



DELAWARE WORKFORCE DEVELOPMENT BOARD

# ANNUAL REPORT

PY 2022



I am pleased to present the Annual Report for Program Year 2022 on behalf of the Delaware Workforce Development Board. This report provides a comprehensive overview of the significant strides and accomplishments achieved in the realm of workforce development over the past year.

Collaboration is the cornerstone of our approach to achieving shared goals and driving innovation. Delaware believes that when diverse minds come together, the potential for problem solving is boundless. We foster an environment that encourages open communication, active listening, and respect for diverse viewpoints. Our partnerships are structured to leverage each other's strengths, driving us towards our common goals.

Our commitment to empowering individuals with the skills and resources they need to thrive in today's dynamic job market has never been stronger. Through collaborative efforts with our partners, stakeholders, and dedicated workforce professional, we have considerable progress in advancing the workforce agenda.

In the face of challenges posed by COVID-19, we have demonstrated resilience and adaptability. This has enabled us to not only navigate these unprecedented times but also seize opportunities for innovation and growth.

Looking ahead we are poised to build upon our achievements and explore new avenues for continued progress. With a renewed sense of purpose and a steadfast commitment to our mission, we are eager to embark on the next phase of our journey in workforce development.

On behalf of the staff and board members, we extend an appreciation to all who have contributed to the success of our workforce initiatives. Together, we are shaping a brighter future for our workforce and, by extension, our community.

Sincerely,  
Joanna Staib  
Executive Director



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## State's Strategic Vision and Goals

Delaware Governor John Carney and the Delaware Workforce Development Board (DWDB) are deeply committed to creating a cohesive and effective integrated workforce system for the state's residents. This vision, which spans from developmental years through adulthood, emphasizes the importance of specific skillsets, including durable skills, critical thinking, teamwork, digital literacy, workplace proficiency, and civic engagement.

The focus on improving literacy, graduation rates, and providing diverse post-secondary education and training options reflects a holistic approach to preparing individuals for the workforce. This approach recognizes that learning is a lifelong endeavor, with opportunities for skill development continuing throughout one's career.

Maintaining Delaware as a single service delivery area, with the State Board acting as both a state and local entity, demonstrates a strategic move to leverage existing successes and strengthen partnerships among key stakeholders. This unified approach is critical for maximizing the impact of limited governmental resources, while also tapping into the wealth of knowledge and resources available from leaders outside the publicly funded system.

The vision to create a comprehensive, integrated system of employment and training services, along with a unified workforce system, reflects a commitment to accessibility and consistency for all Delawareans.

Overall, this vision is a testament to the dedication of Governor Carney, the DWDB, and our partners to create a robust and inclusive workforce system that empowers Delawareans, supports Delaware businesses, and the state's economic growth and prosperity.

## Delaware Workforce Development Board

The Delaware Workforce Development Board (DWDB), in close partnership with Delaware Department of Labor, Division of Employment and Training (DOL-DET), provides leadership and resources to develop a skilled workforce responsive to the evolving needs of business and communities. We do this with a lens of equity, forward thinking initiatives, and utilizing data to make strategic investments. DWDB has a renewed attention on aligning an effective job-driven workforce development system that emphasizes worker skill development, aligning training with business needs, reducing duplication, and connecting individuals with jobs.

## Guiding Principles and Core Functions of the Board

The work of the Delaware Workforce Development Board is based on the following set of principles that guides priorities and investment decisions.

- **Strategy Based:** Board focuses on the big picture of workforce development (creating a system, not merely a collection of programs) to match supply and demand more effectively.
- **Customer Focused:** Systems are built around customer needs, including job seekers, employers, and youth (rather than funding streams) and promote diversity, equity, and inclusion.
- **Leveraged Partnerships and Resources:** Strategies leverage other resources and are based on strong partnerships, building on existing collaborations when possible.
- **Outcome Driven:** Outcomes are clearly defined, communicated, and measured with investments made accordingly.
- **Integrated Service Delivery:** Programs are focused on outcomes and are encouraged not to duplicate one another but rather work collaboratively to deliver services to the customer.
- **Industry and Economic Development Aligned:** Workforce programs and services are aligned with regional industries and economic growth strategies.

- **Accountable and Transparent:** There is a clear process for making decisions informed by analyzing data and evaluating performance standards.

In 2022, the DWDB produced a three-year **Strategic Plan** (full plan found [here](#)) that reflects the impact of the pandemic, significant changes to the board membership and staff, and new data on the workforce including a recent survey of 250 Delaware employers.

This 3-year strategic plan sets the priorities and actions we will take to create economic prosperity for employers and employees statewide.

Our Priorities include:

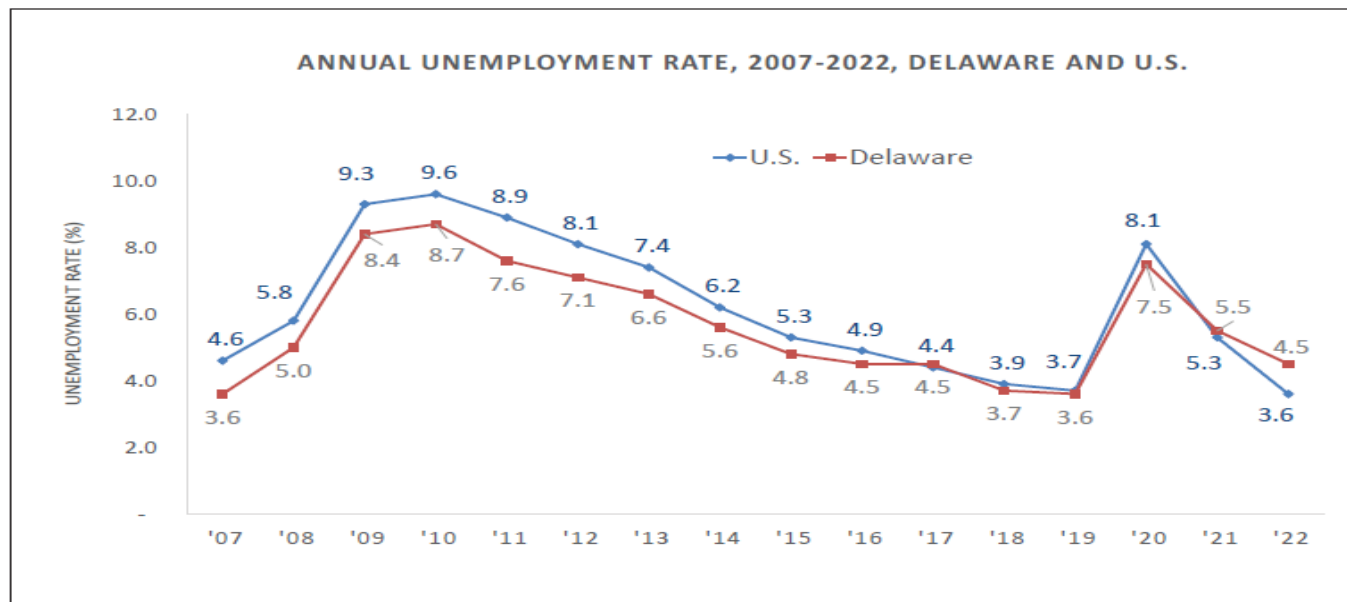
1. Prioritizing investments in sectors that will enable Delawareans to get back to work and increase growth in high skill, high wage jobs.
2. Raise the bar on educational attainment to reflect the needs of our future economy.
3. Increase alignment between learning and work to improve how we build talent pipelines.
4. Expand opportunity to increase equity and expand economic prosperity for all Delawareans.

**Labor Market Information:**

(Delaware Annual Economic Report 2022 found [here](#))

Over the past five years, Delaware’s population has grown 6.3% and we have 1,018,079 residents of the state. Delaware’s labor force participation decreased from 61.8% to 60.6% at the same time.

Unemployment rates are key indicators of a state’s economic health. Delaware continues to have low unemployment rates and more jobs than people looking. In June 2023, Delaware had 34,000 job openings and 20,800 unemployed workers resulting in 1.6 jobs per individuals. Compared to our surrounding states, Maryland sits at the highest with 3.1 job openings per unemployed worker, NJ the lowest at 1.2 and PA just below Delaware at 1.5.<sup>1</sup>



<sup>1</sup> [JO June 2023 \(delaware.gov\)](#)

## Comparative Annual Unemployment Rates

	Unemployment Rate		National Ranking*	
	2021	2022	2021	2022
Delaware	5.5	4.5	34 (t)	48
Maryland	5.3	3.2	32	22 (t)
New Jersey	6.6	3.7	46	29 (t)
Pennsylvania	6.0	4.4	41 (t)	47
United States	5.3	3.6	--	--

\* Lower ranking indicates a lower rate. (t) indicates ranking was tied with other state(s).

Historically Delaware has trended below the US unemployment rate. However, starting in 2021, we are trended higher. Kent County has the highest unemployment rate, New Castle County second, and Sussex third. Our two major cities, Dover and Wilmington consistently have the highest unemployment rates.

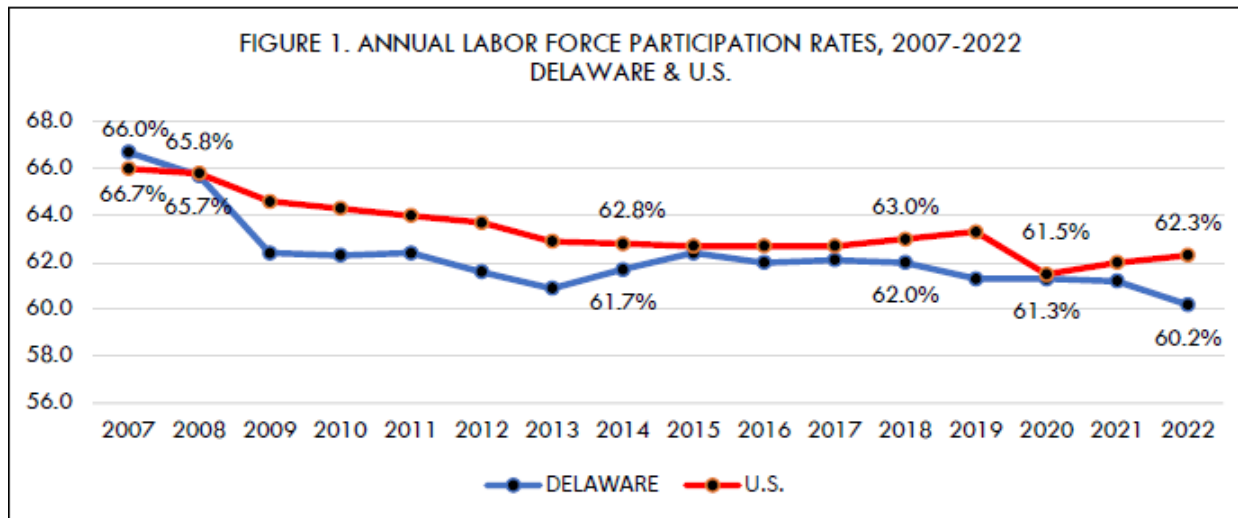
### Area Unemployment Rates (%)

	June 2023	May 2023	June 2022
<b>New Castle County</b>	4.5	3.8	4.8
Wilmington	7.4	6.1	6.9
Newark	4.5	3.4	4.1
<b>Kent County</b>	5.3	4.4	5.8
Dover	6.6	5.4	7.6
<b>Sussex County</b>	3.7	3.8	4.1

Note: Area rates are not seasonally adjusted.  
Source: Delaware Dept. of Labor in cooperation with the US Dept. of Labor, Bureau of Labor Statistics.

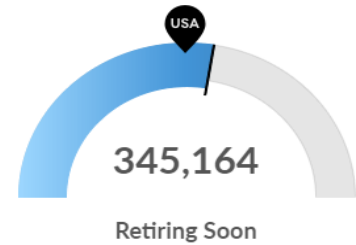
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Labor force participation rate is a key indicator of a healthy economy. The rate is established by looking at the number of people ages 16 years and older who are employed or actively seeking employment, divided by the civilian working age population. Full labor force participation rate report in Appendix B.



SOURCE: Delaware Department of Labor Office of Labor Market Information; Federal Reserve Bank of St. Louis FRED Economic Data

Retirement is a high risk for Delaware and should be an area Delaware continues to focus on. For example, in the construction and skilled trades industry the average age is 45 and there are 23,750 workers in Delaware. For every person entering an apprenticeship program today, four people are retiring from skilled positions in the trades.



Retirement risk is high in Delaware. The national average for an area this size is 298,243 people 55 or older, while there are 345,164 here.

### Industries:

2022-2024 Short-Term Industry Projections by largest percentage change. <sup>3</sup>

NAICS	Industry	2022	2024	2-Year Job Change	Annual Percent Change
48	Transportation and Warehousing	22,870	26,100	3,230	6.8%
71	Arts, Entertainment, and Recreation	7,430	8,180	750	4.9%
72	Accommodation and Food Services	37,670	40,300	2,630	3.4%
42	Wholesale Trade	11,990	12,660	670	2.8%
23	Construction	22,620	23,650	1,030	2.3%
56	Administrative and Waste Services	29,670	30,830	1,160	1.9%
52	Finance and Insurance	42,130	43,160	1,030	1.2%
62	Health Care and Social Assistance	71,650	73,140	1,490	1.0%
81	Other Services, Except Public Administration	18,620	18,950	330	0.9%
44	Retail Trade	49,620	50,460	840	0.8%
53	Real Estate and Rental and Leasing	5,690	5,780	90	0.8%
61	Educational Services	43,300	43,900	600	0.7%
11	Ag, For. Fishing	5,190	5,260	70	0.7%
31	Manufacturing	25,730	25,890	160	0.3%
54	Professional and Technical Services	26,000	26,010	10	0.0%
	Government	29,560	29,420	-140	-0.2%
	Self-Employed Workers	19,050	18,900	-150	-0.4%
51	Information	3,580	3,550	-30	-0.4%
55	Management of Companies and Enterprises	8,270	8,090	-180	-1.1%
21	Mining	*	*		
22	Utilities	*	*		

2022-2024 Short-Term Occupation Projections Top 100<sup>4</sup>

SOC	Job Title	2022 Empl.	2024 Empl.	Net Change
00-0000	Total, All Occupations	482,730	496,320	13,590
53-0000	Transportation and Material Moving Occupations	38,675	41,886	3,211
35-0000	Food Preparation and Serving Related Occupations	41,184	43,525	2,341
53-7000	Material Moving Workers	21,390	23,687	2,297
53-7051	Industrial Truck and Tractor Operators	7,178	8,875	1,697
35-3000	Food and Beverage Serving Workers	20,814	21,982	1,168
41-0000	Sales and Related Occupations	49,280	50,191	911
53-3000	Motor Vehicle Operators	14,093	14,906	813
29-0000	Healthcare Practitioners and Technical Occupations	31,850	32,652	802
13-0000	Business and Financial Operations Occupations	35,498	36,280	782

<sup>3</sup> [Short-Term Industry - Delaware Department of Labor](#)

<sup>4</sup> [Short-Term Occupation - Delaware Department of Labor](#)



<b>47-0000</b>	<b>Construction and Extraction Occupations</b>	<b>18,672</b>	<b>19,343</b>	<b>671</b>
35-2000	Cooks and Food Preparation Workers	12,385	13,052	667
<b>39-0000</b>	<b>Personal Care and Service Occupations</b>	<b>11,549</b>	<b>12,200</b>	<b>651</b>
<b>37-0000</b>	<b>Building and Grounds Cleaning and Maintenance Occupations</b>	<b>18,957</b>	<b>19,577</b>	<b>620</b>
29-1000	Health Diagnosing or Treating Practitioners	21,944	22,537	593
<b>43-0000</b>	<b>Office and Administrative Support Occupations</b>	<b>63,528</b>	<b>64,069</b>	<b>541</b>
<b>31-0000</b>	<b>Healthcare Support Occupations</b>	<b>19,495</b>	<b>20,030</b>	<b>535</b>
<b>11-0000</b>	<b>Management Occupations</b>	<b>25,798</b>	<b>26,317</b>	<b>519</b>
47-2000	Construction Trades Workers	13,812	14,319	507
35-2014	Cooks, Restaurant	4,246	4,732	486
<b>49-0000</b>	<b>Installation, Maintenance, and Repair Occupations</b>	<b>16,883</b>	<b>17,364</b>	<b>481</b>
35-3023	Fast Food and Counter Workers	9,251	9,730	479
41-2000	Retail Sales Workers	27,968	28,425	457
<b>25-0000</b>	<b>Educational Instruction and Library Occupations</b>	<b>29,768</b>	<b>30,190</b>	<b>422</b>
35-3031	Waiters and Waitresses	6,801	7,217	416
37-2000	Building Cleaning and Pest Control Workers	12,298	12,701	403
13-1000	Business Operations Specialists	20,307	20,702	395
13-2000	Financial Specialists	15,191	15,578	387
53-3032	Heavy and Tractor-Trailer Truck Drivers	5,620	5,988	368
<b>15-0000</b>	<b>Computer and Mathematical Occupations</b>	<b>17,375</b>	<b>17,708</b>	<b>333</b>
31-1100	Home Health and Personal Care Aides; and Nursing Assistants, Orderlies, and Psychiatric Aides	13,973	14,299	326
49-9000	Other Installation, Maintenance, and Repair Occupations	8,808	9,126	318
53-3033	Light Truck Drivers	4,061	4,359	298
41-2031	Retail Salespersons	13,662	13,940	278
31-1120	Home Health and Personal Care Aides	9,005	9,281	276
15-1200	Computer Occupations	16,165	16,439	274
35-9000	Other Food Preparation and Serving Related Workers	3,947	4,218	271
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	4,980	5,250	270
35-3011	Bartenders	4,055	4,316	261
<b>51-0000</b>	<b>Production Occupations</b>	<b>18,615</b>	<b>18,865</b>	<b>250</b>
43-5000	Material Recording, Scheduling, Dispatching, and Distributing Workers	6,588	6,833	245
43-4000	Information and Record Clerks	16,450	16,689	239
35-1000	Supervisors of Food Preparation and Serving Workers	4,038	4,273	235
51-3000	Food Processing Workers	5,705	5,922	217
29-1141	Registered Nurses	11,937	12,151	214
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	9,211	9,423	212
25-2000	Preschool, Elementary, Middle, Secondary, and Special Education Teachers	16,499	16,709	210
53-7065	Stockers and Order Fillers	5,556	5,765	209
39-5000	Personal Appearance Workers	3,932	4,138	206
33-9000	Other Protective Service Workers	4,452	4,657	205
41-4000	Sales Representatives, Wholesale and Manufacturing	4,438	4,639	201
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	3,511	3,710	199
29-2000	Health Technologists and Technicians	9,630	9,828	198
11-9000	Other Management Occupations	11,572	11,757	185
31-9000	Other Healthcare Support Occupations	5,002	5,178	176
51-3022	Meat, Poultry, and Fish Cutters and Trimmers	4,505	4,681	176
<b>33-0000</b>	<b>Protective Service Occupations</b>	<b>10,147</b>	<b>10,320</b>	<b>173</b>
41-3000	Sales Representatives, Services	8,032	8,204	172
37-2012	Maids and Housekeeping Cleaners	2,411	2,581	170
11-3000	Operations Specialties Managers	6,282	6,450	168
37-3011	Landscaping and Groundskeeping Workers	4,769	4,933	164
37-3000	Grounds Maintenance Workers	4,850	5,013	163
39-3000	Entertainment Attendants and Related Workers	1,626	1,782	156
43-6013	Medical Secretaries and Administrative Assistants	5,135	5,287	152
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	3,169	3,318	149
39-5012	Hairdressers, Hairstylists, and Cosmetologists	2,934	3,075	141
43-1000	Supervisors of Office and Administrative Support Workers	5,337	5,477	140
43-1011	First-Line Supervisors of Office and Administrative Support Workers	5,337	5,477	140
49-9071	Maintenance and Repair Workers, General	3,610	3,746	136

39-9000	Other Personal Care and Service Workers	3,062	3,197	135
47-2061	Construction Laborers	2,874	3,006	132
33-9032	Security Guards	3,026	3,157	131
11-1021	General and Operations Managers	4,698	4,828	130
43-4051	Customer Service Representatives	7,440	7,569	129
43-5071	Shipping, Receiving, and Inventory Clerks	2,549	2,677	128
13-1161	Market Research Analysts and Marketing Specialists	2,534	2,658	124
11-1000	Top Executives	5,380	5,501	121
13-1111	Management Analysts	4,105	4,223	118
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	3,686	3,800	114
47-2111	Electricians	2,393	2,506	113
21-1000	Counselors, Social Workers, and Other Community and Social Service Specialists	8,377	8,489	112
<b>21-0000</b>	<b>Community and Social Service Occupations</b>	<b>8,467</b>	<b>8,578</b>	<b>111</b>
11-3031	Financial Managers	2,510	2,618	108
31-9092	Medical Assistants	2,615	2,723	108
41-2011	Cashiers	12,459	12,567	108
39-3091	Amusement and Recreation Attendants	1,080	1,182	102
53-1000	Supervisors of Transportation and Material Moving Workers	1,722	1,824	102
25-1000	Postsecondary Teachers	4,794	4,894	100
39-9031	Exercise Trainers and Group Fitness Instructors	995	1,095	100
47-1000	Supervisors of Construction and Extraction Workers	2,384	2,484	100
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	2,384	2,484	100
15-1252	Software Developers	5,774	5,870	96
35-9021	Dishwashers	1,668	1,764	96
29-1171	Nurse Practitioners	969	1,061	92
13-2011	Accountants and Auditors	5,104	5,189	85
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	1,176	1,260	84
49-3000	Vehicle and Mobile Equipment Mechanics, Installers, and Repairers	5,000	5,084	84
35-2021	Food Preparation Workers	2,175	2,255	80
39-2000	Animal Care and Service Workers	1,617	1,697	80

## Program Progress and Results

Delaware has several funding streams that provide support for various populations. These include federal non appropriate special fun, state appropriated special funds, general funds, and partner funds. Success Stories in Appendix C.

