

STATE OF DELAWARE  
DEPARTMENT OF HEALTH AND SOCIAL SERVICES  
DIVISION OF SOCIAL SERVICES

And the

DEPARTMENT OF LABOR  
DIVISION OF EMPLOYMENT AND TRAINING

And the

DELAWARE ECONOMIC DEVELOPMENT OFFICE  
WORKFORCE DEVELOPMENT

And the

DEPARTMENT OF TRANSPORTATION  
DELAWARE TRANSIT CORPORATION

Delaware's TANF (Temporary Assistance for Need Families) Program  
All Delaware citizens will achieve their full career and employment potential through sustaining high-quality satisfying jobs, which provide Delaware's employers with a competitive workforce.

EMPLOYMENT CONNECTION SERVICES/KEEP A JOB SERVICES  
FOR ADULTS

REQUEST FOR PERFORMANCE BASED PROPOSAL

January 1, 2007 - September appropriate, 2007

(With the opportunity for three one-year extensions)

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REQUEST FOR PROPOSAL (RFP) SCHEDULE

September 19, 2006 - Request for Proposal Issued

October 4, 2006 - Proposer's Conference 1:30 P.M.

Buena Vista Conference Center - New Castle, Delaware

October 18, 2006 – Initial Proposals Due

Department of Labor –Division of Employment & Training

October 19 – November 14, 2006 – Negotiation/ Refinement of Proposal

November 15, 2006 – Final Proposal/Best & Final Offer Due

November 27, 2006 - Proposal Presentations (November 28 will also be used if necessary)

November 28, 2006– Contract Awards

December 15,2006 – Contracts Ready for Execution

January 1, 2007 – Services Operational

SELECTED PROPOSERS MUST BE AVAILABLE TO PARTICIPATE IN WORKSHOPS TO BE HELD  
BETWEEN JANUARY 1 – 15, 2007.

Equal Opportunity Employer/Program – Auxiliary aids and services available upon request

## Equal Opportunity

The grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:

Section 188 of the Workforce Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I financially assisted program or activity;

Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color and national origin; Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against individuals with disabilities;

The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and

Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

All services funded through this Request for Proposal (RFP), when viewed in their entirety, will be readily accessible to disabled individuals and will conform to all Equal Opportunity laws and regulations.

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PART C (Policies provided in Part C are in the final stages of development and for that reason should be considered draft (subject to change). The attached policies do not reflect all policies relating to future contracts.

Attachment I – Policy on the Documentation of Performance

Attachment II – Policy on the Minimum Standard of Contact

Attachment III – Refugee Definition

The following Attachments are incorporated by reference:

Attachment IV – Center for Law and Social Policy – Analysis of New Interim Final Rules:  
[http://www.clasp.org/publications/final\\_tanf\\_rules\\_analysis.pdf](http://www.clasp.org/publications/final_tanf_rules_analysis.pdf)

Attachment V - Refugee/Asylee web link: <http://www.acf.hhs.gov/programs/orr/>

Attachment VI - Interim Final Rule web link: <http://www.regulations.gov>

Attachment VII – Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) web link:  
<http://www.acf.hhs.gov/programs/ofa/prwora96.htm>

## **INTRODUCTION**

The TANF Team is looking for contractors who are totally committed to working with TANF job seekers and those TANF clients who are employed to achieve economic independence for themselves and their families. Successful contractors will be contractors who do “whatever it takes” to help remove barriers to client success; contractors who help clients focus on long term goals, yet help meet short term needs; contractors who see clients as deserving people in difficult circumstances, not difficult people in circumstances they deserve.

## **OUTCOME STATEMENT**

All Delaware citizens will achieve their full career and employment potential through high-quality satisfying jobs, which provide Delaware’s employers with a competitive workforce.

Delaware’s TANF Program is seeking qualified organizations that can contribute to Delaware’s Outcome Statement in the following target areas:

- Placement of individuals in unsubsidized jobs
- Participation of individuals in the appropriate number of consecutive hours of countable activities in every week
- Retention in full time jobs
- Increases in earnings and benefits
- Skill improvements and credentials earned
- Customer satisfaction (while not an outcome, it is a Delaware indicator)

## **BACKGROUND AND PURPOSE**

Implementation of Delaware’s TANF Program began on October 1, 1995. In this, the twelfth year of the program, all Delaware’s TANF Program employable adults will be working or involved in a work services activity.

## **KEY DELAWARE’S TANF PROGRAM PRINCIPLES**

Delaware’s TANF Program is grounded on five (5) key principles.

1. Work should pay more than welfare
2. Welfare recipients must exercise personal responsibility in exchange for benefits;
3. Welfare should be transitional, not a way of life;
4. Both parents are responsible for supporting their children; and
5. The formation and maintenance of two-parent families should be encouraged and teenage pregnancy and unwed motherhood should be discouraged.

## RESULTS TO DATE

Delaware's TANF Program results show:

### 1. WORK PAYS MORE THAN WELFARE.

- Cash Grant for 3 = \$338 per month
- **Statewide**
  - Average wage = \$7.91 /hr.
- **By County**
  - Average wage for full-time work in New Castle - \$8.23 /hr.
  - Average wage for full-time work in Kent - \$7.51 /hr.
  - Average wage for full-time work in Sussex - \$7.34 /hr.

### 2. DELAWARE'S TANF PROGRAM RECIPIENTS RECEIVE SUPPORTS THAT SUBSIDIZE WAGES:

- Childcare,
- Health Care,
- Transportation Assistance,
- Cash Grant,
- Earned Income Tax Credit (Federal).

### 3. THE CASELOAD HAS DROPPED 42% since 1995.

- More clients working today as a result of DELAWARE'S TANF PROGRAM contractors

### 4. RETENTION IS HIGH AND DELAWARE'S TANF PROGRAM CLIENTS ARE KEEPING JOBS.

- 71% are working at 3 months
- 57% are working at 6 months
- 45% are working at 9 months

## GENERAL EXPECTATIONS/REQUIREMENTS

Under Delaware's TANF Program cash benefits are time limited to households headed by employable adults age 18 and over. The time limit for benefit receipt is 36 cumulative months.

Of the Delaware's TANF Program cash assistance recipients, approximately 73% live in New Castle County, 12% in Kent County, and 15 % in Sussex County.

Some key characteristics of Delaware's TANF Program follow:

- The clients "TANF Clock" (a lifetime limit of 36 months of benefits) stops when clients are employed in unsubsidized employment for 30 hours per week.
- TANF applicants must participate in work activities for two consecutive full weeks at appropriate hours (**A table specifying the appropriate number of hours for each service group can be found in the Solicitation Specifications section of the Request for Proposal**) per week in order for their case to be opened. Payments are retroactive to the first day of the two-week period.
- TANF applicants whose case has been closed for failure to participate must participate in work activities for 4 consecutive full weeks at appropriate hours per week for their case to be opened.

Payments are not retroactive.

