

**Department of Family and Support Services**  
**Workforce Services Division**  
**2023 Scope of Services ~ Industry-Specific Training**  
**January 1, 2023 – December 31, 2023**

**A Delegate Agency receiving an award from 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 Coordinator:

- 1) Scope of Services
- 2) Intake Screening and Assessment Tools and Protocols
- 3) Budget
- 4) Indirect Cost Letter
- 5) Lease Agreement(s)

Submit to Contract Liaison:

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

**PROGRAM MODEL: INDUSTRY-SPECIFIC TRAINING**  
**AGENCY INFORMATION**

**ADMINISTRATIVE CONTACT INFORMATION**

Agency: \_\_\_\_\_ Ward: \_\_\_\_\_

Administrative Office Site Address: \_\_\_\_\_

**Program Director**

Name: \_\_\_\_\_

Phone # (ext): \_\_\_\_\_

Email: \_\_\_\_\_

**Reporting Contact**

Name: \_\_\_\_\_

Phone # (ext): \_\_\_\_\_

Email: \_\_\_\_\_

**Executive Director**

Name: \_\_\_\_\_

Phone # (ext): \_\_\_\_\_

Email: \_\_\_\_\_

**Fiscal Contact**

Name: \_\_\_\_\_

Phone # (ext): \_\_\_\_\_

Email: \_\_\_\_\_

**BUDGET ALLOCATION**

**Budget Term: January 1, 2023 – December 31, 2023**

Program Name: \_\_\_\_\_

PO Number: \_\_\_\_\_

Grant Amount: \_\_\_\_\_

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**PROGRAM OPERATIONS**

**List of Program Sites**

| Site Name | Address | Zip | Ward | Community Area |
|-----------|---------|-----|------|----------------|
| 1.        |         |     |      |                |
| 2.        |         |     |      |                |
| 3.        |         |     |      |                |
| 4.        |         |     |      |                |
| 5.        |         |     |      |                |

**Clients Served**

| Site | Clients     | Carryover from Dec | Jan – Mar (new) | Apr-Jun (new) | Jul-Sep (new) | Oct-Dec (new) | Total (new plus carryover) |
|------|-------------|--------------------|-----------------|---------------|---------------|---------------|----------------------------|
| 1.   | Enrollments |                    |                 |               |               |               |                            |
|      | Placements  |                    |                 |               |               |               |                            |
| 2.   | Enrollments |                    |                 |               |               |               |                            |
|      | Placements  |                    |                 |               |               |               |                            |
| 3.   | Enrollments |                    |                 |               |               |               |                            |
|      | Placements  |                    |                 |               |               |               |                            |
| 4.   | Enrollments |                    |                 |               |               |               |                            |
|      | Placements  |                    |                 |               |               |               |                            |
| 5.   | Enrollments |                    |                 |               |               |               |                            |
|      | Placements  |                    |                 |               |               |               |                            |

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**SECTION A – GOALS AND OBJECTIVES**

**Program Goals**

This Scope of Services focuses on the Industry-Specific Training (IST) program model. The goal of the IST program is to provide low to moderate-income Chicago residents with the necessary job readiness training (JRT) in tandem Career Navigation services to advance along their chosen career pathway and placement supports to secure full-time employment (minimum 20 hours per week) at or above the City of Chicago minimum wage (\$15 per hour).

**Target Population**

Eligible individuals must be City of Chicago residents 18 years of age or older with low to moderate-income and authorized to work in the United States.

The Department prioritizes workforce services to Veterans and Individuals with Disabilities who meet the eligibility guidelines mentioned above as well as eligible individuals from the following priority populations:

- Homeless Individuals,
- Individuals with limited English proficiency, and
- Returning Residents.

**SECTION B – PERFORMANCE MEASUREMENT**

**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, and uses them to drive contracting, improve decision-making, and encourage greater collaboration.

The DFSS Workforce Services Division 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 Career Navigation services through a wide network of community-based delegate agencies.

**Performance Indicators**

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

- Percentage and number of participants who enter full-time (minimum 20 hours per week) unsubsidized employment in the industry or field of training.

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- Percentage and number of participants who receive a base hourly pay equal to or above the City of Chicago minimum wage.
- Percentage and number of participants who remain in unsubsidized employment for 30, 90, and 180 days.

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 residents.
- 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 Career Navigation services.
- Percentage and number of participants referred for additional services and supports.
- Percentage and number of participants completing Industry-Specific Skills Training.
- Percentage and number of participants earning a credential or certificate, if applicable.

