



DELAWARE WORKFORCE DEVELOPMENT BOARD

3 YEAR STRATEGIC PLAN

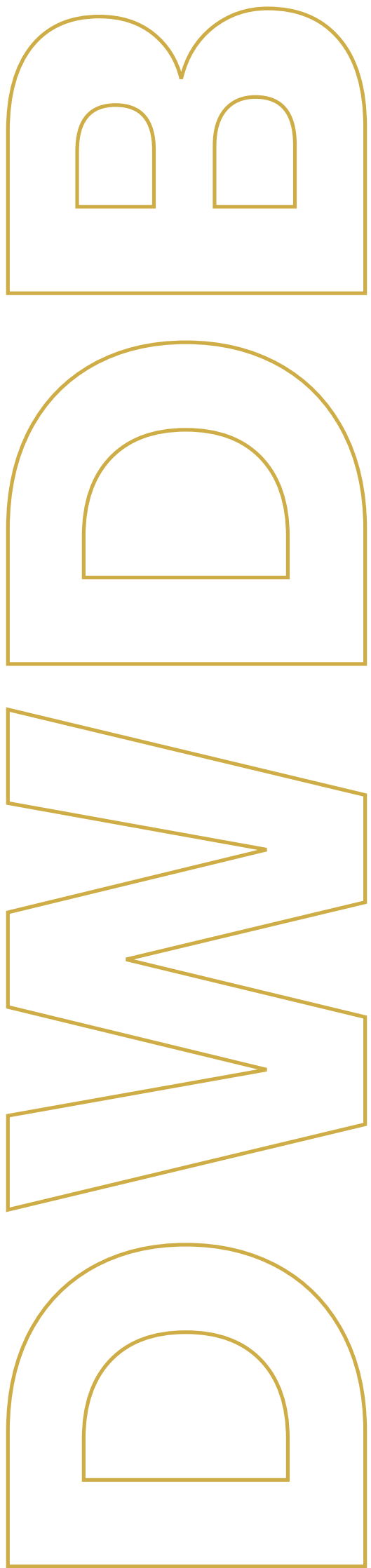
2023 - 2025





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Executive Summary

This strategic plan builds upon analysis completed in 2020-21 by DWDB and TIP Strategies. It reflects the impact of the pandemic, significant changes to the board membership and staff, and new data on the workforce including a recent survey of 250 Delaware employers.

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

- 1

prioritizing investments in sectors that will enable Delawareans to get back to work and increase growth in high-skill, high-wage jobs;
- 2

raising the bar on educational attainment to reflect the needs of our future economy;
- 3

increasing alignment between learning and work to improve how we build talent pipelines;
- 4

and **expanding opportunity** to increase equity expand economic prosperity for all Delawareans.

To achieve this future state, we have defined specific action steps across each of the four priorities. Furthermore, we have established a set of metrics that the Board and its Committee's will track to measure progress and course correct as needed.



Vision: Why Does the DWDB Exist?

Through federal and state mandate, we exist to help Delaware achieve economic prosperity by building the workforce that our economy needs. To do this, we work with two key constituencies: employers who have evolving needs for a workforce, and Delawareans who are in or will be in the workforce.



VISION

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

Guiding Principles: What Guides the work?

The work of the Delaware Workforce Development Board is based on a set of principles that guide our priorities and investment decisions.



STRATEGY BASED

Board focuses on the big picture of work-force 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 & RESOURCES

Strategies leverage other resources and are based on strong partnerships, building on existing collaborations when possible.



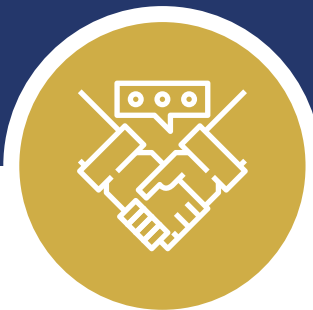
OUTCOME DRIVEN

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.



ACCOUNTABLE AND TRANSPARENT

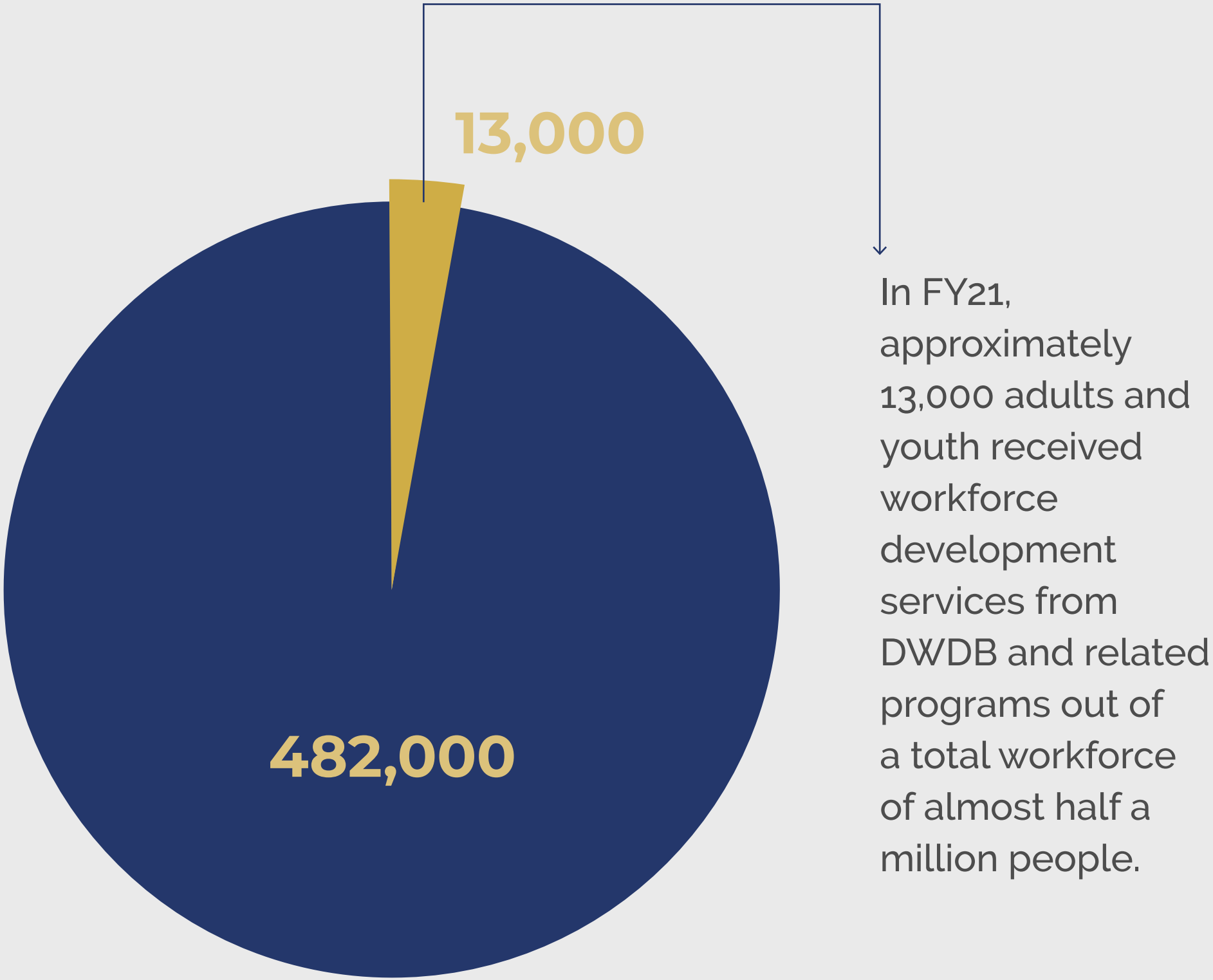
There is a clear process for making decisions about the system that is informed by analyzing data and evaluating performance standards.

