

**AGENCY SPECIFIC CONTENT FOR THE NOTICE OF
FUNDING OPPORTUNITY #75-412**

ILLINOIS TALENT PIPELINE PROGRAM



Illinois
Department of Commerce
& Economic Opportunity
OFFICE OF EMPLOYMENT & TRAINING
Bruce Rauner, Governor

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A. PROGRAM DESCRIPTION

This Notice of Funding Opportunity (NOFO) sets forth the requirements for the Illinois Talent Pipeline Program. The Illinois Department of Commerce and Economic Opportunity (“Department of Commerce”, “Commerce” or “the Department”) administers the Workforce Innovation and Opportunity Act funds, awarded by the United States Department of Labor (DOL). Funding received from DOL supports the work of Local Workforce Innovation Areas (LWIA) and other partners in serving adults, youth, and dislocated workers as defined within WIOA (Public Law 113-128). Below are items that applicants should familiarize themselves with to understand the requirements set forth in this application.

- [Workforce Innovation and Opportunity Act of 2014](https://www.doleta.gov/wioa/)
<https://www.doleta.gov/wioa/>
- [State of Illinois WIOA Unified State Plan](https://www.illinoisworknet.com/wioastateplan)
<https://www.illinoisworknet.com/wioastateplan>
- [WIOA Regional/Local Plans by Economic Development Region](https://www.illinoisworknet.com/WIOA/RegPlanning/Pages/Plans_MOUs_Dashboard.aspx)
https://www.illinoisworknet.com/WIOA/RegPlanning/Pages/Plans_MOUs_Dashboard.aspx
- [State of Illinois WIOA ePolicy Portal](https://apps.il-work-net.com/WIOAPolicy/Policy/Home)
<https://apps.il-work-net.com/WIOAPolicy/Policy/Home>
- [Grant Accountability and Transparency Act](https://www.illinois.gov/sites/gata/Pages/default.aspx)
<https://www.illinois.gov/sites/gata/Pages/default.aspx>

DEFINITIONS

Listed below are definitions of several terms commonly used in administering the federally funded workforce grants, including the Illinois Talent Pipeline Program.

Apprenticeship: An employer-driven, “learn while you earn” model that combines structured on-the-job training (OJT) with job-related instruction in curricula tied to the attainment of industry-recognized skills standards and leading to an industry credential. The OJT is provided by the employer, who hires the apprentice at the commencement of the program and pays the participant during the program.

- *Registered Apprenticeship:* A “Registered Apprenticeship” is an effective “earn and learn” model with a long history of providing career ladders and pathways to the middle class, particularly for the building and construction industry but increasingly in other industries as well. Registered Apprenticeships must have five components: business involvement, structured on-the-job training, related classroom and workplace instruction, rewards for skills gains, and an industry recognized credential at the successful completion of training.
- *Non-Registered Apprenticeship:* An apprenticeship that is not registered with the U.S. Department of Labor, but meets all RA criteria other than application for registration. Note that the training program must be included on the *Eligible Training Provider List*.
- *Pre-Apprenticeship:* A program that has a documented partnership with and is designed to prepare individuals to enter and succeed in a Registered Apprenticeship or Non-Registered Apprenticeship which includes all of the following:
 - Training and curriculum that aligns with the skill needs of employers in the economy of the State or region and has been designed to prepare participants to meet the minimum entry-level requirements of the Apprenticeship.
 - Access to educational and career counseling, and other supportive services as needed by participants.

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- Hands-on meaningful learning activities that are connected to education and training activities, such as Career Exploration and Career Development Experiences, and that reinforce foundational professional skills such as those outlined in the Essential Employability Skills framework.
- Upon successful completion of the program, participants are encouraged to apply for a Registered Apprenticeship or Non-Registered Apprenticeship program, and may receive preference for enrollment.

Career Pathway: A career pathway means a combination of rigorous and high-quality education, training, and other services that aligns both vertically and horizontally across Secondary Education, Adult Education, Workforce Training and Development, Career and Technical Education, and Postsecondary Education systems, pathways, and programs. Collaborative partnerships with these entities and business and industry, along with human service agencies, corrections, and other community stakeholders, serve as the foundational structure for high-quality and sustainable career pathways. A career pathway also includes multiple entry and exit points to facilitate individuals to build their skills as they progress along a continuum of education and training and advance in sector-specific employment (*see Appendix A for more information on Illinois' Common Career Pathways Definition & Guidance*).

Class Size Training: Provides short-term skill upgrade training to help participants enter the workforce in good paying occupations. Class Size Training is intended only for WIOA eligible participants, and requires WIOA eligibility determinations, case management and reporting in IWDS. If the applicant is not a training provider, a public or private training provider for the project must be selected through a procurement process. For additional program requirements, refer to WIOA Policy Letter 15-WIOA-5.2.1.1, www.illinoisworknet.com/dceopolicies.

Eligible Training Provider: An Eligible Training Provider is an organization, such as a public or private college or university, or a community-based organization whose application has been approved by the local workforce board and approved for the state list of training services through the use of an Individual Training Account.

Incumbent Worker Training: Defined in WIOA as an individual who has an established employment history with the employer for 6 months or more. Incumbent Worker training can be used to meet the needs of an employer or group of employers to help avert potential layoffs of employees or obtain the skills necessary to retain employment, such as increasing the skill levels of employees so they can be promoted within the company and create backfill opportunities for new or less-skilled employees. Unlike other trainings, employers, instead of individuals, must meet the local eligibility criteria to receive funds for training their workforce. Employers who receive these funds must meet the requirements for providing the non-federal share of the cost of the training.

Intermediaries: Take responsibility for the administration of the program. They can also provide expertise such as curriculum development, classroom instruction and supportive services, as appropriate. Intermediaries include:

- Educational institutions including two-year and four-year postsecondary institutions, technical schools, or eligible providers of adult education and literacy activities under Title II. In this model the educational institution administers the program, works with employers to hire participants and provides classroom or on-line instruction for the program;

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- Industry associations administer the program and work with employer/members and educational entities to implement the program; and,
- Community based organizations administer the program and work with employers, educational entities and the community to implement the program.
- Local Workforce Areas or qualified services providers that administer the program and are qualified to determine participant eligibility.

On-the-Job Training: Provides skill upgrades to individuals hired with the expectation the trainee will be able to perform the tasks necessary for the position upon the completion of the training. OJT's are limited to six months of work time and are for the new hires in full-time positions only. It is the employer's responsibility to provide training. The grant will pay for wage reimbursements to the employer based on payroll records on a sliding scale, from 50 percent to 75 percent of wages (not fringe benefits or overtime hours) based on the number of employees at the worksite. OJT's are intended only for WIOA eligible dislocated workers, and require WIOA eligibility determinations, case management and reporting in IWDS. For additional program requirements and the wage reimbursement scale, refer to the latest version of WIOA Policy Letter 15-WIOA-5.2.1.1.

Participant: Defined in WIOA as a reportable individual who has received staff-assisted services after satisfying all applicable programmatic requirements for the provision of services, such as eligibility determination. The following individuals are not participants: (i) Individuals who have not completed at least 12 contact hours in the Adult Education and Family Literacy Act (AEFLA) program; (ii) Individuals who only use the self-service system; and (iii) Individuals who only receive information services or activities.

Sector Partnership: Partnerships of companies, from the same industry and in a shared labor market region, with education, workforce development, economic development, community organizations and other stakeholders that collectively focus on a set of priorities that matter to the competitiveness of their industry. These partnerships are:

- Industry-led, driven by a committed group of employer champions;
- Community-supported by a diverse range of public program partners;
- Convened or facilitated by a credible third-party (or intermediary);
- An organizing vehicle for multiple program partners to respond to industry priorities together;
- Local or regional (not top-down or statewide);
- Action-oriented, focused on improving industry sector competitiveness, and not limited to just workforce issues.

Training Services: Defined in section 134(b)(3) of WIOA, as a service provided through an Individual Training Account (ITA) or through a training contract, that may be provided to eligible individuals if it is determined, after an interview, evaluation or assessment, and career planning, that the individual:

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

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Workforce Innovation & Opportunity Act: An act to replace the Workforce Investment Act of 1998 to strengthen the United States workforce development system through innovation in, and alignment and improvement of, employment, training, and education programs in the United States, and to promote individual and national economic growth, and for other purposes.

