



**Department of Family and Support Services**  
**Workforce Services Division**  
**2023 SCOPE OF SERVICES**  
**July 1, 2023 – December 31, 2023**

Delegate Agency receiving an award(s) by the City of Chicago Department of Family and Support Services (DFSS) Workforce Services Division must complete and submit all required documents as requested in the Award Notice letter:

Submit to Program Manager:

- 1) Scope of Services
- 2) Budget(s) *(for each award)*
- 3) Indirect Cost Letter(s) *(if requesting reimbursement for indirect costs)*
- 4) Lease Agreement(s) *(real property used to provide services)*
- 5) Affidavit(s) *(if leasing property)*

Submit to Contract Liaison:

- 1) Agreement Signature Page
- 2) Current Certificate of Insurance
- 3) Economic Disclosure Statements (EDS) Certificate of Filing

**PROGRAM MODEL: SPRING FORWARD RE-ENTRY & EMPLOYMENT NAVIGATION**

**SECTION A – AGENCY INFORMATION**

<b>Agency Name</b>		<b>Ward</b>	
<b>Program Name</b>			
<b>Administrative Office Address</b>			

**DELEGATE AGENCY ADMINISTRATIVE PERSONNEL TO CONTACT**

**Executive Director**

Name:		
Phone # (ext.):		
Email:		

**Fiscal Contact**

Name:		
Phone # (ext.):		
Email:		

**Program Director**

Name:		
Phone # (ext.):		
Email:		

**Reporting Contact**

Name:		
Phone # (ext.):		
Email:		

**BUDGET ALLOCATION**

**Budget Term: July 1, 2023 — December 31, 2023**

**Total Program Amount:**

	P.O. Number	Award Amount (\$)	Contract Type / Funding Source
1.			
2.			
3.			



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**PROGRAM OPERATIONS**

**List of Program Sites**

Site	Program/Site Name	Address	Zip	Ward	Community Area
1.					
2.					
3.					

**Hours of Operations**

For each day, specify hours of operation or when the site is closed.

Site	SUN (from-to)	MON (from-to)	TUES (from-to)	WED (from-to)	THU (from-to)	FRI (from-to)	SAT (from-to)
1.							
2.							
3.							

**Number of Clients to be Served:**

Applies to Employment Navigation only:

Site	Clients To Be Served (Unduplicated)	Carryover from Dec	Jan - Mar (new)	Apr-Jun (new)	Jul - Sept (new)	Oct-Dec (new)	Total (new plus carryover)
1.	# of enrollments						
	# of placements						
2.	# of enrollments						
	# of placements						
3.	# of enrollments						
	# of placements						



## SECTION B – PROGRAM GOALS

### DFSS WORKFORCE DIVISION GOALS

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

DFSS views equity as the fair, just distribution of resources, explicitly targeting and prioritizing groups who have the greatest need due to being systematically disenfranchised – particularly based on the historic patterns of racial and economic exclusion – and using these resources to address present, past and future injustices and their consequential burdens. Equity requires a reimagination of everyday practices to ensure that one's identity does not determine one's life outcomes.

### PROGRAM GOALS

In response to the COVID-19 pandemic, this program will provide re-entry and employment services to facilitate residents released from the Cook County Department of Corrections (CCDOC) and Illinois Department of Corrections (IDOC) to the City of Chicago. Re-Entry & Employment Navigation services include connections to housing, workforce, and supportive services to help participants define their career aspirations and co-create a plan to achieve their goals. Services include providing rental housing referrals to the designated Housing Navigation delegate; job training and placement services, including transitional jobs integrated with paid work-based learning, experiences, and apprenticeships with the work-based opportunity lasting 24 weeks, at least 25 hours/week and an array of wrap-around services and supports to be made available to the participants.

### TARGET POPULATION

Participants must meet the following criteria:

- must be a City of Chicago resident 18 or older,
- released within the past 18 months from CCDOC or IDOC,
- part of a household in which one or more individuals can demonstrate a risk of experiencing homelessness, homeless or recidivism, and
- be referred to the selected SPRING Forward Housing Navigation Agency.



## SECTION C – PERFORMANCE MEASURES

### OVERVIEW

DFSS is committed to moving beyond measuring *how many* people receive services to focus on whether Chicago residents 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. It uses them to drive contracting, improve decision-making, and encourage greater collaboration.

### PERFORMANCE INDICATORS

To track progress toward achieving our goals outlined in Section B and assess the success of the SPRING Forward Re-Entry & Employment Navigation Program, DFSS will monitor a set of performance indicators that may include, but are not limited to:

- Percentage and number of participants who successfully enroll and complete a workforce training/work-based learning program.
- Percentage and number of participants enrolled in training will receive an industry-recognized credential.
- Percentage and number of participants who will be placed in employment.
- Percentage and number of participants who will meet 30, 60, and 180-day retention in unsubsidized employment.
- Percentage and number of participants earning wages at or above Chicago minimum wage.

