

Delaware's Annual Report PY 2020





On behalf of the Delaware Workforce Development Board, we are pleased to submit Delaware’s Workforce Innovation and Opportunity Act (WIOA) Annual Statewide Performance Report Narrative for Program Year 2020.

Under Governor John Carney’s leadership and vision, Delaware Workforce Development has been a leading partner in advancing Delaware’s workforce to obtain education and/or training while focusing on preparing Delawareans for the high-demand jobs of today and the future.

Program Year 2020 (PY20) has brought great challenges, great changes, and great successes to the workforce system in Delaware. Historically low unemployment rates were erased overnight as a result of the Coronavirus pandemic. The Delaware Workforce Development Board’s focus pivoted to deal with the effects of the worldwide, however, our dedication to ensuring Delawareans were equipped with the necessary training and education to endure the lasting effects was unmistakable.

This report highlights progress at the state level, in addition to programmatic results, which showcases our improved delivery of services and outcomes throughout the state. We would like to thank Governor John Carney, Delaware’s Cabinet Secretaries, the staff and leaders of the Workforce Innovation and Opportunity Act (WIOA), members of the WIOA One Stop System, Board Members, our staff, Delaware Department of Labor, Division of Employment and Training (DET) staff, our providers, and Delaware’s businesses who make Delaware a great place to work and live.

We look forward to building upon the accomplishments of Program Year 2020 and appreciate your support of Delaware’s Workforce Development’s vision to create, enable and sustain Delaware’s workforce.

Respectfully,

Joanna Staib
Executive Director
Delaware Workforce Development Board

Robin McKinney-Newman
Deputy Director
Delaware Workforce Development Board

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Delaware’s Strategic Vision and Goals as Outlined in the WIOA State Plan:

Delaware Governor John Carney and the Delaware Workforce Development Board (DWDB) envision an integrated workforce system. This system brings together diverse partners ensuring all Delawareans have access to a publicly funded workforce system that promotes, prepares, and connects workers with jobs, training, education, and other resources. These resources provide Delaware employers with the workers needed to ensure financial independence. Governor Carney sees the process spanning the entire life of a workforce participant. Developmental years focus on four specific skillsets: Science, Technology, Engineering, and Math (STEM) skills; Thinking Skills; Workplace Skills; and Citizenship Skills. Students, benefiting from anticipated improvement in graduation rates, move to post–secondary education and/or training via several tracks including, but not limited to, Delaware’s University system, Delaware’s Technical and Community College System, and other professional or trades training programs. Adults will continue to hone their skills throughout a lifetime of learning.

The operational vision is to provide a comprehensive integrated system of employment & training services and develop a cohesive, unified workforce system brand for all Delawareans (individuals and businesses).

For Job Seekers:

- As part of a single delivery one-stop system, a jobseeker can enter the system at any point and receive assessments and services that are most appropriate for them.
- It is characterized by a single portal Delaware Job Links (DJL), connecting business to qualified individuals. DJL has state of the art technology that includes a smart resume builder and job order system that ensures an accurate job seeker – job order match.
- Department of Employment and Training (DET) developed Delaware VOCAL (DE VOCAL) which serves and expand services to jobseekers of all skill levels and allows for a more efficient referral system for Department of Labor’s (DOL) WIOA partners. DE VOCAL features messaging, chat, and calendar scheduling.

For Business Customers the system meets the needs of employers by:

- Mapping the current state of business services and identifying their needs.
- Developing a statewide unified business services model to coordinate business outreach and solutions across WIOA partners and agencies.
- Gaining input from businesses and employers that drives the development of customized business strategies and products.
- Providing staff-assisted services, and outreach as necessary.
- Providing a self–service site to view the full array of services and access to them.

- Sharing resources among partners, thereby limiting duplication in services for businesses.
- Developing a common business outreach framework so businesses experience a more singular point of contact.

The Workforce Development Board will continue to use demand occupational data from the state's Office of Occupational and Labor Market Information (OOLMI), the DWDB's private industry members, intelligence from the Delaware Prosperity Partnership (DPP); and information gleaned through the Delaware Department of Labor's, Division of Employment and Training (DOL-DET) outreach efforts of its Business Services Unit to develop and constantly refine the demand occupations list. This list is the primary source for approving and developing training programs. This integrated approach mirrors the cross-agency and cross-divisional cooperation the Governor expects from all partners in the workforce system.

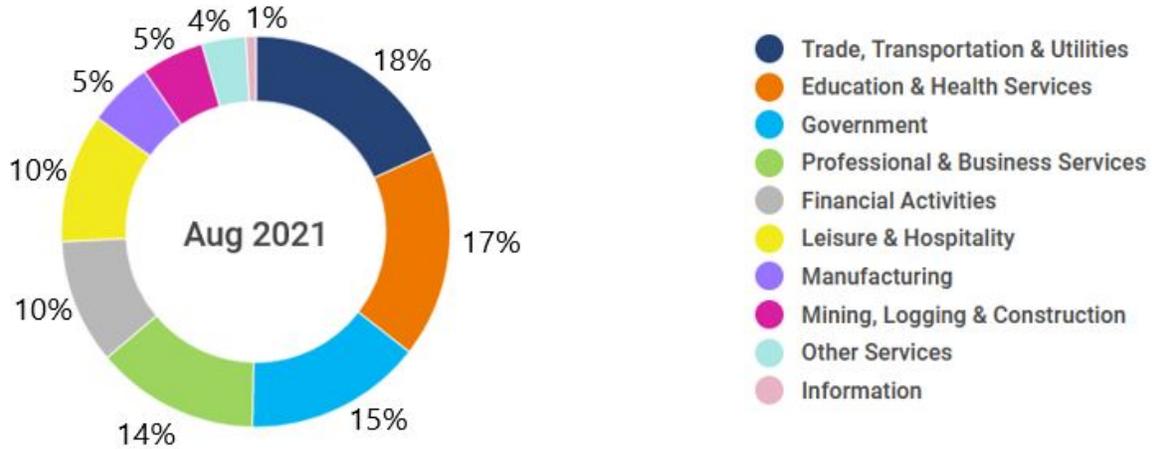
Delaware's Labor Market:

Delaware's publicly funded workforce system was jolted in late February and early March when the Corona Virus ripped through the First State causing mass worker dislocations, shuttering of small business, a tsunami of unemployment filings, and closures of state offices. The disruption knocked workforce partners, staff, and leaders back scrambling to embrace new approaches.

Delaware's has shown a steady decline in unemployment since the height in April 2020. Delaware's seasonally adjusted unemployment rate in June 2021 was 5.8%, down from 12.9% in June 2020. There were 28,200 unemployed Delawareans in June 2021 compared to 61,600 in June 2020. (Full monthly report here [Monthly Labor Review 2021-06.pdf \(delaware.gov\)](#) or in attachment 2)

The following are reports on Delaware's growth industries and workforce provided to DWDB by Delaware Prosperity Partnership (DPP). DPP, a public private partnership, is the *state's economic development agency* that leads Delaware's economic development efforts to attract, grow and retain businesses; build a stronger entrepreneurial and innovation ecosystem; and to support private employers in identifying, recruiting, and developing talent in Delaware.

Delaware's Diverse Economy:



Delaware's Industry Trends & Projections:

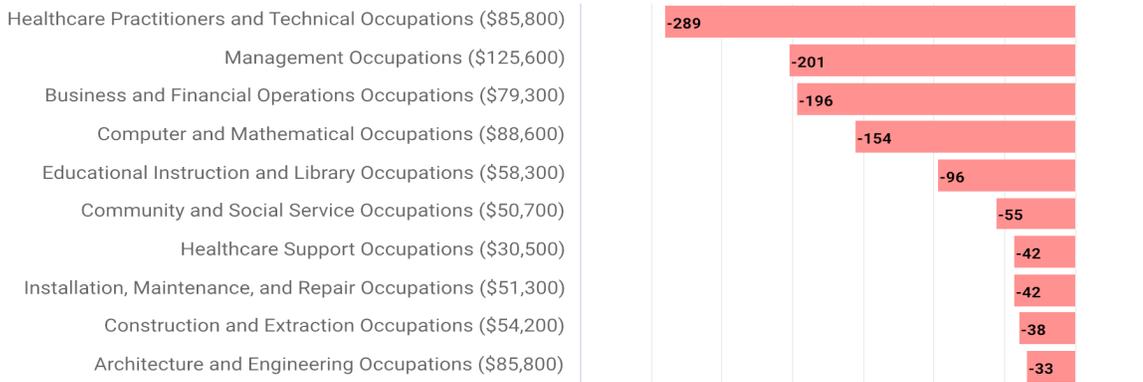
Delaware, 2021Q2¹

NAICS	Industry	CURRENT			5-YEAR HISTORY			10-YEAR FORECAST				
		Empl	Avg Ann Wages	LQ	Empl Change	Trend	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
62	Health Care and Social Assistance	75,953	\$57,241	1.12	2,296		0.6%	85,182	37,204	38,453	9,525	1.2%
44	Retail Trade	51,171	\$35,003	1.07	-4,222		-1.6%	65,649	29,674	37,530	-1,554	-0.3%
52	Finance and Insurance	42,667	\$113,611	2.23	302		0.1%	39,612	14,966	24,657	-11	0.0%
72	Accommodation and Food Services	35,891	\$21,923	1.03	-3,764		-2.0%	62,965	26,629	33,530	2,806	0.8%
61	Educational Services	35,658	\$63,067	0.97	94		0.1%	34,548	16,063	17,341	1,144	0.3%
56	Administrative and Support and Waste Management and Remediation Services	29,706	\$46,097	1.02	975		0.7%	36,095	14,747	20,138	1,211	0.4%
54	Professional, Scientific, and Technical Services	28,737	\$110,983	0.88	-1,299		-0.9%	26,247	9,258	15,730	1,259	0.4%
23	Construction	28,038	\$61,102	1.03	1,836		1.4%	28,784	9,986	17,897	900	0.3%
31	Manufacturing	25,395	\$67,836	0.68	-1,513		-1.2%	26,893	9,792	16,774	328	0.1%
48	Transportation and Warehousing	21,739	\$50,484	0.96	2,385		2.4%	24,125	9,970	13,490	666	0.3%

Occupation Gaps, Summary:

Occupation Gaps

Potential Average Annual Occupation Gaps over 10 Years in Delaware



Occupation Gaps, Detail:

SOC	Occupation	Annual Supply Gap
29-1000	Healthcare Diagnosing or Treating Practitioners	(214)
15-1200	Computer Occupations	(135)
13-1000	Business Operations Specialists	(107)
13-2000	Financial Specialists	(88)
11-9000	Other Management Occupations	(83)
29-2000	Health Technologists and Technicians	(74)
11-3000	Operations Specialties Managers	(70)
25-2000	Preschool, Elementary, Middle, Secondary, and Special Education Teachers	(53)
21-1000	Counselors, Social Workers, and Other Community and Social Service Specialists	(52)
11-1000	Top Executives	(33)
25-1000	Postsecondary Teachers	(32)
47-2000	Construction Trades Workers	(30)
17-2000	Engineers	(28)
49-9000	Other Installation, Maintenance, and Repair Occupations	(28)

DWDB 2020 Strategic Planning:

TIP Strategies

DWDB engaged the services of Theories in Practice (TIP) Strategies in September of 2020 to help create a strategic framework for a 5-year goal and investment approach as well as short-term priorities for a two-year period. TIP is a 25-year-old economic development and workforce development strategic planning firm. The strategic framework was a five-month project with a series of different phases, starting with the foundation phase. The foundation phase to learn as much as possible about workforce development within Delaware. The second phase was to work closely with the DWDB to build strategic operating framework to help guide investments and programs over the next 24 to 36 months. And finally concluded with technical assistance on how to implement and execute the framework. The framework was developed through surveys and interviews with workforce stakeholders, alongside three board retreats. The vision for this framework was to have the DWDB provide leadership and resources to develop a skilled workforce responsive to the evolving needs of business and communities. The framework and goals were outlined prior to the Covid-19 pandemic and was temporarily put on hold while Delaware responded to the immediate needs of our community. (Full report attachment 3)

DWDB 5-Year Goals as Identified by TIP Strategies:

Goal 1: Move Delaware residents towards economic self-sufficiency.

