

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

**REQUEST FOR PROPOSALS
FOR
American Job Centers
WIOA Title I Services**



CHICAGO COOK
WORKFORCE PARTNERSHIP

A proud partner of the AmericanJobCenter network

FUNDING PERIOD: July 1, 2021 – June 30, 2022

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

**RESPONSES DUE:
Friday, April 23, 2021 by 4:00 PM CST**

Bidder Webinar:** Wednesday, March 31, 2021, 9:30 – 11:30 AM (CST)

Webinar Registration <https://attendee.gotowebinar.com/register/1233090609330862350>

**Attendance is not mandatory, but respondents are highly encouraged to attend

RFPquestions@chicookworks.org

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SECTION I. Purpose, Locations, Performance Period, Funding, and Schedule

A. Purpose

The Chicago Cook Workforce Partnership (The Partnership) and the Local Workforce Innovation Area #7 (LWIA 7) Workforce Innovation Board (WIB) are issuing this RFP to identify through competitive selection delegate agencies to provide workforce services at each of the 10 American Job Centers (AJCs) throughout Cook County in accordance with Title I of the Workforce Innovation and Opportunity Act (WIOA or The Act). The Partnership seeks innovative service delivery proposals that meet the specifications outlined in this RFP and that are characterized by customer service, collaboration, integration, racial equity, accountability, continuous improvement, and outcomes.

The Partnership administers a comprehensive workforce development system with multiple entry points where job seekers and businesses can access the full range of WIOA services and benefits. The backbone of this system is our 10 American Job Centers (AJCs) located throughout Chicago and suburban Cook County. These are high-capacity program sites serving the general job-seeking population as well as businesses. AJCs must serve both Adult and Dislocated Workers (Youth as applicable) and must have active participation from the Core WIOA Partners, listed in Section II (B) of this document. Please note that the terms One Stop Center and American Job Center are used interchangeably throughout this document.

B. Locations

American Job Center	Address	Community Area Location	Comprehensive Designation	Current WIOA Youth
Northside @ Harry S. Truman College	1145 W. Wilson Avenue, Chicago, IL.	Uptown, Edgewater, North side Chicago		X
West Side	605 S. Albany St. Chicago, IL.	Garfield Park, Lawndale, West side Chicago		X
Near West Side	1700 W. 18 th Street Chicago, IL.	Pilsen, Bridgeport Near South Chicago	X	
Mid-South (includes satellite center)	4314 S. Cottage Grove Avenue, Chicago & 1515 E.71 st Street, Chicago, IL.	Oakland, Kenwood, Mid-South Chicago	X	X
Southwest @ Richard J. Daley College	7500 S. Pulaski Road, Building 100, Chicago, IL.	Ford City, Marquette Park, Southwest Chicago		X
North Suburban	1400 South Wolf Road, Wheeling, IL.	Wheeling, Prospect Heights, Arlington Heights North Suburban	X	X
South Suburban @Prairie State College	Prairie State College ATOC Bldg., 1 st floor 202 S. Halsted St. Chicago Heights, IL.	Chicago Heights, Park Forest, Flossmoor, South Suburban	X	
West Suburban	1701 S. First Avenue, Suite 10, Maywood, IL.	Maywood, Brookfield, Melrose		X

		Park, Broadview, Western Suburbs		
South Suburban	16845 South Halsted Street, Harvey, IL.	Oak Forest, Midlothian, Country Club Hills Southwest Suburban,		X
Southwest Suburban	7222 Cermak Road, North Riverside, IL.	North Riverside, Brookfield, Berwyn West Suburban		X

The Near West, Mid-South, South Suburban Cook County (at Prairie State College), and North Suburban Cook County American Job Centers are designated comprehensive One-Stop centers as defined in 20 CFR 678.305. A comprehensive One-Stop center is a physical location where job seeker and employer customers can access the programs, services, and activities of all WIOA One-Stop Partners, along with any additional partners as determined by the local workforce board, during regular business days and hours. The center must:

- Have at least one WIOA Title I staff person physically present;
- Provide the Career Services listed in 20 CFR 678.430;
- Provide access to Training Services described in 20 CFR 680.200;
- Provide access to any employment and training activities carried out under Section 134(d) of WIOA;
- Provide access to programs and activities carried out by the required and additional One-Stop partners listed in 20 CFR 678.400 through 678.410; and
- Make available workforce and Labor Market Information.

These existing locations are subject to change, and selected respondents must be willing to re-locate to a site, as determined by The Partnership and the WIB. If proposing a different location for an American Job Center to replace any other location, respondents should do significant research and preparation regarding the workforce needs of the community, appropriateness of the location, accessibility, relationships with other community agencies, relationships with WIOA system partners and other aspects of operating a quality center.

Respondents must submit a proposal for each desired AJC (maximum of 10). If applying for an AJC that currently provides out-of-school youth services, respondents **must** provide youth services and must demonstrate an ability to serve out-of-school youth within their proposal.

C. Performance Period

The period of performance begins on July 1, 2021 and concludes on June 30, 2022. The Partnership reserves the right to renew grant agreements for up to four (4) additional one-year terms based on funding availability and the selected respondent's achievement of benchmarks, compliance with WIOA, and conformity with The Partnership's and the WIB's vision for the public workforce system.

D. Funding

The Partnership will award WIOA funds to entities that demonstrate an ability to effectively deliver and manage services as described herein. It is the expectation of The Partnership that respondents will become proficient in their understanding of the WIOA services and subsequent regulations. The Partnership will provide technical assistance and training on WIOA regulations and policies. 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 this RFP.

WIOA funding for this solicitation is categorized by the three job seeking customer populations: Adult, Dislocated Worker and Out of School Youth. WIOA Permits funding for both In School and Out of School services. The youth component of this solicitation is limited to Out of School youth. The Partnership will release a future solicitation exclusively targeting youth serving organizations. The current AJC Title I grant agreements range from the following:

WIOA Title I	PY 2020 AJC Funding Range
Adult	\$289,801 to \$688,654
Dislocated Worker	\$209,582 to \$784,787
Youth	\$100,000 to \$625,836

Program Year (PY) 2021 agreements are not expected to exceed the ranges listed above. At the time of the issuance of this solicitation, The Partnership has not been informed of the WIOA funding allocation for PY 2021. Based on previous funding, The Partnership anticipates dedicating no more than the total funding amount listed below for services among the 10 One-Stops:

	Adult	Dislocated Worker	Out of School Youth
One-Stop Funds:	\$4,500,000	\$4,500,000	\$2,000,000

*Supportive services such as funds for transportation, uniforms or certifications and participant training activities are an allowable expense **but SHOULD NOT be included in the respondent's proposed WIOA budget.** Respondents must possess the capacity to successfully administer supportive service funds. Additional funds received by The Partnership may be disbursed by expanding existing programs or by consideration of proposals not initially funded under this RFP.*

The successful respondents to this RFP will enter into a grant agreement with The Partnership and become part of The Partnership's service network. Agreements executed because of this RFP process will be paid through cost reimbursement unless otherwise specified. Final agreements will be subject to any changes in legislation, regulations, or policies promulgated by the federal or state funders. The Partnership reserves the right to vary or change the terms of any agreement executed because of this RFP, including funding levels, scope of services, performance standards, and contract terms, as it deems necessary.

E. Sunset and Closeout Consideration

The Partnership will work with current AJC providers that are not selected for WIOA services in PY 2021 to transition services. Selected AJC Title I providers will be required to serve eligible customers already registered into WIOA by an agency that is discontinuing services. The Partnership also requests that selected respondents consider hiring any existing qualified staff at the AJC.

F. Tentative Schedule

- Release of RFP March 17, 2021
- Bidder Webinar March 31, 2021
- Question Submittal DeadlineApril 5, 2021
- Posting of Questions and Answers April 12, 2021
- Proposal Submittal Deadline April 23, 2021
- Proposal ReviewMay 2021
- Selection Review by Chicago Workforce Innovation Board June 2021
- Anticipated Contract Commencement July 1, 2021

SECTION II. Background

A. Overview of The Partnership

Created in 2012, The Chicago Cook Workforce Partnership is an umbrella organization operating the public workforce system in the City of Chicago and Cook County. The Partnership combines federal and philanthropic resources to broaden the reach and impact of workforce development services for both employers and job seekers. The Partnership has programmatic and administrative responsibility for all WIOA services provided in Chicago and Cook County (LWIA 7).

The Chicago Cook Workforce Innovation Board (WIB), which oversees The Partnership, 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 collaboratively develop strategies that address the supply and demand challenges confronting the local workforce. The WIB, together with The Partnership, provides leadership, strategic planning, policy direction, and oversight for WIOA services in LWIA 7.

All efforts put forth by The Partnership are guided by the following vision, mission, and values:

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.

Our Values:

- **Collaboration:** We strategically engage a variety of local, regional, state, and national partners in workforce and economic development to ensure program effectiveness. The breadth of these activities allows us to connect businesses and individuals to a wide array of resources.
- **Innovation:** We design and implement initiatives that result in dynamic outcomes for businesses and job seekers alike. We seek creative solutions to current and future workforce development challenges.
- **Transparency:** We clearly communicate our expectations, policies, and processes to stakeholders and partners. We openly and publicly share the results of our initiatives.
- **Financial Responsibility and Stewardship:** As stewards of public, private, and philanthropic funds, we ensure effective and efficient management of our resources to achieve the maximum returns on investment and greatest impact on the business or individual served.
- **Quality:** We commit to continuous improvement. We aspire to a standard of excellence that ensures the delivery of high caliber services for all stakeholders while identifying opportunities for further growth.
- **Dignity of Work:** We believe in the value of work and the mutually beneficial impact that it has on individuals and the companies that employ them. We support investment in human capital as a means of strengthening local communities and the regional economy.

Priorities:

The Partnership is committed to improving racial and gender equity in the workforce. We are committed to provide services that support communities and individuals who have been historically underrepresented in various industries due to systemic and structural racism, sexism, and other forms of discrimination. Our commitment includes ensuring the network of American Job Centers prioritizes serving communities of color that continue to experience higher rates of unemployment than

predominantly White communities. The Chicagoland Workforce Funder Alliance Equity Working Group’s definition of an equitable workforce as:

“one in which race, ethnicity, gender, and other demographic characteristics no longer predict one’s outcomes in the labor market. All people have equitable access to jobs that are safe, pay a living wage, offer benefits, provide career pathways, and opportunities for mobility. The workforce—both public and private—is representative of the general population at all different levels of skill and pay across occupational groups and sectors. To close the gaps, near-term efforts should focus on communities most impacted by racial, ethnic, and gender disparities while working collaboratively to transform policies, institutions, and structures in the long term.”

The Partnership aligns its work with regional community and economic development initiatives including the City of Chicago’s INVEST South/West initiative and Cook County’s Comprehensive Economic Development Strategy. Both initiatives have an intentional focus on reducing inequities in areas that have historically experienced disinvestment in infrastructure, unjust housing policies, and a loss of jobs and economic opportunity. The 2020 Workforce Innovation and Opportunity Act [Local Plan](#) for Local Workforce Area 7 outlines the 10 neighborhoods of focus for INVEST South/West and the 34 suburban municipalities identified in Cook County’s Comprehensive Economic Development Strategy on pages 53 through 55.

