

DELAWARE'S 2020 ANNUAL REPORT FOR PY19



Acknowledgements

The Delaware Workforce Development Board (DWDB) thanks:

Governor John C. Carney;

Delaware's Cabinet Secretaries

The staff and leaders of the Workforce Innovation and Opportunity Act (WIOA) partners whose dedication is making a positive difference in the lives of Delawareans;

All the members of the WIOA One Stop System which quickly embraced new methods to bring opportunities to Delawareans;

Everyone who participated on the Thursday morning Rapid Workforce Training and Redeployment Initiative planning calls;

Board members who gave so freely of their time, and expertise;

The DWDB staff for ensuring the Demand Occupation List and the Eligible Training Provider List were available and ready for action;

The Delaware Department of Labor, Division of Employment and Training, Contracting Division which made contracting the training programs possible;

Delaware's training providers, who rapidly stood-up quality professional training, with almost no advanced notice;

Delaware's job seekers whose patience and understand during an incredibly stressful time was appreciated;

Delaware businesses and employers who make the First State the great place it is; and
lastly

To anyone we mistakenly forgot to mention.



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MEMORANDUM For:

U.S. Department of Labor, Employment and Training Administration;
Delaware Senator David Sokola, President Pro Tempore

FROM:

William J. Potter, Executive Director, DWDB; and
Robin McKinney Newman, Deputy Director DWDB

DATE: December 18, 2020

SUBJECT: Annual Report Narrative Program Year (PY) 2019

1. Background. This memo provides Delaware's Annual Workforce Innovation and Opportunity Act (WIOA) Narrative Report for the recently complete PY 2019.

2. Executive Summary.

The year started off quietly enough.

A booming economy provided opportunities to just about anyone who wanted to work. Delawareans who had fallen out of the labor force, were returning in large numbers and the "hardest to serve" were finding their way to entry level jobs.

It all seemed to be going well.

Low unemployment and the prospects of continued growth allowed the leaders of Delaware's workforce system to turn their attention to loftier goals having more to do with system redesign and the underserved. At its annual planning retreat held October 8, 2019, the Delaware Workforce Development Board (DWDB) established its annual goals (they appear as written in Delaware's Demand Driven Four Year Workforce Plan):

- **Resource Alignment.** This is initially the DWDB main effort. The Financial Oversight Committee and the DWDB executive director will lead this effort. This

goal ensures the DWDB funds projects, training, and innovative programs with funds 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 intends to continue weighting this initiative by assigning bonus points and aligning the demand occupation list with this goal. 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 – funds permitting – a policy that provides an additional ITA 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 Committee is a Delaware Workforce Development Board initiative established to develop policies and initiatives to mitigate youth gun violence through workforce development initiatives 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.

Everyone agreed it was the perfect time to accept risk and make systemic changes to the state’s workforce system -- as long as there were no major economic catastrophes. That seemed unlikely.

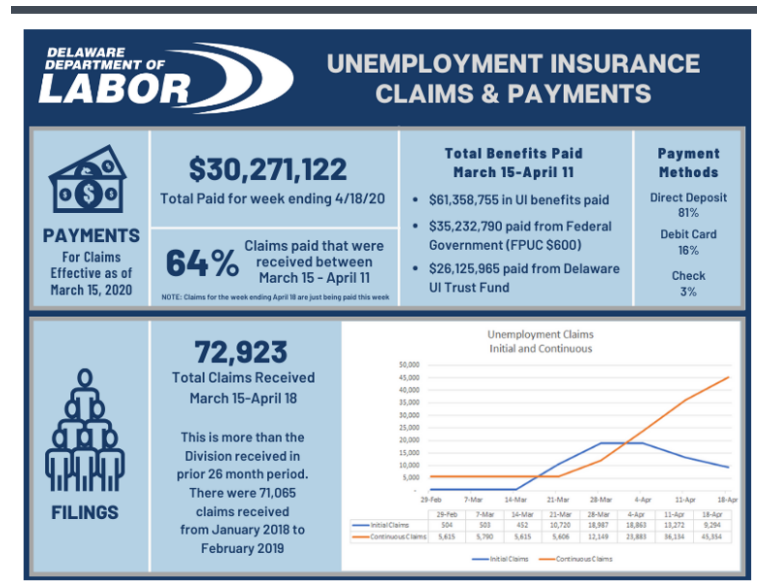
And then.

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 was so vicious and so complete it knocked workforce partners, staff, and leaders back scrambling to embrace new approaches.

Predictably, the COVID-19 emergency brought out the best of the state’s workforce system with a set of responses, plans, and actions characterized by agility, initiative, depth, synchronization, and versatility; much of which was borne from the hard lessons learned during the Obama era [American Recovery and Reinvestment Act](#) of 2009 (aka the Obama stimulus).

On March 12, 2020 Governor John D. Carney’s declared a state emergency. The full text of Emergency Declaration is available at [Declaration of a State of Emergency - Governor John Carney - State of Delaware](#).

In the early days of the COVID crisis, when the state’s Unemployment Insurance (UI) system was in danger of being overwhelmed, the Delaware Department of Labor cross-levelled members of its divisions to augment the UI staff. The UI director Darryl Scott and his team trained the augmenters to help process claims until help could arrive. The graphic below, reported by Mr. Scott at the April 2020 DWDB meeting; shows the severity of the dislocation. A memo memorializing the UI effort is at enclosure C.



Help wouldn’t arrive until early April; when President Donald J. Trump signed the CARES act on March 27, 2020. [The CARES Act Works for All Americans | U.S. Department of the Treasury](#).

While the DOL divisions were augmenting the UI effort, local One Stop offices were closed to the public and the remainder of the staff began providing services via the internet and phone. It is important to note, not all businesses suffered mass dislocations; some still had hiring needs and they turned to the publicly funded workforce system for help. Stacey Laing, Director of the Delaware Department of Labor, Division of Employment and Training (DOL-DET) reported at the July DWDB meeting using the slide below. A memo by Ms. Laing memorializing the effort is at enclosure D.

In partnership with Governor's office/Social Contract and Dept of State

- ✓ COVID-19 Jobs. The Business Service Reps have been working with employers to identify those jobs which are Immediate Need COVID-19 jobs. (<https://coronavirus.delaware.gov/>) Today there are 260 job openings from 13 unique companies in 25 unique industries.
- ✓ Workforce job seeker survey: also from the state's COVID website, we are receiving referrals for jobs seekers who are ready to go back to work now. As of yesterday morning, we have received 267 referrals from that initiative.

Embracing Ambiguity. While One Stop Centers staff served business and job seekers; the leadership of the public funded workforce system began having early morning calls to plan next steps and map-out new approaches. These calls – usually at 0700 Thursday mornings -- laid the groundwork for the more formal calls, which would eventually become the nucleus of the Rapid Workforce Training and Redeployment Initiative (RWTI) Team. The calls became – in effect – mini DWDB calls including representatives from Departments of Labor, Education, and Health and Social Services; the DWDB; employers; and training providers. The discussion focused on preparatory work needed should additional funds become available. At this time we really didn't know from where or if money might come, but the group wanted to be ready.

First Steps. Laying the groundwork was far more onerous than the phrase implies. Groundwork tasks included:

- Conducting surveys of workforce training providers to determine capacity “if additional funds were made available;”
- Analyzing unemployment data to determine which occupations were hit the hardest;
- Conducting surveys of Delaware businesses to determine what businesses were hiring and forecasting hiring trends; and
- Scouring online job boards to validate Delaware’s Demand Occupation List.

From early April to mid-August most of the CARES resources were used to augment UI activities. In mid-August Gov. John Carney signed Executive Order #43(EO) creating the RWTI. Once the EO was signed (see [Executive Order 43 - Governor John Carney - State of Delaware](#)), the Thursday group became the RWTI planning group and began turning sketched plans into action items. Important note -- The EO seemed especially unique because it required the Chairman of the DWDB and the Delaware Department of Labor Secretary to jointly approve expenditure of CARES funds for training purchases and other purchases. CARES Act money came to the RWTI in two batches. One infusion was for \$10 million and another came later for another \$5 million.

