

**CHICAGO COOK WORKFORCE PARTNERSHIP**  
LOCAL WORKFORCE INNOVATION AREA #7

**REQUEST FOR PROPOSALS**  
FOR  
**Youth Delegate Agencies**



CHICAGO COOK  
WORKFORCE PARTNERSHIP

A proud partner of the AmericanJobCenter® network

**FUNDING PERIOD: January 1, 2019 – June 30, 2019**

**CHICAGO COOK WORKFORCE PARTNERSHIP**  
**69 W. WASHINGTON – SUITE 2860**  
**CHICAGO, IL 60602**

**RESPONSES DUE:**

**Monday October 29, 2018 – by or before 4:30 pm\***

**\*Under no circumstances will proposals be accepted after 4:30 pm**

**Bidder Conference (in person): Thursday October 4, 2018 10:00 am -12:00 pm (CDST)**  
Fifth Floor Conference Room, State of Illinois Bilandic Building  
160 N LaSalle Street – Chicago, IL 60601

**Bidder Conference (online): Thursday October 11, 2018 11:00 am -1:00 pm (CDST)**  
Register here to attend: <https://attendee.gotowebinar.com/register/1501176813226016771>

**\*\* Attendance is not mandatory, but respondents are highly encouraged to attend one of these events \*\***

**Karin M. Norington-Reaves, CEO**  
**Chicago Cook Workforce Partnership**

**George Wright, Co-Chair**  
**Dr. Kenneth Ender, Co-Chair**  
**Chicago Cook Workforce Innovation Board**

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## **Section A. Purpose, Funding, and Schedule**

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### **1. Purpose of Request for Proposal**

The Chicago Cook Workforce Partnership (The Partnership) and the Chicago Cook Workforce Innovation Board (WIB) announce the release of Youth Delegate Agencies funding to organizations providing innovative workforce development services for businesses and young adult job seekers ages 16-24 within Chicago and Cook County.

The purpose of this RFP process is to identify qualified respondents that can provide Workforce Innovation and Opportunity Act (WIOA) Title I Out-of-School Youth (OSY) services, In-School Youth (ISY) services, and Opportunity Works Sector Driven Internship services. The Partnership and WIB envision an aligned workforce system that builds integration across workforce development, economic development, and educational entities. The Partnership seeks to fund innovative service delivery designs that are located within Chicago and Cook County, meet the specifications outlined in this RFP and are characterized by customer service, collaboration, integration, accountability, continuous improvement, and sustainable results.

This RFP describes the specific youth services The Partnership seeks and sets forth application requirements for eligible youth workforce development providers. The Partnership will evaluate all timely submitted proposals and competitively award contracts to providers whose submissions are most responsive to the need for services described herein.

### **2. Available Funding and Performance Period**

The Partnership anticipates funding grant agreements effective January 1, 2019 through June 30, 2019. The Partnership reserves the right to renew grant agreements for up to three additional one-year periods based on achievement of benchmarks, funding availability, ability to leverage funds, compliance with WIOA and conformity with The Partnership's and the Chicago Cook Workforce Innovation Board's vision for the public workforce system.

This RFP establishes three possible funding streams for youth programming within The Partnership's network: a) WIOA Youth: both Out-of-School (OSY) and In-School Youth (ISY); b) Opportunity Works; c) Youth Innovation Fund. Each funding stream carries its own programmatic imperatives, target demographics and policies. Respondents are strongly encouraged to thoroughly review all requirements before selecting a category. Agencies may proposed to receive (and be awarded) funding through more than one stream. For more information see Section C (page 11).

#### **a. Minimum Funding Level**

For applicants pursuing WIOA Youth funds, The Partnership has set a minimum funding level of \$300,000 annually (\$150,000 for the initial six month grant period) per organization to ensure a base level of services and staffing. Funded agencies are expected to have a minimum of two full-time career coaches and one business service representative dedicated to the WIOA program. Additionally, 22% of funds must be devoted to paid work experience. Through this

new minimum and baseline level of services requirement, The Partnership seeks to establish a more effective and efficient workforce system to serve young adult job seekers and businesses throughout Chicago and Cook County. The Partnership strongly encourages respondents to identify any leveraged resources in their submission. Proposals documenting leveraged funds will be reviewed more favorably.

**b. Available WIOA Youth Funding – both OSY and ISY:**

The Partnership anticipates releasing between \$5,625,000 and \$6,175,000 of WIOA Youth funds through this RFP.

**Based on The Partnership’s Youth Guiding Principles and federal regulations prioritizing out-of-school youth job seekers, no more than 20% of all WIOA Youth funding administered by The Partnership will be dedicated to programs serving in-school youth.**

**c. Opportunity Works**

Respondents also have the option to apply for funding through Opportunity Works which consists of a mix of Cook County funds and private dollars supporting career exploration and paid internships for out-of-school/out-of-work young adults in high growth sectors critical to suburban Cook County’s economy. Opportunity Works awards will be concentrated on service providers that deliver programming within high need areas of Cook County primarily within the south and west suburbs, but may include additional high need areas as well.

The Partnership anticipates releasing between \$900,000 and \$1,100,000 of Opportunity Works funding through this RFP.

**d. Youth Innovation Fund**

Respondents who apply for WIOA Youth funds also have the option of applying for The Partnership’s Youth Innovation Fund - Federal WIOA funds set aside to incentivize innovation. To apply for these funds, respondents must identify additional activities or resources that can be layered into proposed WIOA services to improve program outcomes.

The Partnership anticipates releasing \$150,000 and \$400,000 of Youth Innovation Fund dollars through this RFP.

**e. Renewal**

The Partnership reserves the right to renew grant agreements for up to three additional one-year periods based on the selected respondent’s achievement of specified metrics, funding availability, ability to leverage funds, compliance with the program model or administrative requirements, and the grant renewal’s conformity with The Partnership’s vision for the public workforce system. Respondents selected to receive Youth Innovation Fund awards will be assessed on a regular basis and grant renewal decisions will be made independently of renewals of awarded WIOA agreements.

#### **f. Prospective Funding**

From time to time, The Partnership may receive additional public or private funds for youth programs. The Partnership may award these funds by expanding existing programs or by consideration of proposals not initially funded under this RFP. These decisions shall be at the discretion of The Partnership.

### **3. Sub-grantee Agreement Type**

Successful respondents to this RFP will enter into Sub-grantee agreements with The Partnership and become part of the Partnership's service network. Agreements executed as a result of this RFP process will be paid through cost reimbursement unless otherwise specified. Final sub-grantee agreements will also be subject to any changes in legislation, regulations, or policies promulgated by the funding sources. The Partnership reserves the right to vary or change the terms of any contract executed as a result of this RFP, including funding levels, scope of services, performance standards, referral sources, and contract term, as it deems necessary.

### **4. Tentative Schedule of Events**

RFP Release	September 26, 2018
Bidder Conference (In-Person)	October 4, 2018
Bidder Conference (Online)	October 11, 2018
<b>Proposal Submittal Deadline</b>	<b>October 29, 2018</b>
Youth Committee Review	Week of December 3, 2018
Chicago Cook Workforce Innovation Board Review	Week of December 10, 2018
Anticipated contract commencement	January 1, 2019

### **5. Eligible Respondents**

Any governmental, not-for-profit, educational institution, or for-profit entity properly operating in accordance with Federal, State and local law, and in business for at least three years, may submit a proposal for consideration. Proposals from respondents who have had a previous Partnership contract terminated for inadequate performance, or for any WIOA proscribed action, within the previous 12 month period are ineligible to apply. Minority-owned and women-owned businesses are encouraged to apply.

Respondents must be eligible to do business with the City of Chicago, Cook County, the State of Illinois, and The Partnership.

Respondents may submit proposals in which subcontractors are identified to provide program components. Respondents may also identify organizations with which they will collaborate to enhance the project design and program delivery. However, any proposal submissions from a collaboration of two or more entities should clearly do the following in the narrative portions of the proposal:

- Identify the lead agency for the collaborative partnership;
- State the roles and responsibilities of each collaborator;

- Include an organizational chart for each organization and for the collaborative;
- Describe how funds will be allocated within the collaborative;
- Identify the percentage of each partner's fiscal responsibility; and
- Identify the qualified fiscal agent for the collaborative partnership

Entities are **ineligible** if they: 1) are currently barred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this transaction by a Federal, State, City or County department/agency, quasi-governmental agency (including but not limited to CHA, City or Suburban community Colleges, CPS et.al), or The Partnership; 2) have existing grants with any Federal, State, County or City agency that have been suspended or otherwise not in good standing within the past two years; or 3) are not in compliance with the Illinois Department of Revenue or the Federal Internal Revenue Service or Federal Office of Management and Budget requirements. Awards made to entities subsequently found to have been ineligible may have funds clawed back at The Partnership's sole discretion.

## Section B. Background and Governance

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### 1. Overview of The Partnership

The Chicago Cook Workforce Partnership is a non-profit administrative agency formed in July 2012 under the joint leadership of Chicago Mayor Rahm Emanuel and Cook County Board President Toni Preckwinkle. The Partnership has programmatic and administrative responsibility for all WIOA services provided in Local Workforce Innovation Area Seven (LWIA 7), which serves the entirety of Cook County inclusive of the City of Chicago. The Chicago Cook Workforce Innovation Board, has statutory responsibility for the local implementation of WIOA and provides a forum for business, labor, education, government, community-based organizations and other stakeholders to work together to develop strategies that can address the supply and demand challenges confronting the local workforce. The Partnership serves as staff to the WIB which provides leadership, strategic planning, policy direction and oversight for WIOA services in LWIA 7.

The Partnership also secures, leverages, and manages funding from a variety of public and private sources to provide additional layers of workforce development services and increase the impact of the public workforce system in Chicago and Cook County.

The Chicago Cook workforce system is comprised of six means of service delivery:

- **American Job Centers (AJCs)** are high-capacity sites serving the general job-seeking population as well as businesses. AJCs must serve both Adult and Dislocated Workers (Youth optional) and must have active participation from the mandated WIOA partners – The Partnership, Illinois Department of Employment Security, Illinois Department of Human Services - DRS, and Title II.
- **Delegate Agencies** provide services to job seekers and businesses, differing from AJCs in that they serve fewer customers and may serve a smaller geographic area or special populations.
- **Youth Delegate Agencies** provide services to assist young adults ages 16-24 in achieving academic and employment success.
- **Sector Centers** are business service hubs concentrating on business and job seeker services related to a specific industry sector and are responsible for educating the other WIOA agencies on aspects of the given sector. The Partnership currently funds sector centers in the Information Technology, Healthcare, and Retail and Hospitality sectors.
- **Business Intermediary** An entity that provides business services and activities to regional business customers and job seekers by working with The Partnership and partner agencies to enhance business services and develop training initiatives in response to current demand and growing trends to better meet employers' needs.
- **Career Pathway Training Programs** are typically cohort-based, occupational skills training programs that are demand-driven within The Partnership's focus industry sectors and may also include bridge programs designed to serve individuals with basic skills deficiency and/or limited English skills.

The Partnership staff work together with the agencies receiving funding pursuant to the above-referenced models to create and maintain a comprehensive workforce development system that effectively and efficiently serves job seekers and businesses throughout Chicago and Cook County. This collaborative system includes multiple entry points for both businesses and job seekers to access the full range of workforce development services.

Collectively the system strives to achieve our vision and mission:

***Our Vision:*** *Every person has the opportunity to build a career; every business has the talent to grow and compete in a global economy.*

***Our Mission:*** *To create, promote, and effectively manage a network of workforce development organizations that:*

- *Designs innovative solutions to address business needs, and,*
- *Prepares individuals for, and connects them to, career opportunities.*

## **2. Workforce Innovation and Opportunity Act (WIOA)**

WIOA is a federal program funded through the U.S. Department of Labor (DOL) and administered by the State of Illinois Department of Commerce and Economic Opportunity (DCEO). WIOA is designed to help job seekers access employment, education, training, and supportive services needed to succeed in the labor market; and to match employers with the skilled workers they need to compete in the global economy. WIOA is the main source of federal funds for workforce development activities throughout the nation. WIOA funding, which is distributed to states and, subsequently, local workforce development boards (WDBs), is used to serve two primary customers: (1) businesses and (2) job seekers. Services are managed and provided by local entities, which must meet performance goals set by DOL, DCEO, and The Partnership.

## **3. Non-WIOA Funding**

Since inception, The Partnership has raised over \$50 million in private, corporate, and other public workforce development dollars to supplement efforts funded through Federal WIOA resources. An example of this is Opportunity Works, an initiative created by The Partnership at the request of the Office of the President of the Cook County Board of Commissioners (Office of the President). Opportunity Works' service model helps employers develop their future workforce by creating opportunities for young adults in the region to engage in career exploration and paid internships. The Partnership develops funding for Opportunity Works through commitments from the Office of the President and investments from other donors.

## **4. Youth Vision and Statement of Principles**

The Partnership and the Youth Committee of the WIB envision a system where all young adults in the Chicago Cook region are able to easily access a comprehensive and integrated set of education and training supports that increase the number of young adults productively



engaged in the workforce, thereby increasing self-sufficiency and reducing poverty. The Partnership provides regional leadership for efforts to invest in young adults who are disconnected from school or work to obtain employment, reengage in school, prepare for post-secondary education, and/or connect to industry-focused education and training programs. To accomplish this, The Partnership funds direct services for young adults supported by a diverse mix of funding, and engages in projects to increase the impact of the public workforce system through strategic partnerships with other youth serving organizations.

The Partnership seeks to:

- Align youth-serving institutions in order to ease access, reduce duplication, close service gaps, and promote collaboration;
- Connect young adults to the labor market, career pathways, education, and/or paid work experience; and
- Improve outcomes for young adults through: placement in employment or education, attainment of industry-recognized degrees or certificates, and achievement of literacy and numeracy gains.