WIOA UNIFIED STATE PLAN

Under WIOA, the State of Illinois is required to submit a plan that outlines the vision, principles and goals for the integration of workforce, education and economic development programs. The plan describes the partnership of core partners, including Title I and III, through the Department of Labor, and Title II and IV through the Department of Education. Projects funded under the Talent Pipeline Program are intended to support the vision, goals and strategies that are outlined in Illinois' WIOA Unified State Plan.

Vision Statement: Promote business-driven talent solutions that integrate education, workforce and economic development resources across systems to provide businesses, individuals, and communities with the opportunity to prosper and contribute to growing the state's economy.

Guiding Principles: Illinois will work toward achieving the vision using these principles as guideposts for policy development and program service delivery. Each partner will use its resources to support the following principles:

- Business demand driven orientation through a sector strategy framework;
- Strong partnerships with business at all levels;
- Career pathways to jobs of today and tomorrow;
- Integrated service delivery;
- Access and opportunity for all populations;
- Cross-agency collaboration and alignment for developing and/or promoting career pathways and industry recognized stackable credentials;
- Clear metrics for progress and success; and
- Focus on continuous improvement and innovation.

State Goals: The partners will collectively use the following goals to support Illinois' vision to align and integrate education, workforce and economic development strategies at the state, regional and local levels to improve the economic growth and competitiveness of the state's employers and their workforce.

- Foster improvement and expansion of employer-driven regional sector partnerships to increase the focus on critical in-demand occupations in key sectors that are the engine of economic growth for the state and its regions.
- Expand career pathway opportunities through more accelerated and work-based training and align and integrate programs of study leading to industry recognized credentials and improved employment and earnings.
- Expand career services and opportunities for populations facing multiple barriers to close the gap in educational attainment and economic advancement through career pathways and improved career services and expansion of bridge programs.
- Expand information for employers and job seekers to access services by improving the Illinois public-private data infrastructure to support the alignment and integration of economic development, workforce development and education initiatives for supporting sector partnerships and career pathways.

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State Strategies and Highlighted Activities: Illinois will explore a variety of strategies for the implementation of principles and goals with a focus on improving community prosperity through more competitive businesses and workers. These strategies and highlighted activities include:

- Coordinate Demand-Driven Strategic Planning at the State and Regional Levels
 - Providing data and tools to support regional planning to align education, workforce and economic development strategies.
 - Developing a state and regional cross-agency benchmark report for stakeholders.
- Support Employer-Driven Regional Sector Initiatives
 - Conducting outreach to regional and local economic development organizations to improve regional collaboration in economic development planning.
 - Aligning and integrating business and job seeker services among the programs, along with state and regional economic development partners.
- Provide Career Pathways for Economic Advancement
 - Exploring ways to fully mainstream targeted populations into sector-based career pathway initiatives to achieve outcomes similar to other populations (see “Targeted Populations” in Chapter 1 of the WIOA Unified State Plan).
 - Creating new pathways for success by preparing low-skill adults to take advantage of sector based bridge programs.
- Coordinate and Enhance Career Services and Case Management
 - Establishing case management teams to coordinate and support the delivery of enhanced case management services to participants across programs.
 - Promoting continuous improvement in career services and case management through the identification of best practice models and incentivizing demonstration projects.
- Expand Access to Labor Market Information
 - Improving access to labor market information for employers and job seekers that will allow them to promote and access job openings, review changing labor market trends, and identify education and training programs.
 - Supporting awareness and adoption of innovative private sector models, such as the U.S. Chamber of Commerce Talent Pipeline Management Initiative.
- Improve Public-Private Data Infrastructure
 - Working with core partners and the State Chief Information Officer to develop a framework of how to integrate state intake, case management and reporting systems.
 - Expanding and improving the state education and workforce longitudinal data system to support these six strategies.

PROGRAM PURPOSE

The Illinois Talent Pipeline Program uses strategies to train workers who can contribute to a companies’ growth and success. Projects funded under this program are intended to develop sustainable work-based learning programs to help Illinois companies retain and train current workers and hire new staff. The goal of a talent pipeline grant is to maintain a pipeline of hireable talent for the employer being served. Applications must address one or more of the Illinois Talent Pipeline activities listed below to be considered for funding.

- Projects that connect talent strategies with business needs.
- Layoff aversion projects that support businesses and workers that are impacted or at risk of being impacted by company closures or layoffs.
- Projects that expand work-based learning opportunities including apprenticeships for targeted populations.

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Connecting Talent Strategies with Business Needs

There are various strategies that can be supported through the Talent Pipeline Program to respond to the talent strategies and retention of business. The Department of Commerce will consider projects that specifically connect employers and WIOA eligible Dislocated Workers and Adults with work based learning and/or classroom training.

Layoff Aversion

A primary focus of the Illinois Talent Pipeline Program is to provide training services to businesses and workers impacted or at risk of being impacted by company closures or layoffs. Grantees will facilitate or provide skill upgrade training to WIOA eligible workers or incumbent workers at risk of dislocation as a layoff aversion strategy. The State of Illinois considers a layoff averted when:

- A worker's job is saved with an existing employer that is at risk of downsizing or closing; or
- A worker at risk of dislocation transitions to a different job with the same employer or a new job with a different employer and experiences no or minimal unemployment.

A successful layoff aversion program averts layoff costs and reduces the financial risks to the employer and community as well as the Unemployment Insurance benefit costs. Further, the worker continues paying payroll and other taxes which result in a win-win for all. Layoff aversion provides workers with new skills to retain their existing job or quickly transition to a new one and maintain financial stability. The value for employers is remaining competitive in the global economy and saving operational, overhead and productivity costs by training current, reliable employees rather than going through the process of replacing them.

Applicants that administer layoff aversion projects are required to identify the factors that contribute to the “risk” of layoffs. Below are some of the “risk” indicators that Illinois has identified to determine if a business is in need of training assistance to maintain a competitive workforce. Definitions of the following risk indicators are found in Appendix B.

- Declining Sales
- Supply Chain Issues
- Industry/Market Trends
- Changes in Management Philosophy or Ownership
- Worker Does Not Have the Necessary Skills
- Strong Possibility of a Job If a Worker Attains New Skills
- Other “At-Risk” Indicators

Expanding Work-Based Learning Programs

Illinois Talent Pipeline Management (ITPM) grants are “pilot” workforce training grants designed to serve as “proof of concept” demonstration projects in terms of (1) addressing an underserved population, or (2) providing service using a unique or more cost effective approach. The Illinois Talent Pipeline (ITP) program includes the development of a high quality pilot training project with employers that combine any of the below categories:

- *On-the-Job and /or Work-based Training for unemployed workers.* On-the-Job training is the model used when employers are hiring new full-time employees and training them. The employer agrees to hire, train and retain an individual who successfully completes the training. Employers are reimbursed an amount for training costs that is up to 75% of the new employee’s wages during the training period.

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- *Class Size Training for unemployed workers.* Class Size Training gives groups of unemployed workers an opportunity to upgrade skills over a short period of time. Conducted through the WIOA Program, standardized and certified classes are offered at non-traditional times and/or settings. It can be combined with On-the-Job, hands-on, occupational knowledge, and/or a “bridge” skill set that lays the foundation for other types of training.
- *Customized Training for unemployed workers.* Customized Training is business-driven and is used when an employer or group of employers have unique occupational skill set needs for special technology, production machinery, or procedure. Employers commit to employ individuals (or for incumbent workers, continue to employ them) upon successful completion of the training, for which the employer is reimbursed up to 50% of the training cost.
- *Skills Upgrade Training (Incumbent Worker Training).* Incumbent Worker Training helps businesses that are at risk due to changes in technology or work environment, as shown by declining sales, supply chain issues, adverse industry or market trends, and changes in management philosophy or ownership. Employers can avoid the high costs of re-hiring by retraining employees who may not have all the necessary in-demand skills. Employers could be reimbursed up to 90% of the Incumbent Worker training costs based on the number of employees.
 - Companies are required to provide matching contributions based on the following:
 - 10 percent of the cost, for employers with not more than 50 employees;
 - 25 percent of the cost, for employers with more than 50 employees but not more than 100 employees; and
 - 50 percent of the cost, for employers with more than 100 employees.
 - Because incumbent workers are employed at the time of their training, they are not enrolled in WIOA or reported in the Illinois Workforce Development System (IWDS) case management system. Project reporting will be done through the Incumbent Worker Tracking System (IWTS).

