

DELAWARE COUNTY WORKFORCE DEVELOPMENT BOARD
GENERAL MEMBERSHIP MEETING
March 6, 2025
8:30 am at Delaware County Technical School- Aston

AGENDA

Call to Order	Ms. Cathy Cardillo
Welcome to DCTS	Dr. Steve Butz
Roll Call & Disclosure Reminder	Ms. Cathy Baselice
Approval of December 2024 Minutes	Ms. Cathy Cardillo
Remarks from County Council	Dr. Monica Taylor, Chair, Delaware County Council
Director's Report	Ms. Kate McGeever
<ul style="list-style-type: none">• Impact of Executive Orders• WIOA Fiscal Goals	Ms. Dawn Berardinelli
Annual PA CareerLink® Partners Reports	
<ul style="list-style-type: none">• Title II• Title III• Title IV• Senior Community Service Employment (SCSEP)	Ms. Colleen Duran Mr. Mike Dopkin Ms. Shanae Stallworth Ms. Shenika Slowe
Board Committee Reports	
<ul style="list-style-type: none">• Employer Engagement Committee Update• Youth Committee Update<ul style="list-style-type: none">○ Thank You: Jane Buchanan• Planning Committee Update• Service Delivery Committee Update	Mr. Eric Bennug Ms. Cathy Cardillo Mr. Bill Tyson Ms. Kate McGeever
Committee Call to Action	Ms. Cathy Cardillo
PA CareerLink® Report	Ms. KayLynn Hamilton Mr. Darrell Thompson Ms. Melinda Hines
Adjournment	

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**Delaware County Workforce Development Board
General Membership Meeting Minutes
The Drexelbrook
December 12, 2024**

DCWDB Members Attended: Bill Adams, Eric Bennung, Stephen Butz, Laura Goodrich Cairns, Cathy Cardillo, Ed Coleman, Adam Gattuso, Makeda Hudson, Rick Durante, Laura Kasper, Karen Kozachyn, Trish McFarland, Edessa Snyder, Shanae Stallworth and Bill Tyson.

Guests & Staff: Tanya Allen, Kathleen Brown, D. Mike Dopkin, Crystal Bradley, Kaylynn Hamilton, Melinda Hines, Arthur Jenkins, Meghan Miele, Jennifer Niedl, Jerry Paldino, Michael Ranck, Dr. Monica Taylor, Nancy Walker, and Laura Zales. Allison Barksdale, Cathy Baselice, Dawn Berardinelli, Monica Jennings, Lisa Jewett, Jenn Kacimi, Kate McGeever, Tatiana Moskatova, Kim Robinson, and Donna Tutak.

Welcome:

- Meeting was called to order at 8:35am by DCWDB Chair, Rick Durante.
- Rick welcomed PA Labor & Industry Secretary Nancy Walker to the meeting and invited board members to stay after the meeting for a brief conversation.
- Roll Call was taken by Cathy Baselice.
- Bill Tyson offered special thanks and acknowledged Laura Kasper's resignation after 10 years of board service. A warm welcome was extended to Tanya Allen, Michael Ranck and Mike Dopkin in attendance and Kristalyn Smith, absent, as newly appointed board members beginning 2025.

Approval of Minutes: Rick Durante called for a motion to approve the September 12th meeting minutes. Motion made by Cathy Cardillo, seconded by Luran Goodrich Cairns, and unanimously approved.

Remarks from County Council Chair, Dr. Monica Taylor:

- Dr. Taylor provided brief highlights on the hospital system announcing that Crozer is stabilized and may be placed in receivership. The County is preparing long-term plans.
- The housing coalition continues to be worked on and thrive.

Director's Report, Kate McGeever:

- Kate McGeever provided a training session to board members for the Conflict of Interest and Financial Disclosure forms that will be coming out in January and due in May.
- Arthur Jenkins, Director of the Military and Veterans Affairs Department for Delaware County, provided details on the Veterans Employment Project grant (\$400,000 over two years) that will address barriers to employment that veterans face; especially those previously within the justice system. He asked for assistance in getting the word out to the community for this endeavor.
- Laura Zales of EDSI shared information on the Opioid Emergency/Recovery grant that was awarded in April 2024. Customized career services are offered to job seekers impacted by the opioid crisis both inside residential treatment centers and in the PA CareerLink®.

Board Committee Reports:

- Rick Durante, Ad Hoc Bylaws Committee:

- Bylaws were updated by Rick Durante, Ed Coleman, and Bill Tyson. Bill Adams made a motion to approve the changes, seconded by Karen Kozachyn, and unanimously approved.
- Cathy Cardillo, Youth Committee:
 - See page 29 of the board book for reports.
 - 2025 Summer program contracts were voted on. Motion made by Ed Coleman; Trish McFarland seconded all approved unanimously.
- Laura Kasper, Employer Engagement Committee:
 - Reports begin on page 37 of the board book. Highlights include success stories from Oliver Heating & Cooling and Catholic Social Services
 - BST team has been very busy and productive.
- Rick Durante (sub), Finance Committee:
 - Cost Allocation Policy was voted upon. Cathy Cardillo made the motion, Bill Tyson seconded and all approved.
 - Rick read a statement prepared by John Sanchez, treasurer, prior to voting on the fiscal policies. The motion was made by Laura Goodrich Cairns, seconded by Adam Gattuso and all approved.
- Bill Tyson, Planning Committee:
 - Beginning on page 66, the board book offers information on the goals of the local plan.
 - A consultant was hired to conduct a study with focus groups. The 2025-28 Local Plan and Regional Plan approval will be required in June 2025.
- Kate McGeever, Monitoring & Oversight Committee:
 - The committee is need of a chair.
 - Report areas shown in pink on page 84 of the board book are being addressed.

PA CareerLink® Report:

- Kaylynn Hamilton, One-Stop Operator:
 - DCWDB hosted its 4th annual Retreat Day on November 22, 2024. Over 70+ providers, partners, and staff attended the day of networking, growth, and continued professional development.
- Melinda Hines, Site Administrator, Media:
 - See page 88 of the board book for reports.
 - Attendance numbers increased dramatically at the Media location.
 - Teachers and counselors at local high schools have requested CareerLink® staff to visit with students who are looking for alternative pathways.

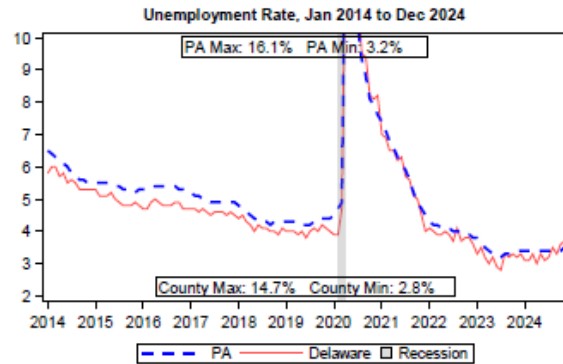
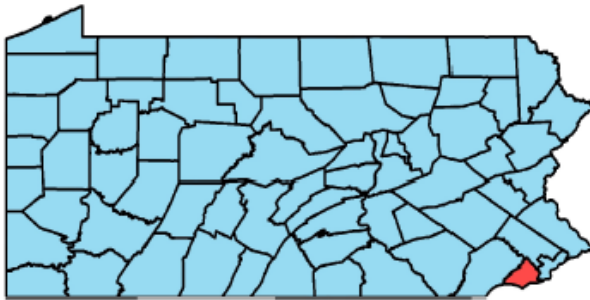
Meeting Adjourned:

- Rick Durante offered thanks to all board and staff for work done throughout the year.
- Invitation was extended to all board members to join or chair a committee.
- Motion made by Cathy Cardillo at 9:25am to adjourn. Seconded by Shanae Stallworth.

Minutes submitted by: *Cathy Baselice*

Delaware County Profile

January 2025



2023 Population		
Demographic	County	PA
Total Population	576,166	12,988,518
Female	297,125	6,585,808
Male	279,070	6,400,912
Population by Race		
White	84.5%	75.8%
Black	22.0%	10.7%
Other	11.2%	10.0%
Hispanic Origin (all races)	4.8%	8.4%
Population by Age		
Ages 0 to 17	22.1%	20.6%
Ages 18 to 24	9.7%	8.9%
Ages 25 to 34	12.8%	13.0%
Ages 35 to 44	12.9%	12.3%
Ages 45 to 54	12.0%	12.2%
Ages 55 to 64	13.5%	13.9%
Ages 65 to 74	10.1%	11.2%
Ages 75 and Older	6.9%	7.9%
Median Age	39.0	40.9

Source: U.S. Census 5 Year Estimate 2019-2023 (Tables: DP05 and B01001)

Online Job Postings	County	PA
December 2024	8,520	211,854
December 2023	7,374	179,262
Annual Percent Change	15.5%	18.2%
Annual Volume Change	1,146	32,592

Source: The Conference Board - LightCast - Help Wanted OnLine™

2023 Veterans	County	PA
Total Veterans	22,657	656,112
Veteran Median Income	\$54,211	\$48,257
Non-Veteran Median Income	\$44,611	\$39,875
Veteran Unemployment Rate	4.3%	3.9%
Non-Veteran Unemployment Rate	7.0%	5.3%

Source: U.S. Census 5 Year Estimate 2019-2023 (Table: S2101)

2023 Resident Income	County	PA
Per Capita Income	\$83,368	\$68,945
Total Personal Income (in thousands)	\$48,080,038	\$893,649,165
Total Earnings (in thousands)	\$29,448,884	\$538,362,363
Total Dividends/Interest/Rent (in thousands)	\$10,319,197	\$167,613,070
Total Transfer Payments (in thousands)	\$8,311,657	\$187,673,732

Source: Bureau of Economic Analysis

Local Area Unemployment Statistics		
Dec 2024	County	PA
Unemployment Rate	3.7%	3.6%
Labor Force	299,400	6,490,000
Employed	288,400	6,257,000
Unemployed	11,000	233,000

Notes: Current month's data are preliminary. Data are Seasonally Adjusted.

Unemployment Compensation Exhaustees				
Jan 2024 to Dec 2024	Volume		Percent of Total	
	County	PA	County	PA
Natural Resources and Mining	0	680	0.0%	1.0%
Construction	320	7,410	10.0%	10.5%
Manufacturing	190	8,040	6.0%	11.5%
Trade, Transportation, and Utilities	540	13,440	17.0%	19.5%
Information	80	1,560	2.5%	2.0%
Financial Activities	210	4,060	6.5%	6.0%
Professional and Business Services	710	14,290	22.5%	20.5%
Education and Health Service	680	11,000	21.5%	16.0%
Leisure and Hospitality	260	5,270	8.0%	7.5%
Other Services	90	1,910	3.0%	3.0%
Public Administration	90	1,430	3.0%	2.0%
Unclassified Industry	10	380	0.5%	0.5%
Total	3,180	69,450	100%	100%

Note: Percentages less than 0.5% will be displayed as 0.0%.
Source: Pennsylvania Unemployment Compensation System

Top 10 Employers by Employment in Q2 of 2024
The Boeing Company
Delaware County
Wawa Inc
Villanova University
Prospect CCMC LLC
SAP of America Inc
United Parcel Service Inc
Federal Government
Giant Food Stores LLC
Elwyn

Source: Quarterly Census of Employment and Wages

Center for Workforce Information & Analysis

Website and Search Engine Optimization Performance



A proud partner of the American Job Center network

Month Over Month



SEO is your #1 lead source 3:1



SEO & Website Results January 2025

Visibility

- Year-over-Year, Visibility Has Grown Significantly
 - Impressions are up 67%, meaning the site is appearing in front of a much larger audience in search results.
- Year-over-Year, Sessions Are Up 120% to 2,811
 - This significant growth shows that more people are finding and engaging with the site, indicating stronger search rankings and increased brand awareness.
- Year-over-Year, New Users Are Up 115% to 2,061
 - The surge in new visitors suggests that SEO efforts are successfully reaching fresh audiences, expanding the customer base and attracting potential leads.