- Recipients are expected to participate for the minimum appropriate hours per week, each week that they are a recipient. A minimum of number of hours must be in Core Work Activity (This is specified in the Table found in the Definitions section). Unsubsidized employment, subsidized employment, on-the-job training, work experience, community service, and child care services for community service participants are core work activities that have no limitation. Job Search and Job Readiness (maximum 6 weeks in a fiscal year, no more than 4 of which can be consecutive) and Vocational Education Training (not to exceed 12 months) are Core Work Activities that have a limited use. Non Core Work Activities include:
  - i. Job Skills Training Directly Related to Employment,
  - ii. Education Directly Related to Employment, in the Case of a Recipient Who Has Not Received a High School Diploma or a Certificate of High School Equivalency,
  - iii. Satisfactory Attendance at Secondary School or in Course of Study Leading to a Certificate of General Equivalence, in the Case of a Recipient Who Has Not Completed Secondary School or Received Such a Certificate

The Delaware's TANF Program Team is seeking highly qualified organizations that can directly contribute to reaching Delaware's desired employment outcome and potential self-sufficiency through one or more of the following services:

- **Employment Connection** services to help recipients obtain and maintain full time unsubsidized employment or participate in a combination of work activities in order to receive their cash Grant.
- **Keep a Job** services to provide employment retention assistance to participants who have obtained unsubsidized employment that results in maintaining employment and achieving long term economic independence, including income growth.

This solicitation is to ensure and to provide services to Delaware's TANF Program recipients statewide in all three counties.

Participants in the services listed above will be referred to the contractor by the Department of Health and Social Services, Division of Social Services (DSS), unless otherwise specified. Participants:

- Receive DELAWARE'S TANF PROGRAM cash assistance (TANF)
- Are 18 years of age and older with the exception that a youth that is a member of a family receiving assistance and not attending school is included.
- Possess limited work history
- May have multiple barriers to employment
- May have difficulty understanding or may not initially comply with requirements.
- Felons

Because the tasks of engaging welfare to work clients and maintaining contact with them are challenging, we expect contractors (results managers) to use diverse methodologies and partnerships to achieve the described outcomes (aka: doing whatever it takes!). Examples of such unique or different partnerships may include (but are not limited to) - paying young adults or other strategic adults in local communities to help locate "elusive"

clients; or having an employer-client "social" at the end of the job readiness sessions to create the opportunity for networking and/or hiring; or practicing the techniques of a professional "head hunter".

The Delaware's TANF Program Team is interested in specific and definitive formal linkages between agencies, which will directly lead to:

- saving or generating additional resources,
- increasing customer outcomes and satisfaction, and
- services to customers with more or different needs.

Smooth client transitions among contractors and among agencies are critically important to successful job placement and retention outcomes. We have found that multiple contractors and agency staff working in partnership to assure seamless service delivery for clients when transitioning from one service to another is an effective approach to continued client participation in services. The degree to which this partnership is effective is dependent upon multiple levels/types of communication, cooperation and the exchange of high quality, timely, and accurate information.

Each contractor works with all other contractors and DSS, DOL, DOT, and DEDO staff/local representatives to assure effective communication at the local level and to resolve local placement, transition and services issues. Contractors who serve more than one county will designate a local county representative to participate on a LCT.

Contractors will be responsible for decisions relating to the full family sanctions and the cure of such sanctions consistent with applicable policies.

## **Payment**

Contracts funded under this solicitation will be 100% performance based and pay providers only for selected outcomes with the exception of funds awarded for "Direct Benefits to Participants (also known as Supportive Services)".

It is expected that Proposers will budget sufficient supportive funds to enable participants to be successful. Incentive payments are budgeted as part of supportive services. Contractors are expected to utilize incentives to reward participants achievements.

Each service described in this solicitation has standards for expected outcomes. These are listed in the Solicitation Specifications Section that begins on page 10. That section more fully describes each solicited service and lists the performance targets that the contractors will be expected to meet. The Delaware's TANF Program Team reserves the right to modify the payment point system during the term of the contract.

The payment structure for the contracts awarded as a result of this RFP includes performance and bonus payments. The Solicitation Specification describes the payment system.

**Note: For any contract that is extended for an additional year, Delaware's Welfare Reform Team reserves the right, at its sole discretion, to make changes in the Performance and bonus payments in the extension year of the contract. Nothing in this Request for Proposal limits the TANF teams authority to modify the payment structure through the contract modification process described in the contract.**

## Reporting Requirements and System Resources

The information to be provided by organizations that obtain awards based on this solicitation will be substantial.

An annual report on major program accomplishments and quarterly reports of actual results achieved are required. Monthly financial reports will be required. Since contracts will be executed on a performance basis, participant outcome reporting will be accomplished by entering performance into the Division of Employment and Training Internet reporting system and the Division of Social Services DCIS II reporting system. In addition, contractors will be required to submit participant success stories quarterly and as requested. The next several paragraphs describe the required Management Information and Reporting systems in support of this project.

Contractors must link electronically with the DSS automated system and should reflect these costs in their proposals. The minimum computer specifications follow:

<b>Memory</b>	512 MBs RAM minimum recommended
<b>Hard Disk</b>	40 GBs Hard Disk Drive space.
<b>CPU Support</b>	1.5 GBz or higher Pentium-compatible CPU.
<b>Drive</b>	CD-ROM or DVD drive.
<b>Display</b>	Super VGA [800x600] or Display. [Minimum!]800x600 IS possible!
<b>Keyboard</b>	Standard Keyboard
<b>Pointing Device</b>	Mouse! [Optical Mouse!]

<b>Operating System</b>	Windows XP Professional SP2 with Internet Explorer 6.0
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The contractor will submit all required program reports accurately and in a timely manner. The input of required data must be kept current at all times. Performance payments will depend on accurate and timely documentation (manual and automated).

Contractors must link with the Division of Employment and Training (DET) Internet Reporting System. Selected proposers will provide a computer and their own Internet service account that provides them access to the Internet.

The Division of Social Services (DSS) will upgrade/install a computerized network that will link contractors with the appropriate DSS administrative systems and E-Mail. Additional information on reporting will be provided to the proposers that are funded.

For the 2007 RFP process, Delaware's TANF Program is continuing the provisions implemented during the previous years:

1. Payments to contractors for results achieved.
2. The State of Delaware is utilizing an outcome results approach that includes quarterly meetings with the TANF team focused on actual performance. Delaware seeks practical, straightforward and usable data from contractors, which will enable course corrections and negotiations and achievement of

targets.

3. An outcome-based tracking and reporting approach based on a system developed by The Rensselaerville Institute which includes quarterly submissions by grantees.
4. Best practices sessions will be held with grantees during the program cycle to strengthen and share highly effective program techniques and practices.
5. Seamless transition among services and contractors.
6. Selection criteria in this RFP, which emphasizes capacity, readiness, and ability to achieve results with Delaware's TANF Program customers to be served.