### **Data Reporting**

As part of the Department's 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 are expected to collect and share data **every month** with DFSS according to the format 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 fullest extent possible, DFSS will collect performance data from the **Enterprise Case Management System (ECM version 6.0)**. Delegate Agencies are expected to utilize ECM for monitoring of participants enrolled in the IST program from enrollment to placement and retention.

Requirements include:

- Ensuring all participant information is entered into the ECM system within one week (5 business days) of enrollment into the IST program.
- Adhering to required data standards based on program model as outlined in ECM v6.0.
- Ensuring participant 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 services, and discharged from services.

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- Activities undertaken by the delegate agency to enroll clients referred for services as well as the timeliness of those activities.
- Findings of assessments completed by the delegate agency while delivering services.
- Number and percentage of referred IST program participants that achieve the 30, 90 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:

- a) To review program performance and develop strategies to improve program quality throughout the term of the contract.
  - 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 will be required to attend all DFSS Workforce Services quarterly meetings scheduled for the fiscal year. Representatives from ISTs must attend virtually or in-person as appropriate.

Other meetings may take place according to a schedule to be determined by DFSS, with reasonable advanced notice provided for delegates. Meetings shall include, at a minimum, the IST's Executive Director, Program Director, and Reporting Contact listed above or an appropriate designee. In addition, the DFSS Workforce Division Deputy Commissioner, Supervisor, and Program Coordinator shall be in attendance. 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. Meetings may take place 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:

- 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 ISTs enrolling and referring returning residents,

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- c.) Brainstorming to collaboratively design and implement operational changes to continuously improve processes and outcomes, and
- d.) Collection of input to inform strategies for broader systems changes to improve service delivery and coordination between service providers.

**Training**

IST staff assigned to this contract will be required to attend trainings as they are scheduled. Trainings will take place according to a schedule to be 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 may be conducted in collaborative large or small group settings along with other DFSS delegate agencies as deemed appropriate by the DFSS Workforce Services division.

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**SECTION C – CORE ELEMENTS**

**Program Requirements**

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

Outreach and Recruitment

Agencies must have well-targeted community outreach and recruitment strategies that engage City of Chicago residents from the DFSS priority populations and communities. Outreach approaches may include non-traditional, trauma-informed, proactive techniques that utilize “relentless engagement” with potential participants.

Comprehensive Program Orientation, Intake Screening, and Assessment for Case Planning

Orientation shall include a formal review of the program’s eligibility requirements and an overview of the process for program completion. Intake screenings should consist of career interest and basic skills assessments (math, reading, and computer skills) that identify core needs and assess readiness for the program. Screenings must be completed for all participants and be included in the development of an Individual Employment Plan (IEP). Assessments may consist of O’ Net Career Interest Profiler, academic assessments such as the Test of Adult Basic Education (TABE) for programs that require an evaluation of basic skill levels, and the Comprehensive Adult Student Assessment System (CASAS). These assessments may also be used to track participant’s basic skill improvements and progress toward their goals.

Job Readiness Training (JRT)

Includes activities such as completing a job application, mock interviewing, resume development, and may cover topics such as Workplace Ethics and Behavior, Goal Setting, Proper Workplace Attire, Basic Computer Skills, Networking, and Effective Communication. Participants may also be trained on how to access the Internet for employment services. Each enrolled participant is required to have a valid email address and resume on file.

Permanent Employment Placement Services

Includes outreach and engagement with employers from in-demand industries to connect program participants to unsubsidized employment opportunities, collaborate to address specific industry/occupation workforce needs, and identify other resources that would benefit businesses, such as assistance in applying for available tax credits.

Follow-up and Retention Services

Includes ongoing Career Navigation services and follow-up activities post-employment to ensure retention and advancement along their chosen career pathway.

Participant Feedback Tools

Includes activities and system utilized to collect, analyze, and make use of feedback from their participants.

Career Navigator Services

Career Navigators are the primary contact for participants starting at outreach and will facilitate connections to other workforce and supportive services utilizing a strong community-based network of resources. Career Navigators ensure that participants are served in a culturally competent, trauma-

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informed manner to help them define their career aspirations and co-create a plan to achieve their goals. Career Navigators are active problem solvers in partnership with participants to address their immediate and long-term goals without judgment and encourage their self-esteem. Career Navigators working with DFSS target population members must have the cultural competence to communicate with individuals from a wide variety of backgrounds and experiences.

