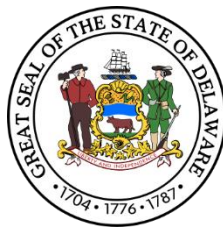


**Delaware
WIOA State Plan
for the Period
2020 – 2023**



February 28, 2020 Public Comment Copy



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Reading This Public Comment Draft



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February 26, 2020

Good Day:

Thank you for taking time to review Delaware's Demand-Driven Four-Year Plan. We are accepting comments on this draft of the plan until 28 March 2020.

As you read this document there are a couple of things to remember:

- We tried to be consistent in our font formatting but weren't always successful because we imported lots of text from multiple sources. When the final plan is submitted in April to the federal government that problem should be resolved.
- Hyperlinks to appendices appear in blue throughout the document. To access those appendices, scroll your cursor over the blue link and press CTRL and click your mouse.
- The Delaware Department of Labor, Division of Vocational Rehabilitation (DVR); The Delaware Department of Health and Social Services, Division of Visually Impaired (DVI), The Delaware Department of Education: Career and Technical Education (CTE) and the Adult and Prison Education Resources, distributed their portions of the plan earlier for public comment.

Please send comments about this document to DOL_DET_WIOA_Helpdesk@delaware.gov. We will read them and post replies within 90 days at <https://wib.delawareworks.com/>.

Again, thank you for taking the time to read this document. I am the point of contact at William.Potter@delaware.gov.

William J. Potter
Executive Director
Delaware Workforce development Board

WIOA State Plan for the State of Delaware

Workforce Innovation and Opportunity Act Four Year Plan Executive Summary

Since writing the first combined WIOA State Plan four years ago, Delaware's publicly funded workforce system has made enormous strides bringing the new legislation to life. Much of the work has revolve about improving processes to create the seamless, customer-focused service delivery network envisioned four years ago.

Since then, the 16 Partner programs have established an organization infrastructure including county-level WIOA teams and meetings; state-level WIOA teams and meetings; and a statewide annual convening, which facilitates communication, fosters forward thinking, and develops bottom-up input for strategic planning.

In implementing the Workforce Innovation and Opportunity Act (WIOA) of 2014, four co-partners formed the Delaware's strategic partnership: the Delaware Department of Labor, Division of Employment and Training (DOL-DET); the Delaware Department of Labor, Division of Vocational Rehabilitation (DVR); Delaware Department of Health and Social Services, Division of Visually Impaired (DVI); and the Delaware Department of Education Office of Continuing Technical Education (CTE). It is important to note, that in one form or another all these entities are DWDB members or designees.

Under WIOA, every state is required to submit a plan to qualify for the federal grant. Delaware has chosen to develop a combined plan, including the Department of Education Career and Technical Education.

Goal Review and Development. This iteration of the Delaware's State Plan resulted from a thorough review goal accomplishment from the first plan; an analysis of issues that "bubbled up" from the staff level; and specific guidance from the DWDB. All this information was reviewed and synthesized at the DWDB's all-day strategic planning retreat held October 8, 2019.

Priorities. The DWDB, at its annual strategic planning retreat on October 8, 2019, established these priorities for the next four years: ⁱ

a. 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.

b. 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.

c. 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.

d. 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 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.

e. Re-Entry. The DWDB recognizes returning citizens are a workforce pool, which may need expanded workforce services to achieve employment which offers unsubsidized employment which ensures a living wage and ultimately mitigates recidivism.

Command and Control. Delaware partners will continue to use current approaches to align its publicly funded workforce system. Those approaches include

1. Memorandum of Understand (MOU) – This individually negotiated and executed agreement will outline the responsibilities and opportunities for each partner. In addition, it established and documents the One-Stop system goals. ([See Appendix A for MOU Copies](#))
2. Monthly Statewide Partner Governance Meetings - These meetings will provide a forum to identify issues and opportunities to evolve and expand the delivery system. Embedded in this process is an oversight group for small projects, such as the alignment of the various partners’ Business Service groups.
3. Local meetings – These meetings will be convened quarterly locally to identify issue and opportunities. The purpose will be very similar to the statewide meetings, but they will focus more on operational issues.
4. Quarterly Board meetings. Partners brief the status goal attainment to the DWDB at these meetings. Mid-course corrections – if needed – are made.

Labor Market Information Considerations. Delaware’s’ economy and employment appear to be on solid footing, based on current data (see the economic overview below). The strong economy and the low unemployment rate allow Delaware’s publicly funded workforce to accept risk in youth programming, adult pathways, and addressing needs of employers facing a “graying of the workforce.”

DRAFT

I. WIOA State Plan Type

Unified or Combined State Plan. Select whether the State is submitting a Unified or Combined State Plan. At a minimum, a State must submit a Unified State Plan that covers the six core programs.

Unified State Plan. This plan includes the Adult Program, Dislocated Worker Program, Youth Program, Wagner-Peyser Act Program, Adult Education and Family Literacy Act Program, and Vocational Rehabilitation Program. **No**

Combined State Plan. This plan includes the Adult Worker Program, Dislocated Worker Program, Youth Program, Wagner-Peyser Act Program, Adult Education and Family Literacy Act Program, and Vocational Rehabilitation Program as well as one or more of the optional combined State Plan partner programs identified below. **Yes**

Combined Plan Partner Program(s)

Indicate which Combined Plan partner program(s) the state is electing to include in the plan.

Career and technical education programs authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.) **Yes**

Temporary Assistance for Needy Families Program (42 U.S.C. 601 et seq.) **No**

Employment and Training Programs under the Supplemental Nutrition Assistance Program (Programs authorized under section 6(d)(4) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(d)(4))) **No**

Work programs authorized under section 6(o) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(o)) **No**

Trade Adjustment Assistance for Workers Programs (Activities authorized under chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.)) **Yes**

Jobs for Veterans State Grants Program (programs authorized under 38, U.S.C. 4100 et. seq.) **Yes**

Unemployment Insurance Programs (Programs authorized under State unemployment compensation laws in accordance with applicable Federal law) **No**

Senior Community Service Employment Program (Programs authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.)) **No**

Employment and training activities carried out by the Department of Housing and Urban Development **No**

Community Services Block Grant Program (Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.)) **No**

Reintegration of Ex-Offenders Program (Programs authorized under section 212 of the Second Chance Act of 2007 (42 U.S.C. 17532)) **No**

II. Strategic Elements

The Unified or Combined State Plan must include a Strategic Planning Elements section that analyzes the State's current economic environment and identifies the State's overall vision for its workforce development system. The required elements in this section allow the State to develop data-driven goals for preparing an educated and skilled workforce and to identify successful strategies for aligning workforce development programs. Unless otherwise noted, all Strategic Planning Elements apply to Combined State Plan partner programs included in the plan as well as to core programs.

a. Economic, Workforce, and Workforce Development Activities Analysis

The Unified or Combined State Plan must include an analysis of the economic conditions, economic development strategies, and labor market in which the State's workforce system and programs will operate.

1. Economic and Workforce Analysis

A. Economic Analysis

The Unified or Combined State Plan must include an analysis of the economic conditions and trends in the State, including sub-State regions and any specific economic areas identified by the State. This must include -

i. Existing Demand Industry Sectors and Occupations

Provide an analysis of the industries and occupations for which there is existing demand.

ii. Emerging Industry Sectors and Occupation

Provide an analysis of the industries and occupations for which demand is emerging.

iii. Employers' Employment Needs

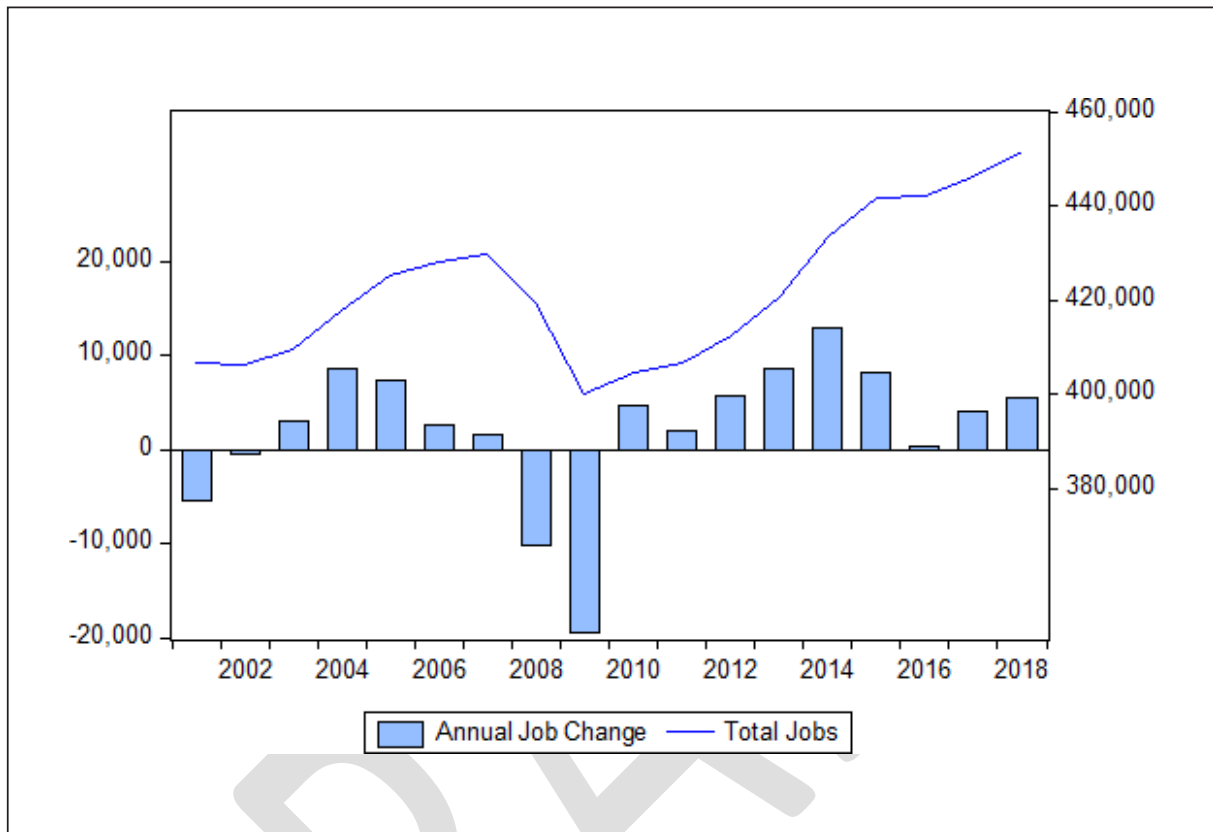
The industry sectors and occupations (identified in 1 and 2 above) provide an assessment of the employment needs of employers, including a description of the knowledge, skills, and abilities required, including credentials and licenses.

Overview of Employment by Industry - 2018

Job growth edged up in Delaware in 2018, as net job growth of 5,410 positions during the year exceeded 2017's growth of 4,110 jobs. The 1.2 percent state job growth in 2018 was below the national average of 1.8 percent.

Sussex County led the state with 2,660 net new jobs, a growth rate of 3.4 percent. New Castle County gained 1,940 jobs, but that represented a growth rate of only 0.7 percent. Kent County gained the fewest jobs, with 880 added,

while its growth rate of 1.3 percent fell between the other two counties. The number of jobs considered multi-county fell by 70.



Twelve of the 18 major industry sectors covered here gained jobs, same as last year, and six sectors lost jobs. The other two major sectors, Agriculture, Forestry, Fishing, and Hunting, and Mining, Quarrying, and Oil and Gas Extraction are not included in this report, the first because the bulk of its jobs are not covered by unemployment insurance laws, and the second due to its extremely low employment in the state (fewer than 50 jobs total). While much of the data this office produces in cooperation with the US Bureau of Labor

Statistics (BLS) come from surveys, the data in this overview of industry employment come from actual payroll records provided under state unemployment insurance (UI) law. The payroll data cover over 90 percent of Delaware's employment. Excluded are the self-employed, most farmworkers, most railroad workers, interns, and anyone else specifically excluded from the UI system

2018 Industry Job Change by County

ii. Labor Market Trends

Provide an analysis of key labor market trends, including across existing industries and occupations.

NAICS [†] Code	Industry Name	Kent	Sussex	New Castle
22	Utilities	20	-10	-160
23	Construction	120	380	460
31-33	Manufacturing	-130	440	510
42	Wholesale Trade	60	-100	290
44-45	Retail Trade	-330	90	-1230
48-49	Transportation and Warehousing	150	130	680
51	Information	-30	0	-260
52	Finance and Insurance	20	20	-190
53	Real Estate and Rental and Leasing	30	90	10
54	Professional and Technical Services	40	90	460
55	Management of Companies and Enterprises	10	10	-190
56	Administrative and Waste Services	210	870	-1900
61	Educational Services	200	120	480
62	Health Care and Social Assistance	600	240	1780
71	Arts, Entertainment, and Recreation	0	60	600
72	Accommodation and Food Services	-210	590	540
81	Other Services, Except Public Administration	-30	110	10
92	Public Administration	210	50	40

[†] North American Industry Classification System

Annual employment figures can be calculated in at least two ways: as an average of all 12 months, or at a particular moment in time. In this overview, we use the December 2018 number as the industry employment level, and its difference from the corresponding December 2017 level as the measure of 2018 job change. The reason for this is to better isolate actual 2018 changes in this annual report. If we used annual average data, the change between 2017 and 2018 would really measure two years of data, starting in January 2017, rather than focusing solely on 2018.

Another choice is in the treatment of industry versus ownership. Consider public school teachers. They can be counted in the Educational Services industry sector, or counted as part of Local Government, but they should not be counted in both. In this overview, we take an industry-first approach, so government workers who fit in a clearly defined industry are counted as part of that industry. The rest are counted as part of Public Administration. The December 2018 employment levels by industry for each level of government are listed below

Finally, this overview counts jobs, not people. The counts come from the employers' operations in Delaware. Most of the jobs are filled by state residents, but many are filled by individuals who live in another state. Also, about four percent of the people working in Delaware work at more than one job. Because this overview is based on employer payroll records, these individuals would be counted separately at each of their jobs in the state. The industries in the body of this overview are ordered by the number of net new jobs created in 2018.

Industry Employment of Government Workers, December 2018

NAICS [†] Code	Industry Name	Federal	State	Local	Total Government
22	Utilities	0	0	10	10
23	Construction	0	1,540	0	1,540
31-33	Manufacturing	0	0	0	0
42	Wholesale Trade	0	0	0	0
44-45	Retail Trade	10	0	0	10
48-49	Transportation and Warehousing	2,150	1,490	0	3,640
51	Information	0	280	0	280
52	Finance and Insurance	60	0	0	60
53	Real Estate and Rental and Leasing	0	10	80	90
54	Professional and Technical Services	20	150	0	170
55	Management of Companies and Enterprises	0	0	0	0
56	Administrative and Waste Services	0	120	0	120
61	Educational Services	0	11,740	20,770	32,510
62	Health Care and Social Assistance	1,120	3,710	0	4,830
71	Arts, Entertainment, and Recreation	50	0	0	50
72	Accommodation and Food Services	50	0	0	50
81	Other Services, Except Public Administration	0	0	0	0
92	Public Administration	2,360	11,150	6,830	20,340
Total	All Industries	5,810	30,180	27,680	63,670

[†] North American Industry Classification System

Health Care and Social Assistance

For the fourth consecutive year, Health Care and Social Assistance (HCSA) gained more jobs than any other industry sector, increasing its dominance as Delaware's largest industry by employment with 22,070 more jobs than the second-largest, Retail Trade. In 2017, 39 percent of all the new jobs in Delaware were in HCSA; in 2018 the 2,150 new jobs made up 40 percent of the state's total job growth. All three counties added jobs, with New Castle County's 1,780 new jobs leading. Kent County gained 600 jobs, and Sussex County added

240. Average pay increased the most in Sussex County, where the average of \$53,744 was up by 3.1 percent. In New Castle County average pay rose by 1.3 percent to \$56,536, but the average fell in Kent County by 0.1 percent, to \$43,376. Eighty percent of the jobs in this sector throughout the state are held by women, but men average 51 percent higher pay.

There are four subsectors in HCSA. The largest is Hospitals, with 26,700 jobs, 600 more than in 2017. Average pay is highest there, at \$73,492, which is 2.6 percent above the previous year. Ambulatory health care services, or health care provider's offices, gained 860 jobs, more than any of the other subsectors. The 21,770 jobs there at the end of 2018 paid an average of \$61,184, down by 1.3 percent from 2017. Pay rose the most at Nursing and residential care facilities, rising 3.4 percent to \$36,968. This smallest of the subsectors also gained the fewest jobs, adding 170 for a total of 12,620. The final subsector, Social Assistance, has the lowest average salary, paying \$26,284, which is 1.2 percent above the 2017 average. It gained 520 jobs for a total of 15,670.

Top Ten Occupations in the Health Care and Social Assistance Sector		
SOC Code	Occupation Title	Employment
29-1141	Registered Nurses	10,870
31-1014	Nursing Assistants	4,930
43-6013	Medical Secretaries	4,250
39-9021	Personal Care Aides	3,930
31-9092	Medical Assistants	2,270
29-2061	Licensed Practical and Licensed Vocational Nurses	2,010
25-2011	Preschool Teachers, Except Special Education	1,970
31-1011	Home Health Aides	1,750
29-1069	Physicians and Surgeons, All Other	1,570
39-9011	Childcare Workers	1,100

Construction

Construction regained the second position it held in 2016 after falling into the bottom half of industry sectors by job growth last year. It was the only sector besides Health Care and Social Assistance to gain more than 1,000 jobs in 2018. New Castle County led with 460 net new jobs. Wages there rose by 2.0 percent to an average \$63,764. Sussex County followed with 380 jobs gained and wages rising 3.1 percent to \$47,780. Kent County gained 120 jobs, while average pay there fell by 0.1 percent to \$49,404. Men hold 82 percent of the jobs in Construction; they also have a 36 percent pay differential over women in the sector.

There are three subsectors. The largest, Specialty trade contractors, gained 1,120 jobs to end 2018 with 15,280. Average pay rose 1.2 percent to \$57,588. The Construction of buildings subsector had a total of 5,250 jobs, 420 more than the previous year. The \$63,852 average pay was 1.2 percent above the 2017 average. Heavy and civil engineering construction lost 230 jobs. The 4,030 jobs remaining paid an average of \$54,408, which was a 2.2 percent increase over the 2017 average.

Top Ten Occupations in the Construction Sector		
SOC Code	Occupation Title	Employment
47-2061	Construction Laborers	1,760
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	1,660
47-2111	Electricians	1,580
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	1,570
47-2031	Carpenters	1,530
47-2152	Plumbers, Pipefitters, and Steamfitters	1,010
13-1051	Cost Estimators	720
43-6014	Secretaries and Admin. Assistants, Except Legal, Medical, and Executive	720
47-2073	Operating Engineers and Other Construction Equipment Operators	590
53-3032	Heavy and Tractor-Trailer Truck Drivers	580

Transportation and Warehousing

Each of the three counties gained jobs in the Transportation and Warehousing sector, with the statewide total advancing by 970. New Castle County added 680 jobs; pay there increased by 0.9 percent to \$53,684. Kent County employment increased by 150 while average pay went up 2.3 percent to \$42,476. Sussex County had the fewest jobs gained with 130, but the largest pay increase as the average rose 7.0 percent to \$44,476. Just over two-thirds of the jobs in this sector are held by men, who have a 43 percent pay premium over women.

There are 11 subsectors, but only six have appreciable employment in Delaware. Transit and ground passenger transportation is the largest. It increased by 150 jobs to a total of 3,230. Average pay rose by 7.4 percent but remains low for the sector at \$32,836. The Couriers and messengers subsector gained 300 jobs, more than any other subsector, as continued growth in e-commerce generated demand for more delivery drivers. Average pay is \$41,368, unchanged from the previous year.

Top Ten Occupations in the Transportation and Warehousing Sector		
SOC Code	Occupation Title	Employment
53-7064	Packers and Packagers, Hand	3,050
53-3032	Heavy and Tractor-Trailer Truck Drivers	1,870
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	1,360
53-3022	Bus Drivers, School or Special Client	1,260
53-3033	Light Truck or Delivery Services Drivers	580
49-3011	Aircraft Mechanics and Service Technicians	340
49-3043	Rail Car Repairers	310
53-1021	First-Line Supervisors of Helpers, Laborers, and Material Movers, Hand	270
53-7051	Industrial Truck and Tractor Operators	260
53-1031	First-Line Supervisors of Transportation Vehicle Operators	240

Accommodation and Food Services

The Accommodation and Food Services sector gained 910 jobs in 2018, and once again Sussex County led the way, adding 590 jobs. Sussex County is the only one where the average annual wage tops \$20,000; it rose by

1.8 percent to \$20,592. New Castle County gained 540 jobs, with average pay rising 2.5 percent to \$19,280. In Kent County the number of jobs in this sector fell by 210; average pay there is \$19,128. Women hold 55 percent of the jobs in this sector, but men earn 25 percent higher wages on average.

Accommodation is much the smaller of the two subsectors, with 4,800 jobs at the end of 2018, 70 more than the previous year. Average wages there rose by 5.4 percent to \$26,300. The Food services and drinking places subsector closed the year with 35,530 jobs, 850 more than in 2017. The average wage rose by 2.9 percent to \$18,744.

Top Ten Occupations in the Accommodation and Food Services Sector		
SOC Code	Occupation Title	Employment
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	11,020
35-3031	Waiters and Waitresses	6,910
35-2014	Cooks, Restaurant	4,210
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	2,860
35-3011	Bartenders	1,920
37-2012	Maids and Housekeeping Cleaners	1,900
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	1,850
35-2021	Food Preparation Workers	1,580
35-9021	Dishwashers	1,440
53-3031	Driver/Sales Workers	1,290

Manufacturing

Manufacturing accelerated the job growth it has shown over the past two years, adding 820 jobs in 2018. New Castle County gained the most, with 510 net new jobs. The average wage in this sector is also highest there, at \$86,160, a 2.5 percent increase over 2017. Sussex County gained 440 jobs, with average pay rising by

3.6 percent to \$45,308. Manufacturing employment fell in Kent County by 130 jobs. The average wage there increased by 1.6 percent to \$51,940. Employment is two-thirds male in Manufacturing, and men are paid 29 percent more than women, on average.

There are 20 subsectors within Manufacturing. Food manufacturing is the largest with just under 10,000 jobs, which is over one-third of the sector total. It gained 170 jobs, second-most in the sector after Chemical manufacturing, which added 180. The 2,710 jobs in the Chemical subsector pay the third-highest average wages in Manufacturing, at \$98,748. Petroleum and coal products, where the average wage is \$133,248, pays the highest wages. Computer and electronic product manufacturing pay falls in between the two, at \$100,744.

Top Ten Occupations in the Manufacturing Sector		
SOC Code	Occupation Title	Employment
51-3022	Meat, Poultry, and Fish Cutters and Trimmers	3,780
51-1011	First-Line Supervisors of Production and Operating Workers	1,080
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	930
51-9011	Chemical Equipment Operators and Tenders	920
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	770
51-4041	Machinists	770
15-1133	Software Developers, Systems Software	660
51-9111	Packaging and Filling Machine Operators and Tenders	640
49-9041	Industrial Machinery Mechanics	610
53-7064	Packers and Packagers, Hand	600

Education

There were 790 net new jobs in Education in 2018, more than the previous two years combined. All three counties gained; New Castle County was up the most with 480 new jobs. Kent County increased employment by 200, and Sussex County added 120 jobs. Average pay is highest in New Castle County at \$64,020, a 2.8 percent increase over 2017. Sussex County pay increased the most, 3.8 percent, to \$48,524. The average pay of \$46,952 in Kent County was up by 2.6 percent over 2017. Two-thirds of the jobs are held by women, while men average 24 percent higher pay.

The local school districts had the largest employment gains, adding 510 jobs for a total of 20,770. State Government education, which includes public colleges and universities as well as charter schools, added 320 jobs and ended 2018 with a total of 11,740. Privately-owned institutions lost 30 jobs, falling to 4,940 by December.

Top Ten Occupations in the Education Sector		
SOC Code	Occupation Title	Employment
25-2021	Elementary School Teachers, Except Special Education	4,180
25-9041	Teacher Assistants	2,690
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	2,640
25-2022	Middle School Teachers, Except Special and Career/Technical Education	1,980
35-2012	Cooks, Institution and Cafeteria	1,720
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1,640
43-6014	Secretaries and Admin. Assistants, Except Legal, Medical, and Executive	1,410
25-2052	Special Education Teachers, Kindergarten and Elementary School	1,280
43-9061	Office Clerks, General	1,280
21-1012	Educational, Guidance, School, and Vocational Counselors	840

Arts, Entertainment, and Recreation

New Castle County drove the job gains in the Arts, Entertainment, and Recreation sector, adding 600. Average pay there rose by 0.4 percent to \$23,604. Sussex County gained 60 jobs, with pay rising by 2.3 percent to an average of \$22,136. Kent County employment in this sector remained at 2017 levels, but average pay fell by 7.9 percent to an average of \$25,756. Jobs are almost evenly split between genders, but males on average make 48 percent more in wages.

There are three subsectors. The largest is Amusements, gambling, and recreation, which gained 590 jobs to end 2018 with 7,220. Average pay there fell by 5.4 percent to \$21,820. Performing arts and spectator sports gained 60 jobs but is still the smallest subsector at 640 total jobs. Pay there rose by 3.4 percent to \$33,776. The Museums, historical sites, zoos and parks subsector ended the year with 850 total jobs, 30 more than the previous year. Average pay there fell by 2.0 percent to \$32,008

Top Ten Occupations in the Arts, Entertainment, and Recreation Sector		
SOC Code	Occupation Title	Employment
39-3091	Amusement and Recreation Attendants	1,210
39-9031	Fitness Trainers and Aerobics Instructors	700
39-3011	Gaming Dealers	560
35-3031	Waiters and Waitresses	440
37-3011	Landscaping and Groundskeeping Workers	370
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	300
39-9011	Childcare Workers	290
33-9032	Security Guards	250
39-7011	Tour Guides and Escorts	230
27-2022	Coaches and Scouts	210

Professional, Scientific, and Technical Services

New Castle County had most of the state's job gains in the Professional, Scientific, and Technical Services sector, adding 460. Average pay there is by far the highest among the counties, even after it fell by 1.8 percent to \$108,412. Sussex County gained 90 jobs, with average pay there rising by 3.1 percent to \$67,672. Kent County also increased employment, adding 40 jobs. Average pay there rose by 4.5 percent to \$66,336.

Employment is 54 percent male, with men earning 45 percent more than women on average. There are no subsectors, but there are nine industry groups, the next level of detail in the North American Industry Classification System (NAICS). Five of them gained jobs in 2018.

Industry Groups within the Professional, Scientific, and Technical Services Sector		
Industry Group	December 2018 Employment	Job Change from Dec. 2017
Legal Services	5,980	+110
Computer Systems Design	5,390	+270
Architecture and Engineering	3,830	+150
Management Consulting	3,330	+150
Scientific Research	3,090	-50
Accounting Services	2,340	-30
Other Prof., Sci., Tech. Services	1,900	+290
Advertising and Public Relations	1,050	-30
Specialized Design Services	160	-30

Public Administration

The Public Administration sector, which includes federal, state, and local government workers who do not fit into any other clearly defined industry sector, gained back 300 of the 440 jobs it lost in 2017, with 210 of

those new jobs in Kent County. Average pay there rose by

3.2 percent to \$57,756. Employment also increased in the other two counties, with Sussex gaining 50 jobs and New Castle 40. Average pay rose by 3.9 percent in Sussex County to \$47,644, but it fell in New Castle County by 0.9 percent to \$55,740. Fifty-six percent of the jobs in this sector are held by men, who also enjoy a 36 percent pay advantage.

An occupational breakdown for just the Public Administration sector is not possible. The table below provides the top ten occupations for all government workers, including those classified in other industry sectors.

Top Ten Occupations in the Public Administration Sector		
SOC Code	Occupation Title	Employment
33-3051	Police and Sheriff's Patrol Officers	1,790
33-3012	Correctional Officers and Jailers	1,700
43-6014	Secretaries and Admin. Assistants, Except Legal, Medical, and Executive	1,080
43-5052	Postal Service Mail Carriers	1,000
29-2041	Emergency Medical Technicians and Paramedics	900
43-4031	Court, Municipal, and License Clerks	780
43-1011	First-Line Supervisors of Office and Administrative Support Workers	550
29-1141	Registered Nurses	540
47-2073	Operating Engineers and Other Construction Equipment Operators	510
21-1021	Child, Family, and School Social Workers	510

Real Estate and Rental and Leasing

The bulk of the jobs gained in Real Estate and Rental and Leasing were in Sussex County, which added 90. Kent County gained 30 jobs, and New Castle County added 10. There were pay gains across the board: in

Sussex County pay rose by 5.5 percent to \$43,868; in New Castle County by 5.2 percent to \$57,324, and in Kent County average pay rose by 3.2 percent to

\$40,028. Men hold 57 percent of the jobs and have 30 percent higher pay on average.

There are two subsectors. Real estate increased by 110 jobs for a total of 4,230. Average pay there rose by 4.7 percent to \$53,504. The Rental and leasing services subsector gained 20 jobs and ended 2018 with a total of 1,250.

Average pay rose by 5.7 percent to \$48,868.

Top Ten Occupations in the Real Estate and Rental and Leasing Sector		
SOC Code	Occupation Title	Employment
49-9071	Maintenance and Repair Workers, General	960
41-9022	Real Estate Sales Agents	570
41-2021	Counter and Rental Clerks	490
11-9141	Property, Real Estate, and Community Association Managers	320
43-6014	Secretaries and Admin. Assistants, Except Legal, Medical, and Executive	280
53-3099	Motor Vehicle Operators, All Other	240
43-9061	Office Clerks, General	240
43-3031	Bookkeeping, Accounting, and Auditing Clerks	170
37-3011	Landscaping and Groundskeeping Workers	160
41-1011	First-Line Supervisors of Retail Sales Workers	160

Other Services

The industry sector Other Services gained 50 jobs in the state, as the 110 jobs gained in Sussex County and 10 added in New Castle County were offset by jobs lost in Kent County (30) and at multi-county locations. Average pay rose by 5.2 percent in Kent County to \$31,524. Sussex County wages rose by 2.6 percent to \$30,012, while the \$36,076 average wage in New Castle was 1.5 percent above the 2017 average there. Employment is 54 percent female, but men hold a 43 percent pay advantage.

Top Ten Occupations in the Other Services Sector		
SOC Code	Occupation Title	Employment
39-5012	Hairdressers, Hairstylists, and Cosmetologists	1,720
49-3023	Automotive Service Technicians and Mechanics	780
39-9021	Personal Care Aides	710
35-3011	Bartenders	650
43-6014	Secretaries and Admin. Assistants, Except Legal, Medical, and Executive	590
43-4171	Receptionists and Information Clerks	500
43-9061	Office Clerks, General	500
39-2021	Nonfarm Animal Caretakers	480
51-6011	Laundry and Dry-Cleaning Workers	450
43-3031	Bookkeeping, Accounting, and Auditing Clerks	410

There are four subsectors. Personal and laundry services gained 260 jobs for a total of 4,970. Average pay rose by 2.5 percent to \$27,520. The Private households subsector added 30 jobs, with average wages rising by 2.9 percent to \$29,960. The Repair and maintenance and Membership associations and organizations subsectors each lost 120 jobs.

Wholesale Trade

For just the second year out of the last 13, the Wholesale Trade sector gained jobs in Delaware. There were 290 additional jobs in New Castle County, where average pay rose by 1.4 percent to \$73,716. Kent County gained 60 jobs, with wages rising by 4.4 percent to \$56,660. There were 100 fewer jobs in Sussex County. The average wage of \$62,384 there is 5.3 percent above the 2017 level. Employment is 73 percent male and men are paid 21 percent more than women, on average.

There are three subsectors in Wholesale Trade. All the jobs gained were at Durable goods wholesalers, where 580 net new jobs pushed the total to 6,100. Average pay at those jobs rose by 2.1 percent to \$68,372.

Top Ten Occupations in the Wholesale Trade Sector		
SOC Code	Occupation Title	Employment
41-4012	Sales Representatives, Except Technical and Scientific Products	1,990
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	1,700
53-3033	Light Truck or Delivery Services Drivers	480
11-1021	General and Operations Managers	440
41-4011	Sales Representatives, Technical and Scientific Products	420
53-3031	Driver/Sales Workers	410
43-6014	Secretaries and Admin. Assistants, Except Legal, Medical, and Executive	390
43-9061	Office Clerks, General	380
41-2022	Parts Salespersons	320
43-3031	Bookkeeping, Accounting, and Auditing Clerks	260

Non-durable goods wholesalers lost 60 jobs, ending 2018 with 3,690. Their average pay rose 4.6 percent to \$76,068. The Electronic markets and agents and brokers subsector lost 240 jobs to end 2018 with a total of 1,300. Average pay there rose by 5.2 percent to \$96,344.

Utilities

In most years this sector has relatively constant employment levels, but in 2018 it lost 150 jobs. The majority of the jobs lost were in New Castle County, where employment fell by 160. Utility sector jobs in New Castle pay an average \$119,516, 1.5 percent above the 2017 average. Sussex County lost 20 jobs. Average pay there rose by 4.8 percent to \$105,592. Kent County gained 20 jobs but pay fell by 0.7 percent to \$98,012. Three-quarters of the workers are men. They also hold an advantage in average pay, but it is the lowest of all sectors at 16 percent.

Top Ten Occupations in the Utilities Sector		
SOC Code	Occupation Title	Employment
49-9051	Electrical Power-Line Installers and Repairers	340
51-8031	Water and Wastewater Treatment Plant and System Operators	300
49-2095	Electrical and Electronics Repairers, Powerhouse, Substation, and Relay	180
17-2071	Electrical Engineers	140
51-8012	Power Distributors and Dispatchers	120
49-9012	Control and Valve Installers and Repairers, Except Mechanical Door	120
43-4051	Customer Service Representatives	70
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	70
51-1011	First-Line Supervisors of Production and Operating Workers	70
47-2111	Electricians	50

Management of Companies

The Management of Companies sector, which is made up of business establishments whose role is managing their firm's overall operations, continued its long downward slide in employment in 2018, losing 170 jobs. All of the jobs lost were in New Castle County, where employment fell by 190. Average wages also fell slightly, dropping by 0.1 percent to \$156,700. This remains the state's highest-paying sector. Kent and Sussex Counties each gained 10 jobs. Average pay in Kent County rose by 13.2 percent to \$111,212. In Sussex County it rose by 4.1 percent to \$156,316. Fifty-two percent of the jobs are held by men, who also have a 27 percent advantage in average pay. There are no subsectors.

Top Ten Occupations in the Management of Companies Sector		
SOC Code	Occupation Title	Employment
13-2011	Accountants and Auditors	650
43-3031	Bookkeeping, Accounting, and Auditing Clerks	630
13-1161	Market Research Analysts and Marketing Specialists	320
13-1081	Logisticians	250
43-6014	Secretaries and Admin. Assistants, Except Legal, Medical, and Executive	250
43-4051	Customer Service Representatives	230
11-3031	Financial Managers	230
13-2051	Financial Analysts	220
13-1111	Management Analysts	200
19-2031	Chemists	200

Finance and Insurance

This backbone of the Delaware economy, which generates 31 percent of state GDP, lost 470 jobs in 2018. Kent and Sussex Counties, where this sector serves mostly the local populations, each gained 20 jobs. New Castle County, where credit card banks with national customer bases dominate, lost 190 jobs. The remainder of the jobs lost were classified as multi-county. Sussex County has the lowest average wages in this sector at

\$63,564, 0.3 percent below the 2017 average. Average wages in Kent County rose by 0.9 percent to \$78,276. In New Castle County wages rose by 2.9 percent to \$103,156. Fifty-four percent of the jobs across the state are held by women, but men have a 41 percent pay advantage.

There are three subsectors with appreciable employment in Delaware. Credit intermediation, which includes both local banks and credit card banks, is the largest, with 28,390 workers. It gained 490 jobs in 2018, with wages rising by 2.6 percent to \$95,456. The Securities and financial investments subsector lost 860 jobs, falling to 8,290 total jobs by December. The average wage there rose by 5.6 percent to \$127,044. The

Insurance carriers subsector lost 70 jobs, dropping to 5,560 total. Average wages rose by 2.0 percent to \$86,164.