Because we laid a solid foundation, we primed to spring into action. Even so, it was challenging because the CARES Act money had to be spent by 31 December 2020 and all training had to be completed by 31 March 2021.

Regardless, participant selection criteria and training approval processes had to be developed to complete the mission. Additional concerns included, but were not limited to:

- Is the dislocated worker COVID affected?
- Can the training be completed within the timeframe?
- Does the training reflect current employer needs?
- Can workforce leaders ensure trainers are vetted before investing CARES money?

Time! Time was the biggest threat Delaware’s workforce leaders faced. Simply, they had three and a half months to :

- Recruit hundreds of COVID affected workers for training programs;
- Recruit quality providers;
- Refine the demand Occupation List; and
- Write and execute a series of contracts providing Delaware job seekers in-demand short term training;

- Reach out to employers to find out what workers they need;
- Develop an application review process for training providers; and
- Develop an authorization process that includes the DWDB Chair (A private business executive, with a very busy schedule).

On top of that, we had five and half months to:

- Train several hundred workers;
- Conduct business outreach; and
- Place several hundred trained workers.

As the Chinese Philosopher Lao Tzu said 2,500 years ago, “A journey of a thousand leagues begins with a single step.” Our single steps below brought EO 43 to life. (The steps are generally in order, but it is important to remember that some ran concurrently).

- **Validating the Demand Occupation List.** Delaware maintains a demand occupation list of 158 separate occupations based on criteria of >20 annual openings, and alignment with DOE designated pathways with input from the VOTECH community. To ensure we targeted our training efforts to match job openings in the midst of a potentially catastrophic work dislocation, the RWTI embraced five strategies:
 1. Delaware Office of Occupational and Labor Market Information (OOLMI) worked closely with the Delaware’s Division of Unemployment Insurance analyzing what industries were hit the hardest.
 2. Delaware’s Division of Employment and Training captured employer needs through the state’s labor exchange system www.joblink.delaware.gov.
 3. The Delaware Workforce Development Board conducted a survey of the business community using LinkedIn.com. The results of the survey can be found at pages 20 and 21.
 4. The DWDB bounced its demand occupation list off wwwIndeed.com to determine in real time what occupations were had vacancies.
 5. Because many members of the RWTI are private business members their input was crucial to the development of the COVID demand business sector list.
 6. The final business sectors the RWTI focused resources were:
 - a. Health Care
 - b. Construction and Trades
 - c. Hospitality and Food Service

- d. Logistics and Transportation
- e. Computers and IT.

- **Assuring Training Quality and Training Provider Capacity.** DOL-DET and the DWDB recommended the RWTI confine its search for training providers to those existing Eligible Training Provider List (ETPL)ⁱ and to providers with which DOL-DET and/or DWDB currently has a contractⁱⁱ because these providers already had gone through an intense vetting; the RWTI concurred. At that point, the DWDB asked ETPL providers how many more students they could train before 31 March 2021. DOL-DET concurrently queried the contracted providers. Before long, a stable of quality providers with track records of success was assembled.
- **Awarding/Negotiating Contracts.** EO 43 requires the DWDB Chairman and the Delaware Secretary of Labor (SECDOL) to jointly approve purchases and allows them to enter into purchase agreements with training providers. Providers in good standing, and with ability to increasing their capacity, were invited to apply to carry out the training. Applications were processed by DOL-DET contracting section and presented to the SECDOL and the DWDB chair on Wednesday evenings for approval. Once training was approved, a “Critical Needs” memo was written and sent to SECDOL for approval. A copy of the memo is available at Enclosure A.
- **Outreach.** As the RWTI team moved to standup the training, it became apparent we would need a central web-based portal to facilitate community awareness and promote the training programs to job seekers and employers. The Delaware Department of Labor convened a multidisciplinary group and [Forward Delaware | Rapidly Training Delaware's Workforce](#) was born. It has become the initiative’s central dissemination tool. The website undergoes constant revision.
- **Organizational Redesign.** It also became apparent Delaware had a unique opportunity for systemic improvements in its workforce system and build on some existing organizational architecture and at the same time, dismantle systems that had run their course. Theories in Practice Strategies (TIP Strategies) was chose by the RWTI and approved by the SECDOL and the DWDB Chair to conduct a diagnostic review of state workforce policies and develop recommendations for improvement. A copy of TIP Strategies Framework is available at enclosure C.

Where does that leave us? At the time of this writing (15 DEC 2020) classes have begun and will expand, the last few providers are being contracted, and business outreach has

been ongoing. Although it's too early to tell, enrollments appear to be on track, but we have to double-down on our business outreach for placing newly trained workers. When the virus breaks, Delaware will have a trained and ready workforce standing by to help rebuild our state economy.

3. There's More. Even though the whole of Delaware's publicly funded workforce system was decisively engaged fighting the COVID-19 battle, all the federal requirements still had to be met.

For example:

- Delaware's Demand Driven Four Year Workforce Plan was submitted and approved on time (At 300+ pages it is no easy feat in the best of times). A copy for your review is available AT [Delaware PYs 2020-2023 | WIOA State Plan Portal \(ed.gov\)](#);
- Delaware's new WIOA Non-Discrimination Plan was Submitted;
- Performance negotiations with the federal government still occurred;
- All the federal reports and accountability systems still had to be completed and managed respectively; and
- And day-to-day operations still moved forward.

With that in mind, the rest of this report will deal primarily with federal systems,

4. Goals as Written in the 2020 State Plans. The old military adage (attribute Helmut Van Moltke) states, "No plan survives first contact with the enemy." While we did not abandon our goals, they became more aspirational than achievable. The COVID 19 pandemic forced us to step back and rethink how workforce development and training would need to evolve to meet the needs of Delawareans. This is an ongoing effort. Even so, progress was made in our previously stated goals.

- **The Adult Pathways.** The WIOA partners continued work to address the needs of adult learners and focus on jobs which create a sustainable living wage. The group adopted the WIOA definition of an "Adult Career Pathway (ACP)." The County Subgroups met, reviewed in-demand jobs, living wages and training available in each county to select the best ACP to offer.
- **The Wilmington Initiative.** This goal is ongoing, but due to the COVID 19 pandemic, money we might have used is now redirected towards training and upskilling a multitude of dislocated workers. Partners continue to discuss what funding contributions might be available to support the effort. One promising initiative is "Central," a Centralized Case Management system to improve

Delaware's infrastructure and increase efforts to reduce barriers for the system's most vulnerable participants.

- **Process Redesign** This goal has been modified to some extent. One key area of focus is creating and utilize a One-Stop Partner Resource List for each of the three counties in Delaware. Each list will be updated quarterly to ensure information is current, and all documents will be maintained under one link at [State of Delaware - Workforce Development Board \(delawareworks.com\)](http://delawareworks.com), for all partners to have accurate information readily available. Another key area under this banner is a standard "Screening Process." This objective was identified through the 2019 Mapping Process. The team is focusing on a process to identify individuals receiving services from multiple partners and how to simplify the process when multiple barriers exist.
- **Prison Reentry.** Governor Carney established the Delaware Correctional Reentry Commission (DRCC). The last meeting of the DCRC was held on Thursday, November 19 at 9:30 a.m. At that meeting, the DCRC discussed their accomplishments over the past two years and thanked everyone for all of their contributions. They also discussed plans to continue the work of reentry in Delaware, including setting new goals for the future and suggesting a new form of governance.

5. The WIOA PY 19 Annual Performance. The performance data below was submitted on or about September 25, 2020 via the USDOL/ETA Workforce Integrated Performance System (WIPS) reporting site.

The following chart indicates the PY 19 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.