Goal 2: Support the workforce needs and competitiveness of industries that fuel Delaware's economy.

Goal 3: Build a responsive and agile workforce system statewide and locally.

Program and Service Priorities for 2021-2022 as Identified by TIP Strategies:

1. Promote greater alignment of Individual Training Account (ITA) and cohort training to self-sufficiency outcomes and critical industries.
2. Continue support of Wilmington Youth Initiative and justice-involved initiatives, expanding the system's capacity to share resources, strategies, and roles across multiple service providers.
3. Address the needs of those most impacted by COVID-19 pandemic, especially women displaced from the workforce.
4. Enhance the ability to assess changing job skill and occupations.
5. Develop an employer engagement strategy and implementation plan.
6. Rollout employer engagement strategy to a selected number of critical industries.
7. Pilot industry-led cohort training to upskill workers.
8. Enhance board capacity to lead workforce system.
9. Define a set of program and system outcomes measures and evaluation process.
10. Continue to move toward an integrated and coordinated workforce system for Delaware.

The new outlined goals recommended by TIP Strategies needed to have a seamless integration with the four-year goals as they appear in [Delaware PYs 2020-2023 | WIOA State Plan Portal \(ed.gov\)](#):

- Resource Alignment. This goal ensures the DWDB funds projects, training, and innovative programs with resources from multiple sources. To clarify, the DWDB is looking for workforce partners from multiple agencies, to combine funds to achieve goals. Whenever possible, the DWDB will look beyond WIOA Dislocated Worker, WIOA Adult, WIOA Youth, and Delaware Blue Collar funds to finance activities in the public workforce system.
- Pathways with An Expansion to Adult Pathways. This is a continuation and expansion of the goal from the previous four-year plan. The DWDB will weigh consider this goal and assign bonus points to providers that align the demand occupation with their programs. The DWDB is expanding this goal to include adult pathways (often called Career Lattices). While there are sure to be more initiatives; the DWDB embraces a policy that provides an additional ITA, if available, for clients who have completed an ITA training program and demonstrated success in the industry in which they were trained.

- **Wilmington Youth Initiative.** The Wilmington Youth Initiative is a Delaware Workforce Development Board initiative established to develop policies and to mitigate youth gun violence through workforce development and wrap around services for Wilmington youth in the city’s most dangerous areas.
- **Process Redesign.** This is a continuation of the process redesign goal from the previous four-year plan. This goal includes executing the action plan developed by the Delaware Manufacturing Extensions Partnership (DEMEP) mapping process. The initial effort in this goal is the development of a robust referral system characterized by Delaware’s VOCAL initiative and research into developing a “Stitch Fix” Artificial Intelligence (AI) referral system. Process redesign is a long-range project including a mapping of business services.
- **Re-Entry.** The DWDB recognizes returning citizens are a workforce pool, which may need expanded workforce services to achieve employment that offers unsubsidized employment to ensure a living wage and ultimately mitigate recidivism.

The board understands that its strength lies in the ability to establish an appropriate vision, convene the right partners, and broker a comprehensive set of solutions for business and job seekers. As such, the board seeks to take a more active role with the following:

1. Increase employer engagement and support.
2. Promote resource alignment and accountability among agencies and service providers.
3. Strengthen leadership role as the state’s workforce voice.

In the spring/summer 2021 it was apparent that the board structure and support would be the top priority. With the retirement of both the Board Chair and Executive Director, it was necessary to work with the Governor’s office to develop a succession plan for board/staff leadership and filling immediate vacancies on the board. The Chair and the Executive Director will ensure that the appointments to the board are aligned with the state’s critical industries, especially those targeted by DPP.

In addition to the board structure, DWDB developed new committees to direct the work towards the recommended goals. The new committees include:

Youth Committee

The Youth Committee works with our school systems and program providers on how to build the workforce of the future. The committee will provide recommendations on life skills training, expanding work-based learning opportunities, career exploration and exposure, credential attainment, completion of high school or GED program, and making sure our graduating seniors are college and/or career ready.

Adult Dislocated Worker Committee

The Adult Dislocated Worker Committee focus on high-demand occupation programs that train or strengthen skills of Delaware’s adult and dislocated workers, particularly in essential career tracts. It will work with providers to identify customized job training programs centered on data determined needs. In addition, this committee will investigate opportunities for businesses to “grow their own” training programs. Our priority will be to invest in businesses that provide training for current lower-level employees so they can advance within their company.

Business Engagement Committee

The Business Engagement Committee ensures that the DWDB’s funding priorities are aligned with Delaware’s most current workforce skills needs, as indicated by the state’s business stakeholders. This committee also works to help close the skills gap experienced by employers.

Strategic Planning Committee

Strategic Planning Committee guides the DWDB’s achievement of its overarching goals, objectives, priorities, and activities. It will track the progress and support the Board and its committees in the development of metrics establishing, data collection, and data reporting criteria.

Data Management System Updates:

In February of 2021, DET implemented several new features in the data management system, Delaware Job Links (DJL). The system upgrade is more modern and user friendly. Enhancements include more details in the job search, ability to upload pdf versions of a client resumes, and the Management Information Unit continues to add enhancements to the reporting system.

Program Progress and Results:

Forward Delaware

On August 2, 2020 Governor John Carney signed [Executive Order #43](#), creating the Rapid Workforce Training and Redeployment Training Initiative to assist Delaware workers and their families who lost jobs and income due to the COVID-19 crisis. In partnership, the Delaware Department of Labor, Division of Employment and Training, and Delaware Workforce Development Board issued funding opportunities for entities to complete. These funding opportunities were for short-term training and targeted the areas of Healthcare, IT, Construction/Trades, Hospitality/Food Service and Logistics/Transportation.

The purpose of the initiative was to engage both unemployed/underemployed Delaware workers and Delaware's business community in order to:

1. Expand access and capacity for existing certificate/certification programs.
2. Identify additional employers' workforce needs that can be addressed with training.
3. Provide targeted training to individuals including job search support and placement with the goal of employment.

Timeline:

- In August 2020, DWDB reviewed the current Occupational Demand List and determined it was sufficient to meet the needs of EO 43
- Weekly calls were scheduled with DWDB members and staff, Departments of Labor, Education, Health and Social Services, DOL DET staff, DOL, training providers, and community partners to develop short-and long-term recovery planning.
 - The first objective was how to deploy the \$10 million CARES funding to provide support in order to get Delawareans back to work.
 - Development of a long-term plan.
 - Execution of the plan.
 - Deployment of the funds.
- Challenges
 - Funds were obligated by December 31, 2020 and training must be concluded by March 31, 2021.
 - Must work with other state departments to coordinate support services.
- The Plan
 - Conduct surveys of workforce training providers to determine capacity.
 - Analyze unemployment data to determine which occupations were hit the hardest.

- Engaged large training providers that have the capacity to implement the training and enroll individuals in programs.
- Issued the proposal framework in August 2020. Invited trainers to apply for funding to expand programs.
- Secretary of Labor, Executive Director of DWDB, Chair of DWDB, Executive Director of DOL DET, and Contract Specialist review any proposals receive on a weekly basis.
- Outreach plan created in August which included outreach to Delaware businesses to determine what businesses were hiring and forecasting hiring trends.
- October 2020 Governor Carney provided an additional \$15 million dollars from the state as well as an additional \$1 million dollars from the county for a specific contract.
- 26 contracts were executed totaling over \$15 million dollars which was projected to serve over 3,000 people between September and March. The largest investment in IT.
- March 2020 data entry and reporting process solidified. Some challenges faced due to the quickness of the launch.
- Website www.ForwardDelaware.com launched.
- Podcasts launched highlighting the training opportunities and success stories.
- By May 2020 over 2300 students enrolled in programs and another 460 attaining credentials, 200 getting jobs, and 14 continuing into advanced training.

Forward Delaware Performance Result as of 6.30.2021

The source of funds for this Initiative was Coronavirus Relief Fund (the “CRF”) in section 5001 of the Coronavirus Aid, Relief, and Economic Security Act (the “CARES Act”). Total funding \$16,000,000.

CARES Act / Forward Delaware - Contract End Date BREAKOUT

Data pulled from DJL - 11/8/2021

June 30, 2021 END DATES													
Agency	Target Enrollment	Achieved Enrollment	Achieved %	Program Completion	Comp %	Credential Obtained	Cred %	Day 1 - Employment	Empl %	Day 1 - Adv Training	Advance Training-%	Day 1 Outcome - EMP & Adv T	Day 1 Outcome %
Career TEAM	251	215	86%	185	86%	178	96%	90	49%	3	2%	93	50%
Central Baptist CDC	60	73	122%	30	41%	25	83%	4	13%			4	13%
Code Differently, LLC	65	85	131%	50	59%	48	96%	41	82%	1	2%	42	84%
Delaware Skills Center	257	256	100%	202	79%	184	91%	137	68%	31	15%	168	83%
Delaware Tech	370	369	100%	294	80%	196	67%	159	54%	4	1%	163	55%
DTCC, George	10	11	110%	2	18%	1	50%	1	50%				
DTCC, Owens Campus	12	13	108%	11	85%	12	109%	2	18%			2	18%
FAME	20	16	80%	12	75%	14	117%	1	8%			1	8%
First State Community Action Agency	5	4	80%	4	100%	1	25%			2	50%	2	50%
Maggie Career Center	140	209	149%	53	25%	1	2%						
New Castle County Vo-Tech	4	5	125%	5	100%	2	40%	1	20%	1	20%	2	40%
Polytech	248	184	74%	153	83%	108	71%	69	45%	53	35%	122	80%
Sussex Tech	33	26	79%	22	22%	20	91%	11	50%	4	18%	15	68%
Tech Impact	250	257	103%	229	89%	64	28%	105	46%	10	4%	115	50%
West End Neighborhood House	30	29	97%	26	90%	25	96%	10	38%			10	38%
Grand Total	1755	1752	100%	1278	73%	879	69%	631	49%	109	9%	739	58%

September 30, 2021 End Dates													
Agency	Target Enrollment	Achieved Enrollment	Achieved %	Program Completion	Comp %	Credential Obtained	Cred %	Day 1 - Employment	Empl %	Day 1 - Adv Training	Advance Training-%	Day 1 Outcome - EMP & Adv T	Day 1 Outcome %
Delaware Healthcare Facilities Assoc	250	215	86%	157	73%	121	77%						
EchoTech, LCC	40	45	113%	39	87%	30	77%	30	77%			30	77%
LEEP	40	40	100%	37	93%			29	78%	27	73%	56	151%
Grand Total	330	300	91%	233	78%	151	65%	59	25%	27	12%	86	37%

November 30, 2021 End Dates													
Agency	Target Enrollment	Achieved Enrollment	Achieved %	Program Completion	Comp %	Credential Obtained	Cred %	Day 1 - Employment	Empl %	Day 1 - Adv Training	Advance Training-%	Day 1 Outcome - EMP & Adv T	Day 1 Outcome %
American Driver Training Academy	117	116	99%	71	61%	71	100%	66	93%			66	93%
Delaware Restaurant Association	2015	1739	86%	188	11%	475	253%	90	48%	1	1%	91	48%
Grand Total	2132	1855	87%	259	14%	546	211%	156	60%	1	0%	157	61%

Wagner-Peyser Program

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

Served: 5,896 clients in PY20

WIOA In School and Out of School Youth

Background: DWDB 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: 242 youth in PY20, provided 327 career services

PY 20 - \$2,242,411 (7/1/20 – 6/30/21)

Program	% obligated	Total	PY20 expended	% of total
WIOA ISY	25%	560,602	282,727.97	50.43%
WIOA OSY	75%	1,681,808	804,494.53	47.9%

WIOA Adult

Background: DWDB 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 of service is granted to Veterans and eligible spouses, public assistance recipients and other low-income individuals, as well as individuals who are basic skills deficient and those with barriers to employment.