## **PROPOSAL SUBMISSION CONTACT & REQUIREMENTS**

### **CONTACT FOR REQUEST FOR PROPOSAL**

The Coordinator for this Request for Proposal (RFP) at the Department of Labor, Division of Employment and Training will be:

Eileen Schneese  
Division of Employment and Training  
4425 North Market Street  
Wilmington, DE 19809  
(appropriate2) 761-8127  
[eileen.schneese@state.de.us](mailto:eileen.schneese@state.de.us)

### **REQUEST FOR PROPOSAL (RFP) SCHEDULE**

- September 19, 2006 - Request for Proposal Issued. Solicitation packages will be available at 12:00 P. M. at the Department of Labor, Division of Employment and Training, Third Floor, 4425 North Market Street, Wilmington, 19809. The Request for Proposal can also be obtained through the DHSS website: [www.state.de.us/dhss](http://www.state.de.us/dhss).
- October 2, 2006 - Closing date for receipt of written questions. Questions regarding this request for proposals will be submitted by e-mail to the Request for Proposal coordinator, no later than 3:00 P. M. on October 2nd or may be entertained at the Proposers' Conference on October 4th. Further questions regarding this RFP will not be accepted following the conclusion of the Proposers' Conference. A written summary of questions and answers will be provided to each proposer who attends the conference no later than October 10, 2006.
- October 4, 2006 - Proposers' Conference, Buena Vista Conference Center, 661 South Dupont Highway, New Castle, Delaware 19720, 1:30 PM – 4:30 PM.
- October 18, 2006- Initial Proposals Due by 4:00 P. M. to the Department of Labor, Division of Employment and Trainings, RFP Coordinator. Proposers must submit three (3) original proposals.
- October 19 – November 14, 2006 – Negotiation/Refinement of Proposal
- November 15, 2006 – Final Proposal due by 4:00 P. M. to the Department of Labor, Division of Employment and Trainings, RFP Coordinator. Proposers must submit one (1) original proposal
- November 27, 2006 - Proposal Presentations, Buena Vista Conference Center, 661 South Dupont Highway, New Castle, Delaware, 19720. (November 28th has also been held for presentations).
- November 28, 2006 – Contract Awards
- December 15, 2006 - Contracts Ready for Execution (Signature)
- January 1, 2007 - Services Operational

- Selected Proposers must be available to participate in workshops to be held between January 1 – 15, 2007. Among the topics that may be discussed will be the Federal Bonding Program, Work Opportunity Tax Credit & Earned Income Tax Credit.

Proposers may submit Proposals for one or both of the services (Delaware's TANF Program Employment Connection Program and Keep a Job). The State will **assure** to ensure that both services are available statewide.

The Department of Labor will manage the Employment Connection and Keep a Job services. The availability of services will be dependent on the availability of funds and the quality of proposals. The award of funds will be solely at the discretion of the Delaware's TANF Program Proposal Review Committee.

This solicitation is for a nine (9) month period beginning January 1, 2007, and ending September appropriate, 2007, with the option to renew the contract with the agreement of the two contract parties for an additional twelve (12) months up to 3 times. The Delaware's TANF Program will operate in all three (3) counties.

The contractor will complete and submit a contract renewal application prior to the end of each contract period at which time contractor performance targets and funding will be re-evaluated by the Delaware's TANF Program Team. The 12-month extensions of the contract may be renegotiated based upon satisfactory contractor performance, the availability of funds, and need for services, at the discretion of the Delaware's TANF Program team.

Proposers may propose to operate in any of the three counties. Any combination of geographic areas may be proposed (e.g. statewide, a single county, etc.). Proposers may propose to offer one service or both services solicited but must ensure a guarantee of seamless services. A separate proposal is required for each service. Single proposals that combine Employment Connections and Keep a Job services will not be considered.

Proposers intending to subcontract a portion of a service must inform the Delaware's TANF Program Proposal Review Committee by including information in an attachment included in the proposal and by including representatives from the subcontracted agency(ies) in the proposal presentation process. Payment to subcontractors will be the responsibility of the contractor, not the State. Subcontracting services shall not relieve the contractor from the established obligations, or affect a change in the contract.

## **PROPOSAL REVIEW PROCEDURES**

Analysis will include a comparison with other similar offers, Proposer past performance, where appropriate, and other performance/contract standards. The analysis will be provided to the proposal review committee, which will make the decision on funding.

Delaware's TANF Program proposal review committee will review proposals and the staff analysis. Proposers will make oral presentations to the review committee on November 27, 2006 at Buena Vista, and possibly the morning of November 28th at another location.

NOTE: Handouts, promotional materials, videos, overheads, etc. are not permitted at oral presentations.

The Delaware's TANF Program proposal review committee may be drawn from the Delaware's TANF Program team, and other public/private sector representatives.

Funded proposals will be expected to provide, at a minimum, the services specified, at the cost proposed in the proposal. Negotiations will be required following the selection of Providers.

Proposers may request an explanation of the basis for the awarding of funds from The Delaware's TANF Program Team, c/o the RFP Coordinator. The request must be in writing and be submitted within ten (10) calendar days of the award. However, the existence and contents of proposals are confidential and as such will not be discussed with any proposer or outside party at any time other than designated official proposal review periods.

Proposals are considered the property of Delaware's TANF Program Team and will not be returned.

Proposers should also be aware that they are competitors and should not discuss the contents of proposals with others. This is not meant to discourage in any way the submission of a proposal in partnership by multiple providers. If that is done, it must be identified in the proposal and stated at the Proposal Presentation by including representatives from the subcontracted agency(ies) in the Proposal Presentation process.

## **PROPOSAL EVALUATION**

All proposals presented for consideration will be reviewed and evaluated according to the following criteria:

1. Demonstrated Capacity 40%

Key staff and the proposer agency successfully delivered services similar to those described in this RFP and can validate this performance. Proposer has demonstrated the ability to deliver services requested in this RFP. The proposer has successfully worked with groups of people similar to the DELAWARE'S TANF PROGRAM recipients described here and can validate this work.

2. Budget 25%

Costs are clearly presented, reasonable, and fall within an estimated range and are competitive with comparable programs to accomplish the established performance measures. Costs are adequate to provide the necessary defined services to individuals.

Administrative and program costs are adequately detailed.

3. Program Design and Proposed Performance 35%

Program design reflects strong likelihood to achieve desired outcomes.

Linkages with other agencies that directly add considerable customer service value are formally established and documented.

Program design includes innovative elements, which insure meeting the program's targets for job placement and significant improvements in retention.

The number of staff is adequate and possesses the level of expertise and prior experience required to achieve program targets.

## **SOLICITATION SPECIFICATIONS**

The Delaware's TANF Program Team in accordance with the State's Delaware's TANF Program, request proposals for the following:

- Employment Connection Program services
- Keep a Job services

Definitions:

1. Participation Standard – Participation by an enrolled individual for a minimum of appropriate hours of work activities per week for each week that ends on a Sunday in a calendar month.
2. Work Activities – Core and Non Core work activities identified in the Interim Final Rule
3. Core Work Activities - Unsubsidized employment, subsidized private sector employment, subsidized public sector employment, work experience, on-the-job training, job search and job readiness

assistance (with limitations on duration), community service programs, vocational educational training (with limitations on duration and the proportion of recipients who can participate), and providing child-care assistance to an individual in a community service program.

