



**Delaware Workforce Investment Board
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Fox Valley
Wilmington, DE 19802**

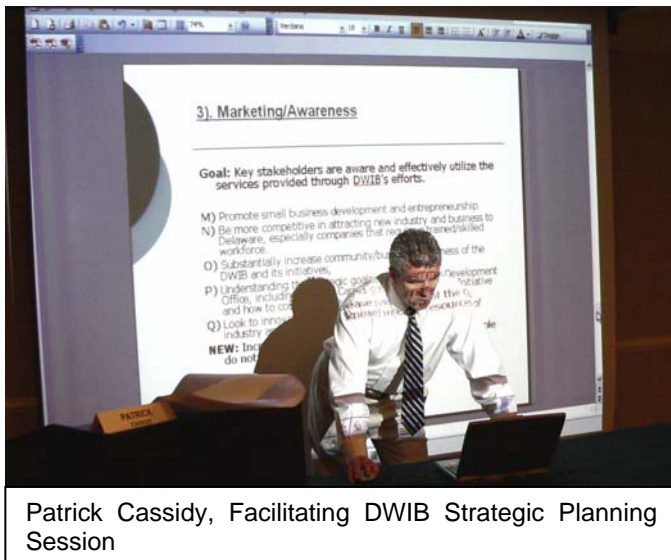
John McMahon, Chair
Gwendolyn M. Jones, Executive Director

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**Annual Report: Narrative Section
Delaware: Program year 2007
July 1, 2007 – June 30, 2008
Submitted October 1, 2008
By: Gwendolyn M. Jones, Executive Director
William J. Potter, Deputy Director**

TRANSITION FOR DELAWARE

In December 2007, states gathered in Chicago to talk about how to lead change and transformation in their states. There were content experts present from many arenas to share their thoughts and ideas. The purpose was to expand our thinking as we help lead a workforce in transition.



Patrick Cassidy, Facilitating DWIB Strategic Planning Session

Strategic Planning — Beginning in April 2008 the Delaware Workforce Investment Board (DWIB) undertook an aggressive strategic planning process as part of its transformation. We contacted the National Association of Workforce Boards who introduced us to Patrick Cassidy, a fantastic facilitator who led us through a rigorous examination of where we are and what we need to do take the DWIB to the next level. We determined that our scope of work would not only be within the structure of the Workforce Investment Act, but we would find ways to promote and develop a workforce system that includes contributions from all of our partners. A Phase II planning session was held in August leading to the crafting of a transition report for Delaware's new governor. We are excited!

Adult Basic Education and Literacy — To assist our citizens who understand that basic education is key to entering a challenging workforce and essential to postsecondary education, the DWIB partnered with New Castle County Adult Education and The Interagency Council on Adult Literacy (ICAL). We have accomplished the goal of providing direct access to educational assessment and a basic education credential to those who desire it. All four Delaware One-Stops now provide this

service. Incentive Grant funds were allocated to equip an ABE/GED training room at our Fox Valley One-Stop (Wilmington One-Stop) which serves a large population. We were proud to have our Secretary of Labor, Thomas Sharp honor our Board Chairman, John McMahon by naming this training room "The McMahon Room".

The Board recently received recognition from the Governor and Lt. Governor for its significant contribution for supporting literacy initiatives in Delaware.

Incentive funds have also been used by the Department of Labor - Division of Employment and Training (DOL/DET) to replace outdated computer equipment to improve the productivity of its workers. This effort is headed by Robert Clarkin who is our computer and Information Systems expert and a member of ICAL who has played a vital role in promoting educational assessment for the One-Stops.

Sharing How Access to Resources Empowers (SHARE) — The DWIB made great strides in its partnerships with the faith based and community organizations through its SHARE Network initiative. The vision of developing an online database to help DOL/DET staff find resources not normally available has moved from the chalkboard to the Internet. Delaware's SHARE Network online database at www.sharenetwork.delaware.gov has about 50 resources in its directory and is growing everyday. Special recognition for this achievement goes to the Director of Administration & Technology, Michael Hojnicky and his staff. Their technical expertise, willingness to work with a non-traditional project, and superb technical guidance moved the project from good idea to workable solution.