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.

Served: Provided ITA/Training for 671 participants and 770 career services in PY20

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.

Served: Provided ITA/Training for 318 participants and 345 career services in PY20

WIOA and Wagner-Peyser PY20 Annual Performance

The performance data below was submitted via the USDOL/ETA Workforce Integrated Performance System (WIPS) reporting site.

The following chart indicates the PY 120 Total Expended costs, Administrative, Training, and Career Services costs for WIOA Title I and Title III programs. In addition, the chart provides the number and cost of participants served in Training and Career Services and percent of Administrative Costs expended. Additionally, this year we have included the final annual performance for the programs.

Performance Indicator	Program	Negotiated Performance Level	Actual Perform Q1	Actual Perform Q2	Actual Perform Q3	Actual Perform Q4	Perform Results Q1	Perform Results Q2	Perform Results Q3	Perform Results Q4
Employment Rate 2nd Quarter after Exit	Adult	74.5%	79.9%	79.7%	79.6%	79.5%	107.2%	107.0%	106.8%	106.7%
	DW	77.4%	80.0%	77.4%	74.1%	72.1%	103.4%	100.0%	95.7%	93.2%
	Youth	67.5%	71.8%	67.6%	65.5%	60.8%	106.4%	100.1%	97.0%	90.1%
	W/P	60.0%	69.5%	68.1%	65.6%	63.4%	115.8%	113.5%	109.3%	105.7%
Employment Rate 4th Quarter after Exit	Adult	74.7%	76.8%	74.9%	71.9%	71.3%	102.8%	100.3%	96.3%	95.4%
	DW	77.5%	80.6%	78.2%	78.3%	76.4%	104.0%	100.9%	101.0%	98.6%
	Youth	59.5%	80.3%	76.4%	74.3%	74.1%	134.9%	128.4%	124.9%	124.5%
	W/P	62.0%	70.4%	68.3%	66.0%	63.9%	113.5%	110.2%	106.5%	103.1%
Median Earnings 2nd Quarter after Exit	Adult	\$5,300	\$7,037	\$6,634	\$6,558	\$6,619	132.8%	125.2%	123.7%	124.9%
	DW	\$6,300	\$8,929	\$9,125	\$8,974	\$9,690	141.7%	144.8%	142.4%	153.8%
	Youth	\$2,236	\$2,079	\$1,933	\$1,975	\$1,909	93.0%	86.4%	88.3%	85.4%
	W/P	\$4,750	\$5,569	\$5,516	\$5,426	\$5,475	117.2%	116.1%	114.2%	115.3%
Credential Attainment	Adult	53.8%	66.5%	69.2%	68.8%	64.9%	123.6%	128.6%	127.9%	120.6%
	DW	50.0%	71.0%	81.5%	80.7%	78.7%	142.0%	163.0%	161.4%	157.4%
	Youth	77.0%	80.2%	69.7%	80.3%	82.3%	104.2%	90.5%	104.3%	106.8%
	W/P	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Measurable Skill Gains	Adult	21.3%	31.6%	27.5%	22.1%	20.5%	148.4%	129.1%	103.8%	96.2%
	DW	22.1%	28.1%	25.3%	22.3%	27.1%	127.1%	114.5%	100.9%	122.6%
	Youth	52.5%	68.3%	65.9%	53.4%	65.9%	130.1%	125.5%	101.7%	125.5%
	W/P	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

WIOA & WAGNER-PEYSER PY20 EXPENSES										
WIOA ADULT										
	TOTAL EXPENDED	ADMIN	ITA/TRAINING	Career Svcs	# Participants Served		Cost per Participant Served		% Admin Expended	
					ITA/Training	Career Svcs	ITA/Training	Career Svcs		
6/30/2021	7,487,650.47	1,018,181.89	3,980,810.13							
6/30/2020	6,770,217.39	1,006,748.06	3,881,145.43							
PY20 ONLY	717,433.08	11,433.83	99,664.70	606,334.55	671	770	148.53	787.45	1.59%	
WIOA DISLOCATED WORKER										
	TOTAL EXPENDED	ADMIN	ITA/TRAINING							
6/30/2021	9,718,708.97	1,254,117.54	3,498,182.15							
6/30/2020	7,531,209.53	1,006,794.94	3,383,179.86							
PY20 ONLY	2,187,499.44	247,322.60	115,002.29	1,825,174.55	318	345	361.64	5,290.36	11.31%	
WIOA YOUTH										
	TOTAL EXPENDED	ADMIN	YOUTH TRAINING							
6/30/2021	9,569,634.79	977,076.43	6,375,914.09							
6/30/2020	7,869,195.67	966,561.72	6,257,494.79							
PY20 ONLY	1,700,439.12	10,514.71	118,419.30	1,571,505.11	242	327	489.34	4,805.83	0.62%	
WAGNER-PEYSER										
	TOTAL EXPENDED	ADMIN	NO TRAINING							
6/30/2021	8,872,577.26	562,193.21								
6/30/2020	6,994,352.83	446,770.12								
PY20 ONLY	1,878,224.43	115,423.09		1,762,801.34	0	5,896	0	298.98	6.15%	

Waivers:

During PY20 Delaware had one active waiver.

Eligible Training Provider Performance Reporting for Non-WIOA Participants:

This waiver waives the requirement that ITA providers report on all students, WIOA Sections 116 (related to performance) and 122 (related to the Eligible Training Provider List), and at 20 Code of Federal regulations (CFR) 677.230 and 20 CFR 680.400-680.530.

Strategic Goals and priorities supported by the Waiver:

Attainment of the Pathways initiative requires alignment of the Eligible Training Provider List (ETPL) with 14 designated Pathways. Aligning the ETPL with Pathways entails recruitment of new training providers. Many potential and current providers hesitate at joining or expanding their presence on the ETPL due to onerous tracking and reporting requirements. As we attempt to expand opportunities for Delawareans, waiving the requirement aids in recruiting and retaining quality providers.

Outcomes from the Waiver:

- Recruitment of new providers and programs
- Improved assessments of provider performance
- Greater accuracy relative to consumer choice as prospective WIOA students

view outcomes of current and previous WIOA students

- **Employer participation in WIOA customized training programs and the benefit of a labor pool with marketable skills**
- **Relieves the burden on training providers to ensure a robust ETPL that facilitates consumer choice**

The individuals impacted by the waiver are Delaware job seekers, American’s Job Center staff, DWDB staff, and training providers.

Additional Programs

Reemployment Services Eligibility and Assessment program (RESEA)

RESEA is an initiative designed to provide intensive career center services to unemployment insurance claimants receiving UI benefits and to help claimants return to work faster. COVID-19 affected this program in 2020.

Served: 162 clients virtually

Jobs for Veterans State Grant (JVSG)

Through funding from USDOL, employment and training services are provided to eligible residents and workers of Delaware. Under JVSG, qualified veteran will receive priority referral to services over non-veterans as determined by each program’s mandatory eligibility criteria. The DJL registration process has been developed to determine veterans’ eligibility.

Served: 38 clients

Work Opportunity Tax Credit (WOTC)

WOTC is a federal income tax credit that encourages employers to hire eight targeted groups of job seekers. The tax incentive is designed to help the job seekers most in need of employment gain on-the-job experience and move toward economic self-sufficiency.

Served: 8,045 new WOTC requests and 45,953 certifications including approvals and denials

America’s Promise Grant

The American Promise Grant develops and grows regional partnerships between workforce agencies, education and training providers and employers in a variety of industries such as information technology, healthcare, advanced manufacturing, financial services, and educational services.

1. Increase opportunities for all Americans through tuition-free training for middle-to high-skilled occupations and industries.

2. Expand employer involvement in the design and delivery of training programs.
3. Utilize evidence-based sector strategies to increase employability, employment earnings and outcomes of job seekers.
4. Leverage additional public, private and foundation resources to scale and sustain proven strategies.

Served: 495 clients

Summer Youth

The Delaware State Summer Youth Program provides summer employment experiences for 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.

Served: 462 to date (Year-Round cohort not complete)

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 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.

Served: 336 clients and over 1200 services

Today's Reinvestment Around Industry Needs (TRAIN)

TRAIN allows opportunity for providers to develop strategic workforce training plans to support employers in identifying workforce training need(s) and create a solution. The intent 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.

Served: 90 individuals and 15 employers

Learning for Careers

Learning for Careers works to engage Delaware's business community in a planning process that results in the creation or expansion of paid work experiences for youth and adult learners in

Delaware. The purpose of the investments is to increase employer participation in student education, training, and employment programs that leads to an increase in the number of:

1. Youth served through summer youth employment or other DOL funded programs; or
2. Secondary school students participating in work-based learning and/or co-operative education programs; or
3. Postsecondary students participating in work-based learning and/or clinical/experiential learning programs.

Served: 150 students in work-based learning opportunities

Current/New Initiatives

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.

CAREER Dislocated Worker Grant (DWG)

The goal of the CAREER DWG is to help reemploy dislocated workers most affected by the COVID-19 pandemic.

COVID DWG

Services provided will assist participants in securing employment in high demand jobs by developing and maintaining working relationships with industry association partnerships. These relationships will provide an early intervention strategy to address in-demand jobs within the Restaurant, Manufacturing, Healthcare, and Education sectors. Activities consist of employment and training services that provide career guidance, employment assistance, skills upgrade training/post-secondary education, and supportive services for dislocated workers.

APEX

The APEX program 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.

Elevate Delaware

Just recently passed, Elevate Delaware will provide tuition, 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, and have enrolled in an approved non-degree credit certificate program.

Business Engagement:

Effectiveness in Serving Employers

Delaware's publicly funded workforce system has chosen the following as its two approaches for Effectiveness in Serving Employers.

- Penetration Rate which addresses the programs' efforts to provide quality engagement and services to all employers and sectors within a State and local economy
- Repeat Business Customer Rate which addresses the programs' efforts to provide quality engagement and services to employers and sectors and established productive relationships with employers and sectors over extended periods of time

The following is the Employer Satisfaction measure from the PY20 Annual Report:

Penetration Rate:

Numerator 2,061	Denominator 35,078	Rate 5.9%
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Repeat Business Customers Rate:

Numerator 1,263	Denominator 2,874	Rate 43.9%
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Full Report: Attachment 3

Outreach:

DWDB invested on communication to clients, both employer and job seeker. DWDB worked with the board members, staff, DET staff, and community to define a clear plan to communicate with Delawareans, especially when seeking both providers and participants for Forward Delaware. The Executive Director wrote articles for local newspapers and magazines, the communications team created a website for Forward Delaware clients to engage, and there were numerous job fairs statewide. At each of these events, the staff was equipped with flyers and current information on programs available for clients.

Sample articles: Attachment 5

Policy Updates:

Elevate Delaware:

Introduced on April 29, 2020, House Bill 166 of the 151st General Assembly, Elevate Delaware provides tuition, up to \$10,000, to Delaware residents who have obtained a high school diploma, Diploma of Alternate Achievement Standards, or a Delaware secondary credential, which includes earning a GED, and have enrolled in an approved non-degree credit certificate program. The Workforce Development Board will create a list of non-degree credit certificate programs approved for the Elevate Delaware program. This Act also allows the Department of Labor to provide participants in the Elevate Delaware Program payments to cover basic living expenses while attending the training program and for a 90-day job search period after completion of the training program.