PROGRAM REQUIREMENTS

Allowable Activities: Projects that are funded under this NOFO must be allowable under the Workforce Innovation and Opportunity Act. Projects that provide direct services to individuals must meet the eligibility guidelines outlined in the WIOA regulations and summarized in Appendix C. Note that the Department of Commerce is committed to providing preference to all United States veterans, their spouses, and family members who are eligible in regard to all services needed for education and employment acquisition.



Support of Regional and Local Plans: The Department of Commerce will consider projects in Local Workforce Areas and regions throughout the state. Applicants must identify the workforce/economic development region and administer the programs within the context of the State, Regional, and Local workforce development plans. Applicants must work with the State, Regional and Local partners to implement the project in coordination with WIOA. A map of the workforce and economic development regions in Illinois is provided on this page. Additional information regarding the regional and local workforce plans is posted on the Illinois workNet portal at:

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https://www.illinoisworknet.com/WIOA/RegPlanning/Pages/Plans_MOUs_Dashboard.aspx

WIOA Participant Eligibility and Case Management: Applicants other than Local Workforce Innovation Areas (LWIAs) and their active WIOA operators and providers must work with their designated LWIA(s) to create a viable approach for complying with WIOA client eligibility, reporting, and performance requirements. Such applicants must enter into a Memorandum of Understanding (MOU) developed and signed by the applicant and an LWIA or other qualified organization that details roles and responsibilities related to recruitment, eligibility determination, enrollment, performance requirements, and strategies. Applicants must identify staff that is qualified to certify and document eligibility in the *Illinois Workforce Development System* for WIOA customers and *Illinois Workforce Training System* for incumbent worker trainees.

WIOA Performance: Projects that provide services directly to participants are expected to meet the WIOA performance measures of the LWIA in which they are partnering. Negotiated performance measures unique to each local area are applicable to all participants served under this NOFO are listed in Appendix D. In instances where the Grantee is not an LWIA, WIOA performance measures and targets for the grant will be determined at the State level. The following are the WIOA performance measures:

Adults and Dislocated Workers

- *Employment Rate 2nd Quarter after Exit* - The percentage of WIOA registered participants in unsubsidized employment during the 2nd quarter after exit from the program.
- *Employment Rate 4th Quarter after Exit* - The percentage of WIOA registered participants who are in unsubsidized employment during the 4th quarter after exit from the program.
- *Median Earnings* - The median earnings of WIOA registered participants who are in unsubsidized employment in the 2nd quarter after exit from the program.
- *Credential Attainment – Includes all Adult and Dislocated workers who received training or education (excluding OJT or Customized Training)* - The percentage of WIOA registered participants who obtain a postsecondary credential or a high school diploma or GED during participation in a program or within 1 year after exit from the program. If participant obtains secondary school diploma or equivalent, they must also be employed or in an education/training program leading to a postsecondary credential within 1 year after exit to count as having met the performance indicator.
- *Measurable Skill Gains* – includes those in education or training in a given program year (not exit based) that achieve any of the following – educational functioning level increase, secondary school diploma attainment, transcript/report card showing 12 credits attained, satisfactory progress report toward established milestone, and successful passage of a required exam. (Only 1 gain per program year (i.e., in numerator and denominator 1 time) unless a participant has multiple periods of participation in a given program year.

Youth

- *Employment/Education Rate 2nd Quarter after Exit* - The percentage of WIOA registered participants in unsubsidized employment, secondary education, postsecondary education, and occupational skills training in the 2nd quarter after exit from the program.

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- *Employment/Education Rate 4th Quarter after Exit* - The percentage of WIOA registered participants in unsubsidized employment, secondary education, postsecondary education, and occupational skills training in the 4th quarter after exit from the program.
- *Credential Attainment – Only includes those who received training or education (excluding OJT or Customized Training)* - The percentage of WIOA registered participants who obtain a postsecondary credential or a high school diploma or GED during participation in a program or within 1 year after exit from the program. If participant obtains secondary school diploma or equivalent, they must also be employed or in an education/training program leading to a postsecondary credential within 1 year after exit to count as having met the performance indicator
- *Measurable Skill Gains* – includes those in education or training in a given program year (not exit based) that achieve any of the following – educational functioning level increase, secondary school diploma attainment, transcript/report card showing 12 credits attained, satisfactory progress report toward established milestone, and successful passage of a required exam. (Only 1 gain per program year (i.e., in numerator and denominator 1 time) unless a participant has multiple periods of participation in a given program year.

Target Populations: Commerce will accept proposals that support the priorities outlined in the regional workforce development plans. This may include projects that serve youth, adults, dislocated workers, and/or incumbent workers that are eligible under the Workforce Innovation and Opportunity Act. Additional consideration will be provided to projects that serve the targeted populations included in the Illinois' WIOA Unified State Plan including:

- Low-income individuals;
- Individuals with disabilities;
- Returning Citizens (ex-offenders);
- Homeless individuals;
- Youth who are in or have aged out of the foster care system;
- Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers;
- Eligible migrant and seasonal farmworkers;
- Single parents (including single pregnant women); and
- Long-term unemployed individuals.

Targeted Industries and Occupations: Commerce will accept projects that support the targeted industries included in the state and/or regional workforce plans, as appropriate. Applicants must demonstrate how the project will align with state, regional and local workforce plans and/or other resources as part of an analysis of the labor market information.

Participant Training Programs: All participant training programs must be provided by an Eligible Training Provider that will lead to an employment related placement. All participant training programs must be certified and include a target occupation(s) from the current Demand Occupation Training List. Successful proposals will identify the industry recognized credential(s) that will result from the training. If the training does not lead to an industry recognized credential, the applicant must provide a description of how the training will lead to unsubsidized employment or post-secondary education. Applicants are also encouraged to expand career pathway opportunities through accelerated training

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and work-based learning. The requirements for Eligible Training Providers and industry recognized credentials do not apply to on-the-job training or incumbent worker training.

Program Outcomes: Specific project outcomes, goals, and deliverables must be included in the proposal. Agreed upon deliverables and outcomes will be tracked utilizing project management tools developed by the Department of Commerce and Illinois workNet.

B. FUNDING INFORMATION

Funding Source: Funding for this program will utilize federal funds from the U.S. Department of Labor under the Workforce Innovation and Opportunity Act.

Award Amount: It is expected that 8-10 pilot projects of \$250,000 to \$500,000 will be funded through this NOFO. The funding amounts for proposals will correspond with the project's anticipated outcomes and deliverables. Grant awards will generally not exceed \$500,000. However, the Department of Commerce may elect to award amounts over this amount based on strength of application or strength of performance during the grant period. It is anticipated that the Department of Commerce will award \$3-5 Million in Illinois Talent Pipeline Program grants.

Funding decisions are made as funding is available and the Department of Commerce is not obligated to provide the maximum grant amount requested. Allowable costs must be necessary, reasonable, and allocable based on the activity or activities contained in the scope of work. Funding for the activities outlined in this NOFO are federal funds and are subject to State and federal legislative appropriation.

Pre-award and Application Costs: Pre-award costs for services in anticipation of an award are allowable, where necessary, for the efficient and timely performance of the program, and are subject to 2 CFR 200.458. To be accepted, proof of services must meet the guidelines and requirements outlined within this NOFO. Only applicants who receive an award as a result of the NOFO and merit-based review process will be eligible for pre-award costs. Grantees are advised to contact the Department of Commerce for technical assistance with questions or concerns prior to incurring costs. Costs associated with the development of a proposal are not allowed.

Cost Sharing or Matching: Matching funds are not required; however, projects that include matching or leveraged funds from multiple funding sources will be given priority consideration. Successful applicants will be required to report the matching and/or leveraged funds from partners over the life of the project, including WIOA formula funds and other federal, state, local, and private resources. There is no minimum requirement, but applications will be reviewed in part based upon their ability to leverage additional funding sources, which should be clearly described in the budget proposal.

Administration Costs: It is expected that administrative costs, both direct and indirect, will represent a small portion of the program budget. Successful applicants should strive to keep administrative costs to 10 percent (10%), or less, of direct costs to provide maximum resources to the program and support the WIOA performance measures. Program budgets and narratives will detail how all proposed expenditures are directly necessary for program implementation and will distinguish between direct/indirect administrative and direct/indirect program costs. .