We Serve the Entire Delaware Workforce

Delaware has a diverse workforce of approximately 495,000 people. Our mission is to support the entire workforce by coordinating with a wide array of public and private partners. A small proportion of workers qualify for direct services through our One-Stop Service centers and funded training programs.

DELAWARE WORKFORCE

Direct Beneficiaries of DWDB and Partner Programs



Source: US Census; Division of Employment and Training, Delaware Department of Labor Annual Report, Oct 10, 2022

Our Priorities: Where Are We Going?

OUR STRATEGIC PRIORITIES ARE:

1. **Prioritize sectors** because we have more jobs than job seekers.
2. **Raise the bar** because the jobs of today and tomorrow require more training.
3. **Increase alignment** between learning and work to improve how we create talent pipelines.
4. **Expand opportunity** to create economic prosperity for all Delawareans.



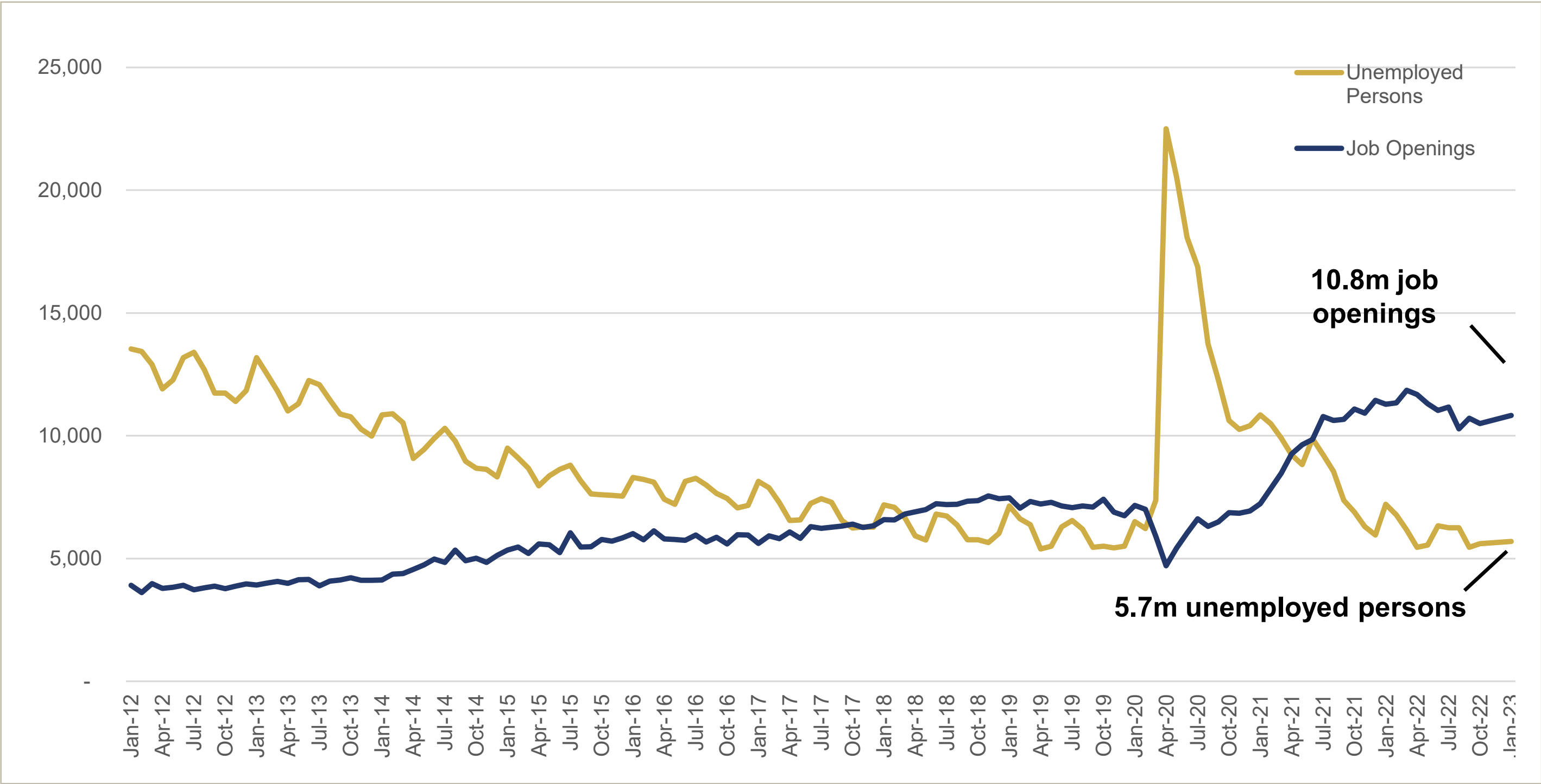
01

Prioritize Sectors

As a nation, we face an historic imbalance between the demand for workers and the supply of job seekers. In Delaware as of January 2023, we have 35,000 job openings and 22,900 job seekers. With talent shortages in most sectors, DWDB needs to prioritize.

