



MEMORANDUM

FOR: Record

FROM: Delaware Workforce Development (DWDB)

DATE: October 11, 2017

SUBJECT: DWDB Policy #2017007 PY 2017 Funding Guidelines: Delaware Workforce Development Board (DWDB)

1. Purpose. The Delaware Workforce Development Board establishes these funding guidelines to supplement and complement its strategic vision. These guidelines not only establish a baseline of the service delivery for Delaware's publicly funded workforce system, but also serve as an annual policy document.

2. General .. The DWDB will only fund occupational skill training that is on the State Demand Occupation List. The DWDB staff will annually develop the Demand Occupation List with input from the Delaware Department of Labor, Office of Occupational and Labor Market Information (OOLMI), the core partners, and training providers. The DWDB intent is to align expenditures with the governor's Pathways to Prosperity initiative, while at the same time ensuring occupations usually found at technical and vocational schools are represented. Vocational programs will prepare students by containing the career related skill based competencies, the appropriate credential/license, a work-based learning opportunity/immersion activity developed to highlight and re-enforce the program goals. The DWDB, primarily in partnership with Delaware Department of Labor, Division of Employment and Training (DOL-DET) allots funds through its contracting process and the Individual Training Account (ITA) process.

3. Priorities. Although the DWDB establishes priorities in subsequent sub paragraphs, providers may submit programs which fall outside these priorities. It is important to note, only programs addressing DWDB priorities will receive bonus points.

A. Promise Communities. The DWDB top priority for 2017 is developing programs in promise communities. Promise communities are defined as those underserved communities in which:

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

The DWDB further defines promise communities as these geographic areas/zip codes:

Promise Community	Zip Codes	*Low Income Population
City - Eastside	19801, 19802	19,875
City - Westside	19805	19,052
NCC - Rte 40	19701, 19702	19,389
NCC - Rte 9	19720	20,086
Kent - North	19901,19904,19977	30,238
Kent - South	19934, 19943,19952	11,596
Sussex - West	19933, 19956, 19973	17,659
Sussex - Central	19947, 19966	16,111
8	17	154,006

B. Pathways. The DWDB has fully embraced the pathways model and believes the skills taught at the state’s vocational/technical institutions provide relevant pathways. The DWDB generally defines pathways as a set of curricula focused on a specific industry-based “pathway,” paired with opportunities to gain workplace experience while still in high school, graduate with a head start on a college degree, or gain qualifications needed to go to work immediately. Pathways apply to Adult, Youth, and Dislocated Worker training program funding. The ultimate goal for any pathways program is mid-wage employment. A career pathway is a non-duplicative sequence of academic and technical courses that includes secondary- and postsecondary-level content and opportunities for participants to apply knowledge in the classroom and the

workplace. Career pathways culminate in industry-based credentials and/or postsecondary degrees and have the following characteristics. The Common Elements of Career Pathways are:

- **Sector-Based Engagement Strategies:** Education and training aligns with the academic and technical skills needed by Delaware employers. Employer engagement occurs within targeted industry sectors, representing high-growth potential to the state or regional economies, to determine prerequisite employment and career progression skill requirements for in-demand occupations.
- **Stackable Educational and Training Options:** Education and training includes the full range of secondary, adult education, and postsecondary education programs, including registered apprenticeships. Career pathways are a non-duplicative progression of courses clearly articulated from one level of instruction to the next and provide opportunities to earn high school credit, adult basic education, and postsecondary credit, culminating in industry-recognized credentials and/or an associate or bachelor's degree.
- **Contextualized Learning:** Education and training focuses on academic and technical content. Curricula and instructional strategies are designed to engage employers through authentic work experiences and to help youth and adults attain work-readiness skills.
- **Accelerated/Integrated Education and Training:** Career pathways combine occupational skill training with adult education services, give credit for prior learning, offer remedial services as needed, and apply strategies that accelerate the educational and career advancement of youth and adults.
- **Industry-recognized Credentials:** Education and training programs lead to the attainment of industry-recognized credentials and/or an associate or bachelor's degree that has value in the labor market.
- **Multiple Entry and Exit Points:** Career pathways provide participants with opportunities to transition between formalized education and training programs and competitive employment, thus allowing participants of varying skill levels to pursue education or training to enter or advance in a specific sector or occupational field.
- **Wraparound Services:** Career pathways incorporate academic and career counseling and support services. Services are targeted at points of transition, provide individualized career plans, and support communities that are high poverty. Further, career pathways provide supports for nontraditional learners and individuals with barriers to employment.