WIOA & WAGNER-PEYSER PY19 EXPENSES									
WIOA ADULT				Career Svcs	# Participants Served		Cost per Participant Served		% Admin Expended
	TOTAL EXPENDED	ADMIN	ITA/TRAINING		ITA/Training	Career Svcs	ITA/Training	Career Svcs	
6/30/2020	6,770,217.39	1,006,748.06	3,881,145.43						
6/30/2019	4,057,740.97	547,579.17	2,243,956.96						
PY 19 ONLY	2,712,476.42	459,168.89	1,637,188.47	616,119.06	601	740	2,724.11	832.59	16.93%
WIOA DISLOCATED WORKER									
	TOTAL EXPENDED	ADMIN	ITA/TRAINING						
6/30/2020	7,531,209.53	1,006,794.94	3,383,179.86						
6/30/2019	5,238,337.40	653,680.64	2,390,944.73						
PY 19 ONLY	2,292,872.13	353,114.30	992,235.13	947,522.70	392	436	2,531.21	2,173.22	15.40%
WIOA YOUTH									
	TOTAL EXPENDED	ADMIN	YOUTH TRAINING						
6/30/2020	7,869,195.67	966,561.72	6,257,494.79						
6/30/2019	5,381,559.11	673,608.13	4,415,249.75						
PY 19 ONLY	2,487,636.56	292,953.59	1,842,245.04	352,437.93	220	388	8,373.84	908.35	11.78%
WAGNER-PEYSER									
	TOTAL EXPENDED	ADMIN	NO TRAINING						
6/30/2020	6,994,352.83	446,770.12							
6/30/2019	4,046,308.39	269,557.23							
PY 19 ONLY	2,948,044.44	177,212.89		2,770,831.55	0	13,203	0	209.86	6.01%

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	73.0%	79.3%	76.5%	75.5%	77.7%	108.6%	104.8%	103.4%	106.4%
	DW	77.4%	81.1%	80.2%	80.5%	81.6%	104.8%	103.6%	104.0%	105.4%
	Youth	66.7%	73.7%	73.5%	74.2%	70.9%	110.5%	110.2%	111.2%	106.3%
	W/P	56.0%	69.4%	69.1%	67.3%	69.3%	123.9%	123.4%	120.2%	123.8%
Employment Rate 4th Quarter after Exit	Adult	74.7%	80.6%	80.2%	75.9%	78.6%	107.9%	107.4%	101.6%	105.2%
	DW	77.5%	77.7%	79.3%	77.3%	79.0%	100.3%	102.3%	99.7%	101.9%
	Youth	55.0%	73.5%	77.3%	76.0%	79.1%	133.6%	140.5%	138.2%	143.8%
	W/P	62.0%	69.7%	69.6%	68.1%	70.6%	112.4%	112.3%	109.8%	113.9%
Median Earnings 2nd Quarter after Exit	Adult	\$4,575	\$7,106	\$7,355	\$7,403	\$7,215	155.3%	160.8%	161.8%	157.7%
	DW	\$6,300	\$8,929	\$8,481	\$8,382	\$9,118	141.7%	134.6%	133.0%	144.7%
	Youth	Baseline	\$2,149	\$2,160	\$2,154	\$2,767	n/a	n/a	n/a	n/a
	W/P	\$4,500	\$5,290	\$5,348	\$5,369	\$5,451	117.6%	118.8%	119.3%	121.1%
Credential Attainment	Adult	50.0%	76.2%	70.1%	63.8%	65.3%	152.4%	140.2%	127.6%	130.6%
	DW	50.0%	69.0%	64.0%	63.4%	63.7%	138.0%	128.0%	126.8%	127.4%
	Youth	77.0%	82.2%	78.8%	80.8%	79.7%	106.8%	102.3%	104.9%	103.5%
	W/P	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Measurable Skill Gains	Adult	Baseline	23.6%	17.5%	12.7%	20.9%	n/a	n/a	n/a	n/a
	DW	Baseline	24.6%	18.6%	16.5%	21.8%	n/a	n/a	n/a	n/a
	Youth	Baseline	57.1%	49.2%	56.5%	72.3%	n/a	n/a	n/a	n/a
	W/P	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

5. Business Engagement. Delaware’s publicly funded workforce system has chosen Repeat Business Customers and Employer Engagement as its two approaches for Effectiveness in Serving Employers. The following is the Employer Satisfaction measure

Here is the information from the PY 19 Annual Report:

Penetration Rate:

Numerator 1,962 Denominator 34,618 Rate 5.7%

Repeat Business Customers Rate:

Numerator 1,192 Denominator 2,854 Rate 41.8%

6. Rapid Response. During the reporting period, Delaware responded to dislocations and provided Rapid Responses as appropriate. Those dislocation are listed on the next three pages. For more details go to [Delaware JobLink](#).

This purposely left blank. See WARN Notices on next page

WARN Company Search (1 to 25 of 68)

Employer	City	Zip	LWIB Area	Notice Date
A&P/Pathmark	Glasgow	19702	1	02/15/2011
Access Group	Wilmington	19803	1	12/11/2011
Allied Automotive Group	Wilmington	19804	1	06/23/2009
AllState Technical Services	Newark	19702	1	06/05/2009
American Bread Company LLC	Cleveland	44102	1	03/16/2020
Ashby Hospitality Group	Newark	19711	1	03/16/2020
AstraZeneca	Wilmington	19803	1	12/15/2016
AstraZeneca	Wilmington	19850	1	05/31/2013
AstraZeneca	Wilmington	198505437	1	05/13/2010
Avon Products	Newark	19712	1	01/16/2007
Barclays Bank Delaware	Newark	19720	1	04/11/2017
Barclays Services LLC	Wilmington	19801	1	06/05/2019
BE & K Engineering	Newark	19702	1	06/05/2009
BF Rich Co., Inc.	Newark	19711	1	02/13/2017
BFRich Co., Inc	Newark	19714	1	02/07/2017
Big Fish Restaurant Group	Rehoboth Beach	19971	1	03/16/2020
Burris Logistics	Newark	19720	1	01/30/2017
Capital One - Mortgage Services	Wilmington	19801	1	02/03/2016
Chemours	Wilmington	19805	1	07/06/2015
Chemours/Edge Moor Plant	Edge Moor	19802	1	08/20/2015
Chrysler Corporation	Newark	19711	1	10/28/2008
Circuit City	Wilmington	19810	1	01/16/2009
Circuit City	Newark	19702	1	01/16/2009
Clarios Middletown DAP facility	Middletown	19709	1	05/04/2020
Color Box, LLC/Georgia Pacific	Harrington	19952	1	10/10/2013

↓ Employer	City	Zip	LWIB Area	Notice Date
Conectiv Energy	Newark	097146066	1	04/28/2010
CVS Health	East Northport	11731	1	10/03/2017
Dentsply Sirona	Milford	19963	1	04/02/2020
DHL Express	New Castle	19720	1	01/06/2009
DuPont	Wilmington	19805	1	12/29/2015
Evrax	Claymont	19809	1	10/14/2013
Formosa Plastics Corp., USA	Delaware City	19706	1	07/25/2018
Foxfire Printing and Packaging	Newark	19713	1	05/12/2016
Fresh Grocer - Adams Market, LLC	Wilmington	19801	1	10/23/2019
GE Aviation	Newark	19713	1	06/29/2020
GE Energy	Newark	19702	1	03/13/2009
General Motors	Wilmington	19804	1	10/21/2008
General Motors	Wilmington	19804	1	06/01/2009
Grotto's Pizza	Rehoboth Beach	19971	1	03/23/2020
HGA Quest	Garden City	11530	1	06/16/2009
HMSHost	Newark	19702	1	07/01/2009
HMSHost - Biden Welcome Center	Newark	19725	1	03/20/2020
HSBC Card and Retail Services	New Castle	19720	1	01/18/2011
Invista	Seaford	19973	1	12/08/2008
Jacobson Companies	Dover	19904	1	08/28/2009
JPMorgan Chase & Co	Wilmington	19801	1	11/05/2014
Koons of Wilmington, Inc.	Wilmington	19806	1	04/09/2020
Legacy Supply Chain Services	New Castle	19702	1	02/06/2015
Lyondell/Basell	Wilmington	19803	1	06/22/2009
MDavis	Wilmington	19804	1	03/20/2020

↓ Employer	City	Zip	LWIB Area	Notice Date
Millers Ale House, Inc.	Newark	19713	1	04/06/2020
Mundy Services	Seaford	19973	1	11/06/2008
Packers Sanitation Services, Inc.	Harbeson	19951	1	03/19/2020
Pinnacle Foods Group, LLC	Millsboro	19966	1	07/31/2012
Platinum Dining Group	Wilmington	19806	1	03/16/2020
PPG Architectural Coatings	Dover	19904	1	06/07/2018
Sears Holdings Prices Corner	Wilmington	19808	1	01/04/2018
Siemens Healthcare Diagnostics	New Castle	19720	1	03/31/2009
Sodexo, Inc., Facility Engineering	Newark	19713	1	01/29/2016
Telamon Corporation Delaware Head Start Program	Milton	19968	1	07/21/2020
Teleplan International	New Castle	19720	1	01/29/2009
Ulysses American Gastropub	Wilmington	19810	1	03/23/2020
United Health Group	Newark	19713	1	11/02/2017
UnitedHealth Group	Newark	19711	1	11/02/2017
Valero Delaware City	Delaware City	19706	1	09/14/2009
Valero Delaware City Refinery	Delaware City	19706	1	11/20/2009
Wilmington Trust/M&T Bank	Buffalo	14203	1	02/09/2011
WolfBlock LLP	Wilmington	19801	1	03/26/2009

7. **Waivers.** Delaware currently has two waivers in force. The first allows providers to report only WIOA students. The Second allows for a 50% - 50% split between In School and Out of School Youth Programs.

