

# **Delaware Workforce Development Board**

**Annual Report: Narrative Section Program Year 2015**

**July 1, 2015 – June 30, 2016**

**Submitted October 3, 2016**

**Report by.**

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**Important Link**

The Time's They Are A-Changing

Come gather 'round people  
Wherever you roam  
And admit that the waters  
Around you have grown  
And accept it that soon  
You'll be drenched to the bone  
If your time to you  
Is worth savin'  
Then you better start swimmin'  
Or you'll sink like a stone  
For the times they are a-changin'  
Bob Dylan, 1964

**1. Introduction.** Bob Dylan probably wasn't thinking about the Workforce Innovation and Opportunity Act (WIOA) of 2014 when he wrote his iconic 1964 song "The Times They Are A-Changing" and he probably wasn't writing about Delaware's publicly funded workforce system either; it just feels that way.

There has been so much change in Delaware's publicly funded workforce system over the last 12 months that – to paraphrase Bob Dylan – the waters around us have truly grown.

As First State workforce leaders worked to recreate Delaware's system to ensure compliance with WIOA and build on the PY 2014 theme of "Partnerships: The Key To Success," an unexpected wave of change struck.

The Delaware Department of Labor (DOL) said goodbye to Secretary of Labor, John J. McMahon Jr. (who was also DWIB chair for many years) and hello to its new Secretary, Dr. Patrice Gilliam-Johnson PhD.; DOL's Division of Employment and Training (DOL-DET) said so long to its seemingly eternal and indefatigable director Tom Smith and welcomed Stacey Laing as its new director; and the Delaware Workforce Development Board bid adieu to its Executive Director Gwen Jones, who left to join private industry, and promoted longtime deputy Bill Potter.

This coupled with the changes inherent in implementing and learning WIOA, it is easy to see that Delaware workforce professionals from multiple agencies embraced challenges.

What follows is a report that shows Delawareans at their best; working together in new ways, breaking down operational walls, building bridges between front line staff, and looking at new ways to swim in changing water without sinking like a stone.

**2. Overview.** Delaware's publicly funded workforce system is small. There are no staff solely dedicated to planning; no departments that exist solely to meet federal requirements, and very few resources to peel away from clients to work on reconstructing an entire workforce system. Even so, creating a new workforce system is exactly what Delaware did. In fact, most of the year

was dedicated to the creation of the new system. This work began almost exactly where the previous Annual Report left off.

**3. Planning.** Although it doesn't fit easily into the guidance from Training and Guidance Letter (TEGL 7-15) it is nonetheless essential to discuss Delaware's development of its Four-Year Demand Driven Workforce Innovation and Opportunity Act Plan because the development of the plan incorporates many of the requirements outlined in the applicable TEGL.

The DWDB and its partners kicked off their combined planning on or about July 15<sup>th</sup> after the DWDB and DOL-DET jointly issued the following letter of instruction (LOI) dated 3 July 2015. The planning partners in the LOI were:

- Delaware Department, Division of Employment and Training
- Delaware Department of Labor, Division Vocational Rehabilitation
- Delaware Division of Health and Social Services, Division of Visually Impaired
- Delaware Department of Education Adult Education
- Delaware Department of Education, Division of Continuing Education
- Wilmington Job Corps
- Delaware Second Chance Act (Prison Reentry)

*DWIB – Potter, July 3, 2015*

*DET-Reeder*

*Memorandum For: Planning Partners*

*Subject: Letter of Instruction (LOI) for Development of Delaware's Combined, Demand Driven, Four Year State Workforce Plan.*

*Planning Partner Members:*

*1. Situation. The Workforce Innovation and Opportunity Act was signed into law last year by President Barack Obama and since then we have been convening partners to lay the groundwork to develop the state unified plan. This memo will outline the planning sequence for the next four months.*

*2. Mission: The State of Delaware develops a combined Demand Driven Four Year plan no later than 1 November 2015 and submits that plan – after appropriate reviews and public comments – to U.S. DOL no later than 1 MARCH 2016. Success occurs when the plan is accepted and approved by the U.S. Secretaries of Labor and Education.*