UNEMPLOYED PERSONS VS. JOB OPENINGS, US

Jan. 2012 – Jan. 2023, in 000s



Source: US Bureau of Labor Statistics, <https://www.delawarepublic.org/politics-government/2022-12-26/the-state-of-delaware-is-redoubling-efforts-to-boost-its-workforce> and https://laborfiles.delaware.gov/main/lmi/publications/JO_January_2023.pdf

Prioritize Sectors

Getting People Back to Work and Growth

We will address the immediate needs of our economy to ensure jobs are filled that enable Delaware families to re-enter the workforce. We will also focus on longer term growth in sectors that will build economic prosperity in high-skilled careers.

DWDB
Priorities
by sector

GROWTH SECTORS

Industries aligned with projected employment growth in sectors that offer and mid- to high-skill careers

- ★ Healthcare
- ★ Advanced Manufacturing (including green energy)
- ★ Technology (including Biotech, Fintech, Information Technology)
- ★ Construction

ENABLING SECTORS

Occupations in industries with immediate employment needs that are crucial to helping Delawareans re-enter the workforce

- ★ Individual and family services (including for elderly and intellectually disabled)
- ★ Early childcare and education
- ★ K12 Education
- ★ Home health services (including personal care)

Prioritize Sectors: Enabling Sectors

These sectors are fundamental to addressing immediate employment needs and crucial to enabling other workers to re-enter the workforce.

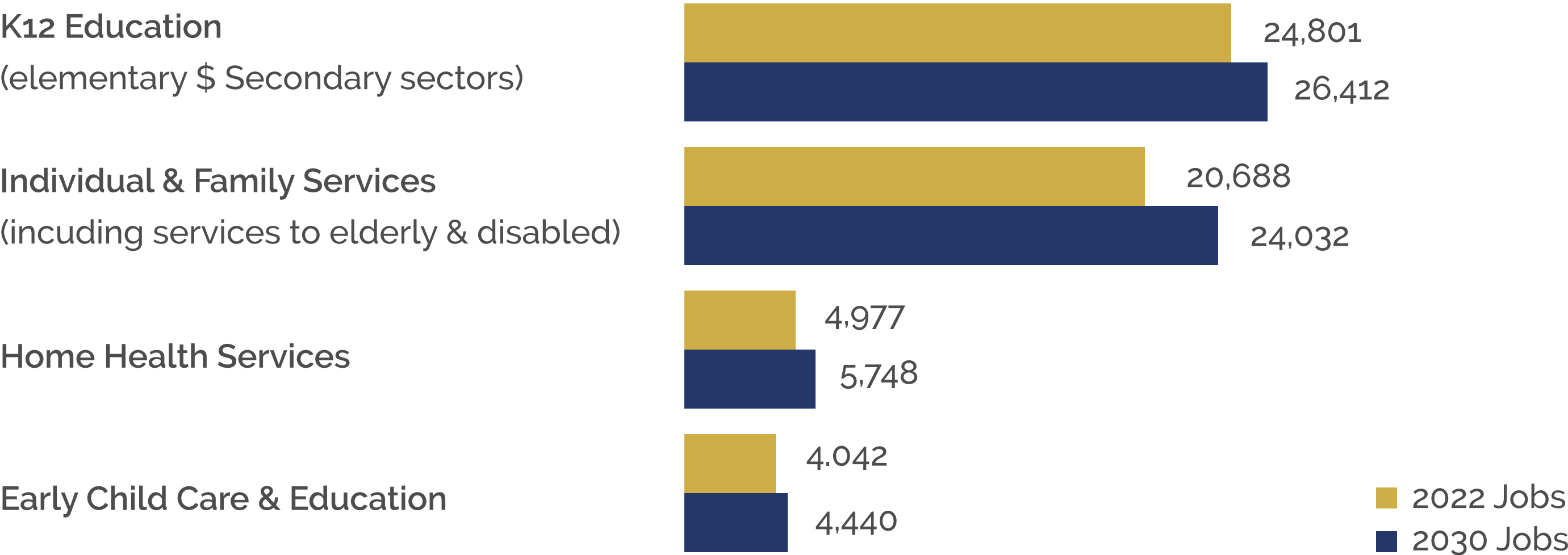
These industries are growing in Delaware and will drive high employment demand through 2030.

Many jobs in these industries require workers with training or certifications in order to obtain entry-level jobs.

Several of these industries provide services to vulnerable populations and/or provide critical services that other workers depend upon.

LOW- AND MID-SKILL EMPLOYMENT DEMAND

Forecasted Job Demand through 2022 - 2030



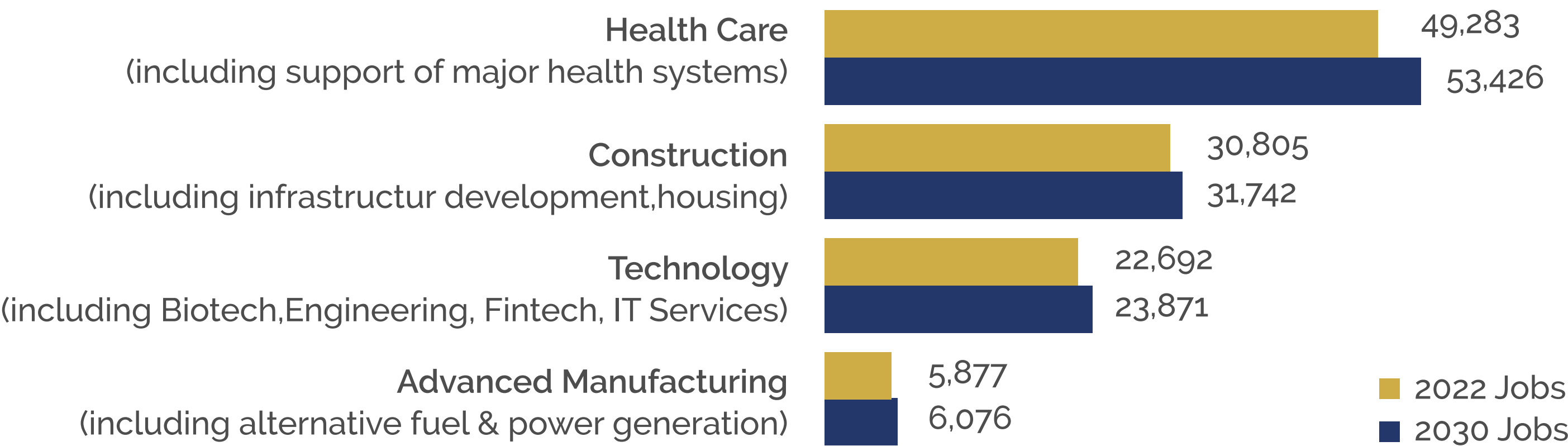
Source: Chmura JobsEQ 2022Q1, Rodel analysis.