## Federal Funds: Non-Appropriated Special Funds

### WIOA Wagner-Peyser

**Background:** Through Title III, Wagner-Peyser Employment Services focuses on providing basic services including skill assessment, labor market information, reports on training programs, job search and placement assistance and individualized career services, including career and vocational counseling. These services are offered and are available to anyone who is legally entitled to work in the United States regardless of age or employment status and provided through our American Job Center One-Stops. Delaware’s One-Stop system brings together workforce development, educational, and other human resource services in a seamless customer-focused delivery network that enhances access to programs and improves long-term employment outcomes for individuals receiving assistance. One-stop partners administer separately funded programs as a set of integrated streamlined services to customers.

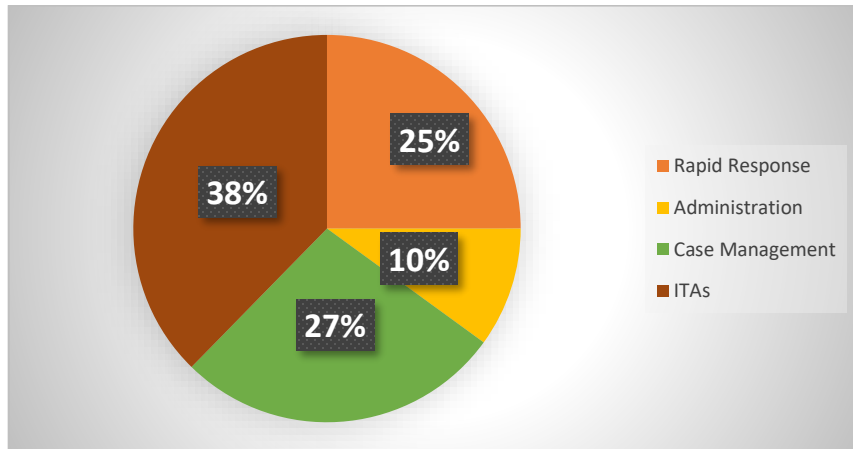
**The Vision:** To work in alignment with all partners to provide Delaware’s workers with the skills, credentials, and support necessary to secure and advance in employment with family-sustaining wages and to provide local employers with skilled workers the businesses need to succeed in a global economy.

*In PY22, 8,906 clients received career services including 589 veterans virtually, hybrid and in person. Also supports the Migrant Seasonal Farmworker Program that ensures farmworkers have equitable access to career services and works with employers to place job orders locally, conducts outreach to ensure*

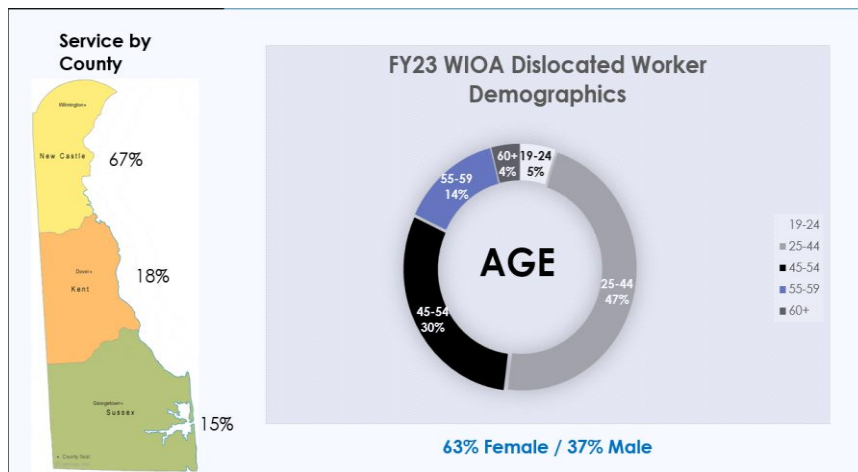
compliance. In PY22, 1,234 MSFW (US workers) arrived / outreached, and 113 housing inspections were conducted.

### WIOA Dislocated Worker

**Background:** The WIOA Title I Dislocated Worker program serves adults aged 18 or over who have been or will be dislocated from employment due to job loss, a mass layoff, or permanent business closure. The program also serves qualified displaced homemakers, spouses of members of the Armed Forces and previously self-employed individuals.



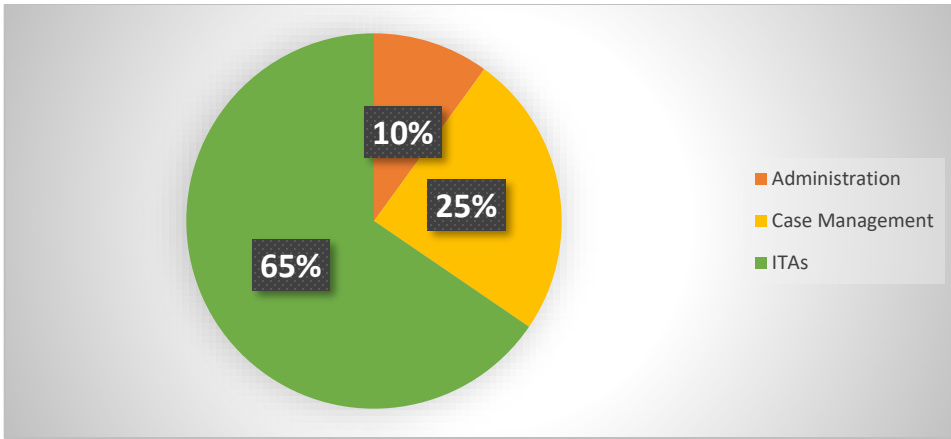
The goal of the Title I Dislocated Worker program is to assist individuals to reenter the workforce by providing career and training services. Career and training services include, but are not limited to, career counseling and planning, job search and placement assistance, job readiness training, on-the-job training, skill upgrading and retraining, transitional employment, adult education and literacy activities, and secondary and post-secondary education and training programs. Helps dislocated workers statewide who have been laid off due to closing, employee reduction, and natural pandemic.



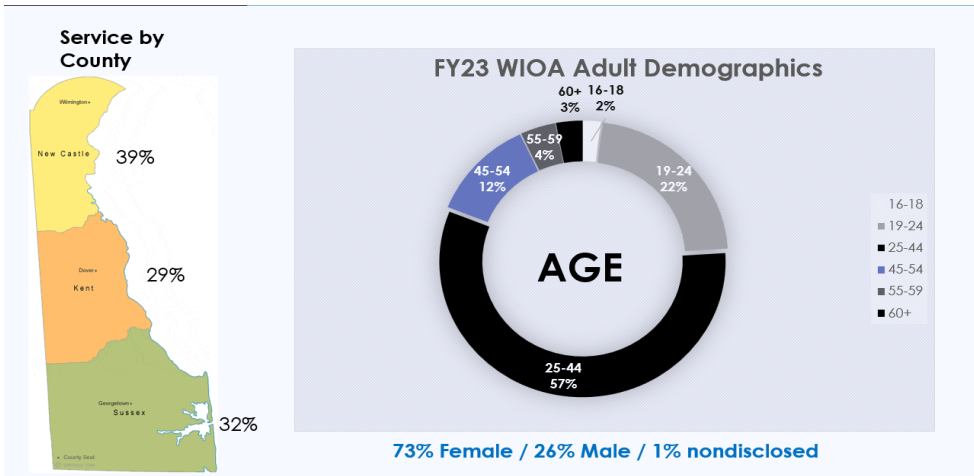
Provided ITA/Training for 124 participants and 125 career services in PY22. Of the funding received the above chart shows the breakdown of the budget.

### WIOA Adult

**Background:** Provides resources to serve individuals and helps employers meet their workforce needs. It enables workers to obtain good jobs by providing them with job search assistance and training opportunities. The WIOA Title I, Adult program serves individuals who are age 18 and older, entitled to work in the United States, and those who have met selective service requirements if applicable. Priority is given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.



The goal of the Title I adult program is to provide career and training services to increase employability and remove barriers to employment. Career and training services include, but are not limited to, career counseling and planning, job search and placement assistance, job readiness training, on-the-job training, skill upgrading and retraining, transitional employment, adult education and literacy activities, and secondary and postsecondary education and training programs.



Provided ITA/Training for 436 participants and 457 career services in PY22. Of the funding received the above chart shows the breakdown of the budget.

### WIOA In & Out of School Youth

**Background:** Provides resources to deliver a comprehensive array of youth services that focus on assisting out-of-school youth, ages 16-24 at enrollment, who have barriers to employment, and in-school youth, ages 14-21 who are in school but have barriers to completion, with one or more barriers to employment prepare for post-secondary education and employment opportunities, attain educational and/or skills training credentials, and secure employment with career/promotional opportunities.

The WIOA Title I Youth program connects eligible youth to a continuum of services and activities aimed at teaching youth to navigate the appropriate educational and workforce systems based on an established pathway.

Services are based on the unique needs of each individual participant, and includes but is not limited to:

- Creating awareness of career opportunities.
- Connecting youth’s skills, interests, and abilities to career opportunities.
- Assistance in addressing and overcoming barriers to education and training.
- A connection to education, training, and work-based learning opportunities.
- Support in attaining career goals.

To be eligible for WIOA Title I Youth program services, an individual must be:

- Between the ages of 16-24, not attending any school and experiencing a barrier to education or employment; or
- Between the ages of 14-21, attending school, low-income and experiencing a barrier to education or employment.

The goal of the Title I Youth program is to improve education and training outcomes for young adults for them to obtain and maintain meaningful self-sufficient employment.

*Served 259 youth and provided 300 career services in PY22.*

#### State Funds:

##### Blue Collar

Blue Collar allocates resources towards initiatives that furnish services, guidance, and assistance leading to participants securing unsubsidized employment or unsubsidized employment coupled with ongoing education tailored to their specific industry or occupation. This enables participants to actualize their career aspirations and implement their plan. All programs are obligated to adhere to the agreed-upon performance measures, offer training culminating in industry recognized certifications, administer assessments, incorporate compensated work experience, extend support in job search and placement, as well as provide retention services. Funds received through Blue Collar provide additional support for in-school youth, out of school youth, and adults.

##### Learning for Careers (LFC)

The purpose of LFC is to expand employer participation in youth employment programs in addition to increasing the number of youth served through summer youth employment programs, secondary school work-based learning and co-operative education programs, and postsecondary work-based learning and clinical/experiential learning programs. DWDB, with a partnership with DOL-DET, and DOE works to engage employer groups, chambers, and associations in creating paid work experiences for youth.

*This program engaged over 52 students in work-based learning in PY22.*

##### Today's Reinvestment Around Industry Needs (TRAIN)

TRAIN's goal is to engage providers to support employers in identifying workforce training need and then provide support around creating a solution. The solution is to provide targeted education and training to individuals, with a focus on serving unemployed and/or underemployed, to ensure Delaware employers have the talent they need to compete and grow.

*In PY22, this program engaged 24 employers and trained over 81 individuals in Phase II.*

#### Elevate Delaware:

Elevate Delaware provides tuition for an eligible individual to attend an approved noncredit certificate program that provides industry-accepted skill training and certification. Participants must be currently employed within a Delaware business that employs under 51 employees. This program was established to provide tuition reimbursement and/or supportive services (up to \$10,000) for currently employed individuals to obtain additional training for career advancement.

Elevate Delaware is intended to do all the following:

1. Preserve jobs for Delaware residents and small businesses.
2. Assist Delaware residents who need skills for promotion or to obtain higher paid employment.
3. Assist small businesses in Delaware who need employees that have obtained certification for specific skills.

<b>Elevate Delaware - CLIENT UPDATE</b>		
<b>Industry</b>	<b>Enrollment</b>	<b>Program Completion</b>
Construction/Trades	6	1
Healthcare	15	7
Hospitality		
Information Technology	4	3
Logistics/Transportation	8	2
Retail Trade		
Office Administrative Services / Business	24	12
Education / Teacher	9	2
Manufacturing		
Finance and Insurance	1	
Language	1	
Other / Miscellaneous	16	4
<b>Grand Total</b>	<b>84</b>	<b>31</b>

### Focus on Alternative Skills Training (FAST)

Focus on Alternative Skills Training Program provides tuition for an eligible individual for an approved nondegree credit certificate program that provides industry recognized skill training and certification.

Individual must be a resident of Delaware, has attained any of the following:

- a. A diploma from a Delaware public, charter, or nonpublic high school, or homeschool.
- b. A Diploma of Alternate Achievement Standards under § 152 of Title 14.
- c. A Delaware secondary credential.

Enrolled in an approved nondegree credit certificate program no later than 24 months after graduating from high school. The total amount of FAST payments for each eligible individual may not exceed \$10,000.

*To date, Delaware has awarded contracts with in-school youth, out-of-school youth, and adult providers to engage the targeted population.*

### Summer Youth

The Delaware State Summer Youth Program provides summer employment experiences for low-income youth ages 14 – 21. All projects employing youth are designed for a ten-week period between June and August. All employment experiences provide youth a meaningful work experience while gaining exposure to the working world and its requirements.

*In 2023, 470 youth participated in the Summer Youth so far (year-round cohort not complete). Over 160 unique worksites were utilized statewide to offer experiences to participants.*

### Temporary Assistance for Needy Families (TANF)

Delaware’s TANF Team is a partnership between the Department of Health and Social Services, Division of Social Services, the Department of Labor, Division of Employment and Training, the Economic Development Office, Workforce Development, and the Department of Transportation, Delaware Transit Corporation. TANF funds are contracted to agencies to fund two programs:

1. Employment Connection services help TANF recipients obtain and maintain full-time unsubsidized employment or participate in a combination of work activities in order to receive their cash grant.
2. Keep a Job services to provide employment retention assistance to participants who have obtained unsubsidized employment that results in maintaining employment and achieving long term economic independence, including income growth.

The TANF program administered through a joint effort with the Division of Social Services (DSS) and the Delaware Department of Labor goal is to give people temporary help until they get a job. Within the

program both the State and the TANF client have responsibilities. The State provides positive incentives for the family to become self-sufficient and self-supporting. Time on TANF is limited for most people, up to 36 months, but they must work or participate in work related activities for 30 hours a week to receive a TANF check.

*In PY22, DET enrolled 168 clients, 780 job placements and provided services to over 1000 clients.*

#### **APEX:**

Provides opportunities to individuals with criminal histories who wish to obtain gainful employment. The program aims to accomplish this by helping clients through the pardons and expungement process, providing employer education, and advancing legislative reform. Staff provide these clients an overview of DET services that includes Fidelity bonding, Training opportunities, Workshops, Resume and Job search assistance, etc.

*With partnership and financial support from the CJC, DHSS and DVR, over 8,000 justice involved individuals were outreached, 479 new DJL enrollments, 240 pardons granted, 365 expungements granted, 58 ITAs and over 1,500 supportive services provided in FY23.*

#### **Additional Non-Appropriated Special Funds**

##### **Reemployment Services Eligibility and Assessment Program (RESEA)**

RESEA is a required partner in the broader public workforce system and provides unemployment benefits to individuals who have lost their employment through no fault of their own and who otherwise meet initial and continuing UI eligibility requirements. RESEA is intended to increase the use and availability of evidence-based reemployment interventions and strategies. The permanent RESEA program has four purposes:

1. Reduce UI duration through improved employment outcomes,
2. Strengthen UI program integrity,
3. Promote alignment with the vision of the Workforce Innovation and Opportunity Act (WIOA), and
4. Establish RESEA as an entry point to other workforce system partners.

*During the period January 1, 2022, to December 31, 2022, 1,588 RESEA participants received services.*

##### **Jobs for Veterans Grant (JVSG)**

to hire dedicated staff to provide individualized career and training related services to veterans and eligible persons with significant barriers to employment (SBEs), and helping employers fill their workforce needs with job-seeking veterans. The JVSG funding supports the Disabled Veterans' Outreach Program (DVOP) specialist position, Local Veterans' Employment Representative (LVER) staff, and Consolidated Position staff. DVOP specialists provide individualized career services to veterans experiencing significant barriers to employment, with an emphasis on assisting veterans who are economically or educationally disadvantaged. Veterans facing these barriers include homeless veterans and vocational rehabilitation clients. LVER staff conduct outreach to employers and business associations and engage in advocacy efforts with hiring executives to increase employment opportunities for veterans and encourage the hiring of disabled veterans.

*In PY22, over 500 employers were outreached to connect case managed veterans with employment opportunities statewide.*

##### **Work Opportunity Tax Credit (WOTC)**

The purpose of the WOTC program is to improve employment opportunities for hard-to-place job seekers by providing a tax credit to the employer who hires and maintains that employee. Employers make the hiring decision and there is no limit to the number of new hires who can qualify an employer for the tax savings.

*In PY22*

- 14,405 applicants processed and
- 9,143 certifications.

### Foreign Labor Certificate (FLC)

To determine the availability of U.S. workers and the potential adverse effect on wages and working conditions that the admission of foreign workers might have on similarly employed U.S. workers before employers can obtain a labor certification. The FLC office advises employers, applicants, and foreign workers as appropriate regarding requirements for labor certification programs and advertise job openings consistent with non-Foreign Labor Certification advertisements to reach and interest the maximum number of U.S. workers.

*In PY22, 1,516 H2-A Workers (non-US) arrived /outreached and there were 27 multi-opening job orders processed.*

### Fidelity Bonding Grant

**Federal Bonding Program** - The Federal Bonding Program provides fidelity bonding insurance coverage to ex-offenders and other high-risk job applicants who may be denied coverage due to issues that may include but not be limited to work experience, poor credit history or a criminal background. At no cost to the employer or employee the bonds are issued by a national insurance firm ranging in the amounts of \$5,000 to \$24,000 per person for a period of up to one year.

*In PY22, 150 bonds were issued to employers.*

### Trade Act Assistance

Provides adversely affected workers who were laid off due to a mass layoff or plant closure with opportunities to obtain the skills, credentials, resources, and support necessary to (re)build skills for future jobs.