Engagement

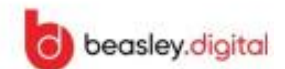
- Month-over-Month, Conversions Are Up 41%
 - The increase is driven primarily by register here button clicks, phone calls, and job opportunity button clicks, showing that the site is not just generating traffic but also encouraging meaningful actions.
- Clicks are up 111%
 - Reflecting that more users are engaging with the site by clicking through from search listings.



ORGANIC SEO

Top Performing Pages

	Page title	Page path	% A
1.	Delaware County Jobs PA CareerLink Delaware County	/job-seekers/	26.7% ↑
2.	Employment Office in Delaware County PA CareerLink Delaware County	/	35.5% ↑
3.	Job Fairs & Events in Delaware County PA CareerLink Delaware County	/events/	126.2% ↑
4.	What are Some of the Benefits of Having a Job in High School? PA CareerLink Delaware County	/blog/what-is-the-value-of-work-for-teenagers/	52.5% ↑
5.	Re-Entry Jobs & Support Jobs for Felons in PA PA CareerLink Delaware County	/re-entry/	18.5% ↑
6.	PA CareerLink Youth Programs for Career Success PA CareerLink Delaware County	/youth-programs/	110.9% ↑
7.	Adult Education & Resources in Delaware County PA CareerLink Delaware County	/adult-education/	146.6% ↑



SEO & Website Results January 2025



ORGANIC SEO

A proud partner of the [AmericanJobCenter](#) network

- Jan 2025 had the highest impressions in the past year
- Jan 2025 had the highest clicks in the past year
- Jan 2025 had the lowest average position in Google accounting for over 1636 keywords (Lower is better)
 - Of the top 50 keywords, the average position was in the top 6



WIOA Fiscal Goals



January 7, 2025

Ms. Lynda Kugel, Chair
Delaware County Workforce Development Board
1570 Garrett Road, Suite A
Upper Darby, PA 19082

Local Workforce Development Board Chair:

The Commonwealth of Pennsylvania measures the compliance of its Workforce Innovation and Opportunity Act (WIOA) formula funded sub-recipients in the five following areas:

- 80% minimum commitment/expenditure of its adult, dislocated worker, and youth funding in the first year of award. WIOA Final Rule §683.140.
- 20% maximum expenditure of its adult and dislocated worker allocation on incumbent worker training. WIOA Final Rule §680.800.
- 20% minimum expenditure of its youth allocation on work-experience opportunities. WIOA Final Rule §681.590.
- 75% minimum expenditure of its youth allocation on out-of-school youth. WIOA Final Rule §684.410.
- 100% full expenditure of adult, dislocated worker, and youth funding by the close of the grant. WIOA Final Rule §667.107.

The purpose of this letter and reporting attachments are to inform each Local Workforce Development Board (LWDB) of the **interim and final assessments** regarding its PY2022 and PY2023 WIOA compliance requirements as of the June 30, 2024, Financial Status Reporting. Therefore, please carefully review the attachments to this letter.

The Commonwealth of Pennsylvania has the authority to recapture funds from the LWDBs if the 80 percent obligation rate is not met. Likewise, the U.S. Department of Labor has the authority to recapture funds from the Commonwealth when the State collectively falls below the 80 percent obligation rate. The amount recaptured, if any, is based on the amount by which the unobligated balance allocated to each LWDB exceeds 20 percent of the allocation for the program year minus any funds reserved (up to ten percent) for the cost of administration. Pennsylvania has also adopted a consecutive year recapture and reallocation of funds process. This means that the year following the year of obligation will be when the Commonwealth assesses compliance with the 80 percent obligation requirement for the prior year and recaptures and reallocates applicable funds.

In reference to the five assessment reports attached, please provide a corrective action plan where indicated, within 45 days of receipt of this letter.

PY23 Compliance with 80% Obligation Requirement Final Report

Completed Date: 11/19/2024

All figures as of June 2023 FSR

§ 683.140 What reallocation procedures must the Governors use?

(a) The Governor, after consultation with the State WDB, may reallocate youth, adult, and dislocated worker funds among local areas within the State in accordance with the provisions of secs. 128(c) and 133(c) of WIOA. If the Governor chooses to reallocate funds, the provisions in paragraphs (b) and (c) of this section apply.

(b) For the youth, adult and dislocated worker programs, the amount to be recaptured from each local area for purposes of reallocation, if any, must be based on the amount by which the prior year's unobligated balance of allocated funds exceeds 20 percent of that year's allocation for the program, less any amount reserved (up to 10 percent) for the costs of administration. Unobligated balances must be determined based on allocations adjusted for any allowable transfer between funding streams. The amount to be recaptured, if any, must be separately determined for each funding stream. The term "obligation" is defined at 2 CFR 200.7.1.

(c) To be eligible to receive youth, adult or dislocated worker funds under the reallocation procedures, a local area must have obligated at least 80 percent of the prior program year's allocation, less any amount reserved (up to 10 percent) for the costs of administration, for youth, adult, or dislocated worker activities, as separately determined. A local area's eligibility to receive a reallocation must be separately determined for each funding stream.

PY '23 Compliance with 80% Obligation Requirement - Final Report
WIOA, Sections 128(c) and 133(c), 20 CFR Sec. 683.140 & PA State Plan
All figures are as of June 30, 2024 representing June 2023 closeout FSRs

035 Delaware County						
Adult Funds						
		Total	Admin	Program	Program Expended	Program Obligated
1st Increment	23-300-1	\$ 283,170.31	\$ 28,317.03	\$ 254,853.28	\$ 254,853.28	\$ -
Transfers 1st Incr.	23-300-3	\$ -	\$ -	\$ -	\$ -	\$ -
2nd Increment	23-301-1	\$ 1,164,665.31	\$ 116,466.53	\$ 1,048,198.78	\$ 202,589.04	\$ 845,609.74
Transfers 2nd Incr.	23-301-3	\$ -	\$ -	\$ -	\$ -	\$ -
Total Allocated		\$ 1,447,835.62	\$ 144,783.56	\$ 1,303,052.06	\$ 457,442.32	\$ 845,609.74
Less Admin		\$ 144,783.56				
Program Allocation		\$ 1,303,052.06				
					Total Program Expended Plus Obligations	
Recapture/Reallocation		\$ -			\$ 1,303,052.06	
Total Available		\$ 1,303,052.06				
Min. 80% target amount		\$ 1,042,442.00				
Excess/(Shortfall)		\$ 260,610.06				
					35.11% Program Expenditures	
					100.00% Total Program Exp. & Obs.	
					IN COMPLIANCE	
					OBLIGATION RATE	100.00%
					IN COMPLIANCE	

Youth Funds						
		Total	Admin	Program	Program Expended	Program Obligated
1st Increment	23-330-1	\$ 1,640,964.69	\$ 164,096.47	\$ 1,476,868.22	In-S \$ -	\$ -
					OOS \$ 365,943.83	\$ 1,110,924.39
Total Allocated		\$ 1,640,964.69	\$ 164,096.47	\$ 1,476,868.22	\$ 365,943.83	\$ 1,110,924.39
Less 10% Admin Reserve		\$ 164,096.47				
Program Allocation		\$ 1,476,868.22				
Recapture/Reallocation		\$ -				
Total Available		\$ 1,476,868.22				
Min. 80% target amount		\$ 1,181,495.00				
Excess/(Shortfall)		\$ 295,373.22				
					24.78% Program Expenditures	
					100.00% Total Program Exp. & Obs.	
					IN COMPLIANCE	
					OBLIGATION RATE	100.00%
					IN COMPLIANCE	

Dislocated Worker Funds						
		Total	Admin	Program	Program Expended	Program Obligated
1st Increment	23-400-1	\$ 390,719.06	\$ 38,071.91	\$ 342,647.15	\$ 300,355.57	\$ 42,291.58
2nd Increment	23-401-1	\$ 894,661.24	\$ 88,466.12	\$ 796,213.12	\$ -	\$ 1,246,213.12
Transfers 2nd Incr.	23-401-3	\$ -	\$ -	\$ -	\$ -	\$ -
Total Allocated		\$ 1,285,400.30	\$ 126,540.03	\$ 1,138,860.27	\$ 300,355.57	\$ 1,288,504.70
Less Admin		\$ 126,540.03				
Program Allocation		\$ 1,138,860.27				
					Total Program Expended Plus Obligations	
Recapture/Reallocation		\$ -			\$ 1,588,860.27	
Total Available		\$ 1,138,860.27				
Min. 80% target amount		\$ 911,088.00				
Excess/(Shortfall)		\$ 677,772.27				
					26.37% Program Expenditures	
					139.51% Total Program Exp. & Obs.	
					IN COMPLIANCE	
					OBLIGATION RATE	139.51%
					IN COMPLIANCE	

Compliance with 20% Maximum IWT Expenditure Requirement (PY22 Final) (PY23 Interim)

Completed Date: 11/19/2024

All figures are as of June 2024 FSR

[WIOA Section 134(d)(4), Final Rule §680.800]

§ 680.800 What funds may be used for incumbent worker training?

(a) The local area may reserve up to 20 percent of their combined total of adult and dislocated worker allocations for incumbent worker training as described in § 680.790.