Prioritize Sectors: Growth Sectors

These sectors are fundamental to providing mid- high skill jobs that will drive economic self-sufficiency and build a growing economy in high growth technology and infrastructure.

EMERGING AND FUTURE-FOCUSED INDUSTRIES

Current and Projected Employment 2022-2030



- ★ Wuxi STA, a biopharmaceutical firm will employ 500 in 2024
- ★ STAR aCampus at UD, which replaced the GM plant, now supports 3,000 employees
- ★ JPMC, with over 11,000 employees, many in fintech, is now the state's second largest employer.

NOTES

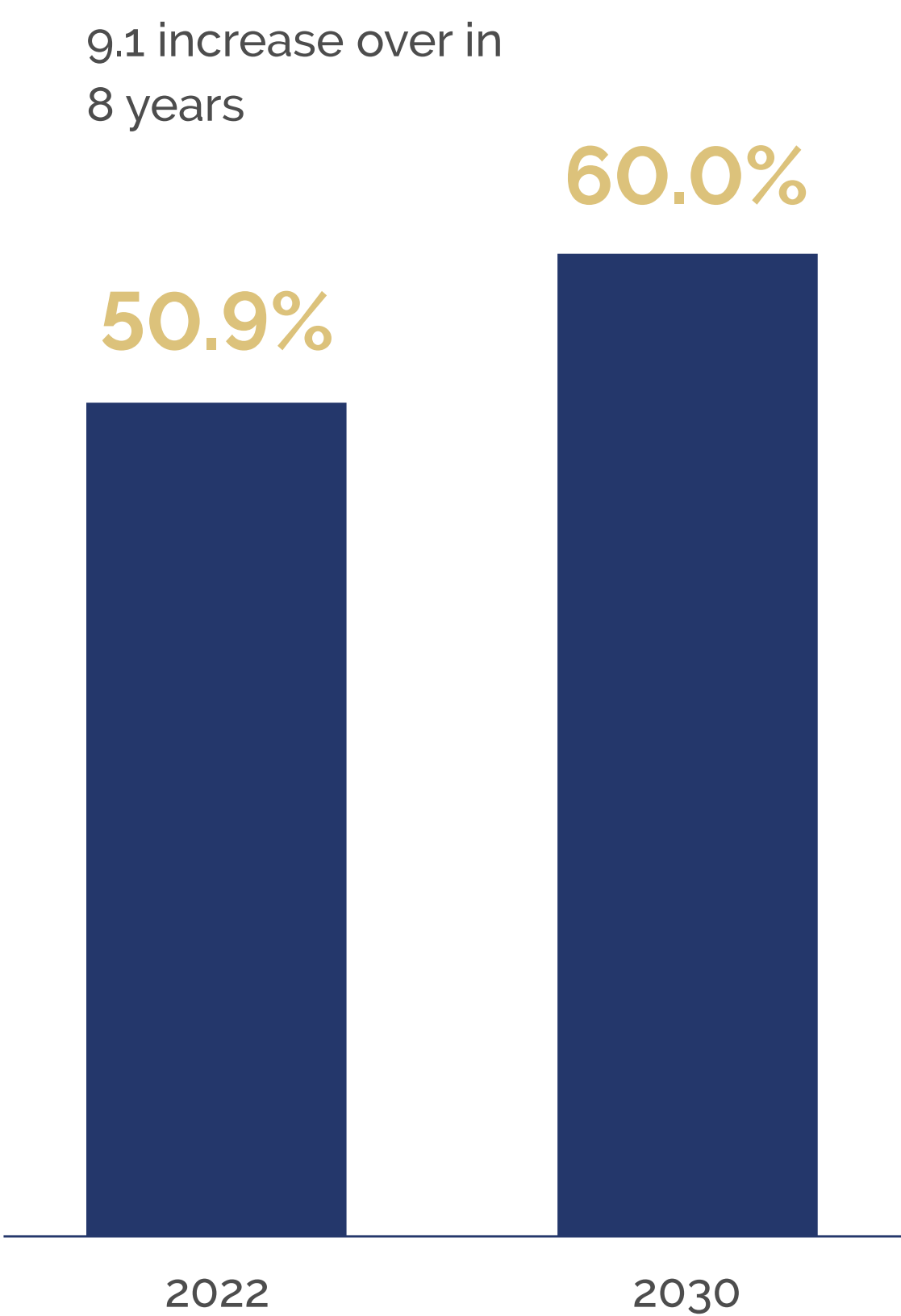
- ★ Major health systems account for 1/3 of Delaware's employment in Health Care and are driving future demand.
- ★ Green Energy includes industries to upgrade Delaware's electric power infrastructure for solar and electric vehicle power sources. Biotech includes the manufacture of pharmaceuticals and medicines, fertilizers, and medical instruments and supplies. Fintech includes technologies that address financial transaction and payments technologies.

Source: Chmura JobsEQ 2022Q1, Rodel analysis.

02

Raise the Bar

Most jobs require more education than a high school degree, but Delaware is one of only 5 states with no codified education or training attainment goal. We will set a goal that 60% of Delawareans (age 25-64) will attain a degree or certificate beyond high school by 2030, an increase of 9.1 percentage points over the current rate of 50.9%.



Source: Stronger Nation, Lumina Foundation

HOW DWDB AND ITS PARTNERS CAN “RAISE THE BAR”

- ★ Continue programs to ensure all high school students can graduate completing one year of college and/or a certified apprenticeship.
- ★ Ensure adult and displaced worker training programs require candidates to earn a recognized certification or education beyond high school.
- ★ Set clear, statewide, target and build tools to monitor progress by race, age and sector.
- ★ Build on existing state scholarships such as SEED, Inspire, etc. to address funding gaps to support higher education credit and certification attainment to help all reskill or upskill.

Raise the Bar: Jobs Will Require More Preparation

By 2025, data suggest that at least 60% of jobs will require more than a high school level education..

Entry-Level Education Job Requirement	Employment Distribution percent, 2021	Percent Employment Change Predicted 2021–31	Median Annual Wage 2021
Doctoral or professional degree	2.7	9.1	\$115,010
Master's degree	1.9	13.6	\$77,750
Bachelor's degree	24.3	8.2	\$78,580
Associate's degree	2.1	8.8	\$59,260
Postsecondary nondegree award	6.2	6.7	\$44,420
Some college, no degree	2.6	0.8	\$37,960
High school diploma or equivalent	38.5	2.9	\$38,290
No formal educational credential	21.7	4.8	\$29,420

Jobs that require more than a high school diploma will grow the most and continue to pay the most.