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Indirect Costs: In order to charge indirect costs to the grant, the applicant organization must elect one of the following options annually and complete the necessary requirements in the State of Illinois Indirect Cost Rate System:

- *Federally Negotiated Rate.* Organizations that receive direct federal funding may have an indirect cost rate that was negotiated with the Federal Cognizant Agency. Illinois will accept the federally negotiated rate. The organization must provide a copy of the federally approved NICRA.
- *State Negotiated Rate.* The organization may negotiate an indirect cost rate with the State of Illinois if they do not have Federally Negotiated Rate and if they do not receive funds directly from a federal agency. The indirect cost rate proposal must be submitted to the State within 90 days of the grant effective date.
- *De Minimis Rate.* An organization that has never received a Federally Negotiated Rate or a State of Illinois Negotiated Rate may elect a de minimis rate of 10% of the modified total direct costs (MTDC). Once established, the de minimis rate may be used indefinitely. The State of Illinois must verify the calculation of the MTDC annually in order to accept the de minimis rate.

Award Term: The grant term/performance period will be determined on a project specific basis, targeted at 12-18 months for participant serving projects.

Technical Assistance: Technical Assistance (TA) will be provided throughout the application process, in the form of webinars, regional meetings, and direct support. More information will be posted at: www.illinoisworknet.com/TalentPipelineNOFO.

C. ELIGIBILITY INFORMATION

Eligible Applicants: This funding opportunity is limited to public and private organizations that are in good standing with the Illinois Secretary of State. Additional consideration will be given to organizations that demonstrate the administrative capacity and a history of successfully implementing innovative pilot projects. Additional consideration will also be given to organizations and projects in local workforce areas and regions throughout the State that document how the project will impact workforce, education, and economic development, and that can be replicated throughout the State (if applicable).

Grantees must comply with all applicable provisions of state and federal laws and regulations pertaining to nondiscrimination, sexual harassment and equal employment opportunity including, but not limited to: The Illinois Human Rights Act (775 ILCS 5/1-101 et seq.), The Public Works Employment Discrimination Act (775 ILCS 10/1 et seq.), The United States Civil Rights Act of 1964 (as amended) (42 USC 2000a-and 2000H-6), Section 504 of the Rehabilitation Act of 1973 (29 USC 794), The Americans with Disabilities Act of 1990 (42 USC 12101 et seq.), and The Age Discrimination Act (42 USC 6101 et seq.).

Demonstrated Effectiveness: Eligible applicants must demonstrate effectiveness in serving the target population(s), engaging businesses, and the ability to meet performance targets. The applicant's capacity to show they have the ability to deliver in these areas is a strong factor in coordinating education, workforce and economic development services. Proposals must provide data and supporting related outcomes to demonstrate capacity and effectiveness.

Dun and Bradstreet Universal Numbering System (DUNS) Number and System for Award Management (SAM): Each applicant (unless the applicant is an individual or Federal or State awarding agency that is

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exempt from those requirements under 2 CFR § 25.110(b) or (c), or has an exception approved by the Federal or State awarding agency under 2 CFR § 25.110(d)) is required to:

- Be registered in SAM before submitting its application. Registration information is available at governmentcontractregistration.com/sam-registration.asp;
- Provide a valid DUNS number in its application; and
- Maintain an active SAM registration with current information at all times during the entire period of an active Federal, Federal pass-through or State award or an application or plan under consideration by a Federal or State awarding agency. The Department of Commerce may not make a Federal pass-through or State award to an applicant until the applicant has complied with all applicable DUNS and SAM requirements.

Pre-Registration Requirement: An entity may apply for a grant, but will not be eligible for a grant award until the entity has pre-qualified through the Grant Accountability and Transparency Act (GATA) Grantee Portal, www.grants.illinois.gov. During pre-qualification, Dun and Bradstreet verifications are performed including a check of Debarred and Suspended status and Good Standing with the Illinois Secretary of State. The pre-qualification process also includes a financial and administrative risk assessment utilizing an Internal Controls Questionnaire. If applicable, the entity will be notified that it is ineligible for an award as a result of the Dun and Bradstreet verification. The entity will be informed of corrective action needed to become eligible for a grant award. If an applicant has failed to meet an eligibility criterion at the time of an application deadline, the application will still be reviewed but the State will not make a State Award until all eligibility criteria are met. The online registration will trigger a pre-qualification process that will ensure the entity:

- Has a valid DUNS number;
- Has a current SAM.gov account;
- Is not be on the Federal Excluded Parties List;
- Is in Good Standing with the Illinois Secretary of State, as applicable;
- Is not be on the Illinois Stop Payment list; and
- Is not on the Department of Healthcare and Family Services Provider Sanctions list.

Once an entity is pre-qualified, they will receive a link to an Internal Controls Questionnaire (ICQ). Applicants must complete the ICQ as part of the pre-award process and program staff will then determine whether any or all risk-based conditions shall be incorporated into the Agreement.

D. APPLICATION REQUIREMENTS AND SUBMISSION INFORMATION

Application Information: Application materials are provided throughout the announcement and at www.illinoisworknet.com/TalentPipelineNOFO. This website will contain information regarding the NOFO and materials necessary for submission. Questions and answers will also be posted on the program website. It is the responsibility of each applicant to monitor that website and comply with any instructions or requirements relating to the NOFO.

Content and Form of Application Submission: Statewide Workforce Innovation Program proposals must address the elements expressed in *Section A. Program Description*. Each applicant must submit all sections as follows:

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Executive Summary (one page): Provide a one-page summary that identifies/describes the:

- a. Applicant;
- b. Amount of funding requested;
- c. Geographic region and community(ies) to be served;
- d. Members of the regional partnership including education and training agencies, regional employers, business and industry associations, economic development organizations, one-stop partners, organized labor, and others determined appropriate;
- e. Services to be provided; and
- f. Anticipated goals and outcomes of this project.

Technical Proposal (12 page maximum): Provide a technical proposal that meets the following guidelines pertaining to this NOFO (as applicable):

1. **Applicant Capacity (2 pages maximum):**
 - a. Describe the related experience of the applicant and partners responding to the NOFO. If any of the work is to be sub-contracted, provide the name(s) of and describe the relevant experience of the sub-contractor(s).
 - b. Provide information about the applicant's size and structure and length of time in business.
 - c. Include a list of the applicant's staff, including sub-contractor personnel, to be assigned to the project. Describe the role each staff person will fulfill. Indicate the number of hours each staff will be assigned to the project. Provide resumes for all project staff. Indicate, at a minimum, their positions and total years in the organization, education, and relevant work experience.
 - d. For participant-serving projects, include the name of the case manager that is qualified to certify WIOA eligibility and report this information to the Illinois Workforce Development System (IWDS).
 - e. Include references (with contact information) for projects recently completed or under way that required skills and experience similar to those required for this proposed project.
2. **Documentation of Need (2 pages maximum):**
 - a. Include a labor market analysis and relevant and current data that illustrate the needs of employers and job seekers.
 - b. Provide information on how this project will serve the needs of business and industries in the target regions. For projects that are focused on layoff aversion, provide information regarding the "risk factor(s)" (see the Incumbent Work Information in Section A of the NOFO).
 - c. Provide a detailed explanation of how this project will serve the targeted communities and populations specified in the Program Description of the NOFO (Section A).
 - d. Describe your connection and experience serving the population (program participants) targeted in this proposal. How many program participants will be served and how will they be identified/recruited?
 - e. Provide any additional contextual details that will strengthen the reviewers' understanding of the identified issues/problems and needs.
3. **Specific Project Requirements and Considerations (6 pages maximum):**
 - a. Identify the targeted industry, business and occupations.
 - b. Describe the project goals, activities, outcomes and timeline.
 - c. Describe the type of training and the method for delivery, along with the associated credentials and certifications, as applicable. PLEASE NOTE: For projects that are serving

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WIOA registrants and the applicant is not a LWIA, a Memorandum of Understanding must be developed and signed by the applicant and Local Workforce Area that details at a minimum the LWIA's role and responsibilities related to recruitment, eligibility determination, enrollment, and performance requirements and strategies. Attach Partnership Agreements (as opposed to Letters of Support) with all essential partners detailing entity information and contact information, responsibilities, functions, and coordination. Describe the training program including, but not limited to:

- Name of training program;
 - How the training program is certified and/or accredited;
 - How the training is delivered;
 - What is the duration of the training or service;
 - How many people will receive each type of training;
 - What are the training outcomes;
 - How many people will complete the training;
 - Who will provide the training;
 - When training will take place; and
 - What is the cost of the training program?
- d. If applicable, describe the elements of the project that are innovative and provide evidence supporting the innovation, the specific intended outcomes derived from the innovation and how the impact of the innovation will be measured.
- e. Clearly describe how their project will be sustained beyond the grant funding period and identify sustainability partners, workforce programs utilized, letters of commitment, and MOU's if any.
4. *Cost Effectiveness/Return on Investment (2 pages maximum):*
- a. Describe how the project will use leveraged and matching funds from the grantee, workforce partners and participating businesses;
 - b. Describe how the project will result in incumbent workers retaining their jobs (as applicable);
 - c. Describe how the project will result in Youth, Adults or Dislocated Workers being placed in permanent employment (as applicable);
 - d. Describe how this project will be sustained beyond the grant funding period; and
 - e. Discuss how this project could be implemented on a statewide basis and what benefit the State will realize from the statewide implementation (if applicable).