Compliance with 20% Maximum IWT Expenditure Requirement (PY22 Final) (PY23 Interim)

[WIOA Section 134(d)(4), Final Rule §680.800, TEGL 19-20, TEGL 09-21, TEGL 11-22]

All figures are as of June 30, 2024 FSRs

035 Delaware			
For PY '22	Final Report	(07/01/2022 - 06/30/2024)	IWT 0.2%
Local area Adult allocation amount: [including applicable adjustments - recapture, etc.]		\$ 1,791,684.67	
Local area Dislocated Worker allocation amount: [including applicable adjustments - recapture, etc.]		\$ 647,157.20	
Allocations Total:		\$ 2,438,841.87	
Maximum 20% IWT compliance amount:		\$ 487,768.37	
Adult and DW IWT expenditures:		\$ 5,000.00	
Maximum remaining to expend/Over-expended		482,768.37	
035 Delaware			
For PY '23	Interim Report	(07/01/2023- 06/30/2024)	IWT 0.0%
Local area Adult allocation amount: [including applicable adjustments - recapture, etc.]		\$ 1,447,835.62	
Local area Dislocated Worker allocation amount: [including applicable adjustments - recapture, etc.]		\$ 1,265,400.30	
Allocations Total:		\$ 2,713,235.92	
Maximum 20% IWT compliance amount:		\$ 542,647.18	
Adult and DW IWT expenditures:		\$ -	
Maximum remaining to expend/Over-expended		542,647.18	

Compliance with 20% Youth Work Experience (WBE) Expenditure Requirement (PY22 Final) (PY23 Interim)

Completed Date: 11/19/2024

All figures are as of June 2024 FSR

[WIOA Section 129(c)(4), Final Rule §681.590]

§ 681.590 What is the work experience priority and how will local youth programs track the work experience priority?

(a) Local youth programs must expend not less than 20 percent of the funds allocated to them to provide ISY and OSY with paid and unpaid work experiences that fall under the categories listed in § 681.460(a)(3) and further defined in § 681.600.

(b) Local WIOA youth programs must track program funds spent on paid and unpaid work experiences, including wages and staff costs for the development and management of work experiences, and report such expenditures as part of the local WIOA youth financial reporting. The percentage of funds spent on work experience is calculated based on the total local area youth funds expended for work experience rather than calculated separately for ISY and OSY.

Compliance with 20% Youth Work Experience (WBE) Expenditure Requirement (PY22 Final) (PY23 Interim)

[WIOA Section 129(c)(4), Final Rule §681.590, TEGL 23-14]

All figures are as of June 30, 2024 FSRs

035 Delaware County

PY22 Final		(4/1/22 - 6/30/24)	1st Increment	WBE RATE
Local area youth allocation amount:			\$ 1,475,812.06	67.6%
[including applicable adjustments - recapture, etc.]				
Less administrative allocation:			\$ 147,581.21	
Reduced allocation:			\$ 1,328,230.85	
Reduced allocation multiplied by 20%			x 20%	
Minimum 20% OSY compliance amount:			\$ 265,646.17	
Actual WBE Expenditures			\$ 897,709.63	
Excess/(Shortfall)			\$ 632,063.46	
Total Youth Funds Unexpended:			\$ -	

035 Delaware County

PY23 Interim		(4/1/23 - 6/30/24)	1st Increment	WBE RATE
Local area youth allocation amount:			\$ 1,640,964.69	23.6%
[including applicable adjustments - recapture, etc.]				
Less administrative allocation:			\$ 164,096.47	
Reduced allocation:			\$ 1,476,868.22	
Reduced allocation multiplied by 20%			x 20%	
Minimum 20% OSY compliance amount:			\$ 295,373.64	
County's WXP Expenditures			\$ 348,913.79	
Excess/(Shortfall)			\$ 53,540.15	
Total Youth Funds Unexpended:			\$ 1,274,434.71	

Compliance With 75% Out-of-School Youth (OSY) Expenditure Report - PY22 Final & PY23 Interim

Completed Date: 11/19/2024

All figures are as of June 2024 FSR

WIOA Sec. 128(b)(3), Final Rule Sec 684.410 & Section 129(a)(4)(A)

The required level for 75% OSY Youth expenditures is dependent on actual program expenditures.
Therefore, if your area has not yet expended the full 90% Admin amount, the OSY compliance amount could fluctuate.
Compliance for each program year will be based on actual figures submitted at closeout of the 2 year fund availability period.

Compliance with 75% Out-of-School Youth (OSY) Expenditure Requirement (PY22 Final Report) & (PY23 Interim)

WIOA Sec. 128(b)(3), Final Rule Sec 684.410 & Section 129(a)(4)(A)
All figures are as of June 2024 FSRs

035 Delaware County			
PY22 Final Report	1st Increment	TEGL 11-22	OSY RATE 100%
Local area youth allocation(s) amount: [including applicable adjustments - recapture, etc.]	\$1,475,812.06		In Compliance
Less administrative allocations:	\$147,581.21		
Reduced allocation:	\$1,328,231		
Reduced allocation multiplied by 75%	x 75%		
Minimum 75% OSY compliance amount:	\$996,173		
Delaware County's OSY Expenditures	\$1,328,230.85		
Excess/(Shortfall)	\$332,058		
Total Youth Funds Unexpended:	\$0		
<i>Local Area is in compliance</i>			
PY23 Interim	1st Increment	TEGL 15-22	OSY RATE 25%
Local area youth allocation(s) amount: [including applicable adjustments - recapture, etc.]	\$1,640,964.69		At Risk
Less administrative allocations:	\$164,096.47		
Reduced allocation:	\$1,476,868		
Reduced allocation multiplied by 75%	x 75%		
Minimum 75% OSY compliance amount:	\$1,107,651		
Delaware County's OSY Expenditures	\$365,943.83		
Excess/(Shortfall)	(\$741,707)		
Total Youth Funds Unexpended:	\$1,274,434.71		
<i>Local Area is at risk of being out of compliance with funds potentially subject to recapture</i>			

PY '22 Compliance with Fund Availability Requirement Report

Completed Date: 11/19/2023

All figures are as of June 2024 FSR

§ 667.107 What is the period of availability for expenditure of WIOA funds?

(a) Grant funds expended by States. Funds allotted to State under WIOA sections 127(b) and 132 (b) for any program year are available for expenditure by the State receiving the funds only during that program year and the two succeeding program years.

(b) Grant funds expended by local areas

(1) Funds allocated by a State to a local area under WIOA sections 128 (b) and 133(b) for any program year are available for expenditure only during that program year and the succeeding program year.

(2) Funds which are not expended by a local area in the two-year period described in paragraph (b) (1) and (2) of the section, must be returned to the State. Funds so returned are available for expenditure by State and local recipients and subrecipients only during the third program year of availability. These funds may: (i) Be used for Statewide projects, or (ii) Be distributed to other local areas which had fully expended their allocation of funds for the same program year within the two-year period.

PY '22 Compliance with Fund Availability Requirement Report

WIOA, Sections 128[c] and 133[c] & Final Rule Sec. 667.107

All figures are as of June 30, 2024 FSR

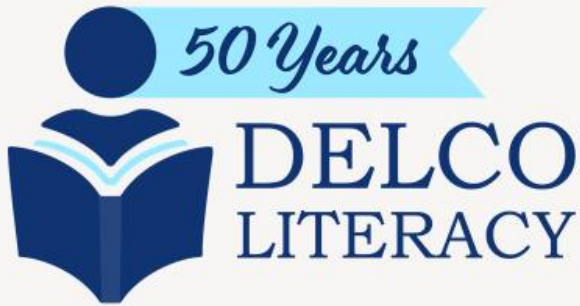
035-Delaware

Adult		Award	Expenditures	Unexpended	% Unexpended	Subject to Recapture
22-300-1	1st	\$236,190.16	\$236,190.16	\$0.00	0%	Fully Spent
22-301-1	2nd	\$1,055,494.51	\$1,055,494.51	\$0.00	0%	Fully Spent
22-300-3	Transfers 1st Increment					
22-301-3	Transfers 2nd Increment	\$500,000.00	\$500,000.00	\$0.00	0%	Fully Spent
Total		\$1,791,684.67	\$1,791,684.67	\$0.00	0%	Fully Spent

Youth		Award	Expenditures	Unexpended	% Unexpended	Subject to Recapture
22-330-1	Total	\$1,475,812.06	\$1,475,812.06	\$0.00	0%	Fully Spent
Total		\$1,475,812.06	\$1,475,812.06	\$0.00	0%	Fully Spent

DW		Award	Expenditures	Unexpended	% Unexpended	Subject to Recapture
22-400-1	1st	\$229,381.01	\$229,381.01	\$0.00	0%	Fully Spent
22-401-1	2nd	\$417,776.19	\$417,776.19	\$0.00	0%	Fully Spent
22-400-3	Transfers 1st Increment					
22-401-3	Transfers 2nd Increment					
Total		\$647,157.20	\$647,157.20	\$0.00	0%	Fully Spent

Grand Total		\$3,914,653.93	\$3,914,653.93	\$0.00	0%	Fully Spent
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Colleen Duran
Executive Director
cduran@delcoliteracy.org



Mission & Vision

Delaware County Literacy Council helps adults develop reading, writing, math, and English Language skills to thrive in the workplace and community



Delco Literacy is a leader in creating a community of lifelong learners within Delaware County. It is recognized as a 'go to' resource and is sought after as a community partner.



DCLC Programs & Services

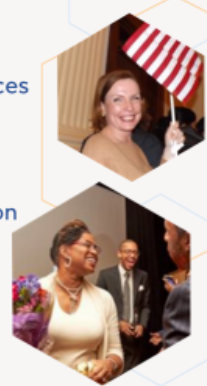


- Adult Basic Education
- GED/High School Equivalency
- English Literacy/Civics Education
- English as a Second Language
- Workforce Development & Career Readiness Digital Literacy Instruction & Support
- Supplemental Special Topic Instruction
 - *Financial Literacy*
 - *Health Literacy*
- Case Management & Barrier Reduction Services



DCLC Program Partners

- | | |
|--|--|
| ○ Coalition of Adult Basic Education (COABE) | ○ Franklin Mint Federal Credit Union |
| ○ Community Action Agency of Delaware County | ○ Making a Change Group |
| ○ Congresswoman Mary Gay Scanlon | ○ Maturity Works |
| ○ Delaware County Chamber of Commerce | ○ PA CareerLink, Chester & Media Offices |
| ○ Delaware County Community College | ○ Pennsylvania Association of Adult & Continuing Education (PAACE) |
| ○ Delaware County Intermediate Unit | ○ Pennsylvania Department of Education |
| ○ Delaware County Workforce Development Board | ○ Proliteracy |
| ○ Harrah's Philadelphia Casino & Racetrack | ○ Representative Jennifer O'Mara |
| ○ Delco Library System | ○ SunEast |
| ○ Ignatius Volunteer Corps – we do need to include | ○ Upper Darby School District |
| ○ Keller Williams Real Estate Media, Jamie Kerezsi | ○ The Wardrobe |



2023-2024 Program Overview

- Nearly 800 students served
- Increased student enrollment by 27% from 2022-2023 program year
- Students averaged 95 instructional hours, more than 30% above standard
- DCLC was awarded an additional \$416k in funding from the PA Department of Education based on the strength of programs & student outcomes



Grant & Foundation Awards

- AARP Digital Skills Ready@50+ Program
- Brinkman Foundation
- Caesars Foundation
- Delaware County Interactive Gaming Authority
- Delaware County Intermediate Unit
- Delaware County Workforce Development Board
- The Community's Foundation
- Dollar General Foundation
- Foundation for Delaware County
- Pennsylvania Department of Education
- Project W
- Rosenthal Family Foundation
- Upper Darby High School



DCLC 2023-2024 Annual Report




- Nearly 800 Students Served
 - *48,388 hours of instruction & service*
- 58 Volunteer Tutors
 - *4075.25 hours of service*
 - *In-kind value: \$136,480*
- 194 Individual Donors
 - Total: \$50,813
- 13 Grants/Foundations
 - Total: \$1,072,178



Thank you!

