

# **WORKFORCE SOLUTIONS BOND GRANTS: PROGRAM MANUAL**

**DEPARTMENT OF PLANNING AND DEVELOPMENT  
BUREAU OF SMALL BUSINESS DEVELOPMENT**

LAST UPDATED: June 26, 2025



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# I. WORKFORCE SOLUTIONS PROGRAM INTRODUCTION & OVERVIEW

Workforce Solutions Program (WSP) Grants are intended for businesses that are looking to upskill and/or expand their current workforce. WSP Grants are reimbursable and can be up to a standard maximum of \$250,000. Program participants (Chicago employers) may receive grants covering up to 100% of total project costs. Grant agreements are one year long, with the understanding that training will be completed within the **first nine months** of the agreement. Applications will be open year-round, and projects will be selected on a rolling basis. **However, once bond funds are fully committed, no further bond-funded projects will be selected and applications for that year will only remain open for TIF applicants.** Bond funds will be rolled out annually and are limited, thus bond-funded projects will be selected on a competitive basis, with priority given to applicants demonstrating strong community impact.

The WSP is an updated iteration of the Department of Planning and Development's (DPD) legacy TIFWorks program, which will include bond funds from the [Housing and Economic Development Bond \(HED\)](#) and Tax Increment Financing (TIF). This relaunched program consolidated the most effective components of the previous grant program into a single program with multiple funding sources. All submitted applications will undergo an initial review by the Program Administrator, who is responsible for assessing completeness and eligibility. As part of this review, the Program Administrator will evaluate each application against the criteria for all available financing sources and will recommend the most appropriate funding source for each project based on alignment with program goals and requirements.

Final oversight and funding decisions rest with DPD, which retains full authority to approve, deny, or reassign applications to a different financing source as deemed appropriate.

## II. WORKFORCE SOLUTIONS ELIGIBILITY REQUIREMENTS

### Who can apply for a Workforce Solutions Program Grant?

Chicago businesses, including non-profits and social services, are eligible to apply for a Workforce Solutions Program Grant.

This is a non-comprehensive list of the types of businesses/industries that are eligible.  
Eligible Organizations

- Small to Mid-Size Businesses
  - Priority will be given to small to mid-size businesses that meet the specified qualifications. Exceptions may be made at the discretion of the department, based on individual circumstances.
- Not-for-Profit Organizations

#### Eligible Industries:

- Nonprofit
- Food Service, Tourism and Hospitality
- Healthcare and Life Sciences
- Manufacturing and Industrial
- Information Technology
- Real Estate, Finance, Insurance
- Retail
- Energy
- Education and Training
- Transportation, Distribution and Logistics

#### Ineligible Organizations

Businesses which are not eligible include, but may not be limited to:

- Chain Businesses
- Branch Banks
- Employment Agencies
- Religious Worship Institutions
- Currency Exchanges
- Pay Day Loan Stores
- Pawn Shops
- Astrology/Palm Reading Stores
- Liquor Stores/Bars/Night Clubs
- Adult Uses
- K-12 Schools
- Gas Stations
- Firearms Stores/Shooting Ranges
- Smoke shops/cigar lounges

- Massage Parlors
- Residential Storage Warehouse
- Hotels or Motels
- Track Waging Facilities
- Trailer Storage Yards/Junk Yards

## **What does Workforce Solutions fund?**

The WSP funds training projects for businesses proposing to upskill their current employees, provide on-the-job training to new hires (Chicago residents only), or both. Eligible projects costs include but are not limited to:

- Incumbent Worker Training (e.g. cost administering training, per hour or per person for current permanent employees)
- Instructor Fees (e.g. fee for independent third-party instructor to administer training)
- Domestic Travel associated with training (e.g. when no local provider is available, cost of travel for instructor/trainer to travel to company for training)
- Certifications (e.g. cost for becoming certified in a particular area recognized by the industry)
- Materials and Supplies (e.g. items associated with direct training costs only, such as manuals, workbooks, and other materials, provided that any item that can be depreciated will not be considered to be a training material)
- Training equipment rental (e.g. any equipment rental needed for training purposes)
- Customized Training Curriculum – the city will only pay for the costs of curriculum development when such curricula are judged by the City to be necessary for the proposed training program. If approved for funding such curricula are considered to be in the public domain.
- On-the-job training – (e.g. training for new hires, Chicago residents, hired after grant was approved)
- Apprenticeships – on a case-by-case basis, as funding for apprenticeship projects will be limited to up to 25% of bond funds available for that funding year and TIF funding cannot be used for this purpose.