The Partnership will invest in programs that employ best practices and incorporate concepts and approaches of (1) youth development and trauma informed care that meet the psycho/social/emotional needs of young adult job seekers; (2) education and workforce strategies that are relevant to high-growth, high-demand business sectors; and (3) wrap-around services with particular focus on employment outcomes. Specifically, The Partnership will support projects that:

- Demonstrate meaningful partnerships with accredited higher education institutions, employers in high growth industries, and other relevant organizations and service providers that support employment, internships, and educational opportunities for young adults;
- Provide long term career development services, such as occupational training, that leads to unsubsidized family sustaining employment in high demand industries;
- Demonstrate collaboration with broader young adult initiatives (e.g., One Summer Chicago, Thrive Chicago, or other youth serving programs);
- Include innovative post-secondary bridge programs designed to accelerate credentials and skill building, such as use of contextualized and integrated curriculum and instruction;
- Use structured work-based learning, such as paid work experiences, pre-apprenticeship programs, and career exploration, while providing maximum opportunities for young adults to learn theoretical and practical skills relevant to their career interests;
- Provide intensive career mentoring and support services, including financial literacy education, to help young adults overcome complex barriers, successfully complete programs, and secure/retain employment;

- Demonstrate investment in long-term follow-up with participants upon program completion to ensure continued support and success in post-secondary education, training, or employment;

## **5. Focus on Priority Populations**

The Partnership recognizes that certain sub-sections of the young adult population exhibit high barriers to employment and experience persistently high levels of unemployment. For these reasons, The Partnership will review more favorably proposals that include program models that effectively recruit and service the priority populations listed below. The Partnership identifies the following as priority populations:

- An individual who is subject to the juvenile or adult justice system;
- A homeless individual or a runaway youth;
- An individual in foster care or who has aged out of the foster care system;
- An individual who is pregnant or parenting;
- Young adults in the LGBTQ community;
- Public housing residents; and
- Young adults with a disability.

Respondents that identify a specific priority population must identify appropriate services and interventions to overcome barriers to employment.

## **Section C. Overview of Funding Streams and RFP Structure**

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The Partnership is committed to developing and implementing a diverse continuum of youth employment services. This solicitation compiles multiple funding streams and service models to increase flexibility, and responsiveness within the workforce system in Chicago and Cook County. To apply for the funding streams included in this RFP, respondents must declare for which funding stream(s) they are applying, and complete all required sections of the proposal for each stream they are interested in. The funding streams included in this proposal are:

- **WIOA Youth** – Federal funds directed towards serving 16-24 year olds who are in need of workforce development services. Includes both in-school and out-of-school youth. **Available Funding:** between \$5,625,000 and \$6,175,000, of which, no more than 20% of funds will go to in-school youth services.
- **Opportunity Works** – Braided Cook County and private funds directed towards creating sector driven internships with an emphasis on young adults and businesses in suburban Cook County. **Available Funding:** Between \$900,000 and \$1,100,000.
- **The Partnership Youth Innovation Fund** – Federal funds available to respondents who apply for WIOA Youth funding. Innovation Fund proposals will identify additional activities or resources that can be layered into proposed WIOA services to improve program outcomes, or serve a population that requires a higher cost per participant. **Available Funding:** Between \$150,000 and \$400,000.

Respondents applying for WIOA Youth funds must also select the program model that most closely aligns with their core programmatic strengths. There are four Out-of-School Youth (OSY) program models and one In-School youth (ISY) model. If applying for OSY funds respondents must select one model. Respondents may submit proposals for an OSY model as well as an ISY model by completing the program response section for **each** model for which they seek funding. **Respondents may not apply for more than one OSY model.** While many factors weigh on funding selection including quality of proposals, geography, and populations served, The Partnership anticipates, but does not guarantee, awarding WIOA Youth funds to respondents based on the following percentages:

- 15% to Model 1: Reconnection to Education Through Employment – OSY
- 15% to Model 2: Post-Secondary Education/Training and Employment – OSY
- 30% to Model 3: Sector Based Training and Employment – OSY
- 20% to Model 4: Young Adult Career Pathways – OSY
- 20% to Model 5: In-School Youth - ISY

The final awards will depend upon proposal quality, geographic region to be served, target population, and program model among other considered criteria. Respondents must identify the funding streams and program models that they are applying for by completing the **Funding Stream Selection Form** (Form 3). Based on the funding stream(s) selected, respondents are required to respond to varying sections of this solicitation.

**Guidance on which sections to include in proposal responses:**

1. **All** respondents must complete Executive Summary, Respondent Information, Budget, and Financial Structure and Fiscal Plan questions, **(Sections K, O, and P.)**
2. **Each funding stream has a separate set of program questions** for respondents to respond to if applying for those funds.
  - a. **All** respondents applying for **WIOA Youth funds** must also identify which program model(s) they are applying for and complete the WIOA Youth Program Response questions **(Section L.)**
    - i. Respondents applying for WIOA Out-of-School (OSY) program models **MUST SELECT ONLY ONE OF THE FOUR OSY models.**
    - ii. Respondents applying for the WIOA In-School Youth program model may also apply for one of the OSY program models.
    - iii. If **applying for both ISY and OSY**, respondents should complete **Section L twice** – once for each program model.
    - iv. When evaluating proposals, The Partnership will weigh values assigned to proposal responses based on which model(s) the respondent selects in Form #3.
  - b. Respondents applying for **Opportunity Works** funds must complete Opportunity Works Program questions **(Section M)**.
  - c. To apply for the **Youth Innovation Fund**, respondents must also apply for WIOA Youth funding. Respondents applying for Innovation Fund dollars must complete Innovation Fund questions **(Section N)**.
3. Respondents may apply for all funding streams but must complete all forms pertaining to that stream.
4. All current American Job Centers that wish to have, and/or continue to have, WIOA Youth Funding must respond to this RFP to be considered.
5. In order to receive Innovation Fund dollars, respondents must also be awarded WIOA Youth funding or have a results-based partnership with an agency that is a recipient of WIOA Youth funding, and have an executed memorandum of understanding clearly articulating roles and responsibilities of each party including metrics that subcontracting agency is committing to. **The Partnership will not award Innovation Fund dollars to respondents who only apply for Opportunity Works funding.**

Respondents must compile all required sections for the funding stream(s) that they are applying for as described in Section J– Submission Requirements and Structure.

## **Section D. WIOA Youth Participant Flow and Services**

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### **1. Outreach and Recruitment**

Youth Delegate Agencies must develop and conduct regular outreach and recruitment activities to inform their communities of services available, and ensure a steady pipeline of participants. Youth Delegate Agencies are expected to network and outreach with local elected officials, businesses, community and faith based organizations, schools, other WIOA service providers, and other referral partners. Each selected delegate agency will be required to submit a clear and strategic communications and outreach plan. The plan should provide the framework for informing community members and stakeholders about services and opportunities for young adults. The plan should also detail how the respondent conducts business in a manner that is open and accessible to young adults in their proposed service area. Additionally, The Partnership may require Youth Delegate Agencies to periodically staff community resource fairs, elected official events, and other special events during the year.

### **2. Capacity**

Respondents should have staff that are fluent in the language(s) spoken in their service area and who are knowledgeable of the culture(s) in the communities they are serving.

### **3. Eligibility and Enrollment**

The selected respondent must ensure that all young adults served through the program meet the WIOA youth eligibility requirements and are enrolled in the Career Connect system. Please refer our [local policy letter](#) for eligibility and enrollment details for OSY and ISY. Individuals eligible for services must meet the following criteria:

#### **General WIOA eligibility criteria:**

1. Authorized to work in the United States; and
2. Registered for the Selective Service, if applicable.

#### **Out-of-School Youth eligibility criteria:**

An “Out-of-School Youth” must be an individual who is:

1. Not attending any school (as defined under State law); and
2. Not younger than age 16 or older than age 24 at time of eligibility determination;  
and
3. One or more of the following:
  - a. A school dropout.
  - b. A youth who is within the age of compulsory school attendance, but has not attended school for at least the most recent complete school year calendar quarter.
  - c. A recipient of a secondary school diploma or its recognized equivalent who is a low-income individual and is:

- i. basic skills deficient (The definition of deficient in basic literacy skills is an individual who computes or solves problems, reads, writes, or speaks English at or below a grade level of 8.9.); or
- ii. an English language learner.
- d. An individual who is subject to the juvenile or adult justice system.
- e. A homeless individual, a homeless child or youth, a runaway, in foster care or has aged out of the foster care system, a child eligible for assistance under the Social Security Act, or in an out-of-home placement.
- f. An individual who is pregnant or parenting.
- g. A youth who is an individual with a disability.
- h. A low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment.

**SPECIAL RULE: the term “low-income”, used with respect to an individual, also includes a young adults living in a high-poverty area.** See High Poverty Area Procedures Policy Letter <https://workforceboard.zendesk.com/hc/en-us/articles/115000795052-High-Poverty-Area-Procedures>

**In-School Youth eligibility criteria:**

An “In-School Youth” must be:

1. Attending school (as defined by state law)
2. Not younger than 16 or older than 21;
3. A low-income individual, including an individual that receives or is eligible to receive a free or reduced price lunch under the Richard B. Russell National School Lunch Act; and
4. One or more of the following:
  - a. Basic skills deficient (an individual who computes or solves problems, reads, writes, or speaks English at or below a grade level of 8.9);
  - b. An English language learner;
  - c. An offender;
  - d. Homeless, a homeless child or youth, a runaway, in foster care or aged out of the foster care system, a child eligible for assistance to enter or complete an educational program or to secure or hold employment;
  - e. Pregnant or parenting;
  - f. An individual with a disability;
  - g. An individual requiring additional assistance to enter or complete and educational program or to secure or hold employment.

#### **4. Service Components:**

The following service components apply to all youth programs funded under WIOA. The Partnership encourages collaborations with other agencies in order to ensure access to an appropriate range of services for all participating young adults.

##### **a. Assessment and Career Planning**

Selected respondents must provide an objective assessment of the service needs of each participant. The assessment shall include a review of basic skills, occupational skills, prior work experience, academic level, technical skills, employability, interests, career exploration aptitudes, supportive service needs, and development needs of the participant.

Based on the comprehensive assessment, the Career Coach will work with each participant in setting goals and developing an Individualized Service Strategy (ISS). The ISS is a critical document that outlines roles, responsibilities and action steps toward achieving employment and/or post-secondary education. The ISS shall identify career pathways that include education and employment goal, appropriate achievement objectives, and appropriate services for the participant taking into account the assessment conducted. The ISS is highly valued by The Partnership as a guiding document for serving participants and should include the following:

- Activities leading to the attainment of a secondary school diploma or its recognized equivalent or a recognized postsecondary credential;
- Preparation for postsecondary educational and training opportunities;
- Strong linkages between academic learning and occupational learning;
- Preparation for unsubsidized employment opportunities, and
- Effective connections to intermediaries with strong links to the job market and local, regional, or national employers.

When developing an ISS, delegate agencies should help participants set goals along a career pathway. Career pathway is defined in WIOA Section 3(7) as “a combination of rigorous and high quality education, training and other services that:

- Aligns with the skill needs of industries in the economy of the State or regional economy involved;
- Prepares an individual to be successful in any of a full range of secondary or postsecondary education options;
- Includes counseling to support an individual in achieving the individual’s education and career goals;
- Includes, as appropriate, education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
- Organizes education, training and other services to meet particular needs of an individual in a manner that accelerates the educational and career advancement of the individual to the extent practicable;

- Enables an individual to attain secondary school diploma or its recognized equivalent, and at least one recognized postsecondary credential; and
- Helps an individual enter or advance within a specific occupation or occupational cluster.

**b. 14 WIOA Mandated Youth Service Elements**

The following is a list of fourteen (14) required services local programs must, at a minimum, provide to youth per Section 129 (c) (2) of WIOA (Service Elements). Participation in any one of these activities should be included in the ISS. If a provider does not directly provide the services listed, it must demonstrate the ability to make referrals to appropriate providers of such services, this is known as “access to services.”

1. Tutoring, study skills training, and evidence based dropout prevention strategies that lead to completion of secondary school diploma or its recognized equivalent or for a recognized postsecondary credential;
2. Alternative secondary school offerings;
3. Summer employment opportunities directly linked to academic and occupational learning;
4. Paid and unpaid work experiences, including summer employment opportunities, internships, pre-apprenticeship programs, job shadowing and 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 such activities as positive social behavior and soft skills, decision making, team work, and other activities;
7. Supportive services;
8. Adult mentoring for a duration of at least twelve (12) months, that may occur both during and after program participation;
9. Follow-up services for a minimum 12-month period;
10. Comprehensive guidance and counseling, including drug and alcohol abuse counseling, mental health counseling, as well as referrals to counseling, as appropriate to the needs of the individual youth;
11. Financial literacy education;
12. Entrepreneurial skills training;
13. Services that provide labor market and employment information about in-demand industry sectors and occupations;
14. Activities that help youth prepare for and transition to post-secondary education and training.

**c. Foundational Skills Training**

Foundational skills are the non-cognitive skills demanded by all or most employers and are sometimes referred to as “soft skills,” “job readiness,” or “workplace readiness” skills. For



Example, employers often identify attitude and work ethic as the primary qualities they look for in new employees. Youth Delegate Agencies should incorporate Foundational Skills Training into their program design. Foundational skills components may include but are not limited to interpersonal skills such as teamwork, communication, and punctuality to better equip young adults with non-cognitive skills needed to succeed in jobs. The Partnership recommends including Foundational Skills be taught alongside more traditional job readiness curriculum like resume preparation, job search, and interviewing skills.

#### **d. Supportive Services**

Youth Delegate Agencies must provide young adults with the necessary supportive services to reduce barriers and allow a smooth transition through the Individual Service Strategy. Support services such as transportation assistance, work attire, training related materials and other such services are allowed under WIOA. Respondents should allocate at least 5% of their budget toward supportive services. Each respondent must have the accounting systems in place to track supportive service transactions.