*In FY23, 5 qualified clients continued to receive career services.*

### COVID National DWDG

Assist dislocated, unemployed, and underemployed workers with employment and training services.

Including training opportunities through ITAs and OJTs.

*During the period of performance, July 1, 2020, through September 30, 2023, the enrollment goal of 268 was achieved including 38 On the Job Training (OJT) contracts, 178 Career Scope Assessments and 87 ITAs.*

### H-1B One Workforce Grant

H-1B One Workforce Grant provides training and related activities to assist workers in gaining the skills and competencies needed to obtain or upgrade employment in high-growth industries or economic sectors. The goal is to prepare Delawareans for high skill jobs, reducing the dependence on foreign labor.

*During the period of performance from February 1, 2021, to January 31, 2025, the enrollment goal is 708 and there are 408 enrollments.*

### Additional Programs

#### Business Unit

Realigns the Office of Apprenticeship and Training (OAT) and the Business Services Representatives. *There were approximately 27 job fairs, which included an estimated 4,627 job seekers and over 1,008 employers.*

#### Registered Apprenticeship

Registered Apprenticeship is a proven method of training involving on-the-job work experience coupled with related instruction, typically offered in a classroom setting. Registered apprentices work for their employer or sponsor and are paid while they learn their respective trade. Registered Apprenticeship, in simple terms, is a program of "learning while earning." Apprenticeships combine a full-time job with



training—and prepare workers to enter in-demand careers. Apprenticeships provide affordable pathways to high-paying jobs and careers without the typical student debt associated with college. Career seekers can find apprenticeships in industries such as information technology, finance and business, healthcare, hospitality, transportation, and manufacturing.

*Current Total Apprenticeship and Training Totals:*

- 482 Sponsors (Employers)
- 1,707 Registered Apprentices
- 613 New Apprenticeships
- 222 New Journeymen

**Pre-Apprenticeships:** Pre-apprenticeship is a program or set of services designed to prepare individuals to enter and succeed in a Registered Apprenticeship program. A pre-apprenticeship program, by definition, has a documented partnership with at least one Registered Apprenticeship program.

*There are four new Registered Pre-Apprenticeship programs implemented in PY22.*

### Customer Satisfaction Survey

Customer Satisfaction surveys are completed by participants in workshops and staff review the feedback to make improvements.

### Management Information System (MIS) Unit

During PY22, DET has worked with both AJLA and internal staff to develop Tableau reports and dashboards, as well as processes that benefit services for the clients. There are new graphs currently available showing job orders by location with an interactive map. There is also a Fiscal report that shows how much was paid to each training provider and program. These enhancements allow targeted outreach for specified clients with contact information for outreach efforts. Regular training meetings have been conducted with administrators and program managers to show the enhancements, including federal reporting requirements.

### Data Validation

Data validation is performed on a quarterly basis between MIS and Contracts Unit. Required annually, but best practice, we perform quarterly. As part of our annual report certification, we confirm that data validation was completed throughout the year.

Results for WIOA programs below.



## Equal Opportunity Accomplishments

The main function of the Equal Opportunity (EO) officers is to ensure that all WIOA Title I program, activities, and services that it administers comply with WIOA Section 188 and Nondiscrimination and Equal Opportunity Regulations at 29 CFR Part 38. A primary goal of the EO officers is to facilitate the integration of equal opportunity and nondiscrimination principles into the administration, management, and delivery of programs and services throughout Delaware's Workforce System. The EO officers are updating and revising the EO/nondiscrimination plan according to Section 188 of WIOA. In addition to monitoring recipients for compliance with WIOA Section 188 and nondiscrimination provisions, policies, and procedures, the EO officers monitor participation rates among recipients of WIOA Title I programs and provides equal opportunity technical assistance to program providers. Challenges in PY22 include three new State Equal Opportunity Officers. New officers require time and training.

## American Rescue Plan Act (ARPA)

In October 2021, Governor Carney dedicated \$51,000,000 of the American Rescue Plan act (ARPA) funding to workforce. The Governor's office, Delaware Department of Labor, Division of Employment and Training, and the Delaware Workforce Development Board all have projects underway. Full Recovery Plan and Performance report can be found [here](#).

**Governor's Office ARPA Proposals Funded:** The overarching goal of ARPA funds dedicated to workforce is to assist unemployed or underemployed individuals with job training, summer youth, and to achieve certifications and additional education. Delaware is focusing on long-lasting impact to better equip Delawareans for the workplace, and to have resilience as a state for the changing job market.

### **Pathways, \$7,300,000: This project has several components.**

- Tech School Career Pathways Project: Three districts redesigned programming in electric to launching over 300 students. In the past school year, 400 students placed in apprenticeship. Revamping the programming will increase the amount of college credit (via articulated agreements and dual enrollments) earned prior to graduation. Next Pathways to redesign include Masonry, Welding, Construction, HVAC, and Plumbing.
- Middle Grades Pilot Program: Implement career exploration models for students in middle school. To date, this pilot is launched in 10 schools and will touch 5,500 students.
- Tech Council of Delaware: This is an industry council focuses on Technology and Technology adjacent careers. To date, the council launched the Yes, We Tech! program as a collaboration between s training provider, community organization, and employers to engage high school students learning in-demand workplace skills, digital proficiency, and attain an industry-relevant certification. These students participated in a combination of activities to expand their knowledge of workplace standards and employer expectations. Six worksite employers across various industries provided on-the-job learning to support the interns with practicing and refining digital and durable skills learned in the classroom to ensure high school students have essential skills to compete in the labor market.

### **Healthcare Research, Academy of Medicine, \$5,000,000: This project has several components.**

- Delaware Health Force: To gather and aggregate data, introduce geographic mapping and population demographics/trends within the industry.
- Mini Medical School Expansion: Encouraging youth to consider a career in healthcare creating homegrown professional. *101 participants as of July 2023.*
- Expansion of Student Financial Aid Program: Extending to nurses, medical, and dental assistants, and behavioral health professionals as determined to be in a shortage status within Delaware workforce. First loans began in Spring 2023.
- Graduate Medical Education Expansion Program: Operate statewide at booth physician and higher-level medical graduate levels in other disciplines. Current contract with Christiana Care.

**Zip Code, \$4,500,000:** Break into Tech Scholarships under a “Pay for Success model”. Financial support for low- to moderate-income Delaware residents making the transition from minimum wage jobs, underemployment, or unemployment into tech careers with sustainable wages. Goal is to produce over 200 Java Software Developers and Data Engineers over the next three years.

- *Total client service results from Q1 2022 through Q2 2023:* •
  - *Total Clients Served: 48*
    - *Voluntary withdrawals: 04*
    - *Completed training: 44*
  - *Status of 48 Clients:*
    - *Voluntary withdrawals: 04*
    - *Currently in training: 11*
    - *Job seeking: 14 (as of June 30, 2023)*
    - *No Longer Job Seeking: 03*
    - *Employed: 16 (as of June 30, 2023)*

**Tech Impact, \$3,000,000:** This project is focused on attracting and keeping talent in Data Scientists here in Delaware. Participants complete a one-year fellowship upskill their data and soft skill capabilities. Participants are then placed on projects with local organizations (including state agencies) focused on public health initiatives providing support in data analysis. *One cohort is complete, second cohort currently in progress. Total fellows to date: 7, 6 placed in jobs, 5 in Delaware based companies.*

**LEEP Pathways to Apprenticeship, \$3,000,000:** LEEP’s newly funded contractor development initiative Pathways to Business (P2B) was designed to expand on their pathways program by including minority businesses in their efforts. The P2B program is committed to providing Delaware minority, woman owned, veteran, small and emerging construction/contracting firms with the tools necessary to become competitive bidders on public works and private construction projects throughout the state. By strengthening these businesses, our goal is to empower them with the resources they need to hire and train a newly expanded workforce and to grow our local economies. *14 companies, all women/minority owned with 75 full time employees.*

**United Way OGOV Fellowship, \$1,000,000:** The program will use APRA funds to support elementary and middle school aged youth to enroll in high-quality summer learning experiences. Program is designed to promote peer engagement, positive community relationships and develop college/career skills and orientation. *47 Fellows and 475 campers were served through this project.*

**Delaware Restaurant Association, \$1,450,000:** provide workforce development training and other support services for Delaware’s restaurant industry. DRA and its philanthropic educational Foundation (DRF) seek to provide nationally recognized curriculum and workforce development management and other career advancement for Delaware’s restaurant and hospitality industry workforce. *The DRA has already exceeded expectations and delivered training opportunities to 12,458 individuals over the entire grant cycle who have registered on our site and downloaded course materials/access to programs, with 7,458 credentials earned (some participants may earn more than one credential of completion, while others may obtain training but may not pass certification exams or complete training).*

**Code Differently, \$750,000:** Comprehensive workforce training to eligible individuals throughout Delaware, with a focus on unemployed adults seeking new opportunities and existing adult workers looking to upskill or reskill. 28 participants to date with more than 80% of the trainees from underrepresented groups in tech field, showcasing commitment to diversity and inclusion.

**Faithful Friends, \$250,000:** Grants funds used for the implementation of an animal welfare education and career training program in partnership with New Castle County Vocational Technical School. : NCVTT students will gain an understanding of animal shelter management including animal and housing care responsibilities, volunteer and staff integration, and introduction to veterinary technician and nursing care. *The first student began in June 2023.*

**Kind to Kids, \$600,000:** The objective of Kind to Kids Foundation's UGrad Education Program is to improve educational outcomes for Delaware's students in foster care, specifically high school graduation rates and grade succession rates. The primary goals of the program are:

1. Increase grade succession rates for children in foster care
2. Increase high school graduation rates for children in foster care
3. Improve academic success for children in foster care.
4. Facilitate academic or career success for youth aging out of foster care and transitioning to young adulthood

*The statewide program currently has 60 students enrolled.*

**DelDOT Generic Workforce, \$600,000:** A workforce training program through Delaware Department of Transportation Workforce Development Academy. This program works to increase the participation of women, minorities, and disadvantaged persons in highway construction industry. *To date, participants include Black Africa/American (2) Hispanic (1) White (2) Other (1).*

**DelTech CNA National Guard, \$270,000:** This program was implemented to combat pandemic experienced staffing shortages in local hospitals and healthcare facilities the College trained Delaware National Guardsmen and Guardswomen for placement/assignment of newly trained CNAs into healthcare/hospital facilities in order to increase beds available and reduce patient boarding at the state's hospitals, reducing delays in moving patients from emergency departments who require inpatient treatment to a hospital bed

**Technology Park Business Accelerator, \$250,000:** This project is to foster entrepreneurs building products and services to improve financial health and equity of the low to moderate income community. The incubator will accommodate *20 early-stage companies or entrepreneurs. Strong interest has been demonstrated through the community and a short list of about 10 entrepreneurs already identified.*

**DelDOT CDL Training, \$240,000:** A workforce training and development project for classified drivers that meet certain qualifications. *Funds have assisted 63 people in being able to attain their CDL license.*

**DelDOT Keep Litter Free, \$228,663:** This program engaged 20 personnel to help clean up Delaware's highways and other transportation areas. *To date, the Delaware Department of Transportation, under this program, was able to remove 9,149 bags of trash from roadways. There were 20 personnel that started during the ARPA timeframe and has continued with the vendor.*

**DelDOT Western Sussex, \$210,000:** This program seeks to create awareness and stimulate interest among high school students in the western part of Sussex County. Awareness includes information about the vast transportation and science technology, technology, mathematics, and engineering or STEM related careers available. This is a four-week program that provides opportunities to explore jobs in transportation and STEM industry through field trips and hands on activities. *To date, participants include Black African/American (3) Hispanic(1) White (0) Other (1).*

**DWDB ARPA Proposals Funded:**

**Business Liaisons, \$500,000:** Business Liaison program to build the foundation for an alignment between the State, industry, and education/training providers to meet the needs of Delaware's businesses. The overarching goal of the Business Liaison program is to introduce a structured employer engagement process that establishes a two-way communication pathway to understand business hiring needs, to provide input into training programs, and to expedite the hiring process for qualified employees. After the Business Liaison program is complete, we will have strong processes and systems in place, along with behaviors cultivated during the program. *As of June 30, 1,321, businesses contacted with 266 full company interviews.*

**Career Exploration APP, \$1,500,000:** This program seeks to engage job seekers as well as reengage those that have abandoned the workplace with job opportunities and training programs via a technology focused Career Exploration APP that maximizes our ability to connect unemployed and underemployed.

**Workforce Innovation, \$3,000,000:** The Delaware Workforce Development Board (DWDB) is seeking innovative training programs and nontraditional training delivery methods to help Delawareans find employment opportunities in high growth, high demand and/or emerging industries. The goal of this initiative is to establish at least 5 new training programs, across all counties, within industries identified as growth or emerging sectors. The target audience for participation in the programs includes unemployed or underemployed individuals, unemployed women, and particularly those that may face barriers to employment.

#### **DET ARPA Proposals Funded:**

**On the Job training (OJT) \$1,000,000:** This funding is used for a workforce initiative to reimburse businesses that provide on-the-job training opportunities to support those looking for work while addressing their own staffing shortages. This program is to ensure that individuals who were rendered unemployed or underemployed due the mandatory job shutdowns may be provided with the opportunity to put current skills to work as well as gain additional skills via on-the-job training with an employer who would benefit from assisted employee placement within jobs where employers have a need for workers.

- *.ARPA OJT Participants to date: 7*
- *Two Employer participants, 4 certifications obtained, and 100% employee retention after program (90-day period).*

**The Focus on Alternative Skills Training (FAST) \$500,000:** This program provides tuition up to \$10,000 for recent high school graduates for an approved non-degree credit certification program in impacted industries that provides industry skills training and recognized credential certifications.

- *Being Implemented- DET has awarded contracts to four providers (Career Team, Delaware Futures, West End Neighborhood House, Jobs for Delaware Graduates) at \$95,000 each.*

**Tableau Enhancement \$500,000:** Upgrades and enhancements for Tableau reports for DJL to include new filters for case management reports, interactive dashboards, custom reports, and dashboards. Enhancing Tableau will assist in reaching workers affected by COVID-19 by allowing staff to track and target clients for outreach.

- *Being Implemented- DET has begun discussions with AJLA and submitted some tickets for Tableau project. No official enhancement charges yet.*

**Forward Delaware (second iteration of the program), \$3,000,000:** High quality occupational skills training and/or workforce preparation programs for adult career entrants or adult career changers. Agreements with specific industry (e.g., Healthcare) and included all occupational skills training programs that lead to a job within the funded industry (e.g., CNA, LPN, Patient Care Tech).

- *Short-term training designed to assist Delaware workers and their families who have been impacted by the COVID-19 crisis. Targeted areas of; Healthcare and Warehouse/Logistics/Transportation.*

- Supportive services will also be available for individual needs to include transportation, childcare, tools, uniforms, one-time personal expenses payment, etc.
- Industry focus is based on high demand occupations.

**Forward Delaware OST Training Program (third iteration of the program) \$3,000,000:** Targeted occupational skills training in, high demand industries, that can lead to persons becoming gainfully employed. • Short-term training designed to assist Delaware workers and their families who have been impacted by the COVID-19 crisis. This initiative targets the areas of; Healthcare and Warehouse/Logistics/Transportation. Programs will be offered statewide. • Supportive services will also be available for individual needs to include transportation, childcare, tools, uniforms, one-time personal expenses payment, etc. • Industry focus is based on high demand occupations. Training providers are identified based on Forward DE performance goals achieved.

- *Being Implemented- The Subrecipient Agreements are fully signed for the following:*
  - *Delaware Skills Center-*
    - *Healthcare (\$421,866)*
    - *Construction (\$532,080)*
    - *Information Technology (\$250,000)*
  - *Blindsight- Healthcare (\$210,000)*
  - *Sussex Tech- Healthcare (\$178,729)*
  - *Polytech-*
    - *HVAC (\$95,280)*
    - *Electrical (\$47,640)*
  - *Food Bank-*
    - *Warehouse/Log (\$110,350)*
    - *Culinary (\$200,769)*
  - *American Driver Academy- CDL (\$148,700)*

**GED (Test of General Education Development) GED®/HS Diploma Program /UI Claimants**

**\$175,000:** This program will provide incentives to individuals that have self-identified in Delaware Job Link as not having a high school diploma or GED. This program provides skills upgrade training that prepares qualified unemployment claimants to earn a high school credential and a \$500 one-time incentive payment who earn their GED within 6-8 months from enrollment.

- In Progress- DOE has revised the MOU to include a termination sentence. Awaiting DOE to return to DET for signature.
- To serve approximately 250 UI Claimants.

**Pre- Apprenticeship Training \$2,500,000:** Pre-apprenticeship program seeks to create a qualified pipeline of Register Apprentices (RA) and to expand the underrepresented, disadvantaged, or low-skilled population that participate in RA. PreApprenticeship programs provide programming aimed to close the gap in qualifications for individuals not qualifying for a Registered Apprenticeship position.

- *Being Implemented- The Subrecipient Agreements are fully signed, and programs will begin July 1, 2023, for the following:*
  - *Delaware Skills Center: Plumbing Pre-Apprenticeship - \$298,390*
  - *LEEP: Constructions/Union Pre Apprenticeship - \$780,340*
  - *NERDiT: IT Pre Apprenticeship - \$115,396*
  - *Polytech Adult Education: Aircraft Mech Pre Apprenticeship – \$160,880*
  - *The Challenge Program: Furniture Pre-Apprenticeship - \$222,480*

**DOL ARPA Proposals Funded:** (This proposal directly prompts and enhances the outreach for training activities in the state).

**Marketing and Communication. \$2,500,000:** This project will assist with the promotion and marketing of the agency's workforce-related programming to increase employment services to those unemployed and underemployed. It will help get the message out with attention on the resources DOL has to be able to help

workers upskill and find employment in Delaware. DOL, primarily through its Division of Employment & Training, will highlight the one stop nature of its resources and programs that make assistance much more accessible to individuals seeking help finding career guidance or employment. ARPA project results.<sup>5</sup>

#### Other Programs of Interest:

**Meeting People Where They Are Initiative** – The goal of this initiative is meet clients in the community in conjunction with current and new partners with an objective of providing information regarding DOL and E&T services while also increasing the foot traffic at the AJCs by advertising via word of mouth and community involvement.

*Recent events included:*

- 6/29/2023 *Farmers Market – Glasgow Park*  
*74 Job Seekers / 12 Vendors / 2 Staff Members*
- 6/28/2023 *Code Purple – Health and Social Services*  
*25 Job Seekers / 14 Vendors / 1 Staff Member*

**CAREER Dislocated Worker Grant** (Comprehensive and Accessible Reemployment through Equitable Employment Recovery):

Career and training services will be provided by expanding accessibility and capacity through virtual platforms and other technology to reach and serve larger numbers of dislocated workers to include mass email and text, photo headshots, video cover letters, referrals, homepage redesign, virtual job fair, calendar scheduler, chat feature, automatic capture of services, and enhanced artificial intelligence to referral of other services. DET will also upgrade all conference rooms with the latest technology and equipment to be able to serve clients in an interactive hybrid format, both virtually and in person.

#### Research Projects:

DWDB received a Statewide Planning Grant from the U.S. Economic Development Administration. Delaware's Statewide Planning Grant will analyze the needs of persistent poverty communities and formulate strategies to decrease disparities between those communities and more prosperous areas. Working with partners, DWDB is conducting a several statewide skills assessment and analysis to identify workforce development and training needs based on employer demand. The DWDB is analyzing the state's innovation and entrepreneurship assets, including mechanisms to access capital and equity financing to support business development and expansion, and identify gaps in access to capital for underserved rural and urban communities.

DWDB has commissioned the following studies:

1. A detailed statewide labor force studies with special emphasis on the Promise Communities.
2. An analysis of employer needs in or adjacent to the Promise Community zip codes.
3. A statewide skills assessment, with special emphasis on the 17 Promise Community zip codes.
4. Determine the delta between employer needs and job seeker skills and employment interests in Promise Communities.
5. A gap analysis of wrap around services and service providers in and around the Promise Communities.
6. An entrepreneurial resource study for underserved communities.