Several American Job Centers are located within, or are closely neighboring, one of the target neighborhoods or municipalities referenced above. While the American Job Centers are located to facilitate equal access throughout the service area, The Partnership encourages respondents to include innovative strategies for outreach and service provision to the communities of greatest need throughout the region especially those prioritized by both the City and County.

WIOA Partners and Service Integration:

As identified in Section 121(b)(1)(B) of WIOA, the required partners in the One-Stop delivery system are the entities responsible for administering the following programs and activities in the local area:

PROGRAMS	AUTHORIZING LEGISLATION
Career services for Adults, Dislocated Workers, and Youth	WIOA Title I-B
Job Corps; Youth Build; Native American programs; Migrant and Seasonal Farm Worker Programs	WIOA-Title-I
Adult education and literacy services	WIOA-Title II
Employment services	Wagner-Peyser Act, amended by WIOA Title III
Vocational Rehabilitation (VR)	Rehabilitation Act, amended by WIOA Title IV
Senior Community Service Employment Program (CSEP)	Older Americans Act
Career and Technical Education (CTE) at the post-secondary level	Carl Perkins Career and Technical Education Act
Trade Adjustment Assistance (TAA) activities	Trade Act
Programs under Jobs for Veterans State Grants	

Employment and training activities under Community Services Block Grant	
Employment and training activities carried out by Department of Housing and Urban Development	
Employment programs	State unemployment compensation laws
Reentry programs	Second Chance Act
Temporary Assistance for Needy Families (TANF)	Social Security Act

Programs authorized or amended under WIOA Titles I-B, II, III, and IV are Core Programs and their administrators in the local area are Core Partners of the One-Stop system (WIOA Core Partners).

Last year and in accordance with the WIOA, The Partnership procured a One Stop Operator – a neutral third party to coordinate services among the required WIOA One Stop Partners. Each WIOA One Stop Partner provides job seekers and employers with information and services to positively impact educational, employment, and business outcomes. The collective goal is to consistently offer seamless services to their shared job seekers and employers. The success of the system depends on all American Job Centers collaborating with the One Stop Operator and all the WIOA One Stop Partners. The Partnership encourages respondents to demonstrate their ability to collaborate with Partners to provide jobseeker and business customers with a positive experience and seamless services throughout their WIOA customer journey.

B. Overview of WIOA and the One-Stop Delivery System

Signed into law on July 22, 2014 and funded by the U.S. Departments of Labor and Education, the Workforce Innovation and Opportunity Act supports workforce development programs throughout the nation in service of job seekers and businesses. WIOA helps job seekers access employment, education, training, and supportive services needed to succeed in the labor market; and businesses find the skilled workers they need to compete in the global economy. The Department of Commerce and Economic Opportunity administers WIOA funding for the State of Illinois, and in turn delegates the implementation and administration of WIOA to local workforce boards and their administrative agencies.

Pursuant to 20 CFR 678.300(b), WIOA Title I assigns responsibilities at the local, state, and federal level for creating and maintaining a “one-stop delivery system” (One-Stop system) that enhances the range and quality of education and workforce development services that employers and individual customers can access. The common identifier for this One-Stop system is “American Job Center” (AJC).

The U.S. Department of Labor envisions a WIOA One-Stop system that is **quality focused, employer driven, customer centered, and tailored to meet the needs of regional economies**. It is designed to increase access to, and opportunities for, the employment, education, training, and support services that individuals need to succeed in the labor market, particularly those with barriers to employment. The system aligns workforce development, education, and economic development programs with regional economic development strategies to meet the needs of local and regional employers, and provide a comprehensive, accessible, and high-quality workforce development system.

The required partners in the One-Stop delivery system (WIOA One-Stop Partners) administer separately funded programs as a set of integrated streamlined services to customers. Programs authorized or amended under WIOA Titles I-B, II, III, and IV are Core Programs and their administrators in the local area are Core Partners of the One-Stop system (WIOA Core Partners).

Under WIOA, partner programs and entities that are jointly responsible for workforce and economic development, educational, and other human resource programs collaborate to create a seamless customer-focused One-Stop delivery system that integrates service delivery across all programs and enhances access to the programs' services. The One-Stop delivery system includes six Core Programs (**Title I adult, dislocated worker, and youth programs; Title II adult education and literacy programs; Title III Wagner-Peyser program; and Title IV vocational rehabilitation program**), as well as other required and optional partners identified in WIOA. Under WIOA, the One-Stop Centers and their partners:

- Provide job seekers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages.
- Provide access and opportunities to all job seekers, including individuals with barriers to employment such as individuals with disabilities, to prepare for, obtain, retain, and advance in high quality jobs and high demand careers.
- Enable businesses and employers to easily identify and hire skilled workers and access other supports, including education and training for their current workforce.
- Participate in rigorous evaluations that support continuous improvement of One-Stop centers by identifying which strategies work better for different population; ensure that high-quality integrated data inform decisions made by policy makers, employer, and job seekers.

C. Characteristics of a High-Quality American Job Center

This vision for the One-Stop system is accomplished locally through the creation of high-quality American Job Centers that connect customers with the full range of services available in their communities, whether they are individuals pursuing employment, career advice, education, or occupational training; or are businesses in search of skilled workers. High-quality AJCs are characterized by:

- Excellent customer service provided to job seekers, workers, and businesses.
- Innovative and effective service design.
- Integrated management systems and high-quality staffing.

The characteristics identified below, consistent with the purpose and authorized scope of each of the programs, are designed to reflect elements that the “Departments” (DOL, HUD, HHS, and DOE) believe contribute to a high-quality One-Stop delivery system. They demonstrate the spirit and intent of WIOA. The selected Title I provider at each center is expected to work with its WIOA partners, the One Stop Operator, and The Partnership toward achieving the following quality standards.

1. AJCs Should Provide Excellent Customer Service to Job Seekers, Partner Staff, and Businesses.

- AJC space reflects a welcoming environment.
- AJCs develop, offer, and deliver quality business services that assist specific businesses and industry sectors in overcoming the challenges of recruiting, retaining, and developing talent for the regional economy.
- AJCs improve the skills of job seekers and business customers.
- AJCs create opportunities for individuals at all skill levels and levels of experience by providing customers, including those with disabilities, as much timely, labor market, job-driven information and, choice as possible related to education and training, careers, and service delivery options, while offering customers the opportunity to receive both skill-development and job placement services.
- AJCs provide career services that motivate, support, and empower customers, including individuals with disabilities and other barriers, to make informed decisions based on local and regional economic demand and effectively attain their personal employment and education goals.

- AJCs value skill development by assessing and improving each individual's basic, occupational, and employability skills.

2. AJCs Reflect Innovative and Effective Service Design.

- AJCs use an integrated and expert intake process for all customers. The frontline staff is highly familiar with the functions and basic eligibility requirements of each program, and they appropriately assist customers and make knowledgeable referrals to partner programs, as needed and as appropriate given the authorized scope of the program.
- AJCs design and implement practices that actively engage industry sectors and use economic and labor market information, sector strategies, career pathways, Registered Apprenticeships, and competency models to help drive skill-based initiatives.
- AJCs balance traditional labor exchange services with strategic talent development within a regional economy.
- AJCs ensure meaningful access to all customers.
- AJCs include both virtual and center-based service delivery for job seekers, workers, and employers.
- AJCs incorporate innovative and evidence-based delivery models that improve the integration of education and training, create career pathways that lead to industry recognized credentials, encourage work-based learning, and use state-of-the-art technology to accelerate learning and promote college and career success.

3. AJCs Operate with Integrated Management Systems and High-Quality Staffing.

- AJCs reflect the establishment of robust partnerships.
- AJCs organize and integrate services by function rather than by program.
- AJCs develop and maintain integrated case management systems that inform customer service throughout the customer's interaction with the integrated system and allow information collected from customers at intake to be captured once. The customer's information is properly secured in accordance with personally identifiable information guidelines, and facilitated as appropriate, with the necessary memoranda of understanding or other forms of confidentiality and data sharing agreements, consistent with federal and state privacy laws and regulations.
- AJCs develop and implement operational policies that reflect an integrated system of performance, communication, and case management, and use technology to achieve integration and expanded service offerings.
- AJCs use common performance indicators to ensure that federal investments in employment and training programs are evidence-based, labor market driven, and accountable to participants and taxpayers.
- AJCs train and equip staff in an ongoing learning process with the knowledge, skills, and motivation to provide superior service to job seekers, including those with disabilities, and businesses in an integrated, regionally focused framework of service delivery. Center staff are cross trained, as appropriate, to increase staff capacity, expertise, and efficiency.
- AJC staff members should include highly trained career counselors, skilled in advising jobseekers of their options, knowledgeable about local labor market dynamics, aware of available services inside and outside the AJC, and skilled in developing customers' skills for employment success.

SECTION III. 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. Minority-owned and women-owned businesses are encouraged to apply.

Additionally, respondents must be eligible to do business with the City of Chicago, Cook County, and the State of Illinois. **Further, to receive consideration for this solicitation respondents must have prior experience implementing workforce services under Title I of WIA or WIOA (anywhere in the United States, regardless of location).**

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. However, any proposal submissions from a collaboration of two or more entities should clearly provide the following information 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 flow within the collaborative.
- Identify the percentage of each partner's fiscal responsibility.
- Identify the qualified fiscal agent for the collaborative partnership.

Additionally, entities must satisfy the following criteria to be considered eligible respondents to this RFP:

1. Entities must operate in accordance with Federal, State, and local law.
2. Entities must be currently eligible to do business with the City of Chicago, Cook County, the State of Illinois, and The Partnership.
3. Entities must possess the technical competence, management expertise, professional staff capacity, administrative and fiscal capacity, and demonstrated fiduciary responsibility to accomplish the objectives and scope of work stated in this RFP.

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.

Additionally, entities are **ineligible** to respond to this RFP if they: 1) are currently barred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this transaction by a Federal, State, County or City department/agency, quasi-governmental agency (including but not limited to Chicago Housing Authority, City or Suburban community colleges, Chicago Public Schools et al.), or The Partnership; 2) have existing grants with any Federal, State, County or City agency that have been suspended or otherwise deemed not in good standing within the past two (2) years; or 3) are not in compliance with Illinois Department of Revenue, 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 IV. AJC Title I Provider Role and Responsibilities

A. Role and Relationship with Required Partners and One Stop Operator:

Each selected respondent is expected to work cooperatively with the Core partners and the One Stop Operator (OSO) to provide high quality seamless services to job seeker and business customers. The OSO is responsible for coordinating the service delivery of required one-stop partners and service providers. Each AJC will be expected provide input and collaborate with the OSO in the following areas:

- Attend and actively participate in regular center level partner meetings facilitated by the OSO.
- Provide information to the OSO and contribute to creating dashboards to drive metrics focused discussions at center level partner meetings.
- Implement a standardized job seeker orientation process developed by the OSO.
- Implement effective referral process across partner services.
- Implement customer satisfaction and feedback reporting mechanism(s) developed by the OSO.
- Participate in cross-training of WIOA One Stop partners.
- For Non-Comprehensive AJCs: collaborate in developing and implementing a service integration plan for WIOA One Stop partners.
- For Comprehensive AJCs: implement existing service integration plans.
- Other service integration activities as they arise.