Respondents applying for WIOA funding must possess the capacity to successfully administer and track supportive services in accordance with federal regulations. For more information see Uniform Guidance 2CFR 200, <https://www.ecfr.gov/cgi-bin/text-idx?SID=1812e425b84836fcb735ab6406a9b8f3&mc=true&node=pt2.1.200&rqn=div5>

#### **e. Work Experience/Work-based Learning**

Work experience is a planned, structured learning experience that takes place in a work environment for a limited period of time. Work experience may be paid or unpaid, as appropriate. A work experience may take place in the private for-profit sector, the non-profit sector, or the public sector and is designed to help job seekers build relevant work experience and skills. [Fair Labor Standards apply in any work experience where an employee/employer relationship exists, as defined by the Fair Labor Standards Act or applicable State law](#). In order to comply with WIOA, The Partnership requires that **all youth programs incorporate work-based learning strategies** and devote **22%** of their budget to paid work experience activities. According to the Training Employment and Guidance Letter WIOA No, 23-14, “program expenditures on the work experience program element include wages as well as staffing costs for the development and management of work experience.” **For more information on all work experience components see the local WIOA Work Experience Policy Letter NO.2017-PL-09 posted on the Partnership website at [www.workforceboard.org/delegate-agencies/policy-letters/](http://www.workforceboard.org/delegate-agencies/policy-letters/)**

Respondents applying for WIOA funding must possess the capacity to successfully administer and track paid work experience funds in accordance with federal regulations. For more information see Uniform Guidance 2CFR 200, <https://www.ecfr.gov/cgi-bin/text-idx?SID=1812e425b84836fcb735ab6406a9b8f3&mc=true&node=pt2.1.200&rqn=div5>

#### **f. Training Services**

Under WIOA, certain services are available to all registered Out-of-School Youth, independent of the respondent's program design or budget. These services include the following:

- **Individual Training Accounts (ITAs):** Young adults who are determined suitable for training, may also access training with an Individual Training Account (ITA). ITAs are tuition vouchers redeemable at one of the many eligible training providers. Training services are not usually provided directly by the Youth Delegate Agency, but, rather, the Delegate Agency facilitates the ITA application and selection process with the jobseeker. Training services are purchased from eligible training providers selected from the locally approved list in consultation with the career coach. The selection of training services should be conducted in a manner that maximizes customer choice and is linked to in-demand occupations. Career coaches must ensure that job seekers explore other funding options (such as Pell Grants) and research performance of relevant training providers.

The Partnership contracts with a third-party entity, referred to as the Training Assessment and Referral Agency (or TARA) to process Individual Training Accounts. The TARA analyzes patterns and trends and provides a system of checks and balances to ensure participants receive equitable services and to minimize conflicts of interest among grant recipients. For more information on ITAs, please visit <http://workforceboard.org/delegate-agencies/wioa-occupational-training-providers/>. **Respondents SHOULD NOT identify ITA dollars in their proposed budget.**

- **On-the-job training (OJT) opportunities:** Young adults may also be appropriate for on-the-job training (OJT) opportunities. OJT involves reimbursing an employer a percentage of a participant's wages to cover the costs of training in the job setting. An individual training plan must be completed that outlines the skills and competencies learned during the training period. OJT funds are also contracted separately through the TARA.

#### **g. Placement into Employment/Post-Secondary Education/Training**

The main outcome of the WIOA youth program is placement into employment and/or into post-secondary education/training. As young adults progress in the program and achieve the action steps of their ISS, the Youth Delegate Agency should assist in placing the participants into employment and/or post-secondary education. Youth Delegate Agencies must have a staff person dedicated toward working with employers and/or post-secondary/training institutions to facilitate the placement process.

#### **h. Follow Up Services**

Follow up services are critical services provided to help ensure that the participant is successful in employment and/or post-secondary education/training. Follow up services

must be offered to all participants for a minimum of twelve (12) months after they enter the follow up phase of WIOA, referred to as an “exit.” The frequency and type of follow up services should be based on the needs of the participant during the 12 month period. Follow up services may include, but are not limited to, the following program elements:

- a) Supportive services;
- b) Ongoing placement support if initial employment or post-secondary education/training is unsuccessful ;
- c) Adult mentoring;
- d) Financial literacy education;
- e) Services that provide labor market and employment information about in demand; industry sectors or occupations such as career counseling and career exploration services; and
- f) Activities that help young adults prepare for the next step in their career pathway.

## **Section E. WIOA Youth Program Models and Performance Requirements**

### **1. WIOA Youth Program Models:**

The Partnership envisions funding programs that effectively respond to the youth unemployment issues affecting our region, incorporating promising and best practices, and delivering high quality wrap-around employment services for young adults. To better meet individual academic, social development, and job readiness goals of participants, The Partnership has developed five program models with which respondents' programs must align. **Regardless of which model is proposed, all WIOA programs must adhere to federal regulations and performance metrics as well as the Youth Participant Flow and Services responsibilities described in Section D.1.**

Respondents' program design must equip young adults with the necessary workforce development services to enter and succeed in their identified career pathway. These services include, but are not limited to, work readiness preparation, academic instruction, occupational skills training, career exploration and development, supportive services, paid/unpaid work experience and must carefully assist young adults' progress through their program. Successful programs will provide an array of services that will ultimately launch participants on a meaningful career pathway with sustainable employment.

Four of the program models detailed below are designed to serve Out-of-School Youth (OSY) and one program model is designed to serve In-School Youth (ISY). Each model description begins with an overview outlining the target population, objective, and anticipated outcomes. Respondents should select the model that best fits their strengths. The Partnership will not award more than 20% of WIOA Youth funding to ISY models. Respondents serving OSY must select one of the four OSY models. Respondents serving ISY will select the ISY model and can also apply for one of the OSY models. When evaluating proposals, The Partnership will weight values assigned to proposal response questions differently based on which model the respondent selects. For example, employer relationships carry more weight in Sector Based model (#3) than Post-Secondary model (#2).

#### **Model 1: Reconnection to Education Through Employment - OSY**

- **Target Group:** Young adults who have been disconnected from the education system and require a high school diploma or GED, as well as employment to continue their career path
- **Objective:** To provide young adults with resources and training that sustains them in their education placement and leads to portable credentials (high school diploma/GED) and starts them on a career pathway
- **Anticipated Outcomes:** Attainment of a high school equivalency diploma or high school diploma, math and reading gains, attainment of credentials, entrance into employment, short-term training or post-secondary education

The Reconnection to Education through Employment model is designed to serve OSY who do not have a high school diploma or GED. Program designs must demonstrate comprehensive service strategies to meet the wide array of needs posed by participants and should include the appropriate reconnection option. Responsive program designs will demonstrate effective outreach strategies to recruit young adults and should feature linkages to the public school system, credit recovery programs, Options Schools, and other such options for recruitment and outreach. This model also features a strong academic remediation curriculum to ensure skills gains in reading and math, as well as preparing young people to re-enter an academic setting. Effective programs will offer supportive services for targeted populations, such as, transportation, and connections to other social services such as connections to housing or court advocacy. These services may be provided by the program's case management staff or through collaboration with other agencies.

In addition, respondents under this program model should provide a strong school-to-career pathways framework, an early introduction and exposure to post-secondary options/careers and career exploration activities that allow young adults to establish career goals is required. Job readiness training, work-based learning opportunities such as paid and unpaid work experience, and services to assist young adults in entering the next phase of their career pathway, whether that be post-secondary education, short/long term training, or employment, should be included in this design. A post-secondary bridge strategy, such as remedial/developmental class preparation, that allows young adults to take college level courses upon entry into community colleges, is also encouraged.

While attainment of a GED or diploma is a top priority, service strategies must reach beyond the GED or diploma completion to support participant entry into post-secondary education/training, or into employment along a career path that will lead to economic security. Collaboration with employers, higher education institutions, and training partners is strongly encouraged to ensure effective career planning and access to post-secondary options for young adults. Respondents must demonstrate clear transitional strategies into post-secondary education/training and/or employment for participants. While the core services of this model are designed to assist young adults who do not have a secondary diploma or its equivalent, respondents who select this model may also serve participants who have already achieved a HSD/GED.

### **Model 2: Post-Secondary Education/Training and Employment - OSY**

- **Target Group:** Young adults with a high school diploma or GED
- **Objective:** To provide occupational training, academic assistance, and services that assist youth to prepare, apply, enroll and sustain in post-secondary education or training
- **Anticipated Outcomes:** Credential attainment and placement within a training related industry or college acceptance, enrollment and persistence

The Post-Secondary Education/Training and Employment model is designed to serve youth who already have a high school diploma or GED and are interested in continuing their career

pathway through further education or advanced training. This model includes high quality instruction, academic assistance, and social support aimed at preparing youth for successful entry into, and progress through, post-secondary education and/or training. Respondents for this model must outline strategies that will help youth pursue, enroll, persist, and complete post-secondary education programs.

Agencies must provide young people who are pursuing training or certificate programs with job placement assistance. Training should be in a high demand industry and may be paid through the use of an Individual Training Account (ITA) (see Training Services previously discussed in the Service Components portion of Section D.1.) Effective programs should have a strong record of success in placing youth within their field of study. Respondents must demonstrate a strong connection between the provision of post-secondary education/training and available jobs with a living wage.

Intensive career training opportunities including apprenticeships and service-based programs such as those under the AmeriCorps umbrella offer integrated training and employment to the targeted population, and can be a successful outcome for participants. This program model should provide services to prepare young people to enter such rigorous training programs by providing remedial math and reading courses, job readiness, and soft skills training.

This program model features college preparation services such as test preparation, academic skills training, study skill seminars, college tours, assistance with financial aid and the college application process as well as general career exploration and job readiness training. The Partnership is interested in receiving proposals that not only provide opportunities for individuals to enroll in post-secondary education, but also provide follow up and supportive services that help them successfully complete their first year of college or obtain an industry recognized credential.

### **Model 3: Sector-Based Training and Employment - OSY**

- **Target Group:** Youth and young adults with interest in a particular industry
- **Objective:** Provide young adults with the academic and technical skills needed to secure employment within a particular high demand industry
- **Anticipated Outcomes:** Attainment of credentials, placement into employment or apprenticeship within the targeted industry, or entrance into post-secondary education within the targeted industry

The sector-based training and employment model is designed for youth with an interest and aptitude for a career within a particular industry sector. Sector-based training models, which may include occupational bridge programs, pre-apprenticeships, or paid work experience, must target jobs in high demand industries in Cook County. These programs feature career exploration, academic and occupational skills training, job readiness, and high quality work experience activities within a specific industry. The sector-based model ideally results in the mastery of technical skills required for employment, the attainment of employer-recognized

certification that is portable and stackable, and placement into unsubsidized employment in the target industry. Respondents may utilize contextual learning strategies designed to develop basic and occupational skills simultaneously, thereby facilitating job placement and retention. Programs must work with local employers to identify relevant skills and viable career pathways to train a strong pipeline of skilled workers.

These programs will deliver academic instruction and skills training in one seamless program. Participants receive relevant classroom-based and hands-on instruction. All programs must have active participation from industry representatives in program design and curriculum development. Business partners should also support screening of candidates, classroom instruction, career exploration, field trips, job shadowing, internships, and placement into advanced education and/or related employment. Programs also provide career coaching, foundational skills training, job seeking and placement assistance, and job retention services.

This model must also feature sector focused work-based learning experiences. Placements should serve as structured opportunities for youth to engage in career exploration that incorporates education and employment activities. This can take the form of unpaid and paid experiences, summer and year-round employment, pre-apprenticeship programs, internships, job shadowing, and on-the-job training. Other components of this design include:

- Contextualized instruction that integrates basic reading, math, and language skills and occupational knowledge
- Career development that includes career exploration, career planning, and thoughtful development of an ISS that maps out a career ladder
- Transition services that provide students with the information and assistance they need to successfully participate in post-secondary education and/or secure and retain unsubsidized employment

Successful models must feature strong collaboration with industry and business leaders in the design and delivery of program services. The Partnership requires respondents who select this model to attach evidence of employer involvement to their proposals.

#### **Model 4: Young Adult Career Pathways - OSY**

- **Target Group:** Young adults in need of immediate employment and work based learning. A minimum of 50% of youth served in this model should represent priority populations identified in Section B.5
- **Objective:** To prepare and place young adults facing barriers to employment along a career path that leads to family sustaining wages
- **Anticipated Outcomes:** Completed action steps on Individual Service Strategy, credentials, entrance into employment along a career path, job retention

The Career Pathways model is designed to assist individuals in attaining the skills necessary to succeed in the workplace. This model places special emphasis on providing ongoing career

mentoring and connecting youth to multiple steps along a career pathway including work experience and credential attainment. The Career Pathways model has a focus on developing a long term career plan that involves securing immediate paid work (subsidized or unsubsidized), and/or training relevant to participant's career plan.

Respondents who select this model should plan to enroll a minimum of 50% of participants who fit the criteria of the priority populations identified in Section B.5. (see page 10). Correspondingly, respondents should plan to provide appropriate service levels to support individual participants through the process of work based learning and career planning.

Youth Career Pathways programs feature ongoing career mentoring, career exploration, foundational skills development, career planning, access to job training (ITA/OJT) and work-based learning activities that provide maximum opportunities for youth to learn theoretical and practical skills relevant to their career interests. Basic skills remediation and tutoring are also important components of the career pathway model as youth may need to improve their skills in order to obtain and advance in a job. Respondents must ensure access to these services in their responses. Career Pathways programs should be grounded in a comprehensive assessment of each participant's employment history, experience, as well as their career interests, skills, and abilities. Assessments should be used to create career goals that inform ISS development and generate quality job matching, wage progression, and career ladder opportunities. Respondents should plan to work with participants to develop and implement a high quality individual career plans.

This model must also feature work-based learning experiences that are structured opportunities for youth to learn and engage in career opportunities that are of interest to them. This can take the form of unpaid and paid experiences accompanied by career mentoring; examples include summer and year-round employment, pre-apprenticeship programs, internships, job shadowing, on-the-job training, and unsubsidized employment. Respondents are encouraged to provide career mentoring, education, and training resources to participants that rapidly connect to unsubsidized employment. Relationships with businesses and proven placement strategies must be incorporated into this model.

