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MEMORANDUM For Record

FROM: William J. Potter, Executive Director, Delaware Workforce Development Board (DWDB);
Robin McKinney Newman, Deputy Director DWDB

DATE: December 19, 2018

SUBJECT: Annual Report Narrative PY 2017

1. This memo provides the Delaware Workforce Development Board (DWDB) and U.S. Department of Labor's Employment and Training Administration, Delaware's Annual Report Narrative for the recently completed PY 2017.

2. The Delaware's publicly funded workforce system had an exciting transformative year. During the period the First State achieved the following:

- Maintained its status as a national leader in the Pathways workspace as it continued its partnership with Jobs For the Future (JFF);
- Aligned workforce spending to reinforce its commitment to pathways, while at the same time, establishing priorities for underserved communities (aka Promise Community);
- Redesigned and implemented a new Request for Proposal (RFP) process;
- Continued work on refining the state's referral process;
- Began a systemic formal business process mapping of workforce system across the spectrum of workforce partners;
- Became a partner of the Skillful Network with 23 other states [Link to Skillful network](#);
- Completed Infrastructure Funding Agreement; and
- Continued on its journey of greater integration of WIOA partners.

3. Pathways and JFF. In its initial submission of the state's WIOA plan, the Delaware Pathways initiative was a specified workforce goal. The state's workforce system is dedicated to bringing the Pathways model to life. After hosting the JFF, annual conference in spring 2017 at the Wilmington Waterfront, Delaware solidified its place as a national Pathway's leader when it was named the winner of a \$3.25 million grant for the Bloomberg foundation. (See the news story at [News Journal story about Pathways Bloomberg Grant](#)). This grant helps Delaware continue its

Pathways work, which formally began when then Gov. Jack Markell signed executive order 61, which established a state structure with the DWDB taking the operational lead. Current Delaware Gov. John Carney re-committed to program. A current snapshot of the state process and status is available at [Current status of Delaware Pathways](#).

a. Alignment. Delaware's training systems are aligned with the pathways initiative. The Delaware Department of Education, Office of Career and Technical Education (CTE) works with Delaware's Office of Occupational and Labor Market Information (OOLMI) and annually updates a pathways list. The list of approved pathways (at this time), which is shown below, is presented in state schools districts and students choose a pathway to begin a career exploration. The state's workforce priorities are established/codified in the annual funding guidelines, which is the board's approved annual policy statement. The [Current copy of Delaware Funding Guidelines](#).

Delaware Pathways has programs that match Delaware's job needs, including fourteen critical, in-demand areas:

- Allied Health
- Biomedical Sciences
- Cisco Networking
- Computer Science
- Culinary & Hospitality Management
- Energy
- Engineering
- Environmental Science
- Finance
- K-12 Teaching Academy
- Nurse Assisting
- Manufacturing Engineering Technology
- Manufacturing Logistics Technician
- Manufacturing Production Technician

[Pathways Supported by Delaware's Publicly Funded Workforce System](#)

c. Work-based learning. Although we have had some success in recruiting work-based learning opportunities for Delaware students, that initiative is still being refined and is under the auspices of Delaware Technical Community College, the designated intermediary. The number grows annually. For complete discussion Delaware's Pathways initiatives go to [Delaware's Pathways website](#).

d. Approved pathways drive the creation of Delaware's Demand Occupation List. While there are exceptions, the majority of the list is only approved occupations along a pathway leading to at least mid-wage jobs. When the DWDB develops its list, the board staff works closely with CTE and the state's Votech schools to ensure enough training opportunities exist. Click the link [for Delaware's Demand Occupation List](#).

4 RFP Redesign. Redesigning the RFP process was another specific goal of Delaware's approved WIOA state plan. The redesign was a complete overhaul of the DWDB contracting method. To see the complete process click on the [New RFP process link](#). Changes included:

- The elimination of provider development sessions;
- Improved scoring;
- The application of bonus points;
- Greater emphasis on written proposals;
- Mandatory proposer conferences;
- The addition of Industrial Affairs professionals on all panels;
- Greater scrutiny of provider financial statements; and
- Mandatory orientation webinar for all adjudicator's.