Top Ten Occupations in the Finance and Insurance Sector		
SOC Code	Occupation Title	Employment
13-2051	Financial Analysts	4,110
43-3031	Bookkeeping, Accounting, and Auditing Clerks	3,100
13-2011	Accountants and Auditors	2,490
41-3031	Securities, Commodities, and Financial Services Sales Agents	2,340
43-4051	Customer Service Representatives	2,180
15-1132	Software Developers, Applications	2,130
15-1121	Computer Systems Analysts	1,840
43-1011	First-Line Supervisors of Office and Administrative Support Workers	1,500
13-2041	Credit Analysts	1,320
43-4041	Credit Authorizers, Checkers, and Clerks	1,200

Administrative and Waste Services

The sector Administrative and Waste Services has been up and down in recent years, losing more than 1,000 jobs in 2016, then gaining 1,570 in 2017, and now losing 850 in 2018. Temporary help services in New Castle County drove the 2018 job losses, falling by 1,470 jobs. Sussex County gained 870 jobs in the sector, and Kent County added 210. Average pay was lowest in Sussex County at \$32,956, up by 2.1 percent from 2017. Kent County pay rose by 17.7 percent to \$38,496, while average pay in New Castle County rose by 8.0 percent to

\$44,680. Employment is 57 percent male, and men make 29 percent higher wages, on average.

The Administrative and support services subsector is by far the larger of the two subsectors, even after losing 770 jobs. The remaining 28,430 jobs paid an average wage of \$40,988, a 7.5 percent increase over 2017. The Wastemanagementandremediationservices subsector employs 1,540 people at an average wage of \$59,252, which is 3.0 percent above the 2017 average.

Top Ten Occupations in the Administrative and Waste Services Sector		
SOC Code	Occupation Title	Employment
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	4,520
53-7064	Packers and Packagers, Hand	2,430
37-3011	Landscaping and Groundskeeping Workers	2,300
33-9032	Security Guards	2,200
43-5071	Shipping, Receiving, and Traffic Clerks	1,670
43-4051	Customer Service Representatives	1,060
43-9061	Office Clerks, General	910
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	690
25-3098	Substitute Teachers	690
43-3011	Bill and Account Collectors	670

Information

The Information sector lost 350 jobs in 2018; it now has a string of 11 consecutive years with falling employment. New Castle County saw the biggest declines, dropping 260 jobs. Average pay there fell 0.1 percent to \$65,164. Kent County lost 30 jobs, but wages rose by 6.0 percent to \$64,616. Employment remained steady in Sussex County while average wages jumped by 14.5 percent to \$65,076. Sixty percent of the jobs are held by men, who average 35 percent higher wages than women in the sector.

Most of the job losses were in the Telecommunications subsector; the 1,710 jobs there in December were 240 fewer than the year before. Average pay rose by 5.6 percent to \$74,240. Data processing, hosting, and related services lost 80 jobs, while average pay rose by 2.7 percent to \$85,968.

Top Ten Occupations in the Information Sector		
SOC Code	Occupation Title	Employment
49-2022	Telecommunications Equipment Installers and Repairers	390
35-3022	Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	290
49-9052	Telecommunications Line Installers and Repairers	250
43-4051	Customer Service Representatives	210
41-3099	Sales Representatives, Services, All Other	190
41-9041	Telemarketers	170
15-1142	Network and Computer Systems Administrators	150
41-3011	Advertising Sales Agents	140
43-4121	Library Assistants, Clerical	100
27-3022	Reporters and Correspondents	100

Retail Trade

Retail operations lost 1,340 jobs in Delaware in 2018, mostly in New Castle County, which lost 1,230. Kent County lost 330 jobs and Sussex County gained 90. Average pay is similar across the counties. It was \$30,252 in New Castle County,

0.2 percent above the 2017 level. In Kent County pay rose by 3.8 percent to \$29,072, while in Sussex County it rose 2.1 percent to \$28,000. Employment tilts slightly to women at 51 percent, while average pay is tilted heavily towards men, who earn 49 percent more, onaverage.

The General merchandise stores subsector lost 570 jobs, the most of any subsector. It fell below Food and beverage stores, which gained 90 jobs to become the largest of the retail subsectors, with

9,900 total jobs at the end of 2018. Nonstore retailers, which lost 440 jobs, Sporting goods, hobby, book and music stores, which lost 290 jobs, and Clothing and accessories stores, which lost 225 jobs, were the other subsectors with major job losses.

Top Ten Occupations in the Retail Trade Sector		
SOC Code	Occupation Title	Employment
41-2031	Retail Salespersons	15,890
41-2011	Cashiers	13,280
41-1011	First-Line Supervisors of Retail Sales Workers	4,190
43-5081	Stock Clerks and Order Fillers	3,110
29-2052	Pharmacy Technicians	1,120
49-3023	Automotive Service Technicians and Mechanics	1,020
43-4051	Customer Service Representatives	900
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	820
43-3031	Bookkeeping, Accounting, and Auditing Clerks	760
29-1051	Pharmacists	720

Economic Trends – Job Growth

Every two years, the federal Bureau of Labor Statistics (BLS) produces industry and occupation forecasts for a period ten years into the future and the states are asked to do the same for their respective economies. This publication presents Delaware’s efforts for the period 2016 to 2026. It supersedes the last such set of projections, which were generated for the 2014–2024 period and published in August, 2016. Delaware is projected to have 28,670 more jobs in 2026 than in 2016, for an average annual growth rate of 0.6 percent. **Health Care and Social Assistance**, already the state’s biggest employer by a wide margin, is again expected to show the most growth, accounting for one-third of the total new jobs projected. For a more detailed discussion go to Delaware Occupation Projections.

Workforce Participation.

The Demand Occupation List: Aligning Talent Investments with Projected Industry Needs

Delaware’s publicly-funded workforce system is a demand-driven system that uses a range of labor market and industry data (LMI) to help set the conditions of success for its citizens, businesses, educational institutions, and the economy in general. Delaware relies heavily on information produced by the Delaware Office of Occupational and Labor Market Information (OOLMI) alongside time-sensitive labor market intelligence garnered by the (DOL–DET) business services representatives and VETS staff; Delaware Department of Labor, Division of Vocational Rehabilitation (DOL–DVR) employment services specialists. Since the last plan Delaware Economic Development office has been reorganized into the Delaware Public Private Partnership and the Division of Small Business. We will reestablish the relationship.

Delaware is acutely aware of the profound impact educational attainment plays on economic vitality for families and communities. Looking at unemployment rates, job seekers with no high school diploma or secondary credential are at a significant disadvantage compared to those who do. While some data suggest a burgeoning job market for non-grads, many of these jobs have high turnover and low wages.

To ensure that Delaware’s publicly funded workforce system invests in training and credentials that will lead to jobs, the state investigates current and emerging employer needs to develop a Demand Occupation List. Key steps include:

- Analysis by Delaware Workforce Development Board (DWDB) and the staff of OOLMI labor market projections.
- Intelligence gathering from DOL-DET business services representatives and partners that conduct “shoes on the ground” employer visits.
- Analysis of employer survey results and other real-time intelligence.

The list is approved by the board and included in the Annual Funding Guidelines posted on the DWDB website. The Board has the flexibility to add occupations, if needed, based on real-time intelligence. [Please see Appendix A for the most recent demand occupation list \(developed in June 2019\).](#)

While the ever-changing labor market makes it difficult to catalogue and evaluate knowledge, skills, and abilities (KSAs), Delaware has led the way in developing – in partnership with America’s Job Link Alliance (AJLA) – a Delaware Job Bank that connects job seeker talents to employer needs using ONET codes.

Delaware also organizes its Job Bank to – with the help of private businesses – align jobs on the Demand Occupation List along career pathways. While work is ongoing, pathways have been developed for:

- Agriculture, Food & Natural Resources (AgriScience)
- Architecture & Construction
- Arts, A/V Technology & Communications
- Business Management & Administration
- Education & Training
- Finance
- Government & Public Administration
- Health Sciences
- Hospitality & Tourism
- Human Services
- Information Technology
- Law, Public Safety, Corrections & Security
- Manufacturing
- Marketing
- Science, Technology, Engineering & Mathematics (STEM)
- Transportation, Distribution & Logistics
- Manufacturing Logistics Technician

B. Workforce Analysis

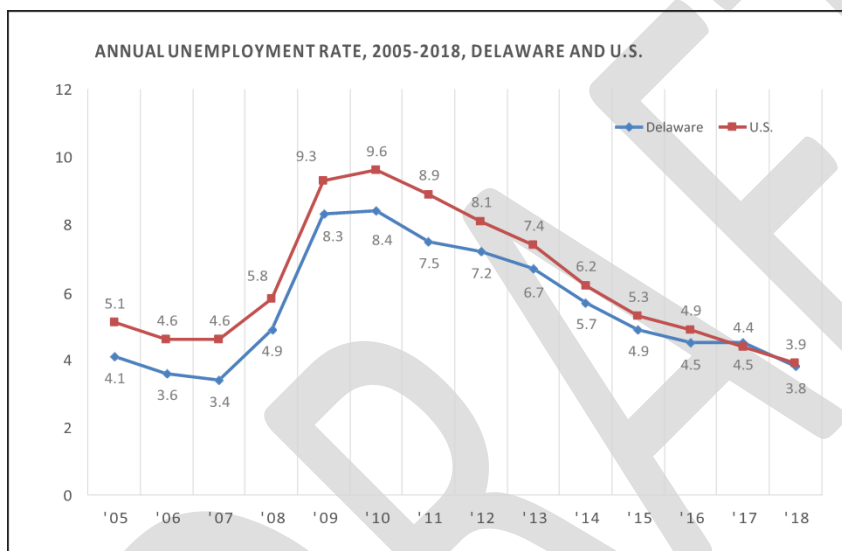
*The Unified or Combined State Plan must include an analysis of the current workforce, including individuals with barriers to employment, as defined in section 3 of WIOA. * This population must include individuals with disabilities among other groups** in the State and across regions identified by the State. This includes: Individuals with barriers to employment include displaced homemakers; low-income individuals; Indians, Alaska Natives, and Native Hawaiians; individuals with disabilities, including youth who are individuals with disabilities; older individuals; ex-offenders; homeless individuals, or homeless children and*

youths; youth who are in or have aged out of the foster care system; individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers; farmworkers (as defined at section 167(i) of WIOA and Training and Employment Guidance Letter No. 35-14); individuals within 2 years of exhausting lifetime eligibility under the Temporary Assistance for Needy Families program; single parents (including single pregnant women); and long-term unemployed individuals. ** Veterans, unemployed workers, and youth, and others that the State may identify.

i. Employment and Unemployment

Provide an analysis of current employment and unemployment data, including labor force participation rates, and trends in the State.

The Unemployment Rate



The unemployment rate is a key economic indicator of the health of the economy and one that is widely watched by the public. The Local Area Unemployment Statistics (LAUS) program is a state and federal cooperative program that generates the unemployment rate for the state, counties, and cities with population over 25,000. The unemployment rate is measured by dividing the number of unemployed by

the total labor force. To be considered unemployed, one has to be actively seeking employment and available to work during the month

Delaware’s annual average unemployment rate of 4.4 percent in 2016 was ranked as the 20th lowest rate in the nation, tied with Indiana. Of Delaware’s neighboring states of Maryland, New Jersey, and Pennsylvania, only Maryland had a more favorable ranking.

In 2018, Delaware’s annual average unemployment rate was 3.8 percent, a decline of seven-tenths of a percentage point from the prior year. This was the largest annual decline in Delaware’s unemployment rate since 2015 when the rate fell by eight-tenths.

Delaware’s annual unemployment rate was one-tenth of a percentage point lower than the national average of 3.9 percent in 2018.

The Local Area Unemployment Statistics data series for states begin in 1976. Delaware’s average annual unemployment rate since then is 5.4 percent, which is three-tenths of a percentage point lower than the nation’s annual average unemployment rate of 5.7 percent over that same period of time. Current trends in Delaware’s unemployment rate through the first half of 2019 make it likely that

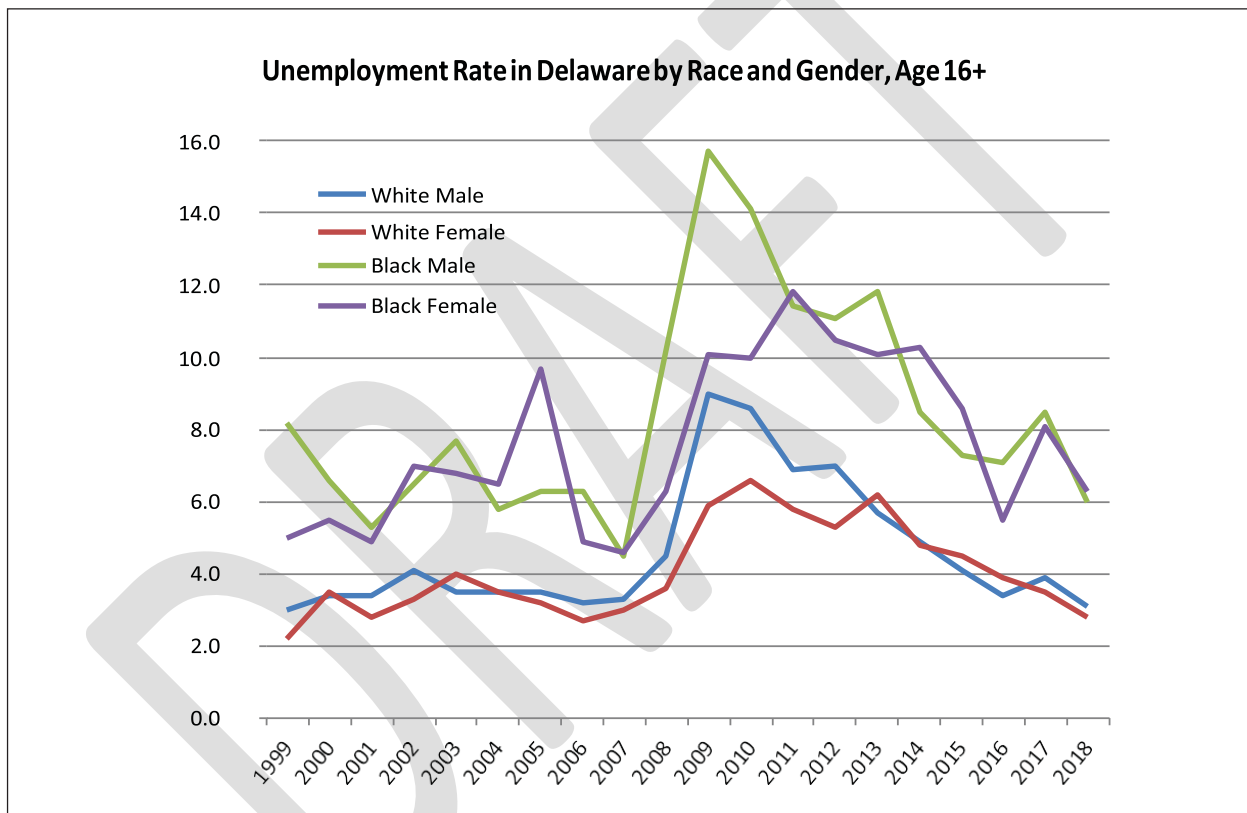
Delaware’s annual unemployment rate for 2019 will be below the state’s 2018 annual unemployment rate.

Comparative Unemployment Rates

The Local Area Unemployment Statistics (LAUS) program is an important Federal and State government cooperative program that produces monthly and annual data on employment, unemployment, the unemployment rate, and the labor force for States, counties, and cities. The state unemployment rate data below come from the LAUS program.

Delaware and Neighboring States Annual Average Unemployment Rates

Delaware’s annual average unemployment rate of 3.8 percent in 2018 was the 25th lowest rate in the



nation. The three neighboring states of Maryland, New Jersey, and Pennsylvania all had higher annual average unemployment rates in 2018. Maryland’s annual average unemployment rate of 3.9 percent was tied with four other states as the 26th lowest in the nation, followed by New Jersey which tied with five other states for 31st lowest at 4.1 percent. Pennsylvania’s annual average unemployment rate of 4.3 percent ranked 39th lowest in the nation, tied with Illinois and Kentucky.

Unemployment Rate In Delaware by Race and Ethnicity, Age 16+

The chart above clearly demonstrates that race and gender matter. Black males and black females have an employment rate almost twice that of white men and women.

The Unemployment Rate by Educational Attainment

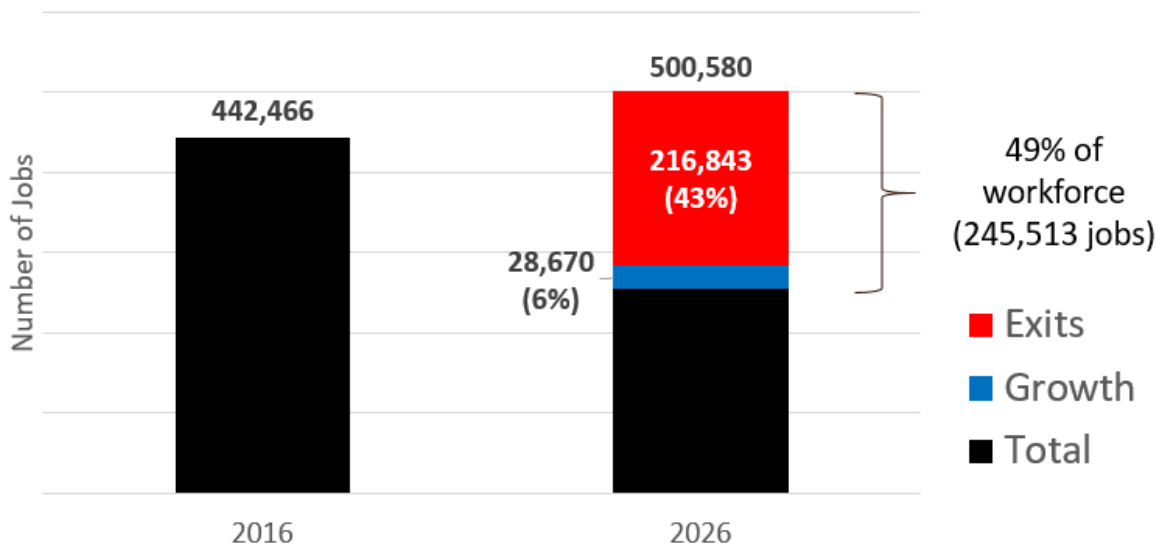
In 2018 Delaware’s annual average unemployment rate was 3.8 percent. In most years, the unpublished data from the Current Population Survey shows that those with less education are more likely to be unemployed than those with more education. In addition, those with more education tend to earn higher wages than those with less education. Somewhat unusually, in 2018 the average high school graduate had a lower unemployment rate than those with some college or an associate degree. The Delaware Unemployment Rate by Education graph below breaks out the unemployment rate by the highest level of education an individual has obtained for persons 25 years of age and older. The unemployment rate in 2018 for those Delaware residents with less than a high school diploma was 5.2 percent; those with a bachelor’s degree or higher had an unemployment rate of 1.7 percent. The unemployment rate for those with some college or an associate degree was 3.9 percent. High school graduates with no college had an unemployment rate of 3.1 percent.

iii. Education and Skill Levels of the Workforce

POLICY BRIEF

The landscape of work is evolving. Changes in globalization, automation, technology, and population or migration trends influence the types of job opportunities that are available, the types of skills that are in-demand, and how people perform job functions. By 2026, Delaware will replace half (245,513 jobs) of its existing workforce, with the bulk of jobs being added in middle- and high-skill occupations. Middle-skill occupations require some type of postsecondary education, (e.g., Registered Apprenticeship, certification, or an Associate Degree) and high-skill occupations require a Bachelor’s Degree or higher.

Delaware Employment Projections, 2016-2026



The table represents the top seven (7) industry sectors in Delaware from which the largest growth in job opportunities will occur. The majority of job growth (five of the top seven industry sectors) will occur in high-skill occupations for which a Bachelor’s Degree is required. The majority of job growth opportunities in the Hospitality and Construction sectors will occur in middle-skill occupations for which language and communication skills are underlying employment characteristics.

Career Cluster	% of Middle Skill Jobs	% of High Skill Jobs	Employment 2017	Employment Change 2016-26	Employment Growth 2016-26	Avg. Wage 2017
All Delaware	33%	29%	442,690	28,680	6.1%	\$52,200
Health Science	37%	49%	46,030	6,946	14.6%	\$70,243
Hospitality & Tourism	35%	<5%	57,430	5,822	9.5%	\$26,081
Finance	36%	50%	24,360	3,061	11.1%	\$76,141
Human Services	24%	42%	18,360	2,458	13.9%	\$34,826
Architecture & Construction	52%	10%	25,140	2,035	7.1%	\$50,985
Education & Training	7%	93%	26,410	1,777	6.7%	\$59,730
Information Technology	25%	75%	16,430	1,628	12.2%	\$92,568

DELAWARE’S LABOR MARKET (source Delaware Department of Labor (DDOL), 2018)

By 2026, 49% of Delaware’s workforce (245,513 jobs) will be replaced. Of which, job growth will account for 6% (28,670 new jobs) and replacements will account for 43% (216,843 jobs). Delaware’s labor market can be organized into three categories of employment: low-, middle-, and high-skill jobs. Low-skill jobs require a high school diploma or less and provide an average wage of \$26,350 per year. Middle-skill jobs require some type of postsecondary education, (e.g., Registered Apprenticeship, certification, or an Associate Degree) and provide an average wage of \$44,960 per year. High-skill jobs require a Bachelor’s Degree or higher and provide an average wage of \$88,510 per year.

iv. Skill Gaps

Middle- and high-skill employment accounts for 62% of all Delaware jobs and will represent 69% of all projected growth openings through 2026. Employment in middle-skill jobs is consistent in each county across the state and can be accessed through cost-effective education and training programs which are desirable for youth entering the workforce and adults seeking to upskill.

DELAWARE’S LABOR MARKET BY CAREER CLUSTER (source DDOL, 2018)

Career Cluster	MS	HS	HW	HD	Employment 2017	Employment Change 2016-26	Employment Growth 2016-26	Avg. Wage 2017
Health Science	●	●	●	●	46,030	6,946	14.6%	\$70,243
Hospitality & Tourism	●			●	57,430	5,822	9.5%	\$26,081
Finance	●	●	●	●	24,360	3,061	11.1%	\$76,141
Human Services		●		●	18,360	2,458	13.9%	\$34,826
Architecture & Construction	●		●	●	25,140	2,035	7.1%	\$50,985
Education & Training		●	●	●	26,410	1,777	6.7%	\$59,730
Information Technology		●	●	●	16,430	1,628	12.2%	\$92,568
Transportation, Distribution & Logistics	●				34,500	1,153	3.5%	\$37,379
Law, Public Safety, Corrections & Security	●		●	●	17,620	815	5.2%	\$64,493
Science, Technology, Engineering & Mathematics		●	●	●	7,220	683	9.0%	\$99,755
Marketing	●	●		●	51,580	603	1.1%	\$42,679
Government & Public Administration	●	●	●	●	4,940	492	10.7%	\$64,350
Business Management & Administration		●		●	71,710	423	0.6%	\$55,576
Agriculture, Food & Natural Resources	●				4,070	245	3.6%	\$50,862
Arts, Audio/Video Technology & Communications	●	●	●		2,540	-28	-0.8%	\$53,082
Manufacturing	●		●		25,730	-38	-0.1%	\$44,379

Middle-Skill (MS): Occupations requiring some type of postsecondary education (e.g., Registered Apprenticeship, certification, or an Associate Degree) but not a Bachelor's degree; or High School education with some work experience; or at least one month on-the-job training; or credential attainment.

High-Skill (HS): Occupations requiring at least a Bachelor's degree or Associate Degree with either a required Residency/Internship or 5 years of experience.

High-Wage (HW): Occupations paying more than the Delaware all-industry statewide median wage (\$38,850 in 2017).

High-Demand (HD): Occupations with at least four (4) annual job openings due to growth in Delaware.

STATE & COUNTY JOB STATISTICS (source DDOL Wage Projections, 2018)

- 66% of all Delaware jobs are in New Castle County—of which 31% of jobs are high-skill, 32% are middle-skills, and 37% are low-skill;
- 15% of all Delaware jobs are in Kent County—of which 18% of jobs are high-skill, 34% are middle-skill, and 48% are low-skill; and
- 17% of all Delaware jobs are in Sussex County—of which 11% of jobs are high-skill, 35% are middle-skill, and 54% are low-skill (note 2% of all Delaware jobs are multi-county).

YOUTH AGES 18 TO 24, LEVEL OF EDUCATION FOR DELAWARE AND WILMINGTON (source American Community Survey, 2018)

- 52.0% of Delaware youth are prepared for middle- and high-skill jobs;
- 46.0% of Delaware youth who are male are prepared for middle- and high-skill jobs;
- 59.0% of Delaware youth who are female are prepared for middle- and high-skill jobs;
- 37.3% of Wilmington youth are prepared for middle- and high-skill jobs;
- 30.7% of Wilmington youth who are male are prepared for middle- and high-skill jobs; and
- 43.2% of Wilmington youth who are female are prepared for middle- and high-skill jobs.

ADULTS AGE 25 AND OVER, LEVEL OF EDUCATION FOR DELAWARE AND WILMINGTON (source American Community Survey, 2018)

- 56.6% of Delaware adults are prepared for middle- and high-skill jobs;
- 55.8% of Delaware adults who are male are prepared for middle- and high-skill jobs;
- 59.5% of Delaware adults who are female are prepared for middle- and high-skill jobs;
- 49.1% of Wilmington adults are prepared for middle- and high-skill jobs;
- 46.2% of Wilmington adults who are male are prepared for middle- and high-skill jobs; and
- 51.6% of Wilmington adults who are female are prepared for middle- and high-skill jobs.

Greater Discussion of skills Gaps. While the popular wisdom says skills gaps abound, Delaware's Office of Occupation Labor Market Information (OOLMI), recently did an in depth analysis of the issues, OOLMI concludes: "By disaggregating the unemployment rate by skill level one expected to find those with the most skills benefiting from an increase in vacancies from 2009 to 2012 if there was an excess demand for the most skilled workers caused by a skills gap. However, the most skilled workers had the same movement in the Beveridge curve as those with the least amount of skills leading to the conclusion that there is a lack of evidence that there is a skills gap in Delaware. Further investigation of the level of educational attainment to see if the skills of Delaware workers have in fact degraded in recent years revealed the opposite finding, that is, that Delaware's workforce today has more education than they have had in the past. Disaggregating the unemployment rate by the duration of unemployment has shown that the duration of unemployment does have a differential impact the Beveridge curve. For the short-term unemployed (26 weeks or less), the Beveridge curve did not shift outward away from the origin as it did for the long-term unemployed. For the

short-term unemployed, the increase in vacancies is associated with a reduction in the unemployment rate among this group. However, the long-term unemployed did not see the same type of reduction in the unemployment rate as the vacancy rate increases, as had occurred for the short-term unemployed. For the long-term unemployed, as the vacancy rate has increased in recent years, the unemployment rate has been much slower to respond. Disaggregating the unemployment rate by duration of unemployment suggests that the outward shift in the overall Delaware Beveridge curve is caused at least in part by the long-term unemployed.

State Workforce Development Structure

Delaware is a single service area. All core programs except two (Adult Education and the Delaware Department of Health and Social Services (DHSS) Division of Visually Impaired (DVI)), are consolidated within the Delaware Department of Labor. All the Employment & Training programs are housed in the DOL-DET. Vocational Rehabilitation and Unemployment Insurance are separate divisions in the Delaware Department of Labor.

Lightquest is designated the one stop operator, to fill the “basic role of the One Stop.” The basic role of a one-stop operator is to coordinate the service delivery of participating one-stop partners and service providers. Three of the four core programs (Title I Adult, Dislocated Worker, and Youth Programs; Title III Wagner-Peyser, and Title IV Vocational Rehabilitation) are fully housed in four comprehensive One-Stop Centers. The fourth core partner (Title II Adult Education and Literacy) provides services including Adult Basic Education Classes in each of the One-Stops on a part time basis. (These classes increase the reading, writing and/or math skill levels of DOL clients so they can meet the skills qualifications of DOL-funded training programs and/or attain a secondary credential necessary for some jobs.) Adult Education services are also being provided outside of One-Stop centers at locations throughout the state.

Also housed in the One-Stops are the following DOL-DET programs:

Also housed in the One-Stops are the following DOL-DET programs:

- Trade Adjustment Assistance
- Jobs for Veteran’s State Grants
- Migrant Seasonal Farmworker Program
- National NEG Grants
- Job Corp is also housed in the comprehensive One-Stop.
- Unemployment Insurance Registration
- Department of Education (GED Courses-GED Refresher Classes)

The Temporary Assistance for Needy Families (TANF) employment and training is part of Delaware Job Link, the statewide electronic case management, reporting, and labor exchange

system. Some programs authorized under the Second Chance Act are also linked electronically, such as the Federal Bonding Program. Executive Order

DOL Re-entry and Criminal Justice Reform Initiatives

The Delaware Department of Labor is actively engaged along with strategic partners to provide comprehensive employment services to persons who are justice involved. Governor John C. Carney signed Executive Order Number 27 on December 4, 2018, creating the State of Delaware's Correctional Reentry Commission (DCRC), thereby rescinding Executive Order Number Seven, signed by immediate past Governor Markell on May 15, 2009, The IADAPT Program. The DOL Secretary is a required member of the DCRC. [Please see Appendix R? for Executive Order #27](#)

The core purpose of this initiative is to recognize the State's citizens returning from incarceration face many barriers that often lead them back to criminal activity, such as homelessness, lack of job skills, limited education, mental health issues, substance use disorders, lack of transportation to get to work, and difficulty finding work due to their criminal history and is of paramount interest to the State for the benefit of all its citizens to: improve the transition from correctional custody to communities; increase public safety; reduce recidivism; make better use of resources in correctional facilities; and expand partnerships with communities, nonprofit services providers and reentry advocates, and statewide justice-oriented membership organizations.

The DCRC has several objectives with the following specific to DOL:

- 1) Oversee implementation and further development of the State's comprehensive strategic reentry initiatives, and ensure that federal, state, and local resources are used most efficiently to reduce duplicative reentry services and ensure alignment with the application of evidence-based approaches;
- 2) Develop a Memorandum of Understanding between the DOC and the DOE that includes a "distance learning" policy (that does not require internet access) so offenders can benefit from academic and vocational services prior to release in preparation for employment and/or to further their training and education;
- 3). Renew an enhanced Memorandum of Understanding between the DOC, the DOE, and the DOL for continuation of prison-based services for education and workforce development upon reentry to the community; [Please see Appendix S for the DCRC MOU.](#)
- 4) Create within the DOL a policy for skills training selection and employment services for clients with criminal justice involvement;
- 5). Explore ways to incentivize employers to increase employment of those with criminal justice involvement and improve methods to educate employers about existing incentives.
- 6) Streamline, coordinate, and leverage reentry assets with state agencies (including the Courts, DHSS, DOL, DOE, and DSHA) and with community stakeholders (including victim services

agencies, employers, non-profit organizations, faith-based organizations, local reentry coalitions, mentoring organizations, and ex-offender peer support groups).

Several working committees have been developed to support this work including the Employment Committee. DOL Secretary Cerron Cade Co-Chairs the Employment Committee. A Senior Administrator at DOL serves as Criminal Justice Advisor to inform, plan and assist with the coordination of our programs and initiatives. In addition to the DCRC, the DOL are sitting members of the Criminal Justice Council and the Delaware Court Problem Solving Steering Committee.

Other programs include:

Fidelity Bonding Grant

Delaware was one of 23 states awarded the Fidelity Bonding Grant sponsored by the USDOL in the amount of \$100,00 to be spent over the next 4 years. This grant is the first of its kind and equips the DOL to purchase and issue more bonds directly to employers for persons they hire who are justice involved, individuals in recovery from substance use disorders and opioid addictions. Every employer who hires eligible persons may receive a fidelity bond. Fidelity Bonds amounts range from \$5,000 - \$25,000 per person. Other benefits include:

- The Program is free to the employer with no deductible for up to 12 months. It is paid for by the Delaware Department of Labor.
- The Fidelity Insurance Bond is issued by a nationally recognized insurer; The Travelers Insurance Company.
- The bond provides added protection to the employer from breach of trust.
- Eliminates Bonding as an employment barrier for the applicant and employer.

Bonding Certification letters and This Fidelity Bonding Grant spans 48 months. Please see weblink below for more information and Delaware Fact Sheet.

<http://bonds4jobs.com/>

Work Opportunity Tax Credit

The Work Opportunity Tax Credit (WOTC) is a federal tax credit that offers an incentive for private sector businesses to hire individuals in eleven target groups including convicted felons that face significant barriers to employment. Please see the weblink below for additional information and Fact Sheet.

<https://det.delawareworks.com/wotc/>

Re-entry Business Services Representative

The Delaware Department of Labor has received a Bureau of Justice Assistance Planning Grant through the Criminal Justice Council to hire a Re-entry Business Services Representative to engage and recruit employers to hire justice involved persons. This is a first for Delaware DOL to have someone who can work directly with the employer community to hire persons who are justice involved. Other core functions shall include but not be limited to:

Work with industry specific associations (labor, private, non-profit, etc.) to educate, develop and or leverage work councils who will hire justice involved persons.

APEX Pardon and Expungement Program

This program is dedicated to providing direct applicant services and information to individuals with criminal histories by helping them through the pardon or expungement process. Eligible persons are provided one -on-one assistance and guidance through each step of the process to make application. Services are provided statewide and in various community sites including weekly as part of the New Castle Community Court. The APEX Pardons & Expungement Program has provided direct services to justice-involved persons to remove barriers relating to employment, housing, and education. Since the program's inception in 2012, over 800 pardon applications were successfully granted, and more than 500 expungement petitions were successfully granted. Beginning in August 2019 a counselor is provided at Community Court within the Resource Center. The state has an MOU with the Administrative Office of the Court(AOC) outlining this partnership. [Please see Appendix S DRCRMOU](#). Please see weblink below for contact detail.

<https://apex.delawareworks.com/>

Jobs for Veterans State Grant-DOL Veterans Employment Team

The JVSG Program is a federally funded by USDOL to local State Workforce Agencies to have personnel that provides specialized services to eligible veterans and their spouses or caretakers who may experience significant barriers to employment. This includes criminal justice involvement and or a past felony conviction. At each AJC we have a Disabled Veterans' Outreach Program (DVOP) specialist who provides customized case management to the veteran, eligible spouse or caretaker, employment readiness services, career advice and support within DOL or through intelligent referral to our diverse partner network. Also, a Local Veterans Employment Representative (LVER) works directly with employers to seek and develop employment opportunities for veterans. For more information on the JVSG program please see the weblink below. <https://www.dol.gov/agencies/vets/programs/grants/state/jvsg>

Veterans Treatment Court

To provide direct outreach to Delaware Veterans who are justice involved and or in recovery from substance use disorders and opioid addictions, the DOL DVOP attends scheduled treatment courts sessions statewide. Veterans are offered individual case management and intensive employment services to assist them in re-entering the workforce. For more information on the Delaware Treatment Courts please see weblink below.

<https://courts.delaware.gov/superior/veterancourt/>

Other one- stop mandatory partners linked into the comprehensive system on a referral basis but not electronically include:

- Senior Community Service Employment Program
- Employment and Training programs under the Community Service Block Grant
- Employment and Training Programs carried out by the Department of Housing and Urban development

State Workforce Development Activities

Delaware's publicly-funded Workforce System is a demand-drive system that ensures Delaware businesses have adequate workers to meet demands. The First State addresses skills gaps through its Demand Occupation List; career pathways – through Delaware's Pathways Evolution initiative – that drive adult, dislocated worker, and youth services; and Delaware Job Link, the state's case management, job seeker and employer matching system. Staff are also equipped to mobilize to provide Adult/Dislocated Worker services and outreach to job seekers unable to come to the American Job Centers.

The Demand Occupation List. As described earlier in the plan and included in Appendix A, the Demand Occupation List uses an array of data and business input to identify the rank-ordered occupational openings in the state. It is also the basic screening criteria for inclusion of training providers onto the Eligible Training Provider List (ETPL). Simply, training that does not align with the needs of employers is not considered for inclusion to ETPL and is not eligible for Individual Training Account (ITA) or training contract consideration. It is important to note Delaware's Demand Occupation list is held in such high regard it is used by the majority of One-Stop Partners as their training list. It is equally important to note the list is also the model included in several Delaware legislative initiatives.

Career Pathways

Adults – Adult workers may have multiple barriers as well large gaps between their current skill set and the skills employers want. Each adult seeking services undergoes several assessments, which include testing, goal counseling, and skills cross-walking. When the assessments are complete, an Individual Employment Plan (IEP) is developed to ensure the adult is either employed based on a match of current skills or sent to training in a demand occupation to fill identified gaps and make the job seeker job ready.