The DWDB will use this data to develop a holistic strategic plan to bolster regional economic activity and increase the number of Delawareans in unsubsidized employment. The DWDB estimates this project will end in the spring of 2024. Progress reports in Appendix D.

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<sup>5</sup> [2023-Recovery-Plan-and-Performance-Report.pdf \(delaware.gov\)](#)



Appendixes:

Appendix A: Division of Employment and Training (DET) Annual Report



STATE OF DELAWARE

DEPARTMENT OF LABOR

DIVISION OF EMPLOYMENT AND

TRAINING

RICHARD FERNANDES  
761-8159 DIRECTOR

4425 NORTH MARKET STREET, THIRD FLOOR  
WILMINGTON, DE 19802

TELEPHONE: (302)

Date: November 13, 2023

To: Delaware Workforce Development Board

From: Richard Fernandes, Director Division of Employment and Training Re:

Division of Employment and Training (DET) Annual Report

Below is a summary of our implemented initiatives and accomplishments over the past year and proposed programs and grants for the upcoming year.

### Implemented

DET has implemented the following:

- Streamlined and improved the continuity of operations through standardized policies with procedures. This process allows supervisors and managers the ability to create operating manuals for staff by putting together the relevant policies and procedures into one training guide.
- Enhanced virtual platforms such as Zoom and Microsoft Teams for staff to continue providing services including all workshops. With Microsoft TEAMS, an online scheduling mechanism was created for all AJC staff to access and view statewide who is scheduled or to schedule clients at each AJC for workshops, or appointments with AJC staff in person and virtually.

### Accomplishments

**APEX:** The Advancement through PARDONS and EXPUNGMENT Program (APEX) provides opportunities to individuals with criminal histories who wish to obtain gainful employment. With partnership and financial support from the CJC, DHSS and DVR, over 8,000 justice involved individuals were outreached, 479 new DJL enrollments, 240 pardons granted, 365 expungements granted, 58 ITAs and over 1,500 supportive services provided in FY23.

**Appropriated Special Funds (Blue Collar):** Provides funds to state agencies and public sector organizations to train economically disadvantaged individuals and others with barriers to employment. Served 570 youth and adults in FY23.

**Forward Delaware ARPA Extension:** DET created the Rapid Workforce Training and Redeployment Initiative. This short-term training, titled Forward Delaware Extension, is designed to assist workers and their families who have been impacted by the COVID-19 crisis.

*MISSION STATEMENT:*

*"TO PROVIDE SERVICES ENABLING EMPLOYERS AND JOB SEEKERS TO MAKE INFORMED  
EMPLOYMENT AND TRAINING CHOICES LEADING TO EMPLOYMENT."*

This consists of 4 contracts with training providers with 123 enrolled in healthcare, 35 in Construction/Trades and 148 in Logistics/Transportation statewide. There were 239 Program completion, 193 employments, and 32 in advanced training. DET also assisted American Driver Training Academy in purchasing an additional tractor trailer to be able to provide more training classes due to the high demand and employer need for CDL drivers.

**Business Unit:** Aligns the Office of Apprenticeship and Training (OAT) and the Business Services Representatives. There are 482 active Apprenticeship and Training Employer Sponsor programs, and a total of 1,707 apprentices. In FY23, there were 613 newly registered apprentices and 222 that graduated to obtain Journey person status. There were 4 new Registered Pre-Apprenticeship programs implemented. DET is currently promoting expansion of traditional and non-traditional trades with formula funding from ETA (SAEF). There were approximately 27 total job fairs, which included an estimated 4,627 job seekers and over 1,008 employers.

**COVID National DWG:** Assist dislocated, unemployed, and underemployed workers with employment and training services. Including training opportunities through ITAs and OJTs. During the period of performance, July 1, 2020 through September 30, 2023, the enrollment goal of 268 was achieved including 38 On the Job Training (OJT) contracts, 178 Career Scope Assessments and 87 ITAs.

**Elevate Delaware:** Provides tuition and supportive services, up to \$10,000, to Delaware residents who have obtained a high school diploma, Diploma of Alternate Achievement Standards, or a Delaware secondary credential such as a GED, have enrolled in an approved non-degree credit certificate program, and work for a small employer under 51 employees. In FY23, there were 84 enrollments.

**Fidelity Bonding:** provides fidelity bonding insurance coverage to ex-offenders and other high-risk job applicants who may be denied coverage due to issues that may include but not be limited to work experience, poor credit history or a criminal background. At no cost to the employer or employee the bonds are issued by a national insurance firm ranging in the amounts of \$5,000 to \$24,000 per person for a period of up to one year. In FY23, 150 bonds were issued to employers.

**Foreign Labor Certification (FLC):** To determine the availability of U.S. workers and the potential adverse effect on wages and working conditions that the admission of foreign workers might have on similarly employed U.S. workers before employers can obtain a labor certification. The FLC office advises employers, applicants, and foreign workers as appropriate regarding requirements for labor certification programs and advertise job openings consistent with non-Foreign Labor Certification advertisements to reach and interest the maximum number of U.S. workers. In FY23, 1,516 H2-A Workers (non-US) arrived /outreached and there were 27 multi-opening job orders processed.

**H-1B One Workforce Grant:** training and related activities to workers to assist them in gaining the skills and competencies needed to obtain or upgrade employment in high-growth industries or economic sectors. These grants are supported by user fees paid by employers seeking high skilled foreign workers under the H-1B visa program. The goal of the training

grants is to prepare Americans for high skill jobs, reducing the dependence on foreign labor. During the period of performance from February 1, 2021, to January 31, 2025, the enrollment goal is 708 and there are currently 408 enrollments.

**Jobs for Veterans State Grant (JVSG):** Disabled Veterans Outreach Program Specialists (DVOP) and Local Veterans Employment Representatives (LVER) are staff assigned to the American Job Centers to provide preferential employment, reemployment, and training services to U.S. military veterans and provide services to employers to hire veterans. In FY23, over 500 employers were outreached to connect case managed veterans with employment opportunities statewide.

**Learning for Careers:** Engage business community in a planning process that results in the creation or expansion of paid work experiences for youth and adult learners. The purpose is to increase employer participation in student education, training, and employment programs that leads to an increase in the number of youth served through summer youth employment or other DOL funded programs; or secondary school students participating in work-based learning and/or co-operative education programs; or postsecondary students participating in work-based learning and/or clinical/experiential learning programs. This program engaged over 52 students in work- based learning in FY23.

**MIS Unit:** During FY23, DET has worked with both AJLA and internal staff to develop Tableau reports and dashboards, as well as processes that benefit services for the clients. There are new graphs currently available showing job orders by location with an interactive map. There is also a Fiscal report that shows how much was paid to each training provider and program. These enhancements allow targeted outreach for specified clients with contact information for outreach efforts. Regular training meetings have been conducted with administrators and program managers to show the enhancements, including federal reporting requirements.

**Reemployment Services Eligibility and Assessment program (RESEA):** Partnership with Unemployment Insurance and provides early intervention for UI claimants who are most likely to exhaust their UI benefits. Delaware's RESEA program provides early intervention reemployment services to UI claimants who are most likely to exhaust their UI benefits. RESEA funds are used to assess the continued eligibility for Unemployment and reemployment needs of UC claimants in the targeted populations identified by the state and to provide reemployment services to RESEA participants, including reemployment services to which RESEA participants are referred. During the period January 1, 2022, to December 31, 2022, 1,588 RESEA participants received services.

**Summer Youth:** Serves low-income youth between 14 and 21 years old by providing a paid work experience during summer months. This experience provides the opportunity to learn positive work behaviors, gain skills, promote responsibility, teamwork, good work ethic, and earn wages over the summer months. In 2023, 470 youth participated in the SSYEP so far, (Year-Round cohort not complete). Over 160 unique worksites were utilized state-wide to offer these experiences to participants.

**TANF:** Temporary Assistance to Needy Families (TANF) is administered through a joint effort of the Division of Social Services (DSS) and the Delaware Department of Labor. The goal of TANF is to give people temporary help until they get a job. Within the program both the State and the TANF client have responsibilities. The State provides positive incentives for the family to become self-sufficient and self-supporting. Time on TANF is limited for most people, up to 36 months, but they must work or participate in work related activities for 30 hours a week to receive a TANF check. In FY23, DET enrolled 168 clients, 780 job placements and provided services to over 1000 clients in PY21.

**Today's Reinvestment Around Industry Needs (TRAIN):** Designed to ensure Delaware

business has the workforce they need, advance the skills of Delaware workers, grow the state's economy and increase sustainable employment for working families. It is a two-step grant process that first supports multiple employers and other stakeholders developing workforce training plans to address their workforce training needs (Phase I) and then invests in implementing some or all of the developed workforce training plans to train individuals (Phase II). In FY23, this program engaged 24 employers and trained over 81 individuals in Phase II.

**Trade Act Assistance:** provides adversely affected workers who were laid off due to a mass layoff or plant closure with opportunities to obtain the skills, credentials, resources, and support necessary to (re)build skills for future jobs. In FY23, 5 qualified clients continued to receive career services.

**WIOA Adult:** Help low-income adults statewide who are unemployed, employed and/or underemployed. Priority is given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. Provided ITA/Training for 436 participants and 457 career services in FY23.

**WIOA Dislocated Worker:** Helps dislocated workers statewide who have been laid off due to closing, employee reduction, and natural pandemic. Provided ITA/Training for 124 participants and 125 career services in FY23.

**WIOA In & Out of School Youth:** Provide services for in school youth with barriers to secondary school completion, employment, and post-secondary enrollment. Programs include career exploration and guidance, comprehensive guidance, and counseling, continuing support for educational attainment, and opportunities for occupational skills training in in-demand industries and occupations. Programs are designed to culminate with a good job along a career pathway and/or enrollment in postsecondary education. Also provides funds for high quality programming for out of school youth and young adults with barriers to secondary school completion, employment, and/or and post-secondary enrollment. Programs include career exploration and guidance, comprehensive guidance, and counseling, continuing support for educational attainment, opportunities for occupational skills training in in-demand industries and occupations. Programs are designed to culminate with a good job along a career pathway and/or enrollment in postsecondary education. Served 259 in and out of school youth and provided over 300 career services in FY23.

**WIOA Wagner Peyser:** Provide Employment Services as part of the One Stop system. There are no eligibility requirements for this program. In FY23, 8,906 clients received career services including 589 veterans virtually, hybrid and in person. Also supports the Migrant Seasonal Farmworker Program that ensures farmworkers have equitable access to career services and works with employers to place job orders locally, conducts outreach to ensure compliance. In FY23, 1,234 MSFW (US workers) arrived / outreached, and 113 housing inspections were conducted.

**Work Opportunity Tax Credit (WOTC):** To improve employment opportunities for hard-to-place job seekers by providing a tax credit to the employer who hires and maintains that employee. Employers make the hiring decision and there is no limit to the number of new hires who can qualify an employer for the tax savings. In FY23, 14,045 applications were processed and 9,143 certifications.

### Current/New Initiatives

“Meet People Where They Are” initiative is to meet clients in the community in conjunction with current and new community partners with an objective of providing timely DET services onsite.

CAREER Dislocated Worker Grant (Comprehensive and Accessible Reemployment through Equitable Employment Recovery): Career and training services will be provided by expanding accessibility and capacity through virtual platforms and other technology to reach and serve larger numbers of dislocated workers to include mass email and text, photo headshots, video cover letters, referrals, homepage redesign, virtual job fair, calendar scheduler, chat feature, automatic capture of services, and enhanced artificial intelligence to referral of other services. DET will also upgrade all conference rooms with the latest technology and equipment to be able to serve clients in an interactive hybrid format, both virtually and in person.

### American Rescue Plan Act (ARPA) totaling \$8,547,530:

Period of Performance (3/11/21 - 12/31/24)

- **Tableau Enhancement:** Upgrade and enhance Tableau reporting database for DJL to include new filters for case management reports, interactive dashboards, custom reports and dashboards in Tableau and allow state users the ability to customize reports.
- **Focus on Alternative Skills Training (FAST):** provide up to \$10,000 in tuition assistance to DE residents who have obtained a high school diploma, or GED and have enrolled in an approved non-degree credit certificate program that provides industry accepted skill training and certification no later than 24 months after graduating high school. **Subrecipients:** Career Team, Delaware Futures, West End Neighborhood House, Jobs for DE Grads
- **On the Job training (OJT):** Offset the cost of training for employers and gives them the opportunity to take a chance on hiring a worker they may typically not have in the past. (e.g. newly skilled, long term unemployed, less qualifications than normally required). Employers are eligible for up to 50% reimbursement of the employee’s wages during the on-the-job training period to help cover the cost of training. The employers must offer full time jobs paying a minimum of \$16.00/hour, but with

reimbursement capped at \$28.00 per hour. Training can be a minimum of 4 weeks up to 6 months.

- **Forward Delaware OST Training Program:** provide high quality workforce preparation programs for adult career entrants or adult career changers who have extreme barriers to employment. **Subrecipients:** Delaware Skills Center- Healthcare, Construction, Information Technology / Blindsight- Healthcare / Sussex Tech- Healthcare / Polytech- HVAC & Electrical / Food Bank- Warehouse/Log & Culinary / American Driver Academy- CDL
- **GED (Test of General Education Development) GED®/HS Diploma Program /UI Claimants:** serve approximately 250 UI Claimants who have self-identified in DJL that they do not have a high school diploma or GED®. Provides skills upgrade training that prepares qualified UI claimants to earn a high school credential and a \$500 one-time incentive payment to UI claimants who earn their GED within 6 to 8 months from the time of enrollment.
- **Pre- Apprenticeship Training:** programs to create a qualified pipeline of Registered Apprentices and to expand the underrepresented (Women), disadvantaged, or low-skilled population that participates in Registered Apprenticeship (RA). **Subrecipients:** Delaware Skills Center - Plumbing Pre-Apprenticeship / LEEP - Constructions/Union Pre Apprenticeship / NERDiT - IT Pre Apprenticeship / Polytech Adult Education - Aircraft Mech Pre Apprenticeship / The Challenge Program - Furniture Pre-Apprenticeship

*What do you want the DWDB to do?*

DET administers approximately 30 programs and grants statewide, which connect job seekers with employers and develops Delaware's Workforce to meet the changing needs of its employers. We currently manage \$27 million in State and Federal programs for FY24 and awarded competitive grants, plus over \$8.5 million in ARPA funding to date. In FY23, DET provided virtual and in person services to over 8,900 job seekers, 1,500 employers and 38 Training Providers. These services range from job posting, job matching to retraining and education. DET would benefit from additional employer engagement through employer forums that can promote all the services available. We would like the board to emphasize the effectiveness of posting jobs in DJL to connect job seekers and employers.

## Appendix B: DELAWARE LABOR FORCE NONPARTICIPANTS: POTENTIAL ASSETS FOR WORKFORCE DEVELOPMENT

Alan Phillips, for the Rodel Foundation of Delaware & the Delaware Workforce Development Board

February 2023

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### INTRODUCTION – WHY LABOR FORCE PARTICIPATION RATES ARE SIGNIFICANT

Delaware is experiencing a mix of demographic and economic conditions that will impact the state's ability to grow its labor force over the coming decades. First, only modest population growth of prime, working age Delawareans is expected through 2050. Secondly, historically low unemployment and low rates of labor force participation are continuing to tighten the statewide labor pool. This research brief explores labor force participation and nonparticipation among various population segments. Groups with low participation rates may be potential targets for efforts to increase participation.

- Population projections show modest growth of prime, working-age Delawareans (age 25-54) through 2040.<sup>6</sup>
- Less than 25,000 prime, working-age residents will be added to the population by 2040.
- From 2040-2050, the prime, working-age population will decline by more than 12,000.
- Delaware's unemployment rates in 2021 and 2022 have been a little higher than the U.S.; however, Delaware's are still at historically low levels and appear to be heading lower.<sup>7</sup>
- Delaware's labor force participation rate is the 2nd lowest on record since 1976.<sup>8</sup>
- Labor force participation fell to 60.2% in December 2022, a 1% decrease from December 2021 and more than 2% lower than December's U.S. participation rate of 62.3%.

Part of the explanation for Delaware's declining unemployment rate is its declining labor force participation rate. Both employed and unemployed residents are counted in labor force participation rates. Employed residents and those actively seeking work are participants. Those who aren't working and are not able, not available, or not actively seeking work are labor force nonparticipants. Other than increasing migration into Delaware, the only way to grow the state's labor force will be to convert labor force nonparticipants into participants.

### FIGURE 1. ANNUAL LABOR FORCE PARTICIPATION RATES, 2007-2022

Delaware's labor force participation rate has mostly been lower than the U.S. labor force participation rate over the last 15 years.

- Labor force participation was 66.0% prior to the Great Recession of 2008; the U.S. labor force participation rate was 66.7%.
- Neither the U.S nor Delaware returned to pre-recession participation in the years following.
- Baby Boomer retirements began to accelerate at the onset of the Great Recession.

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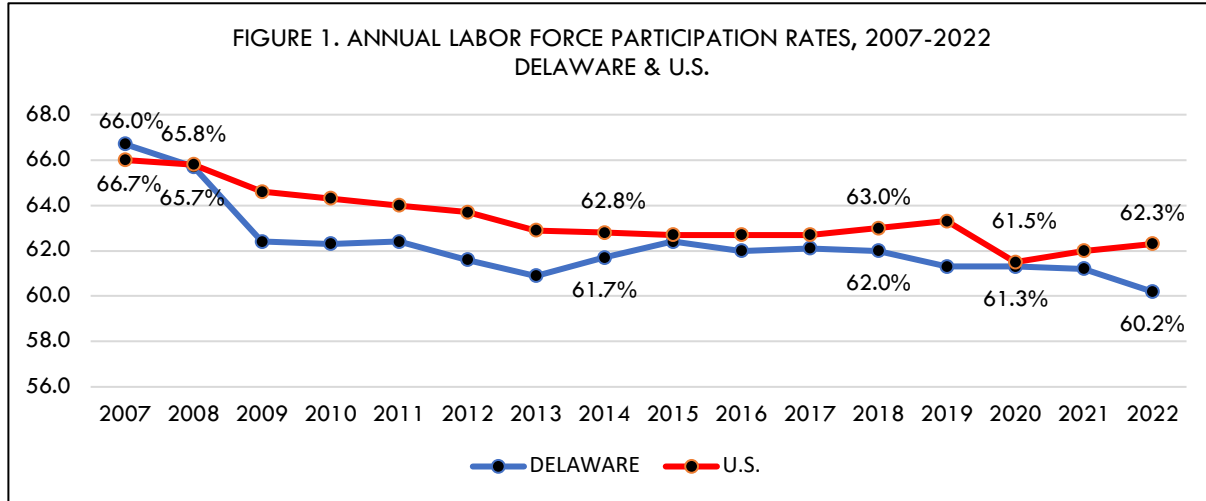
<sup>6</sup> Delaware Population Consortium, October 31, 2022, Version 2022.0, <http://www.stateplanning.delaware.gov/demography/dpc-projection-data.shtml>.

<sup>7</sup> Delaware Department of Labor, Office of Labor Market Information, <https://labor.delaware.gov/divisions/oolmi/>

<sup>8</sup> Delaware Department of Labor, Office of Labor Market Information, Monthly Labor Review (December 2022), <https://labor.delaware.gov/divisions/oolmi/monthly-labor-review/>

- Delaware’s labor force participation rate was about even with the U.S. rate by 2015.
- Since 2015 U.S. labor force participation rates have increased, but Delaware’s have declined.
- U.S. labor force participation appears to be recovering and rising during the post-pandemic recovery, but labor force participation in Delaware appears to be continuing a downward trend.

Changing economic conditions as well as the continuing departure of the Baby Boomers from the workforce will likely impact the state’s labor force participation rates for years.