#### **Model 5: In-School Youth Model – ISY**

- **Target Group:** WIOA eligible youth enrolled in high school who have a disability, are English language learners or are at risk of dropping out of school
- **Objective:** To provide in-school youth in the target populations with resources to complete their secondary school diploma and prepare for post-secondary education and/or employment
- **Anticipated Outcomes:** Completion of high school diploma or GED, math and reading gains, entrance into employment, short-term training or post-secondary education



The In-School Youth (ISY) model is designed to serve youth who are currently enrolled in school and are at risk of dropping out, have a disability or are English language learners. This model emphasizes service strategies designed to assist youth in completing their high school diploma and transitioning to post-secondary education/training, or into employment along a career path that will lead to economic security.

ISY programs emphasize tutoring, study skills training, and dropout prevention strategies that lead to completion of a high school diploma. Program designs should demonstrate strong connections to the public school system for youth outreach, recruitment and program delivery. Respondents should also provide a strong school to college/career framework. Agencies are required to provide an early introduction and exposure to post-secondary education/careers and career exploration activities that allow youth to establish career goals. In addition, summer employment opportunities for ISY must be directly linked to academic and occupational learning and be based on the interest and needs of each youth served.

The Partnership is seeking program designs that service youth with disabilities, English language learners and youth at high risk of dropping out of school. Respondents are strongly encouraged to show how their program provides these groups of students with services and supports necessary to be successful completing their high school diploma and advancing onto post-secondary education/training or employment.

While attainment of a high school diploma is a top priority in this model, service strategies must reach beyond diploma completion to support youth entry into post-secondary education/training or into employment. Programs must include career mentoring services designed to help young adults plan beyond completion of their high school diploma. Collaboration with employers and/or higher education institutions is strongly encouraged to emphasize career planning and access to post-secondary options for young adults. Respondents must demonstrate clear transitional strategies into post-secondary education/training and/or employment for all participating youth.

## **2. WIOA Youth Performance Requirements:**

WIOA establishes a comprehensive performance accountability system in order to optimize the return on investment of federal funds and to assess the effectiveness of local areas in achieving continuous improvement. Proposed programs should be designed to achieve both sets of measures listed on the following chart.

It is important to note that once an individual is registered into WIOA, the participant will be counted in the federal WIOA performance measures. Furthermore, participants that are enrolled as In-School Youth and become Out-of-School Youth during the course of service will remain in the In-School performance measures. Likewise, Out-of-School Youth that age beyond 24 or enroll in school will remain in the Out-of-School performance measures entered at the time of enrollment. Selected respondents will be required to meet performance measures

based on the new WIOA rates The Partnership negotiates with the Illinois Department of Commerce and Economic Opportunity each year.

The chart below outlines The Partnership’s negotiated program metric goals:

WIOA Performance Measure	Definition	PY 2017 Goal	PY 2018 Goal
Youth Placement In Employment/ Education	The percentage of youth who are in education/training activities or in unsubsidized employment in the 2 <sup>nd</sup> qtr. after exit	54%	62%
Youth Retention in Employment/ Education	The percentage of youth who are in education/training activities or in unsubsidized employment during the 4 <sup>th</sup> qtr. after exit	56%	58%
Median Earnings	The median average earnings of youth who are in unsubsidized employment in the 2 <sup>nd</sup> qtr. after exit	TBD*	TBD*
Credential Attainment	The percentage of youth who obtain a recognized post-secondary credential or a secondary school diploma/GED during participation or within 1 year after exit	56%	60%
Skills Gain	The percentage of youth who are in an education/training program that leads to a recognized post-secondary credential or employment and who are achieving measurable skill gains	TBD*	TBD*

\*Metrics marked with TBD are in negotiation and will likely be further defined before execution of agency contracts.

In addition to the federal performance measures, selected respondents will set real time outcome goals with The Partnership on the following:

- Enrollments
- GED/high school diplomas
- Credentials and certificates earned
- Youth participating in work based learning experiences
- Placements into unsubsidized employment
- Placements into training related employment
- Placement into post-secondary education
- Placement into advanced training
- Persons exiting the program with a positive outcome

## **Section F. Opportunity Works Funding Overview**

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### **1. Program Context and Summary**

In Cook County there are nearly 90,000 young adults between the ages of 16 and 24 who are disconnected from work and school. In certain areas of the south and west suburbs, young adults are out of school and work at rates as high as 40%. With a large number of young adults who would benefit from increased employment and education prospects, the region is presented with an enormous opportunity to identify and develop the talents and skills of an underutilized and significant segment of the labor market. With the necessary support and training, these young adults can help meet the growing demand for qualified workers in Cook County's Manufacturing, Information Technology, Transportation, Distribution, and Logistics, and other high-growth, high-demand industries. Internship programs are often the most effective way to introduce young adults to unfamiliar jobs and opportunities and motivate them to further explore career pathways in high-demand industries. In this way, Opportunity Works is designed to benefit businesses, young adults, and the regional economy.

The Partnership seeks to identify and work with organizations that will provide young adults, ages 16-24, a paid internship in the private sector with a focus on high-growth and/or high-demand industries. Using lessons learned from past programs and with guidance from employers within the targeted industries, The Partnership has developed a program model with defined requirements and quality standards. Selected respondents will assign all youth to a career mentor and provide them with foundational skills training and wrap-around supports prior to placing them in internships with private sector businesses. Throughout the internship, the service provider will engage young people in ongoing activities, including additional foundational skills training, job shadowing, employer panels, field trips, sector-specific training and/or peer support groups.

### **2. Participant Flow and Services**

Selected Respondents will be responsible for employer engagement and direct service components of the program. Successful respondents must identify eligible youth to participate in the program and provide them with the services described below.

#### **Recruitment**

Respondents will conduct outreach and recruitment activities to identify young adults from the target population. The Partnership will assist with recruitment by establishing referral relationships with a variety of entities, including juvenile justice agencies, Illinois Department of Children and Family Services, offices of elected officials, public housing authorities and youth-serving organizations. The Partnership will require selected service providers to connect to all youth who are referred to the service providers through the centralized application process described below. If the service provider does not enroll the youth into the Opportunity Works program, they must refer the youth to other community resources. To ensure that youth from referral partners are served, The Partnership may require that selected respondents set aside a

portion of their contracted slots for youth not identified by the respondent. **However, respondents will be solely responsible for meeting their contracted enrollment goals.**

### **Application**

Young adults apply to participate in Opportunity Works programing through a centralized online application site that collects applicants' basic contact information and career interests. The Partnership maintains the online application. The contracted service providers and referral partners will direct young adults to complete the application. Young adults applying to the program will also be able to indicate whether they have a preference for a specific service provider. The Partnership will screen applicants to make sure they meet the baseline eligibility requirements and will forward applications to the service provider selected by the applicant, (or, if no provider is selected, the one closest to the home residence of the applicant).

### **Eligibility**

Opportunity Works targets unemployed young adults, ages 16-24, who reside in south and west suburban Cook County. However, young adults from across suburban Cook County will be eligible for the program if they are unemployed AND meet one or more of the following criteria:

1. Reside in a suburban community with a poverty rate exceeding 15% or an unemployment rate exceeding 8% (see [workforceboard.org/opportunityworks](http://workforceboard.org/opportunityworks) for a list of target communities)
2. Reside in an income-eligible household, or which meets income criteria for any one of the following programs:
  - a. National School Lunch Program;
  - b. Workforce Innovation & Opportunity Act;
  - c. Food Stamps/ SNAP Program;
  - d. Temporary Assistance for Needy Families;
  - e. Supplemental Social Security Income or Social Security Disability Insurance;
  - f. Residents of Public Housing; and/or
  - g. Family income that does not exceed 200% of the Federal Poverty Level
3. Face one or more of the following barriers to employment:
  - a. Not in school and does not have a high school diploma or equivalent;
  - b. English language learner;
  - c. Currently involved or has history of involvement with the justice system;
  - d. Homeless, a homeless child or youth, a runaway, in foster care or aged out of the foster care system, a child eligible for assistance under section 477 of the Social Security Act, or in an out-of-home placement;
  - e. Pregnant or parenting; and/or
  - f. Has a disability or is disabled

## **Enrollment**

Selected respondents are responsible for completing a basic intake assessment and must secure documentation that demonstrates each youth meets the eligibility criteria. The Partnership will provide guidance to selected respondents on allowable and acceptable documentation. All documentation must be secured prior to the start of the paid internship. In addition to eligibility determination, the service provider must ensure that each participant completes all of the necessary tax and payroll paperwork. Any liability resulting from a failure to do any of these tasks will remain the sole responsibility of the service provider.

## **Program Design and Service Components**

### **a. Orientation and Foundational Skills Training**

Selected respondents must provide each participant with a thorough orientation to the program. The orientation must explain at minimum the program rules and expectations, the paycheck or stipend process including the dates for paycheck or stipend disbursement, program schedules, and key contact information.

The Opportunity Works model is designed to support young adults in career exploration of high-growth sectors in Cook County. Contracted service providers will help young adults attain the foundational skills necessary to succeed in the workplace. Foundational skills are the non-cognitive skills demanded by most employers and are sometimes referred to as “soft skills,” “job readiness,” or “workplace readiness” skills. The service provider must engage participants at a minimum of one week (25 hours) of foundational skills training at the start of the program, utilizing a curriculum that effectively covers the core competencies outlined by The Partnership below:

- Self-awareness, self-interest and career planning;
- Teamwork and collaboration;
- Social and emotional development;
- Job seeking skills including resume and interview preparation;
- Effective work habits, punctuality, workplace communication, and other job keeping skills;
- Personal and business ethics; and
- Financial literacy.

Service providers can deliver the curriculum during the initial week or more of training and/or through the ongoing training sessions described below. Training practices should be trauma informed and individualized to participant experience to greatest extent possible. The Partnership may also identify an existing evidence-based curriculum to be used by selected respondents.

### **b. Career Mentorship and Planning**

Career mentors are staff members that provide individualized services to participants. Some service providers refer to these staff as career coaches, case managers, or youth

development specialists. The Partnership uses the term “career mentor” to recognize the unique relationship that effective staff members develop with young adults. Providing Opportunity Youth with quality career exploration, training and internship services is much more impactful when based in a trusting relationship and coupled with one-on-one support and mentoring. Staff are often required to provide young participants with guidance, motivation, and a positive example, as they assist them in pursuing employment and training goals.

The service provider is required to employ a sufficient number of career mentors to provide for a 1:15 staff to youth ratio. This prescribed ratio can also be met with other frontline staff fully dedicated to providing services, training and support to young adults (e.g., instructors, retention specialists). The service provider will assign the young adult to a career mentor upon intake. The career mentor provides the young person with mentoring, career planning, and career coach services.

The Partnership strongly encourages service providers to employ career mentors who reside in the target communities. Career mentors should have at least 3 years of related work experience. Please note that some referral sources, such as juvenile justice agencies or schools, may require that staff complete a criminal background check and meet specific qualifications prior to working with youth. The Partnership also encourages service providers to connect youth to volunteer mentors, from the partner businesses and/or community.

The service provider will conduct individual assessments that are comprehensive in nature and assess the participant’s experience, career interests, skills and abilities, as well as any needs for additional supports. The service provider and the young adult should use the results of the assessment to create an individualized career plan that identifies short and long-term employment and education goals, and supports quality job matching, wage progression, and career ladder opportunities. Because the individualized career plan will extend past the period of performance of Opportunity Works programming, it must include clear action steps for connecting the young adult to longer-term workforce and education services. Individual career plans are documented with the ISS tool described herein.

### **c. Industry-Recognized Training and Credentials**

When appropriate, The Partnership encourages respondents to provide young adults with industry-recognized training and/or credentials. The service provider must provide young adults with a stipend while they are engaged in sector specific or foundational skills training to ensure maximum program retention and value to the participant.

### **d. Paid Internship**

All participants must be engaged in a paid internship that is at least six (6) weeks in length with a private sector employer in a high-demand, high-growth industry. The Partnership expects respondents to engage participants for an average of 30 hours per week of paid

internship experience. During the internship, service providers serve as the employer of record and must compensate participants at a rate equal to or greater than the Cook County Minimum Wage, currently \$11 per hour. While training stipends need not be paid at an hourly rate, respondents must ensure that all participants have the potential to earn their hourly rate for 30 hours a week for seven weeks (i.e. \$11 x 30hrs x 7 weeks).

The internship can involve one or more of the following types of activities:

- Work experience, where the participant performs functions that are typically assigned to staff employed by the business. In these cases, the business is directly benefiting from the work being performed by the participant;
- Job shadowing, where the participant spends time with one or more employees to learn more about their job duties and expectations and the work conducted by the business in general; or
- Training or pre-apprenticeship programs, where the participant is engaged in formal or informal training conducted by the employer or their designee. The training may take place in a classroom, one-on-one, or in a small group setting

Respondents must identify at least one youth per cohort to serve in lead participant roles that provide programmatic and peer to peer support. Lead participants may provide other youth with additional guidance at the work site, help lead concurrent training and other activities and/or assist with program implementation. Selected respondents must pay lead participants two dollars an hour higher than their peers for a total of \$13/hour.

Respondents must incorporate strong relationships with businesses and proven placement strategies into the model. While The Partnership actively supports placement development efforts, respondents are expected to recruit businesses and develop internship opportunities.

The Partnership released a Request for Information (RFI) to identify interested businesses from the target industries and to collect their feedback on requirements and expectations for internships. Over 60 employers completed the RFI, revealing the following trends:

- Safety and liability concerns:
  - Some employers will require participants to pass drug screening prior to placement;
  - Some employers require OSHA 10 certification;
  - All employers require the service provider to cover the costs of workers compensation insurance;
  - Some employers require participants to come equipped with safety glasses and shoes; and
  - Many employers require participants to be 18 years of age or older.
- Types of roles/duties potentially available to interns:

- Clerical, administrative, and filing;
- Machine operations;
- Supporting operations (e.g. assisting machinists);
- Lab tests and measurements (for participants with a science background);
- Basic IT and cyber security support;
- Building maintenance;
- Food production;
- Communication and phone sales; and
- Data entry and other computer work.