SHARE Network's other component, the SHARE Network Access Points (SNAPs) is also moving forward. There are SNAPs planned for each County. Partnerships so far include Elizabeth AME Church in Belvedere Delaware, the Delaware Adolescent Program Incorporated (DAPI) in all three counties, West End Neighborhood House in Wilmington, with several others soon to join.

This effort would not have been possible without the Office of Occupational Labor Market Information (OOLMI) under the leadership of Tom MacPherson. OOLMI, our in-house partner worked with us to provide local data and funds under the OOLMI Workforce Information Grant to purchase computers for these community SNAPs, providing employment services at the grass roots level.

Continuous Improvement Plan — The DWIB and DOL/DET are taking a systematic approach to enhancing integrated service delivery systems, focusing on service delivery rather than programs through a continuous improvement plan for the state's One-Stop delivery system. Lessons learned from the year-old fielding of Delaware's JobLink (DJL) have provided a window to evaluate internal processes, deliverables and expectations in virtually all areas. One of the goals is to improve and market our services to the business community.



Delaware Valley Innovation Network — This unique, collaborative effort was endorsed by the governors of Pennsylvania, New Jersey, and Delaware and created a fourteen-county initiative to strengthen and grow the tri-state region's vibrant life sciences industry and workforce. Innovation Philadelphia acts as the fiscal agent for DVIN. The DVIN region contains the top-ten multinational pharmaceutical companies; world-class academic research institutions; emerging biotechnology, medical device, and diagnostic companies; as well as an abundance of government and industry organizations providing business, entrepreneurial, and commercialization support to the life sciences industry. The Delaware Department of Labor's deputy Principal Assistant, Robert Strong is co-chair of the executive committee and The DWIB's Deputy Director, William Potter is chairman of the DVIN Gap Analysis Steering Committee.

Tri-State WIBs — A bi-product of DVIN is the formation of the Tri-State WIBs, a representation of 13 workforce boards in the region. Tri-State WIBs meet regularly to discuss regional commonalities and work toward alignment as it relate to industries, education, best practices, work force issues, etc.

Base Realignment and Closure (BRAC) — The DWIB has worked tirelessly with Chesapeake Science and Security Corridor (CSSC), New Castle County Government, the Delaware Economic Development Office (DEDO), the New Castle County Board of Realtors (NCBOR), to ensure BRAC success and providing employment opportunities to Delawareans. Delaware generally and New Castle County specifically, stand to benefit from the current BRAC actions occurring at Aberdeen Proving Ground in Maryland. BRAC is a US Department of Defense (DOD) initiative to save money and increase combat power by realigning US military installations. Aberdeen Proving Ground is a big winner in the latest round of alignments. Its mission is expanding bring about 22,000 jobs to Harford County Maryland, Cecil County, Maryland and New Castle County.

Data Driven — The Board is committed to using relevant data in making workforce investment decisions. It has undertaken several concrete data approaches:

- Strategic Advantage – The DWIB recently purchased this data tool to supplement/complement the information provided by OOLMI. The new data tool provides information from multiple data streams and affords us daily access to data.
- Provider Data – Providers/Programs are recruited, renewed and/or deleted based on their ability to train the workforce for the identified and anticipated jobs of today and tomorrow. We are adding schools with high-growth training programs and those with Associates Degree programs such as Strayer University, Wesley College, etc.
- Delaware Valley Innovation Network (DVIN) – By its association with DVIN the DWIB has become more technically proficient in analyzing data. The DWIBs presence on the Gap Analysis Steering Committee gives it access to soon-to-be published employment data as well as the technical expertise to read and use the data for planning.

- The Office of Occupational Labor Market Information (OOLMI) – The DWIB continues to work closely with OOLMI to develop the data outputs needed for success. Along with our existing initiatives with OOLMI the DWIB plans through its strategic planning implementation to have OOLMI help with funding labor shed analysis and employer survey development.
- Delaware JobLink (DJL) – The DWIB continues to use the reports, information and ready references to administer the publicly funded workforce system with this valuable tool. The DJL reporting options widen the array of information and access to data for the board, One-Stop staff and job seekers. It is the tool that houses all of our training provider information.