B. Relationship with the Community

The Partnership expects the selected respondent to engage in community outreach and serve as the hub workforce service delivery in its surrounding geographic area AJCs must make efforts to actively promote, outreach and provide services throughout their local community and ensure accessibility through a variety of means, including but not limited to the following:

Hours of Operation: AJCs must be prepared to offer services at hours beyond the traditional Monday thru Friday 8:30 a.m. to 5 p.m. timeframe, unless precluded by external factors.

Recruiting and Community Outreach: The selected respondent must develop innovative recruitment strategies to ensure a steady pipeline of jobseekers coming to the center. Outreach activities must target community residents, businesses, faith groups, other WIOA service providers, mandated partners and public offices of elected officials within the surrounding community, with particular focus on recruiting those identified in the Local Plan, including but not limited to Out of School Youth (when contracted), returning residents, and people with disabilities. Effort must be made to promote and direct job seekers to orientations, workshops, resources, hiring events and other basic career services. Presentations to these groups should include, high growth industries and regional labor market trends, and local opportunities. Additionally, The Partnership may require the AJC to participate in community resource fairs, elected official events and/or special events during the year.

Orientations: At a minimum, AJCs are required to conduct two (2) orientations weekly that are open to the public and describe services available at the center. Orientations are considered part of Basic Career Services under WIOA and must provide information regarding the full array of services available through the AJC, required partners, the Cook County public workforce system and other community organizations. The selected respondents must be able to conduct orientations both in person and in a virtual format. The Partnership will provide guidance on orientation content and may provide orientation materials. Orientation dates and times must be prominently posted at the site and on the provider's website.

Language Capacity: Selected Respondents must have sufficient Spanish-speaking staff to serve the Counties' significant Spanish-speaking populations. Other languages may be required at each AJC location based upon the needs of the jobseeker population (i.e. Mandarin or Polish). Additionally, key materials must be provided in Spanish and other languages as appropriate to each location. All AJCs must make translation services available.

C. Relationship with Workforce System

AJCs serve as "hubs" within the region's workforce system. The "spokes" (delegate agencies and training programs) provide specialized services, while the AJCs serve as the high-volume central locations for the workforce system. Sector Centers serve as the hubs for targeted industries. This hub and spoke model relates to interactions with both types of WIOA customers-the jobseeker and

businesses. For jobseekers, the public makes significant use of the Resource Rooms, the diverse pool of employer contacts, and the efficiency resulting from the presence of one or more WIOA system partner services co-located together. Businesses use the AJCs for on-site recruiting and for consulting with experienced workforce staff about employer benefits such as tax credits, training programs, and accessing a large pool of job ready prospective employees.

As the hub and large-scale workforce provider, the AJCs must take lead roles in coordinating services for County job seekers and businesses; such services include the following:

Special Projects: AJCs must act as fast responders or lead facilitators in staffing special outreach and recruitment events as assigned by The Partnership. These may include job fairs, service fairs, large scale hiring events, developing customized training for employers, hosting tables at conferences or other public events, and participating in other County-sponsored projects and activities.

Coordinate System-wide Recruitment: The selected respondents are expected to collaborate with community partners and share job leads, coordinate resume collection, screening, and refer to employer. This sharing of job leads is done with the goal of making the best possible fit between job opening and job candidate. This must be done without preference for the agency's own candidates and/or WIOA enrollment status. All employer contact information and their job orders must be posted on the Career Connect job portal system. AJCs must also search their customer pool (enrolled participants and non-enrolled customers) for qualified candidates for any system wide recruitment efforts. Recruitment of job candidates to businesses is a basic career services and not limited to WIOA enrolled customers.

Collaborative Partnership: Selective Respondents must actively participate in work teams organized by The Partnership, the One Stop Operator and/or Sector Centers. These work teams are designed to provide coordinated responses, improve service integration, and improve overall services to businesses and job seekers. They must attend and participate in Contractor Meetings, Business Service Team meetings, as well as center level meetings with co-located partners. These teams are designed to provide coordinated responses to businesses and job seekers and improve overall services to customers.

Community Linkages and Collaborations: The selected respondents must build relationships with valuable partners, including faith-based organizations, grantees from other government programs such as Community Development Block Grants and other community-based organizations; to learn about and utilize programs such as TIFWorks and various tax incentive programs provided by city, state, county or federal governments.

Rapid Response Events: AJCs will also be required to provide staffing and support to "Rapid Response" activities at businesses experiencing dislocation events (layoffs or reductions of work force) in conjunction with The Partnership and State partners. These activities include staffing outreach events on-site at businesses experiencing layoffs (or at alternate sites as necessary) and providing subsequent services to jobseekers affected by these dislocation events.

D. Job Seeker Service Delivery:

1. Basic Career Services

Under WIOA, the Department of Labor classifies Career Services into two categories: Basic Career Services and Individualized Career Services.

All County residents are eligible to take advantage of WIOA Basic Career Services. Basic Career Services are general services assisting jobseekers in finding gainful employment, and orienting

customers to WIOA services and procedures, as well as, providing information on the labor market and unemployment insurance. These services may be provided by one or a combination of staff from the mandated partners. WIOA basic career services must be made available to all individuals seeking services through the entire workforce delivery system and include the following as stated in the Act:

- Outreach, intake (including worker profiling), and orientation to information and other services available through the entire workforce delivery system.
- Determination of whether the individual can receive assistance from the adult, dislocated worker, or youth programs.
- Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skill gaps) and supportive service needs.
- Labor exchange services through Illinois Job Link including
- Job search and placement assistance; and individual career counseling as needed, including.
 - Provision of information on in demand sectors and occupations
 - Provision of information on non-traditional employment
- Appropriate recruitment and other business services on behalf of employers including information and referrals to specialized business services other than those traditionally offered through the entire workforce delivery system; including but not limited to On-the Job Training, Customized Training, and Incumbent Worker Training.
- Provision of referrals to and coordination of activities with other programs and services including programs and services within the American Job Center network and when appropriate, other mandated partners, workforce development or human services programs.
- Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local regional and national labor market areas including-
 - Job vacancy listings in labor market areas.
 - Information on job skills necessary to obtain vacant jobs listed; and
 - Information related to local in demand occupations and earnings, skill requirements and opportunities for advancement.
- Provision of information on eligible training providers, performance information and program cost.
- Provision of information about how the local area is performing on performance accountability measures, as well as any additional performance information relating to the entire workforce system and the AJC.
- Provision of information relating to the availability of supportive services or assistance and appropriate referrals to those services including but not limited to; transportation, childcare, child support; medical or child health referrals available through the State, information regarding how to apply for SNAP and/or TANF benefits and earned income tax credits.
- Assistance in establishing eligibility for programs of financial aid assistance for training and or education programs not provided under WIOA.
- Provision of information regarding filing claims under UI programs, including meaningful assistance to individuals seeking to file a claim. “Meaningful assistance” means:
 - Providing assistance on-site using staff who are trained in unemployment compensation claims filing and the rights and responsibilities of claimants; or
 - Providing assistance by phone or technology as long as the assistance is provided by trained and available staff and within a reasonable time frame.

In addition to the minimum basic career services required under WIOA, The Partnership requires the following:

Resource Rooms: American Job Centers must maintain a publicly accessible resource area (including access for disabled persons) as part of their WIOA services. This public space should include computers with hi-speed internet access, printers, copy paper, fax machines, a telephone, job postings, information

on Unemployment Insurance eligibility, services and financial aid for local non-WIOA training, labor market reports, educational programs and information on partner programs. The resource area must be staffed with trained and subject matter experienced employees, partner employees and/or volunteers to assist customers with job search needs. Staff should be able to provide tutorials for career exploration, job searching and resume writing. Individuals may receive self-service or informational activities without an eligibility determination, an appointment may be necessary due to capacity limitations.

Workshops: The selected respondents must provide a wide range of informational workshops to job seekers as part of its career services offerings. These workshops focus on job search and readiness skills, such as: interviewing techniques, resume preparation, effective networking techniques, effective communications skills, conflict resolution, financial literacy and computer literacy, workforce trends, high demand industries, labor market information, workers' rights in the workplace (<https://cjc.net/frontline-focus/tools-frontline-staff/>), and navigating virtual hiring events. AJCs must post and follow a monthly schedule for all workshops and must be presented in person and in a virtual format.

Service Coordination with The Partnership's Non WIOA Programs: Selected respondents are expected to support job seekers and special events associated with The Partnerships non-WIOA grants and programs such as, but not limited to:

- **AARP FOUNDATION BACK TO WORK 50+:** The Back to Work 50+ Program is for unemployed and underemployed people aged 50 and up who want to gain confidence, skills, and explore opportunities needed to successfully compete in today's job market. Provides individualized career counseling, job coaching, and skills development.
- **CHICAGO HOUSING AUTHORITY - RESIDENT EMPLOYEE SERVICES:** Career services for Chicago Housing Authority residents and voucher holders that include coaching, digital literacy, training, and support in navigating federal workforce program options.
- **CONSTRUCTIONWORKS POWERED BY ILLINOIS TOLLWAY:** Construction initiatives include recruiting, training, and placement opportunities for populations that are underrepresented in Illinois' high-demand skilled trades occupations.

Eligibility Determination and Registration: The eligibility determination process is considered a basic career services but is explained in detail in this section as it is a critical function of the Title I provider. The selected respondents are required to develop and implement a WIOA eligibility process (in person and virtual) that is timely and in accordance with State and Partnership policy requirements without unnecessary delays in providing access to career services. Included in this process, AJCs must determine WIOA eligibility and collect information to support the determination of eligibility. All customer enrollment documentation must be collected and entered and uploaded into Career Connect system. **Customers receiving individualized career services must be eligible and registered into WIOA.** Selected respondents must be knowledgeable of WIOA eligibility requirements. Please see the attached policy letters [Youth](#): [Adult](#): [Dislocated Worker](#):

Enrollment for both Adult and Dislocated Worker services, (Youth, if applicable), is determined by an assessment of the applicant's skill level, education, aptitudes, abilities, work and wage history, supportive service needs, as well as their interests, goals. If a customer is deemed inappropriate for WIOA services, he or she **must be referred** to the appropriate educational entity or social service agency, or mandated partner for assistance.

Hiring Events: Selected respondents must plan and host hiring events, in person and in a virtual setting using the state of Illinois Virtual Job Fair platform on Illinois WorkNet. Initial training on the virtual platform will be provided but AJC are expected to learn the tool and host their own events.

2. Individualized Career Services

Under WIOA, individualized career services must be made available, if determined to be appropriate, to assist an individual with obtaining or retaining employment. Individualized Career Services are more comprehensive, in-depth than Basic Career Services, and involves interaction with a career coach or an equivalent. The role of the career coach is to ensure access to the full array of services and activities required and available under WIOA, and to provide professional support to jobseekers as they develop an Individual Employment and Education Plan (IEP) and seek to improve job readiness skills.