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 who receive an intake assessment.
- Number of participants who become employed in high-quality jobs or above minimum wage and retain employment +30 days annually.
- Number of participants who reach the 30-day benchmark and retain employment at a quality job or above minimum wage +90 days annually.

In addition to the performance indicators and output metrics listed above, DFSS encourages delegates to propose additional indicators and metrics, including those demonstrating early success and indicating the delegate's progress.

Within this framework, DFSS is focused on continuous improvement against these metrics to meet or exceed those targets over time. We are committed to working with delegate agencies to monitor performance against these indicators, including establishing relevant baselines or benchmarks and sharing data with delegate agencies to assess and understand our progress.

DFSS plans to track performance throughout the contract term and will use this information (including absolute and relative performance on metrics and improvement over time) to inform future funding decisions. DFSS, therefore may add metrics in contracts as we continue to refine our approach to understanding and managing performance in upcoming contracts and over the years to come.



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## DATA REPORTING

As part of the Department's commitment to becoming 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 are expected to collect and share data monthly with DFSS according to the format and submission protocol(s) specified by DFSS. Delegate agencies agree to make reasonable efforts to collect additional performance-related data as DFSS requested.

DFSS will collect performance data from the Enterprise Case Management System (ECM version 6.0) to the fullest extent possible. Delegate Agencies are expected to utilize ECM to monitor participants enrolled in the SPRING Forward Re-Entry & Employment Navigation Program from enrollment to placement and retention.

Requirements include:

- Ensuring all participant information is entered into the ECM system within 24 hours of enrollment into the Re-Entry & Employment Program.
- Adhering to required data standards based on the program model outlined in ECM v6.0.
- Ensuring participant's personal identifiable information is kept confidential and secure.

Requested data shall include, but may not be limited to, aggregate and individual-level information on:

- Number and percentage of participants referred to the delegate agency for services, enrolled in, and discharged from services.
- Findings of assessments completed by the delegate agency while delivering services.
- Number and percentage of referred SPRING Forward program participants that achieve the 30, 60, and 180-day benchmarks.
- Utilization and spending against contract award.

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.

## DATA USAGE

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:



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- a) To review program performance and develop strategies to improve program quality throughout the contract term.
  - i. In the event of under-performance at the end of the first, second, or third quarter (or as deemed appropriate by the DFSS Deputy Commissioner of Workforce Services), 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 Workforce program development, inform policies and procedures, advise internal contract decisions such as payment rates, contract extensions or renewals, and appraise proposals submitted by the delegate agency in response to any future solicitations by DFSS for goods or services.
- c) Any other purposes identified by DFSS.

## MEETINGS

Delegate agencies must attend all DFSS Workforce Services monthly meetings scheduled for the fiscal year. Representatives from the delegate must attend virtually or in person as appropriate.

Other meetings may occur according to a schedule determined by DFSS, with reasonable advanced notice provided for delegates. Meetings shall include, at a minimum, the Executive Director, Program Director, and Reporting Contact listed above or an appropriate designee. Additional representatives may represent each party as such party deems appropriate. DFSS may request the attendance of other parties as it believes appropriate. Meetings may occur individually or jointly with other delegate agencies within the Department's portfolio.

At such meetings, agenda items may include, but will not be limited to the following:

- a.) Discussion of program data and reports related to the goals outlined in this agreement,
- b.) Review of best practices to effectively address any challenges experienced by CRSCs enrolling and referring returning residents,
- c.) Brainstorming to collaboratively design and implement operational changes to improve processes and outcomes continuously, and
- d.) Collection of input to inform strategies for broader systems changes to improve service delivery and coordination between service providers.

## TRAINING

Delegate staff assigned to this contract must attend training as scheduled. Training will occur according to a schedule determined by DFSS, with reasonable advance notice provided for delegates.

DFSS may request the attendance of additional parties as it deems appropriate. Training may occur virtually or in person and be conducted in collaborative large or small group settings along with other DFSS delegate agencies as deemed appropriate by the DFSS Workforce Services Division.



## SECTION D – CORE ELEMENTS

### PROGRAM REQUIREMENTS

Key elements for service delivery should include, but are not limited to:

#### Outreach and Recruitment

The agency must have well-targeted community outreach and recruitment strategies that engage City of Chicago residents from the SPRING Forward target populations and communities. Outreach approaches may include non-traditional, trauma-informed, proactive techniques that utilize "relentless engagement" with potential participants. The program requires collaborations with CCDOC, IDOC, Chicago-based Transitional Housing, DFSS' Re-Entry Community Support Centers, other DFSS agencies, and community-based organizations working with returning residents.

#### Intake Screening and Assessment for Case Planning

Intake screenings should include developing housing and service plans in partnership with the participants and assessing areas of strengths and priorities based on the participant's need for resources. The assessment tool should include a version of the risk-needed-responsivity (RNR) model.

#### Rental Housing Subsidy Referral

The agency is responsible for submitting referrals for the rental housing subsidy to the designated Housing delegate, adhering to the allotments as established by DFSS.