Source: National Bureau of Labor Statistics, retrieved from <https://www.bls.gov/emp/tables/education-summary.htm>

03

Increase Alignment

Delaware is breaking down barriers between learning and work through career pathways. We will build on this progress to better align training to the needs of employers and our future workforce.

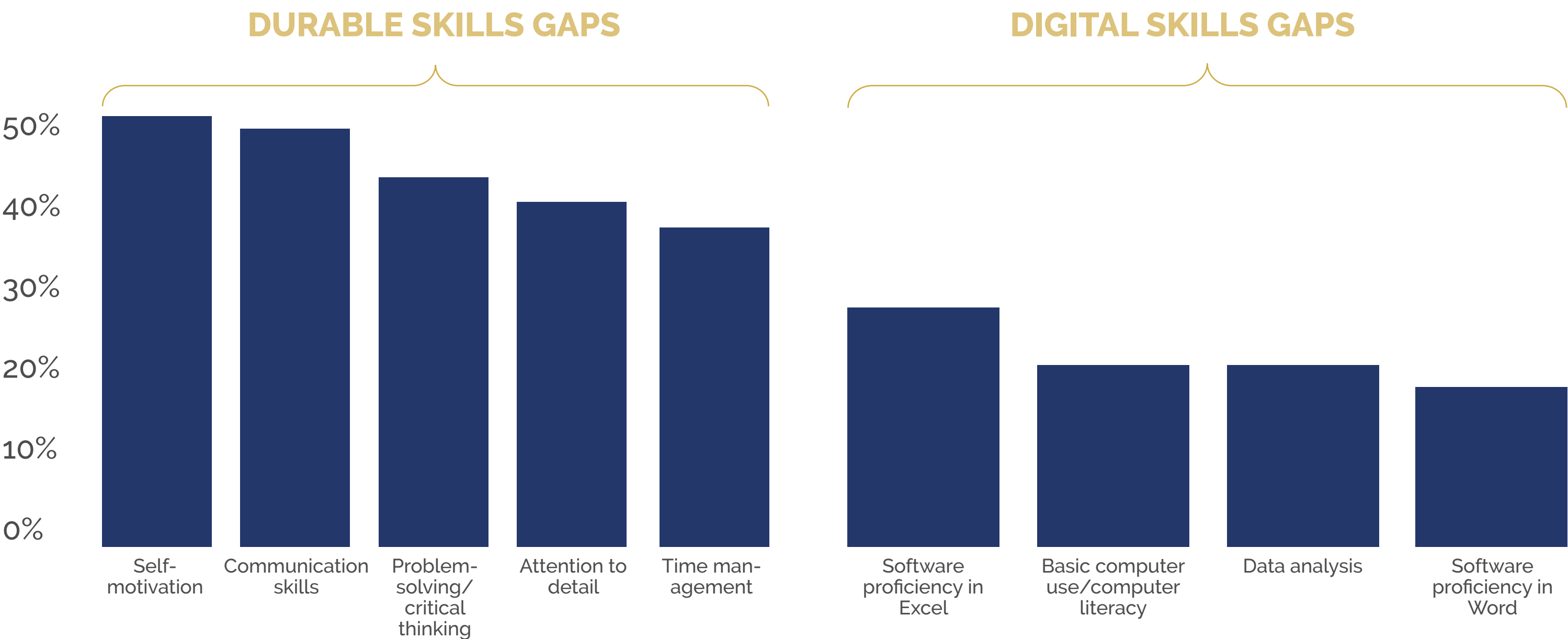


Increase Alignment: Durable and Digital Skills

Employers cited a lack of durable skills and basic digital skills as the most significant gaps in applicants' readiness for the jobs they need to fill.

GAPS IN APPLICANT READINESS

Survey of Delaware
Employers, percentage
of responses



Source: Survey of 251 Delaware businesses conducted by Zogby Analytics, 2022; data analysis by Delaware Data Innovation Lab.