These services include the following:

- Completion of objective, comprehensive and specialized assessments of the Adult and Dislocated (Youth, if applicable) customer. These assessments are individualized and are conducted or coordinated by a career coach or equivalent. Required Assessments include basic Skills Screening Tool, Objective Assessment, and Work/Academic History. Assessment tools and processes may be modified by The Partnership.
- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers (youth if applicable). Diagnostic testing and use of other assessment tools; include but are not limited to TABE 9/10, CASAS Goals, Objective Assessment to identify employment barriers, Career Interest Inventories, Illinois WorkNet Skills & Inventories, etc.,
- Career Exploration must include completion of an Interest Inventory, the identification of occupations in line with career goals, using job descriptions to identify skill gaps, use of Target Occupational Profiles.
- Development of an Individual Employment Plan (IEP) is used to formulate employment goals, appropriate achievement objectives and the appropriate combination of services for the participant to achieve his or her employment goals. One key role of the career coach is working with the customer to develop the IEP. The IEP should be considered an agreement between the career coach and the customer, of the plan of action needed to overcome barriers to employment and secure employment leading to self-sufficiency. The IEP should include short- and long-term goals and the steps and supports necessary to achieve those goals. Ideally, the IEP will focus on a career pathway that can provide a guide beyond initial employment and must be updated regularly as a customer progresses, or as needs arise. All WIOA services provided to a customer must be identified, and the need justified, in the IEP. A hard copy case file must be maintained on each participant containing eligibility documents and pertinent case file information not recorded in the electronic case file. Customers are also to be provided with a signed copy of the IEP. The IEP is a living plan that should be updated as goals and milestones are met and routinely discussed with jobseeker.
- Provision and coordination of Supportive Services: Supportive services address those life issues impacting the jobseeker's ability to get or retain adequate employment. Depending on funding availability, The Partnership may award funds to assist with basic supportive services including but not limited to, transportation, work equipment, uniforms, and childcare services. In cases where customers must be referred to services not provided by AJC, all referrals of WIOA customers should be tracked to ensure that the customer is receiving the service. If the service cannot be provided per that referral, it is the expectation that alternate plans for securing that service will be initiated.
- Group coaching.
- Individual coaching.
- Career planning.
- Short term pre-vocational services including the development of learning skills, communications skills, interview skills, punctuality, workplace readiness skills, for unsubsidized employment or training.
- Internships and work experiences that are linked to careers.
- Financial literacy services; (such as financial aid applications, income tax credits and counseling)

- Out of area job search assistance and relocation assistance; and
- English Language acquisition and integrated education and training programs.

3. Training Services: (included in individualized career services)

Training may be made available to individuals if after an interview, assessment or evaluation, and career planning it is determined that the individual:

- Is unlikely or unable to obtain or retain employment that leads to self-sufficiency or comparable wages to or higher than wages from previous employment.
- In need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher wages from previous employment through career services alone; and
- Has the skills and qualifications to successfully participate in the selected program of training services.

WIOA places a strong emphasis on Career Pathways. AJCs should apply a career pathway approach throughout their service delivery. Career Pathways are defined as, a combination of rigorous and high-quality education, training, and other services that:

- Align with the skill needs of industries in the state or regional economy.
- Prepare an individual to be successful in any of a full range of secondary or postsecondary education options.
- Include counseling to support an individual in achieving the individual's education and career goals.
- Include, as appropriate, education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.
- Organize education, training, and other services to meet needs of an individual in a manner that accelerates the educational and career advancement.
- Enable an individual to attain secondary school diploma or its recognized equivalent, and at least one recognized postsecondary credential; and
- Help an individual enter or advance within a specific occupation or occupational cluster.

The following items explain the different training options available to the jobseeker. 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 and research performance of relevant training providers.

Individual Training Accounts (ITAs): ITAs are tuition vouchers to be redeemed at one of the many eligible training providers. Training services are not usually provided directly by the AJC, but, rather, the AJC facilitates the ITA application and selection process with the jobseeker. The training is conducted by an approved training provider listed on the Illinois Workforce Development System (IWDS) certified training provider list. AJC career coaches are expected to assist job seekers with researching and selecting training programs that align with the job seeker's IEP.

The Partnership has contracted 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. **Respondents SHOULD NOT identify ITA dollars in their proposed budget.**

Internships/Work Experience: Work experience is a planned, structured learning experience that takes place in a work environment for a limited period. 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. 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.

Pre-Apprentice Training: Pre-apprenticeship programs provide training to increase math, literacy, and other vocational skills needed to enter a registered apprenticeship program. A pre-apprenticeship program funded with an ITA must have at least one registered partner; such pre-apprenticeship programs must possess or develop a strong record of enrolling its graduates into a registered apprenticeship program. **Respondents SHOULD NOT identify OJT dollars in their proposed budget.**

On-the-Job Training: OJT services typically involve “hands on” training in occupational skills for a specific occupation. Training is provided by a private, nonprofit, or public sector employer for an individual who needs additional skill training for a specific job. The participant is an employee of the company to offset the cost of the training, the employer can be reimbursed up to 50% of wages, based on criteria provided by The Partnership, during the training period. One-Stops are required to develop OJT agreements with employers and are required to have staff knowledgeable of the OJT forms and procedures. **Respondents SHOULD NOT identify OJT dollars in their proposed budget.**

Customized Training: Customized training is industry and occupation specific skills training delivered through a curriculum designed collaboratively by a One-Stop, any partners, and an identified employer(s). Customized training is intended to provide job seekers with specific skill sets identified as necessary for an industry, occupation, or position within a company. The employer must pay for a significant share of the cost of the training. All Customized Training agreements must be approved by The Partnership prior to implementation. **Respondents SHOULD NOT identify OJT dollars in their proposed budget.**

4. Job Placement:

The AJC is expected to assist qualified jobseekers to refer to employment opportunities with the ultimate goal of obtaining unsubsidized employment. Each AJC will have a target goal for the number of persons placed into competitive employment within each title. An AJC will receive full “credit” for placing a WIOA participant who was enrolled by a different agency into employment. All placements and placement related activities must be recorded into the Career Connect system.

5. Follow-up Services:

AJCs must communicate with, and monitor the progress of, customers throughout their participation in WIOA. Upon placement follow-up activities such as career coaching calls must be provided as appropriate, to individuals who have exited from the program for up to one year. Follow-up services tend to be of two major types: retention and advancement services for employed customers; and reemployment services for customers who lose their jobs.

E. Youth Service Delivery (required for AJC locations with existing youth programs)

Section 129 (c)(1) of the Workforce Innovation and Opportunity Act, states that funds allocated to youth service providers shall be used for the following program design:

- To provide an objective assessment of the academic level, skill levels, and service needs of each participant, which assessment shall include a review of basic skills, occupational skills, prior work experience, employability, interests, aptitudes, supportive service needs, and development needs of such participant.
- To develop service strategies for each participant that shall identify career pathways that include education and employment goals, appropriate achievement objectives, and appropriate services for the participant considering the assessment conducted.

- To provide
 - Activities leading to the attainment of a secondary school diploma or its recognized equivalent or a recognized postsecondary credential.
 - Preparation of 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 employers.

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 the Act. If a provider does not directly provide the services listed, it must demonstrate the ability to make seamless referrals to appropriate providers of such services. The grantee will have primary responsibility for ensuring that each participant receives the full continuum of services.

1. Tutoring, study skills training, and evidence-based dropout prevention strategies that lead to completion of a 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, teamwork, 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.

F. Employer Service Delivery

The WIOA legislation is premised upon the dual customer approach and expressly requires that services be provided to both job seekers and employers. Business Services are a critical component of WIOA service delivery, providing direct value to employers, employer associations or other such organizations. Each AJC must employ Business Service Representatives to provide the services detailed below to the employer customer. Business Service Representatives must participate in system wide Business Service Team meetings facilitated by The Partnership.

Basic Career Services for Employers

Under WIOA, the Department of Labor defines career services that must be offered to individuals served by the workforce system. Additionally, there are several career services offered to employers. These include: (1) recruitment and other labor exchange-related activities; and (2) the provision of relevant labor market information to the employer. As part of employer services, AJCs are expected to do the following: This basic level of business services is analogous to basic career services for job seekers defined elsewhere in the WIOA legislation.

Customized Recruiting and Screening Services

Customized business services may be provided to employers, employer associations, or other such organizations. These services are tailored for specific employers and may include:

- **Advertise Job Openings:** Provide employers with the opportunity to post employment opportunities throughout the Workforce system. Title I staff must post job orders through the Career Connect job order portal.
- **Provide Access to Space:** Provide or secure space for businesses to interview candidates, hold recruiting events, conduct informational meetings, etc.
- **Conduct Hiring Events:** Offer multiple employers the opportunity to meet WIOA enrolled and non-enrolled job seekers. Hiring Events may be in person or through a virtual platform. The Partnership may assign AJCs to participate in The Partnership-led job fairs and or hiring activities.
- **Customized Screening of Applicants:** Thoroughly screen job seekers (based on employer skill requirements) and prepare them for interviews, saving businesses time and increasing the likelihood that business will return for more candidates in the future.
- **Customized Recruitments:** Provide employers with an in-person opportunity to inform job seekers (screened and/or unscreened) about available job openings within their organization, including targeted hiring events.
- **Customized services to employers, employer associations, or other such organizations, on employment-related issues.**
- **Customized labor market information for specific employers, sectors, industries, or clusters.**

AJCs must have timely and focused response to recruiting events requested by The Partnership's Business Relations and Economic Development unit (BRED,) Sector Centers or other Partnership sponsored initiatives. AJCs must have a point person designated to alert their case management staff of opportunities and to follow-up with the referring entity on those screened candidates who meet the referral criteria. Each referred candidate must have a professionally prepared resume.

Information and Technical Assistance

- **Provide Workforce Education:** Educate businesses about services available through Chicago Cook Workforce agencies, and how to access these services. This includes providing businesses in relevant industries with information from and linkages to services at the Sector Centers.
- **Advise on Workforce Issues:** Providing informational services to businesses on a variety of workforce topics, including workforce-related and economic development tax incentives;

unemployment insurance; labor market statistics; and other workforce-related information identified as providing value to businesses.

- Provide Layoff Aversion, Downsizing Services and Outplacement: Assistance to area employers in managing reductions in force in coordination with rapid response activities and with strategies for the aversion of layoffs, which may include strategies such as early identification of firms at risk of layoffs, use of feasibility studies to assess the needs of and options for at-risk firms, and the delivery of employment and training activities to address risk factors. Dislocated Worker delegate agencies will provide these services directly. Rapid response services are coordinated and conducted by The Partnership, which may engage any Dislocated Worker agency to participate in employer on-site layoff workshops.
- Assisting employers with accessing local, State, and Federal tax credits Work with employers making layoffs, and with employees being laid-off, to create re-employment plans.
- Provide Human Resource Consultation: Such as the following:
 - Writing/reviewing job descriptions and employee handbooks.
 - Developing performance evaluation and personnel policies.
 - Creating orientation sessions for new workers.
 - Honing job interview techniques for efficiency and compliance.
 - Analyzing employee turnover.
 - Creating job accommodations and using assistive technologies; or
 - Explaining labor and employment laws to help employers comply with discrimination, wage/hour, and safety/health regulations.
 - Assistance with writing and/or review job descriptions, orientations for new workers, analyzing employee turnover and customized labor market data.