Proposed projects should enhance economic vitality, improve operational efficiency, strengthen workforce skills and employability, and support sustainable business growth. Projects must be submitted as proposals and may not begin, including any related training or hiring, until the application has been reviewed and approved.

The eligibility of all projects is evaluated by DPD on a case-by-case basis.

## How much does Workforce Solutions Program fund?

The WSP is a reimbursement grant that can fund:

- Up to 100% of total eligible project costs up to a standard maximum of \$250,000.
  - Once applicants reach the \$250,000 grant limit, they must wait three years before applying again.
- In exceptional cases, for projects demonstrating an extraordinary impact on the economic vitality of the community, Workforce Solutions can cover up to \$500,000 in total project costs.

Please note: Final project grant amounts are subject to the availability of program funds.

### ***Projects eligible for 100% reimbursement (no match required):***

- Commercial businesses grossing a maximum of \$1.5 Million in annual sales each year for the past three years
- Industrial business currently employing a maximum of 40 full-time equivalent employees
- Not-for-profits

For businesses that are larger than those eligible for 100% reimbursement, they will need to contribute an amount equal to either 25% or 50% of eligible project costs to receive grant funding. The contribution amounts will be determined by the size of the business (revenue and the number of people employed). These matches are required to demonstrate a commitment to the training and to reflect a direct investment in its success.

### ***Projects requiring a 25% match\*:***

- Commercial business grossing a maximum of \$5 million in annual sales each year for the past three years
- Industrial business currently employing a maximum of 125 full-time equivalent employees

### ***Projects requiring a 50% match\*:***

- Commercial business grossing over \$5 million in annual sales each year for the past three years
- Industrial business currently employing over 125 full-time equivalent employees

*\*Wages paid to the employee during training may be credited towards the required match.*

## **On-the-Job Training**

Applicants seeking wage supplementation for On-the-Job Training (OJT) will only qualify under the following circumstances:

- New Hires live in Chicago
- New Hires begin after the start of the contract term
- New Hires are permanent full-time and/or part-time
- New Hires must be earning the City's minimum wage or above and must be at least 18 years of age.

The program reimburses up to \$20/hour, up to 40 hours per week (applicant may pay above \$20/hour but will only be reimbursed for up to \$20/hour) for no more than 13 weeks. A retention incentive, up to \$1,000 per employee (with a maximum cap of \$10,000), may be available for OJT participants retained for at least 6 months, pending availability of funds.

The funding structure, amount, and source are all determined by DPD and is subject to a review of the final budget to determine if there are sufficient eligible project costs. Awards for Workforce Solutions projects will be provided as a reimbursement grant.

Any outside financing needed to complete the proposed project is the responsibility of the applicant. If a project has previously been awarded funding, and it has not reached the \$250,000 maximum, only after successfully completing and closing their project, may a grantee reapply if they require additional training. However, if multiple applications are received, priority will be given to new applicants. Upon an applicant reaching \$250,000 in grant funding, they must wait three years before applying again.

## **How can Workforce Solutions Program funds be spent?**

WSP funds can be used to reimburse the following project costs associated with the eligible project types referenced above.

Applicants have to demonstrate that the grant funding being sought are job or skill specific and will have a material impact on the applicant's workforce needs. Below are classifications of eligible training types along with representative examples of permissible trainings:

- Market Expansion
  - Applicants that are obtaining new or additional product lines and machinery, that are implementing new or emerging technologies, and/or that are intending to break into new markets and customer bases.
- Staff Development
  - Skills training meant to improve certain aspects of job performance,

management, certifications, and English as a Second Language (ESL)/communications-based trainings.

- On-the-Job Training
  - Training for new hires, for up to the 13 weeks
- Company or Job Specific
  - Skill-based training directly related to specific job duty/occupation.
- Industry Required
  - Trainings related to remaining competitive in one's respective industry, workplace safety, and/or regulatory compliance.

## **How can't Workforce Solutions Program funds be spent?**

WSP funds cannot be used to reimburse any of the following, regardless of their association with the eligible project uses.