Dislocated Workers – A satellite office has been established in Newark, Delaware, to provide services to those let go in mass layoffs and/or downsizing. The assessments are similar to those discussed above, with dislocated worker skills relative to employer needs the overarching driver of reemployment activities. The workers who need skill training to fill gaps are enrolled in appropriate programs to assure reemployment.

Basic Skills Deficient Delawareans – Each American Job Center has a dedicated GED and Refresher Class resource and. This resource is funded in part by the DWDB. Other funding for this comes from Delaware Adult Basic Education resources as well as money from each of the

state's three counties. When a Delawarean comes to a One-Stop, staff conducts an assessment to determine educational skill level, credentialing, and any remediation needed to facilitate additional skill training.

Youth Pathways Evolution -- Delaware is committed to exposing youth, throughout their school experience, to in-demand employment pathways and to ensuring young people know what is needed to achieve success in a given career. Each Delaware pathway is driven by labor market data and appears on the demand occupation list. The pathways approach is governed by a gubernatorial special committee with the secretaries of Labor, Education, and Economic Development having seats. The president of Delaware's Community College system chairs the committee, and the DWDB chair also has a seat. It is important to note private business also has representation and also has access to actionable immediate intelligence due to the wide variety of advisory councils imbedded with many members (e.g. DWDB and Delaware Technical Community College).

Adult Pathways – To ensure the Adult Pathways gets the priority it deserves it has been identified as a strategic goal for this planning period. Delaware's publicly-funded workforce system is also aligning in-demand pathways with its adult and dislocated worker services. To do this, the Demand Occupation List will use the Pathways as its starting point to ensure ITA expenditures and contracted services are aligned with the pathways. The aligning of these approaches will lead Delawareans to mid-wage jobs and family sustaining wages and ensure effective use of resources.

DVR - DVR also works to address skills gaps through its relationships with other agencies, both public and private, that provide services to individuals with disabilities. DVR maintains cooperative agreements with public and private non-profit agencies such as programs that serve individuals with developmental disabilities, individuals with mental health and/or substance abuse disabilities, and community rehabilitation programs. Moreover, DVR works closely with its own providers to mitigate skills gaps and ensure clients meet employer requirements. The pathways initiative includes the DVR client population for in-school students and adult students. Moreover, the Division of Vocational Rehabilitation (DVR) has a strong relationship established with the Delaware Department of Education (DOE) and many other transition stakeholders throughout the state.

Delaware Job Link. (DJL). Delaware's labor exchange web-based case management system connects businesses to qualified talent; jobseekers to jobs and workforce professionals to case management tools. Embedded in DJL is the resume builder and job order system that has intuitive technology to guide users. Delaware's labor exchange system conducts a skills gap analysis when a client enters his or her resume. The system tells the jobseeker – based on ONET codes – the shortfalls in a resume based on skills needed in a specific career field. This information is used to drive skill development decisions, job search strategies, resume development.

B. The Strengths and Weaknesses of Workforce Development Activities

Provide an analysis of the strengths and weaknesses of the workforce development activities identified in (A) above.

II (A) (2) (B) The Strengths and Weaknesses of Workforce Development Activities

Workforce System Strengths

Delaware's publicly-funded workforce system has several key strengths.

Solutions can be as diverse focusing the demand occupation list on specific occupations and/or industries; the complementary application of state training dollars to exploit initiatives, which federal funds are inadequate to resolve alone; a ramp up of needed ABE/GED services; the establishment of new programs and/or workgroups to address acute problems, and the establishment specific committees or goals to deal with chronic challenges. Additionally, Delaware is increasing its community outreach programs to assist hard to serve customers in certain zip codes areas in Wilmington.

Delaware's status as a single service delivery area complements its built-in agility. It is easy to coordinate across functional areas, departments, and with private business.

Second, Delaware has a long history dating back to the 1980s of an integrated comprehensive employment and training system. Much of the leadership for programs is centralized and there is a single labor exchange system utilized by all but four partners (who often also use it as a customer rather than a partner). All but five partners are housed in the comprehensive one-stop centers. Services in the centers, where not fully integrated, are effectively linked. Wagner Peyser services are the gateway to the "one-stop" comprehensive centers so that the system is truly serving all Delaware citizens, not only target groups.

Third, the Delaware Job Link (Joblink.delaware.gov) is an effective and widely used tool, with its retooled resume builder, career lattice project, and streamlined job order procedure. The strength of Delaware Job Link is reinforced by the universality of its use by core and extended partners throughout the state.

Fourth, in keeping with innovation and technology for the 21st century, Delaware launched and is in the process of enhancing a new product named Delaware VOCAL (DE VOCAL) (vocal.delaware.gov). DE VOCAL brings together resources that jobseekers can take advantage of such as research job and education opportunities in their desired field. Incorporated in the portal are features such as messaging, chat and calendar scheduling. In addition to expanding services to all job seekers, VOCAL will allow for a WIOA partner referrals system to ensure wrap around services to jobseekers. Furthermore, during the brief registration process, the system asks specific questions that identifies whether a job seeker may qualify for dislocated worker, trade benefits or would be an appropriate referral to other WIOA partner agencies. DET intends to use vocal to outreach clients, especially during mass layoffs.

Finally, Delaware's revamped Board is strong, energetic, engaged, and driven by strategic goals that have wide buy-in and will ensure the state can continue to be responsive to industry demand

and enjoy economic growth and opportunity for businesses and working families alike. More details on these goals appear in the Goals section of the plan below.

Workforce System Weaknesses

Like any organization, Delaware’s publicly funded workforce system has challenges it is addressing.

- A somewhat inefficient client assessment, referral, and shared case management process;
 - A partially linked electronic systems — not all partners fully linked or consolidated
 - A somewhat inconsistent data collection experience for the customer
 - Connection points between programs that are less than fully exploited
- Inconsistent business engagement processes and goals across partners with occasional duplication of services;
- Lack of a cohesive and unified workforce system brand;
- Need for better, clearly career pathways to align skill development with business needs to grow Delaware’s economy, provide opportunities for all, and ensure training leads to economic self-sufficiency;
- Difficulties recruiting providers to leverage priorities established in the state’s funding guidelines;
- Incomplete awareness amongst workforce professionals concerning the activities of Core, One Stop, and Extended partners;
- Funding uncertainties and sustainability; and
- Uncertainties around changing federal rules and regulations.

C. State Workforce Development Capacity

Provide an analysis of the capacity of State entities to provide the workforce development activities identified in (A) above.

Delaware is well positioned to handle all workforce needs for employers and job seekers in the state. The evolution of the one-stop system to a more integrated comprehensive system will assist in this effort. The state has a strong and improving Employment and Training system with a history of responding to labor market needs. In the past year, for example, DOL played a significant role in the development and expansion of advanced manufacturing training and the Coding School.

The Delaware Economic Development Office (DEDO) has been reorganized since the submission of the last plan and is now the Delaware Public Private Partnership (DPP) and organized under the Secretary of State’s Office. On or about 6 February 2020 a new Executive Order was signed by Gov. John Carney and designated the DPP’s Division of Small Business as

the replacement entity for DEDO for DWDB activities. Coordination is pending as we better define the Rules, Roles, And Responsibilities in the new relationship

In Delaware, there are approximately 75,000 adults over the age of 24. Currently, WIOA-funded programs are serving on average 4,500 adults – 6% of those not possessing a secondary credential. There is a need for educational services to provide lower skilled Delawareans with “the skills and credentials necessary to secure and advance in employment with family–sustaining wages” and to provide employers with the skilled workers needed to complete in a global economy. To address this and other capacity issues, Delaware’s publicly funded system will field, during the covered period, a centralized One–Stop referral system. The system will initially be manual and migrate to an automated system sometime after the covered period. Delaware is also committed to resource alignment, as detailed in the Goals section below, which will leverage funds to expand capacity and impact.

DVR’s capacity to employ workforce development activities is described in detail throughout the VR section of the combined state plan. We expect to have the capacity to serve everyone eligible for VR services.

b. State Strategic Vision and Goals

The Unified or Combined State Plan must include the State’s strategic vision and goals for developing its workforce and meeting employer needs in order to support economic growth and economic self-sufficiency. This must include the Vision, Goals, Performance Goals, and Assessment.

1. Vision

Describe the State’s strategic vision for its workforce development system.

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

Governor Carney determined Delaware will continue to operate as a single service delivery area, with the State Board acting as both a state and local board, in accordance with WIOA.

A single delivery system enables the Governor and Board to build on the successes of the past several years by reinforcing existing relationships among core partners, extended partners, and

one-stop partners. This is an essential task, as leaders outside the publicly-funded workforce system provide a wealth of knowledge, access, and resources which expand opportunities under limited governmental resources.

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

For Job Seekers:

- The system will be universally accessible and will include a blend of services varying from self-directed to group sessions to intensive one-on-one case management. For example, Delaware JobLink (DJL) services can be accessed via a personal computer on the internet through intensive case managed services provided by a TANF Welfare to Work staff member.
- As part of a single delivery one-stop system, a jobseeker can enter the system at any point and receive the same assessment and services that are most appropriate for them.
- It will be characterized by a single portal (DJL), connecting business to qualifies individuals. DJL has state of the art technology that includes a smart resume builder and job order system that ensures an accurate job seeker – job order match..
- DET is working on developing Delaware VOCAL (DE VOCAL) that will serve and expand services to jobseekers of all skill levels and will allow for a more efficient referral system for DOL's WIOA partners. Incorporated in the portal are features such as messaging, chat and calendar scheduling.

For Business Customers the system will meet the needs of employers by:

- Mapping the current state of business services and identifying their needs.
- Developing a statewide unified business services model to coordinate business outreach and solutions across WIOA partners and agencies.
- Gaining input from businesses and employers that will drive the development of customized business strategies and products.
- Providing staff-assisted services, outreach as necessary.
- Providing a self-service site to view the full array of services and access to them.
- Sharing resources among partners, thereby limiting duplication in services for businesses
- Developing a common business outreach framework so that businesses experience a more singular point of contact

The Workforce Development Board will continue to use demand occupational data from the state's Office of Occupational and Labor Market Information (OOLMI), the DWDB's private industry members, intelligence from the Private Public Partnership (DPP); and also information gleaned through the Delaware Department of Labor's, Division of Employment and Training (DOL-DET) outreach efforts of its Business Services Unit to develop and constantly refine the

demand occupations list. This list is the primary source for approving and developing training programs. This integrated approach mirrors the cross-agency and cross-divisional cooperation the Governor expects from all partners in the workforce system.

2. Goals

Describe the goals for achieving this vision based on the analysis in (a) above of the State's economic conditions, workforce, and workforce development activities.

Priorities. The DWDB, at its annual strategic planning retreat on October 8, 2019, established these goals/priorities for the next four years:ⁱⁱ It is important to note, Delaware established these goals after conducting a thorough review of those created for the state's 2016 plan. These 2016 goals were:

- Resource Alignment and Expansion
- Cultural Transformation
- Process Redesign
- Pathways Evolution.
- Prison Re-entry

Delaware made important and dramatic strides completing the 2016 goals. The board determined it made sense to continue three of goals, with a slightly different focus and add two more.

a. 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. This is a reworking of the 2106 goal.

b. 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 for contracts and aligning the demand occupation list with this goal. The DWDB is expanding this goal to include adult pathways (often called Career Lattices). The board envisions this goal being managed by the One Stop Operator with input and staff action at the WIOA leadership team level and the WIOA County teams.

c. Wilmington Youth Initiative. The Wilmington Youth Initiative Committee is a Delaware Workforce Development Board initiative to develop policies and processes to mitigate youth gun violence through workforce development initiatives and wrap around services for

Wilmington youth in the city's most dangerous areas. [A Centers For Disease control report was published on November 3, 2015 entitled Elevated Rates of Urban Firearm Violence and Opportunities for Prevention—Wilmington, Delaware. This report available at appendix J](#) stated one of the contributing factors to youth gun violence was high levels of unemployment of youth and adults. [The DWDB commissioned a study “Advancing Wilmington Through the Workforce” This report is available at appendix K.](#) The DWDB will to conduct several pilots upgrade case management and wrap around service to determine process that may be used statewide to influence gun violence and/or youth services.

d. 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 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 an Artificial Intelligence (AI) referral system. Delaware will extend the process redesign goal to include a detailed mapping of business in order to improve employer participation in the publicly funded workforce system

e. Re-Entry. The DWDB recognizes returning citizens are a workforce pool, which may need expanded workforce services to achieve employment which offers unsubsidized employment which ensures a living wage and ultimately mitigates recidivism.

3. Performance Goals

Using the table provided in Appendix B, include the State's expected levels of performance relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) of WIOA. (This Strategic Planning element only applies to core programs.)

4. Assessment

Describe how the State will assess the overall effectiveness of the workforce development system in the State in relation to the strategic vision and goals stated above in sections (b)(1), (2), and (3) and how it will use the results of this assessment and other feedback to make continuous or quality improvements.

II (b) (4) Assessment. Delaware will assess its workforce system using a complementary set of quantitative and qualitative tools. The State performance accountability system will focus on the six required WIOA common measures as applicable to each core program. Additional goals beyond the six are not planned at this time. As Delaware consists of a single statewide workforce investment area, State performance levels are established to promote accountability while supporting the Governor's desire to assure that Delaware's employment and training system is open to the hardest to serve adults and youth with special needs and barriers to employment. In setting Delaware's performance levels, the DWDB will consider the U.S. DOL Statistical Model, labor market conditions, past state performance trends, past national average performance trends, U.S. DOL Government Performance and Results Act (GPRA) goals, continuous improvement expectations, and the U.S. DOL Youth Vision. In setting performance levels, the State's goals reflect an expectation of improved performance and an effort to support the U.S. DOL in achieving the GPRA goals, however, due to mass layoffs that continue to occur, coupled with the

Governor's commitment to continue to target the hardest to serve, some goals may be lower than the GPRA levels. The state will assess the actual need for adult education services adult education system via an analysis of unemployment rates for:

- Part time vs. full time jobs;
- Family sustaining wages; • Job placements in areas of provided training; • Long term job areas; • Increasing education attainment level of adult workers; • Use of career lattices by lower skilled workers; • Provider performance target attainment; and • Client satisfaction surveys In addition the state will delve deeper into its data to determine the characteristics of those workers unable to access employment while receiving unemployment insurance and become part of the "out of the labor market" cohort.

The state will also assess its publicly funded system looking at the two key stakeholders; Businesses and Job Seekers. The effectiveness of Businesses Customer Services will be evaluated as follows:

- Customer Service Surveys
- Increase of the number of employers utilizing Delaware JobLink (Saturation)
- Focus group feedback
- The effectiveness of services to job seekers is the evaluation of the One-Stop system. This is the delivery system for all customers, but in particular the job seeker: We will evaluate success serving the job seeker by:
- Customer Service Surveys
- Success in Seamless Referrals – This refers to the number of individuals that are referred to partner services who actually receive services. This refers primarily to referrals linking affiliated sites or partner programs with the One-Stop. It is thought that outside the One-Stops, in affiliated sites and partner programs little success in referral has been occurring.
- Implementation Surveys – This refers to the evaluation of operational changes. Among these will be the referral system and the seamless enrollment of core partner customers in Delaware Job Link. Added by a continuous feedback loop during implementation, a final assessment survey will be completed
- Core Partners meeting federal performance measures – Federal Reports
- Other Evaluations as necessary

DOL-DET Contract Management and Monitoring unit will be lead in compiling program performance data for interim reporting purposes. This unit will report directly to the Delaware Workforce Development Board (DWDB) on contracts managed by DOL-DET and other programs housed in DOL-DET. In the case of core partners, this unit will be responsible to collecting from the partner's information to be reported to the DWDB. The Core Partners not housed in DOL-DET will report directly to the Board. The DWDB will schedule these presentations as part of its quarterly meetings schedule.

Delaware's workforce system will use the information gathered through the above-mentioned methodologies to reinforce successful activities and adjust less successful one via our robust

information sharing practices. Partners develop midcourse corrections and report results at DWDB quarterly board and committee meetings, quarterly goal champion meetings, and monthly partner meetings.

Assessment will also be facilitated with a "dashboard graphic" system, which highlights trends, funds expenditures, and select data points such as interagency referrals and customer surveys.

c. State Strategy

The Unified or Combined State Plan must include the State's strategies to achieve its strategic vision and goals. These strategies must take into account the State's economic, workforce, and workforce development, education and training activities and analysis provided in Section (a) above. Include discussion of specific strategies to address the needs of populations provided in Section (a).

1. Strategies to Address Delaware's Workforce Needs

Describe the strategies the State will implement, including industry or sector partnerships related to in-demand industry sectors and occupations and career pathways, as required by WIOA section 101(d)(3)(B), (D). "Career pathway" is defined at WIOA section 3(7). "In-demand industry sector or occupation" is defined at WIOA section 3(23).

II (C) State Strategy.

The Delaware Workforce Development Board (DWDB) chooses a several-fold approach to execute its strategies for the publicly funded workforce system. The DWDB convened a strategic planning steering committee in August of 2016 to redefine its goals and redesign its strategic plan. Four goal teams were established in alignment with the four goals included above, to help guide the state strategy to achieve our workforce vision. (Strategies are also included above in b. 2.) Goal teams include:

- Resource Alignment and Expansion
- Cultural Transformation
- Process Redesign
- Pathways Evolution.
- Prison Re-entry

The Board will continue meeting with outside agencies and develop as needed ad hoc workgroups to address acute opportunities. The Board will continue its practice of biennial strategic planning to ensure alignment with state needs ranging from youth services, to adult and dislocated workers programs, to the integration of diverse resources. The DWDB will assign goal champions from the Core Partners and other community resources. The Board chooses to establish command and control through its quarterly board meetings and monthly goal champion meetings where responsible parties review accomplishments and make mid-course corrections. The board intends to execute its vision through a dynamic and integrated One-Stop system exploiting opportunities through a robust multi-partner referral system, which serves multiple

populations (e.g. including those requiring vocational rehabilitative services, veterans, and justice involved persons. The Board will ensure the business outreach piece of its vision is executed by partners and through the reinvigoration of its Public Relations and Marketing committee.

The strategy begins with every customer of any One–Stop partner being registered in Delaware JobLink when they are determined work ready.

Delaware has taken the lead, since 2011, in partnership with America’s Job Link Alliance (AJLA), in the development and implementation of several products that will greatly assist in implementing sector strategies and particularly career pathways. Three of these products are:

- Resume Builder – This product builds a resume for the job seeker by enabling them to identify their Talents, Tools and work activities (TT&WA) based on the information located in O’Net. This product begins with the customer entering a “lay title” for the job they want and enables them to code their work experiences and education with the appropriate TT&WA customer resumes that leads to an accurate job order – resume match.
- Intelligent Job Order – This product builds a business’s job order for an employment opening identifying the desired TT&WA based on the information located in O’Net. This product enables businesses to build job orders using the same wording as customer resumes.
- Adult Career Pathways is not a reinvention of the Pathways system, it is a widening of the perspective to provide adults with a robust and useful system that will afford them the opportunity to gain skills and advance within the workplace. It is an enhancement on the current process that will identify and remediate gaps in services/supports/funding that adults need to attain a “family sustaining wage”. ACP are developed with an adult’s experiences and responsibilities in mind and are designed to aid adult learners in moving along a continuum from unemployment to employment or from underemployment to better employment in their current profession or in a different industry. This is accomplished by providing “on and off ramps” to progressively more advanced training and employment opportunities coupled with the support services and literacy skills needed to ensure success (Cord, 2013). Adult Career Pathways will address the following populations that may not be able to access pathways in their current design.
 - Dislocated Workers
 - Unemployed Adults
 - Underemployed Adults
 - Adults engaged with VR services
 - Adults who were high school dropouts
 - Adult high school completers who did not pursue further education and training at the time of their graduation
 - College non completers
 - Low skilled adults (those without a secondary credential)
 - Returning veterans who entered the military after high school
 - Immigrants
 - Reentering Individuals who are no longer in prison

- Adults who need to retool in order to change careers or advance within a career field
- Other underrepresented populations

II (c) (1) Describe the strategies the State will implement, including sector strategies and career pathways, as required by WIOA section 101(d)(3)(B), (D).

Delaware embraces sector strategies in two modalities. First, the Board and the DOL–DET have been working on career lattices to provide clear training information to job seekers. The sectors/lattices Delaware has (or is in the middle of) created are:

- Agriculture, Food & Natural Resources (AgriScience)
- Architecture & Construction
- Arts, A/V Technology & Communications
- Business Management & Administration
- Education & Training
- Finance
- Government & Public Administration
- Health Sciences
- Hospitality & Tourism
- Human Services
- Information Technology
- Law, Public Safety, Corrections & Security
- Manufacturing
- Marketing
- Science, Technology, Engineering & Mathematics (STEM)
- Transportation, Distribution & Logistics
- Manufacturing Logistics Technician

Delaware is on the leading edge of career pathways evolution. Delaware hosted the annual Jobs For the Future (JFF) national conference followed by Delaware’s second annual Pathways conference. The DWDB members seek to ensure that the pathways initiative is the alignment point for the publicly funded workforce system. The DWDB membership is committed to the following actions:

1. Ensure the Delaware career pathways system supports in-school youth, out of school youth, and adult learners
 - a. Ensure all youth are successful and have robust education, and understanding of career goals beyond high school with clear on-ramps

- b. Coordinate activities that support ISY and OSY across the career pathways system
 - c. Align secondary, postsecondary, and adult programs across the career pathways/career lattices system
 - d. Focus education and workforce funding to middle- and high-skill occupations in key industry sectors
 - e. Ensure adults are successful and have on-ramps to the state career pathways/lattices system
2. Coordinate employer engagement activities
 - a. Strengthen employer engagement and ownership of work-based learning as well as outreach
 - b. Establish convening routines to expand employer engagement and build regionalized supports
 - c. Expansion of postsecondary education programs in key industry sectors
 3. Integrate education and workforce development efforts across DE's career pathways systems
 - a. Establish policies and procedures that reinforce a statewide career pathways system
 - b. Develop a brand campaign for Delaware's career pathways/lattices
 - c. Coordinate public and private funding
 - d. Coordinate the collection of labor market information and industry skills analyses/research
 - e. Expand career counseling
 4. Develop a model of shared accountability across DE's career pathways system
 - a. Develop common performance measures across DE's career pathways system
 - b. Develop a statewide longitudinal data system (SLDS) and governing body
 - c. Validate and capture certificate and licensure data
 - d. Report employment and wage outcomes across the career pathways system
 - e. Establish a sustainable funding method to start and sustain the SLDS

Adult Education instruction will be geared towards the development of career goals over the short and long term. Each learner will develop his/her own learning plan based on individualized career goals. Instruction will be to address demand occupations identified as most in need of workers currently. Instruction will focus on increasing skills – academic, job readiness and workplace – essential to access and advancement within the Delaware job market. However, learning will also be personalized with the creation of a unique career plan leading to employment with family sustaining wages. The career plan will include a skills profile, career inventory, and investigation of Delaware specific career lattices and O-Net Online career ladders.

DVR has crafted an MOU with the Division of Employment and Training around shared responsibilities. Career Pathways assessment and career counseling is DVR's best practice standard and were implemented across office locations.

2. System Alignment Strategies

Describe the strategies the State will use to align the core programs, any Combined State Plan partner programs included in this Plan, required and optional One-Stop partner programs, and any other resources available to the State to achieve fully integrated customer services consistent with the strategic vision and goals described above. Also describe strategies to strengthen workforce development activities in regard to weaknesses identified in section II(a)(2).

II(c) (2) Describe the strategies the State will use to align the core programs, any Combined State Plan. This question was answered in II (c) above and will be fleshed out in the One-Stop referral system for capacity building details.

The Publicly funded workforce systems have aligned through the one-stop service delivery system. The alignment of service delivery, focusing on the One-Stop delivery system, began with a meeting held in January of 2015 which included all core partners, other required and additional partners. In furtherance of this mission, Goal teams 1 (Resource Alignment and Expansion) and 3 (Process Redesign) have developed action plans and are actively working to ensure system alignment. (see section b. 2. Above) Related activities include:

- Interagency partners will be developed to drive the alignment and braiding of resources and service strategies.
- Client assessment, referral and case management, including common triage and an integrated electronic referral system
- Unified business engagement model
- Interagency social media campaign

All core programs, are already fully aligned in the One-Stop delivery system and housed in the One-Stops. It currently is in three of four comprehensive One-Stops and will be in the fourth when space permits. There currently are, in addition to Adult Education, eleven programs housed in the comprehensive one-stop (WIOA Adult, WIOA Dislocated Worker, Job Corp, Wagner Peyser, Vocational Rehabilitation, Trade Act, Unemployment Insurance, Veterans Services, Job Corp, National Dislocated Worker Grants). The TANF Employment and Training Program and WIOA Youth program are linked electronically. The Division of the Visually Impaired (DVI), Carl Perkins postsecondary education, Older Americans Act, Community Services Block Grant (CSBG) and HUD Employment & Training programs have weak connections. The one remaining program, the Second Chance Act, is not connected.

Alignment will be accomplished through the following:

- Memorandum of Understand (MOU) – this individually negotiated and executed agreement will outline the responsibilities and opportunities for each partner. In addition, it established and documented the One-Stop system goals.
- Monthly Statewide Governance Meetings – These meetings will provide a forum to identify issues and opportunities to evolve and expand the delivery system. It will also provide an oversight group for small project groups such as the alignment of the various partner's Business Service groups.
- Create a link in DJL to all programs and we will include a 90-day schedule of services – All partners will provide a brief description of their program (200 words or less), a more

detailed description of their program/services and a schedule of the services available to their customers for the next 90 days. This program information will be available in Delaware JobLink for all customers and staff to access.

- Centralized Referral Mechanism – The final referral mechanism is expected to be electronic. The function will be to enable partners to schedule customers for services found on the 90-day schedule of services and get feedback on whether they accessed the services. This referral system will be manual for the first two years and automated thereafter. Delaware plans to use DE VOCAL as the centralized electronic referral mechanism.
- Local meetings – These meetings will be convened quarterly locally to identify issue and opportunities. The purpose will be very similar to the statewide meeting, but they will focus more on operational issues.
- All customers will be enrolled in Delaware JobLink (DJL) when they are determined work ready. This will ensure all partners and their customers; have access to the job matching capabilities of the system. This will be accomplished in two different ways, client registration at the partner site or by the interface/upload of key data elements into DJL from partner systems.

All partners will:

- Share data across all components to determine performance progress of individual partners and of the system through the combined effort of all partners
- Engage in a regular and consistent communications process with all partners to monitor and recommend workforce development system revisions as needed while also identifying and replicating best practices for dissemination.
- Meet regularly with the Delaware Economic Development Office to discuss opportunities and challenges to attainment of the state plan
- Further develop career pathways process to include supports required for adult learners to complete required courses
- Surveying businesses and job seekers regularly to determine where the workforce development system is working well and where improvement needs to take place

III. Operational Planning Elements

The Unified or Combined State Plan must include an Operational Planning Elements section that support the State's strategy and the system-wide vision described in Section II.(c) above. Unless otherwise noted, all Operational Planning Elements apply to Combined State Plan partner programs included in the plan as well as to core programs. This section must include—

a. State Strategy Implementation

The Unified or Combined State Plan must include—

1. State Board Functions

Describe how the State board will implement its functions under section 101(d) of WIOA (i.e. provide a description of Board operational structures and decision-making processes to ensure such functions are carried out).

III. OPERATIONAL PLANNING ELEMENTS State Strategy Implementation.

III (a) (1) State Board Functions.

The Delaware Workforce Development Board (DWDB) is the governor's workforce board reconstituted on in February 2020 with the issuing of Gov. John Carney's Executive Order #36. The board uses a committee system which currently has an Executive Committee and six working committees, which meet quarterly to review core partner performance; approve training programs; develop, review and administer budgets; review workforce system performance; provide guidance to all core programs and One-Stop delivery system partners; and initiate mid-course corrections as needed.

The Board is governed by the Executive Committee comprised of Board members who are officers of the Board, chairpersons of all standing committees, and include the Delaware Secretaries of Labor, Education, and Health and Social Services, and the Chief Executive Officer of the Delaware State Chamber of Commerce.

The Board Chair serves as Chair of the Executive Committee.

The majority of DWDB members shall be from the private sector, and the Board Chair shall appoint the undesignated members. DWDB membership shall not exceed 53 voting members.

Following are the seven workgroups of the DWDB and their main functions. These workgroups serve at the pleasure of the chair:

- Executive Committee: Provides governance, leadership and direction. Approves and negotiates federally mandated performance measures.
- Performance Measures Committee: Monitors local and State performance indicators. Negotiates performance levels for annual reporting to the U. S. Department of Labor.
- Proposal Review & Certification Committee: Certifies and monitors the Eligible Training Provider List (ETPL) and Individual Training Account (ITA) voucher system. Implements the funding guidelines and assists in the development of criteria for awarding Contract Services for Blue Collar Training Funds. Serves as lead in the Request for Proposal (RFP) process.
- Youth Council: Develops a youth vision for the State. Oversees the delivery of youth services for the neediest and at-risk youth, including both in-school youth and out-of-school youth.
- Financial Oversight Committee: Works with fiscal agent (U.S. Department of Labor) to oversee financial matters (i.e., funding allocations, budget, training provider cost issues, etc.).

- Pathways Committee: Ensures the execution of the Pathways to Prosperity Program in Accordance with Executive Order 61, originally signed by Gov. Jack Markel and adopted by Delaware Gov. John Carney
- Wilmington Youth Initiative. Coordinates the Wilmington Initiative, which pushes workforce development activities to promise communities in support of gun violence mitigation.

2. Implementation of State Strategy

Describe how the lead State agency with responsibility for the administration of each core program or a Combined Plan partner program included in this plan will implement the State's Strategies identified in Section II(c), above. This must include a description of—

A. Core Program Activities to Implement the State's Strategy

Describe the activities the entities carrying out the respective core programs will fund to implement the State's strategies. Also describe how such activities will be aligned across the core programs and Combined State Plan partner programs included in this plan and among the entities administering the programs, including using co-enrollment and other strategies.

III (a) (2) (A) Core Program Activities to Implement the State's Strategy. Implementation will be accomplished through the one-stop service delivery system, and the publicly-funded workforce systems will align through the one-stop service delivery system.

All core programs are already fully aligned in the one-stop delivery system and housed in the one-stops. Adult Education is nearly fully aligned. It currently is in three of four comprehensive one-stops and will be in the fourth when space permits (January 2016). Twelve programs are housed in the comprehensive one-stop (WIOA Adult, WIOA Dislocated Worker, Job Corp, Wagner-Peyser, Vocational Rehabilitation, Trade Act, Unemployment Insurance, Jobs for Veterans State Grant, Job Corp, National Dislocated Worker Grants and Adult Education). The TANF Employment and Training Program and WIOA Youth program are linked to the system electronically. The Division of the Visually Impaired (DVI), Carl Perkins postsecondary education, Older Americans Act, Community Services Block Grant (CSBG), the Criminal Justice Council and programs authorized under the Second Chance Act, and HUD Employment & Training programs have signed memoranda of understanding with the DWDB and the DDL, Division of Employment and Training.

Implementation will be accomplished through the following:

- Memorandum of Understand (MOU) – this individually negotiated and executed agreement will outline the responsibilities and opportunities for each partner. In addition, it established and documents the one-stop system goals.
- Statewide Governance Meetings – These meetings will provide a forum to identify issues and opportunities to evolve and expand the delivery system. It will also provide an oversight group for small project groups such as the alignment of the various partner's

Business Service groups. Local partners also meet quarterly to discuss operational issues across programs.

- Create a link in DJL to all programs and we will include a 90-day schedule of services – All partners will provide a brief description of their program (200 words or less), a more detailed description of their program/services and a schedule of the services available to their customers for the next 90 days. This program information will be available in Delaware JobLink for all customers and staff to access.
- Centralized Referral Mechanism – Through the centralized referral system, One-Stop partners are streamlining customer service scheduling and delivery.

All customers are enrolled in Delaware JobLink (DJL) when they are determined work-ready, to provide customers with access to the job matching capabilities of the system. This is accomplished either through client registration at the partner site or by the interface/upload of key data elements into DJL from partner systems.

All partners have agreed to:

- Share data across all components to evaluate program and system performance outcomes and identify opportunities for additional collaboration and alignment
- Engage in a regular and consistent communications process to monitor and recommend workforce development system revisions, as needed, while also identifying and replicating best practices for dissemination.
- Further develop career pathways process to include supports required for adult learners to complete required courses.
- Survey business and job seeker customers regularly to determine which workforce system services are working well and for which services or processes improvement needs to take place.

Adult Education providers will contextualize academic instruction to increase relevance of instruction and assist customers with development of a career plan as part of their instructional plans. These plans will include researching job market information and developing timelines for attaining further training, as needed.

A process for coordinating the provision of academic skills and enrollment in training programs will be developed, and will include:

- A process for administering and analyzing common assessments across the system for all core providers, to reduce the time spent in assessment. This also provides the opportunity to target academic skills needed for further training or job attainment.
- Job seekers who have not attained a secondary credential or high school diploma will be provided with information on community adult education programs. If they are unable to attain employment after six months due to academic deficits, the adult will be referred to a Title II-funded adult education provider.

- The educational attainment of reentering offenders will be shared with DOL case managers upon consent of the customer.
- A process will be developed for Title II adult education providers' services, to reduce duplication of services and increase funding for specific skills training programs.

Core programming for DVR consumers centers around individualized plans for employment that use Career Pathways counseling and assessments and OOLMI data and business/educational partnerships. This process allows for and supports the goal of all eligible DVR consumers attaining meaningful integrated employment. DVR is working with core partners to develop a single referral process for clients to access multiple support services simultaneously as they work to complete training and employment goals.

B. Alignment with Activities Outside the Plan

Describe how the activities identified in (A) will be aligned with programs and activities provided by required One-Stop partners and other optional One-Stop partners and activities provided under employment, training (including Registered Apprenticeships), education (including career and technical education), human services and other programs not covered by the plan, as appropriate, assuring coordination of, and avoiding duplication among these activities.

- III (2) (B) Alignment with Activities outside the Plan. Alignment with programs and activities provided by mandatory one-stop partners and other one-stop partners will be accomplished through the One-Stop agreements governing the one-stop delivery system. A key function relating to that will be the monthly partner meetings which will focus on the full implementation of the one-stop delivery system principles and the continuous improvement of the coordination. A key initial step in this process is the one-stop referral unit which is funded solely by the Division of Employment for its first year.

The Delaware Economic Development Office (DEDO) was reorganized since the submission of the last plan and is now the Delaware Public Private Partnership (DPP) and organized under the Secretary of State's Office. On or about 6 February 2020, a new Executive Order was signed by Gov. John Carney and designated the DPP's Division of Small Business as the replacement entity for DEDO in regards to DWDB activities.

Educational activities are provided by Title II adult education providers co-located in the one-stop centers. Where One-Stop capacity is surpassed, job seekers are referred to either the Title II distance learning adult education provider or to local Title II adult education providers. Supports needed for attendance are provided as allowed by each core partner's enabling legislation.

Justice Involved Person are monitored for participation in One-Stop center activities and receive supports as allowed through Second Chance Grant funding. Monitoring for this program and population occurs in close coordination with the Delaware Department of Correction. Attendance, career planning, and the results of services are monitored. Educational information gathered through the Prison Education Program is shared to expedite job attainment and possible job training as permissible by Professional Licensing Board regulations.

C. Coordination, Alignment and Provision of Services to Individuals

Describe how the entities carrying out the respective core programs, Combined State Plan partner programs included in this plan, and required and optional One-Stop partner programs will coordinate activities and resources to provide comprehensive, high-quality, customer-centered services, including supportive services to individuals including those populations identified in section II(a)(1)(B). The activities described shall conform to the statutory requirements of each program.

III (2) (B) MEMORANDUM For Record

FROM: Executive Director, Delaware Workforce Investment Board (DWDB)

DATE: February 26, 2020

SUBJECT: One Stop Partner Activity

1. This memo provides an overview and highlights of activities facilitated by the One-Stop Operator in conjunction with the One Stop Partners for 2019. Of special note, on-going, are: Annual Convening coordination; development & facilitation of three, monthly county One-Stop team meetings; facilitation of the monthly WIOA Leadership Team meetings. Of special note for 2019: coordinated the year long WIOA Leadership Team planning process that was completed in conjunction with the development of the 2020 WIOA State Plan.

2. 2019 & 2020 Annual Frontline Staff Convenings.