SOURCE: Delaware Department of Labor Office of Labor Market Information; Federal Reserve Bank of St. Louis FRED Economic Data

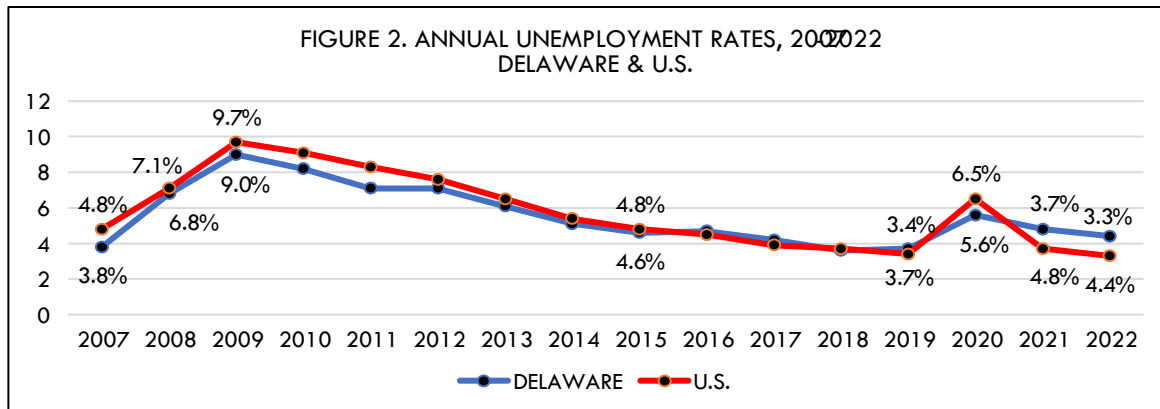
**FIGURE 2. ANNUAL UNEMPLOYMENT RATES, 2007-2022**

Unemployment rates in Delaware have been remarkably similar to U.S. unemployment rates through most of the 12-year period from 2007-2019. Unemployment peaked during the Great Recession beginning in 2008, and then recovered a bit more quickly between 2010 and 2015.

- The state’s unemployment rate spiked during the COVID-19 pandemic in 2020 to 5.6%.
- Unemployment in Delaware was lower in 2020 than the U.S. unemployment rate of 6.5%.
- Delaware’s post-pandemic unemployment rates, while low, have been about 1% higher than the U.S. unemployment rates (December 2021 & December 2022).

Delaware’s unemployment rates appear to be trending downward in tandem with labor force participation. Together, lowering unemployment and labor force participation rates signal a continuing tightening of the state’s labor force.





SOURCE: Delaware Department of Labor Office of Labor Market Information; Federal Reserve Bank of St. Louis FRED Economic Data

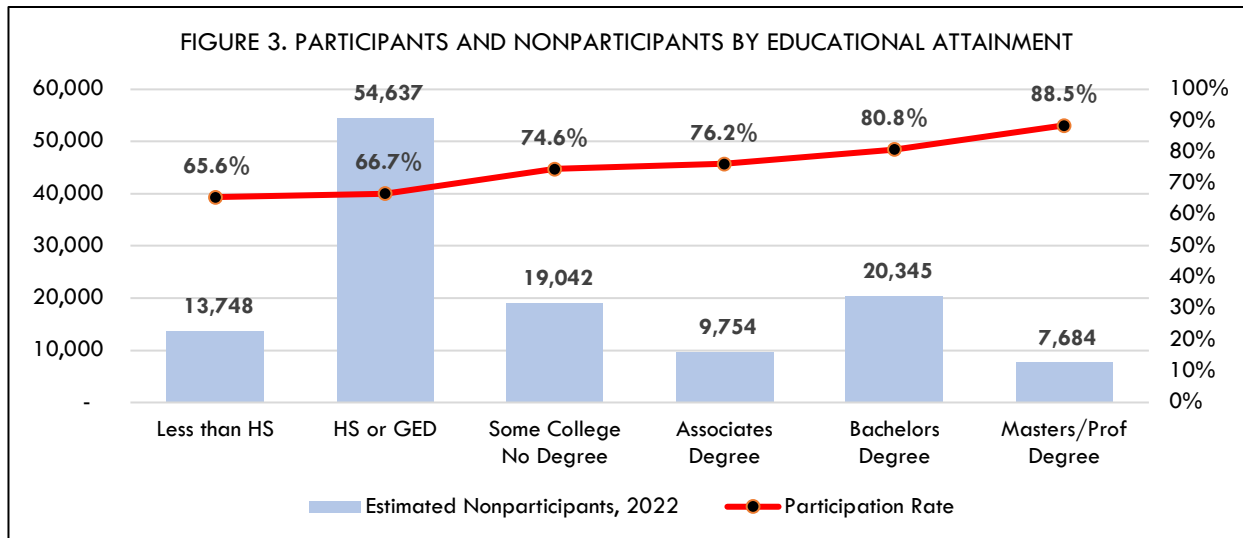
### FIGURE 3. LABOR FORCE PARTICIPATION BY EDUCATION ATTAINMENT GROUP

Labor force participation rates vary by education level. The red line in the figure below shows participation rates by education attainment for prime, working-age residents (25 to 64).<sup>9</sup>

- High school & GED completers display the lowest labor force participation rate, at 65.6%.
- Completers of Some College, No Degree participate in the labor force at a rate of about eight percentage points higher than those with just a high school diploma.
- Associates degree completers participate at rate that is 10 percentage points higher than high school/GED completers.
- Bachelor’s degree (or higher) completers demonstrate participation rates at greater than 80%, and greater than 14 percentage points above high school/GED completers.

The increased rates of labor force participation for those with higher levels of educational attainment indicate that the state’s labor market likely values higher levels of education.

<sup>9</sup> The Bureau of Labor Statistics calculates these rates for workers aged 16 and higher, not just prime, working-age people.



SOURCE: U.S. Census, Current Population Survey, 2022, IPUMS-CPS, University of Minnesota, [www.ipums.org](http://www.ipums.org).

**INCREASING LABOR FORCE PARTICIATION BY ATTAINMENT GROUP:**

A one - or two- percent increase in the state’s labor participation rate would add approximately the following numbers of workers to Delaware’s labor force.

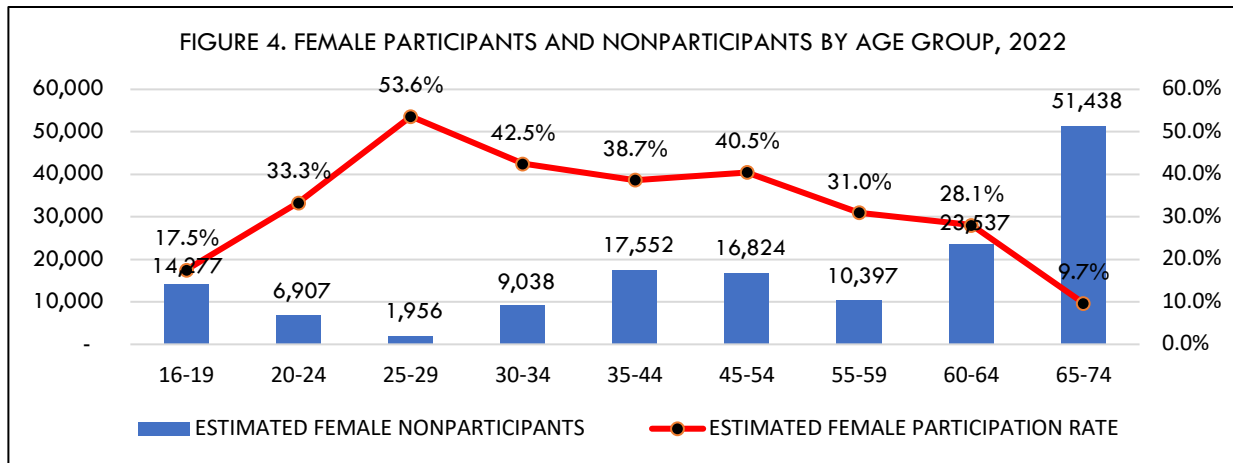
Education Attainment Level	Participation Increase of 1%	Participation Increase of 2%
Less than HS	394	794
HS or GED	1,681	3,321
Some College, No Degree	799	1,560
Associate's Degree	405	815
Bachelor's Degree	1,041	2,129
Masters/Prof Degree	725	1,423

**LABOR FORCE PARTICIPATION BY AGE GROUP AND SEX**

Participation in Delaware’s labor force for both males and female peaks for workers aged 25-29. After that, female and male participation trajectories vary until both turn 60 and begin to retire and exit the labor force at similar rates.

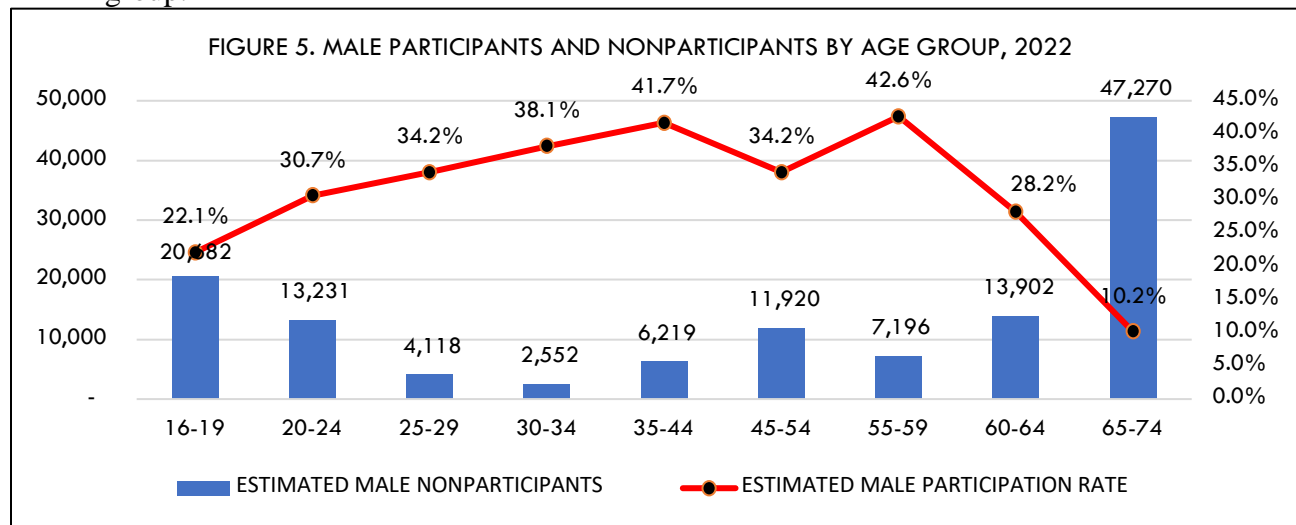
**FIGURE 4. LABOR FORCE PARTICIPATION AGE GROUP (WOMEN)**

- Women in the 25-29 age group participate in the labor force at higher rates than males by nearly 20 percentage points.
- Women’s participation trajectory declines sharply after age 29.
- Women also appear to exit the labor force earlier than males, showing decline as they enter the 55-59 age group.



**FIGURE 5. LABOR FORCE PARTICIPATION BY AGE GROUP (MALES)**

- Men aged 20-34 participate in the labor force at smaller rates than women.
- Participation for men aged 35-44 is higher than for women aged 35-44.
- Male participation drops sharply for the age 45-54 age group.
- Participation rates for men jump at age 55-59, exceeding women’s rates by more than 20 percentage points.
- Males exit the workforce at about the same rate as females upon entering the 60-64 age group.



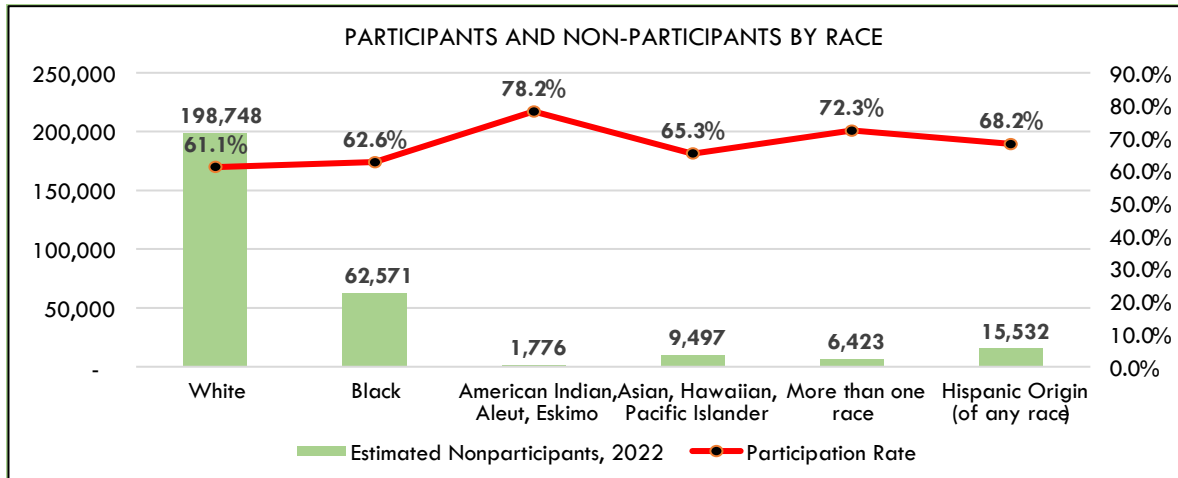
**INCREASING LABOR FORCE PARTICIPATION FOR PRIME WORKING-AGE FEMALES AND MALES**

A one- or two-percent increase in the state’s labor participation rate would add approximately the following numbers of prime, working-age participants to Delaware’s labor force:

Education Attainment Level	Participation Increase of 1%	Participation Increase of 2%
Females, age 25-54	1,933	3,865
Males, age 25-54	1,572	3,143

## FIGURE 6. LABOR FORCE PARTICIPATION BY RACE

There is little variation in labor force participation by White and Black Delawareans; however, residents of Hispanic origin (of any race), Asian, Hawaiian and Pacific Islanders and those identifying as More than One Race participate at higher rates than either White or Black residents.



### INCREASING LABOR FORCE PARTICIPATION BY RACE:

A one – or two percent increase in the state’s labor participation rate would add approximately the following numbers of participants to Delaware’s labor force by race.

Education Attainment Level	Participation Increase of 1%	Participation Increase of 2%
White	5,156	10,312
Black	1,684	3,369
American Indian, Aleut, Eskimo	81	163
Asian, Hawaiian, Pacific Islander	274	547
More than one race	232	464
Hispanic Origin (of any race)	821	1,641

## SUMMARY

Falling unemployment rates and labor force participation, and slowing population growth of prime, working-age Delawareans, will create challenges for growing the state’s workforce for some time. Nonparticipants in the labor force could be a potential source of additional workers. This research brief suggests opportunities for further analysis including examining additional variables impacting labor force participation such as:

- Differences in male and female participation at all educational attainment levels.
- Differences in participation by race/ethnicity at all educational attainment levels.

- Factors that may impact women’s participation in the labor force, such as childcare availability and/or caregiving responsibilities.
- Reasons given for unemployment and unsuccessful job searches.
- Wage levels and demographic/educational attainment characteristics.

There are sizable number of 25–54 year-old residents – over 54,000 = who have only completed high school or a GED and are labor force nonparticipants. This group represents potential candidates for training that moves them into the Some College, No Degree (and higher educational attainment categories), with the goal of entering into the labor force earning self-sustaining wages in Delaware’s in demand industries. The February 14 edition of [The Economics Daily](#) online bulletin by the Bureau of Labor Statistics (BLS), announced that “half of civilian workers required over one year of preparation time to perform their jobs in 2022.” Further, in 2022, “53.7 percent of civilian workers required specific vocational preparation time over 1 year. This preparation comes in the form of formal education, credentials, prior work experience, and on-the-job training needed to perform the job.” Ensuring participants have critical preparation needed to enter and advance in the labor force will be crucial to encouraging nonparticipants to enter and stay engaged in Delaware’s labor force.

## Appendix C: Success Stories

**From:** Providenza Rocco <[procco@delawarefutures.org](mailto:procco@delawarefutures.org)>  
**Sent:** Monday, October 16, 2023 9:46 AM  
**To:** Quick, Frederick (DOL) <[Frederick.Quick@delaware.gov](mailto:Frederick.Quick@delaware.gov)>  
**Cc:** Prattis, Dawn (DOL) <[Dawn.Prattis@delaware.gov](mailto:Dawn.Prattis@delaware.gov)>  
**Subject:** FAST

Good morning!

I signed up another 2 FAST applicants last week - and these two young men were so grateful and overjoyed for the opportunity to achieve their dreams of getting the CDL certification - and their families were so excited too. They were beyond grateful. It's not really DF providing this - it is DOL, and I wanted to pass on how life-changing this program is.

In addition, a DF alum is getting her medical coding and billing certificate. This young woman has had a hard life - having been kicked out of her home back when she was in programming with us as a high school student - and she is working full-time at Wawa and totally killing it in her program. I have been staying in touch with her several times a week to just let her know how proud of her we are - she is doing this on her own with not a ton of supports. FAST also is life-changing for her.

We are up to 6 FAST participants and it's an amazing program. Thank you to DOL for making this happen.

-Enza

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Providenza Rocco, JD, MSW, M.Bioethics  
Executive Director  
Delaware Futures  
1104 N. Adams Street  
Wilmington, DE 19801  
office: 302.554.9802

### **Success story from Pathways to Success graduate Sharnae Harmon.**

There is an exciting event happening at Sussex Tech on 11/20/2023 at 11:30 am! Pathways to Success Sussex Tech 2020 graduate, Sharnae Harmon, will be visiting the school.

Sharnae received a congressional and vice president nomination to attend the United States Military Academy at West Point. Since being there, she became a system engineering major with a focus on industrial engineering. She has been a member of the Army Boxing team and has

gone on to win 2 national championships. She has also won numerous scholarly awards for GPA (Dean's awards) and attended military schools (Air Assault).

She is visiting Sussex Tech to increase awareness about West Point with community influencers including Lisa Blunt Rochester and Senator Coons, and also to detail the congressional nomination process.

Her purpose for taking this recruiting outreach opportunity is to increase awareness about West Point and the application process. Most importantly, she wants to give back to her community by showcasing that black women can overcome adversity and succeed with Sussex Tech students during their lunch periods on November 20th.

What an amazing young lady!

Appendix D: EDA Statewide Planning Grant Progress Reports  
**Performance Progress Report**

<b>Grantee</b>	<b>Delaware Workforce Development Board (DWDB)</b>
<b>Project Title</b>	<b>Delaware Employment Equity Project (DEEP)</b>
<b>Project Number</b>	<b>ED22PHI3070005</b>
<b>Reporting Period</b>	<b>March 31 - September 30, 2022</b>
<b>Author of Report</b>	<b>Joanna Staib, DWDB &amp; Social Contract, Project Manager</b>

**Overview:**

The Delaware Workforce Development Board (DWDB) continues to serve as the lead administrator of the EDA grant in partnership with its fiscal sponsor, the Delaware Department of Labor, Division of Employment & Training (DOL-DET). Since the previous reporting period, DWDB contracted with a consulting firm, [Social Contract](#), to serve as the DEEP Project Manager and assist with implementing the project plan. This Performance Progress Report (Report) highlights the progress made since the previous reporting period (reporting period October 1, 2021-March 31, 2022) and provides details around action steps, accomplishments, next steps, budget details, and more.

**Summary of Progress Made Towards Since the Previous Progress Report:**

This section highlights progress made towards the goals established in the previous progress report (see attached), then highlights progress made towards new goals established during this project period.

***1. Establish project coordination roles and processes between the DWDB and the Dept. of Labor - Dept. of Employment and Training (DOL-DET)***

DWDB continues to work with DOL-DET as the fiscal sponsor under this grant. Additionally, DWDB facilitated several meetings with DOL leadership to align on several aspects of the project. For example, DWDB connected with the DOL Bureau of Labor Statistics and Delaware JobLink to discuss opportunities to share workforce data analytics. DWDB will continue to engage these key stakeholders and leverage essential data and other resources as appropriate.