- Hard costs related to furnishings, fixtures, and equipment (e.g. refrigerators, tables, desk chairs)
  - Any items that depreciate in value and/or are intended for long-term use are not eligible
- Consulting services not related to workforce training under this program
- Stand-alone basic and/or remedial skills training (e.g. without a vocational training/occupational focus)
- Non-job related training
- Educational degree programs, including General Equivalency Degree (G.E.D.) programs
- Any expenses not agreed to at the time of the contract

Please note: Any changes to the contract agreement that are not pre-approved by DPD may render the contract null and void.

## **Are there location requirements for Workforce Solutions Grants?**

Yes, the business must be located in the City of Chicago. The program has a couple of funding sources.

- Applicants who are located within an eligible TIF district will be funded with TIF funds.
  - Insufficient Funds - if there are currently insufficient funds available in that TIF to support the project, applicant will be placed on a waitlist until funds become available.
- Applicants located outside of a TIF district will be funded with HED Bonds, until funds are exhausted.
  - Bond-Funding applications will be evaluated with applications received within pre-determined 30-day cycles
  - If an applicant is deemed eligible but is not selected to move forward, they will



- be considered with the following batch of applications.
- If an applicant is not selected to move forward after review cycles (approximately 90 days) the application will be removed, applicant will be notified and may re-apply in future funding rounds.
- Applicants located within an eligible TIF district with project expenses not eligible for TIF funding will be considered for HED Bond funding.

### III. WORKFORCE SOLUTIONS PROGRAM PROJECT SELECTION PROCESS

WSP applications are accepted on a rolling basis. Applicants must complete and submit a [Workforce Solutions Program Grant Application](#) through the City's online platform, [Submittable](#). Applicants must complete the free registration with Submittable to apply.

All eligible projects are evaluated by staff for all eligible funding sources administered by the WSP.

#### **How are applications reviewed?**

The WSP Program Administrator (PA) first determines if the proposed project is eligible for WSP based on the business eligibility, proposed training, and amount of funds requested. Bond Applications will be reviewed in competitive cycles every 30 days, subject to availability of funds.

All applications received within each 30-day window will be evaluated and scored based on established criteria. Funding decisions will be made by comparing applications within each cycle to ensure a fair and competitive process. Any *eligible* applications not moving forward will be considered with the following batch of applications. If an application is not selected to move forward after approximately 90 days (three review cycles), the application will be removed and may re-apply in future funding rounds.

If bond funds are exhausted before the end of the year, the program will stop accepting applications for bond-funded projects. Applicants will be notified and invited to reapply when new funding becomes available.

The Program Administrator will meet with DPD staff weekly to discuss new applications received to confirm program eligibility prior to following up with applicants and moving on to the next stage of the application. Any proposed project determined ineligible will receive notification of such. Projects that are determined eligible will be notified and will be invited to complete a training needs assessment along with the other supporting documentation that will be required for program approval. Applications will be reviewed and evaluated by the following criteria:

#### **Business Location**

- The business location is used to determine the appropriate funding source and assess whether sufficient funds are available to advance the applicant.

### **Training Proposal**

- Each training proposal will be assessed for its feasibility within the designated contract term, the projected impact on participants and workforce outcomes, and its alignment with the program's defined eligible training types.
- OJT proposals will be reviewed for the appropriateness of the training structure, relevance to the job role, clarity of employer commitments, and compliance with program guidelines regarding trainee wages, duration, and supervision.

### **Project Impact**

- Applications will be evaluated based on the anticipated impact of the project, including the number of individuals to be trained, potential for career advancement opportunities, alignment with industry needs, and contribution to local workforce development goals.
- Fully detailing how the proposed training will impact current and future business operations.

### **Project Documents**

- Submission of training needs assessment
- Submission of training curriculum, schedule and itemized cost/quotes for incumbent worker training proposals
- Submission of job description(s) for on-the-job training (OJT) proposals (if applicable)
- Submission of required supporting documentation including business license (if applicable), Economic Disclosure Statement, Child Support Affidavit, Principal Profile, among others.

### **Project Budget and Financing**

- Submission of proof of revenue via financial statements or other documentation.
- Submission of detailed proposed project budget (including training quotes) included with application.

### **Additional Characteristics**

Bond funded projects demonstrating one or more of the following attributes will be given priority. While these factors are not mandatory for selection, their presence will result in greater consideration during the evaluation process.

- Business location is in a Community Area on the City's South, Southwest, or West sides.
- Business is a Minority Business Enterprise (MBE) or Woman-Owned Business

- Enterprise (WBE)
- Business seeking to provide eligible training to incumbent workers and/or new hires that include:
  - Youth (18-24 year olds) and/or vulnerable populations (i.e. veterans, returning residents, etc.)