4. Non-Core Work Activities: Job skills training directly related to employment, education directly related to employment (in the case of a recipient who has not received a high school diploma or its equivalent), and satisfactory school attendance at a secondary school (for those who have not completed high school).
5. Unpaid Work – A Core Work Activity performed in order to receive a TANF grant
6. Week – A period beginning on Monday and ending on Sunday
7. Target Groups – Single Parent Work Eligible Individual, Two Parent Work Eligible Individuals, Two Parent Work Eligible Individuals that Receive Child Care Assistance, Youth 16-17 and out of school & Refugees (Attachment IV).
8. Appropriate hours of Participation –

Group	Minimum Hours of Participation	Minimum Core hours of Participation
Single Parent Work Eligible Individual	30	20
Two Parent Work Eligible Individuals	35	30
Two Parent Work Eligible Individuals that Receive Child Care Assistance	55	50
Refugee	30	20
Youth 16 – 17 and out of school	30	20

### Employment Connection Program

The objective of the Employment Connection Program is to move recipients into unsubsidized employment, and make it possible for recipients to meet the participation standard for 12 consecutive weeks with a minimum number of appropriate hours of unsubsidized employment for the last 8 weeks of the period.

The Employment Connection Program consists of those services necessary to enable an recipient to fully participate in qualified, supervised work activities to earn benefits, to prepare, search for and obtain unsubsidized employment, and to meet the participation standard for 12 consecutive weeks.

Participation in the Employment Connections Program is a prerequisite for recipients to receive a grant. Core Work Activities are required and are preferable to Non Core Activities (permitted subject to limitations). Unsubsidized employment is the desired outcome. The State of Delaware is not considered as an employer while participants are performing in subsidized employment, on-the-job training, or un-paid work. In no case is the State responsible for the payment of FICA or FUTA. However, the State is responsible for Worker's Compensation when an individual is participating in unpaid work activities.

Employment Connection contractors will:

- Have an orientation and sufficient services available daily to enable an individual to begin a full schedule of work activities whenever they contact the contractor in person.
- Provide an in-depth assessment and individual service strategy for each individual immediately following the client orientation. Selected Proposers are expected to use the designated assessment as their base assessment instrument (The State will provide training). Currently the expectation is that the base assessment will be accomplished through the CASAS Workplace Analysis Process.
- It is also expected that those selected will participate in the development of an individual service strategy to be used by all contractors and to implement this final format.
- Provide each client with a 4 week schedule of activities immediately following orientation. This schedule will contain the planned activities that will result in 4 consecutive full weeks of participation. Documentable self-directed activities to enable participation when unanticipated circumstances prevent the full implementation of the schedule will be provided. Clients, to the extent possible will be provided an individualized mix of activities to enable them to meet their participation requirement.
- Contact DSS immediately upon the successful completion of participation for each client's initial consecutive 2-week period.
- Schedule activities that will include unpaid work after the first two-week period. Contractors will develop and maintain work activity assignments in the public and/or not-for-profit sector.
  - i. Work assignments cannot displace existing workers or involve the participant in political lobbying or political campaigns. Work assignments should meet OSHA standards for health and safety and can allow for multiple clients to work at one work site.
  - ii. The State reserves the right to overrule any assignment site or work activity assignment developed by or proposed by the contractor. Should this occur, the Employment Connection contractor is required to immediately develop alternative assignments for affected participants.
- Have dedicated job development staff and maintain a job bank of employment opportunities for clients to access. This will be in addition to job search done by participants and is designed to assist clients to find jobs consistent with their interests/abilities.
- Employment opportunities developed by the job development staff will be shared with the Keep a Job contractor that links with the Employment Connection contractor.
- Use the State of Delaware Department of Labor website [www.vcnet.com](http://www.vcnet.com) to assist participants in obtaining employment.
- If an individual has not found employment or begun another suitable activity after four (4) weeks in which any time was spent in a reported job search/job readiness assistance activity, job search/job readiness will end and the individual will be placed in work experience.
- Place and maintain individuals in jobs with sufficient work hours to meet the minimum required participation hours. The outcome goal is for full time unsubsidized employment at wages exceeding minimum wage, with medical benefits, and sufficient income to no longer need TANF assistance.

- At any point that the hours of participation are below the required amount, initiate additional activities
- Document all participation and service hours consistent with the attached documentation policy
- Intensively case-manage clients during their entire participation. This includes periods of time when the client may be in other services such as drug/alcohol treatment.
- Work with the Medical Assessment Contractor (if funded) to provide services to clients referred back who are determined capable of entering employment
- Be open for a minimum of 8 additional hours on weekends or in the evenings. A minimum of 4 hours of services must be provided on weekends.
- Build and maintain relationships with participants that result in mutual:
  - i. Knowledge and understanding of contractor services and participant requirements,
  - ii. Understanding of why unsubsidized employment is preferable and pays more than a work activity,
  - iii. Efforts that result in the reduction/elimination of barriers to participation in the service,
  - iv. Knowledge of participant life/literacy (including economic literacy)/occupational skills and appropriate referral to the resources available to improve/build upon them, and

Performance Targets, Performance Standards, Performance Based Payments and Bonuses

Employment Connection Program services will operate in a continuous improvement manner. The Division of Social Services projects it will refer 3,750 participants to Employment Connection. Between January 1, 2007 & September 30, 2007. The estimated breakout by county follows:

- New Castle - 2600
- Kent - 500
- Sussex - 650

Current history indicates that 74% of referrals enroll

In addition to new referrals, the following is the estimated number of individuals that will be active (CARRYINS) in services on January 1, 2007. These individuals will be served in the contracts awarded through RFP process. The estimated breakout by county follows:

- New Castle - 550
- Kent - 125
- Sussex - 125

Selected proposers must be willing and capable of increasing services to an increased number of participants, if necessary.

The Total amount of funds available for each payment point is based on the total amount awarded to the contractor. The percentages for each payment pool follows:

Payment Point 1	Enrollment	25%
Payment Point 2	1 <sup>st</sup> consecutive 4 weeks of participation	17.5%
Payment Point 3	2 <sup>nd</sup> consecutive 4 weeks of participation	15%
Payment Point 4	3 <sup>rd</sup> consecutive 4 weeks of participation	15%
Payment Point 5	12 consecutive weeks of participation	15%
Payment Point 6	Enrollment into Keep a Job Services	12.5%

The amount of each payment will be obtained by dividing each payment pool by the number of individuals expected to earn the payment (new enrollments & carry-ins)

The Performance expectation percentages follow:

Payment Point 1	Enrollment	60% of Referrals
Payment Point 2	1 <sup>st</sup> consecutive 4 weeks of participation	70% of enrollments
Payment Point 3	2 <sup>nd</sup> consecutive 4 weeks of participation	65% of enrollments
Payment Point 4	3 <sup>rd</sup> consecutive 4 weeks of participation	65% of enrollments
Payment Point 5	12 consecutive weeks of participation	65% of Enrollments
Payment Point 6	Enrollment into Keep a Job Services	60% of Enrollments

Payment Definitions - Definitions provided here are draft and may be subject to refinement to achieve specificity. They do generally represent the expected definitions:

Payment Point 1	Enrollment	Completion of an Orientation, Assessment, Individual Service Strategy, 4 week schedule of services with a mix of activities & participation for 2 consecutive full weeks at appropriate hours of countable (including the minimum hours of core activities) work activities or more
Payment Point 2	1 <sup>st</sup> consecutive 4 weeks of participation	Participation for 4 consecutive full weeks at appropriate hours of countable work activities or more following enrollment
Payment Point 3	2 <sup>nd</sup> consecutive 4 weeks of participation	Participation for 4 consecutive full weeks at appropriate hours of unsubsidized employment or more
Payment Point 4	3 <sup>rd</sup> consecutive 4 weeks of participation	Participation for 4 consecutive full weeks at appropriate hours of unsubsidized employment or more
Payment Point 5	12 consecutive weeks of participation	Participation for 12 consecutive full weeks at appropriate hours or more of countable work activities. The last 8 weeks must be unsubsidized employment
Payment Point 6	Enrollment into Keep a Job Services	Participation in Keep a Job Services for 4 consecutive weeks at appropriate hours of countable activities or more

Exception - Up to 15% of payments made for Payments Points 3 & 4 may be for individuals that meet the definition with core and non core work activities as long the required number of core activity hours is met. For Payment point 5, up to 15 % of the payments may be for individuals that meet the 12 week consecutive requirement under the allowed waiver for payments 3 & 4.