Career Navigators are responsible for the following activities:

- *Outreach and recruitment:* will execute the organization's outreach strategy that may include non-traditional, trauma-informed, proactive approaches that utilize “relentless engagement” with potential participants. Career Navigators may leverage technology and social media platforms to engage participants from the DFSS target populations and community areas.
- *Intake screening and assessment for case planning:* Career Navigators will administer in a trauma-informed way an approved intake screening and assessment. Intakes are completed to determine eligibility. Assessments are used to develop case plans and assess areas of strength and priorities based on the participant’s career goals and need for resources (i.e., substance use treatment, cognitive behavioral therapy (CBT), and other mental health services).
- *Coaching:* With direction from the participant, Career Navigators will connect and coach their clients to appropriate services. Career Navigators will also help participants understand the opportunities available to them to advance their career goals and will track referrals to job interviews and further training, education, and skill development opportunities.
- *Wrap-around services and supports:* Career Navigators will work with participants to ensure that they have access to an array of services. Career Navigators make referrals for services using “warm handoffs” (i.e., Career Navigators provide essential details such as: organization name, primary contact person, contact information, time/date of appointment or screen, follow up expectations, etc. for successful acquisition of services, and may provide transportation assistance to and from appointments as needed)
- *Data:* Career Navigators will collect data and report on participant progress, challenges, and successes to identify potential service delivery gaps.

## **SECTION D – 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 agency’s DFSS Workforce Services Program Coordinator for review and approval prior to uploading into the iSupplier system. Delegates should allow a minimum of three business days for the review and approval process. All vouchers must be submitted within 15 calendar days after the end of the month in which program activities took place. All voucher submissions must include the monthly program activity log along with any other required support documents to receive compensation. Vouchers submitted after the monthly deadline may result in a delayed payment.



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**DESCRIPTION OF PROGRAM AND ACTIVITIES**

Provide a narrative of your IST program, including the activities, deliverables, and anticipated outcomes for your target population. The narrative must include all the previously discussed elements of Sections A, B, and C, 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, if relevant, describe coordination with other partners.

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**Plan for meeting performance**

Instructions: Agency will develop a “block” schedule that will outline the days and times program activities will occur. Examples may include the program orientation schedule, intake and assessment appointment schedule, walk-in hours of operation, etc. Other examples of program activities may include time scheduled for data entry, staff meetings, file reviews, monthly data reviews, etc.

| Time    | Monday | Tuesday | Wednesday | Thursday | Friday |
|---------|--------|---------|-----------|----------|--------|
| 8:00 AM |        |         |           |          |        |
| 8:30    |        |         |           |          |        |
| 9:00    |        |         |           |          |        |
| 9:30    |        |         |           |          |        |
| 10:00   |        |         |           |          |        |
| 10:30   |        |         |           |          |        |
| 11:00   |        |         |           |          |        |
| 11:30   |        |         |           |          |        |
| 12:00   |        |         |           |          |        |
| 12:30   |        |         |           |          |        |
| 1:00    |        |         |           |          |        |
| 1:30    |        |         |           |          |        |
| 2:00    |        |         |           |          |        |
| 2:30    |        |         |           |          |        |
| 3:00    |        |         |           |          |        |
| 3:30    |        |         |           |          |        |
| 4:00    |        |         |           |          |        |
| 4:30    |        |         |           |          |        |
| 5:00 PM |        |         |           |          |        |

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**Planned Performance Outcomes**

Agencies should plan to meet all planned enrollment goals by the 3<sup>rd</sup> quarter of the program year. All 30-day placements should be met by December 31, 2023

| (1) Program Activities:<br>Describe the activities that will accomplish program deliverables | (2) Program Deliverables:<br>State what quantifiable units will be used to measure the progress of the proposed program.<br>Example: classes held | (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 <sup>st</sup> Q   | 2 <sup>nd</sup> Q | 3 <sup>rd</sup> Q | 4 <sup>th</sup> Q | Total |   |
| 1. Recruitment   |   |   |                   |                   |                   |       | # of clients recruited to industry-specific program |
| 2. Enrollment  |   |   |                   |                   |                   |       | # of clients enrolled in industry-specific program  |
| 3. Training  |   |   |                   |                   |                   |       | # of clients trained in industry-specific program   |
| 4. Placement   |   |   |                   |                   |                   |       | # of clients placed in jobs                         |
| 5. Retention 30 Days   |   |   |                   |                   |                   |       | # of clients that reached 30 days of employment     |
| 6. Retention 90 Days   |   |   |                   |                   |                   |       | # of clients that reached 90 days of employment     |
| 7. Retention 180 Days  |   |   |                   |                   |                   |       | # of clients that reached 180 days of 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<br><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 Eligible and Ineligible Activities and Regulations: (570.201-eligible activities; 570.207- ineligible activities) <http://www.ecfr.gov/cgi-bin/text-idx?SID=7db635ac5b5e89240f57194fa0125f1f&mc=true&node=pt24.3.570&rgn=d iv5>