## **What helps a project get selected for funding?**

The WSP aims to help businesses remain competitive and grow in their communities, while also strengthening employees' skillset, preparing them for career growth. TIF funded applications are not competitive and will be selected based on eligibility and funding availability. To maximize the use of funds and promote equity, HED Bond Applications will be evaluated through a competitive process that includes the criteria discussed in the previous section.

In addition to the criteria above, applicants that demonstrate the following will be better positioned to successfully receive funding:

- Complete and Thoughtful Application: Applications that are fully completed and clearly reflect time, planning, and thoughtful consideration are strong applicants.
  - Applicant is encouraged to work with the PA prior to application submission to ensure thorough and complete application.
- Strong Workforce and Community Impact: Preference will be given to projects that show measurable benefits for the workforce—such as skill upgrades, increased job retention, wage progression, or career advancement—and broader community or industry impact.
- Employer Commitment and Support: Projects that demonstrate employer buy-in, such as financial or in-kind contributions, and a commitment to retaining or advancing trained workers, will be viewed favorably.
- Feasibility and Capacity: Proposals should include realistic timelines, training objectives, and implementation plans.
- Alignment with Program Goals: Training must be directly related to the needs of the employer and the development of the existing workforce, supporting regional economic development and competitiveness.

Since funds will be limited each year and we will be receiving applications on a rolling basis, it is in the applicant's best interest to apply early and to be flexible on their training schedule.

## **How long does the application review process take?**

HED Bond funded applications are reviewed in monthly batches. The full review process typically takes between 12 to 16 weeks, depending on the accuracy and timeliness of the submitted documentation, as well as the specific application cycle in which the applicant was selected.

## **What if my project is not selected for funding?**

All applicants will be notified if their project is selected or not selected for a grant.

Bond applicants who demonstrate eligibility but whose projects are not selected in the initial application cycle will be considered with the following batch of applications. If an application is not selected to move forward after approximately 90 days (three review cycles), the application will be removed and notified. They may re-apply in future funding rounds.

Applicants may also contact DPD staff to request additional information regarding any issues, questions and concerns about a declined application.

## **M. WORKFORCE SOLUTIONS PROGRAM APPROVAL PROCESS**

When a project is selected for funding the grant approval process begins. It is important to note that eligible training activities including hiring should not commence until the project has received full approval through the execution of a Recipient Agreement and the receipt of a Conditional Award Letter. Any training that takes place prior to completing these steps will not be eligible for reimbursement.

### **What is the process for receiving grant approval and becoming a grantee?**

During this time, the applicant is required to fulfill a set of conditions, and the project progresses through internal approvals. This process is expected to take approximately 6-8 weeks but may vary depending on the accuracy and timeliness of document submissions.

#### **Training Needs Assessment**

Upon being notified of program pre-eligibility, the applicant will receive a training needs assessment. The Training Needs Assessment is an analysis tool utilized to identify the skill, knowledge and competencies of the applicant's staff. This exercise will assist in determining what training(s) needs to take place by pinpointing the gaps between the employees' skills and the skills required to do the job.

#### **Supporting Documentation**

To successfully complete the application process, the applicant will be asked to submit supporting documentation which includes:

- **PROOF OF REVENUE**
  - Financial statements or other documentation that shows how much sales the business has to date as well as for the past two years to confirm if a match will be required.
- **CERTIFICATE OF INSURANCE**
  - The applicant, at its own expense, must acquire insurance and submit a certificate of insurance (COI), which is issued by an insurance company to verify the existence of an insurance policy and confirm that it meets the minimum requirements set forth by the City. It summarizes key aspects of the policy, including coverage type, policyholder and effective dates and limits.