*3. General Flow of the Planning Process. The most recent suggestions we've received from the US DOL Region is to take the unified planning guidance from the 2012 plan and use it, pending more up-to-date guidance. Attached you will find the 2102 Guidance for the unified plan. The guidance presents questions or requests for information and it has been broken out for you by task and responsible individual/organization. As we don't know who will, in a lot of cases, execute some of the planning tasks we have assigned leaders tasks assuming they will assign them further down the line. Our planning group*

*will meet on a regular basis and we will address the frequency of these meetings in subsequent paragraphs of this note. Regardless, the attached booklet is a fairly decent first step to start the process. Be advised taskings for individuals/organizations are in the margin of every page. We chose to use the review function of MS Word because it was easier. There will be an additional section for Certifications and Assurances added to the plan; these have not been outlined in in the attached document. As further requirements are disseminated from US DOL to us, we will update with adjusted deadlines and task as appropriate.*

*4. Coordinating Instructions. All Planning Partners will:*

- a) Completely read this LOI;*
- b) Review the attached booklet;*
- c) Assign tasks as needed;*
- d) Attend scheduled meetings;*
- e) Provide bi-weekly status updates;*
- f) Ensure all questions/tasks/statements are addressed/ completed;*
- g) Submit responses to Lori Reeder ([Lori.Reeder@state.de.us](mailto:Lori.Reeder@state.de.us)) as they are accomplished, but all task are due No Later Than (NLT) September 30, 2015;*
- h) Be prepared to provide yet to be determined information, as the final planning guidance from U.S. DOL is developed and disseminated.*
- i) Determine which public comment processes are appropriate to plan submission.*

*5. Communications.*

- a) Lori Reeder and Bill Potter are the project leads and will coordinate all editing, compilation, cataloguing of the plan;*
- b) Email is the primary means of communication;*
- c) Bill Potter and Lori Reeder will develop and distribute a meeting schedule to be discussed at the July 15<sup>th</sup> meeting;*
- d) Bill Potter and Lori Reeder will develop primary and alternate methods to holding meetings (e.g. conference calls, in-person meetings, video conferencing, Webinars);*

*6. We are the points of contact for this memo. Bill Potter at 302-761-8163 [william.potter@state.de.us](mailto:william.potter@state.de.us) and Lori Reeder at 302-761-8101 [Lori.Reeder@state.de.us](mailto:Lori.Reeder@state.de.us).*

*William J. Potter  
Deputy Director  
Delaware Workforce Development Board*

**4. Executive Summary and Goals.** As we all know the guidance from US DOL seemingly lagged behind the actions of the states. Delaware did the best it could using planning guidance from 2012 while federal workforce developers worked feverishly to finalize new guidance. In early January the DWDB and DOL-DET jointly developed an executive summary encapsulating the WIOA plan. The executive summary includes the in depth goal discussion required by TEGL 7-15.

## Workforce Innovation and Opportunity Act

### Four Year Plan

#### Executive Summary

*The Workforce Innovation and Opportunity Act encourages the seamless cooperation of multiple state partners in the provision of a full range of social services in the most efficient and customer friendly manner. Delaware's plan puts this into action through the creation of a One-Stop system bringing together workforce development, educational, and other human resource services in a seamless customer focused service delivery network that enhances access to the program services to assist individuals in obtaining suitable employment, enabling employers to obtain qualified employees, and improve long term employment outcomes for Delawareans.*

#### Background

*President Barack Obama signed the Workforce Innovation and Opportunity Act (WIOA) into law on July 22, 2014. This legislation repealed the Workforce Investment Act of 1998 (WIA) and changed the relationship between workforce developers; bringing together, under one roof, four "Core Partners": The Delaware Department of Labor, Division of Employment and Training (DOL-DET); The Delaware Department of Labor, Division of Vocational Rehabilitation (DVR); Delaware Department of Health and Social Services, Division of Visually Impaired (DVI); and The Delaware Department of Education, Adult and Prison Education Resources. The law's intent is to make these partnerships vibrant, meaningful, and synergistic. The Delaware Workforce Development Board (DWDB) is – under the new legislation – charged with aligning and engaging the total workforce system to improve results.*