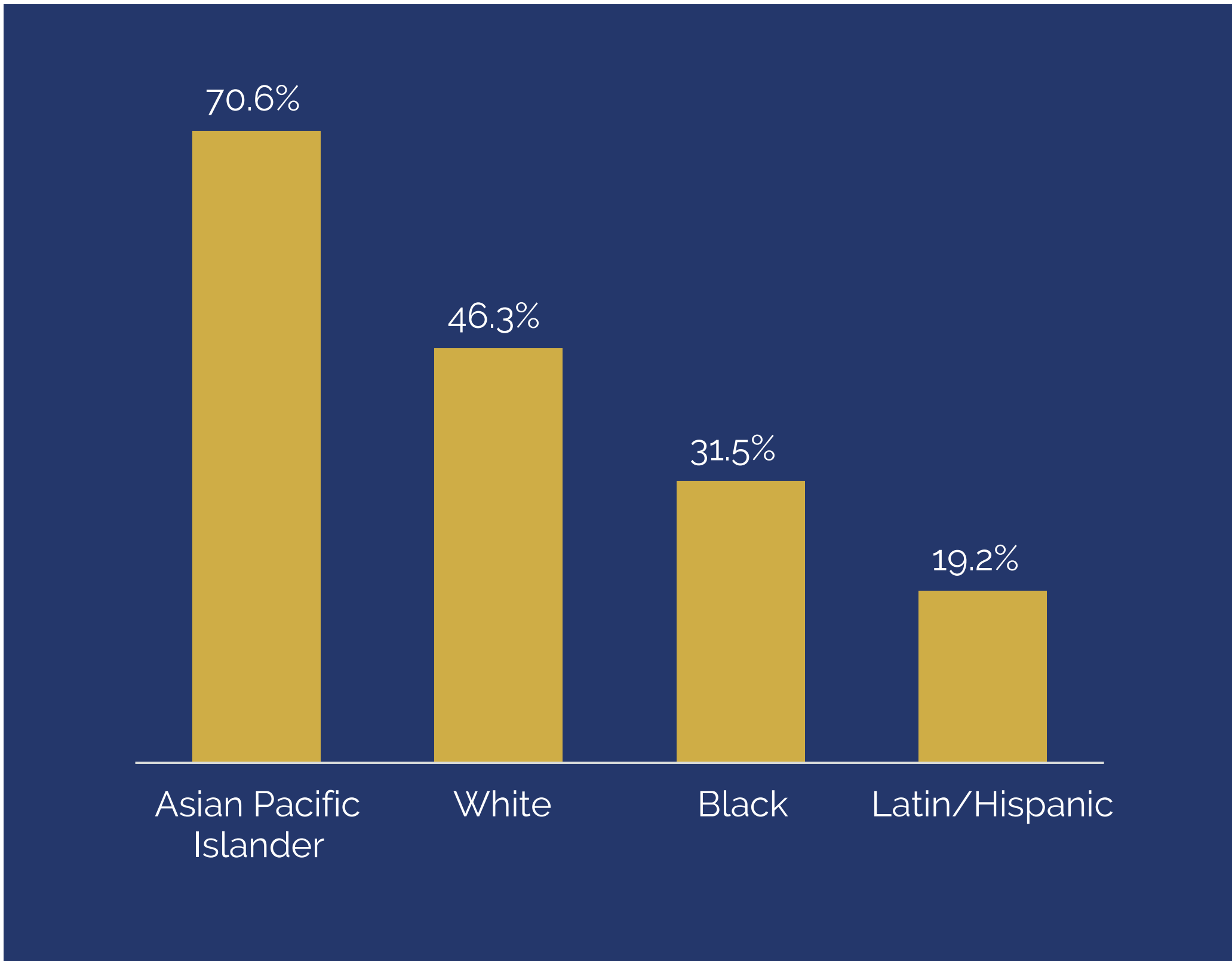
04

Expand Opportunity

Educational and economic equity are foundational to the health of our state. Today, opportunity is not fairly distributed. Our goal is to dramatically reduce the gaps that exist today based on race and ethnicity.

DELAWARE EDUCATION ATTAINMENT BY RACE AND ETHNICITY

Percentage Who Have Attained an Associates Degree or Greater, 2019



Source: Stronger Nation, Lumina Foundation

HOW DWDB AND ITS PARTNERS AND EXPAND OPPORTUNITY

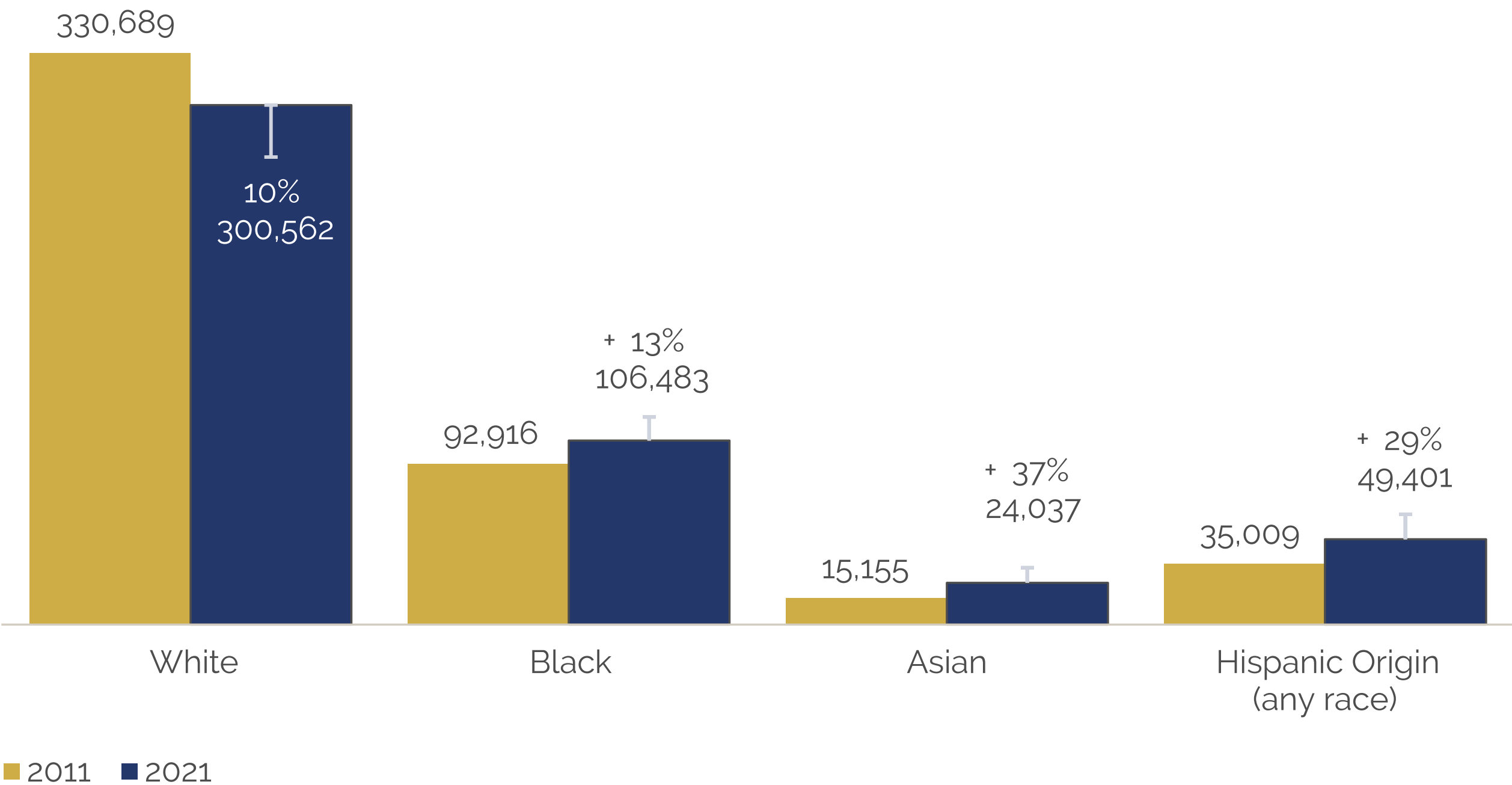
- ★ Report annual progress on all key metrics by county, race and ethnicity (included in measurement section below).
- ★ Prioritize wrap around supports like transportation and counseling to help level the playing field.
- ★ Focus DWDB federal investments on individuals who are not eligible for other supports and meet the federal poverty requirements.

Expand Opportunity: Delaware Is Becoming More Diverse

The population of Delaware grew from 907,135 in 2011 to 1,003,384 in 2021. However, the total white populatte declined during this period but was surpassed by growth in other racial/ethnic groups. The Latino population is growing most rapidly. This is reflected in our workforce as well.