Colleen Duran
cduran@delcoliteracy.org





Pennsylvania
CareerLink[™]

DELAWARE COUNTY WDB BWPO UPDATES

MARCH 2025

A proud partner of the **AmericanJobCenter** network

TOPICS

- RESEA
- OUTREACH
- MOU with Department of Health,
Division of Vital Records

RESEA

- RESEA participants are a subset of unemployment claimants
- Provides an introduction and overview of services
- BWPO staff schedule between 30 and 40 PSMs per week
- All RESEA claimants are required to take part in a follow up activity

COMMUNITY OUTREACH

- Meeting the customers where they are
- Collaborative effort
- Building and maintaining relationships with customers and organizations.

MOU WITH VITAL RECORDS

- Access to Birth Certificates at no cost
- Application must be completed prior to event
- Applicants can be identified through:
 - Digital intake survey
 - RESEA PSM
 - Assessment at outreach events

THANK YOU

✉ DDOPKIN@PA.GOV

🌐 WWW.PACAREERLINK.PA.GOV

PA OFFICE OF VOCATIONAL
REHABILITATION



Norristown District Office

*Presented by Shanae Stallworth, District Administrator
March 6, 2025*

MISSION STATEMENT



The **mission** of OVR is to assist
Pennsylvanians with **disabilities** to secure
and maintain competitive integrated
employment.

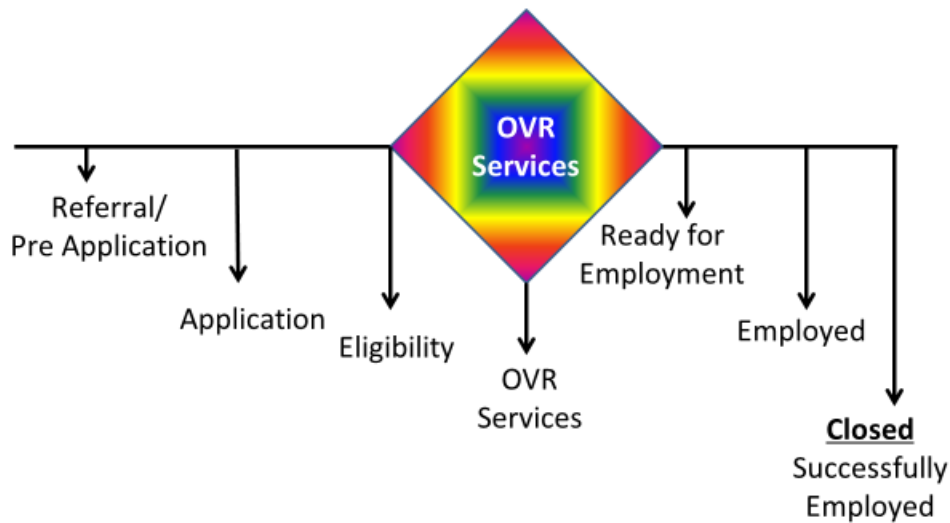
OVR LOCATIONS



15 District Offices Across Pennsylvania



OVR PROCESS



REFERRALS



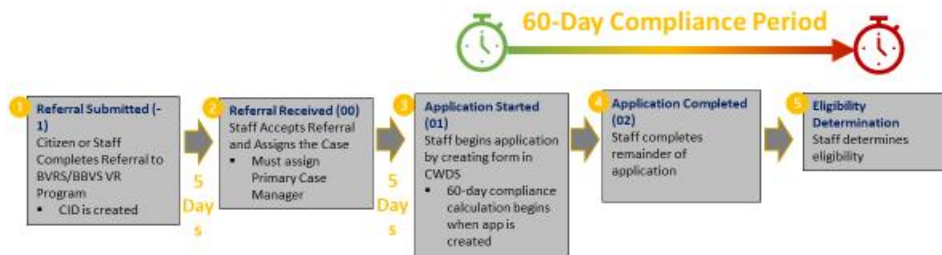
Referrals can be made by: **ANYONE!**

OVR assists Adults **AND** Youth who wish to prepare for, enter into, or keep employment

A student can be referred to OVR at least **2 years** before graduation



Referral Timeline



ADA



Employment
The Workplace



Telecommunications



Transportation



Public
Accommodations



State/Local Gov.
Buildings



EXAMPLES OF DISABILITY



- **Developmental disabilities**
- **Autism**
- **Speech Impairment**
- **Visual Impairment**
- **Hearing Impairment**
- **Learning Disability**
- **Mental Health Issues**
- **Physical disabilities**



OVR SERVICES



Diagnostic Services



Vocational Evaluation



Counseling & Guidance



Restoration Services



Training Services



Placement Services

DIAGNOSTIC SERVICES



Diagnostic Tests

- Medical
- Psychological
- Audiological
- Functional Capacity Evaluation



GUIDANCE AND COUNSELING



Assists in:

- ✓ Setting realistic job goals
- ✓ Track progress towards goal
- ✓ Develop successful work habits
- ✓ Begin a satisfying career



TRAINING



Training Services:

- Technical Schools
- College
- Drivers Education Training
- On-the-Job Training



VOCATIONAL EVALUATION



Used to determine vocational potential

Evaluates:

Interests

Ability

Work Tolerance



RESTORATION SERVICES



Reduces or eliminates barriers
to employment



PLACEMENT SERVICES



- Completing Job Applications
- Resume Writing
- Finding Job Leads
- Interviewing Skills



Each customer is unique. Each customer will receive services specific to their unique and individual needs



CASE CLOSURE



When you are employed for:
90 Days



Delaware County



OVR Staff

- Nasia Jamil, OVR Supervisor
- Beth Herbert, OVR Counselor
- Linda Barnes, OVR Counselor
- Betty Lloyd, OVR Counselor
- Marcia Hess, OVR Counselor
- Akiko Murai, OVR Counselor
- Tyra Wright-Johnson, OVR Counselor
- Illeen Moore, OVR DHOH Counselor
- Sonya Hundley, OVR Transition Counselor
- Amy Moores, OVR Transition Counselor
- Vera Keener, OVR Early Reach Coordinator
- Kruti Patel, OVR Business Service Rep.

Stats July 1- Feb. 24

- Referrals- 396
- Current open cases- 971
- Successful placements- 80

Delaware County



Positive engagement

- OVR and CareerLink WEXA- Work Experience for Adults
- Our provider agencies in Delco willingness to collaborate and be goal-oriented rather than just trying to place someone in a job that might not be a good fit.
- It has been rewarding to establish strong connections with over 20 High Schools in Delco for Early Reach.

Future Collaborations

- OJT's
- High school Career Conference
- Delco job fairs

HOW CAN OVR HELP?



QUESTIONS?



NORRISTOWN DISTRICT OFFICE



**Bucks, Chester, Delaware & Montgomery
Counties**

Main Office & Address:

1875 New Hope Street

Norristown, PA 19401

Phone: 484-250-4340

Web: www.dli.pa.gov PA Keyword: OVR

Employer Engagement Committee Update

Delaware County Workforce Development Board
Employer Engagement Committee
Thursday, February 27, 9:30am

[Join the meeting now](#)

Agenda and Report

Agenda

Success Stories

BST Activities Report

BEP Grant - Activities & Achievements PY24 Q2

Collar Counties EMS Industry Partnership PY24 Q2

Apprenticeship Building America Grant PY24 Q2

2025 Employer Engagement Committee Meeting Dates

Tuesday, June 3, 9am via Teams

Tuesday, August 26, 9am via Teams

Tuesday, December 2, 9am via Teams

Success Stories

October 2024 – Success Story: Safe Corridors

Safe Corridors is a community-based safety solution for schools and the community. Mr. Jonathan Abdur Rahim King, Executive Director & Founder, started this organization in 2012. It is intended to support the safe arrival and dismissal of students in the city of Chester. They accomplish this mission by forging a strong and positive rapport with community members, regardless of their social or economic status. Safe Corridors uses this community-based approach to recruiting, vetting, and hiring staff. They currently have partnerships with over 7 different school districts.

Safe Corridors values potential candidates that want to have a positive impact on their community and who desire to support the academic and social outcomes of children. They also seek candidates who enjoy interacting with other adults (school staff and families) who also love supporting children's development.

A CareerLink participant began their new role as a crossing guard with Safe Corridors in August 2024. They were successfully matched through the CareerLink website, after the Business Services Team provided the employer with a list of potential candidates from CWDS. Currently, the new employee is thriving in the position and enjoys both their responsibilities and work schedule.

“By hiring people directly from the communities we serve, CareerLink has been a helpful connector to the community and candidates that we might not have been able to reach without our partnership.” - Safe Corridors

November 2024 – Success Story: DiBruno Brothers

The Mignucci & Browns family currently lead Di Bruno Brothers, which is a gourmet cheese shop located in Philadelphia's Italian Market with additional locations in Wayne, Ardmore, and Philadelphia. Di Bruno Brothers is often called the "House of Cheese" and offers a variety of cured meats, thousands of pounds of aged provolone, and imported cheeses from Italy and around the world. These specialty cheeses hang from the ceiling, filling the 700- square-foot store. Di Bruno's was recognized as "Gourmet Retailer of the Year" by the Specialty Food Association and locally recognized as "Retailer and Family Business of the Year" by the Philadelphia Chamber of Commerce. The store has been continually recognized for its culinary delights and shopping experience. They also continue to inspire everyone who walks through their front doors to nurture the relationship between family and food. This relationship was paramount to the founders Danny and Joe Di Bruno, who were Italian immigrants that established this business in the 1930's after they came to Philadelphia.

“Di Bruno Brothers is committed to providing high quality products to our customers and communities. We believe the associates of Di Bruno Brothers are our most asset. The continued success of our company depends heavily on the mutual respect and cooperation that each of us contributes. Working together, we can make tomorrow even better.”

Di Bruno Brothers' core values, mission, and vision guide them daily. Those who have a passion for the food industry, cheese or amazing products are at the core of all their great associates. This love, paired with a desire to provide top-tier customer service and genuine connections, is what their guests value

most. They are always looking for local talent to provide exceptional service in their five retail locations, commissary kitchen and warehouse.

Di Bruno Brothers hired a CareerLink job seeker after applying to their line cook position, and they reported that the job seeker is doing well. The job seeker originally participated at the CareerLink office in Media, and they shared that they had a lot of restaurant experience. The Business Services Team helped him get connected to the employer after applying. The job seeker communicated well with the Business Services Team, interviewed with Di Bruno Brother's and received a job offer shortly after. Di Bruno Brothers is currently looking for more team members.