*As with WIA every state is required to submit a plan to qualify for the federal grant, which funds the publicly funded workforce system. Unlike WIA the new law requires – at a minimum – the core partners to submit a single joint plan, or states can expand the number of partners creating a combined plan. Delaware chose to craft a combined plan, which includes, in addition to the Core Partners, other key One Stop partners. In Delaware, at this time, this includes the Department of Education Career and Technical Education, Job Corps, and the Department of Correction in conjunction with the Criminal Justice Council (prison re-entry). Many other agencies were asked to participate, but many deferred because it was unclear whether or not the process would be unduly burdensome. We will continue to work to bring others into the plan as we move forward.*

*DOL-DET leadership, in alignment with the Delaware Workforce Development Board (DWDB), decided to implement the new law along two tracks. The first track (Strategic Actions) developed the strategic vision and began work to establish the new board, and develop the new state plan. The second track (Cultivation of One-Stop Partners and the development of an operational vision) was the cultivation of One-Stop Partners and the development of an operational vision focusing on the One-Stop system. DOL-DET and DWDB crafted an initial list of potential partners and on January 21, 2015, held a kickoff meeting to introduce the partners to each other and present an overview of the new law.*

#### Track 1: Strategic Actions

**Setting a Vision:** *Delaware's publicly funded workforce system will create a combined workforce system, which leverages the strengths of its Core and One-Stop partners through an integrated One-Stop system using a robust referral methodology that ensures Delawareans get the right service by the right professional. The DWDB will also continue to supplement the One-Stop system with aggressive outreach and partnering, focusing on youth and education in accordance with the board's ongoing goal development and accomplishment.*

**Constituting a new Board:** *The DWDB, DOL-DET, Delaware Department of Labor Secretary John J. McMahon Jr., the Chair of the existing board, and the Delaware Office of Boards and Commissions worked together to constitute the new board. Delaware policy required the complete dissolution of the Investment Board and then a whole new set of initial appointments to the development board (complete with new applications, background checks, and other administrative requirements). The new board included several previous board members; consistent attendance and involvement with committees were important considerations for bringing back members. New members were added to meet the requirements of the Investment Board under WIOA. The newly formed DWDB intends to align its activities through quarterly board meetings, executive committee meetings, goal meetings, and special – as needed – meetings.*

**Board Meetings:** *Regularly scheduled board meetings will continue to be the primary method for keeping the board abreast of all activity related to workforce development, and execution of the strategic planning goals. The standing committees of the board include: 1) executive committee, 2) performance measures; 3) proposal review and certification; 4) public relations and outreach; 5) Pathways Development and 6) youth council.*

**Executive Committee Meetings:** *An executive committee will still be used to dive deeper into issues, keep the standing committee efforts moving forward, and resolve issues that come up in our areas of responsibility.*

**Goal Champion Meetings:** *Each of our key strategic goals developed by the board in our annual strategic planning retreat has a goal champion to move them forward. These goal champions come together roughly every month to share progress. A great deal of alignment occurs at these meetings as goal leads update the chair and other leads on progress. Decisions are made and paths forward coordinated.*

**Special Meetings:** *As the name implies, special meetings are held when something unusual occurs or when an issue arises needing special attention. These type meetings usually deal with short term issues.*

**Single Service Delivery:** *The new law encouraged states to review the organization design and determine whether additional or fewer local boards were needed. The DWDB and DOL-DET determined it was best to remain a single service delivery state. Since Delaware is a minimum allocations state (the grant is the least allowed under the law), the infrastructure costs for creating local boards would significantly decrease funding available for client service delivery.*

**Goal Review:** *While making the transition to the new WIOA structure, the new board along with the leadership of Delaware's publicly funded workforce system, continued to work on the strategic goals for the state. These goals have always been aligned with the direction of WIOA and therefore continue to be very relevant on our path forward under the new legislation. These goals have transitioned since the planning session on October 28, 2014. The first set of goals launched in early 2015 included:*

**2014 Goal #1:** *Define where all Pathways efforts connect and define a cohesive approach to pathways development in Delaware. The Goal Leader is the Robert Ford of the Delaware Business Roundtable. This goal has brought together Labor and Education, as well as the Business Round Table Education Committee, the Rodel Foundation of Delaware, United Way of Delaware and its SPARC Initiative, Delaware Technical Community College, Delaware State University among others. This initiative has resulted most recently into the development of a standing committee of the board, co-led by labor and education, focused on Pathways work.)*