While not all inclusive, the items above represent an expansion of the Workforce Information system. Additionally, DJL and OOLMI represent the cornerstones of the DWIB's integrated and enhanced performance accountability system.

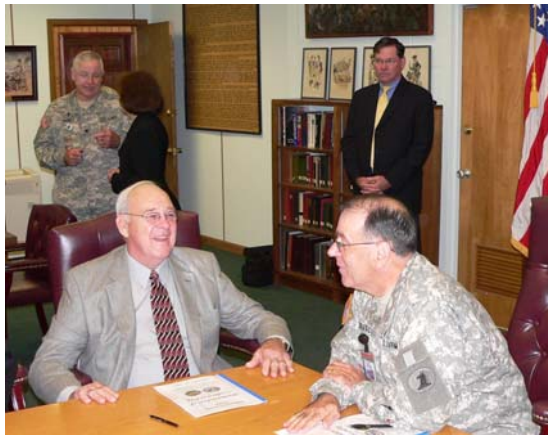
Partnerships — The DWIB's ability to implement initiatives and serve Delawareans rests, in large part, on its ability to engage partners throughout a cross section of the state. This has been a banner year with regard to this essential task. While a complete list is too voluminous for this report a sample of our partners is below:

- OOLMI – Helped by providing computer hardware for the SHARE Network Access Points, helped evaluate and support the purchase of the EMSI data tool. Partnered on in-house space for much needed ABE/GED training room and is always available to provide labor market and industry information.
- Delaware Department of State, Library Division – Provide access to Delaware's library community to promote the Delaware Job Link
- Delaware's Public Libraries – Educating people and patrons throughout Delaware about the Delaware JobLink.
- Tri-State Workforce Investment Boards – The Tri-state WIBs consortium under the DVIN Project.
- Delaware Division of Vocational Rehabilitation – Committed disability navigators to help be a conduit for the SHARE Network and outreach.
- Delaware Economic Development Office (DEDO) – DWIB has strengthened is relationship with DEDO by including them in the strategic planning process to help merge our efforts in common areas such as business, entrepreneurship, workforce development, interagency collaborations, regionalism, etc.
- Susquehanna Workforce Network (SWN) – Works Closely with DWIB and DOL/DET to provide information and job notices to Delawareans for posting to DJL.
- Reserve and Active military organizations – The DWIB and Delaware DOL have worked closely with military organizations to promote preparedness for reentry to the civilian job market.

- New Castle County Vo-Tech School District – This organization works closely with the DWIB and DOL/DET by providing ABE/GED service at the state’s Largest One-Stop center in Wilmington.
- Interagency Council on Adult Literacy – The DWIB works closely with this group to develop resources to help improve literacy and educational credentialing.
- Regional II Support –Has been outstanding providing information as we venture into new areas of workforce development for Delaware.

The Youth Council — The Youth Council had a productive year serving 662 WIA youth while enhancing its programs through the use of State Blue Collar funding.

Of these, 498 were In-School youth. During the year, we enrolled 225 new youth, ages 14 and 15, while continuing to serve carry-in youth (who will continue to work towards achieving continued success). All In-School youth are identified as being at risk of dropping out through the statewide test administered during the eighth grade. 164 Out-of-School was also served. This program was strengthened by the addition of two new contractors. Despite being challenged by a declining youth job market and the particular challenges of credentials and wage gains, goals continue to be met. Also this year, the Youth Council under the leadership of Chair, Dana Shreve, participated in the completion of Delaware's Youth Vision Project. This project was completed successfully and it is expected that the service plan completed to improve serving youth in Foster Care will be expanded throughout the State and to other populations. A major step was taken when the Workforce Investment Board accepted the recommendation to incorporate the Vision Team into the Youth Council.