#### Re-Entry Navigation Services

The agency's re-entry navigators will be the primary contact for participants starting at outreach. They will facilitate connections to housing, workforce, and supportive services utilizing a strong community-based network of resources. Navigators are to ensure participants are served in a culturally competent, trauma-informed manner to help them define their career aspirations and co-create a plan to achieve their goals while utilizing a trauma-informed rehabilitative approach, prosocial communication skills, positive reinforcement, and community support.

#### Job Training and Placement Services: Transitional Jobs Integrated with Paid Work-Based Learning Experiences.

Utilizing the "ABC" approach, Re-Entry Navigators will connect returning residents to temporary, subsidized jobs that are integrated with well-structured work-based learning opportunities designed to help participants develop a work history, learn new skills that make them more attractive to potential employers, and demonstrate essential on-the-job competencies that prepare them for higher-paying, quality jobs with more responsibility and ongoing learning opportunities. Transitional job assignments should last 24 weeks (maximum of 25 hours per week at the current Chicago minimum wage). Jobs may be developed internally by delegate agencies or through formalized employer partnerships and must thoughtfully integrate with opportunities for participants to develop the basic skills and work experience needed to succeed in the workplace. Transitional jobs must include worksite agreement policies clearly explained to employer partners and trainees. Delegates and their employer partners will be responsible for onboarding, tracking a trainee's hours worked, and wage disbursement directly or through a third-party vendor.



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Wrap-Around Services and Supports

The agency will work with participants to ensure an array of services will be available as needed. Re-Entry Navigators are to provide services directly or make referrals for services using “*warm handoffs*” (outlining all necessary information for the participant such as organization name, contact person, contact information, time/date of appointment/screening, provide transportation support, etc.). Additional supports include the collection of data and reporting of participant progress, challenges, and successes to identify potential service delivery gaps.

Some critical areas for services and support include, but are not limited to:

- Mental Health Services/Assessments – e.g., mental health assessments, CBT-informed activities, engagement, social and emotional learning supports.
- Education – e.g., engagement with bridge and contextual programming to address basic skills gaps, including reading, math, writing, computer skills, City Colleges, or other post-secondary institutions.
- Ancillary support – e.g., transportation supports, cell phones/access to a phone line, email addresses/access to WIFI, financial literacy and income supports, TANF/SNAP/WIC benefits, food pantries, childcare, legal services, and program incentives.

Participant Feedback Tools

Includes activities and systems utilized to collect, analyze, and make use of feedback from the participants.



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**DESCRIPTION OF PROGRAM AND ACTIVITIES**

Provide a narrative of your Re-Entry & Employment Program, including your target population's activities, deliverables, and anticipated outcomes. The narrative must include all the previously discussed elements of Sections A, B, C, and D. Describe the program at full operational capacity, detail how your agency plans to meet its enrollment, placement, and retention goals during the program year, and describe the coordination with other partners.

Empty box for program description.



## **SECTION E – PAYMENT STRUCTURE**

### **METHOD OF PAYMENT**

Delegate Agencies shall request reimbursement for enrollments and placements 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](http://www.cityofchicago.org/eProcurement)

Vouchers must be submitted to the assigned DFSS Project Manager for review and approval before uploading into the iSupplier system. Delegates should allow at least three business days for the review and approval. All vouchers must be submitted within 15 calendar days after the end of the month in which program activities took place. To receive reimbursements, all voucher submissions must include the monthly program activity log and other required support documents. Vouchers submitted after the monthly deadline may result in delayed payment.

#### **Must voucher monthly:**

The Delegate Agency must voucher monthly and meet the following quarterly expenditure targets:

First quarter – 25%	Third quarter – 75%
Second quarter – 50%	Fourth quarter – 100%



## SECTION F – SUBMITTAL AND APPROVAL

### CERTIFICATIONS

By checking this box, the Delegate Agency certifies that all information provided in the Scope of Services document is correct, and it will fulfill the activities listed and comply with the program goals, performance measures, and program requirements listed within.

### SUBMITTAL AND APPROVAL

**Program Model:** SPRING Forward Re-Entry and Employment Navigation Program

To be completed by Delegate Agency	
a)	Agency Name
b)	Type Applicant Full Name
c)	Type Applicant Title
d)	Applicant Signature <i>Original must be signed in blue ink</i>
e)	Date Submitted
To be completed by DFSS	
f)	Type Staff Member Full Name
g)	DFSS Staff Signature
h)	Date Approved

### SOURCE DOCUMENTS

Provided below are hyperlinks to source documents. The Delegate Agency's due diligence is to read and understand the funding source rules and regulations.

**U.S. Department of the Treasury:** <https://home.treasury.gov/>

- Coronavirus State and Local Fiscal Recovery Funds:  
<https://home.treasury.gov/policy-issues/coronavirus/assistance-for-state-local-and-tribal-governments/state-and-local-fiscal-recovery-funds>