**2014 Goal #2:** *Engage the Business Community to make use of existing state employment services, primarily resident in Delaware Job Link. This goal was meant to take advantage of previous improvements*

to Delaware JobLink functionality. The first change, a total refresh of the states resume builder, resulted in the new Smart Resume Builder and second, a reworking of the search engine businesses can use to access the resumes on file, resulted in the new Smart Job Order. Together these enhancements have greatly improved the State's skills bank, or data covering the resident skills of the population of Delaware. These two projects were the result of previous strategic planning sessions and were completed in 2015.

**2014 Goal #3:** *Improve Veterans Unemployment.* This goal was created to address a situation in Delaware where the Veterans unemployment rate was above that of the general population. 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 U](#) for a snapshot of the results)

**2014 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. This goal was meant to support national efforts to increase registered apprenticeship. After much review limited potential was identified in this area and efforts have reduced in recent months.

**2014 Goal #5:** *Adult High Potential Career Lattices.* DOL-DET continues its work on designing and developing Career Lattices to enable jobseekers to make informed career decisions. The idea was to pick high potential career fields, develop web based technology to help under or unemployed individuals bridge any potential gaps between their current qualifications and potential new career pathways in these identified fields. This goal provides a web-based, interactive career planning map, housed in Delaware JobLink (DJL). 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 Information Technology, Welding, Accounting, Health Services, and a Gateway Lattice heavily weighted in favor of retail and customer service. This work will continue and will be blended into the overall pathways initiative.

On October 27<sup>th</sup> 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:

**2015 Goal#1:** *WIOA – DWDB and its partners will: 1) Assure the DWDB complies with 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.*

**2015 Goal #2:** *Marketing – The DWDB and partners will leverage and enhance the use of the menu of services offered in Delaware JobLink ([joblink.delaware.gov](http://joblink.delaware.gov)) to businesses and citizens of Delaware.*

**2015 Goal #3:** *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. This goal led to the development of a standing committee of the board and future activity on this goal will be transitioned in the standing committee.*

*As these goals are two-year goals and are currently in their action planning phase, a detailed overview of each is currently a work in progress.*

## **Track 2: Cultivation Of One-Stop Partners And The Development Of An Operational Vision.**

*Operational goals complement and supplement the strategic initiative and make up the path forward. As alluded to earlier, the goal of the One-Stop System is to bring together workforce development, educational, and other human resource services in a seamless customer focused service delivery network that enhances access to the programs' services, to assist individuals in obtaining suitable employment, enable employers to obtain qualified employees, and improve long term employment outcomes for Delawareans.*

*In meeting this goal, the Partners will work to identify barriers, eliminate duplication of services, reduce administrative costs, align technology and data systems, enhance participation and performance of customers served through the System, and improve customer satisfaction. Achievement of this goal will allow Delaware to continue building a workforce development system that prepares individuals for high demand, high growth employment in industry sectors that are vital for continued economic growth and that are essential for Delaware and the nation to compete in the global market.*

**Memorandums of Understanding (MOU) Process:** *If the One-Stop System is the foundation of Delaware's One-Stop System, then the MOU's are the rebar that holds the foundation together. Each MOU is as unique a document as the partners themselves; no two are alike. What makes this approach unique is the centralized referral system, which moves clients from one partner to another to provide needed services. DOL-DET has committed to fund two workers to manage the referrals for the next two years until an automated system can be established. Even so, system alignment is achieved using the following:*

- 1. Memorandum of Understand (MOU) – This individually negotiated and executed agreement will outline the responsibilities and opportunities for each partner. In addition, it established and documents the One-Stop system goals. ([See Appendix D](#) for MOU Copies)*
- 2. Monthly Statewide Governance Meetings - These meetings will provide a forum to identify issues and opportunities to evolve and expand the delivery system. It will also provide an oversight group for small project groups such as the alignment of the various partner's Business Service groups.*
- 3. Centralized Referral Mechanism – The final referral mechanism is expected to be electronic. The function will enable partners to schedule customers for services found on a 90 day schedule and ensure clients accessed the services. This referral system will be manual for the first two years and automated thereafter.*
- 4. Local meetings – These meetings will be convened quarterly locally to identify issue and opportunities. The purpose will be very similar to the statewide meeting but they will focus more on operational issues.*