Delaware Department of Labor Secretary Thomas B. Sharp and Delaware Adjutant General, Maj. Gen Frank Vavala share a light moment before the Memorandum of Understanding signing ceremony when several state and federal agencies committed to ensuring the reintegration of reserve component military members returning from the Global War on Terror

Taking Care of Our Reserve Component Military — When it comes to taking care of its reserve component military the Delaware Department of Labor embodies the Infantry motto, “Follow Me.” That was never more apparent than when Thomas B. Sharp, Secretary, Delaware Department of Labor and Maj. Gen Frank Vavala, Adjutant General, Delaware National Guard signed a Memorandum Of Understanding (MOU) outlining steps to reintegrate reserve component members returning to Delaware from combat operations worldwide. “It’s important to remember that our Citizen-Soldiers have sacrificed much - both personally and professionally,” said Secretary Sharp. “We at the Department of Labor are committed to doing everything we can to ensure a smooth transition upon returning home.” says Sharp. The 11-page MOU, signed by various state and federal agencies responsible for military health care and employment services, was several months in the making.

It says in part, "The expressed goal of these services is to minimize the impact of war upon the Delaware Reserve or National Guard member and family members, and to encourage the member's use of all services and benefits which may assist to create the best post-deployment adjustment possible." Due to the increased use of reserve component forces such as the National Guard and Reservists from all branches, this agreement sends a strong message to those patriots, said Maj. Gen. Vavala.

"We do everything we can to ensure our Delaware National Guard is the best trained and best equipped and best prepared to deploy. This agreement drives home that we will do the same once they return from the fight," he said. "The State and the Nation are saying with this agreement that 'the fight isn't over once you leave the battlefield-we're here to help.'"

The Delaware National Guard alone has deployed about 1700 Airmen and Soldiers since the start of Operation Enduring Freedom in Afghanistan and Operation Iraqi Freedom. About 300 Delaware Guard members are currently deployed around the world. The agreement includes the Delaware VA Medical Center, the U.S. Department of Labor, Delaware Employer Support of the Guard and Reserve, the Division of Employment and Training, and the Department of Vocational Rehabilitation.

BOARD DEVELOPMENT



Board Development and Strategic Planning Chair, Hon. Sandy Johnson conducts one of three sessions of Board Development at the Buena Vista Conference Center this spring.

The Delaware Workforce Investment Board (DWIB) recently completed an aggressive education program for its members. Dubbed Board Development, the program of instruction was led by Executive Committee member, Hon. Sandra Johnson who chairs the DWIB's Board Development and Strategic Planning Committee.

Sandra Johnson, who is the Delaware State Housing Authority Director, worked closely with DWIB Executive Director Gwen Jones to make Board Development a reality.

The curriculum, presented in a PowerPoint format, included a

review of the DWIB's history starting with the passage of the Workforce Investment Act of 1998 which created Workforce Investments Boards throughout the nation; the executive order which defines the DWIB's; how the job training system works; a review of the DWIB partnerships; as well as other topics needed to make the review comprehensive. Board Development sessions were held over three days at the rustic Buena Vista conference center in New Castle, Delaware and included presentations from many of DWIB's partners such as contracting services.

TRANSITION - IN CLOSING

Transition for Delaware is very real, as its citizens elect a new governor in November. We believe the Delaware Workforce Investment Board is positioned to make a greater impact in Delaware than ever before. Through Strategic Planning and collaboration with our partners in Delaware we look forward to making new strides in workforce development.

We have shared just some of our accomplishments and events of the past year. We take pride in having begun to build a bridge to new ideas and ways to improve the employability of individuals to meet the current and future need of Delaware employers. With our partners, we will work to develop talents and skills, support economic growth, invest in education, and help create opportunities for all Delaware citizens.

In closing, we would like to thank the Hon. Governor Ruth Ann Minner for her leadership and contributions to so many initiatives in the great state of Delaware and to Lt. Governor John Carney for his dedication and to both for sharing their legacy for Adult Literacy with the Delaware Workforce Investment Board.

Many thanks to our Regional Administrator, Lenita Jacobs-Simmons for permitting her staff (especially Beth Brinley, Christopher Ransome and Mike Toopes) to come to Delaware often to offer guidance.

The DWIB staff expresses great admiration for our Chairman, John McMahon and each and every board member of the Delaware Workforce Investment Board who continues to work very hard and is committed to making a difference in Delaware by leading a ***WORKFORCE IN TRANSITION.***

Cost of Program Activities Relative to the Effect of Activities on Participant Performance

1) Unit Costs = total cost by service / total participation by service.