5. Process Redesign. Another goal of Delaware's approved WIOA state plan was process redesign of the publicly funded workforce system. The first step is conduct of a business mapping marking where we are, where we want to go, and the delta between the two states. Although Delaware is not conducting a federally sponsored study, we believe this internal analysis of all process within the partners of our combined state plan will provide valuable lessons learned. An overview of the project is available at [the Process mapping link](#).

6. Cultural Transformation. A third goal of Delaware's publicly funded workforce system was cultural transformation. The first state continues its transformational journey as demonstrated by the inclusion of mandatory training throughout workforce partners. Areas covered include cultural awareness, evaluations, and employee selection. The cultural journey further continues as Delaware partners participated in the annual DWDB Workforce Partner convening; a day of education, cross talk, and increasing awareness. Moreover the Delaware DWDB has begun creating linkages with a wider pool of non-profit, business, and educational partners.

7. Customer Satisfaction. While the WIOA partners intend to increase customer satisfaction monitoring this upcoming PY, this past year saw an increase in monitoring. For example, the chart below shows the surveys conducted for the PY. It is also important to note that a series of surveys were done between the DWDB, its own board and the state's contract providers.

Survey Name	Who?	Where?	When?	Why?	Results?
Career Planning	Job Seekers	One Stop Centers- 64 % Wilmington 2.8% Pencader 6.5% Dover 25% Georgetown	July 2017- June 2018	Feedback to improve workshops and product development	459 responses - 96% said the material was clearly explained
Job Search Workshop	Job Seekers	One Stop Centers- 5% Wilmington 6% Pencader 61% Dover 27% Georgetown	July 2017- June 2018	Feedback to improve workshops and product development	99 responses-90% said the material was clearly explained
RESEA	Job Seekers	One Stop Centers-28% Wilmington 35% Pencader 19% Dover 16% Georgetown	July 2017- June 2018	Feedback to improve workshops and product development	1,029 responses-94% said the material was clearly explained
Resume Builder	Job Seekers		July 2017- June 2018	Feedback to improve workshops and product development	4 responses- 50% said it was difficult to sign up for the resume builder
Interview Workshop	Job Seekers	One Stop Centers- 87% Pencader 12% Dover	July 2017- June 2018	Feedback to improve workshops and product development	8 responses- 87% said the material was clearly explained

7. Waivers The Delaware Workforce Development Board (DWDB) submitted one waiver on October 8, 2018 (see below); results are still pending, (Missouri requested the exact same waiver), we expect approval in the near future. This waiver was developed in partnership with the Delaware Department of Labor, Division of Employment and Training (DOL-DET) and in conjunction with ETPL providers. We requested a waiver of the reporting requirement for Non-WIOA participants. See below.

State of Delaware
Waiver Request

As part of its 2 year State Plan modification being submitted for Program Years 2018 – 2020, the State of Delaware requests consideration of the following waiver which is currently not in effect.

Eligible Training Provider Performance reporting for Non-WIOA Participants

Statutory/Regulatory Provisions	Eligible Training Provider Performance reporting for Non-WIOA Participants
Citations	WIOA, Sections 116 (related to performance) and 122 (related to the Eligible Training Provider List), and at 20 Code of Federal Regulations (CFR) 677.230 and 20 CFR 680.400-680.530.
Entity	State of Delaware

Eligible Training Provider Reporting for Non-WIOA Participants

The Delaware Department of Labor, Division of Employment and Training, and the Delaware Workforce Development Board are requesting a waiver to absolve the approved providers on the Delaware ETPL based on the undue burden it will cause for the providers, staff and participants.

