

**DEPARTMENT OF FAMILY AND SUPPORT SERVICES
WORKFORCE SERVICES DIVISION
*Transitional Jobs Program***

2019 Scope of Services

SECTION A – GOALS AND OBJECTIVES

Program Goals

This Scope of Services focuses on the Transitional Jobs program model. Transitional Jobs Programs provide time-limited subsidized employment opportunities coupled with intensive wraparound services and skills development to high-need individuals who lack competitive work history and/or knowledge of the workplace. The goal of the program is to help these participants overcome multiple challenges to obtain and sustain employment with wages at or above the Standard City Minimum Wage.

Target Population

To be eligible for DFSS Workforce Programs, individuals must be unemployed or underemployed, have low-income, and have limited work skills. These are defined as high-need individuals. Additionally, DFSS prioritizes individuals who are part of the following groups that face additional barriers to employment:

- a. returning citizens with justice-involved backgrounds
- b. persons who are homeless or at risk of homelessness
- c. persons with limited-English proficiency

SECTION B – PERFORMANCE MEASUREMENT

Overview

DFSS is committed to moving beyond measuring *how many* people receive services, to focus on whether Chicagoans are *better off* after receiving services. As part of this outcome-oriented approach, DFSS has implemented a Strategic Framework that guides how the department measures, reports on, and reviews its priorities and outcome goals, and uses them to drive contracting, decision-making and greater collaboration.

The Workforce Services Division at DFSS seeks to improve employment outcomes for high-need populations in Chicago. These high-need populations face increased hurdles in both securing and retaining a job and require additional supports. As a result, DFSS provides a range of workforce services, including job readiness services, career counseling, skills training, job placement assistance, and case management services through its network of community-based delegate agencies.

Performance Indicators

To track progress toward achieving our goals outlined in Section A and assess success of the Transitional Jobs Program, DFSS will monitor a set of performance indicators that may include, but are not limited to:

- Percentage and number of participants who enter subsidized employment.
- Percentage and number of participants who enter unsubsidized employment.
- Percentage and number of participants who receive a base hourly pay equal to or above the Standard City Minimum Wage.
- Percentage and number of participants who remain in unsubsidized employment for 30, 60, 90, and 180 days.

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To monitor and recognize intermediate progress toward the above performance indicators, DFSS also intends to track output metrics that may include, but are not limited to:

- Number of participants enrolled.
- Number of participants who are returning citizens.
- Number of participants who are homeless or at risk of homelessness.
- Number of participants who have limited-English proficiency.
- Percentage and number of participants receiving employment counseling.
- Percentage and number of participants completing Job Readiness Training.
- Percentage and number of participants earning a credential or certificate, if applicable.
- Number of employers that provide subsidized employment opportunities for program participants.
- Number of employers that hired program graduates.

Data Reporting

As part of DFSS' commitment to become more outcomes-oriented, the Workforce Services Division seeks to actively and regularly collaborate with delegate agencies to enhance contract management, improve results, and adjust program delivery and policy based on learning what works. Reliable and relevant data is necessary to ensure compliance, inform trends to be monitored, evaluate program results and performance, and drive program improvements and policy decisions. As such, DFSS reserves the right to request/collect key data and metrics from delegate agencies, including client-level demographic, performance, and service data, and set expectations for what this collaboration, including key performance objectives, will look like.

Delegate agencies will be expected to collect and share data with DFSS according to the format, frequency, and submission protocol(s) specified by DFSS. Delegate agencies agree to make reasonable efforts to collect additional data related to performance as requested by DFSS.

To the extent possible, DFSS will collect performance data from the **Enterprise Case Management System (ECM version 6.0)**. Delegate Agencies are expected to use ECM.

Requirements include:

- Enter data into ECM within 2 days of client interaction and adhere to required data standards based on program model as outlined in ECM v6.0.

Where ECM data is insufficient, DFSS reserves the right to request/collect other key data and metrics from delegate agencies, including client-level demographic, performance, and service data. Requested data shall include, but may not be limited to, aggregate and individual-level information on:

- Clients referred for services, enrolled in services, and discharged from services.
- Activities undertaken by the delegate agency to service clients referred for services, and the timeliness of those activities.
- Findings of assessments completed by the delegate agency while delivering services.
- Client employment outcomes at the subsidized employment phase, 30, 60, 90 and 180-day benchmarks.
- Utilization and spending against contract award, including subsidized wages allocation.