**Performance Measures.** *A significant problem going forward will be the evolution of our performance measures. The federal departments of labor, education, and rehabilitative services have neither finalized the definition of the measures, nor even finalized the development of the statistical model to develop the measures. In the current state where rules and guidance are not yet finalized, the partners are using their best judgment to put in place what makes most sense to the combined effort.*

**Plan Limitations.** *While very little will likely change in Delaware’s strategic or operational approach, the format of the actual plan might. The planning guidance issued by US DOL is its best guess pending the finalization of the regulations. To be clear, regulations have not yet been finalized and it is possible that additional information or even formatting could be required before any plan is approved.*

**Summary.** *The DWDB and DOL-DET, working closely with all the current partners, have worked hard to craft a plan, which not only lives up to the spirit of WIOA, but also lives up to the letter of the law in its current form. Even so that is just a first step, and there is a recognition that more important than the final plan is the growing positive relationship between the partners that has grown out of development of the plan.*

*We believe our two track approach; working to assure we focus strategically on maintaining compliance with the law and developing strategic initiatives, while in parallel developing the partner relationships of the future for our one-stops, will ensure we constantly evaluate our progress, make appropriate corrections, meet prescribed performance measures, and ensure alignment.*

*On track one; the three current strategic goals remain a key focus of the state. Goal #1 WIOA, will keep us focused on development and execution of the four-year plan. Goal #2 Marketing, will assure we leverage all the work completed of the past several years around improving Delaware Job-Link and our skills bank. And Goal #3, Pathways will work to move our Pathways to Prosperity from a one off initiative to how we do business on a day-to-day basis.*

*While the work of aligning Delaware’s publicly funded workforce system will take constant vigilance, Delaware has a demonstrated advantage. The state’s workforce team, the DWDB, and all the partners are seasoned professionals who have – for the most part – earned their bona fides during the Great Recession and the implementation of the American Recovery and Reinvestment Act (ARRA); two events requiring enormous alignment to leverage resources across state, county, and city lines. Moreover, the state’s predilection for cordiality facilitates the fabled “Delaware Way,” which allows quick coordination across functional areas eschewing red tape. All this will come together via a series of formal and informal meetings, which ensures we get the right person, to the right place, in the right amount of time.*

*The leadership of Delaware’s publicly funded workforce system is not Pollyanna about the path forward. They know the road to excellence is a rock-strewn path of twists and turns. Some challenges we know and some we have yet to discover.*

*Among the challenges to keep our eyes on are:*

- *We will need to focus a great deal of time on developing strong relations between the partners. We know there are dissimilarities between partners requiring all of us to recalibrate our use of what we once considered precise terms. We recognize how we reward and recognize our employees must be for how they contribute to the greater good of meeting our clients’ needs holistically, and not just by department.*
- *We know the DWDB and its partners will likely have to develop new local performance indicators to ensure (for example) that our plan for a robust One-Stop referral system works.*
- *We have to redesign our current processes from a place where we all operate fairly independently, to one where our systems and processes support an integrated approach envisioned by the legislation.*
- *We know that for now the environment will be unstable as rules are finalized and our plans must change to reflect these changes. We must create a team and a structure that can keep moving forward, but at the same time be capable of changing on the fly.*

**5. Planning Redos.** On 22 Feb 2016 leaders from Delaware's publicly funded workforce system met to put the finishing touches on a plan that had been gestating since July. However, that evening word came from US DOL that new guidance was issued on 18 Feb and had to be incorporated into the final submission set for 1 March 2106. Delaware of course complied and its plan was submitted on time. Even so, U.S. DOL asked for several additions and clarifications and a second plan was submitted in Mid-May. These corrections covered the waterfront including all partners. The 2<sup>nd</sup> plan was substantially approved, although additional clarifications were requested. Some clarifications were submitted and others deferred until 30 April 2017. The DWDB, Delaware DOL, and all partners have begun additional strategic planning to improve services to all clients.