***2. Select a dedicated Project Manager (Social Contract Resume- Attachment 1, Contract- Attachment 2)***

As mentioned above, DWDB selected and onboarded Social Contract as the Project Manager on June 1, 2022. As Project Manager for DEEP, Social Contract focuses on the following activities (*Scope of Work- Attachment 3*):



- Facilitate weekly project management meetings;
- Support with procurement, onboarding, and managing subcontractors;
- Co-facilitate stakeholder and contractor meetings;
- Develop and manage project plans;
- Provide decision making support;
- Analyze research and assist with developing reports.

**Organization Background:** Social Contract is a women and minority-owned social and collective impact consulting firm based in Wilmington, Delaware that partners with educational institutions, nonprofits, philanthropies, government agencies, community leaders, and others to solve complex social problems. Social Contract works with clients to learn their ideal state and help them develop and execute a plan to get there. Social Contract has a diverse group of facilitators, project managers, policy experts, program designers and researchers dedicated to elevating and supporting lasting social change. The organization's approach is unique, centering the feedback and input of impacted, and often disenfranchised community members in the development of sustainable solutions. Social Contract strongly emphasizes building meaningful relationships, trusting the lived experience of local leaders, and aligning stakeholders on a clear path forward.

To select a project manager for DEEP, DWDB released an [RFP](#) on February 28, 2022. The following process was established to determine the best candidate for the position.

**RFP Evaluation Process:** An evaluation team will evaluate proposals. Neither the lowest price nor the highest scoring proposal will necessarily be selected. DWDB reserves full discretion to determine the competence and responsibility, professionally and/or financially, of Providers. Providers are to provide in a timely manner all information that DWDB may deem necessary to decide. Proposals will be evaluated pursuant to the selection criteria of the RFP and procedures established in 29 Del. C. §§ 6981 and 6982.

The following is the process proposals will be handled after submission:

**i. Initial Review:** The DWDB staff will review proposals and reject all that do not meet the minimum criteria. Those not rejected will be advanced to the next review (Written Review).

**ii. Evaluation Team:** The Evaluation Team should be comprised of at least three (3) members but must have at least one (1) DWDB member. Other members will include a subject matter expert (determined by DWDB staff). The Evaluation Team will review submitted proposals. DWDB reserves the right to respond to submitted proposals.

**iii. Proposal Review:** Proposals who meet the RFP criteria described in Section(c)(i) above will be reviewed by the Evaluation Team in up to two (2) phases:

1. Written Review- The Evaluation Team will individually review, and score written proposals. Points will be awarded based on the Evaluation Team's review of the written proposals.

2. Criteria Weight- All proposals shall be evaluated using the same criteria and scoring process. Providers are encouraged to review the evaluation criteria and to provide a response that addresses each of the scored items. Evaluators will not be able to make assumptions about a Provider's capabilities so the responding Provider should be detailed in their proposal responses.

**iv. Funding Decisions:** The Evaluation Team will total all points allotted per team member, determine the total points allotted per proposal and rank all proposals. The Evaluation Team may negotiate with one (1) or more Providers during the same period and may, at its discretion, terminate negotiation with any or all Providers. The Evaluation Team shall make a recommendation regarding the awards to the DWDB, who shall have final authority, subject to the provisions of this RFP and 29 Del. C. § 6982(b), to award contracts to the successful Provider in the best interests of the State of Delaware. Providers may request an explanation of the basis of the awarding of the RFP from the Executive Director of DWDB. The request must be in writing and must be submitted within ten (10) days of the date indicated on the award notification.

**3. *Work with Zogby Analytics to implement and complete the Business Decision Maker Survey.***

As highlighted in the previous progress report, DWDB contracted with [Zogby Analytics](#) to conduct the Business Survey, which was later dubbed the "Business Decision Maker Survey." Zogby completed the survey and published its final report in August 2022. Full details regarding the Business Decision Maker Survey can be found in the Zogby Final Report (*Attachment 4*). Additional findings are also explored in the next section.

**4. *Work with Tech Impact's Data Innovation Lab to analyze survey results.***

DWDB contracted with Tech Impact's [Data Innovation Lab \(DIL\)](#) to further analyze the data from the Business Decision Maker Survey, identify and define the principal questions of interest, and develop data-driven recommendations. The 8-week data analysis project with DIL began in late July 2022. Since the project launch, DIL has met with DWDB and Social Contract on a weekly basis to discuss progress and develop easy-to-understand summary materials (e.g., charts and graphs) to present to Board members, media, and the public. DIL's Final Report will be available mid-October. Below are some key findings from the project analysis which included inputs from 251 businesses:

- Most of the surveyed businesses have 100 or less staff;
- Businesses expect to grow over the next three years;
- Manufacturing, Educational Services, and Finance & Insurance are expected to have the most open positions in the next five years due to retirement;
- Lack of experience, self-motivation and initiative are most common barriers preventing decision-makers from hiring job candidates or them taking the jobs;
- Businesses report that they offer jobs to individuals without a college degree and half of those businesses accept individuals coming out of the criminal justice system;

- The top skills lacking among job applicants were software proficiency in Excel, data analysis, self-motivation, and communication skills;
- The most commonly used recruitment tools include word of mouth and Indeed;
- Approximately one quarter of surveyed decision-makers currently use Delaware JobLink.

**Organizational Background:** Tech Impact’s Data Innovation Lab applies innovations in data science to public & social problems to grow community impact. They are a data lab made up of diverse thinkers and innovators. Their world-class research helps partners across various industries and stakeholder levels to identify, implement, and scale solutions to complex challenges – from public health and safety to housing, finance, and education. Armed with open-source and in-house research, they convene policymakers, entrepreneurs, corporate innovators and community advocates for data-driven conversations and focused solutions.

***Select subcontractors for key project workstreams***

In addition to the Business Decision Maker Survey, there are three additional studies in the original DEEP project plan to be implemented by outside contractors, including:

1. A gap analysis of wraparound services and service providers;
2. A gap analysis of entrepreneurial assets; and
3. A statewide labor force study.

On September 6, 2022, DWDB published a [Request for Proposals](#) (RFP) for two of the above studies: gap analysis of wraparound services and gap analysis of entrepreneurial assets. As explained in the RFP, applicants can bid on one or both of those studies. Once the RFP closes on October 7, 2022, DWDB will select members of its Board to review proposals and vote on the most appropriate vendor(s) to implement the studies. Based on the expected timeline, project launches with the selected vendor(s) will likely take place by the end of the calendar year.

***5. Expand the Project Plan to include an in-depth analysis of state workforce policies and an equity-centered workforce development study.***

**Analysis of State Workforce Policies.** To complement the work above and ensure a more holistic approach to identifying and addressing disparities, DWDB expanded the DEEP project plan to include an in-depth analysis of its workforce policies and the policies of its WIOA program partners. The purpose of the policy analysis is to ensure there are no inconsistencies, conflicts, duplication, or ambiguity among current policies that promote inequity or increase barriers for individuals and/or programs that serve individuals in and around Delaware Promise Communities. If such policies are identified as a result of the in-depth policy review, the DWDB will propose appropriate action steps within its overall equity strategy under DEEP to ensure decision-makers consider the specific needs and challenges of disadvantaged and low-income communities in current and future policies and programs.

DWDB facilitated several conversations/meetings with leadership and faculty from the [Biden School of Public Policy & Administration of the University of Delaware](#) (UD) to discuss a potential scope of work and how to ensure alignment with the priorities and objectives of DEEP. Based on UD’s experience conducting policy reviews and analyses in the past, including their most recent project analyzing early childhood education policies in Delaware, DWDB believes

UD is an appropriate partner/contractor for this new workstream. DWDB expects to make a decision on this new workstream in October and update the EDA as appropriate.

**Equity-Centered Workforce Development Study.** DWDB partnered with the [United Way of Delaware](#), the [Delaware Racial Justice Collaborative](#), and the [Urban Institute](#) to extend the [Equity-Centered Workforce Development study](#). In sum, this study is taking a deep dive into the current state of workforce development in Delaware through a comprehensive and equity-focused lens. The primary objectives of the study include (*Scope of Work- Attachment 5*):

- Identify current Delaware workforce deficits and opportunities at the state, county, and local levels;
- Identify future Delaware industry and innovation trends in the public, private, and nonprofit sectors;
- Conduct a landscape analysis of current Delaware workforce development programs and resources focused on any aspect of workforce development, *especially those that fall within or surrounding Delaware Promise Communities (added)*;
- Create a mapping of programs, organizations, opportunities, barriers, and gaps from pathways through the lifecycle of career paths across all Delaware industries;
- Gather and analyze current funding streams and aligned outcome goals to identify areas of inefficiency, overlap, gaps, underutilization of resources and opportunities for amplifying impact;
- Find and analyze other regional (similar size/demographics) workforce development initiatives to pinpoint three successfully, sustained private/ for profit/nonprofit models in action.
- Identify current data sources and metrics to measure and track outcomes and impact.
- Write and publish a report detailing findings, recommendation, and a plan for immediate, short-term, and long-term actions.

Given the subject matter overlap with DEEP, and the strong reputation of the stakeholders involved in that study, DWDB agreed to provide additional funding to expand the capacity of the project team and extend the timeline to ensure there is a greater focus on Delaware Promise Communities. Based on the expected timeline, this study is expected to be completed by November 30, 2022. Please see the attached updated report from United Way (*Attachment 6*).

**Activity Summary**

Task	Activities	Benefit/Outcome	Milestone Date
Contracted and onboarded Project Manager	<ul style="list-style-type: none"> <li>● Executed contract with Social Contract (SC)</li> <li>● On-boarded the SC Project Team</li> <li>● Began implementing</li> </ul>	<ul style="list-style-type: none"> <li>● Added capacity and expertise to the project</li> <li>● Provided support to DWDB Executive</li> </ul>	June 2022- Current

	<p>project plan</p> <ul style="list-style-type: none"> <li>● Met with SC Project Team on a weekly basis to discuss project updates and project activities</li> </ul>	Director	
Implemented Business Decision Maker Survey	<ul style="list-style-type: none"> <li>● Zogby Analytics implemented the Business Decision Maker Survey with 251 businesses</li> </ul>	<ul style="list-style-type: none"> <li>● Zogby shared raw survey data for review</li> <li>● Received Final Report from Zogby</li> </ul>	Zogby shared its Final Report on September 8, 2022
Contracted with Delaware Data Innovation Lab (DDIL)	<ul style="list-style-type: none"> <li>● Approved the Scope of Work</li> <li>● Developed and executed contract</li> <li>● On-boarded the DDIL Project Team</li> <li>● Worked with DDIL and a select group of DWDB Board members to identify and define principal questions of interest from the survey</li> <li>● Met with DDIL on a weekly basis to review progress, provide strategic consultation, and co-design presentation materials</li> </ul>	<ul style="list-style-type: none"> <li>● Gave a local organization the opportunity to meaningfully contribute to the project</li> <li>● Receive data analytics support from the DDIL Project Team who is easy to reach/engage with on a regular basis</li> <li>● Developed easy-to-understand materials that helps answer key questions of interest</li> </ul>	<p>Executed contract with DDIL on July 15, 2022</p> <p>Completed 8-week project wrap-up meeting on September 22, 2022</p> <p>DDIL Final Report mid-October, 2022</p>
Published RFP for the Wraparound Services Gap Analysis & the Entrepreneurial Asset Gap Analysis	<ul style="list-style-type: none"> <li>● Developed an RFP for two work streams according to DE procurement laws</li> <li>● Submitted RFP to DE Office of Management &amp; Budget (OMB)</li> <li>● Facilitated a pre-bid meeting</li> </ul>	<ul style="list-style-type: none"> <li>● Completed an essential step towards launching two essential projects/workstreams under DEEP</li> </ul>	Published RFP on September 6, 2022
Contracted with United Way of DE (UWDE) for the Labor Force	<ul style="list-style-type: none"> <li>● Facilitated several meetings to discuss the Equity-Centered Workforce Development Study and</li> </ul>	<ul style="list-style-type: none"> <li>● Partnered with several reputable organizations and initiatives on one</li> </ul>	Executed contract with UWDE on August 15,

Study	<p>opportunities for expansion</p> <ul style="list-style-type: none"> <li>Developed a Scope of Work (SOW) in partnership with UWDE</li> <li>Approved the SOW and executed a contract with UWDE to extend their study with an extra focus on DE Promise Communities</li> </ul>	<p>project: UWDE, Urban Institute, DE Racial Justice Collaborative</p> <ul style="list-style-type: none"> <li>Made efficient use of resources by extending an existing study</li> </ul>	2022
Established a new project workstream for an in-depth workforce policy analysis	<ul style="list-style-type: none"> <li>Reviewed existing DWDB policies</li> <li>Facilitated several discussions with faculty from University of Delaware (UD) to understand the potential for conducting an in-depth policy review of workforce policies</li> <li>Reviewed a draft SOW provided by UD</li> </ul>	<ul style="list-style-type: none"> <li>Look beyond external fundings re: the DE workforce landscape to ensure current internal policies do not promote inequity or increase barriers for individuals and/or programs in DE Promise Communities</li> <li>Vetted a potential partnership</li> </ul>	UD submitted its draft proposal in mid-September 2022. DWDB expected to decide by mid-October. 2022

**Timeline:**

<b>Project Workstream</b>	<b>Start/Expected Start</b>	<b>Expected Completion Date</b>
Business Decision Maker Survey + Analysis	March 2022	October 2022
Gap Analysis for Wraparound Services	November 2022	January 2024
Gap Analysis for Entrepreneurial Services	November 2022	January 2024
Policy Review & Analysis	November 2022	February 2024
Equity-Centered Workforce	August 2022	November 2022

Dev. Study		
Statewide Labor Force Study	Early 2023	February 2024

**Challenges and Mitigation:**

**Business Decision Maker Survey:** One challenge worth noting during the survey process was getting enough businesses to complete a phone call survey and/or following through on an electronic survey response. Originally, Zogby anticipated getting 500 businesses to complete the survey; however, Zogby only received 251 survey responses. While there was still a wealth of information gleaned from the survey responses, DWDB would like to ensure more businesses respond to the survey.

Instead of commissioning Zogby to make a second attempt at administering the survey, DWDB will utilize its new Business Liaisons to help bridge the gap. DWDB is in the process of hiring 3 Business Liaisons who will be charged with contacting business leaders throughout the state and implementing a structured employer engagement process that establishes a two-way communication pathway to identify training, hiring, and employee retention needs.

**Budget:**

Total Projected Amount	Federal Funding Spent	Match Spent	Match Spent (in-kind)	Remaining	% Total Project Cost Spent
1,000,000	45,760.61	0	0	954,239.39	4.5%

**Next Steps:**

- Complete summary materials from the Business Decision Maker Survey in partnership with DDIL and distributed to DWDB Board members and other stakeholders.
- Select qualified vendor(s) to complete the wraparound services and the entrepreneurial gap analyses; contract and onboard vendors before the end of the calendar year.
- Ensure completion of the Equity-Centered Workforce Development Study; review and analyze findings.
- Contract and onboard University of Delaware School for the workforce policy analysis before the end of the calendar year.
- Design a process to assess the skills of the Delaware workforce and implement the statewide skills gap analysis (one of the six total workstreams under DEEP)

**Aggregate Metrics:**

- So far, the only metrics available are from the Business Decision Maker Survey completed by Zogby Analytics. As noted above, they surveyed 251 businesses. Please see attachments for a deeper look into the survey data and summary findings.

**Client Success Stories:**

One of the early success stories of DEEP involves the partnership with DDIL, a relatively new organization that received \$2 million in start-up funding from a CARES Act grant in 2020 to address harm caused by COVID-19 via advanced data analytics and artificial intelligence.<sup>10</sup> Under the DEEP project, DDIL has analyzed the wealth of information gleaned from the Zogby Business Decision Maker Survey to help answer key questions of interest regarding economic development as a function of employer, training program, and market data. DDIL's local presence, as well as its connections to DWDB and Social Contract staff, allowed for streamlined communication and efficient collaboration.

**EDA Assistance Needed:**

No assistance from the EDA is required at this time.

**Press Engagements/Opportunities:** The Delaware Business Times published an article about the Business Decision Maker Survey in its September/October Issue. The article is attached to this report.

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<sup>10</sup> <https://technical.ly/startups/merger-data-innovation-lab-tech-impact/>



## Performance Progress Report

<b>Grantee</b>	<b>Delaware Workforce Development Board (DWDB)</b>
<b>Project Title</b>	<b>Delaware Employment Equity Project (DEEP)</b>
<b>Project Number</b>	<b>ED22PHI3070005</b>
<b>Reporting Period</b>	<b>March 31 - September 30, 2022</b>
<b>Author of Report</b>	<b>Joanna Staib, DWDB &amp; Social Contract, Project Manager</b>

### Overview:

The Delaware Workforce Development Board (DWDB) continues to serve as the lead administrator of the EDA grant in partnership with its fiscal sponsor, the Delaware Department of Labor, Division of Employment & Training (DOL-DET). Since the previous reporting period, DWDB contracted with a consulting firm, [Social Contract](#), to serve as the DEEP Project Manager and assist with implementing the project plan. This Performance Progress Report (Report) highlights the progress made since the previous reporting period (reporting period October 1, 2021-March 31, 2022) and provides details around action steps, accomplishments, next steps, budget details, and more.

### Summary of Progress Made Towards Since the Previous Progress Report:

This section highlights progress made towards the goals established in the previous progress report (see attached), then highlights progress made towards new goals established during this project period.

#### ***6. Establish project coordination roles and processes between the DWDB and the Dept. of Labor - Dept. of Employment and Training (DOL-DET)***

DWDB continues to work with DOL-DET as the fiscal sponsor under this grant. Additionally, DWDB facilitated several meetings with DOL leadership to align on several aspects of the project. For example, DWDB connected with the DOL Bureau of Labor Statistics and Delaware JobLink to discuss opportunities to share workforce data analytics. DWDB will continue to engage these key stakeholders and leverage essential data and other resources as appropriate.

#### ***7. Select a dedicated Project Manager (Social Contract Resume- Attachment 1, Contract- Attachment 2)***

As mentioned above, DWDB selected and onboarded Social Contract as the Project Manager on June 1, 2022. As Project Manager for DEEP, Social Contract focuses on the following activities (*Scope of Work- Attachment 3*):

- Facilitate weekly project management meetings;
- Support with procurement, onboarding, and managing subcontractors;

- Co-facilitate stakeholder and contractor meetings;
- Develop and manage project plans;
- Provide decision making support;
- Analyze research and assist with developing reports.

**Organization Background:** Social Contract is a women and minority-owned social and collective impact consulting firm based in Wilmington, Delaware that partners with educational institutions, nonprofits, philanthropies, government agencies, community leaders, and others to solve complex social problems. Social Contract works with clients to learn their ideal state and help them develop and execute a plan to get there. Social Contract has a diverse group of facilitators, project managers, policy experts, program designers and researchers dedicated to elevating and supporting lasting social change. The organization's approach is unique, centering the feedback and input of impacted, and often disenfranchised community members in the development of sustainable solutions. Social Contract strongly emphasizes building meaningful relationships, trusting the lived experience of local leaders, and aligning stakeholders on a clear path forward.

To select a project manager for DEEP, DWDB released an [RFP](#) on February 28, 2022. The following process was established to determine the best candidate for the position.

**RFP Evaluation Process:** An evaluation team will evaluate proposals. Neither the lowest price nor the highest scoring proposal will necessarily be selected. DWDB reserves full discretion to determine the competence and responsibility, professionally and/or financially, of Providers. Providers are to provide in a timely manner all information that DWDB may deem necessary to decide. Proposals will be evaluated pursuant to the selection criteria of the RFP and procedures established in 29 Del. C. §§ 6981 and 6982.

The following is the process proposals will be handled after submission:

**i. Initial Review:** The DWDB staff will review proposals and reject all that do not meet the minimum criteria. Those not rejected will be advanced to the next review (Written Review).

