't fall into the model of "identify a problem and build a committee." Rather this body is of the "identify a problem, engage leaders and influencers, and vigorously execute a plan" model.

Engineers say they can tell how high a building will be, by the size and composition of its base.

If the analogy is accurate – and I think it is – this committee could have a transformative reach and impact, changing the lives of service member, their families, and the businesses of Delaware.

More to follow.

Brittney Thomas Draws First Blood – Literally



Brittney Thomas has a Great Success Story to share; she came to Fox Valley Division of Employment & Training for Assessment in July of 2013. She started Certified Nursing Assistant training in August and was certified in October of 2013. In February of 2014 she completed Phlebotomy training and hasn't looked back since. She is currently employed with Christiana Health Care and is planning to start an RN program in the near future. As the mother of two Wonderful young sons she realizes the value of a sound education and will continue to strive towards her goals while paving the way for them.

GENERATION USA: Good Idea, Good Jobs



Generation USA - Graduations Ceremony August 11, 2015

In October of 2014 the Delaware Workforce Development Board (DWDB) was approached by McKinsey Social Initiative to partner on a project called "GENERATION USA".

Generation is an innovative initiative dedicated to closing the skills gap for young people that currently leaves 75 million unemployed, and three times as many underemployed, globally. As part of a Generation coalition, the McKinsey Social Initiative has

collaborated with multiple partners to curate and design a program focused not only on technical but also behavioral and foundational skills. Geared toward low-income 18-29 year olds who are currently unemployed or underemployed, Generation offers an eight week boot camp CNA course in partnership with Delaware Technical Community College and the Delaware Workforce Development Board. Individuals are recruited from other partners in the state that serve youth.

Governor Jack Markell previewed the initiative in his State-of-the-State address and worked with McKinsey Social Initiative to make Wilmington one of the pilot cities in the organizations Generation USA Youth Employment Program. By bringing together health care employers with non-profits, Delaware Technical Community College and the DWDB, the first cohort of students graduated in August 2015 and have been employed by one Delaware's healthcare agencies. Delaware is now working on its third cohort of students.

9/24/2015							
Delaware Workforce Investment Board			Program Year 2014 (July 1, 2014 - June 30, 2015)				
	Available	Expended	Percent Expended	Remaining	Obligated	Unobligated to PY15	
TOTAL WIA FUND SOURCES	\$9,217,075	\$5,051,167	55%	\$4,165,909	\$235,971	\$3,929,939	
Adult Program Funds	1,738,580	1,081,256	62%	657,324	0	657,324	
Carry-in	453,361	453,361	100%	0	0	0	
Total Adult Program Funds	2,191,941	1,534,617		657,324	0	657,324	
Dislocated Worker Program Funds	2,082,118	754,719	36%	1,327,399	0	1,327,399	
Carry-in	642,897	642,897	100%	0	0	0	
Total Dislocated Worker Program	2,725,015	1,397,616		1,327,399	0	1,327,399	
Youth Program Funds	1,833,786	547,168	30%	1,286,618	235,971	1,050,647	
Carry-in	1,185,535	1,185,535	100%	0	0	0	
Total Youth Program	3,019,321	1,732,703		1,286,618	235,971	1,050,647	
Out of School Youth		671,207					
In School Youth		966,834					
Summer Employment		1,638,042					
Rapid Response Funds	303,159	0	0%	303,159	0	303,159	
Carry-in	264,625	112,426	42%	152,199		152,199	
Total Rapid Response	567,784	112,426		455,358	0	455,358	
Statewide Activity Funds	571,017	131,806	23%	439,211	0	439,211	
Carry-in	141,998	141,998	100%	0	0	0	
Total 5% Statewide Activity	713,015	273,804		439,211	0	439,211	
			Total # of Customers Served				
Overall, All Program Strategies	\$2,665						
Total	6,689,208	2,510					
Adult Program	1,534,617	684					
Dislocated Worker Program	1,397,616	826					
Youth Program	1,732,703	559					
Summer Employment	1,638,042	441					
Rapid Response	112,426						
Statewide Activity	273,804						

PY 2014 Return on Investment

	Adult	Dislocated Worker	Youth	Actual Period reported
Program Expenditures	1534617	1397616	1732703	7/1/2014 - 6/30/2015
Number of Participants	481	556	559	
Cost Per participant	3190	2514	3100	7/1/2014 - 6/30/2015
Number of Exiters	369	453	225	
Cost Per Exiter	4159	2514	7701	7/1/2014 - 6/30/2015
Number Entered Employment	124	115	32	
Cost per Entered Employment	12376	12153	54146	10/1/2013 - 9/30/2014
Number retained employment	197	202	21	
Cost per retained employment	7790	6919	82509	04/01/2013 - 03/31/2014
Increase in earnings			45256	
Number in denominator			31	
Cost per \$1000 increase in earnings	n/a	n/a	38.29	04/01/2013 - 03/31/2014
Total retention earnings	2216304	3024551		
Number in denominator	197	202		
Cost per \$1000 in post program earnings	692	462		04/01/2013 - 03/31/2014

PY 2014 Return on Investment (continued)

Number receiving a particular service - Training	481	556		
Cost per particular service	3190	2514	n/a	7/1/2014 - 6/30/2015
Number of individuals placed in employment or education	124	115	204	
Cost per placement in employment or education	12376	12153	8494	10/1/2013 - 9/30/2014
Number of individuals earning a cert/cred	118	142	195	
Cost per individual attaining a recognized credential	13005	9842	8886	10/1/2013 - 9/30/2014
Percent entering employment	76.07	77.53	80.0	10/1/2013 - 9/30/2014
Average Retention Earnings	11250.27	14973.02	N/A	04/01/2013 - 03/31/2014
Return on Investment	.308	.538		