4. DWDB/DOL-DET Internal Rules for Contracting. The DWDB and DOL-DET will adhere to the rules below:

A. Funds returned may be allocated as deemed appropriate by the DWDB.

B. The Consolidation Committee will develop funding recommendation for the full board and establish a priority list for funding programs should additional funds become available prior to 1 July 2018. No funding changes may take place after 1 July 2018. Any funds identified after 1 July 2018 become carry in for the PY 18 RFP process.

C. Panels have the discretion to fund proposals in whole, or in part, or not at all. When funding programs RFP panels will – to the greatest extent possible – fund programs in full and not divide limited funds between programs.

D. The DWDB will fund awards at a level sufficient to fully carry out the portion of the program which is funded. Proposers are required to demonstrate the level of funding is sufficient.

E. No more than fifty percent of the Blue-Collar Funds may be used for Youth Programs. The remaining Blue-Collar funds will be used to fund dislocated training, to assist in school-to-work transition activities and to underwrite such other innovative training programs.

F. DWDB will set aside \$200,000 of Blue Collar funds to enter into partnerships with Delaware-based economic development organizations, or non-profit agencies, or other state agencies with a dollar to dollar match for Blue Collar workforce training initiatives.

G. The DWDB will set aside \$250,000 of Blue Collar funds -for workforce development programs to assist in mitigating gun violence. This money may be used to enter into partnerships with other state agencies, non-governmental, or not-for-profit agencies.

H. The DWDB encourages the use of braided funding from multiple sources to achieve programmatic goals.

5. New Requests For Proposal (RFP) Procedures. The RFP process has undergone significant changes. This paragraph presents an overview of some of this year’s most significant changes:

A. The RFP process will consist of two rounds; a written review and an oral clarification presentation. The submitted written proposal is worth 70 percent of the total score and the oral clarification presentation is worth 30 percent of the total score.

B. Review panels will score all written presentations and invite only the best qualified to proposal review day. All others are eliminated from consideration.

C. The DWDB will award contracts on a two-year cycle, but will annually review contracts. The DWDB – through DOL-DET, may cancel contracts during the annual review with providers who are not meeting benchmarks.

D. The DWDB will award priorities bonus points to proposals meeting specific priorities as listed below. The provider will explicitly announce what priority the proposal is filling. Each proposal is only eligible for one bonus allotment. This year’s priorities are:

1. Promise Communities -- 10 Bonus Points

2. Pathways Programs -- 6 Bonus Points

E. The DOL-DET will, in partnership with DWDB, will hold a mandatory proposer orientation.

F. The proposal development session component is eliminated; there is only one submission. DWDB staff will reject incomplete bids.

4. Contracts. The DWDB and DOL-DET deliver youth services primarily by soliciting proposals from providers for both In-School Youth and Out-of-School Youth programming. The DWDB may also, from time-to-time, contract for adult and dislocated worker programming. The contracts may be Federal WIOA funds and/or State Blue Collar Funds. Even though the DWDB usually issues an RFP in early January for most of its contract services, the DWDB may issue other RFPs throughout the year as needed. The following subparagraphs outline – in no order of precedence – guidance relative to contract and RFP development and procedures:

A. To the extent possible, definitions provided in the federal law and regulations are the definitions for all sources of funds, including Blue Collar, except the definition of eligibility. The Blue-Collar training programs have no requirement that participants be low income.

B. The DWDB may accept risk and establish local performance measures for specific populations (e.g. Re-entry, underserved youth and adults) when using state dollars. The DWDB will ensure local performance measures are established in an RFP document as appropriate.

C. All providers are responsible for the data entry of participant information and activities into the Delaware JobLink Management Information System (DJL).