"Everyone I have worked with at CareerLink is simply lovely. Their attentiveness, willingness to help, and eye for well-suited candidates is much appreciated. It feels at times I have my own personal recruiting assistant!" – Di Bruno Brothers representative

December 2024 - Success Story: Mother Compost

Gwenn Nolan is the founder and CEO of Mother Compost. In 2018, while pregnant with her third child, Gwenn started composting in her backyard and realized it was a lot of work. She thought to herself, "there should be a service for this;" thus, Mother Compost was born and is headquartered in Upper Darby, PA. They have grown to serve over 1,400 residential customers and almost 30 commercial clients including local businesses, faith organizations and school communities since its origin in 2018.

Mother Compost's purpose-driven mission motivates people to join them and to continue growing this work locally. They do this by offering both residential and commercial compost hauling service while also providing various educational opportunities to the community. Residential clients receive reminders, monthly newsletters, credits, and clean buckets. Commercial clients have a dedicated customer service person, educational opportunities and discounts for their staff community. They are a certified woman owned and led company that works to improve their ever-growing operation by providing easy access to composting and the education behind this sustainable practice, with the hope to encourage more people to think more about wasting less.

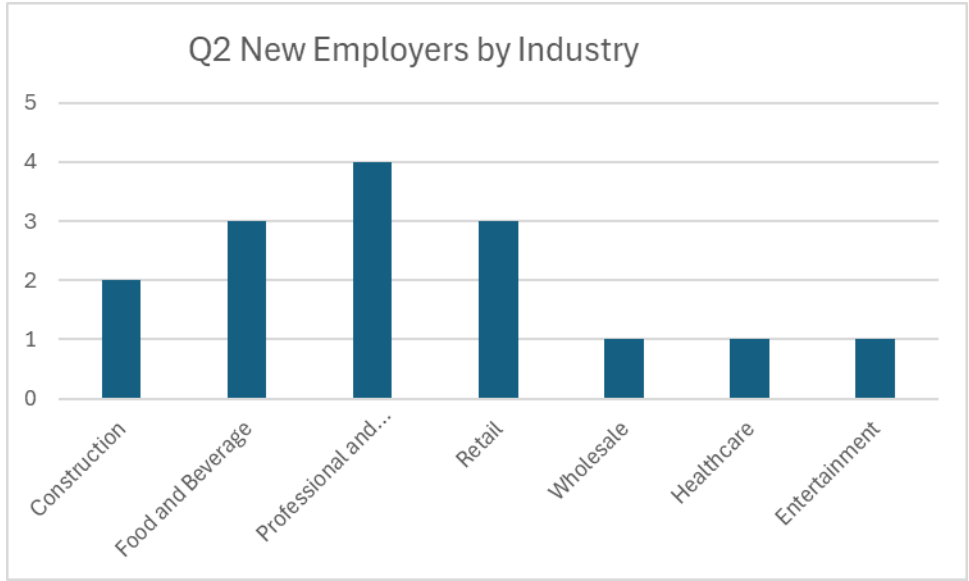
Mother Compost chose to become an employer partner with Delco, PA CareerLink because they are a growing company within the area. *"When a position opens, we are always looking to hire local candidates and PA CareerLink is a great location to start the hiring process. My experience with the PA CareerLink Business Services Team has been great. They have been supportive in helping with the job posting process, and have also sent us referrals, which helps us while sorting through applicants."* – Jane Matt, Cultural Operations Manager

In October 2024, Mother Compost hired one of our CareerLink applicants. They are excited to see the growth of their new Crew Driver and look forward to getting them fully trained and acclimated in their role.

BST Activities Report

New Employers

Enrollment Date	Employer Name	Employer Zip Code
10/1/2024	KJMK Construction Company Inc.	19014
10/4/2024	Christina Aborlleile, Esquire	19063
10/9/2024	Holsten Associates, P.C.	19063
10/14/2024	Rich-Tomkins	19014
10/22/2024	Wendy's	19082
11/5/2024	Millie's Liquidation Center, LLC	19026
11/13/2024	Ashley's Restaurant & Bar	19342
11/19/2024	Best Care Home Agency LLC	19073
11/22/2024	Delco Axe House	19008
11/29/2024	Trama Response Team	19050
12/2/2024	Acorn Food Services Inc.	19073
12/2/2024	Chemistry Rx	19032
12/2/2024	Walmart Store # 5881	19064
12/4/2024	Gutter Brothers	19064
12/13/2024	Brookhaven Health shop	19015



New Employers Approved: 15

Q2 Job Postings: 1,186

Youth WEX (Employer Engagement and Outcomes)

Employers Hiring Youth	Positions
Catholic Social Services	Maintenance
GMW Construction	Carpentry Field Technician
Safe Corridors	Office Assistant
Paradise Transit	Vehicle Detailer
Paradise Transit	Social Media, Field Promotions
Smashburger	Guest Service Expert
Smashburger	Cook/Prep
The Delco Axe House	Axe Coach

Note: All PWE approved employer lists with job post numbers are sent weekly to all PACL providers and Match Meeting attendees.

Date Matched	Employer	Contractor	Placements
10/28/2024	Catholic Social Services	ESDI	1
12/17/2024	Paradise Transit	ESDI	1
12/3/2024	GMW Construction	ESDI	2

Business Service Events (In-Person and Virtual)

Hiring Events Hosted by BST

<u>Event Date</u>	<u>Event Title</u>	<u>Employer</u>	<u>Job Seeker Attendance</u>	<u>Hired</u>
10/24/2024	Fall Hiring Fest - Job Fair	55	306	12
12/11/2024	DCHS Children and Youth Services	1	8	0
12/11/2024	Sisters of St. Francis	1	2	0
12/17/2024	WIS International	1	17	8
12/19/2024	HomeGoods - TJX	1	14	1

Networking Events Attended

<u>Event Date</u>	<u>Event Title & Host</u>	<u>Employers</u>	<u>Impact</u>
10/16/2024 & 10/17/2024	Workforce Information Forum – Delaware County Chamber of Commerce and DCWDB	N/A	Learned and networked within the County’s workforce development realm and exchanged information with the organizations present, in hopes of improving our internal systems
11/20/2024	Hospitality Industry Talent Briefing – Greater Philadelphia Chamber of Commerce	10	Panel Discussion detailing plans for the upcoming world cup and the barriers these industries are currently facing in finding talent in the workforce. Most employers were only hiring in the Philly area. Discussed how PACL can help close the gap.
11/21/2024	Delco Meets After Hours – Delaware County Chamber of Commerce & Delco Meets 4 Business	20	Met several local entrepreneurs and business representatives and discussed the BS Programs, exchanged contact info. with hopes of follow-up.
12/12/2024	CTC Featured Employer/ Community Resource: The Food Trust – Delaware County Communities that Care (CTC) Network	11	Made note of what barriers some employers are facing locally and mentioned how the BST can assist with talent sourcing

Professional Development/Industry Partnership

<u>Date</u>	<u>Event Title & IP</u>	<u>Employer Hosted/Presented</u>	<u>Impact</u>
10/1/2024	Workforce GPS: Understanding BLS Skills and Employment Projections Data	Workforce GPS	Professional development
10/8/2024	Collar Counties EMS Industry Partnership	Delaware County Workforce Development Board	Discussed need for EMS, new training opportunities with Crozer Health and reimbursement opportunities, apprenticeships etc.
10/9/2024	Healthcare Connect IP	Chester County Workforce Development Board	Took note of the content and conversation around the healthcare and emergency services industries
10/10/2024	Workforce GPS: Amplifying Youth Voices: Examples of Youth-Adult Partnership Initiatives	Workforce GPS	Professional development
10/28/2024	EDSI: DEI Recording - Social Awareness	EDSI	Professional development
10/30/2024	Workforce GPS: Be Pro Be Proud: Building Tomorrow's Workforce	Workforce GPS	Professional development
11/20/2024	Workforce GPS: Increasing Collaboration: The Public Workforce System, Department of Commerce, and Manufacturing USA	Workforce GPS	Professional development
11/21/2024	Workforce GPS: Apprenticeship Opportunities for Individuals Reentering Their Communities Post-Incarceration	Workforce GPS	Professional development

Match Meeting (Employers: # of employers featured with open positions – Contractor: providers that submitted candidates for matching, N/A means no submissions that week)

<u>Dates</u>	<u>Employers</u>	<u>Contractor</u>	<u>Hired</u>
10/4/2024	3	EDSI EARN (Opioid), DCLC	0
10/11/2024	3	EDSI Career Services, Business Interface	0
10/18/2024	3	Business Interface	0
10/25/2024		Meeting Cancelled due to Job Fair on 10/24	
11/1/2024	4	DCLC	0
11/8/2024	3	N/A	0
11/15/2024	3	EDSI Career Services	0
11/22/2024		Meeting Cancelled due to PACL In Service Day	
11/29/2024		Meeting Cancelled due to Thanksgiving Day Holiday	
12/6/2024	3	WIOA Youth, EDSI EARN	0
12/13/2024	6	EDSI EARN	0
12/20/2024	3	EDSI OPIOID	0
12/29/2024		Meeting Cancelled, Christmas Holiday	

BEP Grant - Activities & Achievements PY24 Q2

- To better engage high school students, we have developed a new event that will be offered in addition to the Youth Job Fair. The event will be called **Beyond the Classroom: A Career Discovery Day** focusing on career exposure and career pathways. Due to space limitations, we can only invite 26 employers to this inaugural event. Businesses to be invited will include companies offering career exposure and guidance on career pathways, community programs offering career and leadership development, and companies that hire youth 18 and under. We have invited 6 high schools to participate and are awaiting their confirmation. We anticipate serving at least 200 students through this event.
- During Q2, we hosted one employer event at PA CareerLink® Media during the After Hours' timeframe set aside for youth. For this event we offered youth an opportunity to meet a recruiter from Oliver Heating and Cooling and to interview for opportunities in the trades, including apprenticeships. This event attracted 11 individuals, all of whom were interviewed. Additional workshops were offered to youth through After Hours programming at PA CareerLink® and at two local high schools, Penn Wood HS and Upper Darby HS. 136 students were served through this programming.
- The professional development workshop, Building Bright Futures, is now being delivered to educators at their workplace. The workshop provides recipients with the skills and knowledge necessary to effectively utilize PA CareerLink® services, leverage career pathways and high priority occupations, as well as engage youth in meaningful conversations about their career aspirations.

At the end of last quarter, 275 received this training, a combined group of educators, guardians, and community workers. This past November, the program was delivered to 140 Delaware County School Guidance Counselors and 5 teachers from Chichester High School. This workshop continues to demonstrate that PA CareerLink® is a powerful career resource for adults and youth.