Other Employer Development Services

- Educate businesses on various training models available throughout the County.
- Develop and deliver incumbent worker training programs to up-skill existing employees.
- Provide retention services; working with employers to design strategies and provide support that helps employees stay on the job or advance after placement.
- Developing and implementing industry sector strategies (including strategies involving industry partnerships, regional skills alliances, industry skill panels, and sectoral skills partnerships)
- Customized assistance or referral for assistance in the development of a registered apprenticeship program.
- Developing and delivering innovative workforce investment services and strategies for area employers, which may include career pathways, skills upgrading, skill standard development and certification for recognized postsecondary credential or other employer use, and other effective initiatives for meeting the workforce investment needs of area employers and workers.

SECTION V. Performance, Deliverables and Reporting

A. WIOA Performance

WIOA established a comprehensive performance accountability system in order to optimize the return on investment of federal funds and to assess the effectiveness of local areas.

The Partnership negotiates new WIOA performance benchmarks with the Illinois Department of Commerce and Economic Opportunity (IL-DCEO) each year. Each AJC will be held to the performance measures below. Please note the meeting range of each measure is 90% of the goal.

WIOA Performance Measure	Definition	Adult Goal	Dislocated Worker Goal	Youth Goal
2nd Qtr. Employment	The percentage of participants who are in unsubsidized employment during the second quarter after exit.	73%	81%	72.5%
4th Qtr. Employment	The percentage of participants who are in unsubsidized employment in the fourth quarter after exit.	71%	80%	70%
Median Earnings	The median earnings of participants who are in the second quarter after exit.	\$6500	\$10,000	\$3,275
Credentials	The percentage of participants who obtain a recognized post-secondary credential or secondary school diploma/GED within 1 year after exit from the program.	73%	70%	67.5%
Skills Gains	The percentage of participants enrolled in a training or education program who show documented skills gains during a program year.	47%	44%	33%

As required under WIOA, the U.S. Department of Labor has established a sixth primary performance indicator: "Effectiveness in Serving Employers". IL-DCEO has chosen to use the following two performance measures to gather data that will permanently establish this indicator:

WIOA Performance Measure	Definition	Goal
Employer Penetration Rate	The percentage of employers using services out of all employers in the local workforce area.	TBD
Retention with Same Employer	See 2 nd Qtr. and 4 th Qtr. Employment outcomes above.	TBD

B. Deliverables

Because many of the WIOA performance measures are based on exits from the program, The Partnership developed other key point in time benchmarks that will provide the most accurate picture possible of how One-Stops are attaining The Partnership's workforce goals. Selected respondents will enter into a "loading plan with The Partnership that will outline at minimum the following benchmarks:

- Number of enrollments
- Number of total served
- Number of active cases per month (capacity/utilization)
- Number of individuals receiving ITAs
- Number or credentials earned
- Number of OJTs
- Number of individuals placed
- Number of shared placements
- Number of businesses served
- Number of job orders posted/filled
- Customer satisfaction rates (job seekers/businesses)

The Partnership reserves the right to set and change benchmarks, add new benchmarks and adjust rates based on final WIOA regulations and negotiated performance.

Selected AJCs will be continually evaluated based on their achievement of all the DOL measures and The Partnership benchmarks. Grant agreement renewals will be largely based on achievement of benchmarks. The Partnership reserves the right to impose additional conditions and/or restrictions on the grant award, implement probationary periods, undertake any other corrective action, reduce funding, or end grant agreements based on poor performance on any of the benchmarks.

C. Data and Customer Tracking Systems

All participant data will be tracked on The Partnership's customer tracking system, Career Connect, which will automatically link to the State of Illinois tracking system, IWDS. All selected respondents will be required to attend Career Connect training and will be required to utilize the system for all customer and business services provision. All service activity and case notes must be entered within the system properly, timely and in a professional manner that documents and justifies the services provided and progress of the participant. In addition to reporting and tracking customers through Career Connect, selected providers must submit monthly reports that document outcomes on agreed upon key benchmarks.

D. File Records, Retention and Ownership

Selected respondents must maintain and secure accurate file 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
- intake and application form;
- intake assessment results;
- individual career plan and or Individual Employment Plan (IEP);
- time and attendance sheets (training activities);
- work site location and information;
- regular updates or case notes are stored electronically (minimally every 30 days)

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 information: [Document Destruction Procedure](#)

E. 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.

F. 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, marital status, medical condition(s), disability, English proficiency, veteran status, 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.

Substantive program access means that all individuals have complete access to all services through Sign Language Interpreter Services (CAIRS) and Language Services (PROPIO) and written materials available in braille. Requests for Reasonable Accommodation must be in place to assist individuals upon request. If, additional services are required, individuals are referred to our WIOA partners (IDHS-DRS, VR, IDES). Also, technology translation assistance must be provided “on demand” and in “real time” in the physical Comprehensive One-Stop center in person or via technology consistent with the “direct linkage” requirement as defined in WIOA (WIOA Section 121(b)(1)(A) and Section 678.305(d) of the Final Rules). Each AJC resource room is equipped with one workstation with adaptive equipment for enlarged print such as JAWS for Windows. Additionally, staff members will be trained to provide services to all, regardless of range of abilities, mobility, age, language, learning style and intelligence or education level. An interpreter will be provided “in real time” as provided by the vendor to any customer with a language barrier. All respondents must ensure all written materials and communications include the statement: ***“Reasonable accommodations and auxiliary equipment and services are available upon request.”***

The American Job Centers will maintain a culture of inclusiveness in compliance with Section 188 of WIOA 29 CFR 38, the Americans with Disabilities Act Amendments Act of 2008 (ADAAA), and all other applicable statutory and regulatory requirements. The WIOA Partners shall not unlawfully discriminate, harass or allow harassment against any employee, or applicant for employment or services due to gender, race, color, ancestry, religion, national origin, veteran status, physical disability, mental disability, medical condition(s), age, sexual orientation or marital status. Partners will assure compliance with the Americans with Disabilities Act of 1990 and its amendments, which prohibits discrimination on the basis of disability, as well as other applicable regulations and guidelines issued pursuant to the Americans with Disabilities Act Amendment Act. Additionally, partners agree to fully comply with the provisions of WIOA Title I, Section 504 of the Rehabilitation Act of 1973, Title VII of the Civil Rights act of 1964, the Age Discrimination Act of 1975, and Title IX of the Education Amendments of 1972, WIOA Title IB, 29 CFR Part 38 and all other regulations implementing the aforementioned laws.

In partnership and cooperation with the WIOA partners and Equal Opportunity staff of the Partnership, the LWIA 7 Comprehensive One Stop Centers have at least one fully accessible workstation with staff trained on the operations of the adaptive equipment and programs. The WIOA Title 1 partners also commit to offering priority for services to veterans, recipients of public assistance, other low-income individuals or individuals who are basic skills deficient when providing individualized career services and training services with WIOA adult funds.

Additionally, the physical characteristics of the facilities, both indoor and outdoor, will meet compliance with 29 CFR Part 38, or most recent ADAAA standards for Accessible Design and the Uniform Federal Accessibility Standards by or before July 1, 2020. In some cases, the facilities are leased by neither The Partnership nor its service providers (e.g., IDES CMS or the City of Chicago). In this case, LWIA 7 is in active, urgent, and ongoing negotiations with the parties to continue ADAAA compliance.

Services are available in a convenient, high traffic and accessible locations considering reasonable distances from public transportation and adequate parking (including parking clearly marked for individuals with disabilities). Indoor space will be designed in an “equal and meaningful” manner providing access for individuals with disabilities.

SECTION VI. Solicitation, Process and Terms

A. Period of Solicitation

The deadline to submit a response to this RFP is Friday, April 23, 2021 no later than 4:00 p.m. (CDST). Submit your proposal electronically to AJCRFP@chicookworks.org

B. RFP Inquiries, Questions and Answers

The primary mode of communication between The Partnership and potential respondents will occur via www.chicookworks.org. All questions pertaining to the RFP must be received in writing via email at RFPquestions@chicookworks.org by 4:00 pm (CDST) Monday, April 5, 2021.

The Partnership anticipates posting answers to all questions by Monday, April 12, 2021. A Question-and-Answer page will be posted on The Partnership website www.chicookworks.org. It is the respondent's responsibility to check the website page frequently to stay apprised throughout the process. Only those questions directed to the above email will be answered. Questions will not be answered over the phone or in person. **Questions received after April 5, 2021 will not receive a response.**

C. Bidders Webinar

The Partnership will host a Bidders Webinar 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 Bidders Conference, **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 RFPquestions@chicookworks.org.

The Information Session will be held:

**Wednesday, March 31, 2021
9:30 a.m. to 11:30 a.m.**

Please register **in advance** at: <https://attendee.gotowebinar.com/register/1233090609330862350>

After registering, you will receive a confirmation email containing information about joining the webinar.

A brief period will be reserved at the Bidders Conference 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.

D. Limitations

The Partnership shall not pay for any costs incurred by the applicant 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 applicants to participate in contract negotiations prior to contract finalization. The Partnership shall reserve the right to terminate, with or without cause, any contract entered as a result of this RFP process.

E. Disclaimers

All contract 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 reserves the right to:

- Rescind an award and/or reallocate the funding to another applicant 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 other details.
- 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.

F. 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 information 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@chicookworks.org. Only individual scores will be provided if requested; further technical assistance is not available at this time. Respondents that are not awarded a contract are encouraged to re-apply in subsequent funding cycles.

G. 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.

H. 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.

I. 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.

J. 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 VII. Proposal Review and Evaluation Process

Applications will be evaluated by a team of reviewers, which may include WIB members, outside experts and 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.

A. Evaluation Process

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 submitted. 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. A scoring instrument will be used based on the evaluation criteria listed in the RFP.

Past Performance Review: Through this process, The Partnership will review a respondent's performance on any previous and/or existing Partnership grant agreement(s), as well as check references submitted from other grantors. 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.

The review team 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) 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.

After analyzing all the above data, including the geographic distribution of the programs to ensure community access for Cook County residents as well as coverage of special populations, The Partnership will select respondents for recommendation to the Service Committee of the WIB and full WIB for approval. Once approved by the WIB, The Partnership may award grant agreements to successful respondents.

Entities that fail to meet the evaluation criteria specified herein, or proposals that do not meet the service needs will not receive further consideration for funding. Failure to meet evaluation criteria can include, but is not limited to, non-responsive language in the submission, failure to clearly address all areas in the project narrative as required, lack of required documentation, and proposing programs, which do not address the specific needs of the population(s) being targeted.