D. Prior to executing a contract, proposers, without current contracts, will provide a copy of their most recent financial statement to enable DWDB/DOL-DET to establish their fiscal soundness and eligibility for a contract.

E. Providers will maintain documentation for each participant, including eligibility, attendance, assessments, credentials, certificates, literacy/numeracy gains, and outcomes. Providers will provide documentation to DWDB, the Youth Council, DOL-DET and/or their designees upon request.

F. All Providers will offer training that will allow trainees to earn a Diploma, GED, or Industry Recognized Certificate as defined in USDOL TEGL 10-16.

G. Computer training appropriate to the intended job placement opportunity is a key factor in funding occupational skills training proposals.

H. Providers that request supportive services will document linkages with other human service providers.

I. The DWDB Proposal Review and Certification Committee and the DWDB Executive Committee will review DOL-DET initial funding allotments per categories. The board is free to accept or reject, in whole or in part, the recommendations of the contracting lead.

J. The DWDB acknowledges that the degree to which an employee can analyze and solve problems, demonstrate soft skills, competency in foundation mathematics and reading skills and good attendance, is as important to job retention as is demonstrating the occupational skills. Therefore, the DWDB seeks evidence that these skills are taught and reinforced continually as important and interrelated parts of the training.

K. Contractors will assess reading and math skills. Basic language and numeric skills training when appropriate, will be provided concurrently with skills training. As part of the RFP, proposers will be asked to describe their plan to meet this objective.

L. Occupational Skills programs with a combination of activities are requested. In particular, programs that combine classroom occupational training including an internship, clinical, actual work experience, on-the job training, along with the necessary foundation skills in reading and math, are preferred.

M. Contractors are responsible for determining and documenting eligibility, recruiting customers, and providing the DOL-DET's Management Information System (MIS) with required information. Failure in any of these areas may result in corrective action.

N. Contractors will provide retention services, as necessary, including during the day and evening to meet performance measures for 12 months following exit except for Adult Blue Collar. Adult Blue-Collar exits will require 6 months of follow-up.

O. The proposal rating criteria will favor those proposals that demonstrate the ability to operate quality, cost effective training programs that result in high placement rates, increased wages, long term job retention, credential attainment and literacy/numeracy gains. Criteria may be expanded from time-to-time to reflect board priorities.

P. Funding may be approved to support all or any portion of the cost of a training program. Proposers will provide, in their proposal, the cost of their entire training program and the amount of funds requested.

Q. Proposers will demonstrate that the curriculum being offered through proposed training meets the current and projected needs of the local employers.

R. DWDB will strive to provide training based on each county's needs and in reasonable proportion to the population. The Board may consider the percentage of poverty level residents recorded in the most recent official census, and the state-generated rate of unemployment.

S. Program providers shall define their staff qualifications in the proposal for any position for which they are requesting funding in whole, or in part.

T. Proposers will utilize Delaware Job Link to develop and implement a plan to improve employment opportunities for trainees to maximize success in the current economy. This will include a current updated resume built in the Delaware Job Link system.

U. Blue Collar adult training contracts will be a hybrid contract. The normal standard for the hybrid is to fund as a 60% Cost Reimbursement and a 40% Performance Based contract. Performance payments will be based on Day 1 Outcomes pending the performance and Day 30 Outcomes.

V. No more than ninety-five percent of available funds may be awarded via RFP.

5. Youth Contracts. This section provides general guidance on all youth contractors/proposers

A. Out-of-School providers shall allocate a minimum of twenty percent of funds to provide paid and unpaid work experiences that have an academic and occupational component which may include: employment opportunities, pre-apprenticeship programs; internships, job shadowing, and on-the-job opportunities.

B. Youth proposers are required to identify the incremental credentials received during the proposed program and the credential obtained as a result of successfully completing the proposed program.