**State of Delaware
Waiver Request**

As part of its 2 year State Plan modification being submitted for Program Years 2018 – 2020, the State of Delaware requests consideration of the following waiver which is currently not in effect.

Eligible Training Provider Performance reporting for Non-WIOA Participants

Statutory/Regulatory Provisions	Eligible Training Provider Performance reporting for Non-WIOA Participants
Citations	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.
Entity	State of Delaware

Eligible Training Provider Reporting for Non-WIOA Participants

The Delaware Department of Labor, Division of Employment and Training, and the Delaware Workforce Development Board are requesting a waiver to absolve the approved providers on the Delaware ETPL based on the undue burden it will cause for the providers, staff and participants.

Statutory and Regulatory Sections to be Waived:

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.

Actions undertaken to remove state or local barriers:

Delaware has worked closely with providers to develop procedures providers to help providers meet this requirement. We’ve had forums, planning sessions, and one-on-one technical assistance, but through it all the complexity of such reporting is universally perceived as onerous, intrusive, and burdensome.

State strategic goals and Department of Labor priorities supported by the Waiver:

Among Delaware Strategic Goals is its Pathways initiative. Attainment of this goal requires alignment of the Eligible Training Provider Lists (ETPL) with 14 designated Pathways. Aligning the ETPL with Pathways entails recruitment of new training providers. Many potential and

current providers have balked at joining or expanding (respectively) their presence on the ETPI due to – what they believe – are onerous tracking/reporting requirements. As we attempt to expand opportunities for Delawareans waiving the reporting requirement would facilitate recruiting and retaining quality providers.

Projected Programmatic Outcomes from Implementation of Waiver:

Ease recruiting of new providers

Ease the addition of new training programs from current providers

Improve assessment of provider performance

Ensure greater accuracy relative to consumer choice as prospective WIOA students will view outcomes of current previous WIOA students.

Employer participation in WIOA customized training programs. Employers will benefit by having a labor pool with the marketable skills they require.

Individuals Impacted By the Waiver:

Delaware Job Seekers, America’s Job Center Staff, DWDB Staff and last but not least Training Provider Staff as they will be doing the Lion’s share of the data collection for reporting.

How the state plans to monitor waiver implementation, including collection of wavier outcome information.

The DWDB Staff will continue to hold annual site reviews and the annual provider renewals for the Eligible Training Provider List, with special attention on validating negotiated performance measures to ensure state and Federal monies are well and correctly spent. As well as the collection of pertinent information such as updated licenses, financial statements, surety bond certificates of insurance and DE Department of Education certification. The DOL-DET and the DWDB will submit both an interim and final report to the USDOL detailing the impact of the waiver.

Public Comment:

Delaware did post the waiver request on its web site, advertise the public comment period in the state’s newspapers of record, and accept comments in person or in writing.

State of Delaware
Waiver Request

As part of its 2 year State Plan modification being submitted for Program Years 2018 – 2020, the State of Delaware requests consideration of the following waiver which is currently not in effect.

To allow the proposed percentage decrease to not less than 50 percent for workforce investment activities for Out of School Youth

Statutory/Regulatory Provisions	Reduce Out of School Expense Mandate
---------------------------------	--------------------------------------

Statutory/Regulatory Provisions	Reduce Out of School Expense Mandate
Citations	20 CFR 681.410, WIOA sec. 127(b)(1)(C)(iv)(II)
Entity	State of Delaware

To allow the proposed percentage decrease to not less than 50 percent for workforce investment activities for Out of School Youth. The Delaware Department of Labor, Division of Employment and Training, and the Delaware Workforce Development Board are requesting a waiver requiring the State and local workforce development areas expend at least 75 percent of youth funds to provide services to out-of-school youth (OSY). Delaware is requesting that the percentage be lowered to 50 percent for all sources. .

Statutory and Regulatory Sections to be Waived: WIOA Section 129(a) (4) and 20 CFR 681.410

Actions undertaken to remove state or local barriers:

There are no barriers obstructing the implementation of this waiver.

State strategic goals and Department of Labor priorities supported by the Waiver:

According to Delaware’s State Plan Pathways to Prosperity is a defined Strategic goal. This waiver will allow the state the agility to weight its pathways initiative as well as provide flexibility to take advantage of moments of opportunity. Background information includes:

1. Delaware’s dropout rate. Delaware’s dropout rate has been decreasing for the last five years. The rate has gone from 2.9% during the 2012-2013 school years to 1.7% during the 2016-2017 school year. In numbers, this is 700 youth statewide. As a comparison, Delaware’s current OSY Providers are contracted to serve 335 OSY. This is a 47% of the overall population. As a result, Out of School Program Providers have had difficulty recruiting eligible participants. Given the increased flexibility under WIOA on eligibility for OSY, we have revised the State’s eligibility policy to mirror the WIOA requirements. We have also reduced the expected number of dropouts to be served, but will outreach youth with other barriers, such as parents and offenders. The most recent request for proposals for OSY services stated, “DWDB will favor proposals where school dropouts represent no less than 30% of the population being served, but proposals that do not meet this criterion will still be considered.”
2. Population served. In the past, DWDB/DOL OSY programs have mainly focused on recruiting drop outs. For example, if a student who had a high school diploma they had to be basic skills deficient and low income regardless of other barriers in order to be enrolled in the program. This contract period we expanded the population being served to anyone with a barrier. By doing this, DWDB/DOL feels this should expand the OSY population.
3. Career and Technical Education (“CTE”) and DWDB/DOL Alignment. The DWDB has recently supported the work being done in the secondary school systems to improve the state’s Career and Technical Education. This initiative called Delaware Pathways and the strategic plan as has been adopted by DWDB as one of the State’s workforce development initiatives. The recent RFP for In School Youth provided additional points

to proposals that supported the WIOA in School Youth population in enrolling in and completing the CTE education offered by local schools. This effort is to ensure that low income youth and youth with barriers are engaged in their local school offerings that further enable youth to graduate college and career ready with credentials. In addition, the Out of School RFP also gave additional points for programs that currently have programs that align with the Pathways. For OSY programs that don't currently have Pathway programs the RFP allows contractors (6) months for cooperative planning with the local education agency (is) and DOE to develop the training programs. All OSY are providers are held to providing credentials and training that leads to self-sufficiency regardless of it being tied to a Pathway.

4. Recruiting efforts. DWDB/DOL has also created a centralized referral system that allows for WIOA partners to refer participants to OSY and ISY training programs. As a result, this is another tool that the OSY programs can utilize for recruitment purpose.
5. Non performing contractors. DWDB/DOL implemented two year contracts which include a review period in March of 2019. DWDB/DOL will evaluate all programs in March 2019 and any program not meeting performance will not be renewed for the second year. In addition, DWDB/DOL is considering changing contracts from the current 100% cost reimbursement model to a cost reimbursement and performance based model. This would hold contractors accountable for meeting performance measures and allow directly impact funds received by contractors.

