



THE WORKFORCE CONNECTION, Inc.
SUB AWARD COVER SHEET

Sub Award Number 2017-301
LINE ITEM REIMBURSEMENT SUBAWARD

The parties to the SUBAWARD are The Workforce Connection Inc. 303 North Main Street, Rockford, Illinois 61101, as the local workforce innovation board serving Boone, Winnebago and Stephenson Counties, and

ROCK VALLEY COLLEGE, EMPLOYMENT GRANTS DIVISION,
303 NORTH MAIN STREET, ROCKFORD, IL 61101
FEIN # 36257781

Program / Project Title: ONE STOP OPERATOR / WIOA ADULT & DISLOCATED WORKERS / TRADE ACT SERVICES

Maximum payment under this SUBAWARD: \$ 1,693,055

Performance Period: 07 - 01 - 2017 to 06 - 30 - 2018

This SUBAWARD consists of the following Parts:

- I. SUBAWARD Terms and Conditions
- II. Scope of Work
- III. Assurances and Certifications
- IV. Budget
- V. SUBRECIPIENT Program Description

The programming under this SUBAWARD serves: (check all that apply)

One-Stop Operator In-School Youth Out-of-School Youth
 Title IB Adults Title IB Dislocated Workers Trade Act

Modifications:

Modification # _____

Purpose: _____

Modification # _____

Purpose: _____

Modification # _____

Purpose: _____

PART I.
SUBAWARD TERMS AND CONDITIONS

SECTION I. ADHERENCE TO THE SUBAWARD

The parties to this SUBAWARD represent and warrant now and at all times during the term of this SUBAWARD that they will comply with the requirements of the Workforce Innovation and Opportunity Act, Trade Adjustment Assistance Act, with the State and Federal regulations and policies promulgated there-under; with all applicable Office of the Management of the Budget (hereinafter “OMB”) circulars; and with all applicable local, state, and federal laws and regulations. The SUBRECIPIENT shall perform all activities and services described in *Part. II, Scope of Work* and *Part V, Provider Program Description* from SUBRECIPIENT’s proposal, and adhere to *Part III, Assurances and Certifications*. The SUBRECIPIENT shall comply with all policies and procedures as may be from time to time required by TWC to carry out the terms of the SUBAWARD.

SECTION II. REPORTING

SUBRECIPIENT shall submit reports on the operation and performance of this SUBAWARD as required by TWC. Reports will be written utilizing a standard format identified by TWC.

SECTION III. RECORDS

1. SUBRECIPIENT shall keep and maintain in a secure fashion all RECORDS created or received by SUBRECIPIENT in relation to the Agreement and the SUBAWARD during the existence of the SUBAWARD and the Agreement. The term “RECORDS” shall include, without limitation, all documents, accounts, ledgers, lists, and communications in whatever form created, received or stored including written and electronic RECORDS. SUBRECIPIENT shall keep and maintain the RECORDS in a secure fashion for a period not less than seven (7) years following termination of the Agreement and the SUBAWARD and all other pending matters, if any, are closed.
2. Any books, documents, papers, and RECORDS of the SUBRECIPIENT which are directly pertinent to this SUBAWARD shall be available on request to duly authorized representatives of TWC; Rock River Training Corporation, fiscal agent for TWC; City of Rockford, grant recipient for funds; the State of Illinois, the U.S. Department of Labor, and the Comptroller General of the United States for the purpose of making audit, examinations, excerpts, and transcriptions. The RECORDS shall be made available, at SUBRECIPIENT’s cost, at the principal office of SUBRECIPIENT or at such other location specified by TWC.

SECTION IV. PARTICIPANT ENROLLMENT

Only persons certified as WIOA Title I or Trade Act eligible may be enrolled in the program.

SECTION V. PAYMENT OF FUNDS

1. Reimbursement: The SUBRECIPIENT will be reimbursed only for actual costs up to the maximum amount as listed on the cover page (Budget), incurred by SUBRECIPIENT in carrying out the terms of this SUBAWARD. Costs not covered by the Budget in this SUBAWARD will not be reimbursed. The existence of excess or non-covered costs shall not excuse performance by SUBRECIPIENT of the terms and obligations under this SUBAWARD.
2. Only services/products procured by SUBRECIPIENT in accordance with the procurement procedures identified in applicable OMB Circulars will be reimbursed; evidence that the services/products were procured in accordance with appropriate OMB circulars must be provided for reimbursement.