Statutory and Regulatory Sections to be Waived:

WIOA, Sections 116 (related to performance) and 122 (related to the Eligible Training Provider List), and at 20 Code of Federal Regulations (CFR) 677.230 and 20 CFR 680.400-680.530.

Actions undertaken to remove state or local barriers:

Delaware has worked closely with providers to develop procedures providers to help providers meet this requirement. We've had forums, planning sessions, and one-on-one technical assistance, but through it all the complexity of such reporting is universally perceived as onerous, intrusive, and burdensome.

State strategic goals and Department of Labor priorities supported by the Waiver:

Among Delaware Strategic Goals is its Pathways initiative. Attainment of this goal requires alignment of the Eligible Training Provider Lists (ETPL) with 14 designated Pathways. Aligning the ETPL with Pathways entails recruitment of new training providers. Many potential and current providers have balked at joining or expanding (respectively) their presence on the ETPL due to – what they believe – are onerous tracking/reporting requirements. As we attempt to expand opportunities for Delawareans waiving the reporting requirement would facilitate recruiting and retaining quality providers.

Projected Programmatic Outcomes from Implementation of Waiver:

- Ease recruiting of new providers
- Ease the addition of new training programs from current providers
- Improve assessment of provider performance
- Ensure greater accuracy relative to consumer choice as prospective WIOA students will view outcomes of current previous WIOA students.
- Employer participation in WIOA customized training programs. Employers will benefit by having a labor pool with the marketable skills they require.

Individuals Impacted By the Waiver:

Delaware Job Seekers, America’s Job Center Staff, DWDB Staff and last but not least Training Provider Staff as they will be doing the Lion’s share of the data collection for reporting.

How the state plans to monitor waiver implementation, including collection of wavier outcome information.

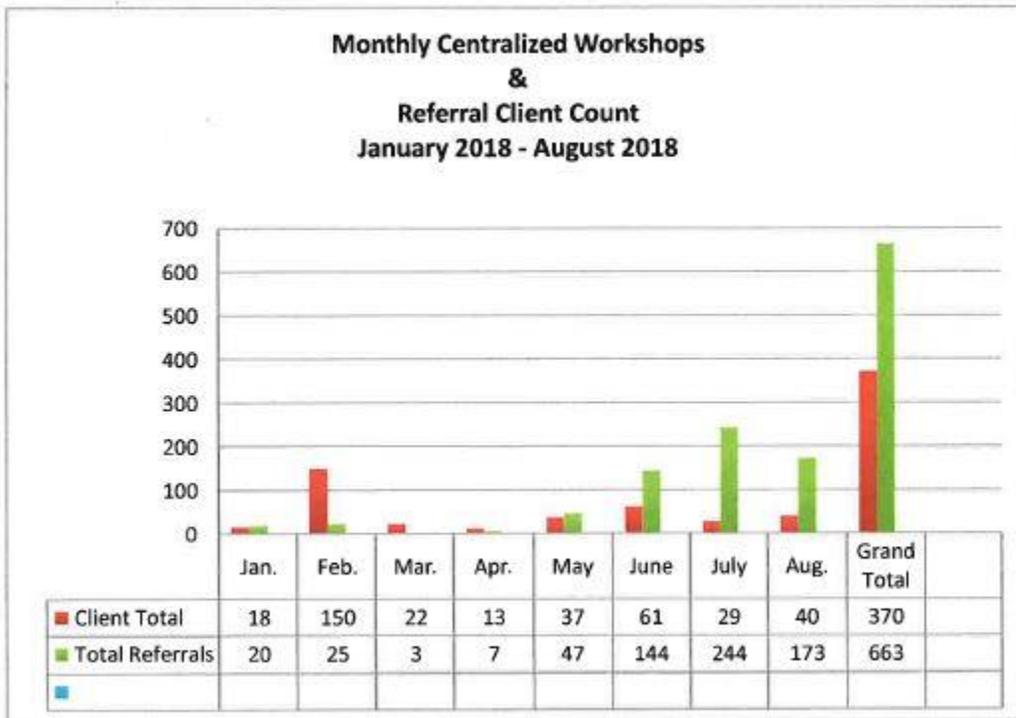
The DWDB Staff will continue to hold annual site reviews and the annual provider renewals for the Eligible Training Provider List, with special attention on validating negotiated performance measures to ensure state and Federal monies are well and correctly spent. As well as the collection of pertinent information such as updated licenses, financial statements, surety bond certificates of insurance and DE Department of Education certification. The DOL/DET and the DWDB will submit both an interim and final report to the USDOL detailing the impact of the waiver.