- **PROGRAM POLICIES AND PROCEDURES**
  - The applicant must submit signed acknowledgement of the Program Policies and Procedures indicating the applicant understands the program's rules, guidelines, and that they will abide by them through the life of the grant contract.
- **ECONOMIC DISCLOSURE STATEMENT & AFFIDAVIT**
  - The City of Chicago requires disclosure of the information requested in the Economic Disclosure Statement and Affidavit ("EDS") before any City agency, department, or City Council action regarding the matter that is the subject of the EDS. Individual forms must be completed by all individuals, corporations, or other entities that an economic interest greater than 7.5% of the project's legal ownership or lease. EDS forms are subject to review and approval by the Department of Law.
- **CITY DEBT CHECK**
  - DPD will initiate and conduct a preliminary Scofflaw review to determine any indebtedness the applicant, or its affiliates, may owe to the City. Any debts owed by the applicant due to unpaid parking tickets, water bills, inspection fees, permit fees, child support/alimony, building code violation, and other administrative hearing fees, must be paid in full, or show evidence of entering a payment plan through the Office of the Comptroller. Applicants must meet one of these conditions to receive City Council approval and grant funds. As part of this review, the applicant will complete and submit a Principal Profile form and Child Support Affidavit.
- **MONITORING PROTOCOL REQUIREMENT FORM**
  - The applicant must submit a signed acknowledgement indicating that they are aware of and are willing to comply with the program's monitoring protocol process.
- **BUSINESS LICENSES**
  - The applicant must obtain all necessary business licenses, issued by the Chicago Department of Business Affairs & Consumer Protection (BACP). If a business is not required to have a business license per the City of Chicago's Business Affairs and Consumer Protection Department's list of business license exemptions, a letter must be submitted on business letterhead stating what category the exemption falls under.
- **TRAINING CURRICULUM/SCHEDULE**
  - The applicant must submit a training curriculum as well as a training schedule. The curriculum is a detailed plan outlining the structure, content, and timeline of a training program. It typically includes a list of topics or

modules to be covered, learning objectives, methods of instruction (e.g., classroom, hands-on, online), and the duration of each component. The schedule should include the total hours that will be spent on each training, how many sessions will take place and when the proposed training dates will be.

- **TRAINER RESUMES/REFERENCES**
  - The applicant must ask their training providers to provide resumes and references for each trainer that will be facilitating the trainings.
- **TRAINING COST QUOTES**
  - The applicant must submit an itemized quote for all the trainings proposed, if more than one training provider is being used, a quote from each provider must be submitted. It should detail the names of the trainings, number of hours, number of participants (if applicable), and associated costs. If there are any additional expenses included, they must be clearly identified and explained so that we can determine whether they are considered eligible expenses under the program guidelines.
- **JOB DESCRIPTION FOR EACH NEW HIRE POSITION (FOR PROPOSALS INCLUDING OJT)**
  - The applicant must submit the job description for each unique job type that is being hired under this proposal including hourly wage.

### **Recipient Agreement**

Upon successful submission of all the required documentation, the applicant will receive the recipient agreement. This document details the legal requirements for receiving WSP funding as well as the duration of the grant, and is signed, or executed, by both the applicant and the City.

Grants span one year, with the first nine months dedicated to training and the final three months reserved for project closeout.

### **Conditional Award Letter**

Upon contract being executed and processed, the applicant will officially become a grantee and receive a conditional award letter outlining the grant amount they are eligible for and giving them the approval to begin training.



## V. WORKFORCE SOLUTION PROGRAM PAYMENTS

WSP funds are issued as reimbursement for eligible project expenditures. The funds may be disbursed incrementally, as trainings are completed, with the submission of up to 3 reimbursement requests/vouchers packets. For projects that include On-the-Job Training (OJT), reimbursements may be requested monthly for the duration of the OJT and with the opportunity to submit additional vouchers if needed for further approved training expenses.

To request reimbursements, the applicant must submit the following documentation to the Program Administrator (PA) for review:

- **Invoice from training provider or any eligible training expense**
  - This document outlines an itemized breakdown of associated costs and must include an invoice date along with date of service if it is a training voucher
- **Proof of payment to training provider**
  - This is a receipt of payment by the business to the training provider confirming that services have been paid by the applicant.
- **Receipts**
  - If any materials/supplies were purchased for training and were not reflected on an invoice.
- **Sign In Sheets and Participant Status Reports**
  - Sign-in sheets for each training session must include Training Name, Trainer Name, Date and each employee in attendance must sign. Additionally, the Participant Status Report (template can be found online) must be completed and list all employees who have participated in trainings to date, along with some additional demographic information.
  - Please note: A minimum of 75% trainees' attendance rates is required to be able to pay for the full training. Any attendance less than 75% will be reimbursed by percentage in attendance.
- **For new hires only:**
  - Proof of wage payment in the form of paystubs
  - Paystubs have to reflect those who were listed as new hires from the beginning, and they have to be paid at minimum the City of Chicago's prevailing wage.