	Expenditures			Core #	Participation		Core	Unit Cost	
	Core \$	Intensive \$	Training\$		Intensive #	Training #		Intensive	Training
Adult	0	-----		0	13	279	0	-----	
Dislo Wkr	0	-----		0	19	144	0	-----	
Youth	0	N/A		0		N/A	0	N/A	

Notes: Delaware concentrates its WIA funds on providing training services. Intensive Services are provided to each training participant; however, very few participants receive intensive services only (see above Participation #'s based on the Entered Employment Measure). Core Services are funded with Wagner Peysner dollars. DE did not anticipate having to provide this information and cannot currently provide it at this level of detail for PY07.

2) Cost per Participant = total costs by year / participants in the same year.

Adult	\$2,924.00
Dislocated Wkr	\$3,997.00
Youth	\$2,587.00

3) Cost Per Exiter = total costs by year / total exiters in the same year.

Adult	\$5,282.00
Dislocated Wkr	\$7,014.00
Youth	\$9,029.00

4) Cost per Entered Employment = total costs by year / total exiters entering employment in the same year

Adult	\$8,653
Dislocated Wkr	\$7,853
Youth	N/A

5) Cost per Retained Employment = total cost by year / total number of participants retained in the same year

Adult	\$5,691
Dislocated Wkr	\$7,149
Youth	\$N/A

6) Cost per Average Earnings Increase = total cost by year / average earnings increase in the same year.

No longer a required measure for Adult & Dislocated Worker

7) Cost per exiter receiving a particular services (such as an intensive or training service) = total costs per one or more particular services by year / total number of exiters who received the same particular services in the same year.

DE did not anticipate having to provide this information and cannot currently provide it at this level of detail for PY07.

8) Cost per positive outcome (e.g., placed in a job, the military, a registered apprenticeship program, education program, or advanced training program) = total cost by year / total number of exiters with a positive outcome in the same year.

DE did not anticipate having to provide this information and cannot currently provide it at this level of detail for PY07.

9) Cost per recognized certificates received = total costs by year / total number of recognized certificates received in the same year.

Adult	\$ 7,226
Dislocated Worker	\$10,430
Youth	\$12,892

10) Return on Investment (ROI) = as defined on an annual basis for exiters with positive outcomes including certificates attained.

DE did not anticipate having to provide this information and cannot currently provide it at this level of detail for PY07.

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Delaware Workforce Investment Board

Program Year 2007 (July 1, 2007 - June 30, 2008)

	Available	Expended	Percent	Remaining	Obligated
TOTAL WIA FUND SOURCES	\$8,072,536	\$6,344,311	79%	\$1,728,225	\$685,870
Adult Program Funds	1,624,918	1,538,666	95%	86,252	86,252
Carry-in less rescission \$695891-105942	589,949	589,949	100%	0	
Total Adult Program Funds	2,214,867	2,128,615		86,252	86,252
Dislocated Worker Program Funds	1,429,850	685,810	48%	744,040	214,389
Carry-in less rescission \$680143-250778	429,365	429,365	100%	0	
Total Dislocated Worker Program	1,859,215	1,115,175		744,040	214,389
Youth Program Funds \$1767229-49065	1,718,164	1,340,593	78%	377,571	377,571
Net Carry-in	374,847	374,847			
Total Youth Program	2,093,011	1,715,440		377,571	377,571
Out of School Youth		799,604			
In School Youth		915,836			
Summer Employment		0			
Local Administrative Funds	486,178	293,312	60%	192,866	0
Net Carry-in w/rescission \$139,102-15,093	124,009	124,009	100%	0	
Total Local Administrative	610,187	417,321		192,866	0
Rapid Response Funds	8,901	0	0%	8,901	0
Net Carry-in w/rescission \$95,373-22,621	72,752	51,243	70%	21,509	
Total Rapid Response	81,653	51,243		30,410	0
15%Statewide Activity Funds	938,307	641,221	68%	297,086	7,658
Net Carry-in w/rescission \$315,876-40,580	275,296	275,296	100%	0	0
Total 15% Statewide Activity	1,213,603	916,517		297,086	7,658
					Total # of Customers Served
Overall, All Program Strategies	\$3,799				1,670
Adult Program	\$2,128,615				728
Dislocated Worker Program	\$1,115,175				279
Youth Program	\$1,715,440				663