**ii. Evaluation Team:** The Evaluation Team should be comprised of at least three (3) members but must have at least one (1) DWDB member. Other members will include a subject matter expert (determined by DWDB staff). The Evaluation Team will review submitted proposals. DWDB reserves the right to respond to submitted proposals.

**iii. Proposal Review:** Proposals who meet the RFP criteria described in Section(c)(i) above will be reviewed by the Evaluation Team in up to two (2) phases:

1. Written Review- The Evaluation Team will individually review, and score written proposals. Points will be awarded based on the Evaluation Team's review of the written proposals.

2. Criteria Weight- All proposals shall be evaluated using the same criteria and scoring process. Providers are encouraged to review the evaluation criteria and to provide a response that addresses each of the scored items. Evaluators will not be

able to make assumptions about a Provider's capabilities so the responding Provider should be detailed in their proposal responses.

**iv. Funding Decisions:** The Evaluation Team will total all points allotted per team member, determine the total points allotted per proposal and rank all proposals. The Evaluation Team may negotiate with one (1) or more Providers during the same period and may, at its discretion, terminate negotiation with any or all Providers. The Evaluation Team shall make a recommendation regarding the awards to the DWDB, who shall have final authority, subject to the provisions of this RFP and 29 Del. C. § 6982(b), to award contracts to the successful Provider in the best interests of the State of Delaware.

Providers may request an explanation of the basis of the awarding of the RFP from the Executive Director of DWDB. The request must be in writing and must be submitted within ten (10) days of the date indicated on the award notification.

#### ***8. Work with Zogby Analytics to implement and complete the Business Decision Maker Survey***

As highlighted in the previous progress report, DWDB contracted with [Zogby Analytics](#) to conduct the Business Survey, which was later dubbed the "Business Decision Maker Survey." Zogby completed the survey and published its final report in August 2022. Full details regarding the Business Decision Maker Survey can be found in the Zogby Final Report (*Attachment 4*). Additional findings are also explored in the next section.

#### ***9. Work with Tech Impact's Data Innovation Lab to analyze survey results***

DWDB contracted with Tech Impact's [Data Innovation Lab \(DIL\)](#) to further analyze the data from the Business Decision Maker Survey, identify and define the principal questions of interest, and develop data-driven recommendations. The 8-week data analysis project with DIL began in late July 2022. Since the project launch, DIL has met with DWDB and Social Contract on a weekly basis to discuss progress and develop easy-to-understand summary materials (e.g., charts and graphs) to present to Board members, media, and the public. DIL's Final Report will be available mid-October. Below are some key findings from the project analysis which included inputs from 251 businesses:

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- Businesses report that they offer jobs to individuals without a college degree and half of those businesses accept individuals coming out of the criminal justice system;
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***Select subcontractors for key project workstreams.***

In addition to the Business Decision Maker Survey, there are three additional studies in the original DEEP project plan to be implemented by outside contractors, including:

4. A gap analysis of wraparound services and service providers;
5. A gap analysis of entrepreneurial assets; and
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***10. Expand the Project Plan to include an in-depth analysis of state workforce policies and an equity-centered workforce development study***

**Analysis of State Workforce Policies.** To complement the work above and ensure a more holistic approach to identifying and addressing disparities, DWDB expanded the DEEP project plan to include an in-depth analysis of its workforce policies and the policies of its WIOA program partners. The purpose of the policy analysis is to ensure there are no inconsistencies, conflicts, duplication, or ambiguity among current policies that promote inequity or increase barriers for individuals and/or programs that serve individuals in and around Delaware Promise Communities. If such policies are identified as a result of the in-depth policy review, the DWDB will propose appropriate action steps within its overall equity strategy under DEEP to ensure decision-makers consider the specific needs and challenges of disadvantaged and low-income communities in current and future policies and programs.

DWDB facilitated several conversations/meetings with leadership and faculty from the [Biden School of Public Policy & Administration of the University of Delaware](#) (UD) to discuss a potential scope of work and how to ensure alignment with the priorities and objectives of DEEP. Based on UD’s experience conducting policy reviews and analyses in the past, including their most recent project analyzing early childhood education policies in Delaware, DWDB believes UD is an appropriate partner/contractor for this new workstream. DWDB expects to make a decision on this new workstream in October and update the EDA as appropriate.

**Equity-Centered Workforce Development Study.** DWDB partnered with the [United Way of Delaware](#), the [Delaware Racial Justice Collaborative](#), and the [Urban Institute](#) to extend the [Equity-Centered Workforce Development study](#). In sum, this study is taking a deep dive into the current state of workforce development in Delaware through a comprehensive and equity-focused lens. The primary objectives of the study include (*Scope of Work- Attachment 5*):

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Given the subject matter overlap with DEEP, and the strong reputation of the stakeholders involved in that study, DWDB agreed to provide additional funding to expand the capacity of the project team and extend the timeline to ensure there is a greater focus on Delaware Promise Communities. Based on the expected timeline, this study is expected to be completed by November 30, 2022. Please see the attached updated report from United Way (*Attachment 6*).

**Activity Summary**

Task	Activities	Benefit/Outcome	Milestone Date
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	project updates and project activities		
Implemented Business Decision Maker Survey	<ul style="list-style-type: none"> <li>● Zogby Analytics implemented the Business Decision Maker Survey with 251 businesses</li> </ul>	<ul style="list-style-type: none"> <li>● Zogby shared raw survey data for review</li> <li>● Received Final Report from Zogby</li> </ul>	Zogby shared its Final Report on September 8, 2022
Contracted with Delaware Data Innovation Lab (DDIL)	<ul style="list-style-type: none"> <li>● Approved the Scope of Work</li> <li>● Developed and executed contract</li> <li>● On-boarded the DDIL Project Team</li> <li>● Worked with DDIL and a select group of DWDB Board members to identify and define principal questions of interest from the survey</li> <li>● Met with DDIL on a weekly basis to review progress, provide strategic consultation, and co-design presentation materials</li> </ul>	<ul style="list-style-type: none"> <li>● Gave a local organization the opportunity to meaningfully contribute to the project</li> <li>● Receive data analytics support from the DDIL Project Team who is easy to reach/engage with on a regular basis</li> <li>● Developed easy-to-understand materials that helps answer key questions of interest</li> </ul>	<p>Executed contract with DDIL on July 15, 2022</p> <p>Completed 8-week project wrap-up meeting on September 22, 2022</p> <p>DDIL Final Report mid-October, 2022</p>
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Established a new project workstream for an in-depth workforce policy analysis	<ul style="list-style-type: none"> <li>Reviewed existing DWDB policies</li> <li>Facilitated several discussions with faculty from University of Delaware (UD) to understand the potential for conducting an in-depth policy review of workforce policies</li> <li>Reviewed a draft SOW provided by UD</li> </ul>	<ul style="list-style-type: none"> <li>Look beyond external fundings re: the DE workforce landscape to ensure current internal policies do not promote inequity or increase barriers for individuals and/or programs in DE Promise Communities</li> <li>Vetted a potential partnership</li> </ul>	UD submitted its draft proposal in mid-September 2022. DWDB expected to decide by mid-October. 2022

**Timeline:**

<b>Project Workstream</b>	<b>Start/Expected Start</b>	<b>Expected Completion Date</b>
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Policy Review & Analysis	November 2022	February 2024
Equity-Centered Workforce Dev. Study	August 2022	November 2022
Statewide Labor Force Study	Early 2023	February 2024

### **Challenges and Mitigation:**

**Business Decision Maker Survey:** One challenge worth noting during the survey process was getting enough businesses to complete a phone call survey and/or following through on an electronic survey response. Originally, Zogby anticipated getting 500 businesses to complete the survey; however, Zogby only received 251 survey responses. While there was still a wealth of information gleaned from the survey responses, DWDB would like to ensure more businesses respond to the survey.

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### **Budget:**

<b>Total Projected Amount</b>	<b>Federal Funding Spent</b>	<b>Match Spent</b>	<b>Match Spent (in-kind)</b>	<b>Remaining</b>	<b>% Total Project Cost Spent</b>
1,000,000	45,760.61	0	0	954,239.39	4.5%

### **Next Steps:**

- Complete summary materials from the Business Decision Maker Survey in partnership with DDIL and distributed to DWDB Board members and other stakeholders.
- Select qualified vendor(s) to complete the wraparound services and the entrepreneurial gap analyses; contract and onboard vendors before the end of the calendar year.
- Ensure completion of the Equity-Centered Workforce Development Study; review and analyze findings.
- Contract and onboard University of Delaware School for the workforce policy analysis before the end of the calendar year.
- Design a process to assess the skills of the Delaware workforce and implement the statewide skills gap analysis (one of the six total workstreams under DEEP)

### **Aggregate Metrics:**

- So far, the only metrics available are from the Business Decision Maker Survey completed by Zogby Analytics. As noted above, they surveyed 251 businesses. Please see attachments for a deeper look into the survey data and summary findings.



### **Client Success Stories:**

One of the early success stories of DEEP involves the partnership with DDIL, a relatively new organization that received \$2 million in start-up funding from a CARES Act grant in 2020 to address harm caused by COVID-19 via advanced data analytics and artificial intelligence.<sup>11</sup> Under the DEEP project, DDIL has analyzed the wealth of information gleaned from the Zogby Business Decision Maker Survey to help answer key questions of interest regarding economic development as a function of employer, training program, and market data. DDIL's local presence, as well as its connections to DWDB and Social Contract staff, allowed for streamlined communication and efficient collaboration.

### **EDA Assistance Needed:**

No assistance from the EDA is required at this time.

**Press Engagements/Opportunities:** The Delaware Business Times published an article about the Business Decision Maker Survey in its September/October Issue. The article is attached to this report.

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<sup>11</sup> <https://technical.ly/startups/merger-data-innovation-lab-tech-impact/>

## Performance Progress Report

<b>Grantee</b>	<b>Delaware Workforce Development Board (DWDB)</b>
<b>Project Title</b>	<b>Delaware Employment Equity Project (DEEP)</b>
<b>Project Number</b>	<b>ED22PHI3070005</b>
<b>Reporting Period</b>	<b>October 1, 2022 - March 31, 2023</b>
<b>Author of Report</b>	<b>Joanna Staib, DWDB &amp; Social Contract, Project Manager</b>

**Overview:** The Delaware Workforce Development Board (DWDB) continues to serve as the lead administrator of the EDA grant in partnership with its fiscal sponsor, the Delaware Department of Labor, Division of Employment & Training (DOL-DET). Wilmington-based consulting firm, [Social Contract](#), serves as the DEEP Project Manager and assists with implementing the project plan. This Performance Progress Report (Report) highlights the progress made since the previous reporting period (reporting period March 31, 2022, to September 30, 2022) and provides details around action steps, accomplishments, next steps, budget details, and more.

### **Summary of Progress Made Towards Goals Since the Previous Progress Report:**

This section highlights progress made towards the goals established in the previous progress report, then describes progress made towards new goals established during this project period.

#### ***1. Selected a dedicated Project Manager***

As previously reported, Social Contract (SC) was selected as DEEP Project Manager in June 2022. In addition to supporting DWDB with managing the project plan and subcontractor procurement, onboarding, and management, SC has focused on the following activities during this period:

- Hosted an in-person launch with all awardees on December 6, 2022. *Presentations from the meeting Attachment 1.*
- Held weekly project management meetings with DWDB, as well as monthly check-ins individually with EDSi, Tech Impact, UD, United Way, and the Entrepreneurial Resource Analysis Team (Social Contract) to provide updates, support, and address challenges & questions.
- Supported DWDB in the development of progress report.

**2. *Equity-Centered Workforce Development Study: Assess the current state of workforce development in Delaware through a comprehensive and equity-focused lens in partnership with UWDE and others.***

As described in the previous report, DWDB partnered with the [United Way of Delaware](#), the [Delaware Racial Justice Collaborative](#), and the [Urban Institute](#) to expand the existing [Equity-Centered Workforce Development study](#) to meet the research needs of DEEP. In sum, this study takes a deep dive into the current state of workforce development in Delaware through a comprehensive and equity-focused lens.

United Way of Delaware has been finalizing the Workforce Development Study during this period. The final report will be ready for release as soon as the final acknowledgement page is signed off by the primary funder - Barclays US. UWDE expects to receive the finalized matrices within the same period (April 2023). *The first copy of the DRAFT report from December 2022 is in Attachment 2.*

**3. *Policy Review and Analysis: Analyze current workforce policies to ensure there are no inconsistencies, conflicts, duplication, or ambiguity that promote inequity or increase barriers for individuals and programs in Promise Communities.***

DWDB selected the Biden School of Public Policy & Administration of the University of Delaware (UD) to contract for this workstream in November 2022. The two deliverables for this project are the following:

- A policy manual to support internal operations and ensure DWDB is following all correct and up-to-date federal, state, and board-recommended policies.
- A landscape analysis of state policies in relation to workforce development and DWDB partners.

Between December 2022 and March 2023, the work largely focused on creating the policy manual, including:

- Researching, collecting, and organizing publicly available DWDB internal policies as well as paper copies to ensure all necessary policies are included in the manual.
- Researching workforce development policy manuals from other states to find models and best practices to influence the design and content of the DWDB policy manual.
- Creating the first draft of the 90+ page policy manual and sharing it with the DWDB team for review and feedback.
- Collaborating with DWDB, who is also consulting with the Delaware Department of Employment and Training, to ensure all information is accurate and up to date.
- Editing the document

IPA has also started creating the landscape analysis. This work included gathering partners and contact information, performing background research to see what information is publicly

available on DWDB partners and workforce development work in the state, and drafting a list of questions for DWDB partners to garner helpful feedback in future conversations and interviews.

To support this work, IPA has conducted weekly internal project team meetings, conducted check-ins with the DWDB and SC teams, and participated in meetings with SC to understand the context of the larger project and ensure the work is moving forward at an appropriate pace.

**4. *Gap Analysis of Entrepreneurial Resources: Assess the landscape of innovation and entrepreneurship assets and identify gaps in access to capital and other resources.***

DWDB selected Social Contract (SC) to implement this scope of work in October 2022. SC has spent the first quarter of 2023 in the planning and design phases of this work. During the planning phase, the team created a detailed engagement, data collection, and analysis plan to guide the work. In this plan, SC outlined the research questions, necessary data, engagement methods, data collection processes, and analysis methodology.

SC also created an ecosystem map, which includes a detailed list of organizations that provide resources to entrepreneurs and aspiring entrepreneurs in Delaware. Using this list, the team created two surveys:

- One for organizations that provide entrepreneurial support and resources.
- One for entrepreneurs and aspiring entrepreneurs

The goal of the organization survey is to collect data on resources available in the state and the goal of the entrepreneur survey is to understand both the needs of entrepreneurs and the services they currently utilize. To date, the organizational survey was distributed to around 50 providers via email. SC is in the process of conducting follow-up phone calls to increase participation in the survey. Throughout the year, SC will also host interviews and focus groups with entrepreneurs and aspiring entrepreneurs, as interest is identified in the survey, to better understand what resources they currently use and what resources they still need.

**5. *Gap Analysis of Wraparound Services: Assess the landscape of wraparound services to identify opportunities to address employment barriers and connect employers and training programs with wraparound service providers.***

DWDB selected EDSi as the subcontractor to implement this scope of work in October 2022. During this period, the team has focused on developing a comprehensive services catalog (partially complete) and identifying service delivery providers and partners (partially complete). In this phase, EDSi identified core and supporting programs, documented location and services provided, identified service delivery partners, and identified key contacts for validation and expansion of the matrix and catalog. They have also reached out to service providers for additional details on services and identified service types and locations.

Two EDSi team members conducted in person site visits at American Job Centers in Wilmington, Newark, Georgetown, and Dover. During the visits, they interviewed staff and observed referral processes. This was part of an overall effort to document service delivery and the relationship between WIOA workforce services and other community partner services.

**6. Labor Force & Skills Assessment: Assess the skill sets and employment interests of individuals within Delaware Promise Communities.**

SC is responsible for developing a labor force and skills assessment campaign to assess the skill sets and employment interests of individuals within Delaware Promise Communities. During this period, the project team has begun to design the community engagement strategy that includes marketing, outreach, and data collection. The team has also held meetings with local labor, workforce, and community development stakeholders to introduce them to the overall project, present the preliminary community engagement concept and strategy, receive feedback, and gain buy-in to the campaign.

**Activity Summary**

Priority tasks for this period (as outlined in the previous progress report), and the progress made on these activities are outlined as follows:

<b>Task</b>	<b>Activities</b>	<b>Benefit/Outcome</b>	<b>Milestone Date</b>
Ongoing DEEP Project Management	<ul style="list-style-type: none"> <li>- SC hosted project launch with all awardees on December 6, 2022</li> <li>- Weekly project management meetings with DWDB, as well as monthly check ins individually with EDSi, Tech Impact, UD, United Way, and the Entrepreneurial Resource Team (SC) to provide updates and address challenges &amp; questions.</li> <li>- The next in person all hands meeting will be held on April 26, 2023</li> </ul>	<ul style="list-style-type: none"> <li>- Added capacity and expertise to the project</li> <li>- Provided support to DWDB Executive Director</li> <li>- Monitored awardee progress and provided opportunities to share resources &amp; learnings across all workstreams.</li> </ul>	April 2024
Complete summary materials from the Business Decision Maker Survey in partnership with DDIL and distributed to DWDB Board members and other	<ul style="list-style-type: none"> <li>- Summary materials completed and reviewed in October 2022.</li> <li>- Findings presented to the DWDB at their 10/11/2022 meeting.</li> <li>- Materials will be revisited and analyzed as part of Social Contract's final phase of this project, once data from the community has been collected</li> </ul>	Findings from the Survey informed DWDB's strategic plan priority to increase alignment between employer needs and training programs. The board shared these evidence-informed priorities broadly across the workforce ecosystem through a learning lab	October 2022

stakeholders.		with Deloitte Consulting. <i>A draft of the strategic plan and the report from Deloitte attachment 3 and 4.</i>	
Select qualified vendor(s) to complete the wraparound services and entrepreneurial gap analyses; contract and onboard vendors before the end of the calendar year.	<ul style="list-style-type: none"> <li>- EDSi was contracted and onboarded to complete the gap analysis of wraparound services.</li> <li>- SC was contracted and onboarded to complete the gap analysis of entrepreneurial resources</li> </ul>	By onboarding these vendors, significant progress, as outlined above, has been made on these workstreams	December 2022
Ensure completion of the Equity-Centered Workforce Development Study; review and analyze findings.	<ul style="list-style-type: none"> <li>- The equity-centered workforce development study is slated to be completed in April of 2023</li> <li>- Findings will be reviewed at the next all hands meeting</li> </ul>	The findings from this workstream will be helpful to other awardees, as well as prompting internal review within DWDB	April 2023
Contract and onboard UD for the workforce policy analysis before the end of the calendar year.	<ul style="list-style-type: none"> <li>- The University of Delaware (UD) was successfully onboarded in December of 2022</li> </ul>	UD has made significant progress, as outlined above, including completing the first draft of the policy analysis	December 2022
Design a process to assess the skills of the Delaware workforce and implement the statewide skills	<ul style="list-style-type: none"> <li>- SC kicked off the Skills Assessment Tool planning in January 2023 and working with Tech Impact to identify a platform for the tool.</li> <li>- SC working with the DOL to access the tool's API and</li> </ul>	<ul style="list-style-type: none"> <li>- SC has engaged DOL, unemployment insurance and stakeholders to inform them of this work and begin a</li> </ul>	May 2023

gap analysis (one of the six total workstreams under DEEP)	<ul style="list-style-type: none"> <li>- explore data collection options. Implementation of the tool is slated for June/July 2023 and data collection will run through January 2024</li> <li>- As part of the design process, Social Contract has been working with local leaders to solicit feedback and validate the tool.</li> <li>- Data analysis will be ongoing as responses are collected. Compiled for final review beginning in February 2024</li> </ul>	<ul style="list-style-type: none"> <li>- community engagement strategy to solicit feedback and validate the tool.</li> <li>- This workstream will also provide opportunities for community members to have their voice heard and allow SC to begin to understand the delta between current employer needs and job seeker skills</li> </ul>	
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**Timeline**

Project Workstream	Start/Expected Start	Expected Completion Date
Gap Analysis for Wraparound Services	November 2022	January 2024
Gap Analysis for Entrepreneurial Services	November 2022	January 2024
Policy Review & Analysis	November 2022	February 2024
Equity-Centered Workforce Dev. Study	August 2022	April 2023
Labor Force and Skills Assessment	January 2023	April 2024

**Challenges and Mitigation**

1. Social Contract was made aware that Wilmington Alliance and other partners have undertaken a similar entrepreneurial asset project and may be engaging the same types of stakeholders. Social Contract met with the project managers in April 2023 and created a collaboration plan to work together, including sharing survey responses/contacts as appropriate.
2. The Delaware Department of Employment and Training (DET) is updating documents due to a federal oversight process. These updates may inform the policy manual. Being able to ensure we have up-to-date information from them may impact our timeline. The

DWDB team is in contact with DET and this should be easy to sort out, but it could cause unforeseen delays.