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Meetings

Regular reviews of and conversations around program performance, program results and program data, particularly related to the goals outlined in this agreement, will allow DFSS and the delegate agencies to employ real-time information to track performance, identify good practices, and effectively address any challenges experienced on the ground by delegate agencies and the target population.

At such meetings, the parties will review data and reports to:

- a) Monitor progress, highlight accomplishments, and identify concerns
- b) Collaboratively design and implement operational changes to continuously improve processes and outcomes
- c) Develop strategies on broader systems changes to improve service delivery and coordination between services

Periodic meetings may take place according to a schedule to be established by DFSS, with reasonable notice provided for delegates.

Meetings shall include, at least, the DFSS Division Director, or designee, and the delegate agency's chief executive officer, or designee. Each party may be represented by additional representatives as such party deems appropriate. DFSS may request the attendance of additional parties as it deems appropriate. Representatives from delegate agencies will attend all meetings as requested by the Department. Meetings may take place individually or jointly with other delegate agencies.

Uses of Data

DFSS reserves the right to use data related to delegate agency performance, including but not limited to data submitted by the delegate agency for the following:

- a) To review program performance and develop strategies to improve program quality throughout the term of the contract. In the event of under-performance at the end of the first, second or third quarter (as deemed appropriate by the DFSS Program Manager/Liaison) the delegate agency must submit a Corrective Action Plan (CAP) in writing to indicate how they will improve performance by the next quarter.
- b) To guide DFSS program development, evaluate programs, inform policies, and inform contract decisions such as payment rates, contract extensions or renewals, and evaluation of proposals by the delegate agency in response to any future solicitations by DFSS for goods or services.
- c) Any other purposes identified by DFSS.

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SECTION C – CORE ELEMENTS

Program Requirements

Key elements for service delivery and most important to achieving the desired outcomes should include, but are not limited to:

- Intake such as outreach, eligibility determination, orientation, and initial assessment.
- Comprehensive Assessment and Case Planning such as academic testing i.e. TABE, career interest and aptitude testing, individualized employment planning (IEP), and career counseling.
- Case Management Services such as providing referrals for supportive services including child care, transportation, legal assistance, mental health and substance use counseling.
- Job Readiness Training such as access to the Internet for employment services including job search techniques and completing online applications, interview training and resume writing, job clubs and job fairs. Each successful participant is required to have a completed resume on file and a personal email address.
- Basic Skills Training such as life skills workshops including financial literacy, English-as-a-Second-Language (ESL) classes and literacy instruction.
- Transitional Jobs that provide subsidized employment opportunities by partnering with employers that lead to full-time unsubsidized employment (minimum 20 hours per week).
- Work-based Learning that allows the participant to develop skills through the subsidized employment opportunity.
- Placement Services such as outreach to identify industries/occupations interested in providing an employment opportunity, implementation of a plan to address specific industry/occupation workforce needs, placing participants in jobs with pre-identified employers, and identification of other resources that would benefit businesses such as assistance in applying for tax credits.
- Retention and Follow-up Services such as ongoing case management, and follow-up activities to ensure retention and career advancement (i.e. participant development workshops and ongoing job coaching).

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SECTION D – PAYMENT STRUCTURE

Method of Payment

Under the CDBG performance-based contract, agencies/contractors shall request reimbursement for services performed by submitting monthly vouchers using the City's web-based **eProcurement** system. All new and existing delegate agencies are required to register under the **iSupplier portal** at:

www.cityofchicago.org/eProcurement

Vouchers must be submitted 15 calendar days after the end of the month in which services were performed. All vouchers must include the required support documents to receive compensation. Submit ECM report(s) with voucher. Vouchers submitted after the monthly deadline will result in a delayed payment.

The following are the payment points in this program model:

1. Enrollments
2. Subsidized wages
3. Placements (30-day employment verification required – Form II Placement)
4. 75% of total enrollments must be target population clients. Target population clients are defined as high-need individuals, as previously discussed in this Scope of Services in Section A.
5. 40% of 30-day placements must reach 90-day retention benchmark (90-day employment verification required – Form III Retention)

Here is an illustration on how the payment structure will look:

- Based on \$100,000 Total Award
- Minimum 30% allocated for subsidized wages. This means the baseline for performance payments equals total budget minus subsidized wages or \$70,000 in this example.
- 62% of baseline is for enrollments = \$43,400 for 35 enrollments @ \$1,240.00 ea.
- 35% of baseline is for placements = \$24,500 for 20 placements @ \$1,225.00 ea.
- 75% of enrollments = 26 priority population clients as the annual goal. Agencies can receive a maximum reimbursement of \$1,500 in this payment category, payable in \$500 increments. Submit voucher and verification of priority population.
- 40% of placements at 90 days = 8 clients that reach 90 days retention as the annual goal. Agencies may receive a maximum reimbursement of \$1,500 in this payment category, payable in \$500 increments. Submit voucher and verification of 90 days of employment.