Activities Recap	Progress toward Goals
Workshops and worksite tours (youth)	147 youth reached to date (Goal is 100)
Building Bright Futures Workshop (educators)	145 teachers reached to date (Goal is 50)

Collar Counties EMS Industry Partnership PY24 Q2

- The current list of EMS companies participating in the IP is 26, one more than our goal of 25. We are happy to welcome a new member, VMSC. VMSC is a comprehensive emergency medical care service provider across Montgomery County, Bucks County, and Philadelphia County.
- During the quarter, one of our employers, Crozer Health assisted in a career exposure event called GETT, Girls Exploring Tomorrow's Technology. Through this event we attracted more than 100 youth to our booth to learn about CPR and the EMS professions, emergency medical technicians (EMTs) and paramedics.
- During the quarter, Crozer was also approved for training funds. They recruited 25 individuals who will be starting in an EMT cohort in January 2025. In addition to tuition fees, the industry partnership will provide supportive services for childcare and tutoring to increase opportunities for student success.
- During the past quarter, IP meetings were held on October 8th and December 10th. During these opportunities to bring industry members together to discuss what is on their mind as we share current event updates, funding opportunities, and information on upcoming events.
- Future IP meetings are scheduled for February 11th, April 8th, and June 10th.

Apprenticeship Building America Grant PY24 Q2

- Working closely with APHL to offer on-site and virtual programs to schools and businesses as to the benefit of having an Apprenticeship and pre-apprenticeship programs.
- Planning Virtual workshop to engage Health Care Providers in Apprenticeship and Pre-Apprenticeship
- Attend the Apprenticeship Conference during Apprenticeship Week in November
- Continue to Health Care Industry partnership meetings and Monthly Health Care meetings with KAA.
- Continue to engage Community-based organizations that may benefit from the apprenticeship program. Looking at work-based learning programs in Delaware County.
- Braiding and leveraging WIOA and other local funding for ABA-eligible apprentices.
- exploring "co-enrollment," for which we can fund pre-apprentices via supportive services and then again via RTI/OJT wage reimbursements once hired as an apprentice.
- Working closely with Mainline Health to get the EMT Apprenticeship ready to go to Council.

Youth Committee Update

Delaware County Workforce Development Board
Youth Committee
Thursday, February 28, 2025, noon

[Join the meeting now](#)

Agenda and Report

2024-25 Q2 Program Performance

Business and Education Partnership

ARPA Summer Camp

TANF YDP Policy Update

Recruiting non-Board Committee Members

Delaware Co Chamber- Youth Leadership Academy

DCIU CTE Month

Connecting Delco Businesses to Higher Ed

2025 Youth Committee Meeting Dates:

Thursday, May 29, 9 am via Teams

Thursday, August 28, 9 am via Teams

Thursday, November 20, 9 am via Teams

Success Story

Brendon Amaya-Perez, a Senior at Upper Darby High School, has always been a vibrant mix of creativity and ambition. Born in North Philadelphia and spending his formative years between Queens, NY, and Upper Darby, Brendon's journey is one of resilience, self-discovery, and artistic passion. As a proud Hispanic American of Mexican and Ecuadorian descent, he carries his cultural roots into everything he does, enriching his work with a unique perspective.

Brendon's passions are as diverse as his background. He finds joy in fashion, music, and creative expression, whether through playing his guitar, taking long walks or drives to spark inspiration, or admiring the timeless beauty of marble sculptures. His love for art runs deep, blending the classical with the contemporary, much like his favorite car—a vintage BMW, which he sees as a symbol of elegance and timeless craftsmanship.

Joining the Be Proud STEP UP Program has been a transformative chapter in Brendon's life. It has encouraged him to adopt an outgoing mindset, embrace his individuality, and build the confidence to take on challenges independently. This growth has not only strengthened his self-belief but has also given him a clearer vision of his future.

As the oldest of five siblings on his father's side of his family, Brendon understands responsibility and the importance of paving the way. He's choosing to take a gap year after high school—a bold decision driven by his desire to invest in his personal development and prepare for his next chapter. Whether refining his music skills or exploring higher education opportunities, Brendon is committed to creating a future that aligns with his passions.

Brendon's story is a testament to how embracing growth, staying true to oneself, and cultivating confidence can shape a bright future. His journey is just beginning, and with his determination, creativity, and newfound mindset, the possibilities are endless.

WIOA Title I Out-of-School Youth Services

Contractor	Employment	Work Experience	Credentials	Measurable Skill Gains	Enrollments	
					Current	Planned
Community Action Agency of Delaware County	0	0	0	11	20	20
Chester Education Foundation	8	16	1	10	20	25
EDSI, Inc.	0	2	0	3	28	50
Delaware County Intermediate Unit	0	0	0	0	0	25

TANF Youth Development Program

Contractor	Employment	Work Experience	Credentials	Enrollments	
				Current	Planned
Be Proud Foundation	0	13	0	13	14
Be Proud Foundation (LIP)	0	18	0	18	25
Chester Education Foundation	0	60	0	60	40
Upper Darby Police Department	3	21	0	21	20
Delaware County Intermediate Unit	0	11	0	11	15
EDSI, Inc	2	0	0	18	20

BEP Grant - Activities & Achievements (July-September 2024)

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ARPA Summer Camp Program

	Summer 2021	Summer 2022	Summer 2023	Summer 2024
Boys & Girls Club of Chester 201 E. 7 Street, Chester, PA 19013	X	X	X	X
Blast Camp, Chester, PA				X
Camp Garrett 395 Bishop Hollow Road, Newtown Square, PA 19073	X	X	X	
Camp Phoenix 301 E. 9th Street, Chester, PA 19013	X	X	X	
The Center for Learning - Cooking Camp 452 S. New Middletown Road, Media, PA 19063	X			
Chef Dad's Table, Broomall, PA				X
Colonial Plantation, Gradyville, PA				X
The Creative Living Room 2274 West Chester Pike, Broomall, PA 19008	X	X	X	
Darlington Fine Arts Center, Inc. 977 Shavertown Road, Garnet Valley, PA 19060	X	X	X	X
Delaware County Community College 901 South Media Line Road, Media, PA 19063	X	X	X	X
Greenhorn Gardens Greenhouse in Arlington Cemetery 401 School Lane, Drexel Hill, PA 19026	X			
Hedgerow Theatre School Summer Camp 64 Rose Valley Road, Rose Valley, PA 19063	X	X	X	
Hidden Treasures Initiative PA, Upland, PA				
Inspire Me Learning Academy 140 N. Lansdowne Ave., Lansdowne, PA 19050	X			
Main Line Art Center 746 Panmure Rd, Haverford, PA 19041	X			
Media Arts Council, Media, PA				X
The Media Theatre 104 East State Street, Media, PA 19063	X	X	X	
Newlin Grist Mills 219 S. Cheyney Rd, Glen Mills 19342		X	X	
Upper Chichester Twp Summer Camp, Chichester, PA				
YMCA (Lansdowne) 2110 Garrett Rd., Lansdowne, PA 19050	X	X	X	X
YMCA (Ridley Area) 900 South Avenue, Secane, PA 19018	X	X	X	X
YMCA (Springfield) 194 W. Sproul Rd., Springfield, PA 19064	X	X	X	X
Youth Enrichment Program, Lansdowne, PA				X

Participants	Summer 2021	Summer 2022	Summer 2023	Summer 2024
Unemployed Caregivers Approved for Program	14	51	14	52
Children Approved for Program	22	84	16	72
Hispanic, Latino, Spanish		13		46
Not Hispanic, Latino, Spanish		34	13	1
Other		3	1	5
Prefer not to Say		10		
American Indian or Alaska native		1	1	12
Asian		1	1	1
Black or African American		42	8	36
Native Hawaiian or Other Pacific Island		0		
White		4	4	
prefer not to say		2		
others		1		2

Impact self-reported in Fall Survey	Summer 2021	Summer 2022	Summer 2023	Summer 2024
Completed an online job search	100%	80%	95%	90%
Registered in PA CareerLink®	40%	50%	45%	40%
Went to an interview	80%	25%	80%	20%
Returned to work- full or part-time	80%	60%	60%	30%



FEDERAL REGISTER

The Daily Journal of the United States Government



PR Proposed Rule

Strengthening Temporary Assistance for Needy Families (TANF) as a Safety Net and Work Program; Withdrawal

A Proposed Rule by the Children and Families Administration on 01/14/2025



PUBLISHED DOCUMENT: 2025-00537 (90 FR 3131)

- PDF
- Document Details
- Document Dates
- Table of Contents
- Public Comments
- Regulations.gov Data
- Sharing
- Print

DOCUMENT HEADINGS

Department of Health and Human Services
Administration for Children and Families
45 CFR Parts 205, 260, 261, and 263
RIN 0970-AC97

AGENCY:
Administration for Children and Families (ACF), HHS.

ACTION:
Proposed rule; withdrawal.

SUMMARY:
This document withdraws a proposed rule that was published in the **Federal Register** on October 2, 2023. The proposed rule would have amended the Temporary Assistance for Needy Families (TANF) program regulations to strengthen the safety net and reduce administrative burden.

New guidance from PA Labor & Industry:

Youth Standing Committee If established, a youth standing committee represents a mechanism for a LWDB to coordinate area-wide youth services, assist with planning and oversee operational youth programs. A youth standing committee serves as the architect in designing and building comprehensive youth services at the local level. This committee shall, at a minimum:

- Help to identify gaps in services and develop a strategy to use competitive selections or community partnerships to address the unmet needs of youth;
- Coordinate youth policy;
- Ensure quality services;
- Leverage financial and programmatic resources; and,
- Recommend eligible youth service providers to the local board.

Membership If established, a youth standing committee must include LWDB members with a demonstrated record of success in serving eligible youth and young adults, as well as other individuals with appropriate expertise and experience who are not members of the LWDB. The committee's members shall bring their expertise to help address the employment, training, education, human and supportive service needs of eligible youth, especially out-of-school youth, young people who have become disconnected and those with barriers.

If established, Youth committee membership:

- must include a committee chair that is a member of the LWDB;
- may include other members from the LWDB, such as: educators (e.g., teachers, including special education, school counselors, administrators and school board members); employers (e.g., representing high priority or in-demand occupations); and representatives of human service agencies, who have special interest or expertise in youth policy; and
- shall include non-members of the LWDB who have appropriate experience and expertise (e.g., juvenile court judges, local law enforcement agencies, and disability advocates).

Delaware County Chamber of Commerce- Youth Leadership Academy



ABOUT US EVENTS & NEWS MEMBERSHIP WORKFORCE DEVELOPMENT
CHAMBER FOUNDATION LOCAL INFORMATION LOG IN



Youth Leadership Academy

Youth Leadership Academy Class of 2025 Nominations Are

Now Open
ENHANCED BY Google

2025 YOUTH LEADERSHIP ACADEMY KEY DATES:

Nomination Deadline

- Monday, March 17, 2024

DCIU Celebrates CTE Month

Our CTE Month Recognition will be held on Thursday, February 20 from 11:30am – 3:00pm at DCTS Aston campus.

Agenda:

11:30am – noon: Arrival

noon-1:15pm: Tours

1:30pm-3:00pm- Programs with snacks and refreshments

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Delaware County
Economic Development
Corporation



Delaware County
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Planning Committee Update

Delaware County Workforce Development Board
Planning Committee
Wednesday, February 26, 1pm via Teams

[Join the meeting now](#)

Agenda:

- Draft Update
- Next Steps
- Reschedule next meeting

2025 Dates

Wednesday, June 4, 1pm via Teams

WIOA continues to serve as the governing legislation, so the development of regional and local area plans should proceed as scheduled. Any necessary adjustments will be addressed if and when new guidance becomes available.