10-YEAR CHANGES IN DELAWARE'S WORKFORCE DEMOGRAPHICS

Selected Racial/Ethnic Categories



Source: U.S. Census, American Community Surveys

Expand Opportunity: We Are Becoming Older

By 2020, Delaware became the fifth oldest state in the nation. One in five Delawareans is now over the age of 65. This is another pressure point to having enough workers to fill the jobs needed in our economy.

Rank	State	Total Resident Population (thousands)	Population Ages 65+ (thousands)	Population Ages 65+ (percent of state population)
1	Maine	1,350	294	21.8
2	Florida	21,733	4,638	21.3
3	West Virginia	1,785	374	20.9
4	Vermont	623	129	20.6
5	Delaware	987	198	20.0

Source: Retrieved from <https://www.prb.org/resources/which-us-states-are-the-oldest/>

Action Steps:

How Will We Get There? (1 of 2)

By 2020, Delaware became the fifth oldest state in the nation. One in five Delawareans is now over the age of 65. This is another pressure point to having enough workers to fill the jobs needed in our economy.

Priority Area	Action Steps	Outcomes
1) Prioritize Sectors	Prioritize getting people back to work in sectors that are crucial in allowing workers to re-enter the workforce (education, healthcare, etc.).	1% increase in workforce participation rate in three years (approximately 4,700 people).
	Invest in growth sectors such as advanced manufacturing, green energy, high tech, and construction that offer higher wages and attractive careers.	Alignment across agencies and stakeholders prioritizing education, healthcare, advanced manufacturing, green energy, high tech, and construction.
2) Raise the Bar	Establish partnerships and campaigns to increase educational attainment.	60% of Delawareans attain degree or certificate.
	Build data systems to collect and distribute educational attainment and employment data.	80% of Delaware HS students in career pathways.
	Continue to strengthen career pathways aligned to our high demand occupations.	Usable data dashboard to measure and track results.

Source: Retrieved from <https://www.prb.org/resources/which-us-states-are-the-oldest/>

Action Steps:

How Will We Get There? (2 of 2)

Priority Area	Action Steps	Outcomes
3) Increase Alignment	Focus training on the durable skills and digital literacy employers tell us they need.	100% of HS graduates and training participants gain durable skills and digital literacy.
	Reimagine partnerships among education, training, and employers.	Greater number of people experience high-quality work-based learning experiences.
	Invest in business liaisons to improve our understand of employers needs.	Higher employer satisfaction and engagement with DWDB.
4) Expand Opportunity	Increase attainment of high-value certifications among underrepresented populations. Ensure data systems and training investments reflect our changing demographics.	1% increase in underrepresented workers attaining high-value certifications.
	Redesign One Stop systems and pilot new approaches to reflect what end-users need and improve timely referrals and services.	Data systems, One Stops, and training programs focused on equity.

Source: Retrieved from <https://www.prb.org/resources/which-us-states-are-the-oldest/>

Metrics: How Will We Measure Progress?

OVERALL “NORTH STAR” METRICS

	Existing Data?	Can Collect?	New Data	Source	Comments
1. Percentage of Delawareans age (25-64) who have attained a recognized certification or education beyond a high school diploma			•	TBD	This would require significant integration of data from multiple sources and creation of a metrics using proxy measures
2. Number and percentage of secondary and postsecondary students having a meaningful work-based learning experience			•	TBD	Note a version of this metric is also in the Youth Dashboard below.
3. Number and percentage of adults in DWDB training programs having a meaningful work-based or on-the-job training experience			•	TBD	This would require significant integration of data from multiple sources and creation of a metrics using proxy measures

NOTE

Metrics related to training within the Enabling and Growth Sectors are incorporated into the metrics for Adults and Displaced Workers and Youth below.

Metrics for Adults & Displaced Workers

These metrics from the TIP Strategies work are aligned with the plan and will be jointly shared by the Strategy Committee and the Adult Committees

	Existing Data?	Can Collect?	New Data	Source	Comments
1. Job Placement resulting from WIOA, Blue Collar, and other DW/DB directed grants.					
a. Overall placement rate, numbers	.			DJL	
b. Placement in training- related occupation		.		DJL	Track by short term and long term industry priorities.
c. Placement in strategic industry		.		DJL	Will require additional coding for reports; industries should align with DPP priorities and employer engagement strategy
2. Wages and Income resulting from WIOA, Blue Collar, and other DW/DB directed grants.					
a. Wages at placement					
b. Percentage of clients placed in a job within the Enabling and Growth Sectors	.			DJL	
c. Percent of placements gaining 10% or more in wages after 2 years	.			DJL and UI	
3. Continued employment for 2-3 years	.	.		UI	This measure is in addition to the federal retention measures.
4. Training program completion and placement numbers and rates	.			DJL	Detailed reporting by training program, including program completion, enrollee drop-out rate, certifications obtained, job placement, and wage.
5. Number and percentage of enrollees attaining credentials	.			DJL	
6. Demographics by program, sector, and funding source	.			DJL	Percentage of enrollees, exits and placements by gender, race, zip code, disability, veteran status, ex-offenders, low-income individuals, etc.

Metrics for Youth

These metrics will be jointly shared by the Strategy Committee and the Youth Committees

	Existing Data?	Can Collect?	New Data	Source	Comments
1. Credentials in WIOA and Blue Collar funded programs (numbers and rates)					
a. Completion of high school or GED	•			DJL	
b. Completion of post- secondary credentials	•			DJL	Including type of credential
2. Positive exits by program by type of exit (Placement and retention) for WIOA and BC	•			DJL	Started collecting data 7/1/20 using federal definitions of positive exits: placements and retention.
3. At least 80 hours of paid work experience from WIOA and BC		•		DJL	Report with existing data will be run for review to propose appropriate levels (percentage of youth and hours)
4. Youth having meaningful Work-Based Learning experiences by academic program, age, employment sector, duration, etc.			•	LEAs, DOE	Measure the number of youth having WBL experiences, not only those enrolled in WDBD-funded WIOA and Blue Collar programs.
5. Demographics by program, sector, and funding source	•			DJL	Percentage of enrollees, exits and placements by gender, race, zip code, disability, veteran status, ex-offenders, low-income individuals, etc.
6. Career Pathways participation			•		Data from DOE and LEAs on youth, not only in DWDB funded programs, that participate in a pathway and the sector of the pathway to determine alignment with DWDB priorities.

System Level Metrics

We will create additional Business Engagement metrics and align these with ongoing work of the Executive Committee.