Respondents must execute and follow a work site agreement with the host site. The successful respondents must ensure that the work site host provides appropriate supervision for youth to understand their responsibilities and complete work assignments, job shadowing or training activities. Respondent must work with the business to develop a job description or training plan; and also conduct periodic monitoring of the work site (on-site visits at a minimum of every two weeks) to ensure proper compliance with the work site agreement.

**e. Career Exploration and Concurrent Training**

Service providers should conduct career exploration activities with structured opportunities for youth to explore a range of career options in a particular industry, thereby developing work-readiness and industry-relevant competencies. Service providers must engage participants in ongoing training and/or activities that promote career exploration and skill building outside of their work site experience. At minimum, providers must engage participants in 24 hours of training that is convened no less than every other week. Training and activities include, but are not limited to: sector specific training, job shadowing opportunities, site visits to businesses, employer panels, interview preparation, and other foundational skills and career exploration activities.

**f. Support Services**

Service providers should use program funds for clothing, supplies, transportation and other expenses necessary for the young adult to participate in the program. The Partnership encourages agencies to think creatively about transportation solutions that support youth in arriving to training and placement opportunities in a timely manner. Respondents should include funds for drug screening and/or criminal background checks during the intake process in their budget, to ensure that participants can successfully meet employer’s safety requirements for interns.

**g. Connection to longer-term services**

The service provider must connect all participants to unsubsidized employment or a workforce or education program that enables the participant to work towards their identified career goal. The service provider must demonstrate quality relationships with



employers, post-secondary educational institutions, vocational training programs and other relevant community resources in their response.

### **3. Number of youth to be served**

The Partnership and its selected respondents must collectively enroll and serve a minimum of 200 young adults through Opportunity Works during the initial six month funding period. The Partnership anticipates an average cost per youth of \$4,700 for a seven week program involving one week of foundational skills training and six weeks of paid internship activities at approximately 30 hours per week (\$11/hour). The respondent may propose a higher or lower cost per youth that is proportionate to the length, nature and impact of the proposed internship program. The respondent must identify and justify the cost per youth in the program narrative response for Opportunity Works. NOTE: Respondents may elect to leverage Opportunity Works funding against WIOA funds by selecting the Sector-Driven program model and planning to co-enroll a target number of participants in both WIOA and Opportunity Works. This would allow for a lower Opportunity Works cost per participant and an increased level of service for both businesses and young adults.

The Partnership prioritizes serving Opportunity Youth; no more than 30% of Opportunity Works participants may be in-school youth. Further, in recognition of the transient housing patterns faced by many of the area's young adults, The Partnership will also permit each respondent to serve a limited number of City of Chicago residents.

### **4. Opportunity Works Performance Requirements**

Opportunity Works helps businesses build talent and young adults begin careers by achieving these goals and metrics identified in coordination with the Office of the President.

#### **Goals and Metrics:**

1. Building Talent
  - a. Goals:
    - i. Businesses will build stronger community connections
    - ii. Businesses will access resources through the public workforce system
    - iii. Businesses will identify and develop the future workforce
  - b. Metrics:
    - i. Number of internships provided by businesses
    - ii. Number of organizations providing services to young adults and businesses
2. Career Pathway development
  - a. Goals:
    - i. Young adults will earn income while learning about local career opportunities

- ii. Young adults will gain sector-based experience
- iii. Young adults will access employment and education resources

b. Metrics:

- i. Number of young adults that participate in foundational skills training
- ii. Number of young adults that participate in and complete an internship
- iii. Number of young adults that participate in career exploration
- iv. Number of young adults that transition to an unsubsidized job, a workforce program, and/or post-secondary training/education

The Partnership has identified the following minimum thresholds for outcomes that the selected respondents will be required to meet. The Partnership may also identify additional goals and metrics during the award period.

<b>OPPORTUNITY WORKS: Program Metrics</b>		
<b>Required Metrics</b>		<b>Contract Goal</b>
Number of youth that participate in foundational skills training.	% of TOTAL SERVED	100%
Number of youth that participate in career exploration	% of TOTAL SERVED	100%
Number of youth that participate in an internship	% of TOTAL SERVED	90%
Number of youth that complete an internship	% of INTERNSHIP BEGINNERS	80%
	% of TOTAL SERVED	72%
Number of youth that have a successful post program transition(enrolled within 6 months of program start)	% of TOTAL SERVED	75%
Percent of Internship Positions in the TDL Sector		50%

**5. Payments to participants**

Reasonable incentives, allowances, stipends, and wages are allowable expenditures under the Opportunity Works program, provided the provision of an incentive or stipend is included in the participant's individual plan. The selected respondent must have and adhere to a written policy related to payments to youth. The Partnership will not provide any additional funding to any service provider to cover costs related to participant payments.

The selected respondent should determine whether to treat payments to youth for paid internships as stipends, incentives or wages, using the guidelines below:

**a. Stipends**

A stipend is a fixed regular small payment made to a participant during the period of his or her enrollment to encourage the participant to engage in training services. The design of work experience programs may include reasonable stipends for the engagement of participants in unpaid work experience and other combined activities, such as classroom instruction. Stipends may not exceed the Federal or Illinois minimum wage, whichever is higher. Attendance in the activity must be documented as the basis for stipend payments. Provision of stipend must be included in the individual plan.

**b. Incentives**

An incentive is a payment to a participant for the successful participation and achievement of expected outcomes as defined in the participant's individual plan. The incentive must be linked to an achievement and must be tied to training and education, a foundational skill and/or an occupational skill-attainment goal identified in the individual plan. Such achievements must be documented in the participant's file as the basis for incentive payments.

**c. Wages/Employment Relationship**

According to the Wage and Hour Division of the US Department of Labor, Employment Standards Administration, if ALL of the following six (6) elements exist, the work experience can be considered a training situation. The participant is NOT an employee of the employer site if:

- i. The training, even though it includes actual operation of the facilities of the employer, is essentially a training experience similar to a vocational school;
- ii. The registrant is primarily the beneficiary of the experience;
- iii. Regular employees are not displaced and the experience is closely supervised/observed;
- iv. The "employer" that hosts the experience derives no immediate or significant advantage (and may experience an actual downside);
- v. The participant is not necessarily entitled to a job at the conclusion of the experience; and
- vi. There is a mutual understanding between the participant and the host agency that the participant is not entitled to wages for this time because the activity is essentially a training experience.

If any of the above six (6) conditions are not met, the participant must be considered an employee. All participants enrolled in wage paid activities shall be paid at least \$11/hour. Lead participants enrolled in wage paid activities shall be paid at least \$13/hour.

All selected respondents MUST serve as the employer of record and must have the capacity to administer their own payroll in a timely manner. Contracted respondents MUST pay all applicable payroll taxes of program participants, maintain workers' compensation insurance for all interns, and comply with all laws and regulations as the employer of record. Contracted respondents must maintain payroll records and time sheets for each participant.

## **6. Fiscal Requirements and Policies**

Respondents are permitted, but not required, to provide programming during the entire contract period of January 1, 2019 to June 30, 2019. Respondents should propose a program schedule that achieves the stated outcomes and provides quality services. The respondent may choose to enroll all participants at the same time or utilize a cohort model, enrolling participants in small groups on a rolling basis. The respondent should clearly outline the plan in the requested timeline; and the budget should reflect a staffing plan that permits the above-mentioned 1:15 ratio. **All selected respondents must launch the program and begin serving young adults no later than February 4, 2019.**

Respondents' administrative and/or indirect costs must not exceed 20% of the total budget. The Partnership will not consider as administrative costs expenses for staff that are responsible for providing services directly to youth. Respondents must meet the 1:15 staff to youth ratio in their budget as defined previously. Respondents must budget for participants to engage in a paid internship that takes place for at least six weeks averaging 30 hours per week. The respondent should also budget for hourly pay or stipend payments to youth during foundational and sector-specific skills training. Respondents may apply a utilization rate based on historical trends, to wage and stipend costs when preparing program budgets. If the respondent proposes an internship structure that varies from these guidelines they must provide clear justification in their proposal response.

Respondent must include an adequate level of funds for supportive services, including transportation, necessary work attire, and, if required by the targeted industry employer partners, drug screening and criminal background checks. The required minimum amount for support services is 5% of total Opportunity Works budget. If requested and necessary, The Partnership may provide selected Opportunity Works respondents with a funding advance.

Selected respondents must submit vouchers requesting reimbursement on a monthly basis. Vouchers must be submitted with the following supporting documentation:

- Support services- Support services can only be reimbursed when dispersed to the clients. Support services paid for in advance of distribution to participants will not be reimbursed. Participant signatures are required to ascertain that a participant has received the support.
- Paid Internship- Payroll registers or stipend documentation
- Paid Internship-Timesheets signed off by the participant and the participant's work site or training supervisor

## **Section G. Youth Innovation Fund Overview**

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The Partnership Innovation Fund was developed to incentivize and reward creative, pioneering solutions to youth unemployment problems facing our communities. Through the competitive bid process, we aim to enhance services being provided in our communities and identify new best practices for serving young adults in Chicago and Cook County. The Fund will create space for our network to test the efficacy of innovative youth service models, achieve greater outcomes, and advance the broader strategy of The Partnership's mission and vision. To apply for Innovation Fund dollars, respondents must complete questions in Section M and include a spending plan in their budget documents.

The Partnership expects to release up to \$500,000 of WIOA Youth funds annually through the Innovation Fund. Awards from the Fund may be released at any time during the program year and may or may not be provided to the selected respondents on an ongoing basis. The maximum annual award to be granted through the Innovation Fund will be \$100,000, per agency. The Partnership reserves the right to fund any Innovation Fund proposal during the grant term, including extensions provided to respondents selected for this solicitation. Respondents that submit proposals for WIOA Youth funding and organizations that form results-focused collaborations with such respondents are eligible to receive funding from the Innovation Fund. All collaborations must have an executed Memorandum of Understanding clearly articulating roles and responsibilities of each party.

Respondents submitting proposals for the Innovation Fund will first identify a problem confronting their community that negatively impacts the provision of youth workforce development services, and then articulate an actionable solution that can be layered on to existing WIOA services with the aim of improving participant experience and program outcomes. Innovation Fund awards must be dedicated to a specific purpose, project, or set of services that can be implemented during the funding period. The funds must be used to address the problem identified but all activities can be defined by the respondent. Respondents must provide clear justification for proposed innovations including a description of why additional funding is needed beyond what is requested through their WIOA youth proposal.

Potential problem statements must be defined by the respondent and relevant to their communities and existing work. Examples of challenges youth face includes: the high percentage of graduating high school seniors who aren't working or enrolled in post-secondary education; the inaccessibility of workforce services for a priority population with persistently high unemployment; or the lack of qualified workers for a high-demand occupation. The Partnership will place a higher value on problem statements that are based in realities confronting young adults and supported by research and data. Similarly, innovation ideas must be defined by the respondent but could include providing additional dollars for participant wages in a unique work-based learning model, implementing a creative outreach plan that leverages strengths from a non-WIOA agency, providing trauma-informed services to participants that have been incarcerated, or developing and testing a new training curriculum.

The number of young adults served could be the entirety of the Respondent's proposed WIOA program or a smaller group within the program.

The Innovation Fund is made up entirely of WIOA Youth dollars and maintains the same administrative requirements and restrictions as described herein. Respondents must provide plans for how they will evaluate the success of their project including metrics by which they will measure impact of the project. Projects must be results driven, and The Partnership will evaluate use of Innovation Fund awards and project impact on a regular basis.

Proposals to the Innovation Fund will be evaluated based on the quality of analysis of the problem to be addressed, thoughtfulness and creativity of solution proposed, and assessment of potential impact of the project. The Partnership will assign additional value to proposals that are based in research and leverage matching funds from other sources. Respondents that receive Innovation Fund awards will be required to prepare a narrative report that details the results of their evaluation process and shares recommendations for further implementation of their innovation. The Partnership will compare participant outcomes between projects that include innovation fund dollars and those that do not.

## **Section H. The Partnership's Reporting, Tracking, and Evaluation**

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### **1. Data, Participant Tracking Systems, and Reporting**

In program year 2016, The Partnership implemented its participant tracking system, Career Connect, which compiles data from all programs at The Partnership. Career Connect is used to comply with Federal and State reporting requirements along with providing career coaches with case management tools for developing service plans and recording case notes.

All selected respondents will be required to attend Career Connect training and to utilize the system for tracking all job seeker and business services provided and outcomes achieved. In addition to reporting and tracking participants through Career Connect, selected providers must submit monthly reports that document outcomes on agreed upon key benchmarks.

The Partnership expects that the selected respondents will become proficient in their understanding of the WIOA and/or Opportunity Works services and subsequent regulations. The Partnership will provide technical assistance and training on regulations and policies that apply to any funding stream awarded herein. All proposals must be comprehensive and address the full scope of services or demonstrate a relationship with other entities that together will deliver the full scope of services identified within each funding stream described in this RFP.

### **2. Records, Retention and Ownership**

Selected respondents must maintain and secure accurate files for every enrolled participant in compliance with Federal and State WIOA requirements and, where applicable, The Partnership's retention policies. Based on funding stream, participant files must contain a variety of documentation that includes most, if not all, of the following:

- documents that support program eligibility/determination of need;
- documents that support the achievement of outcomes (see page 26 for list of outcomes);
- intake form;
- intake assessment results;
- individual career plan and or Individual Service Strategy (ISS);
- time and attendance sheets (training activities);
- work site location and information;
- regular updates (minimally every 30 days) and;
- case notes.

Selected respondents must allow The Partnership and its regulatory partners including local, state, and federal representatives, unfettered and immediate access to all program records, materials, staff, and participants. In addition, respondents are required to maintain all files and records for four (4) years from the last day of the program year. For more info see: <https://workforceboard.zendesk.com/hc/en-us/articles/360016358171-File-Destruction-Procedure>

### **3. Oversight, Evaluation and Planning**

The Partnership will monitor and evaluate selected respondents to determine if employers and job seekers are receiving the most comprehensive, streamlined set of services. The Partnership will also evaluate the quality and effectiveness of the service strategies developed for the participants, and the quality of the case management provided by the career coaches. Selected respondents must ensure program compliance and evaluate the quality and effectiveness of the service strategies. The Partnership's funders, including the U.S. Department of Labor, Illinois Department of Commerce and/or others, may conduct periodic external monitoring and evaluation of sub-grantees awarded pursuant to this RFP.