Public Comment:

This Waiver request was posted for public comment for more than 30 days. : No comments were received

8. Business Engagement. Delaware’s publicly funded workforce system has chosen Repeat Business Customers and Employer Engagement as its two approaches for Effectiveness in Serving Employers.

9. Coordinating/WIOA Leadership Teams. Delaware – under the leaderships of the DWDB Deputy Director and the One Stop Operator – has aligned leadership teams throughout the entire strata of the state’s workforce system. These teams are made up state leaders, county leaders, and One Stop managers, and community resources. These teams have had a demonstrable positive effect coordinating WIOA programs as they percolate and forward proposals, recommendations, and policies through the system for consideration by workforce decision makers. These leadership teams also serve as the WIOA planning cells responsible for assisting the DWDB with the state workforce plan. The efficacy of this group is evidenced by the increase of cross functional referral and referral tracking.



9. Performance Accountability (Measures). Delaware will continue its meeting its performance measures. The state's performance measures from 2016-2017 and 2018 – 2019 are presented in the table.

Measurable Skill Gains	Baseline	Baseline
Dislocated Worker Measures		
Employment Rate 2nd Qtr after Exit	77.4%	77.4%
Employment Rate 4th Qtr after Exit	77.5%	77.5%
Median Earnings	\$6,300	\$6,277
Credential Attainment	50.0%	45.0%
Measurable Skill Gains	Baseline	Baseline
Youth Measures		
Employment Rate 2nd Qtr after Exit	66.7%	66.7%
Employment Rate 4th Qtr after Exit	55.0%	52.0%
Median Earnings	Baseline	Baseline
Credential Attainment	77.0%	82.0%
Measurable Skill Gains	Baseline	Baseline

WIOA Title III Performance Levels by Program Year

Wagner Peyser Measures	PY 18/19	PY 16/17
Employment Rate 2nd Qtr after Exit	56.0%	52.2%
Employment Rate 4th Qtr after Exit	62.0%	60.9%
Median Earnings	\$4,500	\$4,371
Credential Attainment	n/a	n/a
Measurable Skill Gains	n/a	n/a

JVSG Performance Levels by Program Year

VETS Measures	PY 18/19	PY 16/17
Employment Rate 2nd Qtr after Exit	61.0%	Baseline
Employment Rate 4th Qtr after Exit	54.0%	Baseline
Median Earnings	\$6,000	Baseline
Credential Attainment	n/a	n/a
Measurable Skill Gains	n/a	n/a

10. DVR Success Story.



DVR and Florist Partner: New Hire Blooms



Valeria preparing flowers that will be used in the freshly made arrangements.

Some people often have work on their mind when they aren't at work. Mike Papili, Delaware Vocational Rehabilitation (VR) Counselor, appears to be a person like that. Last year, while driving around on a day off, Mike saw Bloomsberry Flowers in Wilmington and remembered that one of his consumers, a high school student with a passion for flowers, is about to graduate. He immediately thought that he had to make a connection.

Mike personally called the floral shop owner, Mr. Ubaldo Carlos Valles, at Bloomsberry Flowers in Wilmington. He asked Mr. Valles if they could meet to discuss some business about hiring someone that's passionate about flowers. They met in person and had a great discussion. Mike described Mr. Valles as "very open and willing to listen." The discussion included an overview about DVR services and the types of help that can be given to him and how DVR services may save his business money.