- Jan – May 2019: worked with the Leadership Team, as well as the One-Stop Teams to plan Delaware’s 4th annual Convening.
- May 2019: 4th Annual Convening was held on Dover, DE
- July – Aug 2019: worked with One-Stop teams to review feedback from 2019 convening and conduct initial planning for 2020 event
- October 2019 – Present: Working on Delaware’s 5th Annual Convening, “Pushing Past Barriers”.

3. Monthly Local One-Stop Team Meetings

- Presentations are scheduled as training needs are identified. From Sept – Dec, the local teams extensively discussed the increase in DET training funds, along with the increase eligibility requirements. Partner training providers also routinely share information about upcoming certifications and training opportunities.
- June – Dec 2019: Received regular feedback from local teams regarding the development of a WIOA staff feedback survey.
- Oct 2019 – Present: Receiving regular feedback from local teams regarding the development of a Employer feedback survey.
- On-going: review of the information posted on the One-Stop Team link

- Periodically: review information with Teams on the WIOA Law, the Delaware Workforce Development Board; and the role of the One-Stop Teams.
- April – Dec 2019: feedback on the Leadership team goals and action steps
- June – December 2019: Team feedback on the development of a WIOA Staff Feedback Survey.
- Sept 2019 – Present: Team feedback on the development of a WIOA Employer Feedback Survey.
- Prioritized discussion topics are addressed throughout the year.
- Team Contact Lists: Updated at least twice a year. This provides contact information for ease in connecting with other Partner team members.
- County WIOA Partner Resource List: Updated at least twice a year. This spreadsheet provides contact information about local partner programs so that staff and/or jobseekers/learners can connect for additional assistance.
- Ongoing: share key websites with helpful resources
- Ongoing: share relevant information about partner programs and upcoming job fairs, which is distributed to team members as soon as flyers or brochures are available.

4. WIOA Leadership Team Meetings

- Jan 2019: Day long retreat to conduct Service Integration Continuum Assessment with WINTAC consultants
- February & April: 1 ½ day planning session with Leaders and consultants from Maher and Maher;
- January – June 2019: Leaders broke into planning groups to work on objectives/action steps in 5 goal areas (based on planning sessions in Jan, Feb and Apr): Front-end Services; Case Management; Business Engagement; Process Re-design and Adult Career Pathways. [Note: These were developed in coordination with the development of the 2020 WIOA State Plan.]
- June – August 2019: Working Groups presented drafts of Action Plans and received feedback from other Leaders
- June – December 2019: Development of a WIOA Staff Feedback Survey; Implemented in Dec
- Sept 2019 – Present: Development of a WIOA Employer Feedback Survey (in cooperation with key employer groups). Implementation planned for March.
- Sept 2019: Action Plans were finalized for Front-end services, Case Management and Business Engagement. Adult Career Pathways and Process Re-design plans were still in development at this point.
- Sept 2019: Presentation by WINTAC consultant on the science of implementation.
- Sept – Oct 2019: Development of a Goal Tracker Form that Implementation Groups will update each month before the Leadership Team meetings. These 5 Goal Tracker forms will chart our progress.

- Sept 2019 – Mar 2020: Standing agenda item to discuss development of 2020 WIOA State Plan.
- Oct 2019: Presented Leadership Team goal areas to the DE Workforce Development Board and discussed tie-in with 2020 WIOA State Plan.
- Dec 2019 – Feb 2020: Leaders discussed Infrastructure Funding Agreement and its update.
- Dec 2019 – Present (on-going): Implementation Working Groups will provide an updated Goal Tracker form on a monthly basis. This will chart our progress.
- Dec 2019: Presentation by Social Contract on the status of the Wilmington Youth Initiative.
- On-going: Keep One-Stop Team link updated. This link has key resources that managers and staff can access.
- Dec – Present (On-going): With new Referral Liaison (DET), the Partner Referral Process is being completely updated to include VOCAL. Staff training on new referral process is targeted to begin in March 2020.
- Sept 2019 – Present: Lou Adams (WINTAC) is providing technical assistance to the Leaders on the implementation of Leadership goal areas.
- On-going: One-Stop Operator routinely shares One-Stop meeting presentation information with the WIOA Leaders.
- On-going: Resource sharing: relevant websites, new programs, flyers, etc.
- On-going: One-Stop Operator provides monthly updates to leaders on the activities of the One-Stop Meetings.

5. Other

- Attendance and presentations (as requested) at all DE Workforce Development Board Meetings.
- Meeting with Director and Deputy Director of DWDB as requested.
- Assistance with the development of the MOU/IFA.
- Set meetings, annually, for WIOA Leaders and 3 County One-Stop Teams. Develop and distribute schedule.
- Keep updated lists: One-Stop Team Contact Info for each county and One-Stop System List of Partner Program contact information, by county. (Staff currently use these lists for assisting customers with referrals to other Partner Programs.)

III (a) (2) (C) Coordination, Alignment and Provision of Services to Individuals.

The Board coordinates and aligns partner program services through a dynamic and integrated One-Stop system, capitalizing on opportunities for success through a robust, multi-partner referral system serving multiple populations that include those requiring vocational rehabilitative services, Veterans, ex-offenders, and other individuals who have barriers to employment. Each

One-Stop partner (required and additional) has signed an MOU outlining the rules governing the handoff of clients between partner programs. (See [One-Stop MOU section at Appendix L](#))

Clients from all One-Stop partner programs will be referred to career or training services when they are job- or training-ready. The One-Stop agreements stipulate that partners will carry out their respective core programs, making them available to customers through the One-Stop delivery system. Each partner will cover the costs of their individual programs and be responsible for maintaining compliance with their program's statutory requirements. Services will be made available through the comprehensive centers as well as affiliated sites. Delaware JobLink, the State labor exchange system's official matching tool for the One-Stop delivery system, will make information on all partner programs available to customers and partner staff, and partners will register all job-ready customers into the electronic system's job referral database. In addition, each partner will provide the necessary supportive services related to their core services. All core partners will meet regularly and consistently, either in person or electronically, to share data, monitor job seekers' progress toward State performance goals, and analyze client outcomes to determine if resources are being coordinated efficiently and providing maximum benefit to job seekers and employers. Accelerated placement, elimination of duplicative services, and provision of support services will be monitored to ensure that high-quality, customer-centered services are being provided.

The MOU attached in [Appendix L](#) illustrates the coordination, alignment and provision of services between the Board, DOL-DET, and a required partner (DVI) to provide comprehensive, high-quality, customer-centered services.

D. Coordination, Alignment and Provision of Services to Employers

Describe how the entities carrying out the respective core programs, any Combined State Plan partner program included in this plan, required and optional One-Stop partner programs will coordinate activities and resources to provide comprehensive, high-quality services to employers to meet their current and projected workforce needs. The activities described shall conform to the statutory requirements of each program.

III (a) (2) (D) Coordination, Alignment and Provision of Services to Employers.

Partners will align and coordinate services to business partners through several modalities. Services for the mandatory partners are carried out by DOL-DET's Business Services Unit in partnership with the Delaware Economic Development Office, augmented by the job placement staff of the Division of Vocational Rehabilitation and the Local Veterans' Employer Representatives (LVERs) that are also housed in DOL-DET. A Business Services workgroup has been convened consisting of the Business Services staff of the One-Stop partners. This group is responsible for coordinating business services and eliminating duplication. The publicly-funded workforce system believes the following initiatives will increase its attractiveness to employers:

- The newly redesigned and fielded Job Order portal in DJL provides employers with an improved tool they can use. The plan includes extensive outreach, public relations, marketing, and social media marketing to raise awareness to all businesses.

- The creation of career lattices requires intensive collaboration between Delaware business and the Division of Employment and Training.
- The DWDB Pathways to Prosperity establishes partnerships with local employers, colleges and school districts to prepare students to work in high-demand fields. Partners include the Delaware Department of Education, which provides curriculum support for each pathway, as well as training for teachers; the Delaware Business Roundtable, and the United Way SPARC Delaware.
- DOL–DET Business Services Reps, LVER’s, and DVOPs; Delaware Department of Labor, Division of Vocational Rehabilitation’s employment services specialist; and the Delaware National Guard Employer Support to the Guard and Reserve (ESGR) will all work together to ensure members of the Delaware National Guard receive job training and the best resources and opportunities for their civilian employment, including coordinating employment opportunities with local employers as well as providing employment counseling and job referrals.
- Title II providers will provide instruction in demand occupations and career lattices areas that aligns with that DWDB’s strategic plan.
- Title II providers will work with local employers to determine skills, information, and attitudes needed to attain entry level jobs and progress within job fields.

E. Partner Engagement with Educational Institutions

Describe how the State’s Strategies will engage the State’s community colleges and area career and technical education schools, as partners in the workforce development system to create a job-driven education and training system. WIOA section 102(b)(2)(B)(iv).

III (a) (2) (E) Partner Engagement with Educational Institutions.

The Delaware Workforce Development Board has organized and will continue to convene An adult Pathways workgroup that includes educational agencies and colleges as well as WIOA core partners whose purpose is to discuss career lattice training, tools, and innovative approaches. The workgroup provides a neutral forum to discuss challenges and opportunities. Workgroup members include the New Castle County Vocational School District, Department of Education, Wilmington College, Delaware State University, and Delaware Technical and Community College.

F. Partner Engagement with Other Education and Training Providers

Describe how the State’s Strategies will engage the State’s other education and training providers, including providers on the state’s eligible training provider list, as partners in the workforce development system to create a job-driven education and training system.

III (a) (2) (F) Partner Engagement with Other Education and Training Providers.

Title II Adult Education providers continue to develop processes with the State’s community college and adult career and technical education schools to create on-ramps to career-specific skills training and to co-enroll students where possible. Re-entering justice involved persons are

being prepared for engagement with the One-Stop Center through the Prison Education Program and through the Department of Correction Re-entry Programs. Education provided within Level 5 prison is aligned with community Title II Adult Education requirements and consequently prepares participants for entry into the One-Stop Center activities.

G. Leveraging Resources to Increase Educational Access

Describe how the State's strategies will enable the State to leverage other Federal, State, and local investments that have enhanced access to workforce development programs at the above institutions, described in section (E).

III (a) (2) (G) Leveraging Resources to Increase Educational Access.

Delaware is actively addressing opportunities to partner whenever opportunities are present.

Delaware is also creating opportunities with its TRAIN funding. These State funds are being made available to small groups of employers to design customer-driven training.

All of these opportunities are leveraging resources and increasing educational access.

- Re-entering Services of four other agencies including: DHSS, DOC, DSHA, DOE by providing job search services to recently released returning citizens from Level 5 prisons and to probationers.
- DOE Adult Education, James H. Groves Adult High School to provide adults who are completing their high school diploma requirements with referrals to DOL.
- DOE Prison Education Program that provides incarcerated persons with specific skills training in high need job areas.
- DOE Perkins – to provide specific skills training in high need areas as well as burgeoning Science Technology Engineering Math STEM areas to K–12.
- DOE Perkins Adult Training – to provide specific skills training to adults in high need job areas.

H. Improving Access to Postsecondary Credentials

Describe how the State's strategies will improve access to activities leading to recognized postsecondary credentials, including Registered Apprenticeship certificates. This includes credentials that are industry-recognized certificates, licenses or certifications, and that are portable and stackable.

III (a) (2) (H) Improving Access to Postsecondary Credentials.

The DWDB will continue to require all providers ensure post–secondary credentials result from all approved training. In addition, working with the Business Services and job placement staff of the One–Stop partners, Delaware continues to work with employers to identify the credentials that are in demand and to target the training necessary to meet the requirements for the same.

Delaware will, when opportunities present themselves, target specific career lattices as potential training areas, identifying and strategizing ways for customer to obtain key credentials.

Examples will include:

- Guaranteeing adult customers, that obtain a secondary credential or high school diploma, an ITA leading to an in-demand credential
- Guaranteeing a second ITA opportunity to an individual who through an ITA obtains a postsecondary credential in a targeted career area, and who successfully completes at least 12 months of employment in the targeted area that will enable a second more advanced credential through a combination of work and training/education.
- Enable employers to create targeted credentials in high demand areas.
- DOL-DET – has increased the poverty levels for working adults.

Adult Education Title II programs will continue to improve access in several ways:

- Upon entry into programs, each student will have an individualized learning plan which includes career goals and a career development plan. Each student will also have access to the wide array of partners via the One-Stop partner referral system.
- Programs will provide academic instruction to increase academic skills through career lattice or demand occupation contexts, reinforcing the relevance of the skills being taught.
- Some programs will collaborate with other specific skills trainers to co-enroll learners so that academic and specific skills can be taught concurrently.
- Some programs will braid their various funding to provide academic and specific skills training at the one location through the same provider.

I. Coordinating with Economic Development Strategies

Describe how the activities identified in (A) will be coordinated with economic development entities, strategies and activities in the State.

III (a) (2) (I) Coordinating with Economic Development Strategies.

Since the 2016 submission of the of the state plan, the Delaware Economic Development Office reorganized, and is now Delaware Private Public Partnership. To ensure continuity and make sure economic development concerns are represented, Governor Carney has designated the Delaware Division of Small Business (click on the link to see their website) as the economic development entity with DWDB membership.

b. State Operating Systems and Policies

*The Unified or Combined State Plan must include a description of the State operating systems and policies that will support the implementation of the State strategy described in **Section II Strategic Elements**. This includes—*

1. State Operating Systems that will support the implementation of the State's strategies.

This must include a description of–

A. State operating systems that support coordinated implementation of State strategies (e.g., labor market information systems, data systems, communication systems, case-management systems, job banks, etc.).

III (b) (1) (A) State Operating Systems and Policies.

Labor market information produced by the Delaware Department of Labor's Office of Occupational and Labor Market Information (OOLMI) is a driving force behind our planning process, delivery of services, and the foundational demarcation point for the State's operating systems and policies that guide Delaware's workforce strategies. [Ctrl+click to see ITA Process manual at Appendix B.](#)

Delaware's communications system operates at all levels throughout the spectrum of the publicly-funded workforce system. From a tactical level (One-Stop System) to an operational level (DOL-DET) to a strategic level (DWDB), the primary communications system is and will continue to be Delaware JobLink. Delaware JobLink, Delaware's web-enabled One-Stop workforce development system, facilitates communications between job seekers and employers, providing self-service job seeker and employer job matching activities; ensures accurate and timely reporting between the State and its Federal partners; provides labor exchange job matching and industry leaders with labor market information; and is the linkage between the training staff, providers and fiscal officers.

Communications between the strategic level and the operational level is primarily interpersonal and is conducted in face-to-face meetings held monthly, quarterly, and on order as needed. Between meetings, the primary strategic level means of communications is via email and secondarily via phone.

DVR continues to report annually to RSA and works with OOLMI regarding labor market information systems, with UI regarding employment data, and with DET/JobLink and in-house employment specialist teams regarding job search, resume writing, and skill acquisition.

There are four main components of DJL: JobLink, ServiceLink, FiscalLink, and ReportLink.

- JobLink is a self-service job matching and workplace information service for employers and job seekers. Job seekers can establish an Internet jobseeker account to manage their job search activities or to register with labor exchange activities. Employers can establish an account to manage job openings and view job seeker resumes.
- ServiceLink is a web-based One-Stop client management application that allows case managers to track their caseloads and report information required under Labor Exchange, Re-Employment Services, TAA, and other Federal programs. ServiceLink provides a

standardized process for following participants through the workforce development system network. It eases the caseloads for case managers by providing a tool that can manage and monitor caseloads, assess employment barriers, establish training and employment plans, search for service providers and WIOA eligible training providers and programs, and track job placements. ServiceLink collects all information required to generate reports for these Federal programs.

- FiscalLink allows case managers and program administrators the ability to establish program budgets and authorize participant/vendor payments for all WIOA programs including National Dislocate Worker Grants and TAA activities.
- ReportLink is a web-enabled One-Stop workforce development Federal reporting data management system providing WIOA, TAA, Labor Exchange, JVSG, and National Dislocated Worker Grant participant individual record layout (PIRL) files. The PIRL file generates the ETA 9170, which is the federally required quarterly performance report.

The Delaware Division for the Visually Impaired's Case Management System (VICR) currently does not interface with labor market data systems at this time. The agency will be requiring all VR customers that reach status 20 (or ready for employment status) to be enrolled into the Delaware JobLink system (Delaware Employment and Training system) for resume building, labor market exploration and coordination with state job banks. DVI continues to report quarterly to RSA.

DVR ran an SQL query from the Ticket Tracker application quarterly, which gathers current VR client data from VR's case management system AWARE. This query creates and formats a file for UI to run against their mainframe to report wage data. DVR has since modified the query to include closed cases and scheduled it to run quarterly to meet FY 2017 PIRL and 911 reporting requirements. America's JobLink Alliance (AJLA), a consortium of more than eight states, has added additional wage collection features in AWARE to allow agencies to manually enter wage data and to be able to accept wage data from interfaces such as UI.

B. Data-collection and reporting processes used for all programs and activities, including those present in American Job Centers*

III (b) (1) (B) Data Collection.

CertLink

The CertLink online system allows employers and employer consultants to apply for and manage Work Opportunity Tax Credit (WOTC) applications and certifications, and allows state workforce agencies (and other participating agencies) to administer the WOTC program.

Vocational Portal (VOCAL)

VOCAL brings together resources that jobseekers can take advantage of such as research job and education opportunities in their desired field. Incorporated in the portal are features such as messaging, chat and calendar scheduling. In addition to expanding services to all job seekers, VOCAL will allow for a WIOA partner referrals system to ensure wrap around services to jobseekers. Furthermore, during the brief registration process, the system asks specific questions that identifies whether a job seeker may qualify for dislocated

worker, trade benefits or would be an appropriate referral to other WIOA partner agencies. DET intends to use VOCAL to outreach clients, especially during mass layoffs.

We need to add ProviderLink too.

ProviderLink

ProviderLink is a self-service provider section, allowing training providers and providers of youth services to create self-service accounts to apply for inclusion on the statewide WIOA Eligible Training Provider (ETP) List and the list of approved youth service providers. Provider and program records may also be added by State Eligible Training Provider (ETP) Administrators and/or Local Area ETP Coordinators.

Here's an update for Section B.

B. Data-collection and reporting processes used for all programs and activities, including those present in One-Stop Centers*

III (b) (1) (B) Data Collection.

Presently, the data-collection and reporting processes for the WIOA core programs is not integrated. The data-collection and reporting processes for Title I and Title III programs and activities is executed in the DJL system. The data-collection and reporting processes for Title I programs is carried out by the Literacy Pro system for the Adult Education program and the AWARE system for the Title IV Vocational Rehabilitation programs. Information reported by U.S. DOL and U.S. DOE on August 13, 2015 in a Workforce3 One seminar indicated the WIOA annual report would be submitted by core programs directly to their respective U.S. Federal agencies.

DVR will employ its AWARE case management system and UI data to capture required data points.

* For the PY 2016 State Plan, descriptions of data collection and reporting processes need only include currently known indicators.

2. State Policies that will support the implementation of the State's strategies (e.g., co-enrollment policies and universal intake processes where appropriate).

In addition, describe the State's process for developing guidelines for State-administered One-Stop partner programs' contributions to a One-Stop delivery system, including benchmarks, and its guidance to assist local boards, chief elected officials, and local One-Stop partners in determining equitable and stable methods of funding infrastructure in accordance with sec. 121(h)(1)(B). Beginning with the state plan modification in 2018 and for subsequent state plans and state plan modifications, the State must also include such guidelines.

III (b) (2) The State policies that will support the implementation of the State's strategies.

The One-Stop delivery system is made up of required, additional, and other partners that have signed a [Memorandum of Understanding \(MOU\)](#). The MOU establishes Delaware JobLink as the State’s Labor Exchange system. The document also establishes that the program information of all partners will be available on DJL and that all partners will participate in the One-Stop referral system. In addition, the MOU establishes that when a customer is enrolled in a program, that program is responsible for eligibility and the cost of the services. This agreement is supportive of dual enrollments, enabling partners to send customers to any service available in a partner program that they determine the customer needs.

Delaware is not consolidating the management information systems but is taking significant steps toward an integrated intake process. All individuals when determined work-ready by the program serving them will be enrolled in Delaware JobLink. This will be accomplished either by uploading customer information from a partner system using JobLink as a work readiness tool and having the customer self-register or partner staff completing the registration. All partners will be able to track service to customers in JobLink. The extent of use by partners of JobLink will be determined by the partners based on their needs, and JobLink is the job matching tool of the One-Stop delivery system for both job seekers and employers.

DVR is an eligibility program and DVR counselors will employ RSA-driven methods to determine eligibility. DVR will participate with core partners in a central referral location.

3. State Program and State Board Overview

A. State Agency Organization

Describe the organization and delivery systems at the State and local levels for the programs covered in the plan, including the organizational structure. Include an organizational chart.

III (b) (3) (A) State Agency Organization.

[The DWDB organizational chart can be found in Appendix I.](#)

B. State Board

Provide a description of the State Board, including—

III (b) (3) (B) State Board

Below is an excerpt from the updated DWDB bylaws.

ARTICLE 1.0 NAME AND NATURE OF THE BOARD

Section 1.1

The Delaware Workforce Development Board (the “Board”) is established pursuant to the authority in, “The Workforce Innovation and Opportunity Act of 2014 (WIOA).” The purpose

of the Board is to review statewide policies and programs and make recommendations on actions that should be taken by the State to align workforce development programs in the State in a manner that supports a comprehensive and streamlined workforce development system in the State.

The Board shall assist the Governor in executing the duties outlined in Executive Order 36 dated 6 Feb 2020. Those duties shall include:

a. the development, implementation and modification of the state plan required by applicable federal law;

b. consistent with paragraph (a), the review of statewide policies of statewide programs, and recommendations on actions that should be taken by the state to align workforce development programs in the state in a manner that supports a comprehensive and streamlined workforce development system in the state, including the review and provision of comments on the state plans, if any, for programs and activities of one-stop partners that are not core programs as defined by applicable federal law;

c. the development and continuous improvement of the workforce development in the state through:

i the identification of barriers and means for removing barriers to better coordinate, align, and avoid duplication among the programs and activities carried out through the system;

i. the development of strategies to support the use of career pathways for the purpose of providing individuals, including low skilled adults, youth, and individuals with barriers to employment (including individuals with disabilities), with workforce investment activities, education, and supportive services to enter or retain employment;

ii. the development of strategies for providing effective outreach to and improved access for individuals and employers who could benefit from services provided through the workforce development system;

iii. the development and expansion of strategies for meeting the needs of employers, workers, and jobseekers particularly through industry or sector partnerships related to in-demand sectors and occupations;

iv. the development of strategies to support staff training and awareness across programs supported under the workforce development system;

d. the development and updating of comprehensive state performance accountability measures, including state adjusted levels of performance, to assess the effectiveness of the core programs in the state;

e. the identification and dissemination of best practices;

- f. the development and review of statewide policies affecting the coordinated provision of services through the state's one-stop delivery system;
- g. the development of strategies for technological improvements to facilitate access to, and improve the quality of, services and activities provided through the one-stop delivery system;
- h. the development of strategies for aligning technology and data systems across one-stop partner programs to enhance service delivery and improve efficiencies in reporting on performance accountability measures (including the design and implementation of common intake, data collection, case management information, and performance accountability measurement and reporting processes and the incorporation of local input into such design and implementation to improve coordination of services across one-stop partner programs);
- i. the preparation of the Board's annual reports;
- J. the development of the statewide workforce and labor market information system;
- k. the development of such other policies as may promote statewide objectives for, and enhance the performance of, the workforce development system in the state;
- l. the development and the implementation of a plan for assuming the duties, responsibilities and functions of the Delaware Workforce Investment Board including oversight of the "Blue-Collar Act" Title 19 Del. C 3402 (3)(a) & (3)(b);

**ARTICLE 5.0
OFFICERS**

The Board officers shall consist of the Chair and Vice-Chair and such other officers as may be required and whose duties may be fixed by the Board. The Chair and Vice-Chair are appointed by the Governor. The Chair shall be a representative of private industry. Should there be a vacancy of an officer other than the Chair or Vice-Chair, the Chair will appoint a member to serve in that capacity until the next annual meeting.

**ARTICLE 6.0
COMMITTEES**

Section 6.1 Executive Committee

The Executive Committee will be composed of Board members who are officers of the Board, the chairpersons of committees, the Secretary of Labor, the Director of the Delaware Economic Development Office, the Secretary of the Department of Education and the Secretary of the Department of Health and Social Services. The majority of the members shall be from the private sector. The Chair shall appoint the undesignated members. Membership shall not exceed 15. The Board Chair will serve as Chair of the Executive Committee.

The Executive Committee shall exercise all the authority of the Board during the intervals between the meetings.

The Executive Committee will meet as requested by the Chair.

Section 6.3 Other Committees

Other committees, standing or special, shall be appointed by the Chair as the Board or the Executive Committee deems necessary to carry out the work of the Board. Except as otherwise prohibited by law and these bylaws, the Chair may invest any such committee with such powers and authority, subject to such conditions, as may be fitting.

ARTICLE 7.0 EXECUTIVE DIRECTOR

The Board shall employ an Executive Director to be responsible for day-to-day operations. Other persons or firms may also be engaged or employed to assist the Board in carrying out its programs and responsibilities. All such employment must be by action of the Chair, with the concurrence of the Board or the Executive Committee.

ARTICLE 8.0 CONFLICT OF INTEREST

Any member of the Board who is an employee or a board member of an organization applying for funds, or deemed eligible to receive Individual Training Accounts, shall disclose this fact at Board meetings and/or Committee meetings. In all such cases, these individuals shall refrain from voting upon any matter related to such contracts, or upon any matter in which he or she, or his or her, immediate family may have a financial interest.

i. Membership Roster

Provide a membership roster for the State Board, including members' organizational affiliations.

III (b) (3) (B) (i) Membership Roster

Board Roster

Name	Pos	Affiliation
Carney	Gov	Governor
Poore	Sen	Delaware Senate
Sokola, Dave	Sen	Delaware Senate
Viola	Rep	Delaware House
Osienski	Rep	Delaware House
Cerron Cade	Sec Labor	Government
Susan Bunting	Sec Ed	Government
Kara Odom Walker	Sec HSS	Government
Dept. Of Correction	Dept. Of Correction	Government
Delaware Private Public Partnership	Delaware Private Public Partnership	Government Economic Development
EEO	EEO	Government State HR Department
Division of Small Business	Division of Small Business	Government Economic Development
New Castle County Executive	County Government	Government
Andrea Guest	DVR	Voc Rehab. State Government
Mayor Wilmington Mike Przycky	City of Wilmington	City Government
Anas Ben Adi	Housing	Cabinet Secretary
Ian Patton	Labor	Labor
Mike Hackendorn	Labor	Labor
Jeff Bross	Private	Duffield a Associates
John C	Private	insurance Executive
Barry Crozier	Private	Delaware State Chamber
Jack Berbarian	Private	Secure Net MD
Kerry Delgado	Private	Christiana Care
Stellini	Private	Assurance Media
Nello Paoli	Private	Preferred electric
Mike Quaranta	Private	Delaware State Chamber of Commerce
Steve Lehm	Private	Vandermark & Lynch
Michelle Taylor	Private	United Way
Rob Eppes	Community	Junior Achievement
Mike Begado	Labor	Council 81 AFSCME AFL-CIO
Mark Brainard	Education	Del Tech

Patrice Gilliam Johnson	Education	DSU
Alice Coleman	Privet	Coleman counselling
Alicia Bryson	Private	Wayman Fire Protection
Craig Crouch	Private	KSI industries
Paul Bean	Private	Waste Management
Ed Capodanno	Private	American Building Contractors
Gary Stockbridge	Private	Delmarva Power
Gerald Brady	Labor	AFL-CIO of Delaware

A new Executive Order was signed By Gov. See Executive Order #36 dated February 6, 2020 at appendix E, below is the membership roster for the Delaware Workforce Development Board, which includes the name, organization affiliation, and sector/Board position:

ii. Board Activities

Provide a description of the activities that will assist State Board members and staff in carrying out State Board functions effectively.

III (b) (3) (B) (ii) Board Activities

The Delaware Workforce Development Board ensures the citizens of Delaware are provided with occupational training and employment services to help them obtain sustainable employment and achieve economic and social stability. The Board communicates with Delaware business industry partners to provide them with qualified workers to meet their employment needs. Although the board eliminated standing committees in 2018 It currently uses six committees to execute its missions. They are:

- Executive Committee: Provides governance, leadership and direction. Approves and negotiates federally mandated performance measures.
- Performance Measures Committee: Monitors local and State performance indicators. Negotiates performance levels for annual reporting to the U. S. Department of Labor.
- Proposal Review & Certification Committee: Certifies and monitors the Eligible Training Provider List (ETPL) and Individual Training Account (ITA) voucher system. Implements the funding guidelines and assists in the development of criteria for awarding Contract Services for Blue Collar Training Funds. Serves as lead in the Request for Proposal (RFP) process.
- Pathways Committee: Acts the operational arm of Gov. John Carney’s state Pathways initiative. Responsible for the coordination between the spectrum of workforce partners to meet the governor’s needs
- Youth Council: Develops a youth vision for the State. Oversees the delivery of youth services for the neediest and at-risk youth, including both in-school youth and out-of-school youth.

- Wilmington Youth Initiative: Responsible for coordinating the activities of the Wilmington Youth partners and reporting to the board on next steps and current activities.
- Financial Oversight Committee: Works with fiscal agent (U.S. Department of Labor) to oversee financial matters (i.e., funding allocations, budget, training provider cost issues, etc.).

Additional Board duties include the following:

- Manage the funding approved for contracts, ITAs and training providers
- Develop processes and procedures for managing the Eligible Training Provider List (ETPL)
- Select providers for youth programs through the competitive bid process
- Ensure continuous improvement of training providers through continuous feedback, monitoring, and data sharing
- Maintain Memoranda of Understanding (MOUs) with mandatory service partners to enhance One-Stop service offerings
- Conduct oversight for One-Stop Required and Additional Partners and WIOA training activities
- Establish administrative policies and guidelines for the operation of WIOA activities and One-Stops
- Allocate State Blue Collar funds, providing oversight to DET, which facilitates the RFP and contracting processes
- Develop and submit the Delaware Annual Report to DOL, serving as the State's point of contact for Delaware's workforce development system.
- Assists the CEO to develop performance measures and, in partnership with the CEO, negotiate the State's performance standards
- Negotiate final Federal performance measures with DOL on behalf of Delaware
- Oversee and coordinate all State and Federal workforce development programs
- Promote private sector involvement of board members and business community
- Develop immediate corrective action plans upon learning of violations resulting from Federal compliance visits/inspections
- Develop and maintain a Management Information System to monitor eligibility, intake, performance, and compliance with contracts, the DWDB Plan, and WIOA regulations
- Establish and maintain eligibility determination, intake, assessment and referral procedures for those enrolled in WIOA programs
- Assist the Governor in developing the strategic plan for all state and Federal workforce development programs

4. Assessment and Evaluation of Programs and One-Stop Program Partners

A. Assessment of Core Programs

Describe how the core programs will be assessed each year based on State performance accountability measures described in section 116(b) of WIOA. This State assessment must include the quality, effectiveness, and improvement of programs broken down by local area or provider. Such state assessments should take into account local and regional planning goals.

III (b) (4) (A) Assessment of Core Programs

Delaware will assess its workforce system using a complementary set of quantitative and qualitative tools. The State performance accountability system will focus on the six required WIOA common measures as applicable to each core program. As Delaware consists of a single statewide workforce investment area, State performance levels are established to promote accountability while supporting the Governor's desire to assure that Delaware's employment and training system is open to the hardest to serve adults and youth with special needs and barriers to employment. In setting Delaware's performance levels, the DWDB will consider the U.S. DOL Statistical Model, labor market conditions, past State performance trends, past national average performance trends, DOL Government Performance and Results Act (GPRA) goals, and the DOL's Shared Youth Vision.

In setting performance levels, the State's goals reflect an expectation of improved performance and an effort to support the DOL in achieving the GPRA goals. Some goals may be lower than the GPRA levels. The State will assess the actual need for Adult Education services via an analysis of unemployment rates for:

- Part time vs. full time jobs;
- Family sustaining wages;
- Job placements in areas of provided training;
- Long term job areas;
- Increasing education attainment level of adult workers;
- Use of career lattices by lower-skilled workers;
- Provider performance target attainment; and
- Client satisfaction surveys

In addition, the State will mine the data captured in Delaware JobLink to determine the characteristics of those workers unable to access employment while receiving unemployment insurance.

The State will also assess its publicly-funded system looking at the two key stakeholders; businesses and job seekers. The effectiveness of Business Customer Services will be evaluated as follows:

- Customer Service Surveys
- Increase of the number of employers utilizing Delaware JobLink (Saturation)

- Focus group feedback

The Board will also evaluate One-Stop programs and services serving job seekers using the following tools:

- Customer Service Surveys
- Success in Seamless Referrals – This evaluation tool tracks the number of individuals who are referred to partner services that actually receive services. Primarily these referrals link affiliated sites or partner programs with the comprehensive One-Stop.
- Implementation Surveys – This tool evaluates operational changes. Among these will be the referral system and the seamless enrollment of core partner customers in Delaware JobLink. Added by a continuous feedback loop during implementation, a final assessment survey will be completed
- Federal Reports document Federal performance measures of core partners

In addition, the DOL-DET Contract Management and Monitoring unit will lead efforts to compile program performance data for interim reporting purposes that can inform the Board’s program evaluations. This unit will report directly DWDB for contracts managed by DOL-DET and other programs housed in DOL-DET. In the case of core partners, this unit will be responsible for collecting partner information to be reported to the DWDB. The core partners not housed in DOL-DET will report directly to the Board. The DWDB will schedule these presentations as part of its quarterly meetings schedule.

The DWDB leadership, partners and upper level leadership will evaluate results and determine if adjustments are needed, the amount and type of needed adjustments, as well as timelines for each adjustment.

B. Assessment of One-Stop Partner Programs

Describe how other One-Stop delivery system partner program services and Combined State Plan partner programs included in the plan will be assessed each year. Such state assessments should take into account local and regional planning goals.

III (b) (4) (B) Assessment of One-Stop Partner Programs

A One-Stop Partner Program Committee was established to create and implement the vision for the One-Stop delivery system under WIOA for Delaware’s Workforce Development System. Monthly meetings among the partner programs focus on program performance, effectiveness, and recommendations for improvement.

Title II programs will rely on several data points to determine program quality, effectiveness, and continuous improvement. These will include:

- Quarterly desk audits to monitor program progress toward performance targets

- Technical assistance meetings with programs that are in danger of not meeting performance targets
- On site State and peer monitoring visits to ensure that programs are delivering services as described in the grant agreement, SOW, and guiding legislation
- Student surveys to evaluate service quality from a client perspective
- Staff surveys to evaluate delivery of professional development from an instructor perspective

C. Previous Assessment Results

Beginning with the state plan modification in 2018 and for subsequent state plans and state plan modifications, provide the results of an assessment of the effectiveness of the core programs and other One-Stop partner programs and Combined State Plan partner programs included in the Unified or Combined State plan during the preceding 2-year period (i.e. the 2-year period of the plan modification cycle). Describe how the State is adapting its strategies based on these assessments.

III (b) (4) (C) Previous Assessment Results

The Title II Program MIS system will be WIOA compliant for reporting purposes. This system also has the capacity to store historic information allowing for an easily accessible review of previous program performances. To be continued under WIOA as initiated under WIA, program performance report cards will be published and disseminated for all program providers making program accountability a transparent process.

D. Evaluation

Describe how the state will conduct evaluations and research projects on activities under WIOA core programs; how such projects will be coordinated with, and designed in conjunction with, State and local boards and with State agencies responsible for the administration of all respective core programs; and, further, how the projects will be coordinated with the evaluations provided for by the Secretary of Labor and the Secretary of Education under WIOA.

III (b) (4) (C) Evaluation

The DWDB and the core partners will determine, over the next two years, what research projects are appropriate within the constructs of WIOA. After determining areas of study, information papers, decision papers, and staff studies will be developed to coordinate recommendations across multiple partners based on research findings and programmatic evaluations.

5. Distribution of Funds for Core Programs

Describe the methods and factors the State will use in distributing funds under the core programs in accordance with the provisions authorizing such distributions.

A. For Title I programs

For Title I programs, provide a description of the written policies that establish the State's methods and factors used to distribute funds to local areas for—

i. Youth activities in accordance with WIOA section 128(b)(2) or (b)(3)

III (b) (5) (A) (i) Youth Programs

DWDB's Funding Guidelines are the board's annual policy statement, which governs the expenditure of all monies (including State and Federal funds) expended by the DWDB and DOL-DET, outlining how the DWDB and its joint administrative entity, DOL-DET, disburse funds. The Funding guidelines work in tandem with DOL-DET Policy 1 "Client Flow," the Demand Occupation list, the ITA manual, and the RFP process to develop a unified approach to youth activities, adult, and dislocated workers.