Focus on Alternative Skills Training Program (FAST):

Introduced on May 25, 2021 Senate Substitute 1 for Senate Bill 65 of the 151st General Assembly, FAST provides tuition assistance, to Delaware residents who have obtained a high school diploma, Diploma of Alternate Achievement Standards, or a Delaware secondary credential, which includes earning a GED, and have enrolled in an approved non-degree credit certificate program. The Workforce Development Board will create a list of non-degree credit certificate programs approved for the FAST program. Senate Substitute No. 1 for Senate Bill No. 65 differs from Senate Bill No. 65 as follows:

1. Extends eligibility from 18 to 24 months after an individual graduates from high school.
2. Increases the maximum amount of assistance that an individual may receive from \$9,000 to \$10,000.
3. Allows tuition payments for up to 12 months instead of 6 months.
4. Requires FAST to be implemented within 6 months of enactment, instead of 1 year.
5. Acknowledges the expected availability of federal funds for FAST.
6. Sunsets FAST 2 years after enactment.

Planned Research Project:

DWDB received the Statewide Planning Grant to analyze the needs of persistent poverty communities; formulate strategies to decrease disparities between those communities and more prosperous areas. Working with partners, the board seeks to conduct a statewide skills assessment and analysis to identify workforce development and training needs based on employer demand. The DWDB will also analyze state innovation and entrepreneurship assets including mechanisms to access capital and equity financing to support business development and expansion and gaps in access to capital for underserved rural and urban communities. We have defined these areas of emphasis as Promise Communities (see below). Working with United

Way of Delaware, the DWDB has identified 17 Promise Community zip codes which are areas of multi-generational poverty.

Promise Communities. Promise communities are defined as those under-served communities in which:

- 28.9 % of the children live in poverty,
- 44.9% of residents are considered low income,
- 37.3% of the children are proficient in reading by 3rd grade,
- 18.2% of the population 25 and over have a HS diploma,
- 10% unemployed; and
- 66.5% receive some form of public assistance.

Promise Community	Zip Code	Low Income Population
Wilmington Eastside	19801,19802	19,875
Wilmington Westside	19805	19,052
New Castle Route 40	19701, 19702	19,389
New Castle County 9	19720	20,086
Kent County North	19901, 19904, 19977	30,238
Kent County South	19934, 19943, 19952	11,596
Sussex County West	19933, 19956, 19973	17659
Sussex County Central	19947, 19966	16,111
8	17	154,006

Mission/Vision. DWDB will:

1. Commission several detailed statewide labor force studies with special emphasis on the Promise Communities,
2. Contract for an analysis of employer needs in or adjacent to the Promise Community zip codes,
3. Conduct 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. Commission a gap analysis of wrap around services and service providers in and around the Promise Communities, and
6. Commission an entrepreneurial resource study for underserved communities.

The DWDB will then use this data to develop a holistic strategic plan to bolster regional economic activity and increase the number of Delawareans in unsubsidized employment. The Delaware Workforce Development Board projects this will take 21 months.

Proposed Activities for the Scope of Work:

1. Commission a labor shed study focusing on the 17 zip codes which quantifies:
 - a. Unemployment; Underemployment; Wages; Hours worked; Educational Degrees / Fields of Study / Certifications / Vocational Trades; Total estimated potential labor force; Employment categories (employed, unemployed, retired, or homemaker); Current and desired occupations; Commute distance / time; Special consideration for public transportation and employer location; Willingness to change or accept employment; Out Commute: The % of residents living in the node community, but working for employers located in other communities; Workplace flexibility; and Most common barrier to employment for job seekers which may need additional wraparound services
2. Commission a study which identifies employers in or adjacent to the 17 identified promise communities; current, and projected hiring needs for the next five to ten years; and the necessary skills needed to fulfill those hiring needs.
3. Commission a statewide skills gap analysis skill with special emphasis on promise communities.
4. Commission a gap analysis of wrap-around service providers within the promise communities to identify service providers, which can mitigate obstacles to employment.
5. Commission a study which catalogues state innovation and entrepreneurship assets including mechanisms to access capital and equity financing to support business development and expansion and gaps in access to capital for underserved rural and urban communities.
6. The DWDB strategic planning committee will use the intelligence gathered in 1, 2, 3, 4, and 5 above to develop a strategic plan to address the worker and employers needs identified. A portion of this work will be contracted

Outputs an Outcomes. This work will provide Delaware a much-needed unified analysis the DWDB can use to develop a strategic plan focusing on improved employment, business vitality, and mitigating poverty in areas of historic disparity.

Attachment 1



STATE OF DELAWARE

DEPARTMENT OF LABOR

DIVISION OF EMPLOYMENT AND TRAINING
4425 NORTH MARKET STREET, THIRD FLOOR
WILMINGTON, DE 19802

RICHARD FERNANDES
DIRECTOR

TELEPHONE: (302) 761-8155

Date: November 22, 2021

To: Delaware Workforce Development Board

From: Richard Fernandes, Director Division of Employment and Training

Re: Division of Employment and Training (DET) PY20 Annual Report

DET administers approximately 28 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 over \$41 million in State and Federal programs and awarded competitive grants, plus \$16 million in CARES funding for Forward DE and \$1.5 million in ARPA funding, to date, for Forward DE Extension. In PY20, DET provided virtual and in person services to over 11,000 job seekers, over 1,000 employers and 46 Training Providers. These services range from job posting, job matching to retraining and education.

In response to the pandemic, DET has executed several initiatives. Below is a summary of our implemented initiatives and accomplishments over the past year and proposed programs and grants for the upcoming year.

Implemented

COVID-19 forced us to put a temporary suspension on all in-person services provided at all DOL locations. As a result, we have implemented the following:

- Upgraded all American Job Center (AJC) office locations to comply with CDC requirements with new public access cubicles, plexiglass/dividers installed around all front desk areas and new entry ways providing clients with a safe one-way entrance to and exit out of each location.
- Initiated virtual platforms and tools such as Zoom, Microsoft Teams, and Jabber Soft Phones for staff to continue providing services including Career 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.
- DET supported UI by supplying daily counts of active jobs, active resumes, and current UI Registered clients in DJL. The work search requirement was suspended at the start of the pandemic for all Delawareans. At the beginning of June 2021, we had 10,724 active

MISSION STATEMENT:

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

resumes posted in DJL. The work search requirement was reinstated on June 13, 2021 by the beginning of July 2021, we had 40,485 active resumes posted. DET provided 28 staff members to help UI with backlogged and fraud cases beginning in April 2020 and still have 2 DET staff providing support on an overtime basis now.

Accomplishments

Forward Delaware: Under Order #43 signed by Governor Carney on August 3, 2020, the DOL, DET and DWDB created the Rapid Workforce Training and Redeployment Initiative. This short-term training, titled Forward Delaware, is designed to assist workers and their families who have been impacted by the COVID-19 crisis. This initiative is primarily funded through the CARES Act and targets the areas of Healthcare, IT, Construction/Trades, Hospitality/Food Service and Logistics/Transportation. DOL/DWDB has allocated over \$16 mil in CARES funding and an additional \$1.5 mil in ARPA funding as of November 15, 2021, to support this initiative. This consists of 26 contracts with training providers dedicated to training in the above target areas. As of November 15, 2021, there are 3932 clients enrolled in Delaware JobLink through the Forward Delaware Program.

WIOA Wagner Pelyser: Served 5,896 clients in PY20

WIOA Dislocated Worker: Provided ITA/Training for 318 participants and 345 career services in PY20

WIOA Adult: Provided ITA/Training for 671 participants and 770 career services in PY20

WIOA In & Out of School Youth: Served 242 youth in PY20 and 327 career services.

TANF: Temporary Assistance to Needy Families (TANF) PY20 enrolled 336 clients and provided services to over 1200.

Blue Collar: Served 777 clients in PY20

Summer Youth: In 2021, 462 young people participated in the SSYEP so far, (Year-Round cohort not complete). Almost 160 unique worksites were utilized state-wide to offer these experiences to participants. We are almost back to pre-COVID numbers and Providers were still able to offer youth virtual and in person work experience options.

Work Opportunity Tax Credit (WOTC): 8,045 new WOTC requests and 45,953 certifications including approvals and denials in PY20.

Today's Reinvestment Around Industry Needs (TRAIN): During the period July 1, 2020 to June 30, 2021, this program engaged 15 employers and trained over 90 individuals in Phase II.

Learning for Careers: Engages Delaware's business community in a planning and implementation process that creates or expands paid work experiences for youth and adult learners in Delaware. The funding available for Phase I awards is \$120,000 and Phase II awards

is \$380,000. During the period July 1, 2020 to June 30, 2021, this program engaged over 150 students in work-based learning.

Reemployment Services Eligibility and Assessment program (RESEA): Partnership with Unemployment Insurance, in 2019, 2672 RESEA participants received services through this grant. COVID-19 affected this program in 2020 and it was not reinstated until October 30, 2020. From November 1, 2020 – June 30, 2021 we provided services to 162 clients virtually.

Jobs for Veterans State Grant (JVSG): Served 38 clients in PY20

America's Promise Grant: provided free training to 495 clients in both the Information Technology and the Advanced Manufacturing fields in partnership with DE Technical Community College's Pathways to Technology Careers.

Streamlining of DET Services and Programs

Creation of Business Services Unit: Realigns the Office of Apprenticeship and Training (OAT) and the Business Services Representatives. OAT met the challenges of working remotely with reduced staff in 2020 while implementing a new computer system (RAPIDS). This new system required a manual transfer of over ten years of apprenticeship records. Registering new sponsors, new apprentices, and creating new apprenticeship programs continued allowing 426 active programs, 976 apprentices, 523 newly registered, and 78 graduated. Covid 19 Pandemic proved particularly impactful on our growth from 2019 where 720 new Apprentices were registered, and we are gaining momentum again. There were 30 total job fairs, which included 16 multi-employer, 23 social distancing and 7 drive-thru events. We had approximately 2159 job seekers and over 100 employers participate in these events. The various types of industries included, but not limited to, Manufacturing, Healthcare, Construction, Retail and Food services.

MIS Unit: There have been numerous updates to Delaware JobLink through our vendor, AJLA. The NextGen conversion in February 2021 implemented many new features. DJL now has a more modern and enhanced look of the DJL system that is more user-friendly. Users have the ability to upload a pdf version of client resumes. There is also an enhanced job search displaying details of jobs and requirements. We implemented the Tableau reporting system for staff users to pull data. Features of the Tableau Reporting System allow reports to be downloaded and exported in different formats.

Current/New Initiatives

COVID National DWG: 2-year grant to assist dislocated, unemployed and underemployed workers with employment and training services. Including training opportunities through ITAs and OJTs.

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.

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 virtual job fair, scheduler, chat feature, automatic capture of services, and enhanced AI to referral of other services.

Elevate Delaware: This pilot program will provide tuition, 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, and have enrolled in an approved non-degree credit certificate program. We will start enrolling candidate in January 2022 and plan to assist at least 50 Delawareans attain a certificate and provides supportive services as needed.

FAST: Focus on Alternative Skills Training (FAST) Program will 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.

APEX: The Advancement through PARDONS and EXPUNGMENT Program (APEX) provides opportunities to individuals with criminal histories who wish to obtain gainful employment. This program in newly aligned with DET and was with DVR since 2012. Partnership and financial support from DHSS and DVR.

What do you want the DWDB to do?

- Take on a leadership role in formulating strong partnership with business/employers in Delaware and Training Providers
- Contribute towards the expansion of ITA list of training providers, which would also include occupations in artificial intelligence, data/analytical science, green tech, etc.
- Promote Delaware JobLink (DJL), Delaware Workforce programs and DE DOL workforce initiatives at every opportunity.
- Outreach and engage with communities especially in hard to serve area.
- Assist DET in co-developing interactive data dashboards.