### **4. Accessibility and Equal Opportunity**

The Partnership is committed to equal access of all participants to all services. All respondents must ensure equal opportunity to all individuals. No individual shall be excluded from participation in, denied the benefits of, or subjected to discrimination under any program managed by The Partnership (including Workforce Innovation and Opportunity Act programs or activities) because of race, color, religion, sex, national origin, age, sexual orientation, disability, English proficiency, or political affiliation or belief. All respondents are expected to demonstrate full compliance with the Americans with Disabilities Act Amendments Act of 2008 (ADAAA) and all other equal opportunity laws. This involves ensuring that staff receive accessibility training, and may involve developing accessibility plans for both physical and substantive program access. All respondents must ensure all written materials and communications include the statement: ***“Reasonable accommodations and auxiliary equipment and services are available upon request.”***



## **Section I. Solicitation Process and Terms**

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### **1. Period of Solicitation**

The deadline to submit a response(s) to the RFP is **Monday, October 29, 2018 no later than 4:30 p.m. (CDST)**. Please note that any application submitted after 4:30 pm will be deemed ineligible for review.

### **2. RFP Inquiries, Questions and Answers**

The primary mode of communication between The Partnership and potential respondents will occur via The Partnership website at <http://www.workforceboard.org>. All questions pertaining to the RFP must be received in writing via email at [youthRFP@workforceboard.org](mailto:youthRFP@workforceboard.org) by **12:00 P.M. (Noon) (CDST) Friday, October 12, 2018**.

Only those questions directed to the above email or received at the Respondents' Conference will be answered. Questions will not be answered over the phone or in person or by individual email. The Partnership anticipates posting answers to all questions by **Wednesday, October 17, 2018** on [www.workforceboard.org](http://www.workforceboard.org). Questions received after 12 PM on **October 12, 2018** will not receive a response. It is the respondent's responsibility to check the website frequently to stay apprised throughout the process.

### **3. Bidder Conference**

The Partnership will host a Respondents Conference for all prospective respondents to this RFP. At this session The Partnership staff will review program information, key proposal requirements, contract terms and conditions and respond to questions. Attendance is highly recommended. Other than during the Respondents' Conference, **Partnership staff members are unable to provide technical assistance during the application process**. Please do NOT contact staff directly with any questions. All questions should be directed to [youthRFP@workforceboard.org](mailto:youthRFP@workforceboard.org).

The in-person bidder conference will be held:

**Thursday October 4, 2018 10:00 A.M -12:00 P.M (CDST)**  
Fifth Floor Conference Room, State of Illinois Bilandic Building  
160 N LaSalle Street – Chicago, IL 60601

The online bidder conference will be held:

**Thursday October 11, 2018 11:00 am -1:00 pm (CDST)**  
To participate in the online bidder conference, register in advance here:  
<https://attendee.gotowebinar.com/register/1501176813226016771>

A brief period will be reserved at the bidder conferences for additional questions to be submitted in writing. Every effort will be made at the conference to answer questions

submitted that day; however, all questions will be answered and posted on the website. **No answers are final until posted on the website.**

#### **4. Proposal Review and Evaluation Process**

Applications will be evaluated by a team of reviewers, which may include WIB members, Youth Committee members, outside experts and Partnership staff. An entity's failure to submit a complete proposal or to respond in whole or in part to RFP requirements may cause The Partnership to deem the proposal non-responsive and thus ineligible for review.

**Fiscal Review** The Partnership will also conduct a fiscal review of all qualified proposals including, budgets, agency audits, leveraged funds and responses to questions related to fiscal operations. The Partnership reserves the right to review and request further information regarding the respondent's financial situation, if not sufficiently outlined in the submission. The Partnership reserves the right to assess the risk posed by any recent, current or potential litigation, court action, investigation, audit, bankruptcy, receivership, financial insolvency, merger, acquisition, or other event that might affect an organization's ability to operate the requested program.

**Program Narrative Review** Members of the review team will conduct an in-depth assessment of the program narrative section for each proposal.

**Past Performance Review** Respondents must provide performance data regarding prior or current youth programs. The Partnership will review performance within any previous and/or existing grant agreement(s) with The Partnership, and consider references from other grantors included in **Form 7**. Achievement of grant agreement outcomes (i.e., number of enrollments, job placements and retention of enrollees), along with compliance with programmatic and fiscal guidelines and timelines will be evaluated.

Reviewers will perform an in-depth evaluation of all responsive proposals based upon the criteria herein. Prior to its final funding decision, The Partnership may also: 1) conduct site visits and meet with representatives of the responding entity to discuss the proposed program and budget; 2) identify and/or negotiate program or budget changes the responding entity must make as a condition of funding; and 3) identify other documentation the entity must provide as a condition of funding.

Award determinations will be based upon proposals submitted as well as populations and geographic areas served. The Partnership will recommend successful respondents to the Youth Committee of the WIB for referral to the full WIB for its approval. Once approved by the WIB, The Partnership may award grant agreements to successful respondents.

## 5. Evaluation Criteria

Proposals evaluated with a score below 70 out of a possible 100 points may not be considered. Proposals that do not meet minimum standards will be considered non-responsive. The Partnership is not required to contract with the entity receiving the highest score as a result of the proposal review process. Factors such as population served and geographic need may carry significant weight.

All proposals will be scored according to the evaluation criteria set forth below and rank ordered from highest to lowest score. If a respondent proposes to provide services through multiple funding streams and/or models, each program proposal will be ranked individually. A recommended funding level will be determined based on a number of factors including overall ranking of proposal rating scores, the availability of funds, the number of applications submitted, geographic factors, reasonable unit cost as determined by The Partnership, the need for the proposed services, and past performance.

<b>Criteria</b>	<b>Point Value</b>
<b>Organizational Structure and Experience</b>	<b>15</b>
<b>Staffing Plan, Qualifications, Professional Development</b>	<b>15</b>
<b>Program Narrative</b>	<b>50</b>
<b>Financial Structure and Fiscal Plan</b>	<b>20</b>
<b>Total Points Available (per funding stream/model)</b>	<b>100</b>

## 6. Limitations

The Partnership shall not pay for any costs incurred by the respondent agencies in the completion of this RFP. Submission of an RFP does not, in any way, obligate The Partnership to award a contract. The Partnership reserves the right to accept or reject any applications, to negotiate with all qualified sources, or to cancel in part or in its entirety this RFP, if it is in the best interest of The Partnership to do so. The Partnership may require successful respondents to participate in negotiations prior to sub-grantee finalization. The Partnership shall reserve the right to terminate, with or without cause, any contract entered into as a result of this RFP process.

## 7. Disclaimers

All sub-grantee awards by The Partnership, pursuant to this RFP, are contingent upon the availability of funds. Respondents are liable for any and all costs incurred prior to final authorization by the WIB and the execution of a contract with The Partnership.

The Partnership also reserves the right to:

- Rescind an award and/or reallocate the funding to another respondent should the successful respondent fail to execute its grant agreement in a timely fashion;
- Increase funding levels for any or all delegate agencies selected pursuant to this RFP, if additional funds become available, based on delegate agency performance, effectiveness, and geography served;

- Change and amend as necessary its policies or procedures governing the delivery or scope of services described herein;
- Perform an assessment of the risk that any recent, current, or potential litigation, court action, investigation, audit, bankruptcy, receivership, financial insolvency, merger, acquisition, or other event might have on an organization's ability to operate a proposed program.

## **8. Notice of Award**

All respondents receiving an award will be notified in writing and by posting on the Partnership's website. Unsuccessful respondents who wish to obtain their raw scores on the evaluation of their proposal should submit a written request to this effect to The Partnership's Chief Administrative Officer/General Counsel at [illona.sheffey-rawlings@workforceboard.org](mailto:illona.sheffey-rawlings@workforceboard.org). Unsuccessful respondents are encouraged to re-apply in subsequent funding cycles.

## **9. Disallowed Costs and Cancellations**

Successful respondents must accept liability for all aspects of any Workforce Innovation and Opportunity Act program conducted under contract with The Partnership. Successful respondents will be liable for any disallowed costs or illegal expenditures of funds or program operations conducted. The Partnership reserves the right to cancel an award immediately if new state or federal regulations or policy makes it necessary to change the program purpose or content substantially, or to prohibit such a program.

## **10. Sub-Grantee Award Process**

The sub-grantee award will not be final until The Partnership and the respondent have executed a mutually satisfactory sub-grant agreement. The Partnership reserves the right to make an award without further discussion of the proposal submitted. No program activity may begin prior to the WIB approval of the award and execution of an award letter and/or sub-grant agreement between the successful respondent and The Partnership. Reductions in the funding level of any sub-grant resulting from this solicitation process may be considered during the sub-grant agreement period when a respondent fails to meet expenditure, participant, and/or outcome goals specified in the sub-grant agreement or when anticipated funding is not forthcoming from federal or state governments or private donors. The Partnership reserves the right to determine both the number and the funding levels of sub-grantee agreements finally awarded. Such determination will depend upon overall fund availability and other factors arising during the proposal review process.

## **11. Cost and Negotiations**

The Partnership reserves the right to reject any or all proposals received and to negotiate with any and all offers on modifications to proposals. Proposals submitted which are over the maximum amount of funds specified for this RFP will be rejected. The proposal warrants that the costs quoted for services in response to the RFP are not in excess of those that would be charged any other individual for the same services performed by the respondent.

## **12. Modification of Sub-Grant Agreements**

Any sub-grant agreements awarded pursuant to this RFP may be unilaterally modified by The Partnership upon written notice to the contractor under the following circumstances:

- Sub-Grantee fails to meet performance and service expectations set forth in the contract, or
- The federal or state government increases, reduces or withdraws funds allocated to The Partnership, which impact services solicited under this RFP, or
- There is a change in federal or state legislation and/or their regulations, local laws, or applicable policies and procedures.
- If The Partnership receives additional public or private funds.

## **Section J. Submission Requirements and Format**

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### **1. Submittal Procedure**

To be considered for funding, respondents must submit a complete response to this RFP as described in this section. All proposals must be submitted in **both electronic and paper form**, according to the following rules.

- **PAPER: ONE ORIGINAL AND FOUR COPIES** of proposal documents 1-18 (see below) must be submitted for each proposal.
  - **PAPER: ONE ORIGINAL** of proposal documents 19-29 (see below) separately bound and marked with cover sheet marked **“Fiscal Response” and the name of your organization.**
  - **ELECTRONIC: ONE ELECTRONIC COPY OF ALL PROPOSAL DOCUMENTS** Proposals must be submitted on a USB flash drive with Executive Summary and question responses saved as a MS Word file with the fiscal and budget documents saved as a MS Excel file. All forms saved and any other documents as needed may be saved as PDFs.
  - Originals must contain original signatures in blue ink signed by the President, CEO, or equivalent person with legal signature authority for the organization and **marked “Original.”**
  - **Executive Summary and Respondent Information:** Maximum page length are as follows:
    - Executive Summary – 2 pages
    - Organizational Information – 3 pages
  - **Program Narrative: respondents need only complete narratives for the funding streams and program models for which the respondent is applying. Maximum page length for each proposal section and funding stream are as follows:**
    - WIOA Youth – Out-of-School Model (select one) - 12 pages
    - WIOA Youth – In-School Model - 12 pages
    - Opportunity Works – 12 pages
    - Innovation Fund – 3 pages
- Page limits **exclude** the Attachments (resumes, job descriptions, required forms). Each Program Response Narrative must be clearly marked and identified by tabs.
- **Financial Narrative and all fiscal attachments** (audits, cost allocation plans, including additional copies of budget forms) must be clearly marked and identified by tabs **(in a separate binder – only one copy needed.)**

### **2. Submittal Documents Formatting**

- 8 1/2 x 11 letter size paper
- **Single-sided** printing
- Numbered pages with organization name in footer
- One inch margins
- Double-spaced

- 12-point font
- Tabbed sections
- **Bind ONLY on the left side with a 2-hole punch and a sliding clasp.**

*Here is an example of a 2 hole binding clip product: <https://www.shoplet.com/Accessory-Prong-Fasteners/ACC12992/spdv> This link is only provided as an example, there are many products like this; this is not an endorsement.*

**3. The outside of each envelope or package should be labeled as follows:**

Proposal for Youth Delegate Agencies

- Date of Submission:
- Name of Respondent:
- Package \_\_\_ of \_\_\_

Delivered to:

Illona Sheffey-Rawlings, CAO/General Counsel  
 c/o The Chicago Cook Workforce Partnership  
 69 W. Washington, Suite 2860  
 Chicago, IL 60602

**Completed RFP responses must be submitted by Monday, October 29, 2018 at 4:30 p.m. (CDST). Proposals received after this date and time will not be accepted.**

**4. Required Submittal Documents**

All proposals must be organized, clearly marked with tabbed sections, and formatted and bound as described above. Copies of all required Forms as identified below are included with this RFP posting on the website ([www.workforceboard.org](http://www.workforceboard.org)). Forms and attachments are not counted toward your page limit program responses. Please organize proposal documents in the following order, using Partnerships Forms where provided:

1. Form 1: Youth Delegate Agencies Proposal Checklist
2. Form 2: Organizational Information
3. Form 3: Funding Stream Selection
4. Executive Summary and Organizational Information (Section K)
5. Program Narrative Response(s) (Sections L, M, N based on programs proposed)
6. Memoranda of Understanding (MOU) with partners (if applicable)
7. Customer Flow Chart (agency to provide) **(for WIOA Proposals only)**
8. Form 4: WIOA Service Elements Delivery Plan **(for WIOA Proposals Only)**
9. Form 5: WIOA Youth Planned Outcomes **(for WIOA Proposals Only)**
10. Form 6: Opportunity Works Planned Outcomes **(for Opportunity Works Proposals Only)**
11. Resumes, Job Titles and Descriptions
12. Form 7: Participants Served
13. Form 8: Respondent Grant History

14. Form 9: Respondent References
15. Photos of place of performance (not required)
16. Foundational Skills Curriculum Outline **(for Opportunity Works Proposals Only)**
17. **Copy of budget summary forms (Section 0)**
18. **Copy of budget narrative form (Section 0)**

(Everything below need only be submitted once and should be bound separately. Please note that budget documents are to be included in both the program and fiscal responses.)