Examples of In-School and Out of School RFPs are available in Appendices M and N respectively.

Below is a copy of the funding guidelines.

MEMORANDUM

FOR: Record

FROM: Executive Director, Delaware Workforce Development Board (DWDB)

DATE: February 7, 2020

SUBJECT: Policy 2020001 Funding Guidelines

1. Purpose. The Delaware Workforce Development Board (DWDB or the 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 fund multiple types of programs throughout the year. These will include but are not limited to youth programs, occupational skills programs, post-secondary education programs, as well as targeted tier one and tier two programs.

All programming must ultimately lead to employment and/or increase the likelihood of a person being employed. The DWDB will not fund enrichment programs or education programs that do not directly lead to employment. The primary driver of accessible training is the state's Demand Occupation List, which is developed by the DWDB staff, 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 occupational 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 prepare students by containing career related skill-based competencies, appropriate credential/license, work-based learning opportunity/immersion activity developed to highlight and reinforce the program goals.

The DWDB, primarily in partnership with (DOL-DET), allots funds through its contracting process and the Individual Training Account (ITA) process.

3. Priorities. The DWDB, at its annual strategic planning retreat on October 8, 2019, established these priorities for the next four years: ⁱⁱⁱ

a. 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.

b. 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.

c. 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.

d. 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 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 an Intelligence referral system. Process redesign is a long-range project including a mapping of business services.

e. Prison Re-Entry. The DWDB recognizes returning citizens are a workforce pool, which may need expanded workforce services to achieve employment which offers unsubsidized employment which ensures a living wage and ultimately mitigates recidivism.

4. Funds Allocations. This paragraph addresses DWDB priorities. Unlike previous years, the DWDB intends to list its priorities and provide broad general guidance relative to funding these priorities. The DWDB will rely on the Delaware Department of Labor, Division of Employment to make recommendations on the best way to fund priorities.

a. Initial Allocation Recommendations. RFP allocation recommendations will go to the DWDB Proposal Review and Certification Committee and the DWDB Executive Committee, which will review DOL-DET recommended initial funding allotments. The board

is free to accept or reject, in whole or in part, the recommendations. DOL-DET (and partners as appropriate) will build work experience funds into allocation projection.

b. Wilmington Youth Initiative. DOL-DET will develop recommendations for funding at least one and no more than three pilot programs for the Wilmington Youth Initiative and initiate these programs as soon as possible, but no later than June 2020. The DWDB envisions this initiative funded through multiple agencies and sources (e.g. Train, Blue Collar, TANF), with DOL-DET being the coordinating arm. The DWDB has great interest in capturing lessons learned and directs the authors of the RFP to make this a key performance measure. At the completion of any pilot, the Wilmington Youth Initiative Committee will make recommendations to the DWDB on whether to expand, shrink, or end the Wilmington Youth Initiative. The DWDB expects this recommendation at the next DWDB meeting after the pilot ends.

c. Pathways Expanding to Adult Pathways. The DWDB is committed to pathways and the expansion of pathways for adult populations. As an initial step the board directs the DWDB staff to continue sculpting the Demand Occupation List to support occupations along approved pathways. The DWDB supports the DOL-DET “Fast Track Policy,” dated October 7, 2019 and revised November 15, 2019. This policy allows additional ITA training for a person who successfully completes an initial ITA training and achieves and maintains employment in an industry associated with the ITA training. The DWDB asks DOE, DSS, and DOL-DET to coordinate for up to \$40,000 to conduct a landscape analysis of adult training programs.

d. Process Redesign. The initial effort in this goal is the development of a robust referral system characterized by Delaware’s VOCAL initiative and research into developing an Artificial Intelligence (AI) referral system. Process redesign is a long-range project including a mapping of business services.

e. Youth . There is a strong possibility US DOL will end the current waiver, giving Delaware the authority to split youth money 50% In School and 50% Out of school. DOL-DET and DWDB staff will develop contingency plans in case the split goes back to 25% for ISY and 75% for OSY. Planning will include NO emergency increase in Blue Collar allocations for ISY program beyond the 30% listed in paragraph 4f below.

f. Youth. In School Training. The DWDB directs that Blue Collar contributions to In-School-Youth programs not exceed 30 percent of any contract.

g. Youth. Out of School. The DWDB is satisfied with the current funding of these contracts.

h. Prison Reentry. Although this is not currently a specific goal for the Combined Four-Year State Plan, The DWDB believes the urgency of this issue will create opportunities and challenges that will need immediate addressing. The DWDB directs the core partners to begin contingency planning to serve this population. This planning should include the use of funding from multiple sources and the aggressive researching of grant opportunities using federal, state, Private, and philanthropic sources.

5. General Guidance. 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 solicit proposals for adult and dislocated worker programming. The contract may be a mix of Federal WIOA funds, state Blue Collar Funds, and other funds which may become available through resource alignment activities. 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. It is the DWDB intent that partners and representatives of different agencies contribute and “braid” funds whenever possible when developing Requests for Proposal (RFP). The DWDB issues the following guidance.

a. The DWDB approves the RFP process and delegates authority to the Consolidation Committee to establish a priority list for funding programs should additional funds become available.

b. The Executive Director of the DWDB and the Director of the DOL-DET will reallocate returned funds to programs who are meeting or exceeding performance measures. Returned funds will not be reallocated to programs not meeting their measures as outlined in current contracts. The DWDB envisions reallocations will be proportional between successful programs. However, the DWDB Executive Director and the DOL-DET Director have latitude to reallocate funds disproportionately if there is an urgent need by a provide. If monies other than returned funds become available, an additional RFP will be issued.

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. 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 adult training program and to underwrite such other innovative training programs the board finds appropriate.

e. Year – to – Year RFP Process. The board directs the DWDB staff to annually update “The Steps To RFP Success” Letter of Instruction prior to the December Proposal Review Certification Committee (PRCC) meeting and the Executive Committee meeting.

6. Awarding Bonus Points for RFP Submissions. There is only one change to the DWDB bonus point allocation for RFP submissions. The Delaware Department of Labor, Division of Employment and Training may add an additional category worth five bonus points without DWDB approval. These bonus points will be listed in the RFP. The DWDB believes the bonus point allocation for Promise Communities and Pathways is still relevant.

a. 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
To Sussex - Central	19947, 19966	16,111
8	17	154,006

b. Pathways. The DWDB has fully embraced the pathways model and believes skills taught at the state’s educational and 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 valuable workplace experience while still in high school, which helps students 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 have poverty rates. Further, career pathways provide supports for nontraditional learners and individuals with barriers to employment.

7. Requests For Proposal (RFP) Procedures. This paragraph presents an overview of some of this year's most significant changes:

a. The DWDB delegates the authority to approve funding to the Consolidation Committee; a member of the executive committee will chair the Consolidation Committee.

b. The RFP process will consist of two rounds; a written review and an oral clarification presentation. The submitted written proposal is worth 80 percent of the total score and the oral clarification presentation is worth 20 percent of the total score.

c. The DWDB will hold a single consolidation day at an offsite venue. The DWDB staff will coordinate logistics for the event. ^{iv}

d. The DWDB will award one-year contracts, with automatic one-year renewal for those contracts meeting performance measures. The contracting will evaluate a contract whose training periods extend beyond a program year using historic performance or other “reasonable” criteria established by the DOL-DET contracting team. The DWDB may – at its discretion – extend contacts.

e. RFP Panels will award bonus points as listed below.

1. Promise Communities -- 10 Bonus Points
2. Pathways Programs -- 6 Bonus Points
3. Level resources – 5 Bonus Points
4. Five points at the discretion of the DOL-DET

f. The DOL-DET, in partnership with DWDB, will conduct a mandatory proposer orientation.

8. Contract guidance. This section issues guidance for all contracts.

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.

b. The DWDB may, at its discretion, 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. Prior to executing a contract, proposers without current contracts, will provide a copy of their most recent tax return, or a copy of a prepared financial statement signed by a third-party financial professional to establish their fiscal soundness and eligibility. In the event a financial statement is too complicated for a layman’s analysis, the Financial Oversight committee will evaluate the document.

d. All Providers will offer training which provides the client with the opportunity to earn a Diploma, or a GED, or Industry Recognized Certificate as defined in USDOL TEGL 10-16,

e. 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 requirement.

f. The DWDB requires programs with a combination of activities; it prefers programs combining classroom training including internship, and/or clinical, and Participants shall be paid for all work experiences actual work experience.

g. 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.

h. 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, long term job retention, and credential attainment. Criteria may be expanded from time-to-time to reflect board priorities.

i. DWDB will strive to provide training based on each county's needs and in reasonable proportion to the population. This is a goal, not a hard and fast rule; submissions by geographic area may not support this.

j. Program providers shall define their staff qualifications in the proposal for any position for which they are requesting funding.

k. Proposers will ensure clients use Delaware Job Link to find a job. This will include a current updated resume built in the Delaware Job Link system.

l. Blue Collar adult training contracts will be hybrid. The normal standard for the hybrid is to fund as a 60% Cost Reimbursement and a 40% Performance Based contract.

m. DOL-DET and core partners will ensure all work experience requirements are paid.

9. Specific Youth Contract Guidance. This section provides general guidance on all youth contractors/proposers

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

b. In-School and Out-of-School Youth programs may be funded with Blue Collar and/or WIOA funds.

c. Youth proposers will identify the credential obtained when a program is successfully completed.

d. The Youth Council, will provide oversight for contracted youth programs on behalf of the board.

e. A member of the Youth Council will staff the youth RFP panels.

f. Contracted youth programs will:

1. 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.

2. 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.

3. Proved preparation for postsecondary educational and training opportunities.
4. Provide strong linkages between academic instruction and occupational education that lead to the attainment of recognized postsecondary credentials.
5. Prepare clients for unsubsidized employment opportunities, in appropriate cases.
6. Develop activities leading to the attainment of a secondary school diploma or its recognized equivalent, or a recognized postsecondary credential.
7. Create effective connections to employers, including small employers, in in-demand industry sectors and occupations of the local and regional labor markets.
8. Provide at least twenty – five percent of their allocation to provide paid work experience activities.

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:

1. 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
2. for a recognized postsecondary credential.
3. Alternative secondary school services, or dropout recovery services, as appropriate.
4. Paid work experience that has 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.
5. 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.
6. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate.

7. Supportive services.
8. Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months.
9. Follow-up services for not less than 12 months after the completion of participation, as appropriate.
10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.
11. Financial literacy education.
12. Entrepreneurial skills training.
13. 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.
14. Activities that help youth prepare for and transition to postsecondary education and training.
15. Education offered concurrently with – and in the same context as – workforce preparation activities and training for a specific occupation or occupational cluster.

10. 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 initial 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	73%
Employment Rate 4 th Quarters after exit	74.7%
Median Earns 2 nd quarter after exit	\$4575
Credential Attainment	50%
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	\$6,300

Credential Attainment	50%
Measurable Skills Gain	Baseline
Youth Measures	
Employment Rate 2 nd Quarter after exit	66.7%
Employment Rate 4 th Quarters after exit	55%
Median Earns 2 nd quarter after exit	Baseline
Credential Attainment	77%
Measurable Skills Gain	Baseline

10. ITA General Rules. This paragraph provides general policy guidance.

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, when appropriate, will assess career service applicants in reading and math skills.

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.

9. I am the point of contact for this policy at 302-761-8163 or William.potter@delaware.gov.

William J. Potter
 Executive Director
 Delaware Workforce Development Board

Delaware's Publicly funded workforce system contracts for youth services through an exhaustive RFP process which ensures all 14 required elements are present.

Annually Delaware releases a solicitation for Out-of-School and In-School Youth training providers. Please see the RFP examples in Appendices M and N.

Annually Delaware releases a solicitation for Out-of-School and In-School Youth training providers.

Below is the In School RFP which supplements the funding guidelines. This is an abridged copy of the document.

**REQUEST FOR PROPOSALS FOR PROFESSIONAL SERVICES
IN SCHOOL YOUTH PROGRAMS
ISSUED BY DELAWARE WORKFORCE DEVELOPMENT BOARD
RFP NUMBER LAB 18 001-INSCHTRNG
Program Year 2018
July 1, 2018-June 30, 2020**

I. Overview

The State of Delaware, Delaware Workforce Development Board (“DWDB” or the “State of Delaware”) seeks professional services to provide high quality programming for in school youth with barriers to secondary school completion, employment and post-secondary enrollment. Programs should include career exploration and guidance, comprehensive guidance and counseling, continuing support for educational attainment, and opportunities for occupational skills training in in-demand industries and occupations. Programs should be designed to culminate with a good job along a career pathway and/or enrollment in postsecondary education. This request for proposals (“RFP”) is issued pursuant to 29 *Del. C.* §§ 6981 and 6982.

The proposed schedule of events subject to the RFP is outlined below:

Public Notice: February 12, 2018

Pre-Bid Meeting, **Mandatory: March 7, 2018 at 9:00 AM-12:00PM**

Deadline for Questions: March 14, 2018

Response to Questions Posted: March 21, 2018

Deadline for Receipt of Proposals March 29, 2018 at 1:00 PM

Oral Presentations and Clarification: Week of April 30th

DWDB Meeting: May 15, 2018

(Funding Recommendation Vote)

Estimated Notification of Award: Date: May 21, 2018

E. Linkage Teams

ii. Adult and training activities in accordance with WIOA section 133(b)(2) or (b)(3)

Below is an excerpt of the Adult RFP. A full copy of the documents is available at Appendix H.

**REQUEST FOR PROPOSALS FOR PROFESSIONAL SERVICES
ADULT OCCUPATIONAL SKILLS TRAINING PROGRAMS
ISSUED BY DELAWARE WORKFORCE DEVELOPMENT BOARD
RFP NUMBER LAB 18 001-ADULTTRNG
Program Year 2018
July 1, 2018-June 30, 2020**

I. Overview

The State of Delaware, Delaware Workforce Development Board (“DWDB” or the “State of Delaware”) seeks professional services to provide high quality occupational skills training programs for adult career entrants or adult career changers that lead to a credential and sustainable employment in the identified in-demand occupations. Programs will support the

attainment of the Performance Measures identified below. This request for proposals (“RFP”) is issued pursuant to 29 Del. C. §§ 6981 and 6982.

The proposed schedule of events subject to the RFP is outlined below:

Public Notice: February 12, 2018

Pre-Bid Meeting, **Mandatory: March 6, 2018 at 9:00 AM-12:00PM**

Deadline for Questions: March 14, 2018

Response to Questions Posted: March 21, 2018

Deadline for Receipt of Proposals March 29, 2018 at 1:00 PM

Oral Presentations and Clarification: Week of April 30th

DWDB Meeting: May 15, 2018

(Funding Recommendation Vote)

Estimated Notification of Award: Date: May 21, 2018

Mandatory Prebid Meeting

A mandatory pre-bid meeting has been scheduled for March 6, 2018 9:00 AM-12:00 PM. The meeting will take place at Delaware Technical Community College, Terry Campus, 100 Campus Drive Dover, DE 19904 in the Education and Technology Building, Room 741 A/B. **This is a mandatory meeting.** In the event the State of Delaware is closed or has weather-related delays that impact the scheduled Pre-bid meeting, a make-up date is scheduled for March 15, 2018 9:00 AM-12:00 PM at the Buena Vista Conference Center located at 661 South DuPont Highway New Castle, DE 19720. If a Provider does not attend this meeting, they shall be disqualified and shall not be considered for further evaluation. The pre-bid meeting is very important for applicants and those who desire a compliant submission. This meeting will serve to explain the RFP, the RFP process, and address any questions or concerns from potential bidders. To register, email DWDBDETContracting@state.de.us with your name, organization, contact phone number and email, and number of people attending. You do not have to register to attend, but attendance is mandatory.

II. Scope of Services

A. Funding

The source of funds for this solicitation is the Delaware Blue Collar Jobs Development Act (Blue Collar). The anticipated aggregate amount for BC funding available for all programs to be funded through this RFP is \$1,250,000. The available funding will support multiple training programs. The funding level identified is an estimate, based on historical information. The estimate is subject to change without notice. This is the anticipated amount for one (1) year. It is expected that the same amount will be available for the second year and Providers should propose services covering a two (2) year timeframe and budget to do so.

B. Population

Proposers can target specific populations and should identify them in their proposal(s), but at a minimum, the population served will be:

- a. 18 years or older;

1. Eligible to work in the United States;
2. Focused on Delaware Residents; and
3. Focused on those with barriers to employment and/or barriers to career advancement.

All participants served must be determined and documented as eligible prior to enrolling by the Provider in accordance with the Department of Labor, Division of Employment and Training’s (DET) policies.

C. Program Design

The intent of this RFP is to fund programs that provide wrap around services that enable adults to obtain the academic, occupational, and work readiness (soft) skills in order to obtain or advance in employment in in-demand occupations. [The in-demand occupations can be found in Appendix A.](#) Requests to provide training leading to occupations not found on the in-demand occupations lists may be made. Proposals for occupational skills training in occupations not targeted on the in-demand occupations list are permissible with comprehensive documentation supporting the need for training. The supportive documentation must accompany the proposal.

iii. Dislocated worker employment and training activities in accordance with WIOA section 133(b)(2) and based on data and weights assigned

Intensive/Training - Policy 1 Client Flow

The following table indicates the behavioral steps and required Delaware Job Link entry for individuals on the Intensive Services/Training path: Worker Function DJL Function Area Determine if client already has an existing account Search DJL. One-Stop Core Registration Create a New Account or Update an Existing Account. One-Stop Core Create a Labor Exchange Enrollment Opens Job Service Link under Program Registrations. One-Stop Core Conduct Assessment Interview Enter Services under Service & Training (S&T) Plan Link. Client watches a video explaining DET services and is given a Green Sheet with available services – client makes self determination as to whether they are interested in intensive services or training. One-Stop Core Demographic Verification Client inquires about Intensive Services/Training LE Staff verifies Demographic information is correct. One-Stop Core REFERRAL TO ASSESSMENT/TESTING LE staff will schedule client for CASAS testing. One-Stop Core ASSESSMENT-TESTING Client attends CASAS testing – LE staff enters client attended One-Stop Core Referral to Career Planning Workshop Once client attends the CASAS testing – LE staff will schedule client for Career Planning Workshop One-Stop Core Career Planning Workshop Client attends Career Planning Workshop – LE staff enters client attended One-Stop Core Career Planning Workshop At the end of the Workshop individuals who are interested in training/intensive services complete a Service Proposal and are scheduled to meet with a case manager. One-Stop Core Meeting with Case Manager - Review Eligibility (Eligibility date is the date eligibility was determined) Case Manager - At this point, case manager needs to confirm Demographics Information. When necessary documentation to support eligibility is available, the

case manager can check the validation box. This opens the Workforce Investment Act Link – click on the link and continue to the Add Enrollment screen. Intensive Training

Eligibility Determination Case Manager – Add Service – Eligibility Determination - Enter in the Service & Training (S&T) Plan – Status should reflect Completed. The estimated start, actual start date, estimated end, and actual end date should be the same as the Eligibility and Enrollment date. Intensive Training

Complete an Assessment/Planning Service Case Manager - Add Service – Assessment/Planning Service - Enter in the Service & Training (S&T) Plan – Status should reflect In-Progress. The estimated and actual start dates should be the same as the Eligibility and Enrollment date. The estimated end date should be the tentative start date of training. Please Note: When adding the Assessment & Planning Service, it is only necessary to select a Service Type, enter “DOL / DET” in the Training Agent ID field, select a Status, and complete the appropriate Date fields. The rest of the information on the screen is automatically populated by the system when the service is saved.

Intensive Training

Create the Individual Service Strategy/ Employment Development Plan; Client and Case Manager Sign the ISS/Training Plan Case Manager - Insert a Program Note on the WIA Program Details Screen stating ISS can be found in Participant File and the Training Plan can be found on the Universal Screen – In Uploaded Documents

Intensive Training

Case Manager forwards signed ISS to Supervisor – Supervisor signs off on the ISS. Supervisor – will Approve the Enrollment through their Pending Enrollment List Intensive Training

Complete an Occupational Skills Training Service or a Job Search and Placement Assistance (for those clients who do not want Training scroll down to Client begins Job Search and Placement Assistance If Training is chosen Case Manager - Add Service – Occupational Skills Training Service (OST)-Enter in the Service & Training (S&T) Plan – Status should reflect Proposed. Case Manager will be responsible for creating a budget. If it is a new client a paper budget will be created. If it's a returning client a budget can be created in the system. Please Note: When adding an OST, click on the Training Providers Link at the top of the screen, search for the appropriate Provider and Program, and click on the Add to Training Plan Link at the bottom of the Program screen - this automatically adds the provider and program information to the Service Details screen. The estimated start date should be the tentative training start date. The estimated end date should be the tentative end date of the semester or program. Intensive Training

Nothing Case Manager goes into DJL and creates the budget Existing Client Returns for Additional Funding (OST's need to be created for those with full Pell grants) Client brings copy of Student Schedule/Bill and book estimates to case manager. Case manager creates new S&T for OST as proposed for the upcoming semester and creates the budget. Supervisor reviews request and either approves or returns. If PELL grant or other grant is received, case manager

enters grant information in the WIA Enrollment under the Educational Grant Link Confirm client start training The case manager will change the OST status from Proposed to In- Progress Supervisor will process payment. The case manager will go into the existing Assessment/Planning Service and insert an Actual End Date and change Status to Completed Case Manager will e-mail supervisor and provider to confirm client did started training. Refer to Policy 15 – Requirements for Entering an OST Intensive Training Supportive Service Request Case Manager - add Service – Supportive Services – enter in the S&T Plan as completed each time a supportive service payment is approved. Confirm client didn't start training Case Manager will e-mail supervisor and provider to confirm client did not started training. A Program Note on the WIA Program Details Screen will also be entered then Supervisor can move forward with the de-obligation of funds. Case Manager will go into the existing Assessment/Planning Service and insert an Actual End Date and change Status to Completed. Case Manager will go into the existing Occupational Skills Service and insert an Actual End Date and change Status to Failed to Report. Case Manager - add Service – Job Search and Placement Assistance – enter in the S&T Plan the estimated start, actual start date, estimated end, and actual end date should be the same date. Refer to IJS Policy. Intensive Training

Complete contacts while client is in OST or in Job Search and Placement Assistance Case Manager - Enter updates in the Program Notes on the WIA Program Details screen. Intensive Training

Confirms completion of Training

Obtain verification of Credential Case Manager - Go into the existing Occupational Skills Training Service and insert an Actual End Date and change Status to Completed Enter details on the WIA Program Detail Screen (Outcomes, Third Quarter After Exit Links). Intensive Training

Client begins Job Search and Placement Assistance Add Service – Job Search and Placement Assistance – enter in the S&T Plan. The estimated start, actual start, estimated end, and actual end should reflect the same date. If a training client, all dates should reflect the day after the training completion date. Refer to IJS Policy All services provided to client during the job search phase should be entered with appropriate S&T under the LE Enrollment Link. Program Notes documenting services should continue under the WIA Program Detail Screen. Intensive Training

Confirm Job Placement

Case Manager - Enter job placement details under the Job Placement Link on the Case Details Screen. Add

Nothing System generates Exit -90 days after the last entered estimated end or actual end date of last service (typically Job Search and Placement Assistance) if no other activity is inputted. Intensive Training

Place placement information, wage information, credential information in folder Case Manager - after the case exits, Complete Outcome and Wages Information on the WIA Program Detail Screen. Intensive Training

General Rules Associated with Client Flow: Every service for client, every contact with the client, etc., should be notated through the completion of a program note in DJL. Notes should be created on the WIA Program Details Screen. Effective Date: June 1, 2009 Revised Date: August 14, 2009 Revised Date: May 17, 2010 Revised Date: June 4, 2010 Revised Date: September 9, 2010 Revised Date: July 14, 2011 Revised Date: July 18, 2012 Revised Date: October 12, 2012 Revised Date: January 30, 2013 Revised Date: May 1, 2013 Revised Date: June 13, 2013 Revised Date: December 17, 2013 Revised Date: February 14, 2014 Revised Date: August 20, 2014

The Delaware Workforce Development Board funding guidelines are an annual policy statement (ctrl+click to access), which is reviewed and updated every November, and approved by the board, the guidelines are the policy document that governs the expenditure of all monies (including State and Federal funds) used by the DWDB and DOL-DET. Not only that, the funding guidelines are one of several foundational documents outlining how the DWDB and its Joint administrative entity disburse funds.

6. Program Data

A. Data Alignment and Integration

Describe the plans of the lead State agencies with responsibility for the administration of the core programs, along with the State Board, to align and integrate available workforce and education data systems for the core programs, unemployment insurance programs, and education through postsecondary education, and to the extent possible, the Combined State Plan partner programs included in this plan. The description of the State's plan for integrating data systems should include the State's goals for achieving integration and any progress to date.

III (b) (6) (A) Data Alignment and Integration

i. Interoperability of Management Information Systems

Describe the State's plans to make the management information systems for the core programs interoperable to maximize the efficient exchange of common data elements to support assessment and evaluation.

III (b) (6) (A) (i) Interoperability of Management Information Systems

Delaware has aligned and integrated the data and performance for the following programs:

WIOA Adults • WIOA Dislocated Workers • WIOA Youth • WIOA National Programs • Wagner-Peyser • Trade Adjustment Assistance • TANF Employment and Training • Jobs for Veterans State Grants.

Programs authorized under State unemployment compensation laws are interfaced with JobLink. The remaining core partners, Vocational Rehabilitation and Adult Education, have individual electronic systems as does the remaining required One-Stop partners: Job Corp, Senior

Community Service Employment Program, Career and Technical Education programs at the post-secondary level, employment and training programs carried out by the Department of Housing and Urban Development, and Second Chance. The Board continues to look for opportunities for further alignment.

At a minimum, aggregated wage data and employment data will be provided to the two partners not fully aligned in JobLink. The registration of all work ready individuals in JobLink will assist this effort but other means of providing data such as using a flat file. The integrity of the Unemployment Insurance wage data will be maintained.

ii. Integrated Data System Plans to Streamline Services and Tracking

Describe the State's plans to integrate data systems to facilitate streamlined intake and service delivery to track participation across all programs included in this plan.

III (b) (6) (A) (ii) Streamline Services and Tracking

DJL provides for a single information system serving all DOL programs housed within Delaware's four One-Stop Career Centers: Youth, Adults, Dislocated Workers, Wagner-Peyser Labor Exchange, Local Veterans Employment Representative Program, Disabled Veterans Outreach Program, Migrant and Seasonal Farm Workers Program, Alien Labor Certification, Trade Act, and UI Profiling Reemployment Services, as well as the State Blue Collar. Customers of other core One-Stop partners seeking services through the One-Stop Career Centers are offered appropriate services and tracked as they receive services.

In addition, DJL offers employers and job seekers, staff, and training providers seamless self-service access to a wide range of employment and training services and information, including the DWDB's interactive list of Certified ITA Providers and Courses; Delaware's Job Bank; Delaware's Resume Talent Bank; One-Stop Career Center services, bulletins, and links to related sites; as well as links to national electronic workforce information tools such as O*Net Online.

Interfaces are possible with all core programs to maximize the efficient exchange of common data elements. Future plans to make these connections and establish data interfaces are pending final regulations.

iii. State Board Efforts to Align Technology and Data Systems

Explain how the State board will assist the governor in aligning technology and data systems across required One-Stop partner programs (including design and implementation of common intake, data collection, etc.) and how such alignment will improve service delivery to individuals, including unemployed individuals.

III (b) (6) (A) (iii) Explain how the State board will assist the governor in aligning technology.

Eliminating duplicate data collection from customers to streamline the customer experience has been a major goal. All partners have access to JobLink and are able to use it to track customer

participation. The referral system tracks referred individuals through partner programs using JobLink. Since JobLink includes the entire job seeker population, including customers who participate in most of the mandatory programs, the interface with unemployment insurance as well as its electronic presence and four full-service One-Stops, offers many opportunities for linkages. The DWDB will assist the Governor in aligning technology and data systems across mandatory One-Stop partner programs in accordance with WIOA legislation and Federal guidance. The State Board will, over the next two years, establish a subcommittee to lead integration efforts. See partner MOUs at Appendix L.

iv. State Plans for Performance Accountability Reporting

Describe the State's plans to develop and produce the reports required under section 116, performance accountability system. (WIOA section 116(d) (2).

III (b) (6) (A) (iv) Producing Performance Accountability Reports

Delaware JobLink (DJL) is part of America's JobLink Alliance (AJLA), a consortium of more than eight states. AJLA has a documented history of being able to meet deadlines and Federal reporting requirements as required by DOL. Both Vocational Rehabilitation and Adult Education have national systems targeting their programs also. These programs do not produce as broad a selection of Federal reports as AJLA but they also have a history of meeting deadlines and producing reports. AJLA, contains the Delaware Approved Provider list currently and will be able to produce the required reports.

The data-collection and reporting processes for WIOA core programs is yet not integrated. However, data-collection and reporting processes for all DOL programs and activities are executed in the DJL system. The data-collection and reporting processes for DOE programs is carried out by the Literacy Pro system for the Adult Education program and the AWARE system for the Vocational Rehabilitation programs.

Planning Note: States should be aware that Section 116(i)(1) requires the core programs, local boards, and chief elected officials to establish and operate a fiscal and management accountability information system based on guidelines established by the Secretaries of Labor and Education. Separately, the Departments of Labor and Education anticipate working with States to inform future guidance and possible information collection(s) on these accountability systems. States should begin laying the groundwork for these fiscal and management accountability requirements, recognizing that adjustments to meet the elements above may provide opportunity or have impact on such a fiscal and management accountability system.

C. Use of Unemployment Insurance (UI) Wage Record Data

Explain how the State will meet the requirements to utilize quarterly UI wage records for performance accountability, evaluations, and as a source for workforce and labor market information, consistent with Federal and State law. (This Operational Planning element applies to core programs.)

III (b) (6) (C) Use of Unemployment Insurance (UI) Wage Record Data.

Quarterly Delaware Unemployment Insurance wage records, complemented by additional wage records obtained through active participation in the State Wage Interchange system (SWIS) are utilized to determine employment, retention, and wage gain-related outcomes for DOL programs. Quarterly extracts of information for all workers on the Delaware wage record database are maintained by the Division; Access is restricted to designated DOL–DET staff. This comprehensive, historic wage record database facilitates the computation of the required U.S. DOL employment-related performance levels and also allows for the adoption of similar measures across the entire One–Stop system in order to track and set goals for the continuous improvement of the quality and effectiveness of services provided to customers. DDOE Adult Education will electronically share participant data with DOL–DET. The data will be scrubbed of any unique information that would identify a specific individual.

D. Privacy Safeguards

Describe the privacy safeguards incorporated in the State’s workforce development system, including safeguards required by section 444 of the General Education Provisions Act (20 U.S.C. 1232g) and other applicable Federal laws.

III (b) (6) (D) Privacy Safeguards

To ensure that personally identifiable information collected in Job Match and Case Management is protected, Delaware JobLink has implemented security measures that include limiting the people who have physical access to our database servers, installing electronic security using 128-byte encryption SSL, and individual password protection to guard against unauthorized access for all accounts.

All Title II programs will be informed of their responsibilities under GEPA provisions and will be monitored to ensure that participant information is kept confidential and secure.

- All providers will be required to share their processes with DDOE Adult Education regarding their privacy safeguards.
- Any Adult Education MIS design revisions will be developed to ensure that program information is kept secure, confidential and is accessible only to appropriate parties.
- As part of the Intake Process, all Title II participants will be requested to sign a release of information statements that has been approved by DOL–DET and DDOE. This release will allow the sharing of information between agencies for accountability and research purposes only.
- When sharing participant information electronically, only encrypted processes will be used to ensure privacy.

To ensure that personally identifiable information collected through the Delaware Division for the Visually Impaired is protected, the agency has implemented security measures that include limiting the people who have physical access to the database servers, installing electronic

security using 128-byte encryption, and individual password protection to guard against unauthorized access for all accounts within the agency's database. In addition, the Division works with the Department's Information Resource Management Unit to ensure that all employees are provided information and sign agreements to protect client information consistent with GEPA (FERPA) and HIPAA. The agency's policies, procedures, forms, and systems are reviewed by the Attorney General's Office to ensure legal compliance with all applicable state and Federal privacy safeguards.

All information exchanged between DVR and UI will be encrypted.

DVR also uses encrypted e-mail when it is necessary to send information such as Social Security Numbers. DVR's case management system, AWARE, has an additional level of security, user name and password, beyond that which is required to log into the State network. All DVR locations have badge-only security access.

As part of the Delaware DOL, all DVR staff is required to participate in cybersecurity training.

7. Priority of Service for Veterans

Describe how the State will implement and monitor the priority of service provisions for Veterans in accordance with the requirements of the Jobs for Veterans Act, codified at section 4215 of 38 U.S.C., which applies to all employment and training programs funded in whole or in part by the Department of Labor. States should also describe the referral process for Veterans determined to have a significant barrier to employment to receive services from the Jobs for Veterans State Grants (JVSG) program's Disabled Veterans' Outreach Program (DVOP) specialist.

III (b) (7) Priority of Service for Veterans

DVOP specialists are fully integrated into the One-Stop delivery system and their clients have complete access, on a priority basis, to all career and training services. DVOP specialists are cross-trained in all programs and services available at the One-Stop and, through their case management efforts, facilitate the provision of services to eligible Veterans and eligible persons.

DOL places a 48-hour Veteran hold on every job order placed in Delaware Job. This means that only Veterans are given priority during this period to apply for the open job. The Delaware job posting network will not allow anyone other than Veterans to apply during this time frame. After 48 hours, other customers may then join the Veteran pool to apply for the job. The Administrator for the Jobs for Veteran State Grant began pulling monthly monitoring review for the Delaware One-Stops (Dover, Newark, Fox Valley and Georgetown) with relevant reporting on system Priority of Service performance. Ongoing refresher training is provided to all One-Stop staff, including DVOPS, LVERS, and Business Services Representatives on the use of Priority of Service for Veterans to maintain system integrity and sustainability. See DET Priority of Service #10.

9. Accessibility of the One-Stop Delivery System for English Language Learners

Describe how the One-Stop delivery system (including One-Stop center operators and the One-Stop delivery system partners) will ensure that each One-Stop center is able to meet the needs of English language learners, such as through established procedures, staff training, resources, and other materials.

III (b) (9) Accessibility of the One-Stop Delivery System for English Language Learners

IV. Coordination with State Plan Programs

Describe the methods used for joint planning and coordination among the core programs, and with the

Two committees emerged to coordinate and plan for WIOA. The Combined Plan Partner Planning Committee and the One-Stop Partner Planning Committees were formed.

- Each One-Stop Center and WIOA partners utilizes Delaware JobLink (DJL), which is a workforce development system. DJL has an integrated software program powered by Google that translates embedded DJL programs data such as Job-seeker Registration and Resume Builder into multiple world languages. As part of the client registration process, policies and procedures, DJL identifies client's needs and barriers and determines if the client is an English language learner.
- To ensure DOL-DET meets the needs of English Language learners and others, DET trains staff through monthly meeting to address Q&A's. Also, local One-Stop Centers conduct monthly training sessions based on local county needs. All information is located in a commonly accessible staff folder and is shared and discussed by One-Stop Area Operations Managers and Supervisors.
- Furthermore, each One-Stop has trained Employment Services Specialists in the Registration and Resource Room area that identify client's needs for English language learning. Staff then refers these clients to approved DDOE Adult Education certification classes, such as Delaware Technical Community College and University of Delaware.
- For hearing impaired, all of Delaware's One-Stop's are in close proximity (same building) to the Division of Vocational Rehabilitation. Due to this, sign language translators are easily accessible based on client's needs and requirements.
- Besides the above, DOL-DET and WIOA partners refer clients based on their needs to local resources who could better serve their needs.
- DOL-DET's One-Stop's have trained Spanish speaking Employment services Specialists who are trained to assist clients. One-Stop's and WIOA partners also have Applicant Services brochures in Spanish.