Metric	Existing Data	Can Col-lect	New Data	Source	Comments
1. Satisfaction of strategic industry representatives with system outcomes			.	New survey	Develop survey for employers actively participating in targeted workforce efforts and sector strategies as defined in employer engagement strategy.
2. Satisfaction of strategic community partners (and/or program participants)		.	.	New survey(s)	This could be a new survey of community partners and providers and/or a customer satisfaction survey. Have existing tool that is used occasionally for specific segments of customers but could become more routine.
3. With system outcomes for their clients				DJL and fiscal reports	Simple measure that divides the total number of successes (usually training program related placement) by the direct costs of the program or ITA.
4. Costs per outcome (by occupation and by provider)		.		TBD	Requires the creation of an LDS that expands on current K12 and UI data sharing agreements.
5. Number of client records captured in longitudinal data system (LDS) that links secondary education to post secondary and employment outcomes including placement and wage data		.	.		Data from DOE and LEAs on youth, not only in DWDB funded programs, that participate in a pathway and the sector of the pathway to determine alignment with DWDB priorities.

Appendix

Structure: How is DWDB organized?

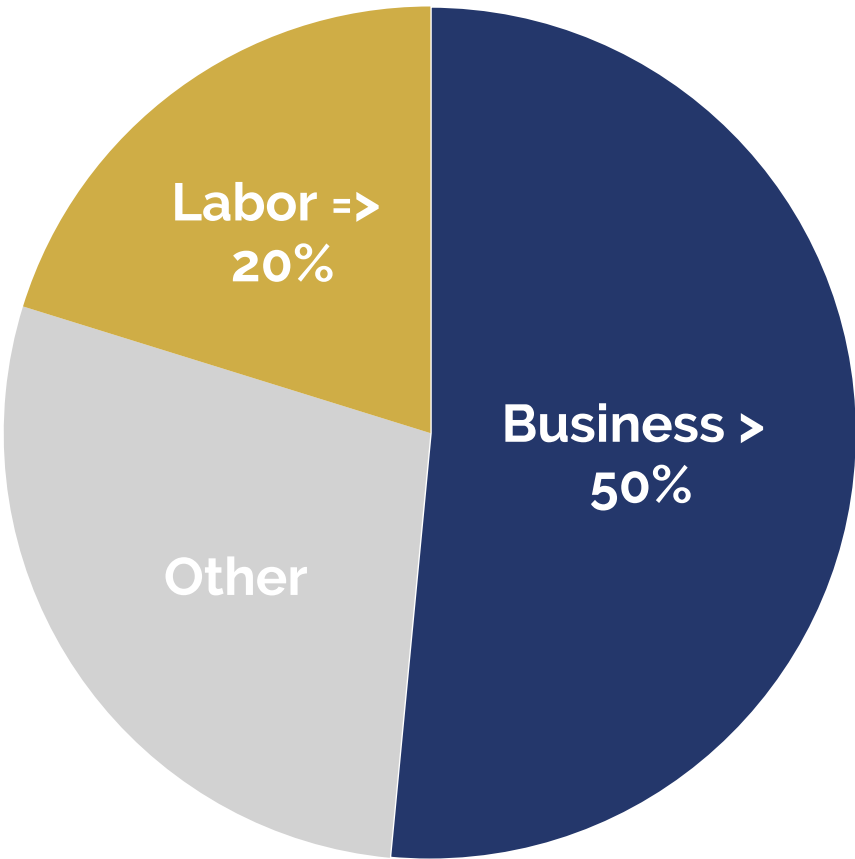
The membership of the DWDB is determined by Executive Order and cannot exceed more than 53 members. As of late 2022, the board has 10 open positions for private sector and/or labor representatives.

BOARD MEMBERSHIP

>= 53 people

NO LESS THAT 20% MUST REPRESENT THE WORKFORCE:

Labor union representatives
Apprenticeship representative
Community-based organizations



MAJORITY MUST REPRESENT BUSINESS:

- ★ Appointed in consultation with state business organizations.
- ★ Business owners, CEOs, COOs, or other executives or employers with policymaking and hiring authority.
- ★ Representatives of small businesses or organizations that provide employment in high quality training for in-demand sectors and occupations.

OTHER MEMBERS:

- ★ One county elected official
- ★ Mayor of the City of Wilmington
- ★ Representative of the Delaware Prosperity Partnership
- ★ Secretary of the Dept. of Labor
- ★ Secretary of the Dept. of Education

- ★ Secretary of the Dept. of Health and Social Services
- ★ Director of the Division of Small Business
- ★ Director of the Delaware State Housing Authority

- ★ Commissioner of the Dept. of Corrections
- ★ Department of Labor Director of Vocational Rehabilitation
- ★ The Delaware Equal Opportunity Officer

Governance

The DWDB is appointed by the Governor to help Delawarean's acquire the skills they need to maintain jobs with family-sustaining wages and to help businesses meet their talent needs.

- ★ DWDB is a public-private entity established through Executive Order #36
- ★ Having a workforce development board is a requirement of the Workforce Innovation and Opportunity Act (WIOA), the federal funding source that supports most of the programs that DWDB directs.
- ★ DWDB is the “hub” for WIOA funding and related state funding but works in partnership with state agencies to support WIOA programs that are administered by the Departments of Labor, Education, and Health and Social Services.



DWDB Committees

DWDB committees oversee the organization's operations and are comprised of board members and outside stakeholders.

<div><div>EXECUTIVE COMMITTEE</div><div>Comprised of chair and committee heads Sets priorities and oversees Exec. Dir Puts forward recommendations to full Board for approval</div></div>	<div><div>YOUTH</div><div>Leads strategies and investment for youth employment Monitors youth program ROI Engages youth providers and communities</div></div>	<div><div>ADULT AND DISLOCATED WORKERS</div><div>Leads strategies and investment for adults and displaced worker employment Monitors adult program ROI Engages adult providers and communities</div></div>	<div><div>STRATEGIC PLANNING</div><div>Develops and communicates 3-year plans Tracks implementation Advocates for resources</div></div>	<div><div>BUSINESS ENGAGEMENT</div><div>Leads strategies to understand and engage employer needs Oversees business liaison program</div></div>	<div><div>PERFORMANCE MEASURES</div><div>Sets and monitors metrics and goals of the Board and its programs</div></div>	<div><div>PROPOSAL REVIEW AND CERTIFICATION</div><div>Reviews proposals from potential program providers Selects providers and sets terms of contractor agreements for services</div></div>
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☐ New committees created from 2021 strategic planning.

DWDB Fulltime Team

The organization is led by an Executive Director with a dedicated staff of two people. Using economic relief funding, a business liaison team is being added to the organization. Temporary contractors provide addition support.