3. SUBRECIPIENT will not use any funds under this SUBAWARD for services not included in WIOA Title I or Trade Act; and will not provide services to individuals not eligible for WIOA Title I or Trade Act.
4. Actual expenditures for specific line items may exceed the line item budget by 10% or \$100 (whichever is greater), as long as the overall SUBAWARD Budget has not been exceeded. If the actual expenditure or the line item exceeds or is expected to exceed this allowable variance, a modification may be requested to transfer larger amounts of funding between line items.
5. Recapture of Funds: SUBRECIPIENT shall be liable to TWC for all funds advanced or paid under this SUBAWARD. SUBRECIPIENT shall forthwith pay on demand to TWC any sum of money which is either unspent or not spent strictly in accordance with the terms of this SUBAWARD. Nothing in this Agreement shall relieve SUBRECIPIENT from liability to TWC for any sum which would by law be due to TWC for any breach of the terms of this SUBAWARD.
6. If an audit reveals that there are disallowed costs attributable to SUBRECIPIENT's program funded under this SUBAWARD, SUBRECIPIENT shall be held individually liable, or in the case of multiple SUBRECIPIENTS, jointly and severally liable for re-payment of the disallowed costs from non-federal funds.

SECTION VI. FINANCIAL MANAGEMENT

1. SUBRECIPIENT is responsible for maintaining a sound fiscal management system. This system will clearly identify revenues and expenses pertaining to this SUBAWARD. SUBRECIPIENTs must maintain a **separate record of accounts** by program code, center, or fund for this SUBAWARD and will report costs for reimbursement from this record of accounts.

All monies expended for WIOA Title I SUBAWARDED programs will be charged to the Program cost category.

All costs must be documented and the supporting documentation must be correlated to the report of expenditure request for reimbursement.

2. SUBRECIPIENT shall maintain RECORDS that clearly reflect WIOA funds received and WIOA funds on hand. At any given time TWC or their fiscal agent must be able to verify, based on SUBRECIPIENT RECORDS that reimbursements were deposited to SUBRECIPIENT's account and must also be able to determine the amount of WIOA funds on hand.
3. SUBRECIPIENT shall maintain accounting RECORDS that are supported by source documentation. SUBRECIPIENT shall in these and other respects comply with applicable provisions of —2 CFR, Part 200 and 2 CFR, Part 2900. Nothing in this Section shall be construed so as to relieve SUBRECIPIENT of fiscal accountability and responsibility under any portion of this SUBAWARD.
4. TWC and their fiscal agent will review and monitor, at such times and places as it may determine, SUBRECIPIENT's fiscal management system as well as specific RECORDS pertaining to this SUBAWARD. SUBRECIPIENT shall produce at SUBRECIPIENT'S cost, upon request of TWC and/or the fiscal agent, all or requested RECORDS maintained under this agreement. SUBRECIPIENT agrees to adopt and implement recommendations which are deemed by TWC to be necessary and appropriate

SECTION VII. INDIRECT COSTS

SUBRECIPIENT will comply with Illinois Government Accountability and Transparency Act (GATA) and OMB Uniform Guidance for tracking and reporting indirect costs.

Indirect Cost Rate:

The indirect cost rate applicable to the SUBAWARD is 10%. of Wages & Fringe

Type of indirect cost rate:

 SUBRECIPIENT will not request reimbursement of indirect costs.

 X SUBRECIPIENT will use an approved federally recognized indirect cost rate negotiated between the SUBRECIPIENT and the Federal Government. The indirect cost rate applicable to this SUBAWARD is 10 % of Wages & Fringe

 SUBRECIPIENT will use the indirect cost rate that is negotiated with the State of Illinois. The indirect cost rate applicable to this SUBAWARD is %

 SUBRECIPIENT will use the de minimus rate of 10% of the modified total direct costs.

SECTION VIII. AUDIT

1. A copy of SUBRECIPIENT's most recently audited financial statement must be on file with TWC prior to the execution of this SUBAWARD. The organization's audit shall be in compliance with OMB Uniform Guidance 2 CFR, Part 200 and 2 CFR, Part 2900, and shall certify compliance.
2. TWC, fiscal agent of TWC, or an individual or entity designated by TWC, may audit SUBRECIPIENT's programs that affect this SUBAWARD. SUBRECIPIENT agrees to allow TWC, fiscal agent of TWC, or an individual or entity designated by TWC, access to all RECORDS for the purpose of audit and fiscal monitoring.
3. SUBRECIPIENT will be responsible for costs disallowed as a result of an audit in accordance with Debt Collection and Audit Resolution Procedures as are now or may hereafter be established by TWC.
4. SUBRECIPIENT will be responsible for informing their auditors that this SUBAWARD is reimbursed with Federal Funds, Catalog of Federal Domestic Assistance (Adult funding--17.258, Youth funding--17.259, Dislocated Worker funding--17.278, TAA funding--17.245).

SECTION IX. BONDING REQUIREMENTS

Every officer, director, agent, or employee authorized to act on behalf of SUBRECIPIENT in receiving or depositing funds into program accounts, or in issuing financial documents, checks, or other instruments of payment for program costs shall be bonded to provide protection against loss. The amount of bonding coverage shall be for the highest advanced amounts through check planned for the present grant year. SUBRECIPIENT shall provide upon receipt a copy of all bonds referenced herein.