19. Fiscal Narrative Response (Section P)
20. Form 10: Fiscal Questionnaire
21. IRS W-9 Request for Taxpayer Identification Number and Certifications
22. Certificate of Good Standing or Tax Exemption Certificate
23. Copy of most recent financial audit
24. Cost Allocation Plan
25. List of Board Members
26. Form 11: Statement of Compliance **Must be signed**
27. Form 12: Assurances and Certifications **Must be signed**
28. **Copy of budget summary forms (Section 0)**
29. **Copy of budget narrative form (Section 0)**



**Section K. PROPOSAL QUESTIONS:  
Executive Summary and Organizational Information**

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All respondents must answer all the questions in this section. If applying for multiple funding streams, respondent need only submit one Executive Summary and answer questions in this section one time.

**Executive Summary (2 pages maximum)**

The Executive Summary must be submitted on the lead organization's letterhead and must provide:

1. An overview of the organization's qualifications, including the number of years it has successfully provided services within Chicago and/or suburban Cook County, the type of services provided and the demographics of customers served;
2. If submitting as a formal partnership or collaboration, please identify all key partners and the lead entity.
3. A concise description of the proposed program that identifies the community to be served, specific program model(s) and the proposed numbers of customers served.
4. The funding stream(s) and amount of funding requested.

**Organizational Experience and Capacity (3 pages maximum not including attachments)**

**1. Organizational Structure and Experience (15 points)**

- a. Provide a concise description of your organization including the governance structure, mission, vision and goals along with the major programs currently offered. Explain how your mission aligns with this funding opportunity. If submitting as part of a collaboration, please identify all of the partners or subcontractors (if applicable) and briefly explain their role, services to be provided, expertise and rationale for participation in the program model. Attach detailed MOUs for all partners.
- b. Describe your organization's experience in providing workforce development programs of similar size and scope and/or other publicly funded programs for youth/young adults. Describe your ability and experience in meeting outcomes and benchmarks on publicly funded grants. Please complete the **Respondent Grant History Form** (in the attachments) on every workforce development grant within the past 3 years.
- c. Preference will be given to those agencies that have a demonstrated track record of serving youth and young adults from communities that experience high rates of poverty and unemployment. Explain how you will ensure a preponderance of participants served will reside in such community areas and/or populations prioritized in federal and local youth workforce development policy. Include the **Participants Served Form** as an attachment to provide current community are and priority population data on individuals served and placed in employment, education/training, or additional programming.

- d. Please provide the address, and describe the physical layout of the program site including square footage of classrooms, resource rooms and available equipment. (Respondents are encouraged to include photographs as attachments). Describe the access to public transportation and planned hours of operation. Identify the ADA accessibility features of the site.
- e. Describe what makes the respondent's organization stand out above others in its abilities to accomplish the goals of a youth delegate agency of The Partnership.
- f. Using the respondent References **Form**, please identify three (3) references (in the attachments) from funders or organizations (other than The Partnership) that can attest to the agency's ability to serve people with high needs, achieve grant deliverables, and meet performance benchmarks. Please inform the persons listed that they have been identified as a reference and ensure the accuracy of the contact information. The Partnership will not contact respondents for updated reference information.

## **2. Staffing Plan, Qualifications, and Professional Development (15 points)**

- a. Please describe the proposed staffing plan for the youth workforce development programs included in the respondent's proposal. Respondents should specify staffing levels and position titles. Identify key staff members by name (if known) and specify the educational levels for each individual, their tenure in role and in general with the organization. Please highlight any special staff skills, certifications and/or experiences (including language fluency when applicable) that add to the quality and success of your program. (Attach resumes, if available, and job descriptions) For any vacant positions please indicate the hiring criteria and qualifications sought. Include planned direct-service staff to participant ratio for each program for which a proposal is being submitted.
- b. Explain the process for training new staff members on the regulations of WIOA and program requirements. Identify any special skills or certifications of staff, including certifications that meet the psycho-social-emotional needs of young adults. Identify the annual staff turnover rate for your organization for the past three (3) years and explain any recent turnover of key positions. How does the organization ensure quality and consistency of work when staff leaves the organization?
- c. What are the special skills and expertise required to be a career coach within the respondent's organization? How do you measure the success of career coaches? Describe the indicator that best measures the impact that career coaches have on their job seeking participants.

- d. How will the respondent's direct service staff stay up to date with trends and needs of the high demand sectors? Please describe the professional development plan for direct service staff. What trainings and development activities do you provide internally? How are managers and supervisors prepared to support staff development? What external resources and experiences are available to staff? Please describe any professional development benchmarks the respondent has established.

*In accordance with our values, The Partnership seeks to provide high quality services to our customers. We believe in the increased professionalization of the workforce development field and strive to ensure that our system reflects the dignity of work. Consequently, The Partnership is requiring that career coaching and business service staff positions receive a minimum salary of \$35,000 per year.*

**Section L. PROPOSAL QUESTIONS:  
WIOA Youth Program (50 points)**

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Respondents applying for WIOA Youth funding must answer every question in this section. If applying for both In-school and Out-of-School funds, respondents must complete this section for each stream as program models will be different for each.

- a. Select a program model and describe the respondent's target population. Describe the youth employment issue the organization is working to address through the model. How does the model and identified target population serve to alleviate the employment issue in the respondent's community/region? Please refer to Section E.1 (pages 20-25) for program models (i.e. Reconnection to Education Through Employment, Post-Secondary Education/Training and Employment, Sector-Based Training, or Youth Career Pathways, In School Youth)
- b. Based on the model and population targeted, describe in detail, the respondent's strategies for outreach and recruitment for youth in the program and plans for informing community members and stakeholders of program services. Please identify any recruiting timelines (if proposing a cohort model) and/or include any strategies for engaging young adults and /or community partnerships to recruit young adults.
- c. Describe the steps young adults must complete in order to be enrolled in the respondent's program.
- d. Describe how young adults will be assessed upon enrollment. Include a description of any tools or methods used to determine the following: levels of basic skills, work readiness skills, interests and aptitudes, occupational skills and supportive service needs. Describe the process for developing an Individualized Service Strategy (ISS) with customers. Explain how the assessment process informs the development of the ISS. How will the respondent incorporate a career pathway approach in working with customers? Identify the strategies utilized for updating and altering an ISS as a participant advances on their career path.
- f. Detail the specific services to be provided as young adults progress through the program in order to achieve the milestones identified in the ISS and program model description. Be specific as to hours of programming, foundational skills, curricula, and tools used and staff involved in the process. Attach a customer flow chart (not counted in your page count).
- g. Youth programs must provide directly and/or provide access to the Service Elements described in section D.4.b (see page 16). Describe in detail the Service Elements the respondent will deliver to program participants. If the services are not provided directly through workforce development programming, what is the referral process? How does the agency ensure that participants successfully access the referred service? **(Required: Attach a completed copy of the WIOA Service Elements Delivery Plan Form)**

- h. All grantees are required to use The Partnership's management information system, Career Connect. What is the respondent's plan for ensuring data integrity, compliance, timely entry and quality maintenance of participant records?
- i. Describe in detail how the proposed program will meet the 22% work experience requirement. What opportunities and strategies does the organization employ for young adults to gain work experience? Describe the activities and work-based learning opportunities. What employer relationships are in place for paid work experience? Describe the organization's experience with and/or plans to administer payroll and/or stipends for youth as described in Section D.4. **For more information see the local WIOA Work Experience Policy Letter NO.2017-PL-09 posted on the Partnership website at <https://workforceboard.zendesk.com/hc/en-us/articles/115001817211-Work-Experience-Policy-Letter-Attachments>**
- j. Describe the respondent's strategies for and experience with engaging businesses and industry leaders in the program. Explain how employers and industry leaders are involved with the respondent as a whole and specifically with program delivery. Describe the process of employer engagement from the initial contact to placement of participants and retention.
- k. Explain the process for internally monitoring the respondent's on-going performance. How will the agency evaluate and assess both the effectiveness and quality of the program? Identify who will be responsible for data collection, analysis, reporting and general oversight.
- l. Describe a situation where respondent's youth program did not meet performance measures. Identify the issue(s) and describe the intervention(s) implemented to address the problem(s). Was the intervention successful? Why or why not?
- m. Describe the respondent's process for engaging program participants after they are moved into the follow up phase of the program. Identify retention strategies used to ensure participants maintain their placement. How does the respondent propose to maintain contact with youth and assist them during the follow up period, especially in cases where young people disengage or need further barrier reduction assistance?
- n. Describe the specific outcomes to be achieved by the proposed program and the measures that will be used to determine the degree to which outcomes are being accomplished. How will the respondent ensure achievement of agreed upon goals? Please complete the attached **Proposed Planned Outcomes Form**.
- o. Identify and explain the planned cost per participant served and cost per customer placed and justify how the respondent's program is cost effective. **Describe any leveraged services or added benefits to the customer not previously mentioned.**

## Section M. PROPOSAL QUESTIONS:

### Opportunity Works Program (50 points)

Respondents applying for Opportunity Works funding must answer every question in this section.

- a. Identify the targeted industry sector(s). Describe in detail the proposed strategies for outreach, recruitment, enrolling and orienting young adults to the program. Please identify any unique strategies. Describe how young adults will be assessed upon enrollment and how assessment relates to target industry sectors. Include a description of any tools or methods used to determine the following: levels of basic academic skills, foundational skills, interests and aptitudes, occupational skills and supportive service needs. Explain how these assessments inform the individual plan for young adults.
- b. Describe how the respondent's foundational skills training curriculum meets the core competencies outlined in this RFP. Be specific regarding hours of programming, curricula, tools used and staff involved in the process. Explain the rationale behind the proposed length, frequency and, if applicable, additional content of the training. Please attach an outline of the curriculum and, if available, proposed foundational skills training schedule.
- c. Describe the respondent's plan for the ongoing career exploration activities, supplemental foundational skills, and other training. If the respondent offers industry-recognized training/credentials, please describe the plan for doing so, including labor market information or other evidence showing employer demand and/or demonstrated career benefit to participants.
- d. Describe the respondent's strategy for recruiting employers and developing internship opportunities. Respondents must commit to meeting Opportunity Works standards for onboarding employers to the internship program and for providing them with support throughout the program (See Section E.8). Describe the respondent's ability to meet these standards, and how participants will receive adequate supervision and guidance during their placements with employers. Include letters of commitment and/or MOUs with employers willing to host young adults in meaningful internships during the proposed program.
- e. Describe the respondent's plan for connecting participants to unsubsidized employment or a longer-term workforce, education or training program after the internship concludes. Identify existing relationships with workforce and training providers. Include letters of commitment or MOUs from partner organizations or programs that are willing to dedicate specific resources to the program.
- f. Include a timeline of key activities. At a minimum, specify when training and internships begin and end. If there is more than one start date, specify the number of young adults enrolled into each cohort. **All selected respondents must launch the program and begin serving young adults no later than February 4, 2019.**

- g.** Use the attached **Planned Outcome Form** to provide a list of planned outcomes for the program. At a minimum include:
  - a. Number of young adults that participate in foundational skills training
  - b. Number of young adults that participate in an internship
  - c. Number of young adults that complete an internship
  - d. Number of young adults that participate in career exploration
  - e. Number of young adult that transition to a workforce program or post-secondary training/education or unsubsidized employment
  
- h.** Describe the respondent's ability to meet program goals or metrics.
  
- i.** Explain the process for internally monitoring program performance on an on-going basis. Identify who will be responsible for data, reporting and general oversight.

**Section N. PROPOSAL QUESTIONS:  
Youth Innovation Fund (50 points)**

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Respondents applying for Innovation Fund funding must also submit a complete proposal for WIOA-funding AND answer every question in this section.

- a. Identify a problem confronting your community that has a negative impact on your youth workforce development programming. Please describe the problem in detail and provide an analysis of the root cause(s) of the problem. Share any relevant research and data that supports your conclusions. How can this problem be addressed through the Innovation Fund?
- b. What is the solution to this problem? Upon what prior experience or knowledge is the solution based? Has the idea been tested elsewhere? What other factors inform the development of the solution?
- c. Explain methods to operationalize the concept in program enhancement(s) for job seekers and or businesses served. Identify the point in the contract period would this enhancement be implemented. Please describe specific activities the organization would engage and how it would use Innovation Fund dollars to effectively implement the program enhancement(s). Will the proposed solution substantially change the manner in which the organization provides youth workforce development services? How do these activities go beyond the WIOA services proposed in your response?
- d. Describe methods to evaluate the proposed solution's effectiveness. How would this enhancement impact the community and program outcomes? Describe the potential for identifying practices that could be sustained for long-term impact.