V. Common Assurances (for all core programs)

The Unified or Combined State Plan must include assurances that:

1. The State has established a policy identifying circumstances that may present a conflict of interest for a State Board or local board member, or the entity or class of officials that the member represents, and procedures to resolve such conflicts; **Yes**
2. The State has established a policy to provide to the public (including individuals with disabilities) access to meetings of State Boards and local boards, and information regarding activities of State boards and local boards, such as data on board membership and minutes; **Yes**
3. The lead State agencies with optimal policy-making authority and responsibility for the administration of core programs reviewed and commented on the appropriate operational planning elements of the Unified or Combined State Plan, and approved the elements as serving the needs of the populations served by such programs; **Yes**
4. (a) The State obtained input into the development of the Unified or Combined State Plan and provided an opportunity for comment on the plan by representatives of local boards and chief elected officials, businesses, labor organizations, institutions of higher education, the entities responsible for planning or administering the core programs, required One-Stop partners and the other Combined Plan programs (if included in the State Plan), other primary stakeholders, including other organizations that provide services to individuals with barriers to employment, and the general public, and that the Unified or Combined State Plan is available and accessible to the general public; (b) The State provided an opportunity for review and comment on the plan by the State Board, including State agency official(s) for the Unemployment Insurance Agency if such official(s) is a member of the State Board; **Yes**
5. The State has established, in accordance with WIOA section 116(i), fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the State through allotments made for the core programs to carry out workforce development activities; **Yes**
6. The State has taken appropriate action to secure compliance with uniform administrative requirements in this Act, including that the State will annually monitor local areas to ensure compliance and otherwise take appropriate action to secure compliance with the uniform administrative requirements under WIOA section 184(a)(3); **Yes**
7. The State has taken the appropriate action to be in compliance with WIOA section 188, Nondiscrimination, as applicable; **Yes**
8. The Federal funds received to carry out a core program will not be expended for any purpose other than for activities authorized with respect to such funds under that core program; **Yes**
9. The State will pay an appropriate share (as defined by the State board) of the costs of carrying out section 116, from funds made available through each of the core programs; **Yes**

10. The State has a One-Stop certification policy that ensures the physical and programmatic accessibility of all One-Stop Centers with the Americans with Disabilities Act of 1990 (ADA); **Yes**

11. Service providers have a referral process in place for directing Veterans with Significant Barriers to Employment (SBE) to DVOP services, when appropriate; and **Yes**

12. Priority of service for Veterans and eligible spouses is provided in accordance with 38 USC 4215 in all workforce preparation, development or delivery of programs or services funded directly, in whole or in part, by the Department of Labor. **Yes**

VI. Program-Specific Requirements for Core Programs

The State must address all program-specific requirements in this section for the WIOA core programs regardless of whether the State submits either a Unified or Combined State Plan.

Program-Specific Requirements for Adult, Dislocated Worker, and Youth Activities under Title I-B

The Unified or Combined State Plan must include the following with respect to activities carried out under subtitle B--

a. General Requirements

1. Regions and Local Workforce Development Areas

A. Identification of Regions and Local Workforce Development Areas

Identify the regions and the local workforce development areas designated in the State.

VI (A) General Requirements Regions and Local Workforce Development Areas.

The state of Delaware is a single service delivery area. The state will explore a regional initiative during the covered period of the plan, starting with a thorough analysis of labor force migration between Delaware and adjoining counties from Pennsylvania, Maryland, New Jersey, and possibly Virginia.

B. Designation Process

Describe the process used for designating local areas, including procedures for determining whether the local area met the criteria for “performed successfully” and “sustained fiscal integrity” in accordance with 106(b)(2) and (3) of WIOA. Describe the process used for identifying regions and planning regions under section 106(a) of WIOA. This must include a description of how the State consulted with the local boards and chief elected officials in identifying the regions.

Delaware is a single service Delivery area and will develop regions in the upcoming two years.

C. Appeals Process Regarding Area Designations

Provide the appeals process referred to in section 106(b)(5) of WIOA relating to designation of local areas.
N/A

D. Appeals Process Regarding Infrastructure Funding

Provide the appeals process referred to in section 121(h)(2)(E) of WIOA relating to determinations for infrastructure funding.

Delaware implemented the following policy establishing an appeals process for funding the infrastructure costs of the One-Stop system.

Gary R. Stockbridge, Chairman
William J. Potter, Executive Director

April 19, 2017

SUBJECT: Policy #2017001 - Appeals Process for Funding the Infrastructure Cost Of One Stop System

References: Workforce Innovation and Opportunity Act of 2014 section 121(h)(2)(E)
20 CFR § 678.750, Final Rule, dated August 19, 2016

1. The Delaware Workforce Development Board (DWDB) establishes this appeals process for funding the infrastructure cost of One-Stop system.
2. One Stop partners will, to the greatest extent possible, resolve conflicts at the lowest level possible. This resolution usually occurs at the division or comparable unit level.
3. Only a division director of a participating One Stop Partner directly affected by an allocation may initiate an appeal and that appeal only addresses infrastructure costs allocations based on proportional use.
4. The DWDB executive committee will hear appeals with a notification as a special meeting; the DWDB executive director will post the special meeting notice on Delaware's Government Information Calendar Website. Normal quorum rules will apply and the DWDB chairman will chair an appeal hearing.
5. The appellate process is:
 - a. The director initiates the appeal by providing a written request to the DWDB Executive Director. The written request must specifically address the cost allocation/proportional use concern. The request will detail the efforts made to resolve the impasse.
 - b. The DWDB executive director will, within 14 days, schedule an appeal hearing. The executive committee will meet as soon as a quorum is available and all parties to the dispute are available.
 - c. The executive committee will hear from the all parties and make a final determination. The final determination is a majority vote of the quorum.
6. I am the point of contact for this memo at 302-761-8163 or William.Potter@state.de.us

William J. Potter
Executive Director
Delaware Workforce Development Board

2. Statewide Activities

A. State Policies or Guidance

Provide State policies or guidance for the statewide workforce development system and for use of State funds for workforce investment activities.

Delaware has issued many policies relating to the workforce development system: Equal Opportunity & Complaints; Administration & Operations; Multi-Program Administration Requirements; One Stop Centers; WIOA Adult, Dislocated Worker and Youth; Wagner-Peyser; Vocational Rehabilitation Services; Displaced Homemaker; Foreign labor Certification; Migrant & Seasonal Farmworker; Senior Community Services Employment; Trade Adjustment Act; Work Opportunity Tax Credit; and new elements under WIOA.

DET has developed a local American Job Center (AJC) Complaint procedure for customer information and use. With an aim of continuous quality system improvement with our customers, DOL-DET will review and evaluate service delivery through this process. DOL-DET has elected to use ETA Form 8429 as its Complaint form and has developed a local Customer Complaint log tracking form ,LE Form #15 for data collection. DET Management and front-end program personnel were trained prior to implementation. To support internal awareness and compliance,LE#44 is housed on our interdepartmental policy data share drive. For customer and general public awareness,LE#44 policy and LE Form #15 Complaint log are located on our electronic jobseeker network, Delaware JobLink. Please see Appendices ? for LE #44 and LE Form #15.

Delaware's guidance on use of state funds for workforce investment activities is as follows. Use CTRL + Click will take you to guidelines

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)

B. State Set Aside Funding Plans, Including Layoff Response and Aversion

Describe how the State intends to use Governor's set aside funding. Describe how the State will utilize Rapid Response funds to respond to layoffs and plant closings and coordinate services to quickly aid companies and their affected workers. States also should describe any layoff aversion strategies they have implemented to address at risk companies and workers.

State Set Aside Funding

Delaware utilizes state set aside funding to support required and allowable statewide employment and training activities. Below are several of the required activities which Delaware plans to fund with the Governor's set aside:

- A portion of Delaware JobLink (DJL). DJL is a federal reporting, case management and fiscal accountability system. DJL also provides direct client services. For job seekers and employers, it is a talent matching and career exploration tool. This system also houses the eligible training provider list including training providers cost and performance.
- Technical assistance to local One-Stops. Technical assistance is provided monthly in person to One Stop supervisors and case managers who administer WIOA adult, dislocated worker and youth programs.
- Monitoring and oversight of activities for services to youth, adults, and dislocated workers.

Delaware plans to utilize this funding to continue to support allowable statewide employment and training activities. Below are several initiatives the state has funded and will continue to support (along with other initiatives as new needs are identified).

- Refresher training to increase skills of job seekers with basic skills deficiencies. Through an assessment, Delaware targets this service to job seeker/career service customers who could most quickly benefit from a refresher course in math and English – individuals who had once demonstrated these skills but, due to not utilizing them in their current careers, had become deficient.
- Basic Computer/Job Surfing. Delaware offers a two-part basic computer class designed for the customer who is deficient in basic computer skills. There are several points in the service delivery system where candidates are assessed for this training. Individuals may self-refer or be mandatory for this course. This training will help job seekers/career service customers use self-service tools, such as creating a resume in Delaware JobLink, job searching on the internet, and applying for jobs through the internet.

Rapid Response

Delaware conducts rapid response activities to dislocated workers primarily through employer outreach. Employers are identified and contacted through WARN notices and other notifications of mass layoffs. Because no two layoffs are identical, the needs of employers and dislocated workers will differ, as will the type and scale of needed services, the impact on the economy, and the availability of job opportunities. While Rapid Response must be consistent across all layoffs

with respect to the quality, effectiveness, and timeliness of service delivery, the response must be customized and responsive to each specific event.

The most common activity is to provide information to dislocated workers in the form of group settings or rapid response workshops. Workshops are held on site at the employer location, union halls, community centers and other locations within the community. On-site rapid response workshops are generally held when there are larger groups of dislocated workers. These workshops are usually facilitated in conjunction with the DOL Division of Unemployment Insurance (DOL-UI). They cover topics such as services available through the local One-Stops, job search and training opportunities, general Unemployment Insurance information, and other services available through DOL. At the conclusion of each workshop, feedback is provided by participants regarding other services they are interested in and offer suggestions how to improve the Rapid Response workshop.

Based on the worker survey results and other information, Rapid Response provides a comprehensive array of service to accelerate reemployment. While most of the effort is usually expended in the early stages of a dislocation event or an impending dislocation, it is important to continue Rapid Response services until all worker and employer needs are met. Delaware has the distinct advantage of ensuring seamless service delivery for affected workers receiving Rapid Response services because the DOL–DET Rapid Response unit is part of the One–Stop Career Center integrated service design.

The state also established a Specialized One Stop office at the Floyd I. Hudson State Service Center (Hudson), which serves as a central service center for workers affected by mass layoffs. Hudson provides core, intensive, and training services; offers a resource room where clients can register with DOL–DET, take assessments, and conduct job search; and serves as an outreach center that really strives towards engaging the affected workers, labor unions, and employers rapidly when a mass layoff occurs.

Layoff Aversion

The Delaware Economic Development Office (DEDO) has been reorganized since the submission of the last plan and is now the Delaware Public Private Partnership (DPP) and organized under the Secretary of State’s Office. On or about 6 February 2020 a new Executive Order was signed by Gov. John Carney and designated the DPP’s Division of Small Business (DSB) as the replacement entity for DEDO regarding DWDB activities.

Pending further input, we expect the Division of Small Business to executive previous DEDO functions. is the lead agency in providing layoff aversion strategies to employers. DOL-DET’s Business Services Unit contacts DSB when they are notified or become aware of a company at risk. This has historically been a difficult task with employers in Delaware, as they tend not to be too forthcoming when having difficulties. However, sometimes at-risk companies are identified through Business Service Representatives’ (BSR) regular employer outreach. If an employer conveys information regarding possible layoffs with the representative, the BSR immediately contacts his or her supervisor, the Community Services Coordinator (CSC), who contacts and shares initial information with DSB. From this point on, DSB acts as the lead agency, with DOL-

DET BSRs providing assistance. Communication and coordination is facilitated by DSB's participation on the DOL Business Services Team, which meets monthly to share employer information, including business expansions and/or layoffs.

The BSRs are always looking for ways to help employers, whether it is to help them get started with getting new employees or help them with layoff aversion. They educate employers about their responsibilities to issue notifications of layoffs and closures, and try to promote the effectiveness of services, including Rapid Response. BSRs have these conversations before any layoff to build the relationship and demonstrate support, which encourages companies to work with the state before it is too late.

C. Natural Disaster Rapid Response

In addition, describe the State policies and procedures to provide Rapid Responses in cases of natural disasters including coordination with FEMA and other entities.

VI (2) (C) Rapid Responses in cases of natural disasters including coordination with FEMA and other entities.

Delaware does not have specific policies or procedures relating to rapid response and natural disasters. Through the use of cell phones and a Mobile One Stop, the state can take services to an affected area and conduct rapid response activities per LE Policy 28-Rapid Response Activities.

Through the flexibility of an internet-based system, Delaware JobLink can be accessed anywhere the internet is available. This combined with the internet-based Unemployment Insurance (UI) application system allows individuals to apply for UI benefits, register for work and search for employment remotely.

Moreover, if a natural disaster occurred, DOL-DET would immediately apply for a national emergency grant when applicable.

In the event an employer experienced a natural disaster, a BSR would assess their needs and determine the best course of action based on the resources available in the state. For example, several years ago a portion of Kent County, Delaware experienced a flood. Several small businesses had to remain closed for several weeks. DOL-DET worked with several other agencies in the state and provided temporary office space to several small businesses during their time of evacuation due to the flood. The businesses were able to meet with clients and remain minimally operational during this time.

D. Trade Adjustment Assistance Petition Response

Describe how the State provides early intervention (e.g., Rapid Response) to worker groups on whose behalf a Trade Adjustment Assistance (TAA) petition has been filed. (Section 134(a)(2)(A).) This description must include how the State disseminates benefit information to provide trade-affected workers in the groups identified in the TAA petitions with an accurate understanding of the provision of TAA benefits and services in

such a way that they are transparent to the trade-affected dislocated worker applying for them (Trade Act Sec. 221(a)(2)(A) and Sec. 225; Governor-Secretary Agreement). Describe how the State will use funds that have been reserved for Rapid Response to provide services for every worker group that files a TAA petition.

Trade activity in Delaware has been rare. Early intervention to worker groups on whose behalf a TAA petition has been filed is the same as any plant closure or mass layoff. In most cases, by the time a TAA petition is filed, WIA rapid response activities have already taken place. Once a TAA petition has been filed, Delaware provides additional information specific to Trade, for example ensuring workers are aware of particular deadlines.

Rapid Response teams are proactive to facilitate the assessment of a potential dislocation. The state BSRs and other staff are continually trying to build and maintain relationships with various stakeholders, including employers, labor organizations, workforce and economic development agencies, training institutions, service providers, and community organization to be able support companies at risk of dislocation. Early intervention can help with the Trade Adjustment Assistance (TAA) petition process. Similarly, early intervention can assist with fact-gathering for a strong National Dislocated Worker Grant application if the dislocation is one that cannot be accommodated within the state's existing formula-based Dislocated Worker resources. These are held at the employer site whenever possible, but meetings are and have sometimes been held at nearby facilities. Our mobile One Stop has been deployed at times to insure effective communications. It has been important that the team remains flexible and customizes its approaches so that employer and affected workers can all be accommodated.

When Rapid Response sessions are held after a WARN or other announcement of layoff, it is a time to not only communicate information to the affected workers about services and benefits (including DOL-DET services, unemployment insurance, health insurance, the Health Care Tax Credit, severance and retirement pay, and potentially social services related to financial management, child care, housing and legal issues), but it is also a time to gather information. Surveys give the state a wide array of information on the demographics, skill sets, and training needs of the workforce. State uses this customer-driven information to provide a comprehensive array of services provided in an accessible area, to accelerate reengagement into the workforce. While no two layoffs are the same, DOL-DET in collaboration with UI, does have an established procedure including presentation tools and materials, as well as experienced staff conducting rapid response sessions for any employer as already described. For worker groups on whose behalf a TAA petition has been filed, it is likely they have already received at least one rapid response session or contact with DOL-DET staff prior to the TAA petition being filed.

Once DOL-DET knows that a petition is filed, the states reaches out to workers, labor unions, and the employer again to ensure TAA information, including how to access TAA services, is communicated. The state also established a Specialized One Stop office at the Floyd I. Hudson State Service Center (Hudson), which serves as a central service center for workers affected by mass layoffs. Hudson provides core, intensive, and training services; offers a resource room where clients can register with DOL-DET, take assessments, and conduct job search; and serves as an outreach center that really strives towards engaging the affected workers, labor unions, and employers rapidly when a mass layoff occurs.

In all these activities, Delaware is committed to improvements in services that can lead to early intervention and rapid reengagement into the workforce. The state provides continuous training

for staff for both Trade and National Dislocated Worker type layoffs. Policies and procedures are continually being reviewed and updated and then shared with staff, and a Self-Assessment Rapid Response Tool helps identify areas in need of improvement.

b. Adult and Dislocated Workers Program Requirements

1. Work-Based Training Models

If the State is utilizing work-based training models (e.g. On-the-job training, Incumbent Worker training, Transitional Jobs, and Customized Training) as part of its training strategy and these strategies are not already discussed in other sections of the plan, describe the State's strategies for how these models ensure high quality training for both the participant and the employer.

VI (b) Adult and Dislocated Worker Program Requirements

VI (b) (1) Alternative Training Models. If the state were to utilize alternative training models (e.g. incumbent worker training, transitional jobs, and customized training) the state would use existing policies and procedures to operate our Job Driven On-the-Job Training. A designated staff person would work with an employer to determine needs, then an agreement detailing those needs and appropriate performance measures is created and monitored by staff.

2. Registered Apprenticeship

VI (b) (2) Registered Apprenticeship. Describe how the State will incorporate Registered Apprenticeship into its strategy for service design and delivery (e.g., job center staff taking applications and conducting assessments).

Effective July 1, 2016, the State Apprenticeship Agency moved from the Division of Industrial Affairs to the Division of Employment and Training within the Department of Labor. This move is essential for the incorporation of Registered Apprenticeship into Delaware's strategy for service design and delivery and has provide Delaware the opportunity to take advantage of the AJC services for both employers and jobseekers. Also in 2016, Delaware was awarded a State Apprenticeship Expansion grant. This gave the state funding to expand the Registered Apprenticeship Program into new occupations and to expand existing occupations to better meet the needs of Delaware's Employers. With the recent infusion of USDOL funds to support Registered Apprenticeship expansion, Delaware has done three key items to facilitate further incorporation into the workforce agency daily operations:

- **Communication and alignment with the State's Business Services Unit.** Personnel from Registered Apprenticeship attend the monthly Business Services Unit meetings. During these meetings, Registered Apprenticeship can identify any potential occupations and employers that may benefit from Registered Apprenticeship and more importantly, the Business Services Unit continue to learn about Registered Apprenticeship as another workforce tool that they can refer employers to. Register Apprenticeship has a referral process where it receives referrals from the Business Services Unit and partner education institutions. The Business Service Unit has helped to expand the outreach of Registered Apprenticeship in way that would not be possible without this integration and alignment.

The status of referrals is a topic of conversation during these monthly meetings and helps ensure Delaware employers are informed about a variety of workforce tools. Another alignment is that every New Sponsor is automatically offered an Employer Account and connected to a Business Services Representative if they want assistance in finding their next apprentice or simply their next employee. This connects them to the workforce system.

- **Standard schedule of Registered Apprenticeship personnel available in each AJC.** Each AJC has time every month where Registered Apprenticeship staff have a presence in the AJC lobby to address jobseeker, employer, and AJC staff interest and questions about Registered Apprenticeship. This has further helped connect jobseekers to a new career option as well as continue to orient AJC staff to this program. The working relationship with the AJC helped the Registered Apprenticeship staff better understand the jobseeker.
- **Support Related Instruction of Registered Apprenticeship through AJCs.** Delaware is currently working on a policy and procedure to braid WIOA Adult and USDOL Apprenticeship grant that provides the funding for tuition and supportive services to targeted populations (e.g. Unemployed, Low Income, and Dislocated Workers) for the related instruction component of Registered Apprenticeship as well as case management and job placement support. The AJC staff will help recruit and refer candidates to this program. So far, the process is mirrored off the WIOA Adult ITA process. Having processes in place that are similar help further integrate Registered Apprenticeship into the service design and delivery of Delaware's workforce system. This process and the Apprenticeship grant supporting it requires similar data collection and reporting as other USDOL workforce programs. This furthers integrates Registered Apprenticeship and as we work through this process, new items of alignment are expected to pop up.

3. Training Provider Eligibility Procedure

Provide the procedure, eligibility criteria, and information requirements for determining training provider initial and continued eligibility, including Registered Apprenticeship programs (WIOA Section 122).

OVERVIEW

1. This Eligible Training Provider List (ETPL) and Individual Training Account (ITA) Provider policy manual outlines the Delaware Workforce Development Board's (DWDB) approach to managing its responsibility under the Workforce Innovational and Opportunity Act (WIOA). This manual provides specific guidance on the development, management, and enforcement of Delaware's ITA system.
2. The DWDB will make changes to this manual as needed. The DWDB will announce changes through its website, social media accounts, and as necessary, through the Division of Employment and Training.

PREPARATION

1. Introduction. Processing Individual Training Account (ITA) provider applications is an important and fundamental part of the DWDB's work and deserves a level of detail and process

appropriate to the annual expenditure of several million dollars and the training of several hundred Delawareans. While many components are key in developing a quality provider approval process, it is impossible to overstate the importance of detailed preparation.

2. Demand Occupation List. The first preparation step is development of the Demand Occupations List. This list is the driving document for provider approval. The DWDB will annually post the high demand occupation list on its website and distribute it through social media

a. To facilitate preparation the DWDB Deputy Director will:

1. Gather relevant labor market information from Delaware's Office of Occupational Labor Market Information (OOLMI);
2. Request qualitative information from the BSR's , workforce development unit;
3. Conduct an initial analysis of potential employment demand;
4. Ask OOLMI for input based on data;
5. Develop a draft high demand occupation list for the DWDB executive director for presentation to Proposal Review and Certification Committee; and
6. Ensure the DWDB website is posted with the new list.

b. DWDB Executive Director will:

1. Review the draft list; and
2. Present it to the Proposal Review and Certification Committee for approval.

3. Performance Measures. The development of performance measures serves several functions including, but not limited to, giving providers a clearly defined set of performance expectations and providing DWDB committees with selection criteria for future provider approvals. The development of performance measures occurs annually. The DWDB will evaluate providers based on performance. The DWDB will eliminate providers from the provider list, which fail to meet minimum standards. The development of performance measures is a joint staff project between the DOL-DET, the DWDB Performance Measures Committee, Proposal Review and Certification Committee, and the DWDB staff. State performance measures must ensure the DWDB and DPL-DET meet or exceed the federally mandated requirements. The results of the annual negotiation, between the DWDB Performance Measures Committee and U.S. DOL Employment and Training Administration, are the primary driver for development of provider measures. To prepare for the negotiations DOL-DET and DWDB will:

a. Work together and develop draft performance measures that ensure the success of state programs to meet federally mandated performance;

b. Take into consideration the demand occupation list when developing employment standards; and

c. Present the draft performance measures to the Proposal Review and Certification Committee for review and approval.

4. Other Screening Criteria. Although the Demand Occupation List and Provider Performance Measures are the two primary sets of screening criteria, the DWDB will also consider qualitative data from other sources such as the Delaware Economic Development Office, local and/or state chambers of commerce, intelligence gathered from DET Business Services Reps (BSRs), and websites, such as Indeed.com that give a daily snapshot of job openings.

INITIAL APPLICATIONS

1. Prospective providers can submit applications anytime. However, only the Proposal Review and Certification Committee may approve a provider and its programs. The DWDB staff will only accept complete applications from prospective providers. Complete applications include:

a. A signed Memorandum of Understanding (MOU);

b. A complete program information form for each program;

c. Provide verifiable program specific information;

d. Completed initial eligibility form;

e. An initial monitoring visit form (completed by DWDB staff);

f. Debarment disclosure;

g. Delaware Department of Education (DOE) Certification;

h. DWDB staff will make an onsite visit to the prospective providers training site. The visit will determine and ensure the provider facilities are adequate, safe, and reflect an atmosphere appropriate to the trade being taught.

2. When the DWDB staff receives a complete initial application, it will send the provider via “snail mail” or email in pdf a copy of “The Provider Link User Guide.”

3. DWDB staff will recommend to the Proposal Review and Certification Committee approval/non-approval of initial applications for providers and specific programs. The staff will develop the recommendations based on, at least, the following criteria:

a. Does the provider program meet a high demand occupation?

b. Does this provider have an established track record of success for at least one year with the general public?

c. Does the provider have enough revenue to succeed without the DWDB ITAs?

d. Is the training site equipped to conduct training?

e. Are the programs submitted for approval currently available and ready for public use?

4. The Proposal Reviewed and Certification Committee may accept or reject the staff's recommendation(s) in whole or in part. The committee is free to accept all prospective programs, some programs, or no programs.

5. When the committee approves a provider and/or program, DWDB staff will notify the provider to enter data into the Delaware Job Link in accordance with the instructions in "Provider Link User Guide." When programs are entered, the DWDB staff will notify DET, which will activate the program in its financial system.

6. The DWDB executive director will notify, in writing, non-approved providers and/or programs of the committee's decision. As a minimum the letter will:

a. Be sent to providers within 30 working days of the committee's decision

b. Clearly inform providers of their opportunity to appeal

c. Have the appeal process as a standalone attachment to the letter

d. Generally explain the reason for non-approval

SUBSEQUENT RENEWALS

1. Retaining quality providers and ensuring provider stability is in the DWDB's best interest. To ensure Delawareans have access to training, which will give them a competitive edge in the labor market, it is essential the DWDB review provider performance to ensure only the best are renewed. This may result in longtime providers and/or select programs being removed from the list. Programs are removed from the list for two years. Programs may reapply on the two-year anniversary of the removal.

2. The subsequent renewal process generally mirrors the initial application process, with one major exception - subsequent renewals are also judged on the provider's success rate from the previous year. To be considered for renewal providers must:

a. Attend the provider forum;

b. Submit updated forms;

c. Submit required performance information;

- d. Meet the previous year's performance objectives;
 - e. Still offer training programs which support demand occupations; and
 - f. Submit an updated contact and email list with the renewal application.
3. When a provider submits its renewal application the DWDB staff will check the performance measures. The DWDB staff will flag any performance measure failure of a subsequent program renewal application for removal from the provider list. The Proposal Review and Certification Committee will remove the program from the list.
 4. DWDB staff will recommend to the Proposal Review and Certification Committee approval/non-approval for providers and specific programs of subsequent renewal applications which have met performance measures. It is important to note, that successful programs which no longer training high demand occupations are subject to non-renewal.
 5. The Proposal Reviewed and Certification Committee may only renew programs that achieve minimum standards but is free accept or reject the all other staff's recommendation(s) in whole or in part. The committee is free to accept all programs, some of its programs, or none of the programs.
 6. When the committee approves a subsequent renewal, the DWDB will notify the provider they can submit their changes into Delaware Job Link. When programs are entered, the DWDB staff will notify DET, which will activate the program in its financial system.
 7. The DWDB executive director will notify, in writing, non-approved providers and/or programs of the committee's decision. As a minimum the letter will:
 - a. Be sent to providers within 15 working days of the committee's decision
 - b. Clearly inform providers of their opportunity to appeal.

Provider Forum

1. The provider forum is a required step in the renewal process. At a minimum DET and DWDB staff will prepare:
 - a. Short term and long-term employment projections;
 - b. DET and DWDB process changes;
 - c. A discussion of common challenges/solutions from the previous year;
 - d. A discussion of state performance measures for the past and upcoming year; and

e. Other information as appropriate.

2. The DWDB staff is responsible for developing and coordinating all aspects of the forum. The Executive Director will:

- a. Develop the overall vision for the forum;
- b. Determine the date, and content of the forum;
- c. Identify key lessons learned;
- d. Coordinate for Executive Committee representation at the forum; and
- e. Give presentations/briefing as needed at the forum.

The Deputy Director will:

- a. Coordinate with OOLMI for labor market projections;
- b. Develop briefing slides for LMI data;
- c. Coordinate with DOL-DET director for his/her comments at the forum;
- d. Work closely with executive assistant to produce binders and other handouts; and
- e. Give presentations/briefings at the forum.

The Executive Assistant will:

- a. Contact all providers pending subsequent renewal and notify them of the date, time, and location of the provider forum;
- b. Coordinate with the DWDB staff for contents of binders to be distributed to forum attendees; and
- c. Develop name tags, etc for the forum.

The Contract Specialist will:

- a. Coordinate with the forum site for all logistical support;
- b. Ensure smooth operation of forum events;
- c. Coordinate directly with the site staff for needed support;
- d. Brief providers at the forum concerning monitoring visits; and

e. Review program information process.

MOU Reviews and Updates

1. The DWDB disciplines the process through its Memorandum of Understanding (MOU) and addendums (if needed). The DWDB staff will annually review the MOU to ensure it provides clear standards to the providers and enforcement provision to the DWDB.

Enforcement

1. Enforcement of standards throughout the ITA process is essential to ensure Delaware's publicly-funded workforce system is fair to all providers, provides the highest quality training to its citizens, and makes the best use of taxpayer dollars. To that end the DWDB, in partnership with DOL-DET and providers, will take a multi-prong approach to quality control.

2. The DWDB will use both announced and unannounced visits. The DWDB contract specialist will shoulder most of the responsibility for visits, although the entire DWDB staff is expected to conduct visits. Although each situation is different, each visit will include:

- a. Meet with the owner or on site ITA manager (in the case of higher educational institutions);
- b. Interviews with students;
- c. A tour of the facility; and
- d. Completed monitoring checklist.

3. Each visit will conclude with an exit briefing by the DWDB representative. The DWDB rep will review the monitoring checklist with the provider to ensure both parties understand the results. The monitor will - to the greatest extent possible - have the provider initial the checklist. Initialing the checklist neither constitutes agreement nor disagreement by the provider with any DWDB finding. Initialing the checklist only means the provider has received the checklist and understands its contents.

4. Non-compliance suspension. To ensure quality and promote monetary stewardship, the DWDB will rigorously enforce MOU compliance. In the rare likelihood that suspension are necessary, the suspension will last one year.

5. Providers will ensure:

a. They have sufficient funds to run their programs without the use of WIA federal money. Calls from creditors to DOL-DET or the DWDB are a potential indication of a lack of sufficient funds to run an ITA program.

b. It has a stable location. While the DWDB understands that business world is dynamic and things change, it also understands that training facility stability is an indicator of a successful and viable organization. The DWDB will suspend any organization that moves without notification, twice in the same 12-month period as the training provider will be out of compliance with its application.

c. They have a landline communication system. Because it is easy for the unscrupulous to use mobile phone technology, DWDB requires landline telephones for all providers. Failure to have an operating landline phone is non-compliance.

d. It has adequate staff and training materials for students. Training providers will ensure that every student has sufficient equipment, books, and other materials required for instruction. Programs with inadequate and unqualified staff are non-compliant and will be suspended.

e. Tuition charged for WIOA students is equal to or less than that charged to the general public. Vendors charging more are grievously non-compliant and are subject to immediate removal from the list.

f. Programs which withhold learning materials until state payment is issued are non-compliant and will be immediately suspended.

6. In the event a complaint is made against a provider, the DWDB will immediately suspended the provider from the ITA list pending the resolution of the complaint. The DWDB will notify a provider when a complaint is filed and will ensure - to the greatest extent possible - the confidentiality of the complainant. Complaints must be specific and detailed. The DWDB will conduct an inquiry to determine, "what was or was not done in violation of what standard." To the greatest extent possible, the DWDB inquiry will embrace the "reasonable person" standard when evaluating complaints.

ITA PROVIDER LIST MANAGEMENT

1. Overview. The Delaware JobLink is the data exchange system used by the DWDB and DOL-DET to list providers, programs, and other employment related services. The management of the ITA Provider List is an essential DWDB function and deserves the highest attention. List development and maintenance is the joint responsibility of the provider and the DWDB. Although the executive director is ultimately responsible for the list, the DWDB contract specialist is the day-to-day lead and Point of Contact for the maintenance of the ITA Provider List.

2. Renewals. All renewals are effective 1 July every year.

a. Providers will:

1. Provide accurate information for posting to the list when submitting renewal Information;

2. Ensure every renewed program has an update course description (electronic preferred); programs without descriptions are noncompliant and the DWDB will delete them; and

3. Review all renewed programs between June 15th - June 21st every year to ensure DJL accuracy.

b. DWDB Staff will:

1. Assist providers as needed to ensure DJL input accuracy;

2. Make corrections to provider course data; and

3. Review provider data into Delaware JobLink no later than June 10.

c. The Contract Specialist will:

1. Ensure all renewal programs for approved providers are accurate and updated on Delaware JobLink no later than June 15th every year;

2. Will ensure all corrections to programs are made no later than June 28th every year; and

3. Develop the Return on Investment results no later than August 1st.

4. Priority of Service

Describe how the State will implement and monitor the priority for public assistance recipients, other low-income individuals, and individuals who are basic skills deficient in accordance with the requirements of WIOA sec. 134(c)(3)(E), which applies to individualized career services and training services funding by the Adult Formula program.

The State of Delaware is refining its policy addressing priority for public assistance recipients, other low-income individuals, or individuals who are basic skills deficient. DOL-DET Intensive Training Policy #2 – Adult eligibility will “... provide the necessary guidance and policy for eligibility determination to staff who determine eligibility for enrollment into WIOA Adult Formula Programs. This policy was created using WIOA Public Law 113-128, WIOA Final Regulations, appropriate TEGs, and existing DET policy.” The policy is currently in draft form but will ensure the DOL-DET Management Team and One Stop Staff will monitor these groups to ensure all receive needed service.

Monitoring will be accomplished through DJL reporting. All adults receiving services are monitored through the state’s system to ensure the mitigation of barriers and successful completion on their Individual Service Strategy. The DOL-DET leadership reviews the day-to-day implementation of prioritization and makes adjustments as necessary via monthly meetings. To date, this has never been a problem.

An excerpt of Delaware’s Policy Adult Eligibility is below see .

3. WIOA Adult Program Specific Eligibility Requirements

In addition to meeting and documenting the General Eligibility, WIOA Adult customers must also meet one the following criteria:

4. Priority of Service

1. First priority of service is veterans and eligible spouses who are also included in the groups given statutory priority for WIOA Title I-B Adult formula funds. This means that veterans and eligible spouses who are also recipients of public assistance, are other low-income individuals, or are individuals who are basic skills deficient will receive first priority for individualized career services and training services provided with WIOA Adult formula funds.
2. Second priority of service is individuals who are not veterans or eligible spouses, but who are recipients of public assistance, are other low-income individuals, or are individuals who are basic skills deficient.
3. Third priority of service is given to veterans and eligible spouses who are not recipients of public assistance, are not other low-income individuals, and are not basic skills deficient.
4. Fourth priority of service is individuals who are not veterans, are not recipients of public assistance, are not other low-income individuals, and are not basic skills deficient, but are individuals with other barriers to employment.
5. The last priority of service is given to individuals who are not veterans, eligible spouses, recipients of public assistance, other low-income individuals, basic-skills deficient, or individuals with other barriers to employment.

5. Transfer of Funds Policy

Describe the State's criteria regarding local area transfer of funds between the adult and dislocated worker programs.

Delaware established a transfer of funds policy that does not specify criteria beyond the “reasonable person criteria.” This policy allows for flexibility for unique and unforeseen circumstances and demonstrates a desire to support local control when transfers are shown to be reasonable.

DWDB Memorandum

For Record

From: William J. Potter, Executive Director, Delaware Workforce Development Board (DWDB)

Date: August 19, 2016

SUBJECT: Policy 2016002 Reallocating Youth, Adult, and Dislocated Worker Funds.

1. Purpose. This policy provides the procedures for reallocating Youth, Adult, and Dislocated worker funds throughout Delaware. It is effective upon receipt.
2. Background. The Workforce Innovation and Opportunity Act of 2014 and section 683.140 of the WIOA Final Rule authorize individual states to reallocate funds from the above grants. Because the decision rests solely with the governor and that official is a member of the Delaware Workforce Development Board and authorized the board to make these type decisions on his/her behalf, the DWDB or its Executive committee will authorize the reallocation of funds through its quarterly meetings.
3. Procedure. The Delaware DOL-DET, and/or any DWDB committee will identify any potential opportunity for reallocation and make a recommendation for action to the board or the Executive Committee. While it is desirable for the whole board to approve a reallocation, the Executive Committee may act if the need identified requires immediate action.
4. Additional Considerations. This policy does not proscribe strict criteria to initiate reallocation actions as the breadth of potential needs for this type of action are too varied to categorize; rather it embraces the “reasonable person” approach, “Given the same situation, what could we expect a reasonable person to do?” Examples of criteria could include:
 - A mass layoff resulting in a huge expenditure of dislocated worker funds
 - An influx of adult job seekers resulting from improved economic conditions
 - An increase of dislocated worker investment due to the arrival of a new employer with specific needs

5. Point of Contact. I am the point of contact at 302-761-8163 or William.potter@state.de.us

William J. Potter
Executive Director
Delaware Workforce Development Board

c. Youth Program Requirements

With respect to youth workforce investment activities authorized in section 129 of WIOA,—

1. Criteria for Awarding Grants for Youth Activities

*Identify the state-developed criteria to be used by local boards in awarding grants for youth workforce investment activities and describe how the local boards will take into consideration the ability of the providers to meet performance accountability measures based on primary indicators of performance for the youth program as described in section 116(b)(2)(A)(ii) of WIOA in awarding such grants.**

* Sec. 102(b)(2)(D)(i)(V)

Although the DWDB redesigned its (RFP) as a biennial contracting system, in 2018, it has changed its policy and returned to annual contracts that incorporate the specified 14 youth program elements. See the document below complements and supplements the Funding Guidelines below policy RFP Steps to Success:

MEMORANDUM

FOR: Executive Committee, Delaware Workforce Development Board

FROM: Executive Director, Delaware Workforce Development Board (DWDB)

DATE: January 16, 2020

SUBJECT: RFP Redesign Proposal; 16 Steps to RFP success

Purpose. This memo formalizes the Request for Proposal 16-step process.