Upon receipt of reimbursement request and supporting documentation, PA will review the submitted documentation and send the completed voucher packet to DPD for review,

approval, and processing.

Reimbursement payments will be made to the PA and the PA will disburse those payments accordingly.

For the final reimbursement, once training is complete, in addition to any voucher documentation as listed above, the applicant will need to complete their Close Out Report. The Close Out Report provides a high-level summary of what the trainings accomplished, their impact, their return on investment and any challenges faced throughout the process. Pending the funding grant agreement, upon completion of the close out applicant will also be eligible for up to 2% administrative compensation.

Upon receiving the final reimbursement, grantee will be asked to complete a brief program survey that is meant to provide DPD feedback on the applicants experience throughout the process and to identify potential areas of program improvement.

The whole reimbursement process from the moment the PA receives the vouchers (pending accuracy and completeness of submission), to when the applicant can expect to receive their reimbursement, can take on average from 6-8 weeks.

## **VI. WORKFORCE SOLUTIONS PROGRAM GRANT CONDITIONS**

As a condition of receiving a WSP grant, applicants must fulfill certain requirements outlined in the program policies and procedures manual and the Recipient Agreement. Failure to comply with these terms can result in the City either withholding payment of funds or seeking the return of any previously disbursed funds.

### **City Debt Check**

Grantees must pay any City indebtedness in full or enter into a payment plan through the Office of the Comptroller, to receive City Council approval and grant funds. Scofflaw searches will find debts owed due to unpaid parking tickets, water bills, inspection fees, permit fees and other administrative hearing fees.

Scofflaw searches will be conducted at least once for every grantee; however, DPD reserves the right to conduct a Scofflaw search at any time during the grant period. This debt check will be conducted prior the execution of the recipient agreement. If more than 120 days have lapsed between this debt check and the execution of the recipient agreement, then a second Scofflaw review may be conducted.

### **Project Requirements**

Projects receiving WSP funds are expected to meet certain requirements as a condition of the grant. It is extremely important that recipients understand these terms and conditions.

#### **City Residency Requirements – On the Job Training Projects**

The grantees must ensure City resident requirements for all new hires that will be part of the On-the-Job Training projects. This City requirement cannot be waived.

#### **Minimum Wage Requirements**

The grantee must meet Chicago's minimum wage requirements for all the employees.

#### **Compliance**

Businesses must adhere to the approved project scope, which includes the agreed-upon training activities, selected training provider, eligible expenses, and training schedule. Additionally, participating businesses are expected to maintain operations in their current location for a minimum of three years following the completion of the project and to participate in annual check-ins with the PA.

Non-compliance with the approved project scope may constitute a breach of contract and could result in contract termination and repayment of any disbursed funds.

### **Changes to Project**

Following the Recipient Agreement execution any proposed changes to the approved project scope must be submitted in writing and receive prior written approval before implementation.

Failure to obtain prior approval may result in contract termination and/or forfeiture of funding.

### **Failure to Complete**

If any project (executed contract) does not start training activities and use any of their reserved funds within the first nine months of their contract term they may submit a formal request for an extension to be considered. An extension would be an additional year-long extension (for a total of two years within the start of the contract term) with a 3 month and a 6-month clause attached. The business will have to prove at the 3-month period that training has started, if it has not, the contract will be terminated and closed out as an unsuccessful project closure, funds will be de-obligated. If progress is shown at the 3-month mark, it will be re-evaluated at the six-month period, at which time the business must show that majority of training is completed and that they will be able to complete the remaining training in the next 3-month period. Failure to show this progress at the six-month mark will lead to an adjustment in the total grant award to reflect what can feasibly be completed in the remaining time.

- Businesses that have to have an adjustment at the six-month mark will have to submit a close-out report before the end of the contract term and explain why they were unable to finish their training.
- No contract will receive more than a one-time extension, and the extension has to be due to extraordinary circumstances. WSP grants are meant to be used within the first 9 months of the 12-month contract to ensure businesses have the last three months to submit a close out report and demonstrate the impact of the training on the return on investment.

## **VII. ACRONYM DICTIONARY**

**DPD** City of Chicago's Department of Planning & Development

**HED** Housing and Economic Development Bond

**OJT** On-the-Job Training

**PA** Program Administrator

**SBD** DPD's Bureau of Small Business Development

**TIF** Tax Increment Financing

**WSP** Workforce Solutions Program