Projected Programmatic Outcomes from Implementation of Waiver:

Align Youth Services with the strategic plan

The state better spend federal resources with more flexibility

The decreased dropout rate has resulted in a shrinking pool of potential Out of School Youth

Improved fiscal accountability relative to providers of services

One Stop Partners

Individuals Impacted By the Waiver:

Future Employers, Delaware In School and Out of School Youth populations; Out of School Youth providers; and In-School Youth Providers

How the state plans to monitor waiver implementation, including collection of wavier outcome information.

Quarterly performance reports presented to the state Workforce Development Board; contract specialist are required to review month is fiscal reports form Providers of youth services

Public Comment:

Please forward public comments to William.potter@state.de.us no later than 4 pm February 22, 2019

This request was posted for more than 30 days and received no comments

8. Surveys. While Delaware conducted many surveys throughout the year, one provider survey was used to determine capacity. The other was to gauge the business climate for hiring newly trained workers available from the COVID response activities. The results are:

a. Capacity Survey. The survey below was an important starting point for our COVID response. We started with the assumption that post-secondary institutions could handle any increase we needed. That meant we had to reach out to private trade schools to determine their capacity. It is important remember Delaware’s private trade schools often account for ± 50 percent of all individual training expenditures. The real value of the survey was not that it yielded data, but rather it became starting point for future negotiations that saw many providers increased their capacity.

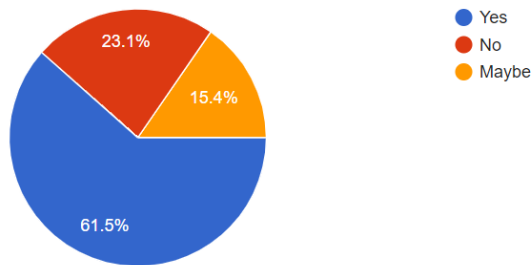
Provider Business Name	Current Capacity	Ability to Increase Capacity	Increase Percentage
All In the Wrist Barber Academy	16	9	56%
American Driver Training Academy	35	10	29%
CAMTECH--ECHO TECH: Non-Credit Programs	20	15	75%
Christina School District/Central Baptist Community Development Corporation	10	10	100%
Delaware IT Institute, Inc./ (formerly VLS)	7	7	100%
Drone Workforce Solutions	25	75	300%
Food Bank of Delaware/Delaware Food Works	22	25	114%
Hair Academy, LLC	23	20	87%
Maggie Career Institute (Nurse Maggie)	8	10	125%
Medical Construction Industrial Training Center (MCITC)	25	19	76%
Omega Trianing Center LLC (Omega Real Estate School)	34	40	118%
ONLC Online Consulting Inc. dba Training Center	12	12	100%
Smith and Solomon Driver Training	21	4	19%

b. Employer Survey and Research. As mentioned earlier speed was everything. We developed the quick survey below and posted it to LinkedIn and although the sample space was small, it seemed to align with data pulled down from other sources. The general thought we came away with was :

- Many employers were hiring;
- Those employers were willing to hire displaced workers; and
- Credentialing was important

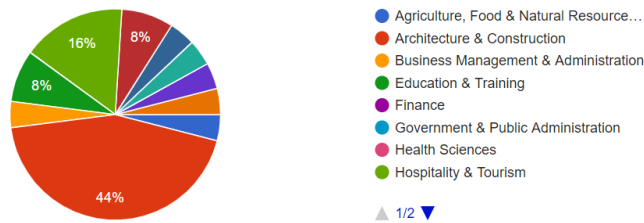
Do you plan on hiring new employees?

26 responses



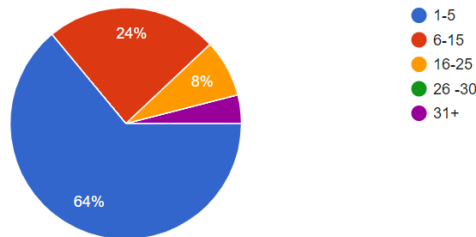
What category below best describes your industry


25 responses



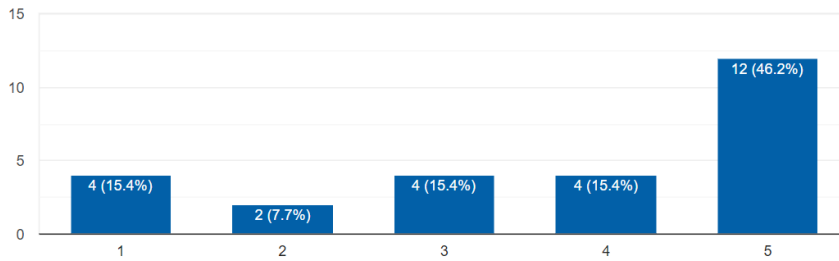
If you could get the workers you need, how many would you hiring in the next 12 months?

25 responses



Many Delawareans with strong work histories have lost their jobs due to no fault of their own. 
How likely are you to hire retrained workers from another industry.

26 responses



9. Studies and Research. The DWDB chose this year to look within, instead of without. As mentioned earlier, Tips Strategies conducted a thorough review of Delaware’s workforce system use tools such as conducting, surveys, holding focus groups, and conducting real-time polls during group events. The consultants also did a deep dive on DWDB foundational documents. This deep research resulted in the Strategic Operating Framework available at Enclosure. B.

10. Final Thoughts. Q. How do you eat an elephant? A. One bite at a time.

11. I am the point of contact for this memo at 302-761-8163 or William.Potter@Delaware.gov.

William Potter

William J. Potter
Executive Director
Delaware Workforce Development Board

Enclosure A Critical Needs Memo



¶
TO: → → Cerron Cade, Secretary → ¶
FROM: → William Potter, Executive Director, Delaware Workforce Development Board ¶
CC: → → Gary Stockbridge, Chair of the Delaware Workforce Development Board → ¶
DATE: → → November 2, 2020 ¶
SUBJECT: → Request for Critical Need Determination for Emergency Procurement re: Rapid Workforce Training and Redeployment Initiative (EO 43) → ¶

¶
On August 3, 2020, the Governor issued Executive Order 43 (the “EO”), which established the Rapid Workforce Training and Redeployment Initiative (the “Initiative”) to provide workforce education and training in particular areas where there is an identified need, so that Delaware workers displaced during the COVID-19 crisis have a pathway toward gainful employment. The EO provided that “the Initiative is a critical and time-sensitive need of the State resulting from the emergency conditions triggered by the COVID-19 pandemic such that the Chair of the Delaware Workforce Development Board and the Secretary of the Delaware Department of Labor are hereby authorized to approve contracts for professional services to assist in the expedited demand occupation review/analysis or other professional services contracts required to promptly and timely implement this Initiative.” ¶

¶
I am requesting a Critical Need determination pursuant to 29 Del. C. §6907, based on the time-sensitive need to approve contracts for professional services to accomplish the goals of the EO and the Initiative. The Delaware Department of Labor (“DOL”) along with the Delaware Workforce Development Board (“DWDB”) has a critical need to engage the below-listed workforce development training providers (the “Providers”) to provide training services pursuant to the Initiative, as well as to provide follow-up services that include job placements and outcome reporting after the conclusion of the Initiative. The services are necessary to respond to the increased volume of unemployed individuals arising out of the economic impacts of the COVID-19 pandemic, and the fact that a substantial number of unemployed Delawareans are expected not to return to work and will need to secure work in different sectors of the economy, or may be underemployed. The services to be performed by the Providers include certificate programs, certification programs and access to the Today’s Reinvestment Around Industry Needs/TRAIN program (the “Contracts”). The services to be provided under each Contract will exceed the under-threshold amount in the procurement code. This critical need cannot be met by other procurement methods, due to the urgency to provide training to those who are suffering from the economic impacts of the pandemic. ¶

¶
The entry into the Contracts are required by an emergency condition that could not reasonably have been foreseen or guarded against, namely the State of Emergency Declaration and subsequent modifications issued by the Governor in March, 2020 to respond to the healthcare crisis brought about by the COVID-19 virus, and the resulting economic impacts and significant increase in unemployed individuals in Delaware. I therefore request that you determine that entry into the Contracts is in the best interest of the DOL and the DWDB, and that a critical need exists to enter into the Contracts, meeting the standards for a Critical Need determination under 29 Del. C. §6907. ¶