3. The Equity Centered Workforce Development study has faced delays in dissemination due to competing funder priorities and expectations. We expect this to be resolved soon and the final report will be shared once it is produced.

**Budget:**

<b>Total Projected Amount</b>	<b>Federal Funding Spent</b>	<b>Match Spent</b>	<b>Match Spent (in-kind)</b>	<b>Remaining</b>	<b>% Total Project Cost Spent</b>
1,000,000	194,811.80	0	0	805,188.20	19%

**Next Steps (through September 2023)**

<b>Owner</b>	<b>Work Stream</b>	<b>Tasks</b>	<b>Date</b>
Social Contract	Project Management	Ongoing subcontractor management	April 2024
Social Contract	Labor Force and Skills Assessment	Select vendor for tool, build and pilot survey	July 2023
		Launch community engagement campaign for data collection	August 2023 (through January 2024)
		Continue advisory/feedback discussions	Ongoing
		Collect and analyze responses ongoing.	September 2023
Social Contract	Entrepreneurial Resources Analysis	Create a marketing package to share out the entrepreneur survey	April 2023
		Create the interview and focus group guides to plan for community engagement	April 2023



		Begin focus groups and interviews	May 2023
UD	Policy Analysis	Create next draft of policy manual	July 2023
EDSi	Wraparound Services	Completed catalog of services and service delivery matrix	April 2023
		Map of services with geographic gap analysis	May 2023
		Analyze service gaps and utilization data	June 2023
United Way	Workforce Development Study	Release Equity-Centered Workforce Development Study	April 2023
		Plan for next steps	May 2023

**Aggregate Metrics:** No metrics are available currently.

**Success Stories**

- Through the project kickoff hosted by Social Contract in December, all awardees were able to meet in person, share ideas and generate synergies across the workstreams. This created opportunities for collaboration between awardees and strengthened the projects.
- During their visits to the American Job Centers in April, EDSi identified several key findings. In comparing the funding amount offered in Newark and Wilmington, they were able to identify that while both centers max their training funds for non-degreed programs at \$5000, there was discrepancy on the associate degree funding. Newark reportedly pays \$5500 per semester and Wilmington \$7200 per semester. Additional findings are being prepared in a report to be shared with the AJC’s, Social Contract and DWDB in the coming months.
- Through stakeholder engagement on the Skills Assessment workstream, Social Contract has engaged Dubard Enterprises, the Department of Labor, Unemployment Insurance, and the Delaware Prosperity Partnership. Discussions with these stakeholders has generated interest and support for the project and has also provided the opportunity to identify similar work being completed across the state.

**EDA Assistance Needed:** No assistance from the EDA is required at this time.

**Press Engagements/Opportunities:** None

## Performance Progress Report

<b>Grantee</b>	<b>Delaware Workforce Development Board (DWDB)</b>
<b>Project Title</b>	<b>Delaware Employment Equity Project (DEEP)</b>
<b>Project Number</b>	<b>ED22PHI3070005</b>
<b>Reporting Period</b>	<b>April 1, 2023, to September 30, 2023</b>
<b>Author of Report</b>	<b>Joanna Staib, DWDB &amp; Social Contract, Project Manager</b>

### **Overview:**

The Delaware Workforce Development Board (DWDB) continues to serve as the lead administrator of the EDA grant in partnership with its fiscal sponsor, the Delaware Department of Labor, Division of Employment & Training (DOL-DET). Wilmington-based consulting firm, [Social Contract](#), serves as the DEEP Project Manager and assists with implementing the project plan. This Performance Progress Report (Report) highlights the progress made since the previous reporting period (reporting period October 1, 2022 - March 31, 2023) and provides details around action steps, accomplishments, next steps, budget details, and more.

### **Summary of Progress Made Towards Goals Since the Previous Progress Report:**

This section highlights progress made towards the goals established in the previous progress report (see attached), then describes progress made towards new goals established during this project period.

- 1. Project Management: Managing the project plan and subcontractor procurement, onboarding, and management (Social Contract)***
  - Hosted an in-person workshop with all awardees on September 13, 2023, to discuss the progress of each project workstream and hear the findings that have been developed in the reports that are complete.
  - Held weekly project management meetings with DWDB, as well as monthly check-ins individually with EDSi, Tech Impact, UD, United Way, and the Entrepreneurial Resource Analysis Team (Social Contract) to provide updates, support, and address challenges & questions.
  - Supported DWDB in the development of the progress report.
- 2. Equity-Centered Workforce Development Study: Assess the current state of workforce development in Delaware through a comprehensive and equity-focused lens in partnership with UWDE and others.***

- United Way of Delaware has finalized the Workforce Development Study during this period. It is ready for release and attached at the end of this document.
3. ***Policy Review and Analysis: Analyze current workforce policies to ensure there are no inconsistencies, conflicts, duplication, or ambiguity that promote inequity or increase barriers for individuals and programs in Promise Communities. (The Biden School of Public Policy & Administration of the University of Delaware)***

- The two deliverables for this project include: a policy manual to support internal operations and ensure DWDB is following all correct and up-to-date federal, state, and board-recommended policies; and a landscape analysis of state policies in relation to workforce development and DWDB partners.
- Between April 2023 and October 2023, the work largely focused on creating the policy manual, including:

Task #1: Policies and Procedure Review:

- IPA has created a policy manual to support the internal operations of the Delaware Workforce Development Board (DWDB) board.
- To date, the IPA team has researched and utilized best practices from other workforce development agencies and organizations; researched the workforce development landscape in Delaware to understand DWDB's role; reviewed and sorted through over 10 years' worth of DWDB policies; reviewed physical and electronic copies of policies; worked with DWDB leadership to determine which policies are still necessary and relevant to include in the manual; worked with the IPA editor and graphic designer to create a DWDB manual that is user-friendly and easy to update; presented to the DWDB Executive Committee on progress

Task #2: Landscape Analysis of Workforce Development Policies

- IPA is working to create a landscape analysis of state policies regarding workforce development. This analysis incorporates the policies of DWDB partners. The purpose of this landscape analysis is to understand policies in place at each agency and to determine any issues such as policy gaps, overlaps, or misalignments.
- To date, the IPA team has collected all public-facing policies from all 21 of the DWDB partner agencies and programs; created a list of 40+ potential agency and program contacts to interview; developed a list of interview questions to dig deeper and better understand the landscape of workforce development in Delaware; discussed a process for analyzing interview feedback.

4. ***Gap Analysis of Entrepreneurial Resources: Assess the landscape of innovation and entrepreneurship assets and identify gaps in access to capital and other resources.***

- Social Contract has completed the data collection phase including two surveys, four focus groups, and interviews with entrepreneurs and support organizations. Social Contract is working to analyze the data collected and has drafted a report outline. A list with the entrepreneur resources that have been identified has also been compiled.

- SC will host an entrepreneur workshop on November 7th to bring together current and aspiring entrepreneurs, local organizations, industry experts, investors, and other stakeholders in the state to discuss and explore ways to enhance collaboration, increase access to resources, and leverage design thinking principles to improve the entrepreneurial ecosystem. Once data analysis is complete, SC will share the draft report in mid-November. Findings, recommendations, a list of entrepreneurial resources in the state, and the final report will be presented in late November.

**5. *Gap Analysis of Wraparound Services: Assess the landscape of wraparound services to identify opportunities to address employment barriers and connect employers and training programs with wraparound service providers. (EDSi)***

During the current period, the team performed the following tasks:

Task 2 – Develop Comprehensive Services Catalog and Task 3 – Identify Service Delivery Providers and Partners were completed and presented at the April all hands meeting. In addition to identifying and cataloging the programs, providers and partners the work also included numerous phone discussion and in-person visits to understand processes, protocols, and perceived gaps in knowledge of, access to and delivery of supportive services.

Task 4 – Map Services and Providers to Illustrate Gaps – the catalog from Tasks 2 and 3 were used to develop an interactive mapping tool that shows the geographic location by provider and service type. This was completed in July.

Task 5 – Analyze Service Gaps and Utilization data – Historical data from federal WIOA reporting was analyzed in context of available services. Additional data about traffic to One Stop Centers, referrals between partners, and other utilization metrics were analyzed and incorporated in the final report (Task 6)

Task 6 – Gap Analysis Closeout Presentation and Recommendations – a comprehensive report of the process, findings and recommendations was drafted in August and has been updated and clarified on an ongoing basis based on feedback from DWDB and other partners.

**6. *Labor Force & Skills Assessment: Assess the skill sets and employment interests of individuals within Delaware Promise Communities (Social Contract)***

- During this period, the project team developed the skills assessment survey in partnership with Tech Impact and deployed the survey into communities in early September.
- The Social Contract team also worked with a local social media and marketing company to design the campaign including the name Project Work4Success, as well as unique hashtags, social media assets and logos to distinguish and market the survey. The survey has been translated into Spanish and is in progress of being translated into Haitian Creole to reach non-English speaking Delaware residents.
- To collect survey data more effectively in person and connect with communities, SC onboarded and trained 5 subcontractors, named Community Workforce Coordinators (CWCs) to collect data for the Skills Assessment survey. SC hosted two onboarding

sessions to train the CWCs and prepare them to collect survey data. In the coming months, SC will host monthly professional development workshops and check-ins with the CWCs and cohost 5 events with the CWCs and local community organizations within the communities across the state to collect survey data and provide resources to the community. Data analysis is ongoing and data collection will continue through January 15, 2023.

**7. Technical Assistance provided by Tech Impact:**

- Assisting in the review and sampling estimates for the Entrepreneur and Businesses surveys across the state. This helped to ensure that the clearest data and survey questions would be collected for Social Contract's Analysis. This was complete as of May 2023.
- Completing a review of the original definitions of Promise Communities in the state of Delaware. After cross-validation with Economic, Opportunity Zones, Qualified Census Tract and other designations, we found that the Promise Community metric needed revamping. To accomplish this, we redefined the set of outcomes used to index on whether an area qualified as a Promise Community. The new metrics focus on workforce and adult education outcomes, which align best with the offerings and populations of interest from the DWDB. This draft was delivered in July of 2023 and finalized in September. This map will also be leveraged for the project described below.
- Assisting with the development of the Skills Matcher survey. Social Contract built a survey to sample individuals on their individual business needs, which also ties back to Career One Stop's Skills Matcher Tool questions. To enable a fully digital surveying experience, TI built the pipeline between Survey Monkey and Career One Stop's API.

**Activity Summary:** Priority tasks for this period (as outlined in the previous progress report), and the progress made on these activities are outlined as follows:

Task	Activities	Benefit/Outcome	Milestone Date
Ongoing DEEP Project Management	Hosted an in-person project launch with all awardees on December 6, 2022. Held weekly project management meetings with DWDB, as well as monthly check ins individually with EDSi, Tech Impact, UD, United Way, and the Entrepreneurial Resource Analysis Team (Social Contract) to provide updates and address challenges & questions.	-Added capacity and expertise to the project -Provided support to DWDB Executive Director -Monitored awardee progress and provided opportunities to share resources & learnings across all workstreams -Brought together all awardees to co-create solutions and address outstanding questions	Apr. 2024

<p>Design a process to assess the skills of the Delaware workforce and implement the statewide skills gap analysis. Launch community engagement campaign for data collection.</p>	<p>Deployed the Skills Assessment survey in September of 2023. Worked with Tech Impact and the DOL to access the skills matcher tool's API and connect the skills assessment survey to the tool, so respondents will receive instant results based on their self-assessment.</p>	<p>This workstream will provide an opportunity for community members and job seekers to have their voice heard and allow Social Contract to begin to understand the delta between current employer needs and job seeker skills</p>	<p>Feb. 2024</p>
<p>Policies and Procedure Review</p>	<p>Created a policy manual to support the internal operations of the Delaware Workforce Development Board (DWDB) board. Researched and utilized best practices from other workforce development agencies and organizations; researched the workforce development landscape in Delaware to understand DWDB's role; reviewed and sorted over 10 years' worth of DWDB policies; reviewed physical and electronic copies of policies; worked with DWDB leadership to determine which policies are still necessary and relevant to include in the manual; worked with the IPA editor and graphic designer to create a DWDB manual that is user-friendly and easy to update; presented to the DWDB Executive Committee on progress.</p>	<ul style="list-style-type: none"> <li>-Streamline DWDB policies to ensure the board is fulfilling its mandate and best serving Delawareans.</li> <li>-Help Delaware discover and better utilize practices and pools of money available to them.</li> </ul>	<p>Feb. 2024</p>
<p>Landscape Analysis of Workforce</p>	<p>-Collected all public-facing policies from all 21 of the DWDB partner agencies and</p>	<p>Help uncover misalignments, gaps, overlaps in workforce</p>	<p>Feb 2024</p>

<p>Development Policies</p>	<p>programs; created a list of 40+ potential agency and program contacts to interview; developed a list of interview questions to dig deeper and better understand the landscape of workforce development in Delaware; discussed a process for analyzing interview feedback.</p>	<p>development policies among key players in Delaware. Create a starting point for collaboration and conversation among DWDB partners. Starting with internal and intra-agency efficiencies will help agencies provide better and more streamlined services to Delawareans.</p>	
<p>Create a marketing package to share out the entrepreneur survey, create the interview and focus group guides to plan for community engagement, and begin focus groups and interviews.</p>	<p>-Completed the data collection phase including two surveys, four focus groups, and interviews with entrepreneurs and support organizations. -Working to analyze the data collected and draft a report outline. A list with the entrepreneur resources that have been identified has been compiled.</p>	<p>-Entrepreneurs and support organizations will gain access to strategic insights and data-driven recommendations to enhance their operations and better serve their clients. -Policymakers and business leaders can make informed decisions to promote entrepreneurship, leading to a more vibrant and innovative business environment. -Fostered a sense of community by bringing entrepreneurs and support organizations together, promoting collaboration, and sharing best practices.</p>	<p>Nov. 2023</p>
<p>Create a marketing package to share out the entrepreneur survey, create the interview and focus group guides to plan for community engagement, and begin focus groups and interviews.</p>	<p>-Completed the data collection phase including two surveys, four focus groups, and interviews with entrepreneurs and support organizations. -Working to analyze the data collected and draft a report outline. A list with the entrepreneur resources that have been identified has been compiled.</p>	<p>-Entrepreneurs and support organizations will gain access to strategic insights and data-driven recommendations to enhance their operations and better serve their clients. -Policymakers and business leaders can make informed decisions to promote entrepreneurship, leading to a more vibrant and innovative business environment. -Fostered a sense of community by bringing entrepreneurs and support organizations together, promoting collaboration, and sharing best practices.</p>	<p>Nov. 2023</p>

## Timeline

Project Workstream	Start/Expected Start	Expected Completion Date
Gap Analysis for Wraparound Services	November 2022	January 2024
Gap Analysis for Entrepreneurial Services	November 2022	January 2024
Policy Review & Analysis	November 2022	February 2024
Equity-Centered Workforce Dev. Study	August 2022	April 2023
Labor Force and Skills Assessment	September 2023	April 2024

## Challenges and Mitigation

1. Social Contract noticed that the skills assessment survey received a flood of false responses in mid-September. The project team was able to quickly identify the fraudulent responses and mitigated the issue by:
  - a. Reviewing all survey responses and removing suspected false responses (based on time spent taking the survey, email addresses, IP addresses and response trends);
  - b. Removing QR codes from social media and focusing on in person data collection;
  - c. Allowing only 1 response per IP address; and
  - d. Continuing to review and verify responses weekly with the Community Workforce Coordinators.
2. The landscape analysis will be complicated because there are 21 DWDB partners as well as the Division of Employment and Training as the DWDB fiscal agent. Each of these agencies and programs operate uniquely and UD has raised that it could take longer than anticipated to dig in and understand how all partner policies relate to one another and how policies translate from paper to how they function and effect employees and citizens.
3. The gap analysis of entrepreneurial resources has been challenging to keep evergreen since data collection through surveys and interviews are a point in time effort and resources offered by organizations continue to evolve. Social Contract is exploring options for data management tools and vendor options to keep the resource map evergreen post project. SC will include research and recommendations on how to keep the resources updated and shareable with the public in the upcoming report.

## Budget

Total Projected	Federal	Match Spent	Match Spent	Remaining	% Total
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Amount	Funding Spent		(in-kind)		Project Cost Spent
\$1,000,000	\$479,461.79	0	0	\$520,538.21	47.9%

**Next Steps (through April 2024)**

Owner	Work Stream	Tasks	Date
Social Contract	Project Management	Ongoing subcontractor management	April 2024
Social Contract	Labor Force and Skills Assessment	Collect and analyze responses ongoing	January 2024
		Manage CWC program including training and community events	January 2024
		Draft report	February 2024
		Submit report	April 2024
Social Contract	Entrepreneurial Resources Analysis	Draft report	October 2023
		Host Entrepreneur Workshop	November 2023
		Submit report	November 2023
UD	Policy Analysis	Interview DWDB partner contacts	November 2023
		Finalize Policy Manual	November 2023
EDSi	Wraparound Services	Final reviews with other state level partners	October 2023
		Submit report	October 2023

## **Aggregate Metrics**

No metrics are available currently.

## **Success Stories**

- Through the workshop hosted by Social Contract in September, research and workforce ecosystem partners had the opportunity to meet and learn about the progress of each project workstream and hear the findings that have been developed in the reports that are complete. In addition to the awardees, the DOL, Spur Impact and EDA were able to participate. The awardees and other workforce partners began to connect the projects to build a larger picture of equity in the workforce in Delaware and explored remaining questions about the landscape that need to be addressed in order to fully understand the current state of equity in employment across the state.
- Social Contract hired and trained 5 Community Workforce Coordinators, with a great depth of social capital within Delaware communities. The CWCs have already made great strides in connecting with local communities, identifying local events, and building relationships to more effectively deploy the skills assessment survey and build trust within their communities.
- Tech Impact was able to fully digitalize the surveying experience and increase the reach and security measures of the data collection process. TI also redefined Promise Communities at a more granular level, revealing variable specific regions of differential need otherwise missed by viewing outcomes at a higher level.
- The depth of the EDSi report has elicited substantial interest and feedback, and new awareness of best practices. There is excitement around the opportunities to apply the findings to generate greater usage of supportive services and improved outcomes.
- The University of Delaware was able to organize 10+ years of workforce policies, helping the DWDB uncover policies that need to be updated to better serve Delawareans. The policy review was also able to shine a light on the Governor's Reserve fund so the DWDB can utilize it effectively.

**EDA Assistance Needed:** No assistance from the EDA is required currently.

**Press Engagements/Opportunities:** United Way press release on their Comprehensive Workforce Development Study: [United Way of Delaware and Delaware Racial Justice Collaborative Announce the Release of a Comprehensive Delaware Workforce Development Study - United Way of Delaware \(uwde.org\)](https://www.uwde.org/press-releases/united-way-of-delaware-and-delaware-racial-justice-collaborative-announce-the-release-of-a-comprehensive-delaware-workforce-development-study)