C. Youth programs will be contracted. Proposals will be solicited for Out-of-School Youth and In-School Youth programs.

D. Under the guidance of the Youth Council, youth programs will be contracted.

E. In-School and Out-of-School Youth programs will be funded with a combination of Blue Collar and WIOA funds.

F. Eligible youth programs will provide:

- Provide an objective assessment of the academic levels, skill levels, and service needs of each participant, and developmental needs of such participant, for identifying appropriate services and career pathways for participants.
- Develop service strategies for each participant that are directly linked to one or more of the indicators of performance that shall identify career pathways that include education and employment goals (including in appropriate circumstances, nontraditional employment), and appropriate services for the participant considering the assessment conducted.
- Preparation for postsecondary educational and training opportunities.
- Strong linkages between academic instruction and occupational education that lead to the attainment of recognized postsecondary credentials.
- Preparation for unsubsidized employment opportunities, in appropriate cases.
- Activities leading to the attainment of a secondary school diploma or its recognized equivalent, or a recognized postsecondary credential.

- Effective connections to employers, including small employers, in in-demand industry sectors and occupations of the local and regional labor markets.

G. Funded youth providers are not required to directly provide all program elements. All funded providers are required to ensure youth have access to all program elements in order to provide a comprehensive youth program that offers the following program elements:

- Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential.
- Alternative secondary school services, or dropout recovery services, as appropriate.
- Paid and unpaid work experience that have as a component academic and occupational education, which may include – (i) summer employment opportunities and other employment opportunities available throughout the school year; (ii) pre-apprenticeship programs; (iii) internships and job shadowing; and (iv) on-the-job training opportunities.
- Occupational skill training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations.
- Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate.
- Supportive services.
- Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months.
- Follow-up services for not less than 12 months after the completion of participation, as appropriate.
- Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.
- Financial literacy education.
- Entrepreneurial skills training.
- Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services.

- Activities that help youth prepare for and transition to postsecondary education and training.
- Education offered concurrently with – and in the same context as – workforce preparation activities and training for a specific occupation or occupational cluster.

6. Performance Measures. The DWDB will only approve and/or renew ITA programs which meet or exceed Delaware’s federally mandated performance measures. For Credit programs at open enrollment degree granting institutions are exempt from the credential attainment requirement measure when applying for inclusion on the Eligible Training Provider List (ETPL). For credit programs at degree granting institution on the ETPL will meet all performance measures when applying for subsequent renewal. Even so, the DWDB recognizes that some priority populations may require special considerations. The DWDB may at its discretion – on a case-by-case basis – allow providers serving targeted population some latitude during initial eligibility determination and subsequent renewal. Delaware’s Performance Measures are:

Adult and Blue Collar Measures

Employment Rate 2 nd Quarter after exit	71%
Employment Rate 4 th Quarters after exit	74.7%
Median Earns 2 nd quarter after exit	\$4575
Credential Attainment	45%
Measurable Skills Gain	Baseline

Dislocated Worker

Employment Rate 2 nd Quarter after exit	77.4%
Employment Rate 4 th Quarters after exit	77.5%
Median Earns 2 nd quarter after exit	\$6277
Credential Attainment	45%
Measurable Skills Gain	Baseline

Youth Measures

Employment Rate 2 nd Quarter after exit	66.7%
Employment Rate 4 th Quarters after exit	52%
Median Earns 2 nd quarter after exit	\$4371
Credential Attainment	Baseline
Measurable Skills Gain	Baseline

7. ITA General Rules. This paragraph provides general policy guidance pertaining to funding guidelines.

A. The DWDB-approved ITA process manual will govern the steps for initial eligibility and subsequent renewal of providers seeking inclusion or maintaining their status on the Eligible Training Provider List.

B. The DWDB Management Analyst will annually update the ITA Manual in May for approval by the Proposal Review and Certification Committee and the Executive Committee in June of each year.

C. American Job Centers will assess career services applicants in reading and math skills. Basic language and numeric skills training, when appropriate, will be provided to the extent possible either concurrently with skills training or in another manner consistent with the jointly developed employment plan.

D. American Job Center staff will determine and document eligibility for individuals involved in a career/training service.

E. Any local American Job Center office providing federal services that fails to achieve 85% of its goal in any year may be required to have a correction action plan.

8. I am the point of contact for this policy at 302-761-8163 or William.Potter@state.de.us.

William J. Potter
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Delaware Workforce Development Board