Payment points may be earned only once per participant except when approved by TANF team

### Performance-Based Incentive Bonuses

Performance Based Incentive bonus may be inserted at any time during the term of the contract based on the needs of the TANF team to stimulate/recognize performance. Delaware's Welfare Reform Team reserves the right, at its sole discretion, to make changes in the Performance-Based Incentive Bonuses in the extension year of the contract.

### Keep a Job Service:

The goal of the Keep a Job service is for recipients to achieve long-term economic independence by improving their skills and maintaining continuous employment for at least 12 months after referral. In addition, its purpose is to enable participants that are Grant recipients to meet the State/Federal Participation requirements. Contractors will be paid on their performance in achieving this goal.

All recipients will continue to receive services beyond the first 12 months for as long as they continue to receive a TANF benefit.

The Keep a Job service consists of those services necessary to enable individuals who have been successful in obtaining employment to maintain and improve it while achieving Successful Participation as defined.

Keep a Job participants who terminate TANF payments due to employment will continue to receive all services.

Keep a Job contractors will be expected to:

- Contact participants referred immediately upon referral.
- At any point that the hours of participation are below the required amount, initiate additional activities
- Provide economic literacy training.
- Work with the Employment Connection contractor to inform participants about the Keep a Job services that will be available, establish a relationship with the participants and enroll participants immediately upon their completion of Employment Connection services.
- Work with the Employment Connection contractor to utilize available job leads developed by their job development staff and share job opportunities developed by Keep a Job staff.
- Use the State of Delaware Department of Labor website [www.vcnet.com](http://www.vcnet.com) to assist participants in obtaining employment.

- Work intensively to assist the participant to establish a personal development plan that will enable the participant to move forward to economic independence. It is expected that the plan will be a living document, developing over time. Among items included are:
  - \_ A plan to deal with unanticipated crises;
  - \_ A Skills Training Plan to enable economic growth;
  - \_ A plan to develop and maintain emotional support systems;
  - \_ A plan for back-up child care and transportation;
  - \_ A plan to deal with other basic life needs (housing, food, family dynamics, budgeting etc.);
  - \_ An intervention plan to deal with other barriers (drug/alcohol abuse, domestic violence, etc.);
  - \_ A plan to maintain participation
  - \_ Provide incentives to encourage and reward success.

The Keep a Job contractor will be available to work with participants, when & where services are needed, in the day and evening, Sunday through Saturday.

The Keep a Job Contractor must be able to engage clients, that are TANF recipients, who are no longer employed within seven (7) days when a break in participation occurs for the minimum number of appropriate hours per week necessary to meet the participation definition.

The Keep a Job contractor will document all participation and service hours consistent with the attached documentation policy

#### Performance Targets, Performance Standards, Performance Based Payments and Bonuses

Keep a Job Services will operate in a continuous improvement manner. The TANF team projects that Employment Connection contractors, and DSS staff will refer 1040 participants to the Keep a Job contractor(s) between January 1, 2007 and September appropriate, 2007. Most recipients referred will have completed 90 days of continuous employment. A smaller number of recipients will be referred directly from DSS. The referrals from DSS will be individuals that at application or re-determination are working 25 hours or more. The estimated breakout by county follows:

- New Castle - 600
- Kent - 200
- Sussex - 240

Current history indicates that 85% of referrals enroll.

In addition to new referrals, the following is the estimated number of individuals that will be active in services on January 1, 2007. These individuals will be at various stages of the payment process and will only be eligible for payments not previously earned. Theses individuals will be also be served in the contracts awarded through RFP process. The estimated breakout by county follows:

- New Castle - 550
- Kent - 75
- Sussex - 90

Selected Proposers must be willing and capable of increasing services to an increased number of participants, if necessary.

As the goal of Keep a Job services is for recipients to achieve long-term economic independence by maintaining employment for a minimum of 12 months while meeting the State/Federal standards for participation, contractors will be paid on their performance in achieving this goal. The payment structure for the Keep a Job services is based on a per participant cost for a one year period.

The Total amount of funds available for each payment point is based on the total amount awarded to the contractor. The percentages for each payment pool follows:

Payment Point 1	Enrollment	25%
Payment Point 2	1 <sup>st</sup> consecutive 12 weeks of participation	15%
Payment Point 3	2 <sup>nd</sup> consecutive 12 weeks of participation	15%
Payment Point 4	3 <sup>rd</sup> consecutive 12 weeks of participation	15%
Payment Point 5	4 <sup>th</sup> consecutive 12 weeks of participation	15%
Payment Point 6	48 consecutive weeks of participation	15%

The amount of each payment will be obtained by dividing each payment pool by the number of individuals expected to earn the payment (new enrollments & carry-ins)

The Performance expectation percentages follow:

Payment Point 1	Enrollment	85% of Referrals
Payment Point 2	1 <sup>st</sup> consecutive 12 weeks of participation	70% of Enrollments
Payment Point 3	2 <sup>nd</sup> consecutive 12 weeks of participation	60% of Enrollments
Payment Point 4	3 <sup>rd</sup> consecutive 12 weeks of participation	50% of Enrollments
Payment Point 5	4 <sup>th</sup> consecutive 12 weeks of participation	50% of Enrollments
Payment Point 6	48 consecutive weeks of participation	50% of Enrollments

Payment Definitions (Definitions provided here are draft and may be subject to refinement to achieve specificity. The do generally represent the expected definitions:

Payment Point 1	Enrollment	Completion of an Orientation, Development of a Personal Development Plan & participation for 4 consecutive full weeks at the appropriate hours of participation or more
Payment Point 2	1 <sup>st</sup> consecutive 12 weeks of participation	Participation for 12 consecutive full weeks at appropriate hours of participation or more
Payment Point 3	2 <sup>nd</sup> consecutive 12 weeks of participation	Participation for 12 consecutive full weeks at appropriate hours of participation in unsubsidized employment or more
Payment Point 4	3 <sup>rd</sup> consecutive 12 weeks of participation	Participation for 12 consecutive full weeks at appropriate hours of participation in unsubsidized employment or more
Payment Point 5	4 <sup>th</sup> consecutive 12 weeks of participation	Participation for 12 consecutive full weeks at appropriate hours of participation in unsubsidized employment or more
Payment Point 6	48 consecutive weeks of participation	Participation in Keep a Job Services for 48 consecutive weeks at appropriate hours of participation or more

Payment points may be earned only once.

Payments for recipients maintaining good progress, relating to their personal development plan, beyond the first 12 months of Continuous Employment may be permitted at the discretion of the TANF team..