1. Step #1. Demand Occupation List. The RFP process begins with the development of the Demand Occupation List by the DWDB Staff, in consultation with the Delaware Department of Labor, Office of Occupational Labor Market Information (OOLMI), Delaware Department of Labor, Division of Employment and Training (DOL-DET), and DWDB partners. The Demand Occupation List, while an enclosure to the Funding Guidelines, is also a standalone document. The Demand Occupation List prescribes the occupations Delaware will fund for training. This task is usually completed before the June Executive Committee Meeting, where it is voted on and approved.

2. Step #2. Develop Funding Guidelines. The Funding Guidelines are an annual policy document prioritizing workforce spending for a Program Year (July through June). It formalizes the priorities of the board and is prepared for the board by DOL-DET, DWDB, and Core Partners. This document prescribes the use of both State and Federal funds in relation to the publicly funded workforce system. These guidelines may segregate funds for special projects.

The DWDB and Core Partners will develop the funding guidelines in June for approval by the Proposal Review and Certification Committee (PRCC); the Executive Committee in September; and the full Board in October.

3. Step #3. RFP Written. The DOL-DET contracting staff will use the most current RFP template from Delaware's Office of Management and Budget (OMB) as a guide to develop the Annual RFP, ensuring the RFP reflects the DWDB and Partner priorities. The DOL-DET contracting staff will review the funding guidelines before writing the RFP. The Executive Director of the DWDB and the Director of the DOL-DET will approve the RFP before it is submitted to the OMB for official release. The staff will complete the above RFP tasks and submit the RFP to OMB before Thanksgiving.

a. Scoresheets – The DWDB and DOL-DET contracting staff will develop a rubric for the panel to use when assessing both the written presentation and clarifying questions portion of the RFP judging.

b. DOL-DET contracting staff will ensure the RFP supports the priorities outlined in the funding guidelines.

4. Step # 4. Submitting the RFP. The DOL-DET contracting lead will forward the RFP document to OMB, allowing ten working days for review and posting. The contracting lead is the sole point of contact/coordination with OMB. This process will usually occur during the first two weeks of December.

5. Step #5 Proposer Orientation. The Proposer Orientation will occur within 15 days of the RFP posting to the OMB web site. This is a mandatory provider event. DOL-DET contracting staff is the proponent for this step. The contracting team will review the RFP in detail to Proposers. The contracting team will field questions and develop a Frequently Asked Questions (FAQ) document and post it to the state's OMB contracting web site.

6. Step #6. Proposals Received. About 30 days after the RFP is posted at OMB, providers will submit their bids to the DWDB. The DWDB staff will reject all late submissions. DWDB staff will open all bids; note the contact information; develop an Excel spreadsheet, which includes: Who submitted, What the training program is; Where the training will occur; and When the training will take place. This Excel Spreadsheet is the historic document the DWDB will use to track the process.

7. Step #7. Proposal Review. The proposal review is the first step of the adjudication process. DOL-DET contracting will develop a checklist of required information and forward it to the DWDB any time before this step. DWDB staff will audit the submissions against that checklist and will reject submissions failing to meet the minimum requirements. The DWDB will send a letter to proposers who are disqualified DWDB will complete this task within two weeks.

8. Step #8. Development of Categories. The DWDB Executive Director and the DOL-DET contracting lead will jointly develop panel categories based on historical occupations/industries represented by submissions. To the greatest extent possible, categories will reflect approved pathways from which the Demand Occupation List was created. Even so, it is important to remember some occupations – important to Delaware employers – may not yet fit into a pathway and they too must be categorized.

9. Step #9. Applying Resources. The DOL-DET contracting lead will develop an initial funding breakdown for all the categories. Any number of methods can be employed by the contracting lead to make these recommendations. Regardless, the PRCC will review the recommendations; accept them, or reject them in whole or in part. The PRCC will return rejected recommendations

the DWDB and DOL-DET contracting staff for editing, or will forward approved guidelines to the Executive Committee approval.

10. Step #10. Developing Review Panels. Once the categories are developed, the DWDB Deputy Director will recruit at least four review panelists for each category. Each panel will have – to the greatest extent possible – a subject matter expert; a Division of Industrial Affairs Representative one target population representatively (e.g. vets, Voc. Rehab, ex-offender); and a board member, which will chair the panel. Panelists will remain on the same panel for the entire life of the process.

11. Step #11 Panels Review Written Proposals. Panelists will receive written proposals from the DWDB staff no later than one week after the March Executive Committee meeting. DOL-DET contracting will assign a staff member to help the panel. Panelists will, in one week, individually review and score the written proposals. At the end of that week panelists will meet either by phone or in person and agree on the “best proposals” for their category. The DWDB staff will invite only the “best proposals” to Proposal Clarification Day. This is not a public meeting. Each panel will prepare at least four and no more than ten clarifying questions, for each “best proposal” before Proposal Clarification Day. Panel leads will ensure questions are specific and elicit clarifying responses pertaining to the proposal. If in the panel’s assessment all submissions are inadequate, the panel may request that the consolidation committee^v eliminate an entire category. Panelists will submit all notes to the DWDB Executive Director so he/she can develop a “lessons learned” document for proposers.

a. Step #11.5. After a panel reviews written proposals and determines the dissolution of a category is appropriate, the panel lead will notify the DWDB Executive Director. The DWDB Executive Director will convene the consolidation committee. The Consolidation Committee may eliminate the category, or require the panel to reevaluate the packets. In the event a category is eliminated, its allocated funds become available to all panels at the Consolidation Meeting.

12. Step #12 Proposal Clarification Day. The DWDB staff will coordinate for meeting space, schedule proposers, and provide all logistics for the clarification day. The DOL-DET staff will ensure each panel has a contracting staff member to provide technical assistance and answer questions. After the clarifications (and on the same day) the panel will rank all proposals. The written portion will comprise 80 percent of the total and the clarifying session 20 percent. The panel will rank all proposals and apply funding recommendations. The panel will track proposed awards and bring unused monies to the consolidation meeting. Panelists will submit all notes to the DWDB Executive Director so he/she can develop a “lessons learned” document for proposers.

13. Step #14 Consolidation Meeting. The Consolidation Meeting is an extension of the Proposal Clarification Day. The consolidation meeting will make the final decisions on funding programs. It is NOT a public meeting. Shortly after Proposal Clarification Day, panel leads, the DWDB Executive Director, the board chair, the DOL-DET contracting lead, and contracting staff will meet to finalize their work. Although, the panel may fund programs in whole, in part, or not all; it is the intent of this process to award best programs fully and not spread funds too thinly among multiple programs. Any funds not awarded by a panel may be reallocated to other categories. Before the Consolidation meeting adjourns, the panel members will develop a ranked priority list of programs that were not funded in the event additional monies become available. The DWDB Executive Director will ensure this priority list is voted on by the consolidation committee.

14. Step # 14. Notifying the Board of Spending. The DWDB executive director and the DOL-DET contracting lead will present a formal information briefing to notify the board to the allocations, spending, and provide an overview of the entire process.

15. Step #15. Contracts Written, Negotiated, Signed. The DOL-DET contracting staff will prepare the contracts for signature, negotiate changes as necessary, and administer the contracts. The DWDB Executive Director and the DOL-DET Director will sign contracts. During the first week of July the DWDB Deputy Director will prepare a press release and forward it to the DOL Communications Manager, which will forward it to the appropriate media contacts. The DWDB Executive Director will send formal letters notifying Proposers of the final determination.

16. Step #16. Providing Feedback/After Action Review. The DWDB Executive Director and the DWDB Deputy Director will annually conduct an After Action Review (AAR) of the RFP process. The AAR will include surveys of panelists, board members, and providers. The AAR will also include interviews with select panelists and staff. The staff will also prepare an information briefing/after action review for the Board's October meeting. The DWDB staff will develop a "lessons learned" information paper for distribution to providers.

17. I am the point of contact at 302-761-8163 or William.potter@delaware.gov.

William J. Potter
Executive Director
Delaware Workforce Investment Board

2. Out-of-School Youth Strategies

Describe the strategies the State will use to achieve improved outcomes for out-of-school youth as described in 129(a)(1)(B), including how it will leverage and align the core programs, and Combined State Plan partner programs included in this Plan, required and optional One-Stop partner programs, and any other resources available.

Delaware's publicly-funded workforce system will achieve improved outcomes for out-of-school youth through contract services, a robust referral service, on-site GED programs, and better connections to career pathways through the state's Pathways Evolution Initiative.

The Delaware Workforce Development Board, through the DOL-DET publishes an annual competitive Grant to serve the out-of-school population. Awarded grantees are responsible for recruiting and training out of school youth to the standards in the RFP (which are based on state and federal law).

When an out-of-school youth is identified by the One Stop staff - or any other core or One Stop Partner - that person is referred to one of the out of school providers. The frontline staff receive updates on the out of school youth via a notification DOL-DET uses called the Training Orders.

DWDB's Pathways Evolution strategic workgroup is committed to ensuring that Delaware's career pathways system supports in-school youth, out-of-school, and adult learners. Specific strategies the workgroup is exploring include:

- Ensure out-of-school youth are successful and have on-ramps to the state career pathways system

1. Align scholarship and postsecondary funds across the Dept. of Education and Dept. of Labor to support in-demand careers and further braided education/training funding across the system
2. Coordinate in-take/eligibility verification across partnering state agencies and community organizations for out-of-school youth
3. Coordinate case management and resources for out-of-school youth and youth with disabilities
4. Expand career support tools, e.g. career cruising, SPARC, and DE Job Link across the system and partner institutions
- Coordinate activities that support out-of-school youth across the career pathways system
5. Revise out-of-school youth RFP to target gaps in the career pathways system, e.g. chronic absenteeism, truancy, career counseling, case management, expanding youth employment, coordination of supports/services for youth and immediate family, scaling career pathways for out-of-school youth as well as supports for vendors
6. Coordinate summer employment programs at the state, county, and local level—to coincide with students’ designated career interests and out-of-school training program
7. Coordinate investments across the education and workforce system to target/streamline services for out-of-school youth in “Delaware’s Promise Communities” and/or identified targeted geographic areas for WIOA eligibility as required by law
- Focus education and workforce funding to middle- and high-skill occupations in key industry sectors

Please see Youth RFP example at Appendices M and N for the full details of the approach.

3. Provision of 14 Required Program Elements

*Describe how the State will ensure that all 14 program elements described in WIOA section 129(c)(2) are made available and effectively implemented.**

* Sec. 102(b)(2)(D)(i)(I)

All 14 youth elements are present in our Annual RFP for both in school and out of school youth see section VI.e.2 for a discussion of improved outcomes for out-of-school and Youth RFP’s in examples at Appendices M and N.

4. Definition of Youth “Requiring Additional Assistance”

Provide the language contained in the State policy for “requiring additional assistance to enter or complete an educational program, or to secure and hold employment” criterion for out-of-school youth specified in WIOA section 129(a)(1)(B)(iii)(VIII) and for “requiring additional assistance to complete an education program, or to secure and hold employment” criterion for in-school youth specified in WIOA section 129(a)(1)(C)(iv)(VII).

Delaware will continue to use the definition established years ago, which can be found in the state's Youth Eligibility Documentation policy, as follows.

1. In School Youth

- a. Limitation: this barrier may be used for up to 5% of the total enrollment defined in the Agreement. Contractors shall manage this limitation during their enrollment process, and it will be monitored by the assigned Contract Specialist.
-
- b. Definition: An individual who requires additional assistance to enter or complete an educational program or to secure or hold employment is a youth who has any of the following:
 - i. Excessive school absences and/or chronic tardiness;
 - ii. Recipient of School/Department of Education issued disciplinary actions or violations;
 - iii. Failing grades in Math, English Language Arts, Science, or Social Studies in the current period, most recent completed school quarter, marking period, or appropriate reporting period;
 - iv. Demonstrated behaviors that indicate mental health/safety concerns that include treatment for gunshot wound, stabbing, blunt weapon injury, physical fight, suicidal ideation/attempt, self-inflicted injury, or clinical encounter that involves police;
 - v. Individual who is a current or recovering drug and/or alcohol addict and is either be participating in or recently participated in a rehabilitation/recovery program;
 - vi. Enrolled or previously enrolled in an alternative school or detention center;
 - vii. Demonstrating Behaviors of Multiple Acute, Chronic or Trauma-Centered Stressors;
 - viii. Individual who has been part of or a member of a family with a child welfare investigation history;
 - ix. Resides in a Promise Community; or
 - x. Individual whose parent/guardian is anyone of the following:
 - 1. currently or was previously incarcerated;
 - 2. current or recovering drug and/or alcohol addict; or
 - 3. has recently been treated for mental health issues.
-

2. Out of School Youth

- a. Limitation: this barrier can only be used for those youth who are also documented as low income. Contractors shall manage this limitation during their enrollment process, and it will be monitored by the assigned Contract Specialist.
-

- b. Definition: An individual who requires additional assistance to enter or complete an educational program or to secure or hold employment a youth who has any of the following:
 - i. Resides in a Promise Community;
 - ii. Poor work history, or no work history, or who has been fired from a job within the last six months prior to enrollment;
 - iii. Individual who has been part of or a member of a family with a child welfare investigation history;
 - iv. Demonstrated behaviors that indicate mental health/safety concerns that include treatment for gunshot wound, stabbing, blunt weapon injury, physical fight, suicidal ideation/attempt, self-inflicted injury, or clinical encounter that involves police;
 - v. Individual who is a current or recovering drug and/or alcohol addict and is either be participating in or recently participated in a rehabilitation/recovery program;
 - vi. Previously enrolled in an alternative school or detention center;
 - vii. Demonstrating Behaviors of Multiple Acute, Chronic or Trauma-Centered Stressors;
 - viii. Meets the definition of Low-income; or
 - ix. Individual whose parent/guardian is anyone of the following:
 - 1. currently or was previously incarcerated;
 - 2. current or recovering drug and/or alcohol addict; or has recently been treated for mental health is

5. Definitions of “Attending” and “Not Attending School”

Include the State definition, as defined in law, for not attending school and attending school as specified in WIOA Section 129(a)(1)(B)(i) and Section 129(a)(1)(C)(i). If state law does not define “not attending school” or “attending school” indicate that is the case.

There is no state law defining “attending school” or “not attending school.”

6. State Definition of “Basic Skills Deficient”

If not using the basic skills deficient definition contained in WIOA Section 3(5)(B), include the specific State definition.

Delaware will use the U.S. DOL Department of Labor definition as defined in 681.210(c) (3): a youth is basic skills deficient if they: (1) have English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test; or (2) are unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual’s family, or in society. Policy established for (2) will state the requirement (1) at or below the 8th grade level on a generally accepted standardized test administered in the individual’s native language.

d. Single-Area State Requirements

In States where there is only one local workforce investment area, the governor serves as both the State and local chief elected official. In such cases, the State must submit any information required in the local plan (WIOA section 106(d)(2)). States with a single workforce area must also include:

1. Comments Representing Disagreement

Any comments from the public comment period that represent disagreement with the Plan. (WIOA section 108(d)(3).)

2. Entity Responsible for Disbursal of Grant Funds

The entity responsible for the disbursal of grant funds, as determined by the governor, if different from that for the State. (WIOA section 108(b)(15).)

See Executive Order #36 at Appendix E. The Delaware Department of Labor, Division of Employment and Training is the fiscal Agent for the publicly funded workforce system and is the responsible entity for distributing grant funds.

3. Type and Availability of Title I Youth Activities

The type and availability of WIOA Title I Youth Activities, including an identification of successful providers of such activities. (WIOA section 108(b)(9).)

Delaware issues contracts for Workforce Innovation and Opportunity Act (WIOA) Youth Services. Youth services are also supported by state “Blue Collar” funds. Out of School contracts are majority predominantly WIOA-funded while In School contracts are majority Blue Collar funded. A copy of a typical youth contract and an overview of activities are available at Appendices M and N.

-As of the submission of this plan, Delaware has three In School Youth (ISY) Providers and five Out of School (OSY) Youth providers. They are:
ISY:

- Jobs for Delaware Graduates
- Pathways to Success
- Delaware Futures

OSY:

- Challenge Program
- Delaware Technical Community College – Georgetown Campus
- Delaware Technical Community College – Terry Campus
- West End Neighborhood House
- Food Bank of Delaware

Delaware procures comprehensive youth programs that are required to provide or refer to partners the 14 mandated elements.

4. Roles and Resource Contributions of One-Stop Partners

The array of partners affords Delaware's workforce system great flexibility. While each works together and coordinates with the other, the formal roles are governed by individual MOU's. The overview of the MOUs states:

The goal of the System is to bring together workforce development, educational, and other human resource services in a seamless, customer-focused service delivery network that enhances access to the programs' services to assist individuals in obtaining suitable employment, enables employers to obtain qualified employees, and overall improves long-term employment outcomes for Delawareans. In meeting this goal, the Partners will work to identify barriers, eliminate duplication of services, reduce administrative costs, align technology and data systems, enhance participation and performance of customers served through the System and improve customer satisfaction.

Achievement of this goal will allow Delaware to continue building a workforce development system that prepares individuals for high-demand, high-growth employment in industry sectors vital for continued economic growth and essential for Delaware and the nation to compete in the global market. This initial MOU under WIOA establishes initial service interfaces for the System. All parties identified in this MOU as well as any other MOU that establishes a System partnership will work together, meeting on a regular basis, to continue to develop and improve a seamless service delivery system of employment and training services for Delaware's job seekers and employers. The focus will be on continuous improvement. The System will consist of Partners administering separately funded programs as a set of integrated streamlined services to customers (employers and job seekers)."

Resource contributions vary across partners. These are covered in the MOUs. Even so, some particular contributions are worth noting here:

- a. This Infrastructure Funding Agreement (IFA) shall constitute an addendum to already existing partners MOUs of Division of Unemployment Insurance UI, Division of Employment and Training (DET, and Division of Vocational Rehabilitation (DVR).
- b. To conduct reviews of this memorandum semi-annually, or when a partner restructures services, which materially change a partner's presence in the One-Stop, such as a change to a process flow or personnel staffing within an One-Stop resulting in a drop or increase in utilization.
- c. To purchase, replace, and/or upgrade furniture used by their staff and/or customers in accordance with state budgeting and purchasing procedures. Current budgeted funds will be used as intended by the State of Delaware.

d. The current usage of facilities making up the One-Stop Centers represents proportional usage and relative benefit received. Proportional usage generally reflects the percentage cost allocations listed below. Required partners will pay these costs using the currently established systems, due dates and financial methods already in place throughout the Delaware Department of Labor. (Note: The DWDB will adjust these ratios in June 2020 because Pencader and Georgetown have moved and square footage computations are pending)

One-Stop Locations	Unemployment Insurance	Vocational Rehabilitation	Employment and Training
Fox Valley	47%	23%	30%
Pencader. Newark	34%	32%	34%
Blue Hen	36%	25%	39%
Georgetown	30%	27%	43%
Hudson			100%
Overall less Hudson	41%	25%	34%

e. The Delaware Department of Labor, Division of Employment and Training (DOL-DET) is solely responsible for costs associated with its affiliate site – the Hudson Center.

f. Delaware’s publicly-funded One Stop System is housed in four locations in three counties throughout the state. Because the One Stop Allocation process is based on partner programs’ proportionate use of the system and relative benefit received, these locations include the Delaware Department of Labor Divisions of Unemployment Insurance; Vocational Rehabilitation; and Employment and Training. This MOU covers One-Stop sites located at:

Wilmington:

Fox Valley One-Stop Center
 4425 North Market Street
 Wilmington, DE 19802

Newark
 252 Chapman Road
 Christiana Building
 2nd Floor, Suite 210
 Newark, DE 19702

Dover

Dover One-Stop Center
 Blue Hen Corporate Center
 655 S. Bay Road, Suite 2H

Dover, DE 19901

Georgetown:

Georgetown One-Stop Center
8 Georgetown Plaza, Suite 2
Georgetown, DE 19947

g. DOL-DET and DOL-DVR deliver career services in Delaware’s One-Stops and will continue to deliver those services in accordance with applicable state and federal law. Current contributions percentages minus administrative costs are:

DOL-DET	DOL-DVR	Total
\$6,486,311	\$6,935,162.00	\$13,421,473.00
48%	52%	

5. Competitive Process Used to Award Subgrants and Contracts for Title I Activities

The DWDB competitive process is outline in the DWDB RFP pamphlet 2017-18. See Appendices J and L.

6. How training services outlined in section 134 will be provided through individual training accounts and/or through contracts, and how such training approaches will be coordinated. Describe how the State will meet informed customer choice requirements regardless of training approach.

Delaware training services are delivered via contracts and Individual Training Accounts. While a detailed discussion is available in [the ITA Manual in Appendix B](#), a brief overview follows:

- The DWDB reviews occupation data provided by the Delaware’s Office of Occupational and Labor Market Information.
- Working with the Delaware Department of Education (CTE Office) and the state’s trade schools, the state culls the data to develop an aligned occupation list with approved pathways.
- The DWDB approves the demand occupation list; it is published, and ITA providers are added or renewed based on the demand occupation. Approved providers are added to Delaware Job Link and those occupations and providers are presented to clients when they consider training opportunities.
- Providers must meet performance measures and provide training in a demand occupation to be initial/renewed providers.

- The DWDB develops its funding guidelines (an annual Policy statement) establishing training and spending priorities.
- Contract providers use the same demand occupation list as ITA providers. The DWDB funding guidelines further refine board priorities and contract guidance.

7. How the State Board, in fulfilling Local Board functions, will coordinate title I activities with those activities under Title II.

Describe how the State Board will carry out the review of local applications submitted under title II consistent with WIOA secs. 107(d)(11)(A) and (B)(i) and WIOA sec. 232.

The board will coordinate activities thorough its quarterly board meetings, monthly partner leadership meetings (convened by Light Quest, the One Stop Operator); local partner leadership meetings (also convened by Light Quest). The DWDB has folded the requirements of a local board into its structure; the board has always done this, even prior to WIOA. Even so, the Secretary of Delaware’s Department of Education is a board member, as is the president of Delaware Technical Community College. The DWDB also includes the Secretary of Delaware Health and Social Services and the Director of Vocational Rehabilitation as board members.

8. Copies of Executed Cooperative Agreements which define how all local service providers will carry out the requirements for integration of and access to the entire set of services available in the One-Stop delivery system, including cooperative agreements with entities administering Rehabilitation Act programs and services.

See Partner MOUS at appendix L.

e. Waiver Requests (optional)

States wanting to request waivers as part of their Title I-B Operational Plan must include a waiver plan that includes the following information for each waiver requested.

Delaware requests extending the two waivers below for the next two years.

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 ETPL 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
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 waiver 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

Title I-B Assurances

The State Plan must include assurances that:

1. The State has implemented a policy to ensure Adult program funds provide a priority in the delivery of training services and individualized career services to individuals who are low income, public assistance recipients and basic skills deficient; **Yes**
2. The state has implemented a policy to ensure local areas have a process in place for referring veterans with significant barriers to employment to career services provided by the JVSG program's Disabled Veterans' Outreach Program (DVOP) specialist; **Yes**
3. The state established a written policy and procedure that set forth criteria to be used by chief elected officials for the appointment of local workforce investment board members. **Yes**
4. The state established written policy and procedures to ensure local workforce investment boards are certified by the governor every two years in accordance with WIOA section 107(c)(2). **Yes**
5. Where an alternative entity takes the place of a State Board, the State has written policy and procedures to ensure the alternative entity meets the definition under WIOA section 101(e) and the legal requirements for membership. **Yes**
6. The State established a written policy and procedure for how the individuals and entities represented on the State Workforce Development Board help to determine the methods and factors of distribution, and how the state consults with chief elected officials in local areas throughout the state in determining the distributions. **Yes**
7. The State will not use funds received under WIOA Title I to assist, promote, or deter union organizing in accordance with WIOA section 181(b)(7). **Yes**
8. The State distributes adult and youth funds received under WIOA equitably throughout the State, and no local area suffers significant shifts in funding from year-to-year during the period covered by this plan. **Yes**
9. If a State Workforce Development Board, department, or agency administers state laws for vocational rehabilitation of persons with disabilities, that board, department, or agency cooperates with the agency that administers Wagner-Peyser services, Adult and Dislocated Worker programs and Youth Programs under Title I. **Yes**
10. The State agrees to report on the impact and outcomes of its approved waivers in its WIOA Annual Report. **Yes**

11. The State has taken appropriate action to secure compliance with the Uniform Guidance at 2 CFR 200 and 2 CFR 2900, including that the State will annually monitor local areas to ensure compliance and otherwise take appropriate action to secure compliance with the Uniform Guidance under section WIOA 184(a)(3); **Yes**

Program-Specific Requirements for Wagner-Peyser Program (Employment Services)

All program-specific requirements provided for the WIOA core programs in this section must be addressed for either a Unified or Combined State Plan.

a. Employment Service Professional Staff Development

Delaware plans to use a combination of contractual staff as well as state merit staff to provide Employment services at Delaware's 4 One -Stop centers and satellites offices. Delaware will hire contractual as needed and based on availability of funding. The services provided will include assisting jobseekers, employers and workforce professionals. Services provided will include assisting jobseekers at the AJC registration and resource room areas, conduct intake assessment, provide orientations (group and Individual), registration in Delaware JobLink – Delaware's electronic case management system, Job search and placement assistance, career counselling services, Job referrals, workforce related workshops (Job search, interviewing strategies, career planning workshops, financial literacy and job clubs), assessment tests, provision of labor market information, assisting veterans, referrals to training programs, supportive services and to Delaware's WIOA partner programs, and serving employers and businesses with their hiring needs. In addition, one stop staff will assist individuals seeking assistance in filing a claim for unemployment. One stop staff will also conduct community outreach activities and provide career and employment services to jobseekers and community members. Trained DOL staff (contractual and State merit employees) will also provide assistance by phone or via other technology, such as the chat feature. Furthermore, DOL staff will outreach and provide services to individuals and communities in zip codes that are not closely located to DOL's one-stop locations.

DET procures contractual staff services through the approved State of Delaware Office of Management and Budget procurement process.

1. Professional Development to Ensure High Quality Services

Describe how the State will utilize professional development activities for Employment Service staff to ensure staff is able to provide high quality services to both jobseekers and employers.

(a) (2) Employment Service Professional Staff Development. Wagner-Peyser, JVSG, Reemployment services, Business Service Representatives and WIOA staff meet monthly at the local AJC and a statewide quarterly meeting, to review policies, procedures, receive technical

assistance, and are notified about upcoming projects or initiatives. All DOL–DET policies and procedures are kept on a central electronic policy drive that can be accessed by staff. In addition to policies and procedures, DOL–DET created an electronic helpdesk to assist staff at any level with questions or interpretations of policies or procedures. These helpdesk questions with an appropriate answer are reviewed at the monthly meetings. The questions, referred to as Q&As, are also housed on the electronic policy drive.

When a new employee is hired, their initial training is on-the-job and is conducted by their immediate supervisor. As the new hire progresses through the initial training, he/she is included in other group training sessions, as specific job duties require, such as employees who conduct workshops in a group setting which peer review is provided.

As Delaware continues to develop additional products and workshops, standard formats are developed to deliver the services. Policies and procedures are developed relating to the service delivery of the product(s). When the product is fully developed, the State trains staff statewide utilizing a standard format.

The products which are developed are kept centrally and staff are not permitted alter them. If updates are required on a product, it is done centrally and distributed to all one–stops.

In September 2018, DOL, DOL-DET made arrangements for Microsoft Staff to train DET’s One-stop staff on LinkedIn at the State’s Buena Vista conference center. Training workshop topics included – LinkedIn: Grow your Network. The goals of the workshop were to introduce the use of LinkedIn in DET’s workshops and Job clubs and jobseekers would learn how to use LinkedIn to:

- Create an engaging overview of their capabilities and accomplishments
- Develop a profile highlighting what you have done, what you can do, and what you stand for

Build an online network of professional relationships, business insights and customer leads.

In October 2018, Governor Carney signed an Executive Order 24, making Delaware a trauma-informed state. As part of this initiative, training tools and resources are being developed to train state employees on the life-long impacts of Adverse Childhood Experiences (ACEs) and improving how agencies respond to those facing trauma with appropriate services and interventions. As a people serving agency, Delaware DOL is developing a preliminary Strategic plan for implementing a trauma informed service delivery system. This plan is designed to integrate Trauma-Informed Care into the related employment services provided by Delaware DOL. Beginning February 2020, mandatory staff training is planned on Trauma Awareness for each county (Newcastle, Kent and Sussex).

In 2019, as part of ongoing professional development activities, DOL Managers, Supervisors, Administrators and Directors participated in the Managerial Assessment of Proficiency (MAP). This consisted of an assessment of proficiency in 12 managerial competencies – 2 management styles and 8 personal values relating to how one communicates. With the completion of this

assessment, participants can gain valuable information about their managerial tendencies, strengths and opportunities for development. The assessment is designed to provide information and feedback that can assist in the participants developmental efforts.

Additionally, in 2020, Delaware plans to introduce CyberU Trainings as a resource for staff development. Included in these training sessions are subjects such as:

- Leadership & Management
- Personal Development
- Office Productivity
- Compliance
- Technology
- Continuing Education & Certifications

2. UI Training Across Core Programs

Describe strategies developed to support training and awareness across core programs and the Unemployment Insurance program, and the training provided for Employment Services and WIOA staff on identification of UI eligibility issues and referral to UI staff for adjudication.

(a) (2) Describe strategies developed to support training and awareness across core programs.

Wagner–Peyser, JVSG, Reemployment Service, Business Service Representatives (RSEA) and WIOA staff meet monthly and quarterly to review policies, procedures, receive technical assistance, and are notified about upcoming projects or initiatives. During these monthly meetings, awareness and general understanding of Unemployment Insurance rules are shared with program staff.

DOL–DET staff who conducts Reemployment Services Eligibility Assessment (RESEA) workshops receive additional training on potential eligibility issues. This is done by UI staff attending the DOL–DET RESEA staff training for these specific workshops. A feedback loop has been established in the One-Stops for reporting UI individuals who are non–compliant in DOL–DET programs as well as possible eligibility issues.

Delaware DUI closed staff assisted UI counters beginning January 2019 through May 2019 at the 4 one-stop locations. To further streamline the process and better serve UI claimants at the One-stops, DET and DUI cross trained front-line staff to better understand functionality of each division and provide prompt assistance to clients. Training topics included: Assisting the UI claimant navigate the UI claims filing system online, answer Frequently Asked Questions (FAQs), Answer most common UI registration issues, creating a jobseeker account in Delaware JobLink (DJL), job search assistance, and other career services.

b. Assistance Filing a UI Claim through One-Stop Centers

Explain how the State will provide information and meaningful assistance to individuals requesting assistance in filing a claim for unemployment compensation through one-stop centers, as required by WIOA as a career service.

Unemployment Insurance is co-housed in all four full-service One-Stops. DUI closed staff managed UI counters at the 4 One-stops/AJCs (January 2019 – May 2019). DUI claimants file for UI benefits online and can also use DET's Registration and Resource room areas. With this streamlined process, UI claimants have the ability to complete both the UI registration as well as Delaware JobLink registration at the same time on the same PC.

DOL-DET staff has been trained in UI requirements that pertain to the DOL-DET function, such as work registration requirements and mandatory work activities. More in-depth UI eligibility questions are referred to UI staff who are housed in the One-Stops. In addition, each One-Stop has telephone helpline and a contact person at UI who can assist in customer issues and questions for staff and individuals filing for UI.

c. Reemployment Assistance Strategies

Describe the State's strategy for providing reemployment assistance to UI claimants and other unemployed individuals.

Delaware law requires applicants and recipients of Unemployment Insurance to register and search for work. There are several exempt categories, such as individuals with a return to work date or those who are members of an active union hiring hall.

Delaware will continue to improve and expand its self-service tools for job seekers and services that can be provided in group settings. This is the most effective and efficient way to provide services to larger groups of individuals when having minimum staffing levels.

Individuals who must register for work in Delaware are required to complete registration (demographic) questions in Delaware JobLink (DJL) and create a resume through Delaware's intelligent resume builder. Through the job seekers' home page on DJL, individuals can immediately look for work and conduct career exploration through Delaware's Career Lattices. DJL will immediately begin to search for jobs for job seekers and place job postings for review on their home page, email them to the individual, and will begin to text job opportunities to individuals.

Any individual who comes into a One-Stop has his or her resume reviewed, receives job search assistance, and a job referral, if one is found. Individuals are required to view a One-Stop services video and may self-select for additional services.

Each One-Stop center has a dedicated staff person who works with the Business Service Representatives and employers to search for candidates to meet employers' hiring needs. This individual searches DJL daily and reviews resumes of individuals included in the DJL. Thus, an

individual who creates a job seeker account (or registers for work, as required by UI) has an immediate opportunity for referral to employment.

Individuals receiving UI and are more likely to exhaust their UI, are referred to the RESEA program. This is done electronically through the demographic and work history information the UI applicant enters when they ‘register for work’. Individuals are run through a statistical ‘profile’ model nightly.

The RESEA program is a structured series of workshops, job clubs, and other services targeted at getting individuals back to work quicker. For these individuals, the services outlined are mandatory and UI is notified if clients fail to attend the services..

d. Use of Wagner-Peyser Funds to Support UI Claimants

Describe how the State will use W-P funds to support UI claimants, and the communication between W-P and UI, as appropriate, including the following:

1. Labor Exchange Services for UI claimants

Coordination of and provision of labor exchange services for UI claimants as required by the Wagner–Peyser Act.

Delaware will continue to improve and expand its self–service tools for job seekers, including UI claimants, and services that can be provided in group settings. This is the most effective and efficient way to provide services to larger groups of individuals when having minimum staffing levels.

Individuals required to register for work in Delaware complete registration (demographic) questions in Delaware JobLink (DJL) and create a resume through Delaware’s intelligent resume builder. Through the job seekers home page on DJL, individuals can immediately look for work and conduct career exploration through Delaware’s Career Lattices. The DJL system searches for jobs for these job seekers and places them on their home page, as well as emailing them to the individual.

Since DJL is internet-based, individuals can access DJL wherever there is access to the internet. Individuals can register at home, libraries, partner locations, or One-Stops.

Any individual who comes into a One-Stop at a minimum has their resume reviewed, receives job search assistance and a job referral if one is found. Individuals are required to view a One-Stop services video and may self–select for additional services. Additionally, One-stop staff identify the client’s reemployment needs and make appropriate referrals to DOL programs and WIOA partner services

2. Registration with State’s Employment Service

Registration of UI claimants with the State’s employment service if required by State law;

Delaware code requires applicants and recipients of Unemployment Insurance to register and search for work. There are several exempt categories such as the individual has a return to work date or is a member of an active union hiring hall.

Delaware will continue to improve and expand its self-service tools for job seekers and services that can be provided in groups settings. This is the most effective and efficient way to provide services to larger groups of individuals when having minimum staffing levels.

Individuals who are required to register for work in Delaware are required to complete registration (demographic) questions in Delaware JobLink (DJL) and create a resume through Delaware's intelligent resume builder. Through the job seekers home page on DJL individuals can immediately look for work and conduct career exploration through Delaware's Career Lattices. DJL will immediately begin to search for jobs for job seekers and place job postings for review on their home page, email them to the individual and will begin to text job opportunities to individuals (texting is projected to be functional November 2015).

Since DJL is internet based, individuals can access DJL wherever there is access to the internet. Individuals can register at home, libraries, partner locations or One-Stops.

Any individual who comes into a One Stop, at a minimum has their resume reviewed, receives job search assistance and a job referral if one is found. Individuals are required to view a One Stop services video and may self-select for additional services.