ATTACHMENT 2: MONTHLY LABOR REPORT- JUNE 2021

[Monthly Labor Review 2021-06.pdf \(delaware.gov\)](#)

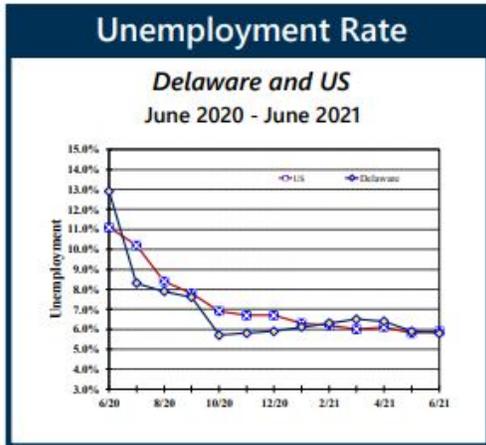


Karryl Hubbard, Secretary

Monthly Labor Review

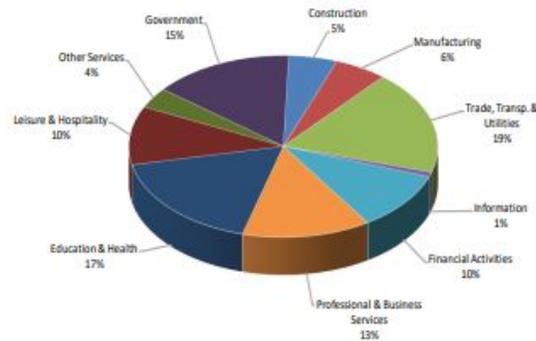
June 2021

Published July 16, 2021



Percent Distribution of Delaware Nonfarm Employment

June 2021



Delaware Civilian Labor Force

Delaware Residents

	June 2021	May 2021	June 2020
Civilian Labor Force	488,600	487,000	475,900
Employed	460,400	458,400	414,300
Unemployed	28,200	28,600	61,600
Unemployment Rate %	5.8	5.9	12.9
US Unemployment Rate %	5.9	5.8	11.1

Source: Delaware Dept. of Labor in cooperation with the US Dept. of Labor, Bureau of Labor Statistics.

Area Unemployment Rates (%)

	June 2021	May 2021	June 2020
New Castle County	5.9	5.1	13.4
Wilmington	9.5	9.0	19.5
Newark	3.5	3.5	9.7
Kent County	7.7	6.2	14.8
Dover	10.7	9.2	19.6
Sussex County	4.4	4.4	12.0

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

Hours & Earnings

All Employee (Total Private)

	June 2021	May 2021	June 2020
Weekly Earnings	\$928.45	\$955.93	\$930.74
Weekly Hours	32.6	33.1	32.9
Hourly Earnings	\$28.48	\$28.88	\$28.29

Office of Occupational and Labor Market Information

For data questions, contact Tom Dougherty (302) 761-8062

Delaware Labor Force Trends

Delaware's seasonally adjusted unemployment rate in June 2021 was 5.8%, down from 5.9% in May 2021. There were 28,200 unemployed Delawareans in June 2021 compared to 61,600 in June 2020. The US unemployment rate was 5.9% in June 2021, up from 5.8% in May 2021. In June 2020, the US unemployment rate was 11.1%, while Delaware's rate was 12.9%.

In June 2021, seasonally adjusted nonfarm employment was 446,500 up from 444,100 in May 2021. Since June 2020, Delaware's total nonfarm jobs have increased by a net gain of 22,300, a rise of 5.2%. Nationally, jobs during that period increased 5.8%.

Delaware Nonfarm Employment

Jobs at Delaware Locations
Seasonally Adjusted (in 000s)

INDUSTRY GROUP	June 2021	May 2021	Over the Month Change	Over the Year Change†
TOTAL NONAG. EMP.	446.5	444.1	2.4	22.3
CONSTRUCTION	22.7	23.0	-0.3	1.0
MANUFACTURING	24.5	24.3	0.2	-0.7
Durable Goods	8.9	8.6	0.3	0.0
Nondurable Goods	15.6	15.7	-0.1	-0.7
TRADE, TRANSP., & UTIL.	82.6	81.1	1.5	7.9
Wholesale Trade	11.5	11.1	0.4	0.9
Retail Trade	50.7	49.7	1.0	5.5
Transp. & Utilities	20.4	20.3	0.1	1.5
INFORMATION	3.7	3.6	0.1	0.0
FINANCIAL ACTIVITIES	46.4	46.7	-0.3	-0.5
PROF. & BUS. SERVICES	59.9	60.8	-0.9	-1.5
EDUCATION & HEALTH	77.9	77.6	0.3	2.3
LEISURE & HOSPITALITY	46.5	45.2	1.3	11.5
OTHER SERVICES	16.4	16.6	-0.2	1.0
GOVERNMENT	65.9	65.2	0.7	1.3
Federal Government	5.9	5.8	0.1	0.1
State Government	32.2	31.8	0.4	0.3
Local Government	27.8	27.6	0.2	0.9

† Annual changes are not seasonally adjusted.
Details may not add up due to rounding and seasonal adjustment.
Source: US Department of Labor, Bureau of Labor Statistics.

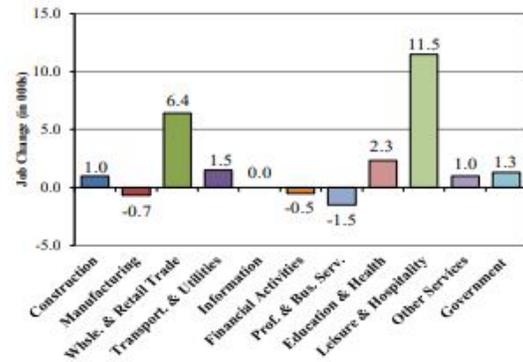
Office of Occupational and Labor Market Information

For data questions, contact Tom Dougherty (302) 761-8062

<https://labor.delaware.gov/divisions/oolmi/>

Delaware Over-the-Year Job Change

June 2020—June 2021



Consumer Price Index

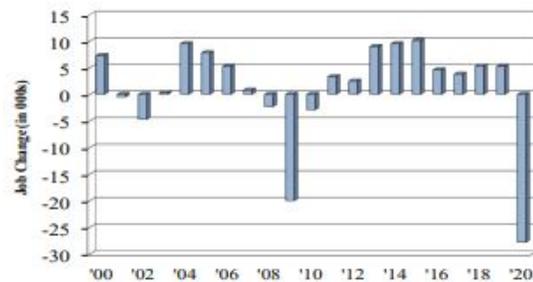
All Urban Consumers

	Percent Change to June 2021 from:		
	June 2020	April 2021	May 2021
US City Average	5.4	1.7	0.9
Phila.-Camden-Wilm.*	4.9	1.9	NA

* Data are published on a bi-monthly basis.

Delaware Annual Net Job Change

Annual Average 2000—2020





STRATEGIC OPERATING FRAMEWORK

DELAWARE WORKFORCE DEVELOPMENT BOARD



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TIP STRATEGIES, INC., is a privately held economic development consulting firm with offices in Austin and Seattle. TIP is committed to providing quality solutions for public sector and private sector clients. Established in 1995, the firm's primary focus is economic development strategic planning.

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ABOUT THIS DOCUMENT

This framework summarizes the Delaware Workforce Development Board's (DWDB) 5-year goals and investment principles as well as short-term priorities for 2020–2022. It was developed through surveys and interviews with workforce system stakeholders, alongside three board retreats held on October 13, November 9, and November 23, 2020.

DWDB 5-YEAR GOALS



GOAL 1

Move Delaware residents toward economic self-sufficiency.

- 1.1 Help residents facing barriers, especially those in Promise Communities (as defined in the DWDB Workforce Innovation and Opportunity Act plan), to access education and employment opportunities that lead to self-sufficiency.
- 1.2 Support people in building skills for jobs with promising futures.
- 1.3 Effectively connect Delaware job seekers to employers.
- 1.4 Engage and reconnect youth in education and work experiences aligned with career pathways.

WHAT ARE PROMISE COMMUNITIES?

Promise Communities are defined as those underserved communities in which:

- ▶ 28.9% of the children live in poverty;
- ▶ 44.9% of residents are considered low-income;
- ▶ 37.3% of the children are proficient in reading by 3rd grade;
- ▶ 18.2% of the population 25 and over have a HS diploma;
- ▶ 10% unemployed; and
- ▶ 66.5% receive some form of public assistance.

Source: [DWDB WIOA plan](#).

VISION

DWDB provides leadership and resources to develop a skilled workforce that is responsive to the evolving needs of business and communities.

By doing so, employers, job seekers, and youth are aware of, see value in, and actively use or benefit from DWDB services.



GOAL 2

Support the workforce needs and competitiveness of industries that fuel Delaware's economy.

- 2.1 Directly connect workforce investment to critical Delaware industries, enhancing the state's competitiveness.
- 2.2 Facilitate convening of sector groups to build career awareness, enhance shared training capacity, and provide a collective response to changing demand.



GOAL 3

Build a responsive and agile workforce system, statewide and locally.

- 3.1 Enhance the responsiveness and agility of the system to continually improve and respond to changing economic needs.
- 3.2 Implement a detailed system of outcome measures, allowing the board to assess the success of its investments and shift strategies accordingly.

BOARD MEMBERS' DESIRED RESULTS FROM THE WORKFORCE SYSTEM

Assistance to adults and youth that provides

- ▶ Skills for upward career mobility.
- ▶ Jobs that produce self-sufficient income.
- ▶ Employment stability over time.

Partnerships with business and industry that provide

- ▶ Responsive solutions to workforce needs.
- ▶ Agile system for continuously upskilling workers.
- ▶ A strategic advantage for doing business in Delaware.

DWDB GUIDING PRINCIPLES

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 do not duplicate one another but instead 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.



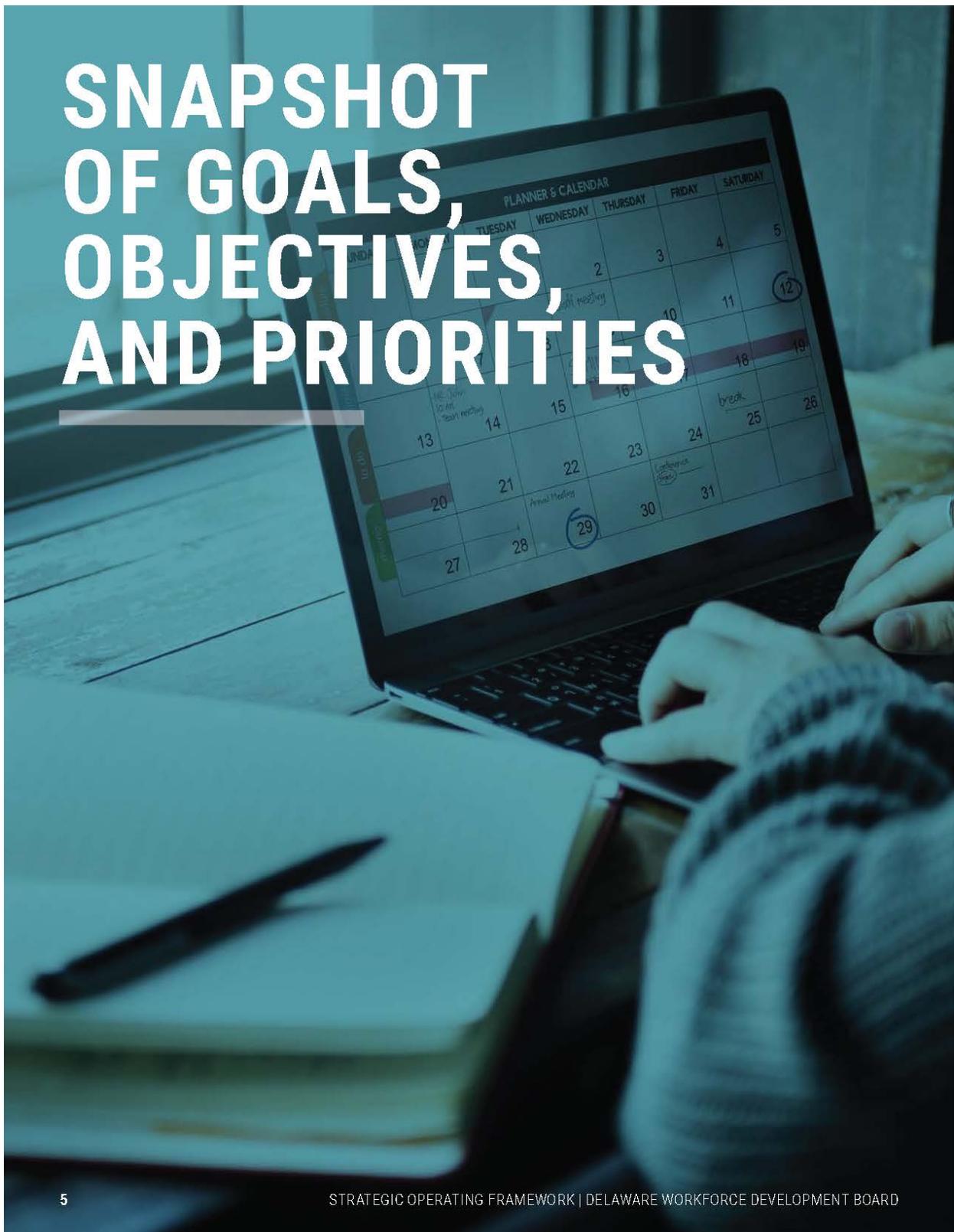
ACCOUNTABLE AND TRANSPARENT

There is a clear process for making decisions about the system that is informed by analyzing data and evaluating performance standards.