**6. Assessments.** The DWDB, DOL-DET, and all core and One Stop Partners have used multiple methodologies to assess the current state. Our goal was not only to get feedback from our client customers, but also from our board members, training providers, and the pantheon of partners.

**a. Career Planning Workshop Feedback.** DOL-DET distributed a planning workshop survey of 11 multiple choice questions. Over the past two years more than 2,000 people responded. To see the survey and result go to [\\Doladmfp402\01\\_home\William.Potter\My Documents\annual reports\2016annualreport\Annual Report 2011 - Final Version.docx](\\Doladmfp402\01_home\William.Potter\My Documents\annual reports\2016annualreport\Annual Report 2011 - Final Version.docx) and <http://bit.ly/2d5biAe>. The questions were:

- Enter the Date you attended the Career Planning workshop
- What location did you attend this workshop?
- How clearly did your trainer explain the objectives and topics to you?
- How clearly were the training materials explained to you?
- How knowledgeable was the trainer of the topics covered?
- How would you rate the length of the workshop?
- How did you feel about the level of interactions requested with the trainer and co-attendees?
- How well did the course topics relate to each other?
- For your level of understand were explanations \_\_\_\_\_?
- How much did the instructor help you develop thinking skills in the subject?
- How much will this training assist you in your employment goals?

**b. Job Search Workshop.** DOL-DET conducted random surveys of 436 people receiving a Job Search Workshop; 260 people answered 11 multiple choice questions for a response rate of 54 %. To see the survey and result go to <http://bit.ly/2cLuumR> and <http://bit.ly/2dlxaoX>. The questions were:

- Enter the date your attended the Job Search Workshop?

- Please indicate the American Job Center you visited?
- How clearly did the trainer explain the objectives and topics to you?
- How clearly were the training materials explained to you?
- How knowledgeable was the trainer of the topics covered?
- How would you rate the workshop?
- How did you feel about the level of interaction requested with the trainer and co-attendees?
- How well did the course topics relate to each other?
- For you level or understanding, were the explanations (multiple choice answers here)?
- How much did the instructor help you develop thinking skill in the subject?
- How much will this training assist you in your employment goals?

**c. Training Customer Workshop.** DOL-DET conducted a random survey of 1100 people receiving a Training Customer Satisfaction; 183 people answered 19 multiple choice questions for a response rate of 16.6%. To see the survey and result go to <http://bit.ly/2dkX4Ni> and <http://bit.ly/2dl0mji>. The questions were:

- Please indicate the American Job Center you visited.
- Please check the reason for using your local American Job Center.
- How did you find out about our training services?
- Was your case manager knowledgeable, courteous and professional?
- Do you feel that DOL has relevant training offerings to support your employment goals?
- Did you attend the career planning workshop?
- If you attended the career planning workshop, did I help you with developing of confirming your career path? If you answer no to #6 please select NA
- Did you get to attend the training you wanted?
- Do you have concerns regarding your training program of the school attended? If so, please explain.
- Did the funding you received cover the cost of the entire program?
- Have you received any supportive services during training? If so, did it help?
- Did you reach your planned goal?
- Did you get a job after training?
- Have you attended any workshops related to finding employment? (Example RSEA workshop or interviewing workshop?)
- Upon completion of training what method of contact is suitable for you?
- How satisfied are you with the services from the training provider?
- How would you rate your overall training experience
- Are there any additional training services that enhanced your training experience?
- Would you recommend the services to your family and friends?

d. **In July 2016** the DWDB surveyed contract providers to determine the efficacy of the board's annual Request For Proposal process. Thirty five providers were asked to evaluate 15 statements on a scale of Strongly Agree; Somewhat Agree; Neither Agree Nor Disagree; Somewhat Disagree; and Strongly Disagree. Nine providers responded for a response rate of about 26 %. A copy of the survey is available at [Provider Survey](#) The statements were:

- The RFP orientation is valuable to me.
- The public notice in the newspaper is sufficient notification of the RFP.
- I always read the funding guidelines.
- The funding guidelines are easy to understand.
- Knowing how much money is available would impact whether I proposed or not.
- Knowing how much money is available would impact my proposal.
- I always review the demand occupation list before preparing my proposal.
- The Delaware Department of Labor, Division of Employment and Training contracting staff gives me valuable information at proposal development
- I use the feedback from proposal development to prepare my Best and Final Offer.
- The DWDB web site provides all the information I need.
- The actual proposal review day is well organized.
- Panelists seem to be well informed about my submission.
- There is adequate time to prepare my proposal.
- I would like feedback after the proposal review day.
- New proposers should be in a separate category.

e. **In July 2016** the DWDB surveyed RFP panelists to determine the quality of the board's annual Request For Proposal process. Thirty panelists were asked to evaluate 9 statements on a scale of Strongly Agree; Somewhat Agree; Neither Agree Nor Disagree; Somewhat Disagree; and Strongly Disagree. Twelve panelists responded for a response rate of about 40 %. A copy of the survey is available [Panelist Survey](#) at. The statements were

- I understood the task for the day.
- I was given enough time to review the proposals.
- I felt confident I could evaluate the proposals.
- DET staff assigned to panels was able answer questions and provide needed insight.
- The scoring system was too flexible.
- The scoring system was too rigid.
- A set of explicit instructions would have been helpful.
- There were too many providers for the amount of money available.
- I was satisfied with my contribution to the process.

f. **In July 2016** the DWDB surveyed Board members to determine how much members understood about funding. About 40 members were asked to evaluate 16 statements on a scale of

Strongly Agree; Somewhat Agree; Neither Agree Nor Disagree; Somewhat Disagree; and Strongly Disagree. Twelve board members responded for a response rate of about 30 %. A copy of the survey is available at [Board Survey](#). The statements were

- I understand How Money is allocated.
- I have an impact on setting priorities for the DWDB.
- I understand the difference between state blue collar funds and federal workforce development funds.
- I want to be more involved helping the DWDB set priorities.
- I understand how funding guidelines are developed.
- My input updating funding guidelines matters.
- I understand how I know how to submit input to the proposal review committee.
- I understand how the demand occupation list is developed.
- I understand how the demand occupation list is used.
- I always serve on proposal review panels.
- The current allocation between skill areas makes sense (e.g. hard skills, soft skills, etc.).
- Proposal panels are an important DWDB activity.
- I understand how the RFP process supplements/complements the ITA process.
- I understand how the state blue collar fund works.
- I understand the RFP process.
- If I knew more, I would be more involved.

**7. Other Assessments.** The DWDB would be remiss if it failed to mention the qualitative assessments that occurred throughout the breadth of the workforce system. From community roundtables conducted by the Department of Education, the Department of Health and Social Service, Division of Visually Impaired, and the Department of Labor, Division of Vocational Rehabilitation, to the overview held at the Delaware 1<sup>st</sup> Statewide Convening, clients and service providers charted concerns, discussed opportunities and provided input to Delaware’s State Plan. Please see the “DWDB Focuses on Trainers” on page 16.

**8. Initiative of Special Consideration.** Delaware embraced Pathways Prosperity as part of Gov. Jack Markell’s Delaware Promise initiative that strives to ensure 65% of all Delawareans have a college degree or workforce credential before 2025. The DWDB is so dedicated to the pathways initiative, it created a special standing committee within its structure to facilitate the program. Moreover, it hired Digitus LLC to help expand the pathways initiative to include all job seekers. Gov. Markell’s is so committed to the pathways he established an executive steering committee through [Executive Order 61](#) .

**9. Final Thoughts.** In closing it is important to note that the past year, and the one ahead are critical as Delaware's partners change the workforce system to one that benefits our citizens and our economy. Everyone has to participate. So again to quote Bob Dylan iconic song:

**“Your old road is rapidly agin’  
Please get out of the new one  
If you can’t lend your hand  
For the times they are a-changin’”**

## Convening Is Groovy

If partnerships are the coins of the realm when it comes to taking the Workforce Innovation and Opportunity Act from the dusty pages of law to a vibrant new way of doing things, then Delaware is way ahead when it comes to cashing in that coin, for change.

The Delaware Workforces Development Board (DWDB), the Delaware Department of Labor, Division of Employment and Training (DOL-DET) and its Core Partners celebrated on April 6, 201 Delaware's 1<sup>st</sup> One Stop Partner Convening, which brought about 300 Delaware frontline staff together at Dover Downs Conference Center.