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SECTION E – PROGRAM AND DELEGATE INFORMATION

Please complete the following program and agency information. Also, complete and sign/date the Work Program CHART (Page 9) that indicates delegate agency quarterly projections, program activities and program deliverables for the 2019 program year.

Program Overview

Program Model: **Transitional Jobs Program**
 Program Name:
 PO Number:
 Grant Amount:
 Contract Term: **January 1, 2019 through December 31, 2019**

Program Staff Contact Name:
 Program Staff Title:
 Program Staff Contact Phone:
 Program Staff Contact Email:

Delegate Agency Information

Agency Name:
 Agency Address:
 City, State, Zip Code:

Executive Director Name:	Fiscal Contact Name:
Executive Director Phone:	Fiscal Contact Phone:
Executive Director Email:	Fiscal Contact Email:

Administration Office Hours:

Facility/Site Information

List name of facility(ies) and address(es) where services are provided. Also include amount of contract allocated per site and estimated number of clients to be served at each site.

Facility/Site Name	Address	Days of Operation	Hours of Operation	Estimated Amount of Contract allocated for this site	Estimated # of Clients to be served at this site
ABC Community Center	1234 W Main St.	M-F	9:00 - 5:00	\$50,000	25

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In what Ward(s), Community Area(s), and Census Tract(s) are facility/sites providing services?

Ward(s):

Community Area(s):

Census Tract(s):

Indicate Program Service Area:

- This program will provide services citywide to all eligible individuals. Or,
- This program will primarily serve the following Ward(s), Community Area(s) and Census Tract(s).

Ward(s):

Community Area(s):

Census Tract(s):

What are the approximate boundaries of the area from which your clients are drawn? Specify by street name.

North:

South:

East:

West:

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Description of Program

Provide a brief narrative statement of this CDBG-funded program including the scope, target population problems addressed, and anticipated outcomes. Ensure that your Scope/Work Program incorporates the previously discussed elements of Sections A, B and C. If relevant, describe coordination with other sources/partners. This section is expected to describe the program at full operational capacity.

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WORK PROGRAM

Delegate Agency Name: _____

Program Name: _____

(1) Program Activities: List the activities that will accomplish program deliverables	(2) Program Deliverables: State what quantifiable units will be used to measure the progress of the proposed program.	(3) Planned Output by Quarter and Year Total: List the projected quantifiable units for each program deliverable.					(4) Performance Measures
(5) Total Unduplicated Clients/Units:		1 st Q	2 nd Q	3 rd Q	4 th Q	Total	
1. Recruitment							# of clients recruited to transitional jobs program
2. Enrollment							# of clients enrolled in transitional jobs program
3. Training							# of clients trained in transitional jobs program
4. Subsidized Placement							# of clients placed in subsidized jobs
5. Unsubsidized Placement							# of clients placed in unsubsidized jobs
6. Retention – 30 days							# of clients that reached 30 days of unsubsidized employment
7. Retention – 60 days							# of clients that reached 60 days of unsubsidized employment
8. Retention - 90 days							# of clients that reached 90 days of unsubsidized employment

Signature of Authorized Agency Official and Date: _____

Signature of DFSS Official and Date: _____

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SECTION F – SUBMITTAL AND APPROVAL

ACKNOWLEDGEMENT

- By checking this box your agency certifies that it has read and understands Sections A, B, C, and D of this document.

a) Applicant signature <i>(Original must be signed in blue ink)</i>	
b) Name (typed)	
c) Date submitted	
d) DFSS Staff signature	
e) Name (typed)	
f) Date approved	

Source Documents

Provided below are hyperlinks to source documents. Please read and understand funding source rules and regulations:

U.S. Department of Housing and Urban Development (HUD)

<https://www.hudexchange.info/>

CDBG Regulations: <http://www.ecfr.gov/cgi-bin/text-idx?SID=7db635ac5b5e89240f57194fa0125f1f&mc=true&node=pt24.3.570&rqn=div5>

CDBG Eligible and Ineligible Activities: (570.201-eligible activities; 570.207- ineligible activities) <http://www.ecfr.gov/cgi-bin/text-idx?SID=7db635ac5b5e89240f57194fa0125f1f&mc=true&node=pt24.3.570&rqn=div5>