At DVR, connecting qualified job seekers to jobs is a key part of our mission and fulfilling this action requires us to build and maintain relationships with businesses of all sizes, in all industries across the state. This dual customer focused approach means we serve both job seekers and businesses.

The timing of their initial meeting was perfect; Mr. Valles was looking for new employees. Mr. Valles, who goes by Carlos, hired Valeria Ogando, with great enthusiasm. He said he hired Valeria because he saw she had common sense and wanted to give her a chance. "I wanted to pay it forward; this is how the world works," said Carlos. By hiring Valeria, he also created an inclusive workplace for his business, demonstrating his value for diversity.

Valeria, who is Deaf, has been working at the floral shop since February and loves it. "The creativity and combination of flowers is the best part of working in a flower shop," said Valeria. Bloomsberry Flowers is a delightful, full-service florist; Valeria creates beautiful floral designs for all occasions including weddings. She has had some formal training and also receives on-the-job training at Bloomsberry under Carlos' direction. She wants to make floral arranging her life long career.

Businesses are a key piece in DVR's ability to fulfill our mission; we can't match qualified people to jobs without employers like Carlos. He has been excellent to work with as well as an exceptional employer and role model for Valeria. "Carlos is patient and understanding about Valeria's deafness

and he has so much confidence in her. I have never met anyone as wonderful as Carlos, he is willing to accept Valeria as she is and has the intention of helping her to grow stronger and more confident every day,” said Mike.

Even after Valeria was hired, Carlos continued to make efforts to work with Mike to explore options available to him through DVR to improve communication between him and Valeria and help her performance, including Carlos himself taking American Sign Language lessons. He has also initiated participation in Valeria’s job review meetings and also expressed concerns about additional development and future needs, which is often unusual for an employer. More employers like Carlos are needed. Thank you, Carlos, for being a great mentor as well as role model for businesses. To learn more about Bloomsberry Flowers, check out their [website](#).

Although Mike made the connection to Carlos in this case, DVR has a Business Relations Unit (BRU) that is dedicated to building and developing relationships with businesses statewide. The BRU is available to partner with your business today and can provide the resources and education to help build a disability-inclusive workplace. Receive access to pre-qualified job seekers, tax credit and other incentive resources, and training on a variety of subjects such as disability etiquette, sensitivity awareness, and the Americans with Disabilities Act (ADA). Call your local DVR office and ask for the Business Relations Specialist today!

11. Rapid Response. During the reporting period Delaware responded to dislocations and provided Rapid Responses as appropriate. Those dislocations were:

WARN Company Search (1 to 5 of 5)

↓ Employer	City	Zip	LWIB Area	Notice Date
CVS Health	East Northport	11731	1	10/03/2017
PPG Architectural Coatings	Dover	19904	1	06/07/2018
Sears Holdings Prices Corner	Wilmington	19808	1	01/04/2018
United Health Group	Newark	19713	1	11/02/2017
UnitedHealth Group	Newark	19711	1	11/02/2017

12. Final Thoughts. It was an important change-filled year as Delaware’s publicly funded workforce move from planning to full-throated execution of WIOA. Partnerships formed in the tumult of a new law and regulation are flourishing and moving from forced requirements to voluntary commitments. Delaware Pathways is a national model, and while that portends great things for future Delawareans; there is much to be done. Too many of our children’s horizons don’t extend beyond hardscrabble neighborhoods – this is especially so in Delaware’s Promise Communities. There is still a seemingly endless array of connections that have be worked, created, and nurtured to make Delaware the opportunity-filled home it can be. Even so, the Delaware workforce system is home to dedicated men and women who are constantly leaning

forward. In closing we thank our board members, the workers in the trenches, and our Federal Partners at the Region. A special shout out to Leo Miller, Matt Capucini, and Jennifer Friedman at ETA who are adjunct members of our team.

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