B. Evaluation Criteria

Proposals evaluated with a score below 70 (out of a possible 100 points) will not be considered. Proposals that do not conform to submission requirements will be considered non-responsive. The Partnership reserves the right to contract with any respondent that falls within the acceptable point range. The Partnership is not required to contract with the entity receiving the highest score as a result of the proposal review process.

All proposals will be scored according to the evaluation criteria set forth below and ranked from highest to lowest score. A recommended funding level will be determined based on several factors including overall ranking of proposal rating scores, the availability of funds, the number of applications submitted, reasonable unit cost as determined by The Partnership, sectoral need for the proposed services, and past performance.

Criteria	Point Value
Organizational Structure and Capacity	15
Program Narrative-Job Seeker Services	20
Program Narrative -Business Services	20
Past Performance and Planned Outcomes	20
Financial Structure and Fiscal Plan	25
Total Points Available	100

SECTION VIII. Proposal Questions and Required Attachments

A. All Required Submittal Documents

Respondents must submit all of the following documents (as applicable) for **each AJC location** proposing to apply. Respondents may submit for more than one location. If applying for a location that currently offers youth programming, **you must respond to the youth questions and submit a youth budget**. Proposals containing all the following documents will be considered complete and eligible for review:

Program Proposal

1. [Organizational Leadership Demographic survey](#)
2. AJC Title I Provider Checklist*
3. Respondent Information Form*
4. MOUs as applicable if submitting as a partnership or collaborative
5. Executive Summary (signed by the authorized representative)
6. Program Narrative (Response to Program Questions 1-36)
7. Staff Resumes and/or Job Descriptions
8. Youth 14 Elements Form (if applicable) *
9. Grant Summary Form*
10. Reference Form*
11. Planned Participant Outcome Form*
12. Budget for all applicable funding sources (Adult, Dislocated Worker, Youth) **
13. Budget Narrative**

Fiscal Proposal

14. Fiscal Narrative (Response to Fiscal Questions 1-14)
15. Fiscal Questionnaire*
16. Completed W-9 Request for Taxpayer Identification Number and Certification

17. IRS 501(c)(3) Tax Exempt Determination Letter dated within past 3 years (required only if applicable)
18. Certificate of Good Standing
19. Most Recent Audited Financial Statements
20. List of Board Members including year organization legally established
21. Cost Allocation Plan
22. Indirect Cost Rate Determination Letter (required only if applicable)
23. Segregation of Duties Form*
24. Budget Summary Forms for all applicable funding sources (Adult, Dislocated Worker, Youth) **
25. Budget Narrative Form**

*Required forms can be downloaded with this RFP from The Partnership's website at <https://chicookworks.org/our-network/request-for-proposals/> Other attachments listed above are described in the narrative questions in below. Forms and attachments do not count toward page limits for narrative responses.

****Both the Program Proposal and Fiscal Proposal must include copies of all budget forms and the budget narrative.**

All components of the Fiscal Proposal, except for the Budget and Budget Narrative, must be submitted by each partner entity if the respondent is a consortium.

Completed RFP responses must be submitted electronically to AJCRFP@chicookworks.org by Friday, April 23, 2021 at 4:00 p.m. CDST. PROPOSALS RECEIVED AFTER THIS DATE AND TIME ARE LATE AND WILL NOT BE ACCEPTED.

B. Proposal Questions

Please provide narrative responses to the questions below to demonstrate your organization's programmatic, technical, administrative, and fiscal capacity for performing the duties outlined in this RFP.

Organizational Leadership Demographic survey

For each proposal submitted please complete the electronic organizational survey using the link above.

Executive Summary (2 pages maximum)

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

1. An overview of the organization's qualifications, including the number of years it has successfully provided services with the types of customers and communities 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 including the proposed number of customers to be served.
4. The specific location of the AJC and the amount of WIOA funding requested per funding stream.

Program Narrative Questions (25-page maximum, if including youth-28-page maximum.)

Please respond to the following questions by providing detailed responses using specific examples wherever possible:

Organizational Structure and Capacity (15 points)

1. Provide a concise description of your organization including the legal status of the organization, the governance structure, mission, vision, and values along with the major programs currently offered. Explain how your mission aligns with this funding opportunity.

2. If submitting as a partnership or collaborative, please identify all the partners or subcontractors (if applicable) and briefly explain their services, roles provided, expertise and rationale for participation in the program model. Attach detailed MOUs for members of the collaborative applicants.
3. If proposing a site other than the currently existing one, describe the physical facilities to be used to house all aspects of the program. Identify the address, total square footage of the site, accessibility to persons with disabilities and all equipment or resources (not previously described). Have the facilities in which your program is or will be housed undergone an ADA compliance/accessibility audit, if so, what were the findings?
4. Describe your organization's experience in implementing WIOA Adult, Dislocated Worker and Youth (if applicable) services and any other relevant experience within the past three years in providing workforce services as described in this RFP. Provide examples of how your organization were innovative, flexible, and creative in your service delivery.
5. Racial inequities are built into our regional and national economic systems. For instance, the national unemployment rate for Black and Hispanic workers remains higher at 9.2% and 8.6% respectively compared to 5.7% for White workersⁱⁱ. White workers with a high-school diploma, on average, earn the same as Black workers with an Associate degree (\$21/hour). According to the recent report, [Advancing Workforce Equity in Chicago: A Blueprint for Action](#), produced in partnership with PolicyLink, Burning Glass Technologies, and the Chicagoland Workforce Funder Alliance, it has been proven that using sector-based workforce strategies can close the gap. Explain how you will use sector-based workforce development strategies to build pathways into good jobs for workers of color.
6. Describe past success in developing effective working relationships with any WIOA partner organizations (Adult Education Providers, Wagner-Peyser, Vocational Rehabilitation, Temporary Assistance to Needy Families, Senior Community Service Employment Programs).
7. Describe your strategies for developing and enhancing coordination with mandated partners. How will you work on site to achieve an integrated system where customer service and performance are high priorities?
8. Please describe your proposed staffing plan for the AJC. It should specify staffing levels and position titles. Identify key staff members by name and specify the educational levels for each individual, their tenure in role and in general with the organization. Describe the diversity make up of your staff and explain how it relates to the proposed demographics of the targeted community. It is anticipated that the proposal will include a position for a full-time director who will oversee implementation of all services at the AJC. Attach an organizational chart for the center.
9. Explain your process for training new staff members on the regulations of WIOA and program requirements and overall professional development. How will you ensure quality case records and files are developed and maintained? Identify any special skills or certifications required of staff including fluency in other languages.
10. Attach resumes (not counted toward the program response limit) for proposed staff to be used on the project, including names, titles, job descriptions and whether the position is full or part-time. If you anticipate the creation of additional positions in response to this RFP, please provide job descriptions including qualifications sought and hiring criteria. Documentation of specific

qualifications or credentials for specialty staff positions should also be included in your submission.

NOTE: 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 requires that all career coach and business service representative positions receive a minimum salary of \$34,000 per year, the generally accepted living wage for Cook County.

Job Seeker Services (20 points):

11. Identify the AJC location under consideration. Briefly describe the community's workforce needs, available assets and resources in this neighborhood. How will your organization meet the specific needs of jobseekers in this community? Include any existing relationships with service providers and community-based organizations in the neighborhood and surrounding areas.
12. Describe in detail your community outreach strategies for engaging and recruiting jobseekers (Adult, Dislocated Workers and Youth) to your program. How will you recruit individuals who may be harder to serve including, but not limited to, individuals experiencing homelessness, individuals lacking digital literacy, English language learners, individuals with disabilities, and returning residents?
13. Describe your orientation process. How do you explain and introduce your services to job seekers? How are jobseekers assessed for eligibility? How are referrals handled and tracked if a jobseeker is in need of other services and/or not ready for employment services?
14. The COVID-19 Pandemic led to record unemployment across the country. How will your organization handle the ongoing increase in demand for workforce services? What innovations will you use to engage affected individuals and rapidly reconnect them to the labor force?
15. Please describe your proposed plan to deliver the Basic Career Services outline in Section IV of the RFP. List and describe any additional basic services or unique curricula, or workshops that you will provide. What is your strategy for incorporating worker's rights education into your basic services?
16. Based on the community that the AJC identified in this proposal, please identify the barriers of the population you propose to serve. What strategies do you plan to use to address these barriers? Please provide a strategy for each barrier listed.
17. Please describe your assessment process. Include a description of any tools, tests, or methods used to determine the following: levels of basic skills, work readiness, interests and aptitudes, occupational skills, and supportive service needs. How do you work with an individual to explore and identify a career goal? Describe how you assess customer's skills, aptitudes, interests, and motivations for work.
18. As stated on page 16, the Individualized Career Services description development of an Individual Employment Plan (IEP) is used to formulate employment goals, appropriate achievement objectives and the appropriate combination of services for the participant to achieve his or her employment goals. What methods will you employ to ensure customers have quality IEPs in place?
19. Identify your ratio of career coaches to registrants. Explain how you have maximized that ratio without compromising the quality of your services and maintaining the highest level of customer satisfaction.

20. How do you ensure that your Career Coaches have the skills to meet the varied need of job seekers including those with disabilities, persons who are homeless and/or returning residents?
21. Describe your strategies for preparing participants for employment and matching job seekers to job leads. What tools do you use to make a good match and increase the likelihood of success on the job? Identify any techniques or strategies to assess job quality in the matching process.
22. Describe your strategies for following-up with participants and how do these strategies enhance job retention and career path growth?
23. (Youth Only) If applying for youth funds please explain any unique youth service strategies not already explained. Complete the WIOA Youth 14 Service Element Form (Form C).

Business Services (20 points):

24. List and describe your current and proposed business services. How will you incorporate a demand-driven approach to service delivery?
25. Identify key business partners, provide an example of three (3) current/past business engagements where you have identified and addressed a business need. Comprehensively explain both the process used and outcomes achieved.
26. Describe your strategies for pursuing new business relationships and securing job orders. Identify any tools, data or surveys used. How do you conduct a business needs assessment and determine the level of engagement with new business partners?
27. What is your experience in brokering OJTs or customized training agreements with employers? Please elaborate on both successes and obstacles in developing OJT agreements. Identify any lessons learned for implementing an effective on-the-job (OJT) training component to employers? How will you market OJTs and customized training services to employers?
28. Describe your experience in organizing and facilitating hiring events, include any experience with virtual platforms.
29. How do you define job quality? What strategies do you use to advance job quality among your business partners? How do you uphold the values of dignity of work and racial equity with your employers?
30. Provide an example of when your organization worked collaboratively with other organizations to meet a business's hiring need. Describe the need and any challenges presented. Provide details including roles and responsibilities of the parties and outcomes derived.

Past Performance and Planned Outcomes (20 points)

31. Explain your process for internally monitoring your on-going performance. How will you evaluate and assess both the effectiveness and quality of the program? Identify who will be responsible for data collection, analysis, reporting and general oversight.
32. Please describe and list your organizations past WIOA outcomes from the past 3 years using the Respondent Grant History Form D. Identify the performance measure results along with other key benchmarks and your outcomes such as: total served, total placements to plan, total OJTs, percent of positive exits.