Similar to the process for the 2023 WIOA plan modifications, and as outlined below, L&I will inform Local Boards after their February 21st submission when to post their plans for the public comment period.

The process each Local Board should follow when submitting their respective plan(s) is outlined below:

- **February 21, 2025** – WIOA Plan(s) due to PA L&I.
- The Commonwealth reviews plan(s) and provides feedback.
- Local Boards make plan adjustments to meet reviewer feedback expectations.
- Once reviewer feedback expectations are met, L&I will notify the Local Board that their plan(s) are ready to be posted for the 30-day public comment period.
- At the end of the 30-day public comment period, the Local Board will review and respond to the comments received, update the plans accordingly, and complete narrative for R1.11 (if applicable) and L5.4.
- The Local Board will vote to approve the final version of the WIOA plan(s).
- The CEO and Local Board chair will sign the [Four-Year Plan Final Submission Form](#).
- L&I provides an Approval Letter after the final submission review, and reminds the Local Board to post their approved plan(s) as noted on page 5 of the [WIOA Regional and Local Area Plan Guidance](#).
- The Local Board publicly posts the required documents as outlined.

The Local Board will submit all required documents outlined in the [WIOA Plan Submission Check List](#) to L&I.

Service Delivery Oversight Committee Update

Delaware County Workforce Development Board
Service Delivery Oversight Committee
Tuesday, February 25, 1:00 pm
Via Teams [Join the meeting now](#)

Agenda and Report

Q2 Performance Outcomes: Title I, TANF EARN, TANF YDP

Q2 Monitoring Report

PA CareerLink® Activity Report

Recruiting non-Board Committee Members

2025 Service Delivery Oversight Committee Meeting Dates

Tuesday, June 3, 1pm via Teams

Tuesday, August 26, 1pm via Teams

Tuesday, December 2, 1pm via Teams

Select LWIB	
Area 1	Delaware
Area 2	Statewide

WIOA Title I Performance Outcomes 2nd Quarter PY 2024 Program Year-to-Date Results

Delaware

	Adult				Dislocated Worker				Youth				Average Indicator Score	
	Numerator	Actual Performance	Negotiated Goal	% of Goal Achieved	Numerator	Actual Performance	Negotiated Goal	% of Goal Achieved	Numerator	Actual Performance	Negotiated Goal	% of Goal Achieved		
Employment Rate (2nd Quarter)	69	69.0%	69.0%	100.0%	14	60.9%	78.5%	77.6%	23	65.7%	72.0%	91.3%	89.6%	
	100				23				35					
Employment Rate (4th Quarter)	61	57.5%	65.0%	88.5%	18	90.0%	77.0%	116.9%	33	76.7%	69.0%	111.2%	105.5%	
	106				20				43					
Median Earnings (2nd Quarter)	-	\$6,318	\$6,000	105.3%	-	\$9,392	\$10,250	91.6%	-	\$2,870	\$3,500	82.0%	93.0%	
	19				9				12					
Credentialed Attainment Rate	24	79.2%	78.0%	101.5%	11	81.8%	79.0%	103.5%	16	75.0%	35.0%	214.3%	139.8%	
	10				6				15					
Measurable Skill Gains	28	35.7%	56.0%	63.8%	18	33.3%	42.0%	79.3%	37	40.5%	30.0%	135.0%	92.7%	
Average Program Score				91.8%				93.8%					126.7%	!

Statewide

	Adult				Dislocated Worker				Youth				Average Indicator Score	
	Numerator	Actual Performance	Negotiated Goal	% of Goal Achieved	Numerator	Actual Performance	Negotiated Goal	% of Goal Achieved	Numerator	Actual Performance	Negotiated Goal	% of Goal Achieved		
Employment Rate (2nd Quarter)	2,227	75.1%	77.0%	97.5%	820	82.0%	80.5%	101.5%	669	71.9%	70.0%	102.7%	100.7%	
	2,964				1,000				930					
Employment Rate (4th Quarter)	2,377	71.9%	75.0%	95.9%	718	79.4%	80.5%	98.6%	1,313	69.1%	68.0%	101.6%	98.7%	
	3,307				904				1,900					
Median Earnings (2nd Quarter)	-	\$8,092	\$8,000	101.1%	-	\$10,452	\$10,000	104.5%	-	\$5,244	\$4,200	124.9%	110.2%	
	829				253				1,019					
Credentialed Attainment Rate	1,192	69.5%	71.0%	97.9%	327	77.4%	74.0%	104.6%	1,382	73.7%	66.0%	111.7%	104.7%	
	1,307				493				721					
Measurable Skill Gains	2,005	65.2%	64.0%	101.9%	751	65.6%	59.0%	111.2%	1,870	38.6%	63.0%	61.3%	91.4%	
Average Program Score				98.9%				104.2%					100.4%	✔

Data reflects 7/1/24-12/31/24

WIOA Title I Adult and Dislocated Worker Services

Contractor	Service	Employment	Credentials	Enrollments	
				Current	Planned
Business Interface, LLC	Career Services	40	0	46	60
Delaware County Literacy Council	Career Services	2	0	9	37
EDSI, Inc.	Career Services	10	0	23	60
EDSI, Inc.	Career Services - Re-Entry	10	0	57	125
EDSI, Inc.	Training - OJT	3	0	8	35
DCCC	Training - ITA	2	6	58	60

WIOA Title I Out-of-School Youth Services

Contractor	Employment	Work Experience	Credentials	Measurable Skill Gains	Enrollments	
					Current	Planned
Community Action Agency of Delaware County	0	0	0	11	20	20
Chester Education Foundation	8	16	1	10	20	25
EDSI, Inc.	0	2	0	3	28	50
Delaware County Intermediate Unit	0	0	0	0	0	25

TANF Youth Development Program

Contractor	Employment	Work Experience	Credentials	Enrollments	
				Current	Planned
Be Proud Foundation	0	13	0	13	14
Be Proud Foundation (LIP)	0	18	0	18	25
Chester Education Foundation	0	60	0	60	40
Upper Darby Police Department	3	21	0	21	20
Delaware County Intermediate Unit	0	11	0	11	15
EDSI, Inc	2	0	0	18	20

TANF EARN

Delco EARN Performance PY24-25 PA October 1, 2024, to December 31, 2024																	
Providers	Program	Project ID	Enrollments	Carry Over Pre	Carry Over Post	Total Served YTD	Placements	Verified Placements	Placement Goal: 65%	Enrolled in Ret.	Retentions Met	Retention Goal: 50%	Sec. Equiv./Credentialing	Credentialin Sec.Equiv/ g Goal: 50%	Assessment (85%)	IEP (85%)	Social Service Professional
EDSI	EARN	D0020	0	70	77	147	5	1	20%	9	7	78%	3	100%	0%	0%	0%
BI	EARN	D0020	0	15	34	49	1	1	100%	2	1	50%	0	0%	0%	0%	0%
EDSI	EARN	NC2301	48	0	0	104	26	4	15%	0	0	0%	10	100%	100%	80%	95%
BI	EARN	NC2302	27	0	0	44	7	2	29%	0	0	0%	2	100%	100%	90%	87%
EDSI	SNAP	SD0020	0	0	1	1	0	0	0%	0	0	100%	0	0%	0%	0%	0%
BI	SNAP	SD0020	0	5	4	9	1	1	100%	0	0	0%	0	0%	0%	0%	0%
EDSI	SNAP	SN2301	2	0	0	2	0	0	0%	0	0	0%	0	0%	100%	100%	100%
BI	SNAP	SN2302	5	0	0	10	0	0	0%	0	0	0%	0	0%	100%	100%	100%
Total			82	90	116	366	40	9	23%	11	8	73%	15	100%			

Total Carry Overs = 196

EDSI Pre-Placement = 70

EDSI Post-Placement = 77

EDSI Total = 147

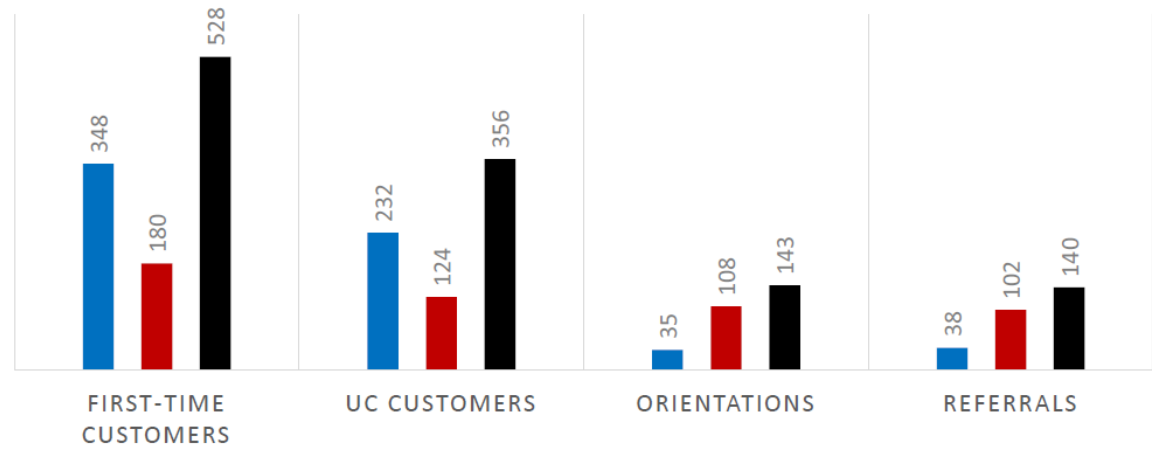
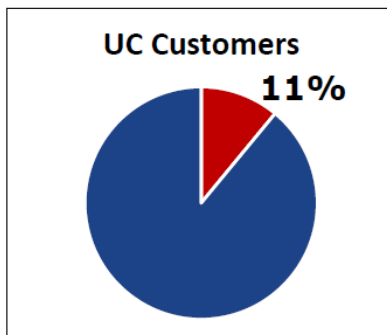
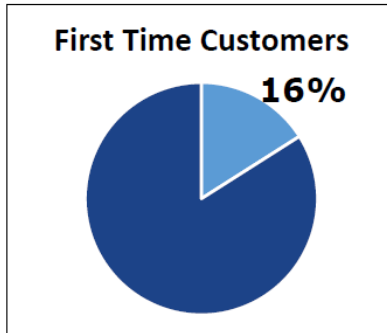
BI Pre-Placement = 15