Implementation Plan and Schedule: Grant applications must include an implementation plan using the format provided in Attachment 1. The implementation plan must include the major project activities, timelines for completion of the activities, the staff responsible for performing the activities and the deliverable associated with the project activity.

Resumes of Program Staff: Grant applications must include the resumes of key program staff that demonstrate capacity to complete the work outlined in the application.

Memorandum of Understanding (MOU): For applicants other than LWIAs, an MOU must be developed and signed by the applicant and LWIA or other qualified organization that outlines the roles and responsibilities related to recruitment, eligibility determination, enrollment, and performance requirements and strategies. Attach Partnership Agreements (as opposed to Letters of Support) with all key partners detailing entity information and contact information, responsibilities, functions, and integration.

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Budget Proposal: The State of Illinois has developed a standard budget proposal that must be submitted with the grant application. The budget proposal provides a narrative justification of each cost including information on how each cost in the budget is calculated. The grant application website includes the budget proposal template and technical assistance documents.

Submission Dates and Times: Grant Applications will be accepted on a rolling basis throughout the 2018 State Fiscal Year (SFY). The cut-off date to ensure that proposals will be considered in SFY18 is May 1, 2018. The Department will review proposal periodically throughout the year. The Department will not accept applications submitted by mail, overnight mail, diskette, or by fax machine. Submit the proposal via e-mail to grantapplications@illinoisworknet.com. Applications will be considered based on quality and feasibility and contingent on the availability of funds.

Intergovernmental Review, if applicable: This funding opportunity is not subject to Executive Order 12372, "Intergovernmental Review of Federal Programs."

Funding Restrictions: The Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards ("Final Guidance"), located at 2 CFR Part 200, supersedes and combines the requirements of Office of Management and Budget (OMB) Circulars A-21, A-87, A-102, A-110, A-122, and A-133. The U.S. Department of Labor has published exceptions to the Final Guidance at 2 CFR Part 2900. Any reference to the OMB Circulars is subject to the Final Guidance. The Final Guidance regulations may be viewed at: http://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl

Application Format and Submission Requirements: All applicants must meet the following submission requirements:

- Applications must be formatted to an 8 1/2 x 11-inch page size, using 11-point type and at 100% magnification. Tables may be used to present information with a 10-point type.
- The program narrative must be typed single-spaced, with 1-inch margins on all sides. The proposal narrative is a maximum of 12 pages.
- The entire application, including appendices, must be sequentially page numbered (hand written page numbers are acceptable). Items included in the attachments are NOT included in the page limitations.
- Applicants must submit the proposal via email. Submit the proposal to grantapplications@illinoisworknet.com.
- The Department of Commerce is under no obligation to review applications that do not comply with the above requirements.

Required Attachments: All applications must include the following mandatory forms/attachments in the order identified below. Please compile these attachments into one electronic file for items 1-6 and one electronic file for the budget proposal.

1. Signed Application
2. Executive Summary
3. Technical Proposal
4. Implementation Plan
5. Resumes of Program Staff (if applicable)
6. Partnership Agreements and/or Memorandums of Understanding (if applicable)
7. Budget Proposal

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E. APPLICANT REVIEW INFORMATION

Applicants must demonstrate that they meet all requirements under this NOFO as described throughout. Applications that fail to meet the criteria described in "Eligible Applicants" as identified in *Section C. Eligibility Information* may not be scored and considered for funding. The following criteria will be used to evaluate applications:

Applicant Capacity (20%)

- The applicant's capacity to successfully complete the project tasks within the proposed grant period;
- The related experience of the applicant, contracts and/or partners on similar projects;
- The applicant's experience in working with, and ability to recruit from the targeted population;
- The applicant's previous performance in administering similar grants and projects; and
- The qualifications of the applicant's staff to be assigned to the project.

Documentation of Need (25%)

- The project's target population(s), targeted community and regional focus;
- The project's target industry and occupation(s); and
- The expected impact on the targeted population and community.

Project Quality and Integration (30%)

- The types of training and the method of delivery that will be implemented;
- The number of participants, companies served, the participant recruitment plan, and the services provided to priority populations (minority, women, returning citizens, veterans, individuals with disabilities);
- The quality of the training providers and training outcomes (industry recognized skills, certifications);
- Coordination with key partners and strength of the partnership agreements / MOUs;
- How the project will result or aid in the permanent employment of participants;
- The overall feasibility and quality of the work plan;
- The quality of the project outcomes evaluation plan; and
- For non-participant serving projects:
 - The quality of proposed deliverables;
 - The quality of proposed innovation elements; and
 - The potential impact on workforce system service delivery.
- How the project will be sustained beyond the grant funding period.

Cost Effectiveness/Return on Investments (25%)

- The proposed project costs in relationship to planned outcomes including cost per participant;
- The reasonableness of the costs in relation to the proposed activities;
- The applicants' commitment to secure leveraged costs;
- The applicants' commitment to braiding public and private funding for the project; and
- Identified specific work placements for permanent employment.
- The project outcomes including the number incumbent worker retained and the number of adults and dislocated workers placed in permanent jobs.

Review and Selection Process: A team of Department of Commerce and WIOA partner agency staff will use the criteria listed in this section of the NOFO to review the applications. Decisions to award grants

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and the funding levels will be determined per application based upon compliance with the requirements of this NOFO. Based on the review, applicants may be selected to enter into negotiations with the Department for a grant. The purpose of negotiations will be to arrive at acceptable grant terms, including budgetary and scope-of-work provisions, at which time the final decision to make a grant award will be made.

Anticipated Announcement and State Award Dates: Applicants will be notified upon completion and approval of the funding plan, contingent on the availability of funds.

F. AWARD ADMINISTRATION INFORMATION

State Award Notices: Successful applicants will be notified in writing by the Department of Commerce. A Notice of State Award (NOSA) will be distributed by the Department prior to the issuance of a grant agreement. The NOSA will specify terms and conditions added to the award based on the results of the fiscal and administrative internal control questionnaire and the programmatic risk assessment.

Payment Schedule: The executed grant agreement will specify conditions for payment and payment schedule. Generally, grantees will receive payments on a reimbursement basis and may be prorated dependent upon the grantee meeting performance targets. Each grant will have enrollment and outcome goals specific to the types of projects funded. Penalties for missing performance targets may be applied at the Department's discretion.

Administrative and National Policy Requirements: Refer to *Section C. Eligibility Information*, Indirect Costs for details on indirect rate requirements and limitations.

Project Reporting: Successful applicants will be required to submit regular reports to document the progress of the project as part of the grant requirements. These reports include, but are not necessarily limited to, the following:

- Quarterly Progress Reports including a trial balance;
- WIOA registrant information and reports for projects serving WIOA registrants using the Illinois Workforce Development System, Illinois workNet™, or other reporting processes as directed by the Department of Commerce;
- Consolidated year-end financial reporting;
- A final narrative assessment of project outcomes that identifies promising practices and lessons learned to inform future workforce program implementation efforts;
- Other reporting deemed necessary by the Department of Commerce and/or DOL; and
- Formal evaluation of projects will be required as the State deems necessary.

Monitoring: Applicants funded through this NOFO are subject to fiscal and programmatic monitoring visits by the Department of Commerce. The successful applicant must have an open door policy allowing periodic visits by Department of Commerce monitors to evaluate the progress of the project, and provide documentation upon request of the monitor. Program staff will also maintain contact with the participating businesses and monitor progress and performance of the contracts. The Department of Commerce may modify grants based on performance. Successful applicants may be subject to monitoring by other core partners, in the instance where the additional agency funding is included in the award. Formal evaluation of projects will be required as the State deems necessary.