## **Section O. PROPOSAL QUESTIONS: Program Budgets**

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All Respondents must complete and attach the budget summary form (excel) and a budget narrative form for each requested funding stream and or models. Respondents must have separate spending plans for each proposed funding stream/program model, but they can all be included in one set of budget forms. Please include a copy of the proposed budget forms with the program response as well as with the fiscal responses. **All budgets forms are posted with the RFP on The Partnership’s website:** <http://workforceboard.org/funding/request-for-proposals/>

## **Section P. PROPOSAL QUESTIONS: Financial Structure and Fiscal Plan (20 points)**

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**Please respond to the following questions and submit the requested documentation including requested budget forms. Answers to these questions do not count toward your page limit.**

### **1. Fiscal Narrative**

- a. Describe the basis upon which the requested amount was calculated. Identify an average unit cost per participant and provide an explanation to justify this unit cost. Identify the staff to participant ratio. If the entity is for-profit, identify the profit percentage built into the proposed budget, and describe the risk and other factors taken into consideration to arrive at this percentage. **NOTE: The Partnership will separately negotiate the percentage of profit with each for-profit entity whose proposal is selected.** For more information see Chicago Cook Workforce Partnership Policy Letter #, “Cost Plus Fixed Fee” <https://workforceboard.zendesk.com/hc/en-us/articles/360016307011-Cost-Plus-Fixed-Fee-Policy>
- b. Describe leveraged funds that the agency or collaborators will bring to this project. This can include cash contributions, staff effort, space, fee-for-service or other revenue generation and in-kind contributions. List each source of leveraged resources, the dollar value, and the function of each leveraged resource, (for example to spread operating costs or to broaden the scope of services). Note that budgets must support this information with a breakdown of the funding from each source as it is utilized in the program.
- c. Describe the agency’s fiscal capacity, including a description of any other current grants over \$100,000 and provide the organization’s total annual budget.
- d. Does the agency perform its own accounting? If not, indicate the name, address, contact person, phone number, and email address of the accounting firm. If yes, describe the respondent’s accounting/financial procedures and system of oversight.

Describe the type of accounting software being utilized by either the agency or by the contracted 3<sup>rd</sup> party.

- e. Describe the agency's payroll system including internal controls for accuracy and validity. What is the method for documenting employee time? Are time studies utilized? If so, how often are they prepared?
  - f. Describe the agency's method for administering participant payroll and/or stipends and tracking costs for supportive services.
  - g. Describe how the agency will ensure that costs charged to the program are reasonable, allocable, allowable, and necessary.
  - h. If staff or other costs charged to this budget will be shared between one or more funding source, please detail the overall cost allocation plan for sharing costs, including the method of allocating shared costs. Please attach a copy of your current Cost Allocation Plan (CAP). For guidance on preparing a cost allocation plan, please refer to the [Omni Circular](#).
  - i. Attach a copy of the agency's most recent audited financial statements (including Single Audit if applicable), management letter, and federal and state tax returns (or 990/AG990-IL informational returns). For agencies whose total public contributions (fund-raising activities) in a single year are below the State of Illinois threshold for an audit (See note below), please provide the organization's most recent 2-year comparative financial statements (e.g., statements of financial position, statements of activities, statements of cash flows, and statements of functional expenses – if applicable).
- Note:** Per (225 ILCS 460/4-Solicitation for Charity Act), the audit threshold for charitable organizations is gross receipts of **\$300,000**, or if the charity used a paid professional fund raiser and raised contributions in excess of **\$25,000**.
- j. For audits, indicate what action has been taken in regard to the following:
    - Auditor's opinions or recommendations regarding internal controls.
    - Cost disallowances and any other changes the agency has undertaken in response to audits (if applicable).
  - k. Describe respondent's resource development experience and capacity to access various sources of funding in order to operate high-quality programs.
  - l. Describe respondent's sustainability plan, in the event that funding that supports this project is reduced. What actions would be taken to provide continuity of services to clients?

## 2. Tax Information, IRS Status and Certificates of Good Standing

- a. All respondents **MUST** provide a completed IRS W-9 Request for Taxpayer Identification Number & Certification. This form can be emailed upon request or downloaded at [www.irs.gov](http://www.irs.gov).
- b. **Non-governmental entities MUST also provide the following:** 1) indicate the year the organization was legally established; 2) attach list of current Board Member names, business mailing addresses (other than responding agency's address), occupation/affiliation, e-mail address and phone numbers; 3) if applicable, submit a *current* letter (within last three years) from the IRS verifying the organization is exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code, IRS Department of the Treasury, (877) 829-5500; 4) submit a copy of the most recently filed IRS Form 990.

- c. **Documentation of Good Standing Status: Respondents must attach one of the following:**

Entities that are incorporated as a not-for-profit under the General Not For Profit Corporation Act of 1986 (805 ILCS 105/101.01 *et seq.*) are required to submit a certificate of good standing from the Illinois Secretary of State's Office, Department of Business Services, (217) 782-6875 or (217) 782-6961 (TDD: (800) 252-2904). <http://www.ilsos.gov/corporatellc/index.jsp>

Entities that are organized as a Charitable/Not-For-Profit organization, which includes any person, individual, group of individuals, association, not-for-profit corporation, or other legal entity under the Charitable Trust Act (760 ILCS 55/1 *et seq.*) are required to submit a letter of good standing from the Charitable Trust Bureau, Office of the Illinois Attorney General, 100 W. Randolph St, 11<sup>th</sup> floor, Chicago, IL 60601, (312) 814-2595 (TTY: (312) 814-3374).

Entities that are neither of the above, but are exempt from paying sales/use tax under the Use Tax Act (35 ILCS 105/1 *et seq.*) are required to submit a copy of the tax exemption certificate issued by the Illinois Department of Revenue, Central Registration, PO Box 19030, Springfield, IL 62794-9030, (217) 785-3707 (TDD: (800) 544-5304).

## 3. Proposed Budget

Please complete a proposed budget and budget narrative for the each funding stream/program model using the forms and instructions posted on the website at <http://workforceboard.org/funding/request-for-proposals/>

The Budget contains the following items:

- Budget Narrative
- Budget Instructions
- Budget Summary
- Budget Summary Form 1A
- Personnel Budget
- Non-Personnel Summary Budget
- Non-WIOA Matching Contribution Which Should Be Indicated On The “Other” Column Of The First Budget Page.

***The Budget Forms must be submitted as a MS Excel spreadsheet file as part of the complete proposal.***

Private for-profit organizations should indicate anticipated program-related fixed fees over program costs in the space provided on Budget Form 3. Fixed Fees will be negotiated as a separate element of cost during the grant agreement negotiations. In negotiating fixed fees, the following factors will be considered: (1) the complexity of the work involved; (2) risk borne by the grant recipient; (3) the grant recipient’s investment; (4) the amount of subcontracting; (5) the quality of its past performance; and (6) the industry profit rates in the surrounding geographical area for similar work. Further, the fixed fee amount may not exceed 7% of the total other cost categories (less pass through). For more information see Chicago Cook Workforce Partnership Policy Letter, “Cost Plus Fixed Fee”

<https://workforceboard.zendesk.com/hc/en-us/articles/360016307011-Cost-Plus-Fixed-Fee-Policy>

Please note, the policy on profit, stated profit levels, and procedures for determining and paying profit are all subject to change in keeping with Federal or State or Local regulations, or Chicago Cook Workforce Innovation Board policy.

The following forms are required as part of this proposal submission. All forms can be downloaded from our website at the following address:

- 1. Budget Narrative Form (to be submitted for each funding stream/program model)**
- 2. Budget Summary Forms (excel form inclusive of all models)**
- 3. Fiscal Questionnaire – See Attachment #10**

**All budgets forms are posted with the RFP on The Partnership’s website:**

<http://workforceboard.org/funding/request-for-proposals/>

## Section Q. Glossary and Definitions

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The following is glossary of key workforce development terms and services:

**Assessment:** The process by which applicants are interviewed to determine their employability, motivation, aptitude, family situation, education and training, attitudes, transportation, support needs, abilities and interests in order to assist in developing an Individual Employment Plan or Individual Service Strategy for the attainment of the individual's career goals. Testing and counseling are a part of the assessment process.

**Apprenticeships:** A strategy to help individuals to connect to a career pathway for many different occupations. It is a work-based learning model, commonly referred to as a "learn and earn" model, where on-the-job training is combined with relevant classroom instruction. The apprentice progressively acquires new skills and applies these learned skills on the job under the supervision of a mentor. Upon completion of the program, the apprentice receives an industry recognized credential.

**Basic Skills Deficient:** The label given an individual who computes or solves problems, reads, writes, or speaks English at or below the eighth grade level or is unable to speak English at a level necessary to function on the job or in society.

**Business Relations and Economic Development:** The Business Relations and Economic Development (BRED) unit of The Partnership supports the regional business community's growth and stability by leveraging economic and workforce development strategies and resources. This team engages the city and county economic development departments, regional chambers of commerce, and other regional workforce development partners to identify opportunities to provide innovative, quality and integrated services to regional employers. This unit also leads cohorts of Business Services Teams to create a system-wide approach for continuity in the delivery of public workforce system services to regional business customers.

**Career Connect:** The Partnership's integrated workforce data system that will be used to record and track all job seeker and employer information including eligibility information, service plans and employer services including posting and filling job orders.

**Case Management/Career Coaching:** The provision of a participant-centered approach in the delivery of services, which are designed to ensure and coordinate Individual Employment Plans and Individual Service Strategies, including service strategies for customers to ensure access to necessary Workforce Innovation and Opportunity Act funded activities and supportive services, to provide job and career counseling during program participation and after job placement.

**Career Coach Services:** Comprehensive workforce activities that are guided by the Individual Service Strategy and skills assessments. Activities should be tailored to the individual's needs and reduce barriers to employment and education. Workforce activities include, but are not

limited to: support services, resume writing assistance, soft skills training, 1-1 tutoring, referral assistance, job placement, and retention activities.

**Credential:** An industry or state recognized degree, certificate. These include, but are not limited to: high school diploma, GED, or other recognized equivalents, post-secondary degrees/certificates, recognized skill standards, and licensure or industry-recognized certificates designed to equip individuals to enter or re-enter employment, retain employment, or advance into better employment.

**Customized Training:** Training that is designed to meet the special requirements of an employer (including a group of employers) that is conducted with a commitment by the employer to hire an individual upon successful completion of the training and for which the employer pays a significant portion of the cost of the training.

**Economically Disadvantaged:** An individual who received an income, or is a member of a family that received a total family income that, in relation to family size, does not exceed the higher of the poverty line, or 70 percent of the Lower Living Standard Income Level (LLSIL). For more info: <https://www.doleta.gov/lisil/>

**Eligible (Eligibility):** Refers to an individual's ability to receive services under the Workforce Innovation and Opportunity Act based on specific criteria and required documentation to verify status.

**Enrollment:** Refers to the completed process by which an eligible participant has been referred for WIOA services and for whom required documents have been completed and entered into Career Connect.

**High poverty area:** A high-poverty area is a Census tract, a set of contiguous Census tracts, Indian Reservation, tribal land or Native Alaskan Village or county that has a poverty rate of at least 25 percent as set every 5 years using American Community Survey 5-Year data. The Partnership will conduct an annual review of the American Community Services Survey data for Cook County to identify the High Poverty Areas for Cook County. For more info see: <https://workforceboard.zendesk.com/hc/en-us/articles/115000795052-High-Poverty-Area-Procedures>

**Illinois JobLink:** Illinois JobLink is a website developed and maintained by the Illinois Department of Employment Security (IDES). Illinois JobLink is a resource that provides links and tools that the regional business community can use to access tax credit and labor market information, as well as post position vacancies and access a database of resumes.

**Illinois workNet™:** Illinois workNet is a free resource that provides career, education and work support information for all Illinois residents and businesses. IllinoisworkNet.com connects individuals looking for employment with employers looking for workers through the

convenience of a user-friendly website and onsite locations throughout the state. The program aims to cultivate a well-trained workforce by providing valuable resources for the state's workforce, creating a solid foundation for a thriving 21<sup>st</sup> century economy.

**Individual Service Strategy (ISS):** A plan developed for a young adult job seeker identifying the participant's employment goals, the appropriate achievement objectives, and the appropriate combination of services required in order for the participant to achieve the employment goals.

**Incumbent Worker Training:** Training designed to meet the special requirements of an employer (or group of employers) for a skilled workforce or to avert the need to lay off employees by assisting the workers in obtaining the skills necessary to retain employment. Training is conducted with a commitment by the employer to retain or avert the layoff of the incumbent worker.

**Job Retention:** The period an individual remains in an unsubsidized job following placement. The period of required retention is determined in accordance with WIOA, or as dictated by the funder.

**Job Search Assistance:** Training which provides the customer with the instruction and necessary skills to obtain full time employment. These skills may include resume writing, interviewing skills, telephone techniques and networking. Job search assistance must be offered to all customers and may be delivered individually or in group settings.

**Job Development:** The planned and organized effort by agency representatives to encourage employers or business organizations to make jobs available for WIOA customers and other job seekers.

**On-the-Job Training (OJT):** Training by an employer that is provided to a paid participant while engaged in productive work in a job that provides knowledge or skills essential to perform the job and provides reimbursement to the employer of up to 50 percent of the wage rate of the participant, for the extra costs of providing the training and the additional supervision related to the training. OJT is limited in duration as appropriate to the occupation for which the participant is being trained.

**Qualified Apprenticeship:** A program approved and recorded by the U.S. Department of Labor Employment and Training Administration Bureau of Apprenticeship and Training or by a recognized state apprenticeship agency or council. Approval is by certified registration or other appropriate written credential.

**Referral Partner:** An agency with which youth delegate agencies form formal linkages to provide access to all 14 WIOA service elements.

**Registered Participant:** A person, who has been certified eligible, recorded in Career Connect and has been provided at least one Career Service.

**Supportive Services:** Services such as transportation, child care, dependent care, housing, and needs-related payments that are necessary to enable an individual to participate in activities authorized under WIOA or other program managed by The Partnership.

**Youth delegate agency:** An agency that receives funding from the Chicago Cook Workforce Partnership to deliver young adult services.

**Young adult/Youth:** Anyone between the ages of 16-24.



## **Section R. List of Forms**

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Forms 1-12 are compiled in one document named “Chicago Cook Workforce Partnership Youth Delegate Agencies RFP – Forms” Which can be downloaded from the RFP page of The Partnership’s website at <http://workforceboard.org/funding/request-for-proposals/>  
Forms 13 and 14 can be downloaded individually from the same site.

1. Youth Delegate Agencies Proposal Checklist
2. Organizational Information
3. Funding Stream Selection
4. WIOA Service Elements Delivery Plan
5. WIOA Youth Planned Outcomes
6. Opportunity Works Planned Outcomes
7. Participants Served
8. Respondent Grant History
9. Respondent References
10. Fiscal Questionnaire
11. Statement of Compliance Form
12. Assurances and Certification Form
13. Budget Narrative Form
14. Budget Summary Forms