DWDB CORE FUNCTIONS

 <p>CONVENER/BROKER</p>	 <p>SYSTEM MANAGER</p>	 <p>OPTIMIZER</p>	 <p>CAPACITY BUILDER/ INVESTOR</p>
<p>Building and nurturing strong local partnerships with community organizations, including business, education, one-stop partners, and economic development associations, recognizing that it requires the capabilities of multiple partners to build a world-class workforce system.</p>	<p>Designing and managing a customer-centered service delivery that leverages private sector board representation and providing oversight of the workforce system, ensuring it is functioning efficiently and that funding is being managed responsibly.</p>	<p>Using data to drive decisions and continuous improvement, monitoring performance, and adjusting the system in anticipation of trends and how to respond to them.</p>	<p>Leveraging public investments with commitments from industry, labor, public, and community partners to implement new ideas and strategies.</p>

SNAPSHOT OF GOALS, OBJECTIVES, AND PRIORITIES





Move Delaware residents toward economic self-sufficiency.

OBJECTIVE	PLANNED RESULT	IMPLICATIONS FOR OPERATIONS
<p>1.1 Help residents facing barriers, especially those in Promise Communities, to access education and employment opportunities that lead to self-sufficiency.</p>	<p>People receive coordinated and comprehensive services that help them gain skills and find stable employment.</p>	<ul style="list-style-type: none"> ▶ The system recognizes that people facing barriers need long-term resources to enable them to reach and retain employment. ▶ Funding sources and reporting are braided at the state level, emphasizing wraparound services.
<p>1.2 Support people in building skills for jobs with promising futures.</p>	<p>People assisted through the workforce system have the wherewithal to build highly employable skills and find lasting employment with pathways for upward mobility.</p>	<ul style="list-style-type: none"> ▶ There is better understanding of how high-demand occupations align with desired outcomes, such as livable wages, job stability, and upward mobility. ▶ Participants placed in jobs receive ongoing support and training to advance. ▶ Investments in training programs are focused on strategic industries driving growth in Delaware's economy.
<p>1.3 Effectively connect Delaware job seekers to employers.</p>	<p>Job placement services are highly valued by job seekers and employers, providing timely and expert assistance.</p>	<ul style="list-style-type: none"> ▶ A strong employer engagement process involves companies at critical points throughout the system, not just when it is time for job placement. ▶ Advanced technology tools are used to help job seekers assess their skills and find relevant jobs building on their competencies.
<p>1.4 Engage and reconnect youth in education and work experiences aligned with career pathways.</p>	<p>More youth complete high school, participate in work experiences, and pursue postsecondary education and training aligned with future careers in growing sectors of the state's economy.</p>	<ul style="list-style-type: none"> ▶ Investments support efforts that launch youth toward the full range of skills and experiences needed for future prosperity. Programs and experiences are linked to increase interest and build momentum. ▶ Organizations will need to further develop shared strategies to leverage their collective capabilities and resources, recognizing the complexity of serving youth facing multiple barriers.

PROGRAM AND SERVICE PRIORITIES FOR 2021–2022

- 1** Promote greater alignment of Individual Training Account (ITA) and cohort training investment to self-sufficiency outcomes and critical industries.

MAIN ELEMENTS AND ACTIVITIES

- ▶ Establish a tiered high-demand list. Tier 1 list includes middle-skill occupations paying at least \$15/hr. with turnover rate no greater than state average and above-average projected growth or employment concentration. Occupations are verified by industry/employers.
- ▶ Map adult career pathways against critical industries in different regions of the state.

IMPLICATIONS FOR DWDB RESOURCES

- ▶ Will focus 70 percent of ITA and cohort training dollars (US Department of Labor Workforce Innovation and Opportunity Act [WIOA] and any Delaware state Blue Collar Training Program funds) on Tier 1 occupations.

- 2** Continue support of Wilmington Youth Initiative and justice-involved initiatives, expanding the system’s capacity to share resources, strategies, and roles across multiple service providers.

MAIN ELEMENTS AND ACTIVITIES

- ▶ Provide DWDB investments to support efforts such as process mapping, facilitation, and action planning for coordination and training of case managers, braiding of funds, and collaborative service delivery.

IMPLICATIONS FOR DWDB RESOURCES

- ▶ Will require Blue Collar system-level project funds as well as funding from the US Department of Health and Human Services, Delaware juvenile and adult Departments of Corrections, and other stakeholders.

- 3** Address the needs of those most impacted by the COVID-19 pandemic, especially women displaced from the workforce.

MAIN ELEMENTS AND ACTIVITIES

- ▶ Form governor-supported, multiagency task forces around targeted populations and develop immediate action plans to reconnect affected populations to the workforce and mitigate further impact.

IMPLICATIONS FOR DWDB RESOURCES

- ▶ Will require a set aside and use of Blue Collar temporary funds.

- 4** Enhance the ability to assess changing job skills and occupations.

MAIN ELEMENTS AND ACTIVITIES

- ▶ Explore the deployment of shared state-of-the-art occupational assessment tools that match employer needs and train Delaware One Stop staff and partners about current and future job demands and industry needs and expectations.

IMPLICATIONS FOR DWDB RESOURCES

- ▶ Any required funding for new tools and training could be funded under Blue Collar system-level project funds and matched by other state agencies.



GOAL 2

Support the workforce needs and competitiveness of industries that fuel Delaware's economy.

OBJECTIVE	PLANNED RESULT	IMPLICATIONS FOR OPERATIONS
<p>2.1 Directly connect workforce investment to critical Delaware industries, enhancing the state's competitiveness.</p>	<p>There is a systemic structure for engaging industries and employers that increases the agility and responsiveness of workforce investments.</p>	<ul style="list-style-type: none"> ▶ Standing and active partnerships with industry groups and employers are built (or enhanced) to identify demand and training needs, define service needs, and evaluate effectiveness. ▶ Administrative capacity to organize and support sector strategies is developed. ▶ Private sector representation on the DWDB includes critical industries, and there are active channels for industry to provide proactive input.
<p>2.2 Facilitate convening of sector groups to build career awareness, enhance shared training capacity, and provide a collective response to changing demand.</p>	<p>Training investments support high-priority occupations, verified by industry, and most likely to help grow Delaware's economy and enhance its competitiveness.</p>	<ul style="list-style-type: none"> ▶ There is a focused and strategic list of demand occupations guiding investments in ITAs, leading to greater impact on workforce outcomes. ▶ Training in cohort groups is funded for specific employers or employer groups, including on-the-job trainings and apprenticeships, in addition to ITAs. ▶ System operates with a wholesale approach (groups of occupations) rather than a retail approach (one job at a time).

PROGRAM AND SERVICE PRIORITIES FOR 2021–2022

1 Develop an employer engagement strategy and implementation plan.

MAIN ELEMENTS AND ACTIVITIES

- ▶ Create an implementation plan that includes processes for establishing industry relationships, engaging employers in different aspects of the workforce system, coordinating agencies and provider outreach roles, and connecting jobs to training investments.

IMPLICATIONS FOR DWDB RESOURCES

- ▶ Primarily accomplished with staff time and existing resources.

2 Rollout employer engagement strategy to a selected number of critical industries.

MAIN ELEMENTS AND ACTIVITIES

- ▶ Focus on a limited number of industries with job openings that correspond to high demand occupations verified by employers.

IMPLICATIONS FOR DWDB RESOURCES

- ▶ Will require set aside and use of Blue Collar opportunity seed funds.

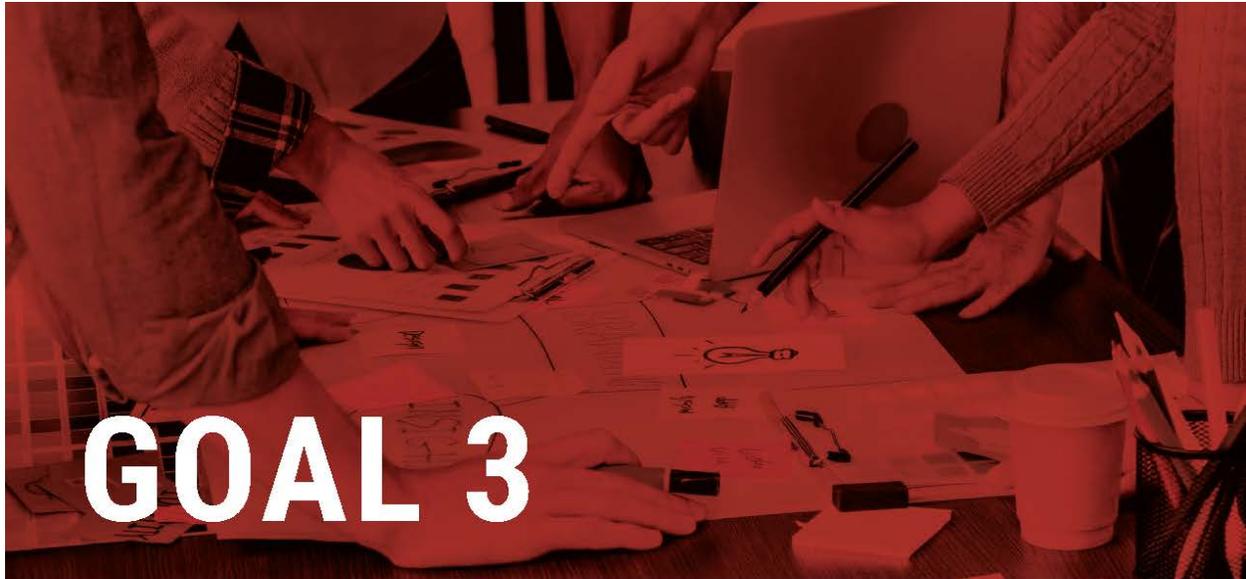
3 Pilot industry-led cohort training to upskill workers.

MAIN ELEMENTS AND ACTIVITIES

- ▶ Establish employer-led cohort training initiatives to upskill incumbent entry-level workers to next level jobs; target occupations where vacated jobs can be backfilled with entry-level workers through the system.

IMPLICATIONS FOR DWDB RESOURCES

- ▶ Will require set aside and use of Blue Collar opportunity seed funds.



GOAL 3

Build a responsive and agile workforce system, statewide and locally.