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Federal Requirements: All applicants must be in compliance, or agree to comply, with the following federal and state laws and related regulations (as applicable) in order to be considered for an award:

- Workforce Innovation and Opportunity Act (Public Law 113-128) and applicable regulations;
- Equal Employment Opportunity/Nondiscrimination Provision and will comply with the physical, programmatic and accessibility requirements;
- Protection of Personally Identifiable Information;
- Jobs for Veteran Act (Public Law 107-288);
- Flood Disaster Protection Act of 1973 as amended (42 U.S.C 4001);
- Architectural Barriers Act of 1968 as amended (42 USC 4151);
- Drug-Free Workplace Act of 1988 (41 USC 702 et seq., and 2 CFR § 182);
- Hotel Motel Fire Safety Act (15 USC 2225a);
- Buy American Act (41 U.S.C 10a);
- Copeland "Anti-Kickback" Act (18 USC 874 and 40 USC 276c);
- Davis-Bacon Act, as amended (40 USC 276a to a-7);
- Contract Work Hours and Safety Standards Act (40 USC 327-333);
- Rights to Inventions Made Under a Contract or Agreement;
- Clean Air Act (42 USC 7401 et seq.) and the Federal Water Pollution Control Act (33 USC 1251 et seq.), as amended;
- Byrd Anti-Lobbying Amendment (31 USC 1352);
- Uniform Administrative Requirements found at 2 CFR Part 200 and the US Department of Labor Exceptions found at 2 CFR Part 2900;
- Applicable State of Illinois Laws; and
- State Workforce Innovation and Opportunity Act Policies.

G. STATE AWARDING AGENCY CONTACT

Please direct any questions regarding this NOFO to:

Lorraine Wareham
Lorraine.Wareham@illinois.gov
Illinois Department of Commerce and Economic Opportunity
500 East Monroe Street
Springfield, IL 62701

H. OTHER INFORMATION

If an applicant fails to meet an eligibility criterion at the time of an application deadline, the application may still be reviewed but the State will not make an award until all eligibility criteria are met.

The Department of Commerce reserves the right to request additional information from applicants to evaluate applications. The Department, at its sole discretion, reserves the right to reject all applications; to reject individual applications for failure to meet any requirement; to award in part or total; and to waive minor defects and non-compliance. Submission of an application confers no right to an award or to a subsequent grant agreement. The Department of Commerce is not obligated to award any grants under this program, to pay any costs incurred by the applicant in the preparation and submission of an application, or pay any grant-related costs incurred prior to the grant beginning date. All decisions of the Department of Commerce are final.

Freedom of Information Act/Confidential Information: Applications are subject to disclosure in response to requests received under provisions of the Freedom of Information Act (5 ILCS 140/1 et

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seq.). Information that could reasonably be considered to be proprietary, privileged, or confidential commercial or financial information should be identified as such in the application. The Department of Commerce will maintain the confidentiality of that information only to the extent permitted by law.

I. ACRONYMS USED IN THIS NOFO

CAGE	Commercial and Governmental Entity
DCEO	Department of Commerce and Economic Opportunity
DUNS	Data Universal Numbering System
FEIN	Federal Employer Identification Number
IWIB	Illinois Workforce Innovation Board
LWIA	Local Workforce Innovation Area
MOU	Memorandum of Understanding
MTDC	Modified Total Direct Costs
NICRA	Negotiated Indirect Cost Rate Agreement
NOFO	Notice of Funding Opportunity
NOSA	Notice of State Award
SAM	System for Award Management
USDOL	United States Department of Labor
WIOA	Workforce Innovation and Opportunity Act

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APPENDIX A - Illinois Common Career Pathways Definition and Guidance

Introduction to WIOA Career Pathways Definition

A career pathway means a combination of rigorous and high-quality education, training, and other services that aligns both vertically and horizontally across Secondary Education, Adult Education, Workforce Training and Development, Career and Technical Education, and Postsecondary Education systems, pathways, and programs. Collaborative partnerships with these entities and business and industry, along with human service agencies, corrections, and other community stakeholders, serve as the foundational structure for high-quality and sustainable career pathways. A career pathway also includes multiple entry and exit points to facilitate individuals to build their skills as they progress along a continuum of education and training and advance in sector-specific employment.

The following guidance should help policymakers and practitioners implement state, regional, and local career pathways. The guidance is meant to clarify how a successful pathway—often comprised of one or more career pathway programs—should operate. This guidance also addresses the career pathway system, which sets the policies and procedures that shape career pathways and can assist with strong pathway development and sustainability. A- G represents elements of the WIOA Career Pathways definition, with added guidance to clarify and provide additional detail for each element.

(A) Aligns with the skill needs of industries in the economy of the State or regional economy involved;
Career pathways should:

- Use labor market data, informed by state, regional, and local employers, to design sector-focused programs that meet the needs of the employers in the state, regional, and local economies.
- Regularly and meaningfully engage employers at every stage of pathway development in an interactive, ongoing relationship¹ and encourage employers to assume leadership roles
- Identify the certifications, licenses, and industry-recognized credentials that state, regional, and local employers require and craft programs leading to them.

(B) Prepares an individual to be successful in any of a full range of secondary or postsecondary education options, including apprenticeships registered under the National Apprenticeship Act.²
Career pathways should:

- Enable lifelong learning that ensures youth and adult participants can gain entry to and advance, as desired, through successive education and training programs, leading to stackable credentials³ in a given occupational cluster.
- Lead to jobs in increasingly high-skill, high-wage, and/or high-demand industries.
- Ensure access and appropriate services for the targeted populations included in the State of Illinois Workforce Innovation and Opportunity Act Unified State Plan.⁴

¹ “Meaningful employer engagement” is the process by which State and/or local stakeholders (e.g. training providers, colleges, workforce boards) convene with local and regional industry employers to discuss the skill and credential needs of their workforce and ways in which education and training programs can best prepare individuals.

² The Act of August 16, 1937 (commonly known as the “National Apprenticeship Act”; 50 Stat. 664, chapter 663; 29 U.S.C. 50 et seq.).

³ A stackable credential is part of a sequence of credentials that can be accumulated over time and move an individual along a career pathway or up a career ladder.

⁴ Priority populations identified in the [State of Illinois Workforce Innovation and Opportunity Act Unified State Plan](#) are: Long-term unemployed; Low-income adults; Low literacy adults, including those without a high school diploma; Low-skilled adults; Individuals with disabilities, including youth with disabilities; Those receiving public assistance; Out-of-school youth; Veterans; Migrant and seasonal farm workers; Re-entry individuals (ex-offenders); English Language Learners; Older individuals; Homeless individuals; Single parents; Youth in the foster system or who have aged out; Displaced homemakers; Veterans with disabilities; Indians, Alaska Natives, and Native Hawaiians.

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(C) Includes counseling to support an individual in achieving the individual’s education and career goals; Career pathways should:

- Ensure participants have access to career exploration, academic advising, support with transitions through the pathway, and comprehensive individualized support services, such as, but not limited to, child care, transportation, and financial aid (where appropriate).
- Involve partnerships among K-12, postsecondary educational institutions, workforce training and development agencies, public and private employers, workforce boards, human services providers, and other partners to ensure participant access to the above services.

(D) Includes, as appropriate, education offered concurrently with and in the same context as workforce preparation activities⁵ and training for a specific occupation or occupational cluster;

Career pathways should:

- Include career-focused instruction that integrates academic and technical content with foundational professional skills⁶, which are skills needed for success in education, and training, career, and life.
- Offer opportunities for work-based learning⁷ experiences.
- Offer job placement assistant services that are tailored to participant needs at different points along the pathway.

(E) Organizes education, training, and other services to meet the particular needs of an individual in a manner that accelerates the educational and career advancement of the individual to the extent practicable; Career pathways should:

- Offer quality, non-duplicative training, coursework, assignments, and assessments⁸ to accelerate progress, maximize credit and credential attainment, and increase student success.
- Encourage concurrent enrollment and early college credit opportunities that support progression through the pathway.
- Offer participant-focused education and training that incorporates flexible class formats, locations, and times that makes learning accessible and achievable for all populations. Strategies include, but are not limited to, modularized curriculum⁹, contextualized curriculum and instruction¹⁰, and virtual learning.

⁵ “Workforce preparation activities” means activities, programs, or services designed to help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education or training, or employment. WIOA HR 803, SEC. 203. DEFINITIONS (17)

⁶ “Foundational professional skills” (often also called “soft skills” or “essential skills”) are the skills needed for success in college, career, and life, such as, but not limited to, punctuality, communication, collaboration, and problem-solving.