33. Please identify three (3) references of funders or organizations other than the Partnership and contact information on the Reference Form E. Please supply references who can attest to your ability in serving the population, achieving grant deliverables, and meeting performance benchmarks. Please ensure the accuracy of the contact information and obtain permission to be listed as a contact. The Partnership will not contact respondents for updated reference information. The Partnership reserves the right to consider all previous performance data from workforce development programs.
34. Please complete the attached Proposed Planned Outcomes Form F. Provide an accompanying narrative that explains your strategies for achieving your planned performance.
35. Identify your planned cost per customer served and placed for each funding stream and explain how your program is cost effective. Describe any leveraged services or added benefits to the customer not previously mentioned.
36. Describe how customer feedback will be collected and used to make continuous improvements to services. Provide an example or a recent improvement or change made resulting from customer feedback.

Fiscal Narrative, Structure and Budget (25 points)

Program Budgets

All responding organizations must complete and attach the budget narrative and budget summary forms (Excel) for each requested funding stream/program model. Organizations 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 summary forms with the program response as well as with the fiscal narrative questions. All budget narrative forms and budget summary forms are posted with the RFP on The Partnership's website: <https://chicookworks.org/our-network/request-for-proposals/>

Please respond to the following Fiscal Narrative Questions and submit the requested documentation including budget narrative and budget summary forms.

- **Answers to these questions do not count toward your page limit.**
- **Forms and attachments do not count toward page limits for fiscal narrative questions.**

Fiscal Narrative Questions (no page limit)

1. What is your organization's legal status/registration? Briefly describe the entity's statutory reporting requirements.
2. Describe the basis upon which the requested amount was calculated. Identify an average unit cost per participant or program and provide an explanation to justify this unit cost. Identify the staff to participant ratio. If the organization 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: Fixed Fees will be negotiated as a separate element of cost during the grant agreement negotiations.**
 - a. For more information see The Partnership Policy Letter, "Cost Plus Fixed Fee":
 - b. [Fixed Fee Policy](#)
3. Describe leveraged resources that your organization will bring to this program. This may include cash contributions, staff effort, space, fee-for-service, or other revenue generation including in-kind contributions. In answering, list each source of leveraged resources, the dollar value, and

the function of each leveraged resource, (e.g., spread operating costs or to broaden the scope of services). **NOTE: Budgets must support this information with a breakdown of the funding from each leveraged source as it is utilized in the program.**

4. Describe your organizations' fiscal capacity and total annual budget, including a description of any previous or current grants which exceed \$100,000.00.
5. Does your organization 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 organizations' accounting/financial procedures and system of oversight. Describe the type of accounting software being utilized by either the organization or by the contracted third party.
6. Describe the payroll process/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?
7. Describe how payroll expenditures are properly authorized, accurately recorded in a timely manner, and properly classified.
8. Describe the organization's method for administering participant payroll and/or stipends and tracking costs for supportive services. Are there current and detailed policies and procedures to guide fiscal activities and ensure staff accountability?
9. Describe how the organization will ensure that costs charged to the program are reasonable, allocable, allowable, and necessary.
10. Does your organization have an accounting system that allows for the proper recording of program financial transactions, including the allocation of expenditures in accordance with the respective components, disbursement categories, and sources of funds? If not, what accounting system will be used for the program?
 - a. If staff or other costs charged to this budget will be shared between one or more funding sources, please detail the overall cost allocation plan for sharing costs, including the method of allocating shared costs. Attach a copy of your current Cost Allocation Plan (CAP). For guidance on preparing a cost allocation plan, please refer to the 2 CFR Part 200 Uniform Administration Requirements, Cost Principles and Audit Requirements https://www.ecfr.gov/cgi-bin/retrieveECFR?gp=1&SID=c727d2b199e74b51562faa3fdc350b02&ty=HTML&h=L&mc=true&r=SECTION&n=se2.1.200_1416
11. Indicate what action has been taken in response to single audits and: a.) auditor's opinions or recommendations regarding internal controls; b.) cost disallowances; and c.) any other changes your organization has undertaken in response to single audits.
 - a. **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.**
12. Does your organization provide training on compliance and ethics? How often is this provided? Please provide the most recent date this training was provided.

13. Describe the organization's resource development experience and capacity to access various sources of funding in order to operate high-quality programs.
14. Describe the organization's sustainability plan if funding that supports this project is reduced. What actions would be taken to provide continuity of services to clients?

Description of other required fiscal attachments:

- **IRS Form W-9 Request for Taxpayer Identification Number and Certification:** All responding organizations must provide a completed form W-9 regardless of organization type. Form W-9 may be downloaded from the IRS website at <https://www.irs.gov/forms-pubs/about-form-w-9>.
 - **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 organization's address), affiliations and titles, email addresses and phone numbers; 3.) if applicable, submit a current letter (within last three (3) 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, Return of Organization Exempt from Income Tax.
 - **IRS 501(c)(3) Tax Exempt Determination Letter:** If applicable, submit a current letter, dated within the last three (3) years, from the IRS verifying that the responding organization is tax exempt under Internal Revenue Code Section 501(c)(3).
 - **Certificate of Good Standing:** Any respondent incorporated as a not-for-profit under the General Not for Profit Corporation Act of 1986 (805 ILCS 105/101.01 et seq.) is required to submit a Certificate of Good Standing from the Illinois Secretary of State's Office, Department of Business Services. A Certificate may be obtained through the Illinois Secretary of State's website at <https://www.ilsos.gov/corporatellc/>. The Department may be reached at (217) 782-6875; (217) 782-6961; or TTY: (888) 261-5280.
- Any respondent organized as a charitable not-for-profit (including any individual, group of individuals, association, or other legal entity) under the Charitable Trust Act (760 ILCS 55/1 et seq.) is required to submit a Certificate of Good Standing from the Office of Illinois Attorney General, Charitable Trust Bureau, 100 W. Randolph Street, 11th floor, Chicago, IL 60601. The Bureau may be reached at (312) 814-2595 and TTY: (800) 964-3013, or <https://www.illinoisattorneygeneral.gov>.
- 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, Regional Office Locations: Chicago, James R. Thompson Center – 7th floor, 100 West Randolph Street, Chicago, IL 60601, (800) 732-8866; Des Plaines, Suburban North Regional Building, 9511 Harrison Street, Des Plaines, IL 60016, (800) 732-8866, or <https://www.revenue.illinois.gov>.
- **Most Recent Audited Financial Statements:** Include Single Audit (if applicable), management letter, and federal and state tax returns (Form 990 / Form AG990-IL informational returns). Entities whose total public contributions (fundraising activities) in a single year are below the State of Illinois audit threshold should provide their 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**.

- **List of Board Members:** All non-governmental responding organizations must submit a list of current board members including names, affiliations, and titles (officers and professional titles), business mailing addresses (other than responding organization's address), email addresses, and phone numbers. **On this document, indicate the year the organization was legally established.**
- **Cost Allocation Plan:** Include your Cost Allocation Plan (CAP). For guidance on preparing a CAP, refer to Part 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (available electronically at <https://www.ecfr.gov/cgi-bin/text-idx?SID=54ede6d0d7aac0c36aab76d75373e48f&mc=true&node=pt2.1.200&rgn=div5>).
- **Indirect Cost Rate Determination Letter:** If your organization has been approved for an indirect cost rate, include a copy of the Indirect Cost Rate Determination Letter from the cognizant agency.
- **Segregation of Duties Form:** Each organization must complete and submit a current Segregation of Duties Form. The form is posted with the RFP on The Partnership's website: <https://chicookworks.org/our-network/request-for-proposals/>

4. Proposed Budgets

Budget forms and instructions are posted with this RFP on The Partnership's website at <https://chicookworks.org/our-network/request-for-proposals/>. Respondents **must submit a budget for WIOA Adult, Dislocated Worker and Youth (as applicable)**.

The budget forms must be submitted as an Excel spreadsheet file as part of the complete proposal. The budget forms must be signed by an authorized /organization signatory.

Private for-profit organizations should indicate anticipated program 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. For more information see The Partnership Policy Letter, "Cost Plus Fixed Fee".

[Fixed Fee Policy](#)

SECTION IX. Electronic Submittal Procedures and Requirements

A. Submittal Procedure and Format

For each proposal submitted, please respond to the [Organizational Leadership Demographic survey](#). This survey will capture demographic information and basic respondent contact information for tracking purposes.

All proposals must be submitted in **electronic form to AJCRFP@chicookworks.org** Any material considered proprietary must be so designated by annotation within the document.

For the purposes of electronic submission, originals are scans of paper documents that contain **original signatures in blue ink or electronic signatures** of the President, CEO, or equivalent person with legal signature authority for the organization and **marked “Original.”**

If your organization is unable to provide scanned signature originals, include unsigned forms in your proposal and include the following statement in the email body of your proposal submission: “Respondent requires electronic signature follow-up.”

The Partnership will contact your organization to obtain the electronic signature of its authorized signatory following receipt of your proposal. Please note that the electronic signature process may occur after the proposal submittal deadline. Proposals that include unsigned forms but are otherwise complete will be considered complete at the time of submission so long as respondents comply with the instructions herein regarding electronic signature follow-up.

Narrative responses must be formatted as follows:

- 8.5 x 11-inch (letter size)
- One-inch margins
- 12-point font
- Double spacing
- Numbered pages with organization name in footer
- Page break for each new section with clear section header

Submit your complete RFP for **each proposed AJC site by email** with sections organized as follows:

Organizational Leadership Demographic Survey (Online survey click Link)	Organizational Leadership Demographic survey
Subject Line of Email	“AJC Title I Provider –” + Organization Name + Name of Proposed AJC site
Body of Email	List of Email Attachments Organization Name Organization Address Contact Person for Proposal Contact Email and Phone Number
Attachment 1 Named: “AJC Title I Provider for Proposed Site Organization Name Program Narrative” As <u>one</u> PDF (Fillable forms are available on The Partnership website https://chicookworks.org/our-network/request-for-proposals/	Respondent Information Form Executive Summary Program Narrative Response Memorandum of Understanding (MOU) with partners (if applicable) Staff Resumes and/or Job Descriptions Proposed Planned Outcomes Form Grant Summary Form Reference Form Youth 14 Element Form (if Applicable) Copy of Budget Forms
Attachment 2 Named “AJC Title I Provider Organization Name Fiscal” As <u>one</u> PDF	Fiscal Narrative Response to Questions Fiscal Questionnaire Completed W-9 Request for Taxpayer Identification Number and Certification IRS 501(c)(3) Tax Exempt Determination Letter dated within past 3 years (required only if applicable)

<p>NOTE that if applying for multiple sites only one fiscal information packet PDF is needed.</p>	<p>Certificate of Good Standing Most Recent Audited Financial Statements List of Board Members including year organization legally established Cost Allocation Plan Indirect Cost Rate Determination Letter (required only if applicable) Segregation of Duties Form</p>
<p>Attachment 3 Named "AJC title I provider Organization Name Proposed AJC location Budget Narrative" As PDF</p>	<p>Budget Narrative Form for each applicable Title (Adult, Dislocated Worker, Youth)</p>
<p>Attachment 4 Named "AJC Title I Provider Organization Name Proposed AJC location Budget" As Excel</p>	<p>Budget Summary Forms for each applicable Title (Adult, Dislocated Worker, Youth)</p>

Submittal Address and Deadline

Completed RFP responses must be submitted **electronically to AJCRFP@chicookworks.org**

RFP responses must be received **before or by 4:00 PM CST on Friday, April 23, 2021. Proposals received after this date and time will not be accepted.**

Technical Problems with Submission

If you experience a technical problem when submitting your proposal (e.g., file size is too large), immediately email RFPquestions@chicookworks.org to explain the problem. Enter "submission problem" and your organization name in the email subject line.