OBJECTIVE	PLANNED RESULT	IMPLICATIONS FOR OPERATIONS
<p>3.1 Enhance the responsiveness and agility of the system to continually improve and respond to changing economic needs.</p>	<p>Customers see value and relevance in the workforce system programs and services.</p>	<ul style="list-style-type: none"> ▶ Standing and active partnerships with industry DWDB investments include targeted efforts to build its capacity or drive innovation. ▶ The board plays a greater role as convener, facilitating partner-based solutions and helping to leverage resources across the system. ▶ Systems improvements are driven by outcome data and customer input.
<p>3.2 Implement a detailed system of outcome measures, allowing the board to assess the success of its investments and shift strategies accordingly.</p>	<p>Enhanced sophistication and improvement in workforce programs.</p>	<ul style="list-style-type: none"> ▶ There is a structured format and process for gathering and evaluating input from customers. ▶ Measured results assess the effectiveness of investments and local needs to guide programmatic priorities.

PROGRAM AND SERVICE PRIORITIES FOR 2021–2022

1 Enhance board capacity to lead the workforce system.

MAIN ELEMENTS AND ACTIVITIES

- ▶ Evaluate and refine the DWDB committee structure and roles, develop orientation and ongoing training, and create an annual board calendar and work plan.
- ▶ Review staffing needs, especially related to strategic planning and integration, and roles within state government, developing recommendations for the governor.

IMPLICATIONS FOR DWDB RESOURCES

- ▶ Development costs are covered with existing resources.
- ▶ Additional costs for implementing recommendations might require Blue Collar system-level project funds.

2 Define a set of program and system outcomes measures and evaluation processes.

MAIN ELEMENTS AND ACTIVITIES

- ▶ Develop outcome measurements and processes for regular evaluation by the board, leading to system refinements and shifts as needed.
- ▶ Establish a roadmap for the evaluation of major program components at least every 3 years.

IMPLICATIONS FOR DWDB RESOURCES

- ▶ Initial development is covered with existing resources.
- ▶ Periodic review of major programs may require Blue Collar system-level project funds.

3 Continue to move toward an integrated and coordinated workforce system for Delaware.

MAIN ELEMENTS AND ACTIVITIES

- ▶ Evaluate and identify opportunities to strategically align agencies across state government to provide focused, cost-effective workforce services. Identify national best practices and develop an implementation plan. Direction from the governor is needed to refine this scope of work.

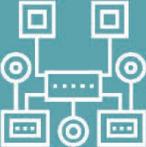
IMPLICATIONS FOR DWDB RESOURCES

- ▶ Preliminary work plan included within current resources. Ongoing implementation will require additional funding from DWDB and other agencies.

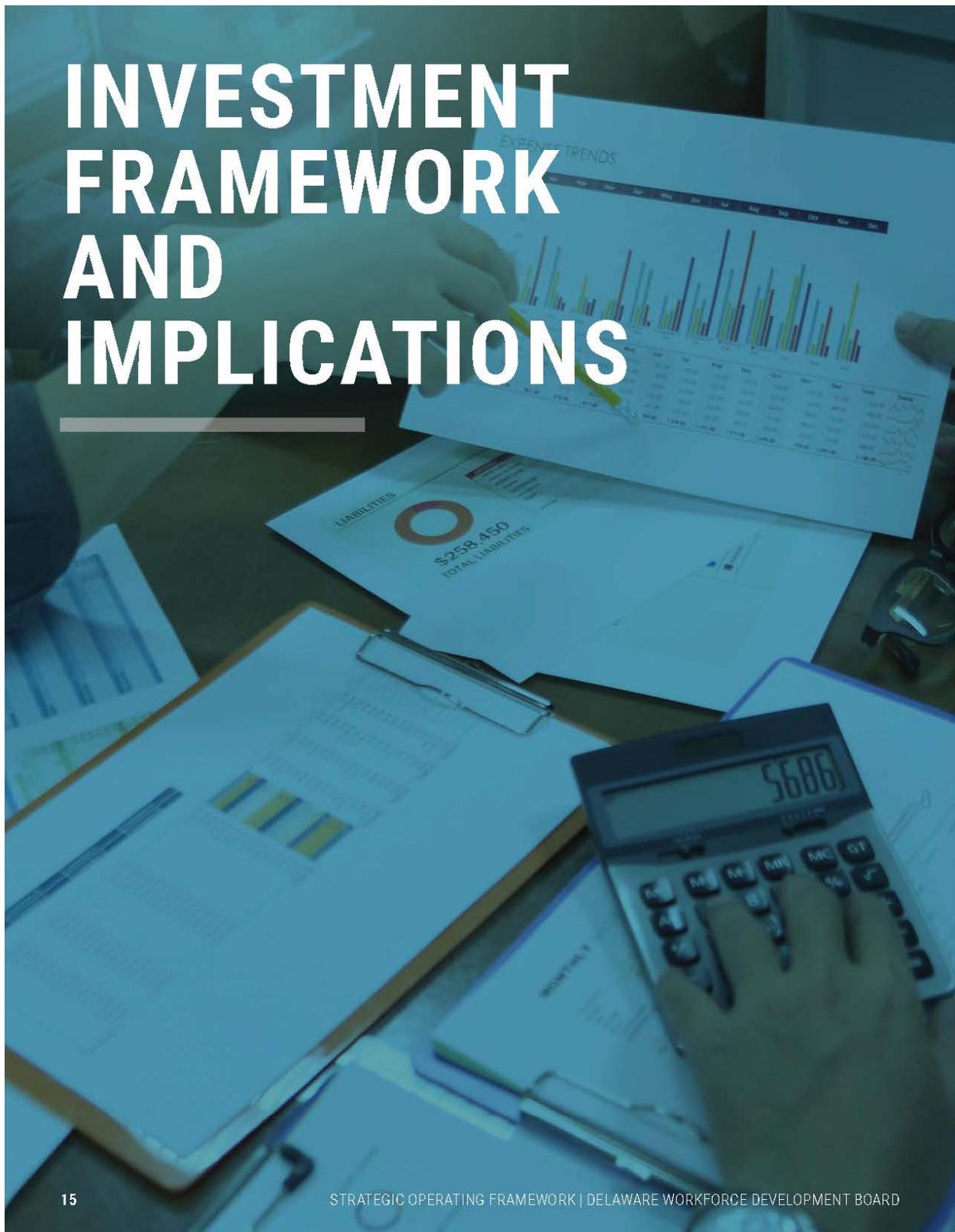
OUTCOME MEASURES



Measuring the effectiveness of workforce investments will require outcome metrics over and above WIOA reporting measures. The following list of metrics represent an *initial* list for which a more structured program evaluation process will be developed. These measures are directly connected to desired outcomes of the board, such as self-sufficient income levels, employment stability, and upward mobility, as well as operational indicators that can compare program and cost-effectiveness among investments.

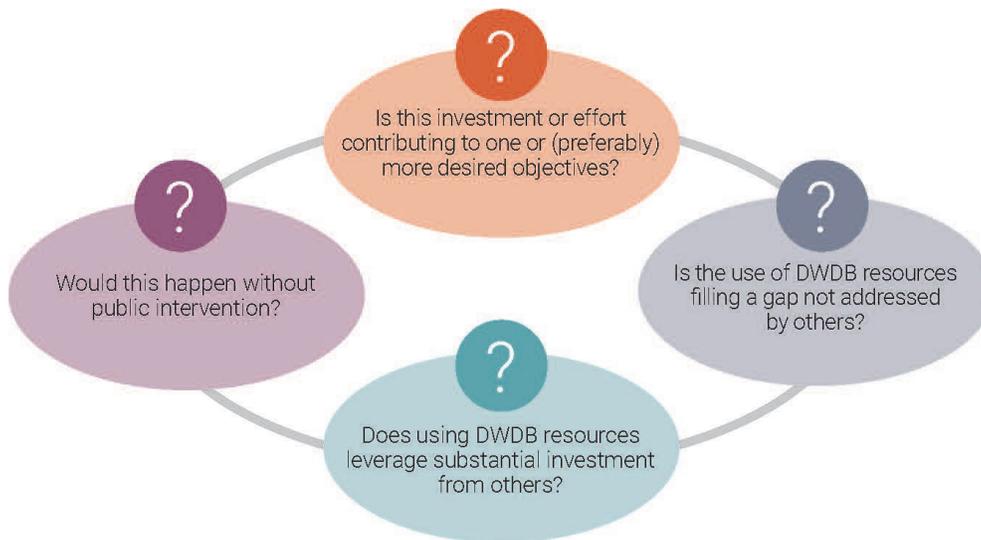
 SYSTEM-LEVEL OUTCOMES	 ADULT JOB SEEKER OUTCOMES	 YOUTH OUTCOMES
<ol style="list-style-type: none"> 1. Satisfaction of strategic industry customers with system outcomes 2. Satisfaction of strategic community partners with system outcomes for their clients 3. Amount of resources leveraged <ol style="list-style-type: none"> a. From other partners b. From private sector 4. Costs per outcome 	<ol style="list-style-type: none"> 1. Job placement <ol style="list-style-type: none"> a. Overall placement rates and numbers b. Placement in training-related occupation c. Placement in strategic industry 2. Wage rates and income <ol style="list-style-type: none"> a. Wages at placement b. Percent of clients placed in jobs exceeding the livable wage target set by the board c. Percent of participants gaining an additional 10 percent or more in wages within 2 years of training or placement 3. Continued employment for 2 to 3 years 4. Training program completion rate and numbers 5. Number and percentage of enrollees attaining industry-recognized credentials 	<ol style="list-style-type: none"> 1. Number and completion rates of credentials <ol style="list-style-type: none"> a. Completion of high school or equivalency b. Completion of postsecondary credentials 2. At least 80 hours of paid work experience 3. Demonstrated understanding of workplace expectations and conduct 4. Clear roadmap for achieving goals over the next 3 to 5 years

INVESTMENT FRAMEWORK AND IMPLICATIONS



DECISION-MAKING FRAMEWORK

The needs of Delaware's residents, businesses, and communities far exceed available resources in the workforce system. Therefore, resources must be focused on areas of strategic importance where limited public funds can have the greatest impact. At a minimum, the DWDB will filter investments based on the following decision framework.



ADDITIONAL INVESTMENT CRITERIA FOR FLEXIBLE FUNDS

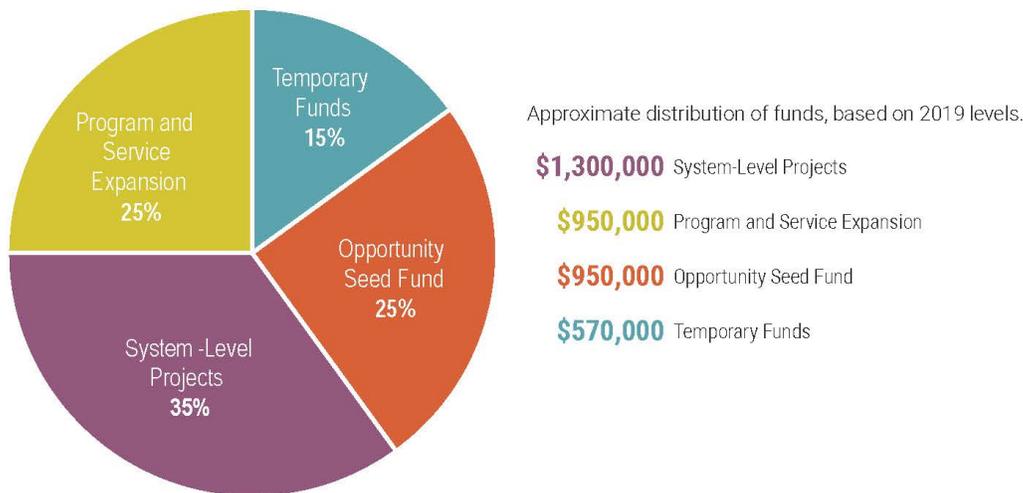
With demand outpacing the availability of resources to address workforce challenges, the DWDB seeks to maximize the impact of flexible investments by applying additional funding filters to specific programs. These filters will be clearly communicated in funding guidelines and decision criteria that shape where and how Blue Collar and other flexible funding is allocated. The DWDB seeks to focus flexible investments in the following efforts.