Individuals receiving TANF payments at the end of the 12 month period will continue to be participants and additional payments allowed for these individuals.

Exception - Up to 20% of the payments made for payments numbered 2 – 5 made may be for individuals that meet the definition with core and non core work activities as long the required number of core activity hours is met. No less than ten (10) of the activity hours must be for unsubsidized employment.

Performance-Based Incentive Bonuses-

Performance Based Incentive bonus may be inserted at any time during the term of the contract based on the needs of the TANF team to stimulate/recognize performance. Delaware's Welfare Reform Team reserves the right, at its sole discretion, to make changes in the Performance-Based Incentive Bonuses in the extension year of the contract.

**PART B**

**PROPOSAL FORMS**

## PROPOSAL INSTRUCTIONS

- A. A complete, separate proposal will be submitted for each Service.
- B. Proposers will submit three (3) signed originals on 8 ½ x 11 inch paper stapled in the upper left hand corner. Please do not place in covers, binders or rings.
- C. The proposal must be received by 4:00 p.m. on October 24, 2006 at:  

Department of Labor  
Division of Employment and Training  
RFP Coordinator  
Third Floor  
4425 North Market Street  
Wilmington, Delaware, 19809.
- D. Proposal items should be numbered exactly as indicated on the proposal forms.
- E. No cover sheet should be added to this proposal.

## PROPOSAL FORMAT

This RFP requires proposers to submit their proposals using a standard and streamline proposal format (Performance Target Outline). This outline asks proposers to present a clear, concise, and simply stated description of their:

1. Proposal Data Summary – The brief summary of key data elements and information regarding the overall proposal.
2. Target Questions:
  - i. Outcome Statement - the end state they are committed to for customers served by this program.
  - ii. Customer Description - a presentation of customer conditions and behaviors and relevant demographic information including a customer profile.
  - iii. Performance Targets - A clearly stated target for the projected number of customers to be served in terms of how many will reach and sustain a high level of success and for how long. The means of verification should also be stated.
  - iv. Product Steps - A clear presentation of some of the core aspects of your approach. What is unique? Why are you proposing to use this approach over alternatives? And, what are some of the key features of the delivery/ service approach of this proposed program?
  - v. Key People - Who are the key persons for this program? What are their skills, experience background, etc., that make them ideally suited to make this program successful. If not known, describe the position or who will be doing the hiring.
  - vi. Likely Milestones & Verification - What is the logic and sequence of major customer milestones anticipated? How many will likely (projection) reach these milestones toward your Performance Target and what is the corresponding means of verification?
3. Budget
4. Bidders Signature Page

## PROPOSER CHECKLIST

To aid the proposer in putting together their proposal package:

### Applicant Submission Checklist

	Page
1. Proposal Data Summary	_____
2. Target Questions	
i. Outcome Statement	_____
ii. Customer Description	_____
iii. Performance Target(s)	_____
iv. Product Steps	_____
v. Key People	_____
vi. Milestones	_____
3. Budget	
4. Bidders Signature Page	_____
5. Addenda	_____
a.	_____
b.	_____
c.	_____

**PROPOSAL DATA SUMMARY**

1.0 Name and Address of Applicant Organization

\_\_\_\_\_  
(NAME)

\_\_\_\_\_  
(STREET)

\_\_\_\_\_  
(CITY, STATE)

\_\_\_\_\_  
(ZIP CODE)

\_\_\_\_\_  
(CONTACT PERSON)

\_\_\_\_\_  
(TELEPHONE NUMBER)

\_\_\_\_\_  
(FAX NUMBER)

\_\_\_\_\_  
(LOCATION(S) OF PROGRAM OPERATION - CITY/TOWN, COUNTY)

\_\_\_\_\_  
(AREA THE PROGRAM WILL SERVE)

2.0 Organization Type:

- Non Profit
- Governmental
- Private for Profit

3.0 Proposed Contract Period

START DATE: \_\_\_\_\_ END DATE: \_\_\_\_\_

4.0 Proposed Services:

- EMPLOYMENT CONNECTION
- KEEP A JOB

5.0 Total Amount Requested: \$ \_\_\_\_\_ -

6.0 Funding:

6.1 Requested funds for this program are \_\_\_\_\_% of organization's total budget.

6.2 Funds (dollars or in-kind) will be provided, matching funds, by the proposer to

support this proposed program activity. The matching funds will support the following:

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7.0 Performance History (No more than one (1) page will be accepted)

Provide your performance history in providing services to disadvantaged populations (particularly TANF clients) including the types of services solicited under this proposal and outcomes obtained.

8.0 Certificate of Information and Authorized Signature

I hereby certify that to the best of my knowledge all information contained in this proposal is accurate and complete, that this is a valid proposal and that I am legally authorized to sign and to represent this organization.

---

SIGNATURE

DATE

---

NAME

---

TITLE



**Target Outline Question #2**  
**CUSTOMERS**

A. WHO are the *customers* for the selected program and HOW MANY customers do you plan to serve in the coming program year? Please provide a description of conditions and behaviors of typical customers as well as demographic information on this customer group.

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B. Profile - Please provide a profile of one or two customers served by this program.

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**Customer:** Customers are people who directly interact with an organization’s product and its implementors. This interaction is intended to result in a change in customer behavior or condition in line with organizational outcomes and mission.



## Target Outline Question #3 PERFORMANCE TARGET

- A. What are your PERFORMANCE TARGETS for these customers for the year and how will you know if you reach them?

NOTE: As specific performance targets are included in the proposal, they do not need to be addressed here. This Question refers to additional performance targets that the Proposer has identified as keys to being successful.

It may be helpful to use this format in responding: Of the (*number of customers*) served by our program this year, (*number who will change*) will change in one or more of the following ways and sustain this success for \_\_\_\_ months.

- B. Verification – To verify achievement of our targets, we will:

**Performance Targets:** The specific result that an implementor seeking investment will commit to achieve. It is tangible in the sense that it can be verified and narrow enough to be directly achieved by the implementor. It almost always represents a change in behavior for the customer of a program.

**Verification:** Establishing that something represented to happen does in fact take place. Verification in Outcome Funding replaces measuring. It is kept as simple as possible and looks

## Target Outline Question #4 YOUR PRODUCT

What are the CORE FEATURES of your product/service delivery approach?

A. Intensity/Duration

B. Essential Elements

C. Comparative Advantages Over the Products - At a minimum:

1. Describe your knowledge/experience with the geographic area proposed for services
2. Describe your knowledge/experience with the client group expected to be served.

## Target Outline Question #4 YOUR PRODUCT

What are the CORE FEATURES of your *product*?  
Continued

D. Delivery Strategy

E. Other Core Features - At a minimum:

1. Describe your dedicated Job Development Staff, their responsibilities and the criteria by which you will measure their success).
2. Describe your individualized assessment strategies.
3. Describe how you will identify and immediately engage individuals that loose their employment in appropriate activities.

## Target Outline Question #5

### KEY PEOPLE

WHO is primarily responsible for delivering the product, managing this program, and reaching the performance targets . . . the "Key Person(s)?" Please identify and describe the person, the position title, the function and if the position is vacant the individual that will be doing the hiring.