¶
The services to be performed under the Contracts will be limited to those professional services necessary to satisfy the critical need of the DOL and DWDB. A copy of this Critical Need determination will be kept on file by the DWDB. ¶

Please signify your concurrence by signing below. ¶

¶
→ → → ¶
_____ → → → _____ ¶

Needs Memo Continued

.....Cerron Cade, Secretary → → → → →Date¶

¶
§ 6907. Emergency procedures and critical need for professional services. ¶
(b) In addition to the waiver provisions provided for in subsection (a) of this section, an agency head may waive any or all provisions of subchapter VI of this title to meet a critical need of the agency as required by an emergency or other condition where it is determined to be in the best interest of the agency. The agency head may determine a critical need exists by reason of conditions or contingencies that could not reasonably be foreseen and guarded against. A critical need creates a need for professional services that cannot be met through normal procurement methods. ¶
(1) Any procurement pursuant to this subsection shall be limited to those professional services necessary to satisfy the critical need. ¶
(2) A copy of each critical need determination processed under this procedure shall be kept on file by the agency. ¶

¶
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STRATEGIC OPERATING FRAMEWORK

Delaware Workforce Development Board

WORKING DRAFT
PREPARED NOVEMBER 30, 2020



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STRATEGIC OPERATING FRAMEWORK

This framework summarizes the Delaware Workforce Development Board’s (DWDB) five-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.

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’s services.

DWDB FIVE-YEAR GOALS

GOAL 1. MOVE DELAWARE RESIDENTS TOWARD ECONOMIC SELF-SUFFICIENCY

- 1.1. Help residents facing barriers, especially those in Promise Communities, to access education and employment opportunities that lead to self-sufficiency.
- 1.2. Support people 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.

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. Work with employers via industry and occupational sectors to understand job demand, 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: <ul style="list-style-type: none"> ▶ Skills for upward career mobility ▶ Jobs that produce self-sufficient income ▶ Employment stability over time 	Partnerships with business and industry that provide: <ul style="list-style-type: none"> ▶ Responsive solutions to workforce needs ▶ Agile system for continuously upskilling workers ▶ A strategic advantage for doing business in Delaware

GUIDING PRINCIPLES

The work of the Delaware Workforce Development Board is based on the following set of principles that guide 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 each other but work collaboratively to deliver services to the customer instead.
- ▶ **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.

CORE FUNCTIONS OF THE DWDB

- ▶ **CONVENER/BROKER** – 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.
- ▶ **SYSTEM MANAGER** – 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.
- ▶ **OPTIMIZER** – Using data to drive decisions and continuous improvement, monitoring performance, and adjusting the system in anticipation of trends and how to respond to them.
- ▶ **CAPACITY BUILDER/INVESTOR** – Leveraging public investments with commitments from industry, labor, public, and community partners to implement new ideas and strategies.

SNAPSHOT OF GOALS, OBJECTIVES, AND PRIORITIES

GOAL 1. 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. Greater alignment of ITA and cohort training investment to self-sufficiency outcomes and critical industries.

MAIN ELEMENTS AND ACTIVITIES	IMPLICATIONS FOR DWDB RESOURCES
<ul style="list-style-type: none"> ▶ 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. 	<ul style="list-style-type: none"> ▶ Will focus 70% of ITA and cohort training dollars (WIOA and any Blue Collar funds) on Tier 1 occupations.

2. Continued support of Wilmington Youth Alliance and justice-involved initiatives, expanding the system's capacity to share resources, strategies, and roles across multiple service providers.

MAIN ELEMENTS AND ACTIVITIES	IMPLICATIONS FOR DWDB RESOURCES
<ul style="list-style-type: none"> ▶ 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. 	<ul style="list-style-type: none"> ▶ Will require Blue Collar system-level project funds, as well as funding from Health and Human Services, Juvenile and Adult Correction Departments, and other stakeholders.

3. Address the needs of those most impacted by COVID-19, especially women dropping out of the workforce.

MAIN ELEMENTS AND ACTIVITIES	IMPLICATIONS FOR DWDB RESOURCES
<ul style="list-style-type: none"> ▶ Form Governor supported, multi-agency task forces around targeted populations and develop immediate action plans to reconnect affected populations to the workforce and mitigate further impact. 	<ul style="list-style-type: none"> ▶ 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	IMPLICATIONS FOR DWDB RESOURCES
<ul style="list-style-type: none"> ▶ Explore the deployment of shared state-of-the art occupational assessment tools that match employer needs, and train One-Stop staff and partners on current and future job demands and industry needs and expectations. 	<ul style="list-style-type: none"> ▶ 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
2.1. Directly connect workforce investment to critical Delaware industries, enhancing the state’s competitiveness.	There is a systemic structure for engaging industries and employers that increases the agility and responsiveness of workforce investments.	<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.
2.2. Facilitate convening of sector groups to build career awareness, enhance shared training capacity, and provide a collective response to changing demand.	Training investments support high priority occupations, verified by industry, and most likely to help grow Delaware’s economy and enhance its competitiveness.	<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 OJTs and apprenticeships, in addition to ITAs. ▶ System operates with a “wholesale” approach (groups of occupations) rather than “retail” (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	IMPLICATIONS FOR DWDB RESOURCES
<ul style="list-style-type: none"> ▶ 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. 	<ul style="list-style-type: none"> ▶ Primarily accomplished with staff time and existing resources.

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

MAIN ELEMENTS AND ACTIVITIES	IMPLICATIONS FOR DWDB RESOURCES
<ul style="list-style-type: none"> ▶ Focus on a limited number of industries’ most likely job openings over the next 12-24 months that correspond to the Tier 1 high demand list verified by employers. 	<ul style="list-style-type: none"> ▶ 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	IMPLICATIONS FOR DWDB RESOURCES
<ul style="list-style-type: none"> ▶ Establish employer-led cohort training initiatives to upskill incumbent entry-level workers into next level jobs; target occupations where vacated jobs can be backfilled with entry-level workers through the system. 	<ul style="list-style-type: none"> ▶ 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
3.1. Enhance the responsiveness and agility of the system to continually improve and respond to changing economic needs.	Customers see value and relevance in the workforce system’s programs and services.	<ul style="list-style-type: none"> ▶ 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.
3.2. Implement a detailed system of outcome measures, allowing the board to assess the success of its investments and shift strategies accordingly.	Enhanced sophistication and improvement in workforce programs.	<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	IMPLICATIONS FOR DWDB RESOURCES
<ul style="list-style-type: none"> ▶ Evaluate and refine DWDB’s committee structure and roles, develop orientation and ongoing training, and create an annual board calendar and workplan. ▶ Review staffing needs, especially related to strategic planning and integration, and roles within state government, developing recommendations for Governor. 	<ul style="list-style-type: none"> ▶ Development costs are covered with existing resources. ▶ Additional costs for implementing recommendations may require Blue Collar system-level project funds.

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

MAIN ELEMENTS AND ACTIVITIES	IMPLICATIONS FOR DWDB RESOURCES
<ul style="list-style-type: none"> ▶ 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 three years. 	<ul style="list-style-type: none"> ▶ 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	IMPLICATIONS FOR DWDB RESOURCES
<ul style="list-style-type: none"> ▶ 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 Governor is needed to refine this scope of work. 	<ul style="list-style-type: none"> ▶ Preliminary workplan included within current resources. Ongoing implementation will require additional funding from DWDB and other agencies.

OUTCOME MEASURES

Measuring 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

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
 - a. From other partners
 - b. From private sector
4. Costs per outcome

ADULT JOB SEEKER OUTCOMES

1. Job placement
 - a. Overall placement rate, numbers
 - b. Placement in training-related occupation
 - c. Placement in strategic industry
2. Wage rates and income
 - 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% or more in wages within two years of training or placement
3. Continued employment for 2-3 years
4. Training program completion rate and numbers
5. Number and percentage of enrollees attaining industry-recognized credentials.

YOUTH OUTCOMES

1. Number and completion rates of credentials
 - a. Completion of high school or GED®
 - b. Completion of post-secondary 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 next 3-5 years

INVESTMENT 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, DWDB will filter investments based on the following decision framework.