⁷ Work-based learning provides participants with work-based opportunities to practice and enhance the skills and knowledge gained in their program of study or industry training program, as well as to develop employability. Examples include: Internships, service learning, paid work experience, on-the-job training, incumbent worker training, transitional jobs, and apprenticeships.

⁸ Non-duplicative (across education and training partners) assessments of participants’ education, skills, competencies, assets, and support service needs as they move through a career pathway and its programs.

⁹ “Modularized curriculum” is curriculum that is divided into shorter, ‘self-contained’ segments or chunks of instruction. The common module length can vary depending upon content, format, and schedule of the course.

¹⁰ “Contextualized curriculum and instruction” is the practice of systematically connecting basic skills and academic instruction to industry, or occupational content.

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(F) Enables an individual to attain a secondary school diploma or its recognized equivalent, and at least one recognized postsecondary credential; Career pathways should:

- Create partnerships between programs that serve youth and adults of all skill levels to ensure that participants can in time earn a recognized postsecondary credential¹¹, as desired.
- Enable participants to gain entry to or advance within a given sector or occupational cluster, facilitate efficient transitions to continuing education, and incorporate stackable and portable industry-recognized credentials.
- Facilitate co-enrollment in programs administered by the core¹² and required¹³ partners (as defined by WIOA), in addition to Supplemental Nutrition Assistance Program Employment & Training (SNAP E&T).

(G) Helps an individual enter or advance within a specific occupation or occupational cluster.

Career pathways should:

- Involve partnerships with employers to support participant educational and career advancement through on-the-job training, customized training, corporate training, incumbent worker training¹⁴, and other work-based training strategies.
- Overcome barriers to entry to ensure that participants with diverse backgrounds and experience have the opportunity to enroll and succeed in a pathway.

An effective and efficient career pathway will also commit to equity for all participants and potential participants and continuous improvement. To ensure that is possible, the system will:

- Collect, share, and use evidence to identify and eliminate barriers to participant access and success.
- Include shared qualitative and quantitative evaluation of participant outcomes, with a focus on equity of access and services across participant groups, to inform the improvement of all programs within the pathway as well as the pathway itself.
- Disaggregate participant-level data to identify inequities in performance among participant groups and improve the outcomes of different participant groups.
- Include shared qualitative and quantitative evaluation of effectiveness in serving employers (the business community) in order to inform strategies for improvement.

¹¹ “Recognized post-secondary credential”, as defined by the Workforce Innovation and Opportunity Act, means a credential consisting of an industry-recognized certificate or certification, a certificate of completion of an apprenticeship, a license recognized by the State involved or Federal Government, or an associate or baccalaureate degree. <https://www.doleta.gov/wioa/Docs/wioa-regs-labor-final-rule.pdf>
[WIOA sec. 3\(52\)](#)

¹² Core programs within WIOA are: WIOA Title I (Adult, Dislocated Worker and Youth formula programs) administered by Department of Labor (DOL); Adult Education and Literacy Act programs administered by the Department of Education (DoED); Wagner-Peyser Act employment services administered by DOL; and Rehabilitation Act Title I programs administered by DoED.

¹³ Required programs within WIOA are: Career and Technical Education (Perkins), Community Services Block Grant, Indian and Native American Programs, HUD Employment and Training Programs, Job Corps, Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program, National Farmworker Jobs Program, Senior Community Service Employment Program, Temporary Assistance for Needy Families (TANF), Trade Adjustment Assistance Programs, Unemployment Compensation Programs, and YouthBuild

¹⁴ “Incumbent worker training” is training that is developed with an employer or employer association (group of employers) to retain a skilled workforce or avert the need to lay off employees by assisting the workers in obtaining the skills necessary to retain employment.

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APPENDIX B Layoff Aversion “At Risk” Indicators

- Declining Sales – A company has undergone or will undergo (must be confirmed) a significant loss in sales that puts part of their workforce in threat of layoff. Declining sales must be expressed in terms of X dollars or Y units for Z period of time (months or years); along with information that provides known or suspected reasons for the decline. When determining if a decline in sales is the cause of a potential layoff, have considerations been given to the industry as a whole; is the decline a percentage of the market; has product quality, production delays, or pricing contributed to the decline in sales, etc.?
- Supply Chain Issues – A company loses a supplier or consumer that threatens the employment of part of their workforce, or acquires a new supplier that requires new skills to maintain the workforce. Supply chain issues must be accompanied by an explanation as to why the change occurred. When determining whether a supply chain issue will contribute to a potential layoff, have considerations been given to other suppliers’ ability to provide same or like products; has the company considered alternative product(s) production and sales that would not require retraining of staff or layoff; can the new training be conducted by the new supplier; etc.? Supply chain issues must be supported by documentation of the factors causing the supply problem.
- Industry/Market Trends – The industry/market standards have changed to the point where new training is needed to retain the current workforce. For example, have the employer’s customers asked for production or delivery of products to be handled in a specific way that requires skill upgrade training? When considering whether industry/market trends may cause a potential layoff, has the company consulted with industry experts to determine if assistance is available to assist with upgrades to the manufacturing process or employee knowledge, or contacted other companies in the industry to share upgrades in skills training or equipment, etc.?
- Changes in Management Philosophy or Ownership – A company has undergone a new approach to conducting business or new ownership requires new skills to maintain the employment of part of the workforce. Changes in ownership are generally the result of a lack of profitability, but may also occur where a company is profitable, but not profitable enough (this level of profit may meet the profit requirements of another owner) or the current owners do not have the resources to take advantage of new business strategies. An owner may also pass away unexpectedly without a succession plan in place. New or changes in philosophies will generally accompany new ownership. Changes in philosophy may also occur when operations no longer meet their core business application or are viewed as excess capacity to their overall operations. When considering changes in ownership or philosophy as the cause of a potential layoff, has new ownership been determined (including such options as employee stock ownership plans), have alternatives been considered in the restructuring of the company that might reduce the number of layoffs, have community groups and labor organizations been involved in the discussions to lend their expert advice, etc.?

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- Worker Does Not Have the Necessary Skills – A worker’s skills or functions are no longer relevant to the employer’s production process and the worker is at-risk of losing their employment without undergoing training to acquire new skills. A lack of necessary skills may be the result of a change in philosophy or product line, or a change in the industry demands that results in the need for new technologies and abilities by the current workforce. Products and production lines are ever changing as they adapt to the needs of the market. With this change comes a need for evolution of the skills of the workers. When considering if the lack of necessary skills is the cause of potential layoffs, had it been determined which workers have the ability to attain new relevant skills, are there other considerations to be made with an increase in skills such as new equipment/machinery needs or safety devices, etc.?

- Strong Possibility of a Job If a Worker Attains New Skills – The worker is in a position that is subject to a layoff, and by acquiring new skills training he/she can move into a position that is not subject to layoff. New skills attainment may avert a layoff for individuals within a company or may make them more attractive to other companies. When considering whether the new skills will provide a strong possibility to prevent layoffs, what considerations have been given towards the questions of where the positions would be moved (in-house or with a new company); does the company have the capacity to expand another line of product (new or existing) to support the workers subject to layoff; has the business community shown a need and capacity for additionally trained workers; are the workers willing to relocate if the new opportunities are with another location of the same company in a different locale, etc.?

- Other “At-Risk” Indicators – Additional causes for potential layoffs may exist that the company and local area need to outline in making a case for assistance for incumbent workers. There may be other criteria that the Local Workforce Area (LWA) can gather with the consultation of the employer that puts part of their workforce “at-risk” for layoff (e.g., trend in company layoffs).

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APPENDIX C – WIOA Eligibility Requirements

Fund	Age & Other	Work Status	Selective Service	Low Income
WIOA Adult	18 years or older Customer is requesting individualized services	Authorized to work in U.S.	If male, registered as required	<p>A. Family income at or below 100% of poverty line or 70% lower living standard (Priority) <u>or</u> 200% of poverty line (Beyond Priority)</p> <p>B. Meets one of the following criteria</p> <ol style="list-style-type: none"> 1. Customer receives or is a member of a family that receives (currently or in the past six months) one of the following <ol style="list-style-type: none"> a) TANF, or b) SNAP, or c) SSI, or d) Other public assistance; or 2. Foster Child; or 3. Homeless; or 4. Receives or is eligible to receive free or reduced-price lunch; <u>or</u> <p>C. Deficient in Basic Skills</p> <p>Note: Individual with a disability must be considered family of one for income determination purposes, if family income exceeds 200% of poverty and 1-4 above do not apply.</p>
WIOA Dislocated Worker	There is no age limit. Customer is requesting individualized services	<p>Authorized to work in U.S., and</p> <ol style="list-style-type: none"> 1. Terminated or laid off, eligible for or exhausted UI and unlikely to return to industry or occupation; <u>or</u> 2. Lost job from permanent closure or substantial layoff of a plant, facility or enterprise; <u>or</u> 3. Was self-employed and now unemployed because of economic conditions or natural disaster; <u>or</u> 4. Displaced Homemaker; <u>or</u> 5. Spouse of a member of Armed Forces who lost employment due to permanent change in duty station or is unemployed, underemployed and has difficulty finding or upgrading employment 	If male, registered as required	Income test not required for eligibility or service.