**THE RESUME OF THE PROJECT MANAGER MUST BE ATTACHED TO THE PROPOSAL.**

Key Person(s):

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1.

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2.

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3.

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Collaborators and/or Formal Linkages: (Identify other individuals/agencies that are a part of your delivery strategy and/or other organizations with which you have formal agreements that enhance or enable you to meet your performance targets).

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## Target Outline Question #6 MILESTONES

	Milestone	Total	Verification
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			
13.			
Performance Target:			

**Milestone:** A critical point that customers must reach to ensure that a project is on course to achieving its performance target.

**Verification:** Establishing that something represented to happen does in fact take place. Verification in Outcome Funding® replaces measuring. It is kept as simple as possible and looks more to answer the question yes or no than to measure small differences. Verification typically focuses on milestones and performance target accomplishments.

**BUDGET SUMMARY**

**PROGRAM:** \_\_\_\_\_

**AGENCY:** \_\_\_\_\_

	<b>SUBTOTALS</b>	<b>TOTAL</b>
1. STAFF SALARIES		
2. STAFF FRINGE BENEFITS		
3. (SUB TOTAL)		
4. DIRECT BENEFITS TO PARTICIPANTS (SPECIFY ON SEPARATE FORM)		
5. RENT (INCL. COST PER SQ. FT./HOURLY RATE		
6. CUSTODIAL SERVICES		
7. UTILITIES (LIST) AS A % OF TOTAL ANNUAL EXPENSE		
A. HEAT/AC		
B. PHONE		
C. ELECTRIC		
D. OTHER		
8. CONSUMABLE SUPPLIES		
9. POSTAGE		
10. EQUIPMENT AND FURNITURE PURCHASE REASON NECESSARY (ITEMIZE ON ATTACHED PAGE)		
11. EQUIPMENT RENTAL REASON NECESSARY (ITEMIZE ON ATTACHED PAGE)		
12. TUITION		
13. ENTRANCE FEES		
14. TRAINING MATERIALS		

A. BOOKS		
B. SOFTWARE		
C. VIDEOS		
D. OTHER (SPECIFY)		
15. PRINTING/ADVERTISING		
16. TRAVEL		
A. STUDENT		
B. STAFF		
17. STAFF TRAINING		
18. PARTICIPANT PAYMENTS (WAGES & OJT PAYMENTS,ETC)		
19. PARTICIPANT FRINGES		
20. INSURANCE		
21. PROFESSIONAL SERVICES (LIST)  _____		
22. OVERHEAD/INDIRECT FOR PARENT ORGANIZATION		
23. PROFIT		
25. OTHER (SPECIFY)		
26. TOTAL		

**EMPLOYEE LISTING**  
**SALARY AND FRINGE EXPENSES**

AREA OF TRAINING: \_\_\_\_\_

YEAR: \_\_\_\_\_

ORGANIZATION: \_\_\_\_\_

**LIST EVERY EMPLOYEE BY TITLE**  
**(USE ADDITIONAL PAGES TO LIST EACH EMPLOYEE NUMERICALLY)**

POSITION	DATES OF EMPLOYMENT HOURS PER WEEK (if seasonal give # of weeks and hourly rate) (If part-time, indicate hourly rate)		SALARY	FRINGE	TOTAL	FUNDED STAFF HOURS
Person #1		THIS PROGRAM				
		OTHER				
Person #2		THIS PROGRAM				
		OTHER				
Person #3		THIS PROGRAM				
		OTHER				





**BIDDERS SIGNATURE FORM**

**NAME OF BIDDER:** \_\_\_\_\_

**SIGNATURE OF AUTHORIZED PERSON:** \_\_\_\_\_

**TYPE IN NAME OF AUTHORIZED PERSON:** \_\_\_\_\_

**TITLE OF AUTHORIZED PERSON:** \_\_\_\_\_

**STREET NAME:** \_\_\_\_\_

**CITY, STATE, AND ZIP CODE:** \_\_\_\_\_

**CONTACT PERSON:** \_\_\_\_\_

**BUSINESS NUMBER:** \_\_\_\_\_ **FAX NUMBER:** \_\_\_\_\_

**BIDDERS FEDERAL EMPLOYERS IDENTIFICATION NUMBER:** \_\_\_\_\_

**DATE:** \_\_\_\_\_ **DELIVERY DAYS/COMPLETION TIME:** \_\_\_\_\_

**F.O.B.:** \_\_\_\_\_

**THE FOLLOWING MUST BE COMPLETED BY THE VENDOR:**

AS CONSIDERATION FOR THE AWARD AND EXECUTION BY THE DEPARTMENT OF HEALTH AND SOCIAL SERVICES OF THIS CONTRACT, THE (COMPANY NAME) \_\_\_\_\_ HEREBY GRANTS, CONVEYS, SELLS, ASSIGNS, AND TRANSFERS TO THE STATE OF DELAWARE ALL OF ITS RIGHTS, TITLE AND INTEREST IN AND TO ALL KNOWN OR UNKNOWN CAUSES OF ACTION IT PRESENTLY HAS OR MAY NOW HEREAFTER ACQUIRE UNDER THE ANTITRUST LAWS OF THE UNITED STATES AND THE SATE OF DELAWARE, RELATING THE PARTICULAR GOODS OR SERVICES PURCHASE OR ACQUIRED BY THE DELAWARE AND SOCIAL SERVICES DEPARTMENT, PURSUANT TO THIS CONTRACT.

## ATTACHMENT I

### DOCUMENTATION FOR TRAINING, EMPLOYMENT AND PARTICIPATION PERFORMANCE

Requirements specified for performance goal attainment in the Contract/Agreement must be met before performance recognition can be requested. Information System information must also be completed and received by the Management Information System/Internet Reporting System. Documentation substantiating performance and actual training must be available upon request.

I. The following general documentation criteria exists:

A. Items must be documented by the verification of one source except in the following circumstances.

- If the exception is clearly stated in the contract/agreement, or
- If the exception is specifically established in this procedure.

B. Training will be documented. At a minimum the following will be documented:

- Hours of attendance
- Training Participation
- Satisfactory progress, and competency/credential attainment

Documentation of attendance and satisfactory progress require both the verification signature of the contractor/work location and the verification signature of the trainee (participant).

C. Documentation of all employment and other outcomes (incremental and final), up to and including 90 day outcome retention, requires one of the following:

- the written verification by the employer, or
- A copy of a check stub for the period in question and the check stub should be attached to an employment verification sheet.

D. Documentation of Participation Hours

Any core activities (other than unsubsidized employment) and non-core activities should first be found within the individuals ISS with acceptable timeframes to be completed. The referenced methods listed below will be the minimum standard of appropriate documentation unless written modification request is requested and approved. Methods are as follows:

Core:

- Subsidized Private Sector Employment – weekly attendance signed by employer or a copy of the pay stub.
- Subsidized Public Sector Employment – weekly attendance signed by employer or a copy of the pay stub.
- On-the-job-training – weekly attendance signed by employer, or a copy of the pay stub.
- Job Search and Job Readiness Assistance – job search logs, individual time sheet and completed assignments/ time sheets signed by contractor staff and the participant.