- ▶ **TARGET CRITICAL COMMUNITIES**—Prioritize Promise Communities and those areas of the state with higher-than-average unemployment.
- ▶ **ALIGN WITH CORE ECONOMIC SECTORS**—Coordinate programs and initiatives serving core industry sectors identified in the state's economic strategy, ensuring participation by both large and small employers. (This would include sectors of strategic importance in each county.)
- ▶ **CONNECT TRAINING TO JOBS**—Prioritize investments in occupational training and other employment-related programs to those that demonstrate a need verified by employers in the state and that also include employer engagement activities, such as work experience, mentoring, and job placement services.
- ▶ **LEVERAGE OTHER FUNDS AND SERVICES**—Use flexible funds (e.g., Blue Collar) as seed or matching funds to leverage other resources, especially those that can be sustained over time. Prioritize investments in efforts that integrate service delivery across agencies and providers or partner with groups of employers.

USE OF BLUE COLLAR AND OTHER FLEXIBLE FUNDS

The Delaware Workforce Development Board has identified four categories of funding for flexible investment resources such as Blue Collar funds. Together, these investment categories address significant board responsibilities outlined in Delaware Executive Order 36 and provide a framework that can be used over a 5-year strategic plan under which annual allocations and priorities can be identified.

FIGURE 1. SUGGESTED ALLOCATION OF 2021 BLUE COLLAR FUNDS



Source: Boardmember retreat feedback, November 23, 2020.

Flexible funding categories include the following.

- ▶ **SYSTEM-LEVEL PROJECTS**—Targeted initiatives where DWDB funds are leveraged with other partners to enhance resource alignment and build capacity among agencies and partners to serve clients effectively and seamlessly, with results that can be directly applied to other parts of the workforce system.
- ▶ **PROGRAM AND SERVICE EXPANSION**—Additional resources put toward traditional workforce training and participant support services (typically funded under WIOA) with annual priorities that clearly articulate a focus on specific populations or programs.
- ▶ **OPPORTUNITY SEED FUND**—Highly leveraged funds that accelerate industry engagement, are responsive to significant economic opportunities, such as a company relocation to or expansion in Delaware, and which help secure new ongoing/sustainable sources of funding and partnerships.
- ▶ **TEMPORARY FUNDS**—Funds that address time-sensitive and critical needs within a 12-month period, such as populations disproportionately impacted by the COVID-19 pandemic. These funds are gap investments (filling specific gaps in existing resources) with infrastructure already in place for quick implementation.

Suggested Allocation of 2021 Blue Collar Funds shows suggested funding proportions based on feedback from board members.

BLUE COLLAR FUNDING PRIORITIES FOR 2021

The following chart identifies how each category of Blue Collar funding relates to primary board objectives as well as investment criteria that would guide the selection of projects within each category. The chart also includes recommended 2021 priorities for programs and services that fall within each option.

FUNDING CATEGORY	DWDB OBJECTIVES	INVESTMENT CRITERIA	2021 PRIORITY PROGRAMS
System-Level Projects	<ul style="list-style-type: none"> ▶ Resource alignment ▶ Enhanced service coordination 	<ul style="list-style-type: none"> ▶ For system development of coordinating case management and service delivery, not for running specific programs (e.g., the work being managed under Delaware's Social Contract central project). ▶ Must leverage other sources of funding (for the project and for sustaining the efforts). 	<ul style="list-style-type: none"> ▶ Continued support of the Wilmington youth alliance. ▶ Re-entry programs for youth and adults.
Program and Service Expansion	<ul style="list-style-type: none"> ▶ Expansion of high-demand training and client programs 	<ul style="list-style-type: none"> ▶ Align career pathways to industry sectors and identify high-growth sectors. ▶ Focus youth programs on occupational skills training and work-based experience, especially for disconnected and justice-involved youth. 	<ul style="list-style-type: none"> ▶ Cohort training for adult career pathways focused on high-growth industry sectors. ▶ Training and work experience for re-entry youth.
Opportunity Seed Fund	<ul style="list-style-type: none"> ▶ Employer and sector engagement ▶ Expansion of resources ▶ System responsiveness 	<ul style="list-style-type: none"> ▶ Focus on industries with self-sufficiency wages and high economic impact (both regionally and statewide). ▶ Industry sector efforts to be led by or in partnership with an industry organization. 	<ul style="list-style-type: none"> ▶ At least one industry sector strategy pilot. ▶ Industry-led efforts to upskill workers.
Temporary Funds	<ul style="list-style-type: none"> ▶ Time-sensitive and immediate needs ▶ System responsiveness 	<ul style="list-style-type: none"> ▶ Resources must show a lack of funds and clear need. ▶ There must be the infrastructure in place to rapidly deploy funds. 	<ul style="list-style-type: none"> ▶ A coordinated effort to assist women displaced from the workforce during COVID-19.

EXPANDING BOARD LEADERSHIP AND ROLES



The board understands that its strength lies in the ability to set an appropriate vision, convene the right partners, and broker a comprehensive set of solutions for business and job seeker customers. As such, the board seeks to take a more active role to do the following.

INCREASE EMPLOYER ENGAGEMENT AND SUPPORT

This was identified as the highest priority among board members.

- ▶ Aggregate job demand in critical industries and communicate these needs across the workforce system, especially jobs with changing employment competencies and skill requirements.
 - ▶ Develop working relationships with the state's industry associations and economic development organizations to establish conduits to groups of employers. Start with a targeted list of industries and expand each year.
- ▶ Be a recognized facilitator of events and discussions that bring employers and other external stakeholders to the table to work on specific workforce needs.
 - ▶ Cohost annual industry summits where groups of employers can articulate their workforce needs in a structured fashion, communicating to multiple providers at once.

PROMOTE RESOURCE ALIGNMENT AND ACCOUNTABILITY AMONG AGENCIES AND SERVICE PROVIDERS

This was identified as a second priority among board members.

- ▶ Take an active role as a convener to identify solutions for workforce system gaps and challenges, leading the development of resources and partnerships to address them.
 - ▶ Oversee continuous improvement efforts with the WIOA Leadership Team, identifying one or two primary issues each year to evaluate and make operational enhancements. The Leadership Team is a group of approximately 40 people representing the variety of state agencies directly involved with workforce development as well as some external organizations.
- ▶ Regularly evaluate program and system results based on data, providing insights to help improve performance and to refine investments based on effective strategies.
 - ▶ Work with the WIOA Leadership Team to develop definitions and standards for outcome measures.
 - ▶ Assign board committee(s) to review results with service providers at least quarterly, presenting summary information to the board, including recommendations for the future.

STRENGTHEN LEADERSHIP ROLE AS THE STATE'S WORKFORCE VOICE

The board identified this as a moderate priority with a more phased approach over time.

- ▶ Become a thought leader that envisions, influences, and leads an integrated workforce system (lead, not react to agency needs).
 - ▶ Support policies that affect the ability of people to access jobs and education (e.g., address barriers to employment of those with criminal records, training incentives for employers, etc.).
 - ▶ Identify and bring attention to workforce issues that have sudden and significant impact on targeted populations. Lead or actively participate in the governor's task forces and special projects to develop cross-agency responses to these challenges.
- ▶ Further develop the strategic leadership capacity of board members and staff.
 - ▶ Staff and board members participate in national conferences and forums to learn about successful approaches. Learning from events is distilled and incorporated into board plans as appropriate.
 - ▶ Staffing for the DWDB is enhanced to include both strategic leadership as well as operations and compliance management and should include adequate administrative support.

IMMEDIATE SYSTEM-LEVEL CONSIDERATIONS



While additional work through planning teams will be conducted to identify opportunities for systemwide innovation and coordination, there are several immediate steps that should be taken to implement the priorities and direction set by the DWDB.

REFINEMENT OF FUNDING GUIDELINES

Given the direction and priorities reflected in this framework, funding guidelines should be immediately updated to reflect the following.

- ▶ Adding the 2020–2021 goals and objectives as reflected on pages 5 to 11 of this document.
- ▶ Updating funding allocations and general considerations, including the use of Blue Collar funds to reflect the board's investment principles and short-term priorities as reflected on pages 15 to 18 of this document.
- ▶ Refine adult pathways descriptions to reflect priorities on Tier 1 occupations and outcomes and employer engagement requirements as described on page 7 of this document.

ENHANCEMENT OF BOARD STRUCTURE AND SUPPORT

With immediate DWDB vacancies and changes in leadership over the next 12 months, these actions should be taken.

- ▶ Ensure private sector appointments are aligned with the state's critical industries, especially those targeted by Delaware Prosperity Partnership; include both large and small employers.
- ▶ Work with the governor's office to develop a succession plan for board leadership.

INTEGRATION OF 2019 PRIORITIES

In 2019, the DWDB identified five priorities that have been integrated into various aspects of this strategic framework.

- 1. ADULT CAREER PATHWAYS**—The work and priority focus on adult career pathways continues in this framework overall, with training and Delaware One Stop support (Objective 1.2 and Objective 1.3 of Goal 1) as well as with specific initiatives to better connect career pathways to growing industry sectors of employment. The development of a tiered high-demand list is an example of this alignment. Furthermore, Goal 2, which develops a structured system for engaging employers throughout the workforce system, is a national best practice for enhancing the outcomes and impact of career pathways.
- 2. WILMINGTON YOUTH INITIATIVE**—This effort continues to be a funding priority of the DWDB as identified in Objective 1.4 as well as with desired projects to be funded with Blue Collar and other funds. The board is especially interested in supporting aspects of this initiative that coordinate services, case management, and braid funding.
- 3. PRISON RE-ENTRY**—This effort continues to be a priority of Objective 1.1, which is focused on helping residents with multiple barriers access training and employment. It was also identified as a potential priority for funding under Blue Collar funds.
- 4. RESOURCE ALIGNMENT**—Because this priority is an ongoing process, rather than a discrete program, it has been integrated into the decision-making framework and principles that guides the work of DWDB as well as becoming a focal point of Goal 3.
- 5. PROCESS REDESIGN**—Similar to resource alignment, the DWDB views this as a continuous process to be supported by a more structured approach for evaluating outcomes and effectiveness on an ongoing basis.

Attachment 4

WIOA - EFFECTIVENESS SERVING EMPLOYERS

STATE: Delaware		PROGRAM YEAR: 2020		Certified in WIPS: 9/28/2021 3:50 PM ED	
PERIOD COVERED					
From (mm/dd/yyyy) : 7/1/2020 8:00 AM EDT To (mm/dd/yyyy) : 6/30/2021 8:00 AM EDT					
REPORTING AGENCY:					
Delaware Department of Labor					
EFFECTIVENESS SERVING EMPLOYERS					
Employer Services			Establishment Count		
Employer Information and Support Services			879		
Workforce Recruitment Assistance			1,331		
Engaged in Strategic Planning/Economic Development			0		
Accessing Untapped Labor Pools			11		
Training Services			2		
Incumbent Worker Training Services			1		
Rapid Response/Business Downsizing Assistance			6		
Planning Layoff Response			5		
Pilot Approaches			Numerator		Rate
			Denominator		
Retention with Same Employer in the 2nd and 4th Quarters After Exit Rate					
Employer Penetration Rate			2,061		5.9%
			35,078		
Repeat Business Customers Rate			1,263		43.9%
			2,874		
State Established Measure					
REPORT CERTIFICATION					
Report Comments:					
Name of Certifying Official/Title:		Telephone Number:		Email Address:	
-					

Attachment 5:

Outreach:

Featured in the State Chamber of Commerce's Annual Report- page 15

[tmp_5335_1-3-2021_122403_\(2\).pdf](#)

Delaware Business' May/June 2021 addition- page 23

[tmp_6513_4-29-2021_105906_\(3\).pdf](#)