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Fund	Age & Other	Work Status	Selective Service	Low Income
WIOA In-School Youth	<p>A. 14-21 years old <u>and</u> B. Attending compulsory school <u>and</u> C. Low-Income <u>and</u> D. At least one of the following apply</p> <ol style="list-style-type: none"> 1. Deficient in Basic Literacy Skills; <u>or</u> 2. Homeless, Runaway; <u>or</u> 3. In foster care or aged out of foster care; <u>or</u> 4. Pregnant/Parenting; <u>or</u> 5. Offender; <u>or</u> 6. Has a disability; <u>or</u> 7. An English language learner; 	Authorized to work in U.S.	If male, registered as required	<p>A. Family income at or below 100% of poverty line or 70% lower living standard; <u>or</u> B. Meets one of the following criteria</p> <ol style="list-style-type: none"> 1. Customer receives or is a member of a family that receives (currently or in the past six months) one of the following <ol style="list-style-type: none"> a) TANF, or b) SNAP, or c) SSI, or d) Other public assistance; <u>or</u> 2. Foster Child; <u>or</u> 3. Homeless; <u>or</u> 4. Receives or is eligible to receive free or reduced-price lunch; <u>or</u> 5. Lives in a high poverty census tract. <p>Note: Individual with a disability must be considered family of one for income determination purposes if family income exceeds youth income criteria and 1-5 above do not apply.</p>
WIOA Out-of-School Youth	<p>A. 16-24 years old <u>and</u> B. Not attending compulsory school <u>and</u> C. At least one of the following apply</p> <ol style="list-style-type: none"> 1. School Dropout; <u>or</u> 2. Youth who (a) received HS Diploma/equivalent and (b) is low-income and (c) is Deficient in Basic Literacy Skills or is an English language learner; <u>or</u> 3. Required to attend school but has not attended for at least the most recent complete school year's calendar quarter; <u>or</u> 4. Homeless or Runaway; <u>or</u> 5. In foster care or aged out of foster care; <u>or</u> 6. Pregnant/Parenting; <u>or</u> 7. Subject to the juvenile or adult justice system; <u>or</u> 8. Has a disability; <u>or</u> 9. Requires additional assistance to complete an educational program, or to secure and hold employment (must also meet low income requirements). 	Authorized to work in U.S.	If male, registered as required	<p>Low income required only if using C. 2. or C. 9. from "Age & Other" column</p> <p>A. Family income at or below 100% of poverty line or 70% lower living standard <u>or</u> B. Meets one of the following criteria</p> <ol style="list-style-type: none"> 1. Customer receives or is a member of a family that receives (currently or in the past six months) one of the following <ol style="list-style-type: none"> a) TANF, or b) SNAP, or c) SSI, or d) Other public assistance; <u>or</u> 2. Foster Child; <u>or</u> 3. Homeless; <u>or</u> 4. Receives or is eligible to receive free or reduced-price lunch; <u>or</u> 5. Lives in a high poverty census tract. <p>Note: Individual with a disability must be considered family of one for income determination purposes if family income exceeds youth income criteria and 1-5 above do not apply.</p>

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APPENDIX D – WIOA Performance Measures/Negotiated Goals for PY 2016/2017

	Adult				Dislocated Worker				Youth		
	Adult Employment Rate 2nd Quarter after Exit	Adult Employment Rate 4th Quarter After Exit	Adult Median Earnings	Adult Credential Attainment	DW Employment Rate 2nd Quarter After Exit	DW Employment Rate 4th Quarter After Exit	DW Median Earnings	DW Credential Attainment	Youth Employment/Place ment in Education Rate 2nd Quarter After Exit	Youth Employment/Placem ent in Education Rate 4th Quarter After Exit	Youth Credential Attainment
DCEO	72.4%	71.0%	5,000	55.6%	78.0%	75.4%	6,978	60.5%	73.0%	61.1%	69.0%
LWIA 1	67.0%	63.0%	3,900	71.0%	69.0%	69.0%	7,500	74.0%	58.0%	66.0%	80.0%
LWIA 2	73.0%	75.0%	4,500	65.0%	77.0%	75.0%	7,500	65.0%	56.0%	65.0%	60.0%
LWIA 3	65.0%	62.0%	3,000	53.0%	67.0%	67.0%	5,000	42.0%	53.0%	50.0%	60.0%
LWIA 4	74.0%	73.0%	5,100	64.0%	78.0%	74.0%	5,500	58.0%	58.0%	55.0%	70.0%
LWIA 5	68.0%	69.0%	4,300	54.0%	75.0%	75.0%	6,500	60.0%	70.0%	70.0%	69.0%
LWIA 6	76.0%	71.0%	5,000	63.0%	74.0%	73.0%	9,000	61.0%	70.0%	67.0%	74.0%
LWIA 7	66.0%	66.0%	4,000	50.0%	71.0%	71.0%	6,300	45.0%	54.0%	56.0%	56.0%
LWIA 10	62.0%	71.0%	3,200	71.0%	72.0%	73.0%	7,000	76.0%	52.0%	57.0%	47.0%
LWIA 11	72.0%	71.0%	4,200	60.0%	76.0%	75.0%	5,600	61.0%	50.0%	40.0%	75.0%
LWAI 13	71.0%	60.0%	4,500	66.0%	65.0%	57.0%	4,800	55.0%	50.0%	44.0%	80.0%
LWIA 14	74.0%	72.0%	4,200	78.0%	68.0%	71.0%	3,500	75.0%	69.0%	70.0%	75.0%
LWIA 15	78.0%	78.0%	5,600	72.0%	76.0%	71.0%	6,000	66.0%	65.0%	65.0%	72.0%
LWIA 17	73.0%	75.0%	3,600	66.0%	78.0%	78.0%	5,600	63.0%	60.0%	67.0%	80.0%
LWIA 18	70.0%	71.0%	3,600	52.0%	74.0%	73.0%	5,000	58.0%	50.0%	53.0%	69.0%
LWIA 19	73.0%	71.0%	4,000	70.0%	76.0%	74.0%	6,800	52.0%	55.0%	60.0%	60.0%
LWIA 20	78.0%	80.0%	5,000	73.0%	73.0%	73.0%	5,700	70.0%	66.0%	62.0%	75.0%
LWIA 21	75.0%	74.0%	4,200	60.0%	70.0%	73.0%	5,500	58.0%	70.0%	63.0%	65.0%
LWIA 22	72.0%	63.0%	4,800	66.0%	74.0%	60.0%	5,000	60.5%	52.0%	50.0%	63.0%
LWIA 23	82.0%	69.0%	4,200	56.0%	83.0%	75.0%	4,800	60.5%	60.0%	57.0%	60.0%
LWIA 24	74.0%	70.0%	3,400	60.0%	76.0%	60.0%	4,000	50.0%	40.0%	46.0%	72.0%
LWIA 25	73.0%	69.0%	4,000	30.0%	78.0%	76.0%	5,400	40.0%	60.0%	52.0%	67.0%
LWIA 26	72.0%	71.0%	4,300	75.0%	74.0%	71.0%	5,400	68.0%	50.0%	60.0%	73.0%

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ATTACHMENT 1 - PROJECT IMPLEMENTATION PLAN

List the major project activities in the first column. In the second column, indicate the timelines for completion of the activities. Timelines may be specified by the week of the project (e.g., such as month 1, month 2, etc.) or by specific dates. In the third column, indicate the staff by name and title responsible for performing the activities, and indicate the organizational affiliation of each staff person listed. The fourth column must describe the deliverable associated with the project activity. [Expand the table as needed].

ACTIVITY	TIMELINE	RESPONSIBLE STAFF	DELIVERABLE

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