<p>Is this investment or effort contributing to one or (preferably) more desired objectives?</p>	<p>Would this happen without public intervention?</p>
<p>Is the use of DWDB resources filling a gap not addressed by others?</p>	<p>Does using DWDB resources leverage substantial investment from others?</p>

ADDITIONAL INVESTMENT CRITERIA FOR FLEXIBLE FUNDS

With demand outpacing the availability of resources to address workforce challenges, 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 efforts that:

- ▶ **TARGET CRITICAL COMMUNITIES** – Prioritize promise communities and those areas of the state with higher than average unemployment.
- ▶ **ALIGN WITH CORE ECONOMIC SECTORS** – 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 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 which 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

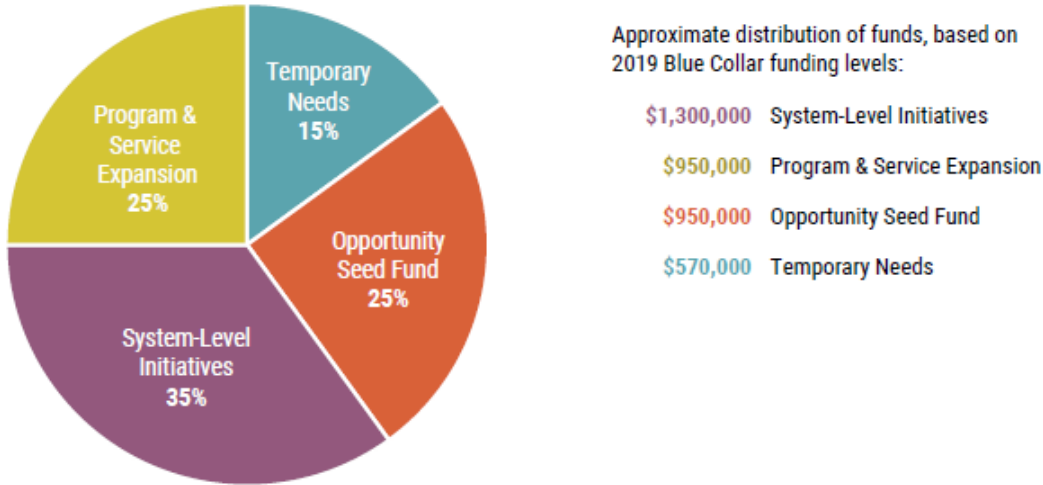
The Delaware Workforce Development Board has identified four categories of funding for flexible investment resources such as Blue Collar funds. Together, these investment categories address significant board responsibilities outlined in Executive Order 36 and provide a framework that can be used over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

Flexible funding categories include:

- ▶ **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, and 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.

Figure 1 shows suggested funding proportions developed based on feedback from board members.

FIGURE 1. 2021 SUGGESTION ALLOCATION OF BLUE COLLAR FUNDS



Source: Board member feedback from November 23, 2020 retreat.

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 Social Contract’s <i>Central Project</i>). ▶ 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 & 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.

EXPANDING BOARD LEADERSHIP AND ROLES

The board understands that their 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.
 - Co-host 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 close 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 partnership 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 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 2020-21 goals and objectives as reflected on pages 3 to 6 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 10 to 11 of this document.
- ▶ Refine “Adult Pathways” descriptions to reflect priorities on Tier 1 occupations and outcomes and employer engagement requirements as described on page 4 of this document.

ENHANCEMENT OF BOARD STRUCTURE AND SUPPORT

With immediate DWDB vacancies and changes in leadership over the next 12 months, action should be taken to:

- ▶ 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 Governor’s Office to develop a succession plan for board leadership.

PLANNING TEAMS

To develop more detailed action and implementation plans for priorities identified in this document, the DWDB will form three teams, each with a select number of board members and partners to work in collaboration with the consulting team from December 2020 through March 2021.

TEAM 1: TARGETED OPERATIONAL AND ACCOUNTABILITY ENHANCEMENTS

Objective: To develop an action plan for implementing opportunities that strategically align investments in training and career services to specific board outcomes. This would include building out processes to:

- ▶ Develop a two-tiered high-demand list that more closely aligns career pathways with critical industries and income and employment objectives and develop a process by which occupations are verified by Delaware employers.
- ▶ Develop an outcomes dashboard to measure effectiveness and impact of investments. Identify specific data sources alongside the collection processes for gathering and analyzing data.

TEAM 2: INDUSTRY SECTOR/EMPLOYER ENGAGEMENT STRATEGY

To establish a work plan and identify specific actions to create a comprehensive employer-engagement process, based on national best practices, that engage industry sectors and groups of employers in different aspects of the workforce development system. The strategy would specially address issues identified by the board including:

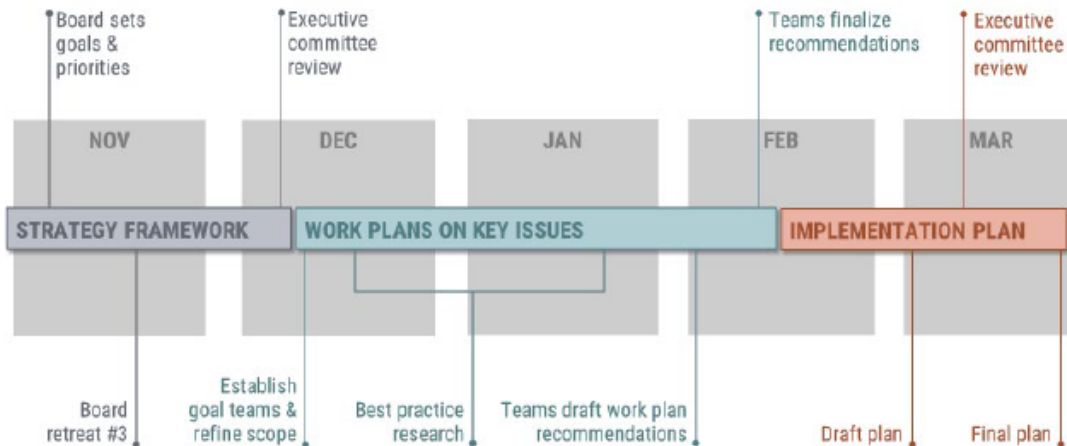
- ▶ Methods to aggregate job demand and engage employers in verifying high-demand occupations and skills.
- ▶ Opportunities to create greater connections between training funded through the workforce system and job placement within critical industries.
- ▶ Opportunities to leverage private sector training investments and partnerships, especially around the ability to upskill those already in the workforce to enhance upward mobility and employment security.
- ▶ Coordination of outreach and communication between services providers and employers/industry groups.

TEAM 3: SYSTEM ALIGNMENT AND DWDB GOVERNANCE

Objective: To identify systems level enhancements for aligning services and resources and strengthening the governance of the DWDB. This includes:

- ▶ A set of priority recommendations for specific actions to enhance alignment of workforce functions and resources across agencies and within DOL.
- ▶ Recommended governance enhancements to DWDB including staffing and board structure and operations (e.g., committee structures, annual board calendar, etc.).

PROJECT TIMELINE AND MILESTONES



INTEGRATION OF 2019 PRIORITIES

In 2019, the DWDB identified five priorities which 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 One-Stop support (Objective 1.2 and 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 objectives 1.1 and 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** – Since 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.

Enclosure C DUI Director Comments

OFFICE OF THE
DIRECTOR



P.O. BOX 9950
WILMINGTON, DELAWARE 19809

To: Bill Potter, Executive Director, Delaware Workforce Development Board
From: Darryl Scott, Director, Delaware Division of Unemployment Insurance
CC: Cerron Cade, Secretary, Delaware Department of Labor, Karryl Hubbard, Deputy Secretary of Labor
Date: December 1, 2020
Re: Delaware Unemployment Insurance COVID-19 Pandemic Overview

Bill:

The COVID-19 pandemic challenged the Delaware Division of Unemployment Insurance (DDUI) like no other time in our State's history. Since March 15, DDUI received 155,181 initial claims for unemployment benefits, 62,000 in the first four weeks. By comparison, DDUI received 32,255 claims in 2019.