Inspired in part by the January 2016 convening by the workforce system's federal partners, the Delaware convening went a bit deeper, said DWDB Executive Director Bill Potter.

“Our event is all about bringing the One Stop Partners together,” Potter said. “While core partner leadership is key, we want to make sure we engage the One Stop Partners at the service delivery level.”

Delaware – in a lot of ways – has chosen to make Delaware's system more relevant by leveraging the incredible talent of the First State's frontline staff. The pantheon Delaware One Partners includes:

- Delaware's Division of Libraries;
- Delaware Department of Labor, Division of Vocational Rehabilitation;
- Delaware's Division of Visually Impaired;
- Delaware Department of Education, Division of Adult Education;
- Job Corps;
- Delaware's Division of Unemployment Insurance;
- Delaware State Housing Authority; and
- Many More

Engage is probably the right word too. The Convening was the first time that many of these One Stop Partners ever actually met each other face-to-face.

“The main thing we want to do was open the avenues of trust,” said Rachel Turney, Chief of the DOL-DET Training Services. “If we can get trust -- true trust established; leveraging each other's talents and knowledge will be transformative for Delawareans.

## DWDB Focuses on Trainers

When the Delaware Workforce Development Board wanted to know how training providers were faring under the Workforce Innovation and Opportunity Act, it turned to its new Deputy Director Robin McKinney-Newman.

Ms. McKinney-Newman convened a focus group with a mix of First State ITA providers to discuss how the latest trends at training sites throughout the state.

Delaware's most popular skill training programs were represented. Truck driving school, healthcare, office skills and others were there to give their opinions.

- Many trainers reported some surprises.
- They were seeing more "self-pay" clients than usual.
- They believed more clients were opting for higher education as opposed to skill training.
- They thought candidates were dropping out before the approval process was complete.
- Things seem to have slowed down throughout the system.

The one and a half hour focus group was the first of many planned informal opportunities to chat with providers as the DWDB and DOL-DET look for improved ways to meet the needs of job seekers and employers.

## Return on Investment PY 2015

PY 2015 ROI				
	Adult	Dislocated Worker	Youth	Period Covered
Program Expenditures	\$ 1,838,654.00	\$ 2,144,841.00	\$ 1,850,159.00	7/1/2015 - 6/30/2016
Number of Participants	473	396	498	
Cost per participant	\$ 3,887.22	\$ 5,416.27	\$ 3,715.18	7/1/2015 - 6/30/2016
Number of Exiters	273	283	200	04/10/2015-03/01/2016
Cost per exiter	\$ 6,735.00	\$ 7,578.94	\$ 9,250.80	
Number entered employment	191	326	133	
Cost entered Employment	\$ 9,626.46	\$ 6,579.27	\$ 13,910.97	10/1/2014 - 9/30/2015
Number Retained Employment	260	309	135	
Cost per retained Employment	\$ 7,071.75	\$ 6,941.23	\$ 13,704.88	04/10/2015-03/01/2016
Total Retention Earnings	\$ 3,332,216.48	\$ 4,960,270.56	\$ 116,264.32	
Number in Denominator	260	309		
Cost per \$1,000 in post program earnings	552	432		04/10/2015-03/01/2016
Number Receiving a Particular Service - Training	473	396		
Cost per particular service	\$ 3,887.22	\$ 5,416.27		7/1/2015 - 6/30/2016
Number of individuals placed in employment or education	191	325	133	
Cost per placement in employment or education	\$ 9,626.46	\$ 6,599.51	\$ 13,910.97	10/1/2014 - 9/30/2015
Number of individuals earning a certificate/credential	238	207	162	
Cost Per individuals earning a certificate/credential	\$ 7,725.44	\$ 10,361.55	\$ 11,420.73	10/1/2014 - 9/30/2015
Percent entering employment	73.18	82.49	69.3	10/1/2014 - 9/30/2015
Average retention earnings	\$ 12,050.00	\$ 16,104.00		04/10/2015-03/01/2016
Return on Investment	3.624625927	4.62530375	0.125680355	