If you experience a technical problem when submitting your proposal within three (3) hours of the submittal deadline, email RFPquestions@chicookworks.org as instructed above and call:

RFP Submission Support Hotline: (312) 848-7174*

*Calls to this number will only be answered within three (3) hours of the submittal deadline, from 12:00 p.m. to 4:00 p.m. on Friday, April 23, 2021. Do not call this number at any other time.

SECTION X. FORMS

The following is a list of required forms to be submitted with your proposal. The forms may be downloaded in a fillable format on The Partnership website at <https://chicookworks.org/our-network/request-for-proposals>

A. AJC Title I Provider Checklist

Respondent Name: _____

Proposed AJC Location: _____

Please use the following checklist to confirm all the documents are included in your packet.

Program Forms

- [Organizational Leadership Demographic survey \(Click the link\)](#)
- Respondent Information Form
- Memorandum of Understanding (MOU) with partners if applicable
- Executive Summary
- Program Narrative Response (25 pages maximum)
- Job Titles and Descriptions
- Resumes Organized by Job Title
- Youth 14 Elements Form (if applicable)
- Proposed Planned Outcomes Form
- Grant Summary Form
- Reference List Form

Fiscal Forms

- Financial Narrative Response
- Budget Summary Forms for each funding source
- Budget Narrative Form
- Fiscal Questionnaire
- Segregation of Duties Form
- IRS W-9 Request for Taxpayer Identification Number and Certifications
- Certificate of Good Standing or Tax Exemption Certificate
- Copy of most recent financial audit
- Cost Allocation Plan
- List of Board Members

C. Youth Services 14 Elements Form

Element	Respondent Providing Service Element (Y or N)	Name of Partner Providing Service Element (If respondent is not providing directly)	Is there an existing MOU? (Y or N)
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; priority consideration will be given 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 activities such as positive social behavior and soft skills, decision making, teamwork, and other activities.			
7. Supportive services.			
8. Adult mentoring for 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.			

D. Respondent Grant History Form

Please complete the attached grant history form for all **WIOA grants received** within the past three years regardless of source. If the nature of the grant does not match the goals and outcomes identified here, please identify and include primary goals and outcomes of the grant.

Organization NAME:	
RESPONDENT GRANT HISTORY FORM	
Identify Funder	
WIOA Funding Type (Adult Dislocated Youth)	
Award Amount	
Time Period	
Planned Enrollment Goal	
Actual Enrollments	
Planned Placement Goal	
Actual Placements	
WIOA Performance Measures Exceeded	
WIOA Performance Measures Failed	
Identify Funder	
WIOA Funding Type (Adult Dislocated Youth)	
Award Amount	
Time Period	
Planned Enrollment Goal	
Actual Enrollments	
Planned Placement Goal	
Actual Placements	
WIOA Performance Measures Exceeded	
WIOA Performance Measures Failed	
Identify Funder	
WIOA Funding Type (Adult Dislocated Youth)	
Award Amount	
Time Period	
Planned Enrollment Goal	
Actual Enrollments	
Planned Placement Goal	
Actual Placements	
WIOA Performance Measures Exceeded	
WIOA Performance Measures Failed	

E. Respondent References Form

Please identify three references from funders or organizations that can attest to the organization’s ability to serve the target population and meet benchmarks. Please ensure the accuracy of the contact information and inform references of The Partnership’s reference checking process. By identifying a reference, Respondent authorizes the reference to release organizational information and performance data to The Partnership.

Organization NAME:	
REFERENCE LIST INFORMATION	
Reference #1 Organization Name	
Reference #1 Contact Person Name	
Reference #1 Contact Phone Number	
Reference #1 Email Contact	
Reference #1 Nature of Relationship	
Reference #2 Organization Name	
Reference #2 Contact Person Name	
Reference #2 Contact Phone Number	
Reference #2 Email Contact	
Reference #2 Nature of Relationship	
Reference #3 Organization Name	
Reference #3 Contact Person Name	
Reference #3 Contact Phone Number	
Reference #3 Email Contact	
Reference #3 Nature of Relationship	

F. Planned Outcome Form

AJC Title I PROPOSED PLANNED OUTCOMES			
Organization Name:			
	Proposed Planned Numbers		
Benchmark	Adult	Dislocated Workers	Youth (optional)
Proposed Number of Served			
Proposed Number of New Enrollments			
Proposed Number of OJTs			
Proposed Number of Placements			
Proposed Number of Business Served			
Proposed Planned Minimum Active Case Level			
Overall Cost Per Served (<i>Requested amount/total served</i>)			
Overall Cost Per Minimum Active Case Level (<i>Requested amount/ planned minimum active level</i>)			
Overall Cost Per Placement (<i>Requested amount/total placed</i>)			

G. Fiscal Questionnaire

Organization Name:			
Is the agency a not-for-profit or a for-profit entity?		Not-for-profit	For Profit
Is the agency subject to the A-133 Single Audit requirement (Federal funding of \$750,000 or more effective with fiscal years starting January 1, 2015 and forward)?		Yes	No
Does the agency do its own accounting? If no, indicate the name and address of the accounting firm below.		Yes	No
Name:			
Address:			
Contact Person:			
Phone Number:			
Accounting Software			
If the agency does its own accounting, what accounting software does it utilize?			
Does the agency have a current financial procedures manual?		Yes	No
If yes, how often is it reviewed and updated?			
Does the agency have a written cost allocation plan? If yes, please submit.		Yes	No
If yes, what allocation methodology is used?			
Does the agency have an approved Indirect Cost Rate by a cognizant agency? If yes, please submit.		Yes	No
Does the agency have a conflict-of-interest policy? If yes, please submit.		Yes	No
Accounting System			
How often is a trial balance prepared?			
Accounting System Disbursements/Reconciliation			
Are all disbursements made by check?		Yes	No
Are all checks pre-numbered?		Yes	No
Who is authorized to sign checks? Please indicate name and title(s).			
How often is the bank reconciliation prepared?			
Auditing Firm			
Please provide the name, address and phone number of the agency's auditing firm below.			
Name:			
Address:			
Contact Person:			
Phone Number:			

FORM H: Segregation of Duties Form

Segregation of Duties: List employee names and job titles across top and mark duties performed by each employee.

Organization Name:							
Name of Employee:							
Title of Employee							
Approves Purchase Orders							
Verifies Receipt of Order							
Signs Manual Check							
Signs Machine Check							
Custodian of Check Signing Device							
Custodian of Blank Checks							
Prepares Checks for Payment							
Distributes Checks							
Reviews Checks Post Printing							
Post Disbursements							
Computes Cost Allocations							
Computes Cost Allocations							
Receives Cash							
Posts Receipts							
Deposits Receipts							
Custodian of Petty Cash							
Petty Cash Replenishment							
Audits Petty Cash							
Bank Reconciliations							
Maintains General Ledger							
Prepares Financial Statements							
Approves Financial Reports							
Approves Payments							
Access to use LWIA Automatic Teller/Debit Cards							

SECTION XI. Appendix-Definitions

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 for the attainment of the individual's career goals. Testing and counseling are a part of the assessment process.

Basic Career Services (Universal Services): Career services which must be made available to all individuals seeking services in the American Job Center delivery system including: determination of eligibility; outreach, intake, orientation; initial skills assessment including literacy, numeracy, and English language proficiency as well as aptitudes, abilities and supportive service needs; labor exchange services; in-demand industry sectors and occupations; information on nontraditional employment; referrals to and coordination of activities with other programs and services; workforce and labor market statistics; job vacancy listings; information relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance; information and assistance regarding filing claims under UI programs, including meaningful assistance to individuals seeking assistance in filing a claim.

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, in the individual's family, or in society.

Business Relations and Economic Development: The Business Relations and Economic Development 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 information including eligibility information, service plans and employer services including posting and filling job orders.

Case Management: The provision of a participant-centered approach in the delivery of services, which are designed to ensure and coordinate individual comprehensive employment plans, such as service strategies, for customers to ensure access to necessary Workforce Innovation and Opportunity Act funded activities and supportive services, using, where feasible, computer-based technologies; and to provide job and career counseling during program participation and after job placement.

Credential: An industry or state recognized degree or certificate or state/local recognized credential. 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. (TEGL 17-05)

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 employ an

individual on successful completion of the training; and for which the employer pays a significant portion of the cost of 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).

Eligible (Eligibility): Refers to an individual's ability to receive services under the Workforce Innovation and Opportunity Act.

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 or the State's tracking system, Illinois Workforce Development System (IWDS).

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™: IllinoisworkNet.com 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 21st century economy.

Individual Employment Plan (IEP): A plan developed for a job seeker identifying the participant's employment goals, the appropriate achievement objectives, and the appropriate combination of services required for the participant to achieve the employment goals.

Individual Service Strategy (ISS): An agreement of aspirational skills and goals decided between a WIOA Youth participant and his/her career coach which establishes a plan for accomplishing goals. The ISS identifies age-appropriate employment/career goal, and academic achievement goals, and a combination of services needed for the participant to reach these objectives.

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 as appropriate to the individual.

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.

On-the-job Training: Training by an employer that is provided to a paid participant while engaged in productive work in a job that:

1. Provides knowledge or skills essential to the full and adequate performance of job.
2. Provides reimbursement to the employer of up to 50 percent of the wage rate of the participant, for the extraordinary costs of providing the training and the additional supervision related to the training; and
3. Is limited in duration as appropriate to the occupation for which the participant is being trained; considering the content of the training, the prior work experience of the participant, and the individualized services training and employment plan (ISTEP).

Registered 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 another appropriate written credential.

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

Shared Placement: A job placement is considered a shared placement when the agency that made the job placement is not the agency with which the WIOA participant is registered and receiving career services. Shared placements are to be recorded as such in Career Connect by the agency that made the placement.

Supportive Services: Services such as transportation, childcare, dependent care, housing, and needs-related payments that are necessary to enable an individual to participate in activities authorized under WIOA.

ⁱ Langston, Abbie, Matthew Walsh, and Edward Muña. "Advancing Workforce Equity in Chicago: A Blueprint for Action." *The National Fund for Workforce Solutions*, 26 January 2021, <https://nationalfund.org/learning-evaluation/publications/advancing-workforce-equity-in-chicago/>. Accessed 24 February 2021.

ⁱⁱ Bureau of Labor Statistics, Monthly Employment Status by Race for January 2021, <https://www.bls.gov/cps/demographics.htm#race>.