Responding to a crisis of this nature is challenging during normal circumstance, and much more complex when considering the COVID-19 pandemic, the Division's mainframe system, Delaware law, and US DOL regulations governing the Unemployment Insurance program. Further compounding the challenge, the Division began the state of emergency with fewer than ninety employees, of which approximately 20 supported claims processing and the adjudication.

Employees stepped up immediately to work overtime providing the equivalent of 10-12 employees) and another 10-15 employees were reassigned to assist with claims processing function. Within the first few weeks of the state of emergency, the Division doubled its claims processing capabilities. During this same period, claims volume increased by a factor of nearly 25.

To survive and respond to the tsunami of claims, calls, and emails, we needed help and it came quickly in the form of employees from other Divisions within the Department of Labor. Within a couple weeks, more than thirty employees were reassigned to support the UI Program, answering calls, emails and assisting the claims processing team. Additional resources from IT, Telecom, HR, and Training also stepped up to assist.

The two most recent Directors of the UI program were engaged to assist the Division's leadership team interpret US DOL guidance related to federal legislation and the CARES Act programs.

Goodwill Industries, another Department of Labor partner was engaged to recruit more than 30 employees and supervisors to support the Division's mission. As a result, the number of employees supporting the UI program blossomed to more than 150 employees within the first two months and with the mid-year launch of a third-party call center partner, the Division exceeded more than 200 employees by the 4th of July.

The Division also benefited from the expertise and capacity of our established partners including Aumtech, NASWA's ITSC unit, Maximus Human Services, and Diamond Technologies. Sagitec, a new partner, was engaged to launch a new system to support the CARES Act programs.

**UNEMPLOYMENT INSURANCE
CLAIMS & PAYMENTS**

For week ending 11/21/20



PAYMENTS
For Claims
Effective as of
March 15, 2020

\$8,111,397

Total Paid for week
ending 11/21/20

**Total Benefits Paid
March 15 - November 21**

- \$916,344,549 in UI benefits paid
- \$641,823,884 paid from Federal Government
- \$276,141,381 paid from Delaware UI Trust Fund

**Payment
Methods**

- Direct Deposit
75%
- Debit Card
22%
- Check
3%



FILINGS

1,634

Total Claims Received
November 15 - November 21

155,181

Total Claims Received
March 15 - November 21



**PUA
FILINGS &
PAYMENTS**
Since May 16

Total PUA Claims Received

12,790

Total PUA Claims Paid

8,038

**Payments Made For PUA Claims
Effective as of May 16**

\$92,401,948

Handwritten signature



STATE OF DELAWARE
 DEPARTMENT OF LABOR
 DIVISION OF EMPLOYMENT AND TRAINING
 4425 NORTH MARKET STREET, THIRD FLOOR
 WILMINGTON, DE 19802

STACEY LAING
 DIRECTOR

TELEPHONE: (302) 761
 FAX: (302) 761

To: Delaware Workforce Development Board

From: Stacey Laing, Director Division of Employment and Training

Re: Division of Employment and Training (DET) response to COVID-19

In response to the pandemic, DET has several initiatives they have executed. Below is a summary of our implemented and proposed initiatives. And info requested from DWDB.

What is currently going on

Implemented

Due to in-person services being suspended at all DOL locations we have implemented the following:

Provided each AJC with at least two cell phones to respond to client issues and provide contact with those currently in training, follow up on job referrals and other services.

Implemented a CHAT feature on Delaware VOCAL: <https://vocal.delaware.gov/>

This created another avenue of communication for our customers. The feature was brought up extremely quickly on our VOCAL website with staff trained virtually and able to assist clients in real time.

Week ending	TOTAL CHATS	AVE.AGENTS	SATISFACTION %	AVE. TIME PER CHAT <i>min-sec</i>	UI	DET/DJL	Other
3/27/2020	607	3.8	90.00%	5.768			
4/3/2020	878	4	80.00%	6.232			
4/10/2020	749	4	80.00%	6.7575			
4/17/2020	971	4	67.00%	5.7	50.20%	4.52%	37.40%
Total	3205	3.95	79.25%	6.114375	50.20%	4.52%	37.40%

Approximately 85% of DET staff are working remotely. In 2019 and early 2020, DET purchased DELL notebooks for all DET staff to allow for the greatest flexibility for offsite meetings and work. VPNs were in the process of being created for staff who customarily work out of the office several days per week, the Virtual Private Networks (VPNs) were expanded to additional staff whom would have the largest

impact on DET's ability to function remotely. DTI work quickly to re-image client laptops to support this initiative and provide equipment for additional temporary staff.

Purchased a large package of ZOOM licenses and issued them throughout DET and DWDB. Many of the licenses are for large group meetings in order to continue moving forward with our projects and other work.

With staff's ability to work remotely through cell phones and email, those clients who are enrolled in the Adult/Dislocated Worker programs continue to receive case management services. Approximately 60% of the clients actively in training are continuing with some type of online learning. For the remaining clients we will ask for ETA for funding and performance extensions if needed to continue the services when the provider either reopens or develops online training tools allowing the client to complete their training program. These clients have required hands on training requirements such as CDL training or clinicals.

In partnership with Governor's office/Social Contract and Dept of State, we are working on several initiatives to connect immediate need workforce with those looking to go back to work at this time.

Although the current unemployment work requirement has been waived during the COVID-19 emergency order, there are folks who are looking and willing to work.

COVID-19 Jobs. The Business Service Reps have been working with employers to identify those jobs which are Immediate Need COVID-19 jobs. On 4/3 a link was added to Delaware COVID-19 website (<https://coronavirus.delaware.gov/>) to take individuals seeking work to DJL homepage which now has an immediate need COVID-19 jobs identified. Today there are 567 job openings from 25 unique companies in 10 unique industries.

Additionally, we are receiving responses from the Workforce Survey jobs seekers are completing from the Delaware COVID-19 website and have staff dedicated to matching those individuals looking for work with the COVID immediate need jobs or other jobs in DJL. As of yesterday morning, we have received 157 referrals from that initiative.

Youth and Blue-Collar programs: Contracting unit has been working with these programs to assist each provider to develop a plan for distance learning. Most providers can provide online tools and assist students/adults remotely. The hardest hit at this point is the work experience portion of the programs and those which are in the hands-on phase of the training. We will work with providers on a case by case basis to determine if a contract extension or other modification is needed to allow for purchase of online tools or extend the hands-on portion of the training when the state of emergency is lifted.

Proposed initiatives

In the current environment the two major items still being worked on are:

Virtual Job/Career Fair: although we are currently working with employers and job seekers to match immediate need job openings and other jobs throughout Delaware, we are still researching virtual tools available to facilitate a virtual job fair.

Remote workshops/RESEA services: at this time Reemployment Services and Eligibility Assessment program has been suspended, we are in the process of editing our workshop to tailor it to the virtual

services. We also have been researching and have future meetings scheduled with partners and will determine the future date to re-start these services and the new format. I expect this to be after the large volume of UI claims is decreased since many of the RESEA staff are assisting UI.

How DET is supplementing UI

DET deployed staff to assist Unemployment Insurance with processing of claims, answering phones, emails any needed support to assist unemployment checks to get issued. This was done over several phases to allow the AJC time to address their immediate client needs and re-evaluate the service delivery and strategize. As of 4/20/20 approximately 25% of DET staff are working full time supporting UI and many others are still assigned to DET but a large percentage of their time is fielding UI questions.

What are you most worried about when the emergency declaration is lifted

Ensuring we start up our in-person services in phases ensuring staff and the public are not put at risk. Right now, we are getting in our groove of working remotely and those working on site are in routines which are assisting them to safely social distance and find their comfort level. Just want to ensure we are doing a planned approach possibly in stages.

What do you want the DWDB to do

To assist to identify the needs of the businesses in this new environment, whether it is new skills or growing industries. I am expecting we will have to make some hard choices about what will take priority with the funding we have.

Anything else you want to tell the board

We are in this together- any suggestions or needs of the businesses that we can assist with, let us know.

ⁱ The ETPL is the list used by Delaware's publicly funded to purchase individual training seats.

ⁱⁱⁱ The DWDB in coordination with DOL-DET award contracts annually to training providers.