BI Post-Placement = 34

BI Total = 49

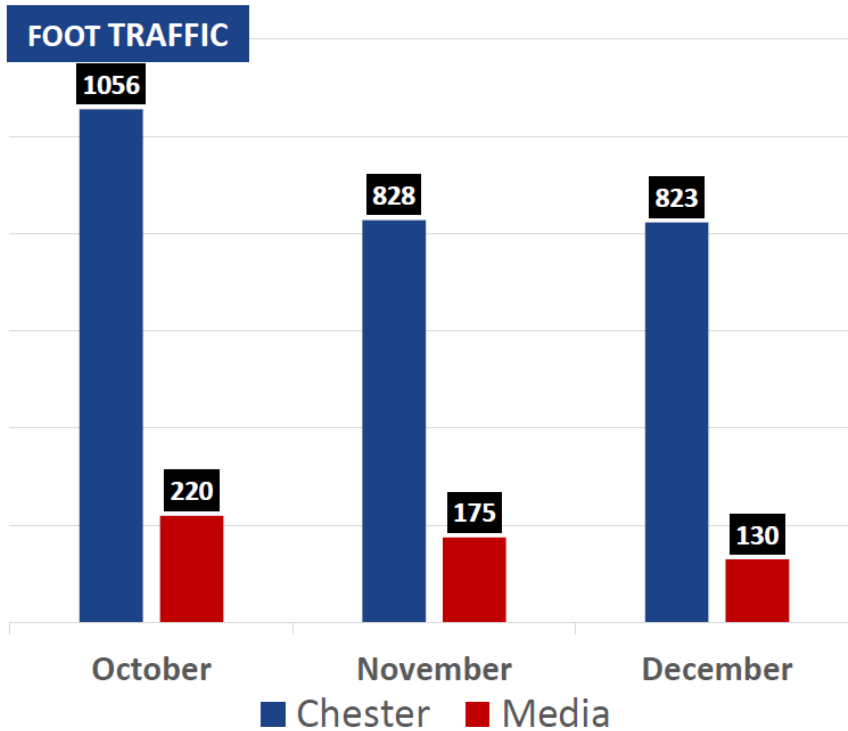
Quarterly Monitoring Summary, October-December 2024

Contractor	Youth/ADW/ ITA/OJT /OSO/CL	Date of Monitoring Visit/Meeting	Findings? Y/N	In Compliance? Y/N
KayLynn Hamilton	OSO	10/03/2024 Zoom	No	Yes
Educational Data System Inc. (Prisoner Re-Entry (PE) Pathway Homes 3 (PH3) Program	Other Grants	10/14/2024 Visit	No	Yes
Business InterFace, LLC, Career Services Program	ADW	11/15/2024 Visit	No	Yes
Delaware County Literacy Council, Career Services – Immigrants & 40+ Program	ADW	11/19/2024 Visit	No	Yes
Educational Data System Inc., Career Services Program	ADW	10/22/2024 Visit	No	Yes
Delaware County Community College	ITA	10/29/2024 Visit	No	Yes
Educational Data System Inc., Career Services – Reentry Program	ADW	11/14/2024 Visit	No	Yes
Educational Data System Inc. Business Service Team	ADW	11/20/2024 Visit	No	Yes
Smith & Solomon Commercial Driving Training	ITA	11/26/2024 Visit	No	Yes



	Walk Ins	First-Time Customers	UC Customers	Orientations	Referrals
Chester City	2707	348	232	35	38
Media	525	180	124	108	102
Total	3232	528	356	143	140

PA CAREERLINK[®]
SITE DATA



FIRST TIME CUSTOMERS

	CHESTER	MEDIA
October	169	75
November	112	60
December	67	45

UNEMPLOYMENT CUSTOMERS

	CHESTER	MEDIA
October	112	45
November	70	46
December	50	33

NEWSLETTER DATA

	Open Rate	Total Readers	Total Recipients
October	51%	6,643	13,089
November	52%	6,766	13,055
December	44%	5,671	13,013

UC OUTREACH

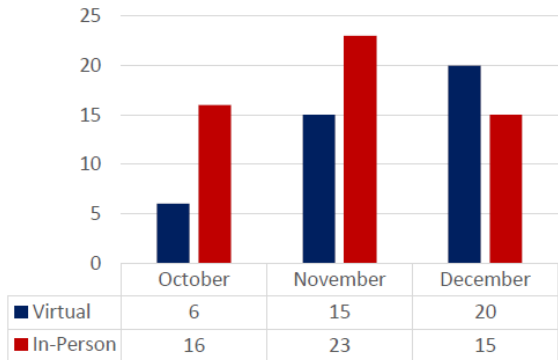
- Mailed 3,916 postcards to new UC claimants.
- Called 200 new UC claimants

YOUTH OUTREACH

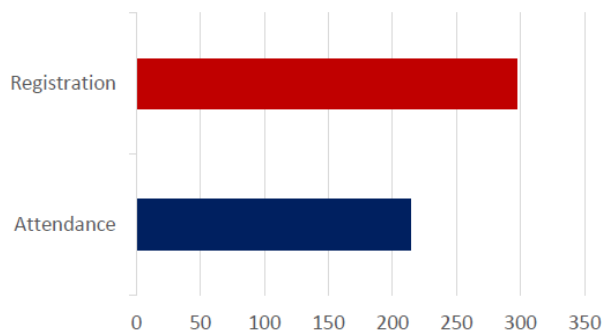
- PA CareerLink[®] staff facilitated a one-hour Career Pathways workshop for 140 guidance counselors at the Delaware County Guidance Counselors Association Professional Development Day.
- PA CareerLink[®] staff hosted two resume writing sessions for 15 students participating in the Penn Wood Superintendent Student Advisory Committee.
- PA CareerLink[®] staff led a six-week career development workshop series for Upper Darby High School students, covering resume writing, goal setting, career pathways, and interview skills.

PA CAREERLINK® WORKSHOP REPORT

WORKSHOP MODALITY



WORKSHOP PARTICIPATION JULY-SEPTEMBER

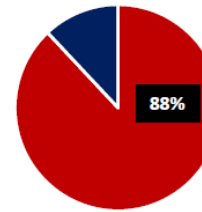


Highest Attendance

- DCCC: Resume Review (19)
- EDSI: Crafting A marketable Resume (17)
- EDSI: OJT Info Session (15)
- EDSI: Basic Interviewing (10)
- EDSI: Finding Work in Delaware County (9)
- DCLC: Holiday Job Search (7)

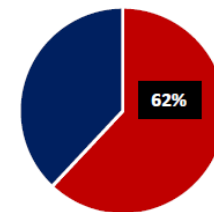
ATTENDANCE ANALYSIS

OCTOBER



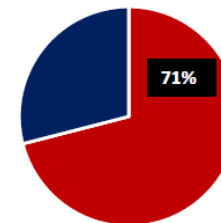
Registrations	72
Attendance	64

NOVEMBER



Registrations	127
Attendance	80

DECEMBER



Registrations	98
Attendance	70

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Board Committee Call to Action

DCWDB Meeting Dates 2025

Board Meetings- Thursdays at 8:30am

March 6, 2025

June 12, 2025

September 11, 2025

December 11, 2025

Committees:

Executive Committee

Rick Durante

Cathy Cardillo

John Sanchez

Bill Tyson

Laura Kasper

Thursday, February 27, 8am via Teams

Thursday, June 5, 8am via Teams

Thursday, September 4, 8am via Teams

Thursday, December 4, 8am via Teams

Employer Services Committee

Eric Bennung, Chair

Laura Goodrich Cairns

Trish McFarland

Tuesday, February 25, 9am via Teams

Tuesday, June 3, 9am via Teams

Tuesday, August 26, 9am via Teams

Tuesday, December 2, 9am via Teams

Service Delivery Oversight Committee

Open, Chair

Bill Adams

Ed Coleman

Shanae Stallworth

Tanya Allen

Mike Dopkin

Tuesday, February 25, 1pm via Teams

Tuesday, June 3, 1pm via Teams

Tuesday, August 26, 1pm via Teams

Tuesday, December 2, 1pm via Teams

Planning Committee (ad hoc)

Bill Tyson, Chair

Asma Munir

Colleen Duran

Edessa Snyder

Wednesday, February 26, 1pm via Teams

Wednesday, June 4, 1pm via Teams

Youth Committee

Cathy Cardillo, Chair

Jason Rode

Karen Kozachyn

Bill Tyson

Rick Durante

Steve Butz

Thursday, Feb 20, 9am via Teams

Thursday, May 29, 9 am via Teams

Thursday, August 28, 9 am via Teams

Thursday, November 20, 9 am via Teams

Nominations Committee(ad hoc)

Bill Tyson, Chair

Trish McFarland

Ed Coleman

Employer Services Committee:

The Employer Services Committee will coordinate area-wide employer services, assist with planning and oversee operational business services programs. This committee shall, at a minimum:

- Help to identify gaps in services and develop a strategy to use competitive procurement or community partnerships to address the unmet needs of employers.
- Ensure quality services, including monitoring employer satisfaction.
- Leverage financial and programmatic resources.
- Recommend eligible business service providers to the local board.

Employer Services Committee membership will include DCWDB members with a demonstrated record of success in serving businesses and other individuals with appropriate expertise and experience who are not members of the DCWDB. The committee's members shall bring their expertise to help address the needs of Delaware County businesses.

Employer Services Committee membership:

- Will be chaired by a DCWDB member
- May include other members from the DCWDB who have special interest or expertise in employer engagement.
- Will include non-members of the DCWDB who have appropriate experience and expertise

Youth Committee:

The Youth Committee will coordinate area-wide youth services, assist with planning and oversee operational youth programs. This committee shall, at a minimum:

- Help to identify gaps in services and develop a strategy to use competitive selections or community partnerships to address the unmet needs of youth.
- Coordinate youth policy.
- Ensure quality services.
- Leverage financial and programmatic resources.
- Recommend eligible youth service providers to the local board.

Youth Committee membership will include DCWDB members with a demonstrated record of success in serving eligible youth and young adults, as well as other individuals with appropriate expertise and experience who are not members of the DCWDB. The committee's members shall bring their expertise to help address the employment, training, education, human and supportive service needs of eligible youth, especially out-of-school youth, young people who have become disconnected and those with barriers.

Youth Committee membership:

- Will be chaired by a DCWDB member
- May include other members from the DCWDB who are educators, employers, or representatives of human service agencies who have special interest or expertise in youth policy
- Will include non-members of the DCWDB who have appropriate experience and expertise (e.g., juvenile court judges, local law enforcement agencies, and disability advocates).

Service Delivery Oversight Committee:

The Service Delivery Oversight Committee will coordinate area-wide workforce development services, assist with planning and oversee operational workforce development services programs, including all WIOA career and training programs. This committee shall, at a minimum:

- Review the performance of DCWDB-funded and PA CareerLink® partner programs.
- Ensure quality services, including review of local monitoring activities
- Identify opportunities to improve the efficiency of the workforce development system and PA CareerLink® operations.
- Recommend eligible workforce development service providers to the local board.

The Service Delivery Oversight Committee membership will include DCWDB members with a demonstrated record of success in serving businesses, as well as other individuals with appropriate expertise and experience who are not members of the DCWDB. The committee's members shall bring their expertise to help address the needs of Delaware County businesses.

The Service Delivery Oversight Committee membership:

- Will be chaired by a DCWDB member
- May include other members from the DCWDB who have special interest or expertise in service delivery.
- Will include non-members of the DCWDB who have appropriate experience and expertise