- Work Experience – weekly attendance signed by worksite supervisor
- Community Service Programs – hours of participation verified by community agency.
- Vocational educational training (not to exceed 12 months) - See B.
- Child Care for an individual participating in a community service program – a copy of the hours of participation verified by community agency for the client who participated.
- Non-Core:
- Job skills training directly related to employment – if completed individually completed assignments/ time sheets signed by contractor staff and the participant. If completed as part of a group – See B.
- Education directly related to employment – See B.
- Satisfactory attendance at secondary school or in a GED program – See B.

II. Items that apply to I, C:

- A. Documentation, that contains a live signature (faxes will be accepted) by other than staff of the contractor is the best and preferred type of documentation.
- B. Documentation for each employment performance outcome verification will at a minimum contain the following:
- Date Verification Accomplished
  - Employer/Trainer (name, address, telephone number)
  - Date Employment/Training Began
  - Position/Type of Training
  - Hours Weekly
  - Anticipated Duration
  - Hourly Wage
  - Period of Employment/Training Documented
  - Signature of Individual Providing the Affirmation (include date signed)
  - Source of Information (if different than the individual who signs the document)

III. Other documentation items:

- A. The use of signatures obtained prior to the date of the documented performance event is forbidden.

IV. Additional Documentation requirements

- A. In addition to the previously established documentation established for performance/performance payment points, activity hours must be entered into DCIS according to the Division of Social Services Standard for the Federal reporting of activity hours. Entry will be done weekly.
- B. Documentation that hours have been entered into DCIS will be the entry of hours on the Division of Employment & Training “Attendance Summary Sheet” with the notation that the data has been entered. These sheets will be compared regularly on a sample basis for consistency with actual DCIS entry. Failure to maintain 100% accuracy may, at the discretion of DET, result in the contractor being required to print the DCIS table(s) of hours to support each performance item.



# DAY ONE OUTCOME VERIFICATION

**START DATE OF EMPLOYMENT:**

\_\_\_\_\_

**EMPLOYER:**

\_\_\_\_\_

\_\_\_\_\_ address

\_\_\_\_\_ address

\_\_\_\_\_ phone

**POSITION:**

**HOURS WORKED PER WEEK:**

\_\_\_\_\_

**HOURLY WAGE:**

\$ \_\_\_\_\_

**Name of Participant (Print):**

\_\_\_\_\_

**Signature of Participant:**

\_\_\_\_\_

**Date**

**Signature of Employer:**

\_\_\_\_\_

**Date**

**Complete this portion if this is a telephone verification:**

**Name of Individual Contacted:**  
*(include their title)*

\_\_\_\_\_

**Name of Staff Person:**  
*(who obtained information)*

\_\_\_\_\_

**Date**

# 60 DAY OUTCOME VERIFICATION

**EMPLOYMENT PERIOD:**

\_\_\_\_\_  
**START  
DATE**

\_\_\_\_\_  
**END DATE**

**EMPLOYER:**

\_\_\_\_\_  
\_\_\_\_\_  
address  
\_\_\_\_\_  
address  
\_\_\_\_\_  
phone  
\_\_\_\_\_

**POSITION:**

\_\_\_\_\_

**HOURS WORKED PER WEEK:**

\_\_\_\_\_

**HOURLY WAGE:**

\$ \_\_\_\_\_

**Name of Participant (Print):**

\_\_\_\_\_

**Signature of Participant:**

\_\_\_\_\_

**Date**

**Signature of Employer:**

\_\_\_\_\_

**Date**

**Complete this portion if this is a telephone verification:**

**Name of Individual Contacted:**  
*(include their title)*

\_\_\_\_\_

**Name of Staff Person:**  
*(who obtained information)*

\_\_\_\_\_

**Date**

**NOTE: If using a pay stub for documentation, the participant must sign off on this form, and a copy of the pay stub must be attached**

# 90 DAY OUTCOME VERIFICATION

**EMPLOYMENT PERIOD:**

\_\_\_\_\_  
**START  
DATE**

\_\_\_\_\_  
**END DATE**

**EMPLOYER:**

\_\_\_\_\_  
\_\_\_\_\_  
address  
\_\_\_\_\_  
address  
\_\_\_\_\_  
phone  
\_\_\_\_\_

**POSITION:**

\_\_\_\_\_

**HOURS WORKED PER WEEK:**

\_\_\_\_\_

**HOURLY WAGE:**

\$ \_\_\_\_\_

**Name of Participant (Print):**

\_\_\_\_\_

**Signature of Participant:**

\_\_\_\_\_

**Date**

**Signature of Employer:**

\_\_\_\_\_

**Date**

**Complete this portion if this is a telephone verification:**

**Name of Individual Contacted:**  
*(include their title)*

\_\_\_\_\_

**Name of Staff Person:**  
*(who obtained information)*

\_\_\_\_\_

**Date**

**NOTE: If using a pay stub for documentation, the participant must sign off on this form, and a copy of the pay stub must be attached**

## ATTACHMENT II

### MINIMUM STANDARD OF CONTACT

- In the event the client is not in unsubsidized employment, subsidized public or private employment, OJT or Vocational Education Training for a minimum of 20 hours, it will be mandatory for the client to attend daily activities provided by the contractor.
- In the event the client is engaged in unsubsidized employment, the contractor will be responsible for making weekly contact via phone, and one monthly face-to-face contact.
- In the event the client is engaged in OJT, the contractor will be responsible for making weekly contact via phone, and two monthly face-to-face contacts.
- In the event the client is engaged in Subsidized Private, Subsidized Public, Work Experience, or Community Service, the contractor will be responsible for making weekly face-to-face contacts.
- In the event the client is involved in Job Search and Job Readiness, it will be mandatory for the client to start and/or end his/her day at the contractor site.
- In the event the client is involved in Vocational Educational Training, Job Skills Training (directly related to Employment), Education (directly related to Employment), or a GED program, the contractor will be responsible for making weekly contact with the client.
- In the event the client is involved with Child Care for an individual participating in a community service program, it will be mandatory for the client to attend 10 hours of in-house activities provided by the contractor.

## ATTACHMENT III

Refugee - Approximately 25 adult refugees of various nationalities enter and reside in Delaware annually. The Employment Connections and Keep a Job services will be made available to: (1) all newly arriving refugees during their first year in the U.S. who apply for services with DSS, (2) refugees who are receiving cash assistance, (3) unemployed refugees who are not receiving cash assistance, and (4) employed refugees in need of services to retain employment or to attain economic independence.

To be eligible for Refugee services, an individual must have been awarded one of the following U.S. Immigration and Naturalization Service (INS) statuses: (1) paroled as a refugee or asylee, (2) admitted as a refugee under Section 207 of the Immigration and Nationality Act (INA), (3) admitted as an asylee under Section 208 of the INA, (4) admitted for permanent residence provided the individual previously held one of the previous noted statuses, (5) Amerasians from Vietnam and accompanying family members or (6) Cuban and Haitian nationals known to INS for whom no final order of deportation or exclusion has been issued. Services will be made available up to sixty months following the individual's entrance into the country. Clients receiving Refugee Cash Assistance (RCA) and TANF cash assistance will be required to follow the rules established for the TANF program and will be subject to TANF sanction policies. Refugee clients not receiving RCA or TANF will follow the rules developed for employment and training volunteers.