3. Administration of the Work Test

Administration of the work test for the State unemployment compensation system, including making eligibility assessments (for referral to UI adjudication, if needed), and providing job finding and placement services for UI claimants;

At three different points in the service delivery process, individuals are reported back to UI as not registered, not compliant, or possible eligibility issue:

- DJL and UI's data management systems interface nightly for the purpose of updating demographic information for common customers and reporting back to UI if individuals have registered for work. This interface began in spring of 2014 and has replaced manual forms being sent back and forth from agencies. Individuals who have been identified as not registered through the interface are sent notices by UI notifying them their registration is not complete. UI benefits are stopped until the customer updates what has been required.
- Individuals are reported to the UI contact person for their One-Stop if there is a potential eligibility issue. This can include individuals not available for work or who failed to report to an interview, etc.
- Any UI client who does not report for a mandatory service - such as a workshop - is reported to the UI contact person as non-compliant.

4. Referrals to Training and Education

Provision of referrals to and application assistance for training and education programs and resources.

Unemployment Insurance recipients who are interested in training are required to view the career services video. This video outlines the steps an individual will need to take in order to apply for training funds or receive one-on-one career services. At registration, individuals may self-select for these services.

In addition to self-selecting for this service, many UI recipients will be selected for the RESEA program and will automatically receive additional information on how to apply for training funds as part of the orientation to the program and the career planning workshop.

e. Agricultural Outreach Plan (AOP)

Each State agency must develop an AOP every four years as part of the Unified or Combined State Plan required under sections 102 or 103 of WIOA. The AOP must include--

1. Assessment of Need

Provide an assessment of the unique needs of farmworkers in the area based on past and projected agricultural and farmworker activity in the State. Such needs may include but are not limited to: employment, training, and housing.

Delaware is in compliance with section 102 or 103 of WIOA as the last AOP was developed and approved in the last WIOA combined Plan submission. That plan expires in FY 2020.

Delaware agriculture is thriving thanks to farming, the state's No. 1 industry with a worth of \$8 billion and an \$1.2 billion dollar economic impact. About 2,451 (586 female owned) farms spread across 510,250 acres of farmland. Corn is the First State's top crop, which grown over two-fifths of Delaware's cultivated land. Broilers are the most valuable agricultural product, while apples are the leading fruit crop. Other important commodities include soybeans, wheat and dairy.

The top five labor intensive core crops in Delaware that use migrant workers are: watermelon, cabbage, asparagus, apples, cabbage and pumpkins. Delaware has one mushroom farm with approximately 30 workers. This farm operates all year long and uses migrant workers throughout the year to harvest mushrooms. More farms are reverting to the use of H2-A workers to harvest their crops as well and are considered migrant workers. Watermelon farms also continue to access personnel through licensed brokers during the peak season. The peak seasons annually for harvesting and related labor are from June through September. While there is some local employment interest, most farmers are utilizing migrant workers to manage their farms. These farms are located in the Kent and Sussex counties in Delaware.

During Delaware's peak farm season, approximately 600-800 migrant workers come to Delaware from Puerto Rico, Dominican Republic, South Africa, Haiti, Florida, North Carolina, South Carolina, and Georgia. The core language used is Spanish, French and Creole (Caribbean version of French). Many workers are bilingual and primarily use English. During the pre-season approximately 100 or more migrant workers may be requested to assist the agricultural growers prepare for the upcoming season. Given the consistent socio-economic conditions of deprivation in Haiti, persons of Haitian descent often chose to travel with other migrants to the next state harvesting crops or to remain stay in Delaware. In the case where Delaware is chosen as the home state, transition services are provided at the point of notice via the NFJP partners ,community resources and DOL for housing employment, health and other ancillary support as requested.

Farmworkers often present needing supportive services and are referred to local agencies and partners in the Dover One-Stop and in local communities statewide to receive services. Those needs and services include but are not limited to: food, shelter, clothing, medical care, and employment.

B. Provide an assessment of available resources for outreach and whether the State believes such resources are sufficient. If the State believes the resources are insufficient, provide a description of what would help and what the State would do with the additional resources.

The SWA thinks there are sufficient outreach resources in the state. Our resources include but are not limited to the following agencies and organizations that provide direct resource to migrants:

- La Esperanza, provides outreach and supportive services to include referral to local health services, legal services, childcare, etc.
- La Red provides direct medical services
- Telamon(NFJP Grantee) provides onsite supportive services, health information and information on available medical services,emergency housing and employment services to MSFW's.
- Westside Family Healthcare provides health information and direct medical services.
- Bay Health Medical Center - Full Service Healthcare center
- Kent/Sussex County Counseling -Mental Health services
- Delaware Breast Cancer Coalition -Ad
- Bebe Health Services -Full Service Healthcare center
- Delaware Department of Education - Migrant Education Program
- The Hispanic and African and Caribbean Affairs Commissions

The Hispanic and African and Caribbean Affairs Commissions members are appointed by the State's Governor to promote awareness ,advocate on behalf of and to provide

assistance to migrants in Delaware. There are also various community groups, churches statewide.

2. Outreach Activities

(A) *Describe the State agency's proposed outreach activities including strategies on how to contact farmworkers who are not being reached by the normal intake activities conducted by the employment service offices.*

The plan for the proposed outreach activities must include:

(i) *The goals for the number of farmworkers who will be contacted each program year by W-P staff.*

(ii) *The number of farmworkers who will be contacted each program year by other agencies under cooperative arrangements. These numerical goals must be based on the number of farmworkers estimated to be in the State in the coming year, taking into account the varying concentration of farmworkers during the seasons in each geographic area, the range of services needed in each area and the number of W-P and/or cooperating agency staff who will conduct outreach.*

(iii) *The State's plans to conduct outreach to as many farm workers as possible.*

(iv) *The number of outreach workers dedicated to outreach to farmworkers by service areas.*

The Senior Administrator oversees the SWA's Migrant Outreach Program. To further enhance its outreach efforts, the SWA shall utilize the Wagner Peyser Flexibility Rule (TEN 13-19, issued January 13, 2020) to fund and hire a Contractual position that will conduct full time outreach during the Peak Season and highest MSFW activity (June -September at 37.5 hours per week for 150 hours per month) and part time during the non-peak Season of at least 20 hours per week for 80 hours per month). This position shall be bilingual. This position shall join the SMA and Foreign Labor Coordinator as the Outreach Worker Team. The Senior Administrator may assist throughout the year as well for a total number of outreach workers to (4) who will work all service areas. Delaware has three geographical counties with migrant concentration in two of those counties, Kent and Sussex.

To preserve safety of assigned staff, migrant outreach shall be conducted by a two-person team and or with cooperating agency personnel providing services at all times. As referenced in the February 4, 2020 MSFW section of Webinar presentation on the Flexibility Rule, the SMA's can perform some migrant outreach as long as it does not interfere with their primary duties. The SWA's model shall comply. We plan and anticipate hiring this position upon implementation of the Flexibility Rule no later than July, 2020. The SWA's goal is to outreach at least 500 -600 migrants in the state annually. Delaware has requested a waiver for the SMA to be less than full time per separate cover. There has been no response to that request to date.

The Outreach worker Team shall conduct outreach to MSFWs to provide job services information, including offers of assistance for the full range of employment services available at the local office, specific employment opportunities currently available, information on the Employment Service Complaint System, and a basic summary of farmworker rights related to terms and conditions of employment. Outreach will occur at farms at the beginning of the Peak

Season and coordinated at the sites of community-based agencies and partners where services are provided to MSFWs throughout the farming season.

(3) The State's strategy for:

(A) Coordinating outreach efforts with WIOA Title 1 section 167 grantees as well as with public and private community service agencies and MSFW groups.

Per our MOU with the NFJP Grantee, the SWA shall coordinate outreach with the WIOA Title 1 section 167 grantees (Telamon) as well as with public and private community service agencies and MSFW groups whenever possible. The state is and will continue to conduct outreach separately to locate and identify migrant workers traditionally not reached at the One-Stop sites or in routine occurrences by working with community-based partners to provide specific and direct services to migrant workers.

(B) Explaining to farmworkers the services available at the local one-stop centers.

(C) Marketing the employment service complaint system to farmworkers and other farmworker advocacy groups.

(D) Providing farm workers with a basic summary of farmworker rights, including their rights with respect to the terms and conditions of employment.

(E) Urging those farm workers who have been reached through the State's outreach efforts to go to the local one-stop center to obtain the full range of employment and training services

With the oversight and support of the MSFW Program Administrator, outreach shall be conducted to MSFWs, crew leaders and employers to provide job services and access to other employment-related programs. Outreach takes place at farms and the sites of community-based agencies and partners where services are provided to MSFWs. Employer outreach occurs at the job/farm sites at the convenience of the employer and at related business (farm) associations, as well as during farm bureau or other meetings and conferences.

During the outreach contact, orientation and technical assistance, additional training, and increased awareness across providers and employers is provided may be provided including marketing of the Employment Service Complaint System, basic summary of farmworker rights, including their rights with respect to the terms and conditions of employment and assistance with Unemployment Insurance identification to determine eligibility.

DOL uses a brochure to directly explain the employment complaint system to farmworkers, employers, community services partners and advocates. This is printed in English and Spanish. DOL also displays the ETA-approved employment service complaint system poster in each One-Stop. A link to the complaint system and process information is provided on DJL and the webpage that is available to the public.

The outreach work team shall continue to encourage farmworkers to come directly to or refer farmworkers to the DOL-DET for employment services. At DOL-DET, the (DJL is the main job search tool used both in the local One-Stop centers and through the internet. DJL allows users to access services in multiple languages, including Spanish. The DJL system enables a job seeker to search for jobs locally, regionally and nationally. In addition, it links to websites that provide assessment tools to assist a job seeker with career exploration as well as job search. In DJL and through direct employment specialist assistance a job seeker can also access a complete menu of training services that offer marketable and competitive job skills.

The Delaware SWA has a working alliance with the National Farmworker Jobs Program Grantee, Telamon, to provide supportive services, emergency housing and related employment services to the Migrant Seasonal Farm Workers during their tenure in Delaware. The SMA provides the contact information to the workers for awareness and helps to facilitate direct contact, upon request, for MSFWs and/or the agricultural growers. The SWA, through its Administrator, will continue to ensure regular meetings and information/resource sharing and reporting continue between the SMA and Telamon representatives to support and further strengthen this partnership. Per our MOU with the NFJP Grantee,(Telamon) that is further defined and supports our working relationship to provide comprehensive employment services to migrants. Routinely, the SMA provides technical assistance as the subject matter expert to peers in collaborating agencies on One-Stop center services (i.e. availability of training and other resources, supportive services,and career services, as well as specific employment opportunities).

(4) Services provided to farmworkers and agricultural employers through the one-stop delivery system. Describe the activities planned for providing the full range of employment and training services to the agricultural community, both farmworkers and agricultural employers, through the one-stop delivery system.

At the DOL-DET local American Job Centers, the (DJL) is the main job search tool used on site and electronically through the internet. DJL allows users to access services in multiple languages, including Spanish. The DJL system enables a job seeker to search for jobs locally, regionally and nationally. In addition, it links to websites that provide assessment tools to assist a job seeker with career exploration as well as job search. In DJL and through direct employment specialist assistance a job seeker can also access a complete menu of training services that offer marketable and competitive job skills. For agricultural employers, job orders may be placed to support State recruitment or technical guidance can be provided to apply to the Agriculture Recruitment System. The SMA provides technical support throughout the employment period as needed.

Services to agriculture growers and employers will be improved by the development of a directed marketing tool on Delaware JobLink, DOL Facebook page and within a monthly electronic news via an email notification system. These strategies will include information on the national, regional and local MSFW programs, Federal guidance letters and notices, relevant DOL policy letters and employer services, a frequently asked questions and answers section, and more.

(5) Other Requirements.

(A) State Monitor Advocate. The plan must contain a statement that indicates that the State Monitor Advocate has been afforded the opportunity to review and approve the AOP.

*** The State Monitor Advocate have reviewed and approved the Agriculture Outreach Plan (AOP)***

(B) Review and Public Comment. The plan must provide information indicating that WIOA Section 167 National Farmworker Jobs Program (NFJP) grantees, other appropriate farmworker groups, public agencies, agricultural employer organizations and other interested employer organizations, have been given an opportunity to comment on the State AOP. Include the list of organizations from which information and suggestions were solicited, any comments received, and responses to those comments.

The AOP is part of the combined State WIOA Plan and shall be placed in the public domain for the public to comments to include WIOA Section 167 National Farmworker Jobs Program (NFJP) grantees, other appropriate farmworker groups, public agencies, agricultural employee oorganizations and other interested employer organizations.

(C) Assessment of progress. The plan must include an explanation of what was achieved based on the previous AOP, what was not achieved and an explanation as to why the State believes the goals were not achieved, and how the State intends to remedy the gaps of achievement in the coming year.

The SWA provided services as described in the last AOP. The state was unable to fund a Contractual position to conduct outreach with Wagner Peyser funding or other funding due to funding restriction and competing operational needs. During the last submission, Delaware was emerging from the national recession. The SWA plans to use the Wagner Peyser Flexibility staff rule to hire a Contractual position to conduct outreach full time during the Peak Season and part time during the Non-Peak Season.

The SWA believes it has enhanced overall MSFW Program management and has a good working relationship with agriculture employers. Farmworkers and Agricultural employers are being outreached, and there has been a significant increase in the development of partnerships with direct service providers to support farmworkers as needed. We will continue to work to improve our service delivery strategies and outcomes.

E. State Monitor Advocate

The plan must contain a statement confirming the State Monitor Advocate has reviewed and approved the AOP.

The State Monitor Advocate has reviewed and approved of this plan.

Wagner-Peyser Assurances

The State Plan must include assurances that:

1. The Wagner-Peyser Employment Service is co-located with One-Stop centers or a plan and timeline has been developed to comply with this requirement within a reasonable amount of time. (sec 121(e)(3)); **Yes**
2. The State agency is complying with the requirements under 20 CFR 653.111 (State agency staffing requirements) if the State has significant MSFW One-Stop centers; **Yes**

3. If a State Workforce Development Board, department, or agency administers State laws for vocational rehabilitation of persons with disabilities, that board, department, or agency cooperates with the agency that administers Wagner-Peyser services, Adult and Dislocated Worker programs and Youth Programs under Title I; and **Yes**

4. State agency merit-based public employees provide Wagner-Peyser Act-funded labor exchange activities in accordance with Department of Labor regulations. **Yes**

Trade Adjustment Assistance (TAA)

There are no program-specific state planning requirements for TAA. If the state includes TAA in a Combined State Plan, the state must incorporate TAA in its responses to the common planning elements in sections II, III, IV, and V of the WIOA State Plan requirements instrument.

TRADE ADJUSTMENT ASSISTANCE (Taken from doc. titled Supplement_to_Workforce_Innovation_and_Opportunity_Act_-_Program_Specific pg. 21)

(OMB Control no. NEW)

In Delaware, the Department of Labor, Division of Employment and Training (DOL-DET), in partnership with the Division of Unemployment Insurance (DUI), operates the TAA program. DOL-DET administers the employment and case management services, training, job search allowances, and relocation allowances of trade-affected workers, and DUI processes the reemployment and alternative TAA wage subsidies for older workers and income support in the form of Trade Readjustment Allowances (TRAs). Furthermore, DOL-DET is the operator and service delivery provider for Wagner-Peyser, WIOA Adult, and WIOA Dislocated Worker, among other workforce programs. With the exception of Adult Education, all core programs are co-located in the One-Stops under WIOA, making the integration of TAA services, in concert with the other workforce system core and partner programs, a seamless synchronization in the One-Stop delivery system.

The process for operating the TAA program and providing services to trade-affected workers often begins prior to a TAA certification. First, in Delaware, all UI claimants are required to register with DOL-DET to become eligible to receive Wagner-Peyser services; therefore, if there is a layoff and workers file for unemployment, they will automatically be entitled to Wagner-Peyser-funded services. Second, through the WARN or other employer contact, DOL-DET staff initiate Rapid Response services, starting with facilitating group meetings with trade-affected workers to provide information on opportunities to obtain skills, credentials, resources, and support to become reemployed. The Rapid Response is tailored to meet the workers' and employers' needs with the goal of ensuring that adversely affected workers and employers are aware of the services available to them and how to access them.

If at the time of Rapid Response a TAA certification exists, Rapid Response staff will cover TAA-relevant services. More often than not, TAA certification occurs after Rapid Response activities have been initiated. However, shortly after DOL-DET becomes aware of TAA certification, outreach begins, which includes informing workers of their benefit rights, program

requirements, and services under TAA. This outreach, as well as the Rapid Response, is conducted jointly with DUI. If they have not already filed for unemployment, affected workers are encouraged to register with DOL–DET for Wagner–Peysner services where they can receive virtual career services such as job referrals, conduct job searches, and build and post resumes. All TAA services require a Wagner–Peysner registration. While workers can access TAA, Wagner–Peysner, and WIOA Dislocated Worker supportive services at any One-Stop Center in the State, workers are encouraged to work with a dedicated TAA specialized case manager housed in DOL–DET’s specialized One-Stop for mass layoffs and trade clients. This specialized center is strategically located in New Castle County where 60% of the population resides and is close to PA where many TAA affected-workers once worked. This is possible given Delaware’s small size and small number of TAA workers. The case manager (who was a TAA worker) also maintains a small case load of WIOA Adult and WIOA Dislocated Worker clients and is, therefore, well-versed in multiple programs. Since all workers are required to register in Wagner–Peysner, many find work quickly and are not in need of additional services. For those who want to change careers, increase their skills, or are not finding work as easily in their current field, they begin to receive case-managed core, intensive, and training services allowable under TAA and the WIOA Dislocated Worker program. All TAA policies mirror DOL–DET’s WIOA Dislocated Worker and Wagner–Peysner policies when appropriate but may include additional TAA-specific requirements. This makes it easy for staff to ensure full integration of services, maximizing the services workers receive.

b. States must develop and manage resources (including electronic case management systems) to integrate data, including co-enrollment data, provided through different agencies administering benefits and services to trade-affected workers in order to ensure consistent program administration and fiscal integrity, as well as reliable fiscal and performance reporting. (WIOA section 103(b)(3))

Describe how the State will use TAA funding for infrastructure, other shared costs, and the promotion of the development of integrated intake, case management and reporting systems.

Delaware JobLink (DJL) is the State’s virtual labor exchange system used by DOL–DET for case management, Federal reporting, and participant and fiscal tracking of its core and partner programs that include TAA, WIOA Dislocated Worker, WIOA Adult, WIOA Youth, TANF Employment and Training, and Wagner–Peysner. In addition, DJL provides users with career services, labor market information, and trainer and training opportunities. As part of the DJL integrated network, TAA’s intake, case management, and reporting are tracked in the system. Other partners such as DUI and DVR use some DJL program applications. All One-Stop partners register their clients as job seekers. In addition, DUI and DOL–DET exchange data through a nightly interface. DUI and DOL–DET work closely to share appropriate information required for reporting. TAA funding will support an appropriate share of the overall costs to operate DJL.

c. Except for States covered by the regulatory exemption 20 CFR 618.890 (c) or to perform non-inherently governmental functions, States must engage only State government personnel to perform TAA-funded functions undertaken to carry out the TAA program, and must apply to such personnel the standards for a merit system of personnel administration applicable to personnel covered under 5 CFR part 900, subpart F. (20 CFR 618.890)

Describe how TAA program-funded benefits and services are approved by merit-staffed employees in accordance with 20 CFR 618.890.

As previously stated, Delaware has a specialized One-Stop in New Castle County, staffed with a dedicated TAA case manager. The case manager, who approves and manages all TAA cases and works out of this specialized One-Stop, is a State merit system employee. However, if any trade-affected workers are unable to go to the specialized center, they may visit any of Delaware's One-Stops where there are staff designated to provide them with services and assistance, all of whom are State merit system employees.

Trade Adjustment Assistance (TAA) Program Assurances. The Trade Adjustment Assistance (TAA) program is a Required Partner in the one-stop system, established under section 121 of the Workforce Innovation and Opportunity Act (WIOA). However, to receive TAA program funds, States must adhere to the signed Governor-Secretary Agreement, in addition to the terms and conditions provided in the Trade Adjustment Assistance (TAA) Annual Cooperative Financial Agreement (CFA) and the Unemployment Insurance (UI) Annual Funding Agreement, executed each fiscal year between the State and ETA.

The CFA, which is incorporated by reference into the Governor-Secretary Agreement, explains program requirements, limitations on the use of funds, assurances and other important grant provisions that States must follow to receive TAA program funding for Training and Other Activities (which includes training, employment and case management services, and allowances for job search and relocation and State administration of these benefits and services).

At the beginning of each fiscal year, ETA provides each Cooperating State Agency (CSA) with a CFA for that year, which the CSA is required to execute and submit to ETA's Office of Grants Management. The Unemployment Insurance (UI) Annual Funding Agreement is the mechanism for funding the State administration of TRA and older worker wage subsidies through the State agency that administers the unemployment insurance laws for the State.

Trade Adjustment Assistance (TAA) Program Assurances

The State Plan must include assurances that: 1. On an annual basis, the CSA will execute TAA Cooperative Financial Agreements and UI Funding Agreements for each fiscal year during the four-year State planning cycle.

Has the state incorporated TAA into the sections indicated above? **Yes**

Jobs for Veterans' State Grants

The Jobs for Veterans' State Grants (JVSG) are mandatory, formula-based staffing grants to (including DC, PR, VI and Guam). The JVSG is funded annually in accordance with a funding formula defined in the statute (38 U.S.C. 4102A (c) (2) (B) and regulation and operates on a fiscal year (not program year) basis, however, performance metrics are collected and reported (VETS-200 Series Reports) quarterly (using four "rolling quarters") on a Program Year basis (as with the ETA-9002 Series). Currently, VETS JVSG operates on a five-year (FY 2015-2019), multi-year grant approval cycle modified and funded annually.

In accordance with 38 U.S.C. § 4102A(b)(5) and § 4102A(c), the Assistant Secretary for Veterans' Employment and Training (ASVET) makes grant funds available for use in each State to support Disabled Veterans' Outreach Program (DVOP) specialists and Local Veterans' Employment Representatives (LVER)

staff. As a condition to receive funding, 38 U.S.C. § 4102A(c)(2) requires States to submit an application for a grant that contains a State Plan narrative, which includes:

a. Service Strategies for Veterans and other Eligible Persons

How the State intends to provide employment, training and job placement services to veterans and eligible persons under the JVSG

(How the State intends to provide employment, training and job placement services to veterans and eligible persons under the JVSG; (b) Planned Deployment of Grant Funded Staff

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The State of Delaware is designated as a single State local area. As such, the Division operates four (4) comprehensive One-Stop Centers. The centers are strategically located throughout the State and provide the full-range of USDOL/ETA-funded workforce development program services, including Wagner-Peyser services; WIOA Dislocated Worker, Adult, and Youth Program services; TAA program services; Work Opportunity Tax Credit determinations; and State-funded Blue Collar Training Program opportunities. Partner services provided by the Division of Unemployment Insurance, the Division of Vocational Rehabilitation, the Older Worker Program, and the Department of Education are also available through the One-Stop Centers.

In order to effectively and efficiently facilitate the provision of services to eligible veterans and eligible persons with significant barriers to employment, a full-time DVOP is assigned to each Delaware One-Stop Center (Wilmington, Newark, Dover, and Georgetown).

Upon intake at any Delaware One-Stop, veterans who have significant barriers to employment, eligible persons, or any additional groups designated by the Secretary as eligible for services will

be referred to a DVOP staff for direct assistance and case management. These groups may self-declare their status through the One-Stop Client Intake Form, which lists, for their convenience, Significant Barrier to Employment (SBE) as a category. Veterans with SBEs and eligible persons who elect not to see a DVOP may receive services from any One-Stop staff member. The One-Stop staff have been trained to provide direct assistance to any veteran and eligible person. Upon request, however, a veteran with SBEs and eligible persons may be referred to a DVOP at any time for services by a One-Stop staff member as well.

DVOP specialists will continue to provide employment services to veterans enrolled in or who have completed training or education under the Department of Veterans Affairs (VA) Vocational Rehabilitation and Employment (VR&E) Program and, upon referral, will also be encouraged to engage with DVOP specialists whenever their circumstances or barriers impede their success in gaining employment.

DVOP specialists are fully integrated into the One-Stop service delivery system, and their clients have complete access, on a priority basis, to all core, intensive, and training services. DVOP specialists are cross-trained in all programs and services available at the One-Stop and through their case management efforts facilitate the provision of services to eligible veterans and eligible persons as they move from core services to intensive services to career training services.

b. DVOP Specialists and LVER Staff Roles and Responsibilities

The duties assigned to DVOP specialists and LVER staff by the State; specifically implementing DVOP and LVER duties or roles and responsibilities as outlined in 38 U.S.C. § 4103A and 4104. These duties must be consistent with current guidance.

DVOP specialists, in accordance with 38 U.S.C. 4103A and 4104, use a case management approach, as taught by the National Veterans' Training Institute. DVOP specialists will focus staff-assisted intensive services to meet the needs of veterans with Significant Barrier to Employment (SBEs). Individuals in these categories are considered to have an SBE.

Delaware DVOP specialists provide intensive services and facilitate placements to meet the employment needs of veterans, prioritizing service to special disabled veterans, other disabled veterans, and other categories of veterans in accordance with priorities determined by the Secretary of Labor (Secretary).

Delaware DVOP specialists also review all open case files of current participants with an SBE or in a priority category and perform case management duties as referred or as requested by the veteran.

In addition, DVOP specialists conduct relationship building, outreach, and recruitment activities with other service providers in the One-Stop and community to enroll SBE and priority category veterans in State One-Stop employment services and track their progress as they move from career services to training services.

Delaware LVERs, in accordance with 38 U.S.C. 4104(b):

1. Conduct outreach to employers in the area to assist veterans in gaining employment, including conducting workshops with the Business Service Representatives for employers and, in conjunction with employers, conduct job search workshops and establishing job clubs.
2. Facilitate employment, training, and placement services furnished to veterans in Delaware through Delaware JobLink in the One-Stops.
3. Are members of the Business Services Representative group.
4. Plan and participate in job and career fairs.
5. Coordinate with unions, organizations, and apprenticeship programs, and are members of the State's local Chambers of Commerce as advocates for veteran employment,
6. Inform Federal contractors of the process to recruit qualified veterans.
7. Coordinate and actively participates in other business outreach efforts, e.g., Delaware Joining Forces and the Commission on Veterans Affairs.
8. Meet with veteran job seekers recommended by other One-Stop staff for referral to specific employment opportunities.

c. Integration of Staff into Broader Workforce System

The manner in which DVOP specialists and LVER staff are integrated into the State's employment service delivery system or One-Stop delivery system partner network;

DVOP specialists and LVERs are fully housed at local One-Stops. Each One-Stop has a minimum of one DVOP and each county has a LVER assigned to it. DVOP specialists and LVERs report directly to the Area Operations Manager who is responsible for the operations of the local One-Stop. Being co-located in the One-Stops with core and partner programs allows DVOP specialists and LVERs to fully-integrate their services with the services provided by the partners, which helps to increase the options of and opportunities for the veterans and those with barriers to employment, who are their primary clients.

Through their outreach efforts to employers, LVER staff seek to secure hiring opportunities for veterans by making employers aware of LVER services as well as promoting the benefits of hiring and retaining veterans. As Delaware continues to improve its web-based, talent/job bank, Delaware JobLink (DJL), LVERs continue to play a key role in recruiting employers to utilize the JobLink system. Core partners and workforce development staff coordinate these outreach activities with LVER staff in order to target their efforts to Federal contractors and subcontractors. The goal of LVER staff is to increase their employer contacts by 25% annually. Subsequently, LVER staff enter their employer contacts into the Delaware JobLink job order system. These efforts are expected to result in more viable job orders, increased employment placement of veterans, and possible certification opportunities for veterans and placement of veterans in apprenticeships. In coordination with the One-Stop Area Operations Manager, LVER staff will also monitor the provision of services to veterans through the center and assist in the preparation of the quarterly Managers Report on Services to Veterans.

The Apprenticeship and Training Unit works closely with the LVER staff to develop and promote credentialing and licensing opportunities for veterans.

d. Incentive Award Program

The Incentive Award program implemented using the 1% grant allocation set aside for this purpose, as applicable;

The State is not requesting the 1% funding for Performance Incentive Awards, as the awards are not consistent with established State of Delaware employee recognition policy.

e. Veterans Populations to be Served

The populations of veterans to be served, including any additional populations designated by the Secretary as eligible for services, and any additional populations specifically targeted by the State Workforce Agency for services from One-Stop delivery system partners (e.g., Native American veterans; veterans in remote rural counties or parishes);

Delaware provides services to eligible veterans, eligible persons with significant barriers to employment, and any additional populations specifically designated by the Secretary as eligible for services, in addition to populations targeted for services as identified by our system partners. These could include but not be limited to:

- Native American veterans or others;
- A special disabled or disabled veteran, as those terms are defined in 38 U.S.C § 4211(1) and (3); Special disabled and disabled veterans are those:
 - who are entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Secretary of Veterans' Affairs; or,
 - were discharged or released from active duty because of a service-connected disability;
- Homeless, as defined in Section 103(a) and (b) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11302(a) and (b));
- A recently-separated service member, as defined in 38 U.S.C § 4211(6), who at any point in the previous 12 months has been unemployed for 27 or more consecutive weeks;
- An offender, as defined by WIOA Section 3 (38) who is currently incarcerated or who has been released from incarceration;
- A veteran lacking a high school diploma or equivalent certificate; or
- Low-income (as defined by WIOA at Sec. 3 (36)).

In addition to the above categories, in accordance with VPL 04-14 and TEGL 20-13, DVOP specialists may provide services to any veteran ages 18-24.

In accordance with VPL 08-14, DVOP specialists may also provide services to:

- Transitioning members of the Armed Forces who have been identified as in need of intensive services;
- Members of the Armed Forces who are wounded, ill, or injured and receiving treatment in military treatment facilities or warrior transition units; and
- The spouses or other family caregivers of such wounded, ill, or injured members.

f. Priority of Service

How the State implements and monitors the administration of priority of service to covered persons;

Information and assistance regarding veterans' Priority of Service will continue to be provided by DOL-DET One-Stop staff and DVOP specialists and LVERs co-located in the One-Stops. The Delaware JobLink registration process determines veterans' eligibility, and an American Flag identifies veterans' resumes listed on JobLink for employers. Veterans are encouraged to take advantage of these opportunities and services available at the One-Stops by declaring their veteran status. Priority of Service signs are prominently displayed in all State One-Stops and on Delaware's Mobile One-Stop when in use. One-Stop staff are available to explain mandatory program eligibility and veterans' priority requirements.

DOL-DET has developed and implemented the applicable Employment Services (Labor Exchange) [Service Delivery Process Policy – LE Policy # 10 Veterans Priority of Service](#) to govern agency processes and procedures. All employment services staff, including management, have been trained on this policy. These policies have been catalogued on the DOL-DET virtual data warehouse drive. All DOL-DET policies are reviewed and updated annually and/or as required. [A copy of the referenced policy number 10 is included as Appendix O.](#) Additional staff development by the DET Director and Administrator will continue to be conducted during planned quarterly meetings and as needed with impacted service delivery staff to include DVOP specialists and LVERs.

The Administrator for the Jobs for Veterans State Grant shall generate periodic DJL monthly monitoring reports related to Veterans Services administered at the Delaware One-Stops (Dover, Pencader, Fox Valley, and Georgetown) to monitor Priority of Service to veterans as well as JVSG compliance and performance. To further support compliance, refresher training is provided to all One-Stop staff on an ongoing basis and also includes DVOP specialists, LVERs, and Business Service Representatives on the use of Priority of Service for veterans to maintain system integrity and sustainability. Delaware will examine and use monthly monitoring report results for continuous system improvement.

g. Service and Measurement Strategies

How the State provides or intends to provide and measure, through both the DVOP and One-Stop delivery system partner staff:

1. Job and Job Training Individualized Career Services

As previously stated, DVOP specialists are fully integrated into the One-Stop service delivery system, and their clients have complete access, on a priority basis, to all core, intensive, and training services. DVOP specialists are cross-trained in all programs and services available at the One-Stop and through their case management efforts facilitate the provision of services to eligible veterans and eligible persons as they move from core services to intensive services to career training services.

2. Employment Placement Services

The State currently monitors compliance and Gold Standard case management of intensive services provided to veterans and eligible persons in internal monthly reports queried from DJL to include but not be limited to:

5. Job and job training individualized career services,
6. Employment placement services, and
7. Job-driven training and subsequent placement service program, e.g. (OJT/NEG programs)
8. Random weekly case file audits

Please refer to [Appendix O for Labor Exchange Policy](#).

h. Staff Hire and Training Completion Dates

The hire date along with mandatory training completion dates for all DVOP specialists and LVER staff;

Veteran Staffing Chart

Employee Name	Hire Date	Training Completion Date
Thomas Bolin – LVER	12/23/19	In process
Todd Hilliker - LVER	1/21/19	12/19
Garry Pecoraro	01/07/2020	In process
Allen Jones - DVOP	8/26/08	07/01/2012
Freddy Rodriguez - DVOP	01/17/19	01/ 27/2020
Danny Mosby - DVOP	07/08/19	In process
Gail Gartner DVOP	10/12/14	11/20/15

i. Additional Information as the Secretary May Require

NA

DRAFT

Performance Measures

	Projected Baseline	PY 2020			FY 2021		
		Proposed	Negotiated	Proposed Final Change in Performance	Proposed	Negotiated	Proposed Final Change in Performance
Employment (Second Quarter after Exit)							
Adults		73.0			73		
Dislocated Workers		77.4			77.4		
Youth		66.7			66.7		
Wagner-Peyser / Labor Exchange		56			56		
Adult Education		44.9			45.2		
Rehabilitative Services		Baseline			Baseline		
Employment (Fourth Quarter after Exit)							
Adults		74.7			74.7		
Dislocated Workers		77.5			77.5		
Youth		55.0			55.0		
Wagner-Peyser / Labor Exchange		62			62		
Adult Education		45.4			45.7		
Rehabilitative Services		Baseline			Baseline		
Median Earnings (Second Quarter after Exit)							
Adults		2,045			2,050		
Adults		4,575			4,575		

Dislocated Workers		6,300			6,300		
Youth		TBN			TBN		
Wagner-Peyser / Labor Exchange		4,500			4,500		
Adult Education							
Rehabilitative Services		Baseline			Baseline		
Credential Attainment Rate							
Adults		50			50		
Dislocated Workers		50.0			50		
Youth		77.0			77		
Wagner-Peyser / Labor Exchange							
Adult Education		05			07		
Rehabilitative Services		Baseline			Baseline		
Measurable Skill Gains							
Adults		TBN			TBN		
Dislocated Workers		TBN			TBN		
Youth		TBN			TBN		
Wagner-Peyser / Labor Exchange							
Adult Education		61			61.5		
Rehabilitative Services		17			20		
Effectiveness in Serving Employers	NA	NA	NA	NA	NA	NA	NA
Adults		Baseline			Baseline		
Dislocated Workers		Baseline			Baseline		
Youth		Baseline			Baseline		

Wagner-Peyser / Labor Exchange		Baseline			Baseline		
Adult Education							
Rehabilitative Services		Baseline			Baseline		
Combined Federal Partner Measures							
1							
2							
3							
etc.							
State / Governor Education and Workforce Measures							
1							
2							
3							
etc.							

Appendices

- Appendix A - 2020 Demand Occupation List
- Appendix B - ITA Manual
- Appendix D - Board Roster
- Appendix E - New Executive Order 36
- Appendix F - Funding Guidelines
- Appendix G - Youth RFP
- Appendix H - Adult RFP
- Appendix I - DWDB org chart
- Appendix J - CDC Violence Report
- Appendix K - Wilmington Youth Initiative
- Appendix L - Pattern MOU
- Appendix M - Example ISY RFP
- Appendix N - Example OSY
- Appendix O - Priority Of Service
- Appendix P – Delaware 2018 Annual Economic Report
- Appendix Q – Delaware 2026 Occupation & Industry Projections
- [Appendix R Executive Order 27 Re-entry](#)
- [“Appendix S DCRC MOU”](#)
- [Appendix T AOC MOU](#)
- Public Comments

ⁱ After the October Planning Session it became apparent to the DWDB and DOL-Det staff that a Reentry goals was necessary.

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^{iv} See the Steps to RFP Success Letter of Instruction for further guidance.

^v **Consolidation Committee.** The Consolidation committee consists of the panel leads, the Board Chair, The Board Vice Chair, the Chairman of the Proposal Review and Certification Committee, the Delaware Secretary of Labor (if they are not already on a panel), and The DWDB Executive Director.