SECTION X. INSURANCE

SUBRECIPIENT shall maintain liability insurance or a self-insurance fund to fully cover injuries to trainees/students incurred while participating in the training program(s) covered by this SUBAWARD and all programs provided to Participants hereunder. Such insurance shall be in the amount of not less than \$1,000,000 per occurrence. Insurance shall be issued by an Illinois qualified insurance company, with a minimum AM best rating of "A". The policy will name TWC and its fiscal agent, Rock River Training Corporation, as additionally insured. The policy will be con-cancellable without at least 30 day notice to TWC and the policy term will be a minimum of 1 year.

SUBRECIPIENT shall promptly deliver to TWC upon request certificates of insurance for the coverage required herein. Training conditions shall comply with applicable safety standards, practices and procedures as may from time to time be required by Federal, State and local governmental agencies.

If SUBRECIPIENT, in conducting activities under a grant or SUBAWARD with TWC, uses motor vehicles, SUBRECIPIENT shall ensure that it has proper and adequate automobile insurance. SUBRECIPIENT herewith agrees to indemnify and hold harmless TWC against any and all claims, demands, actions, expenses and costs (including attorney's fees and costs) arising from the ownership, maintenance, or use of a motor vehicle. SUBRECIPIENT shall provide automobile insurance issued by an Insurer licensed in the State of Illinois, with coverage of \$1,000,000 for bodily injury and property damage, including coverage for under-insured and uninsured motorists. At no time will program participants be transported by staff in private vehicles.

SECTION XI. WORKER'S COMPENSATION INSURANCE, SOCIAL SECURITY, RETIREMENT AND HEALTH INSURANCE BENEFITS, AND TAXES

SUBRECIPIENT shall provide Worker's Compensation insurance where the same is required and shall accept full responsibility for the payment of unemployment insurance, premiums for Workers' Compensation, Social Security and retirement and health insurance benefits, as well as all income tax deductions and other taxes or payroll deductions required by law for its employees who are performing services specified by this Agreement.

SECTION XII. INDEPENDENT CONTRACTOR / NO EMPLOYMENT

SUBRECIPIENT is and expressly agrees to be an "independent Contractor" and nothing in this Agreement is intended nor shall be interpreted or construed to create an employer / employee relationship.

SUBRECIPIENT is solely and completely responsible for compliance with all tax and employment costs including, without limitation, withholding obligations, Federal and State Income Tax, Social Security, Unemployment Compensation and Workers Compensation.

SUBRECIPIENT herewith expressly stipulates and agrees that it will adhere to and abide by all Federal, State and local laws, ordinances, regulations and rules applicable to its performance under the Agreement and expressly agrees that it shall bear all risk of loss, remain liable for any such taxes, contributions, or deductions and shall indemnify TWC, its members, agents, officers, employees, successors and assigns for any liability including interest, penalties and attorney's fees, if any, assessed against TWC as a result of any violation of this provision.

SUBRECIPIENT shall have not power to bind TWC by contract or otherwise except as may be provided in this Agreement. SUBRECIPIENT hereby covenants and agrees that it shall not represent to any third part that SUBRECIPIENT is an employee of TWC.

SECTION XIII. PURCHASE AND DISPOSITION OF PROPERTY

Any property obtained by SUBRECIPIENT with WIOA funds shall be purchased, maintained, and disposed of in accordance with 2 CFR, Part 200 and 2 CFR, Part 2900. Prior approval from TWC must be obtained before Non-expendable property is purchased; three oral quotes must be received for any property with a price not less than \$300.00 and not more than \$1000. Purchases for equipment over \$1000 require three written quotes. SUBRECIPIENT shall maintain all property RECORDS in such form and manner as required by TWC, but the title to the property shall be in the name of TWC unless U.S. Department of Labor or State of Illinois regulations direct that the title be maintained in the name of the Federal Government or the State of Illinois.

SECTION XIV. MAINTENANCE OF PROPERTY

1. SUBRECIPIENT must maintain an inventory of all Non-expendable property purchased with funds received through an agreement or SUBAWARD with TWC. SUBRECIPIENT cannot dispose of any equipment owned by TWC.

2. SUBRECIPIENT shall maintain RECORDS sufficient to determine the amount of unused Expendable property (all property having a useful life of one year or less and an acquisition cost of \$300 or less per unit) on hand at the expiration date or upon termination of this SUBAWARD.
3. SUBRECIPIENT shall maintain a control system which ensures adequate safeguards to prevent property damage, loss or theft, and shall investigate and document any damage to or loss or theft of property. SUBRECIPIENT shall promptly notify TWC's Executive Director in writing concerning the damage, loss, or theft of any Expendable and Non-Expendable property. SUBRECIPIENT shall implement adequate maintenance procedures to keep the property in good condition.

SECTION XV. MONITORING, REVIEW AND EVALUATION OF PROGRAM PERFORMANCE

TWC shall be furnished access to SUBRECIPIENT's program staff, RECORDS, and Participants for the purpose of monitoring, review, and evaluation of program performance. The SUBRECIPIENT agrees that "access" in the terms of this section includes, but is not limited to, unscheduled and unannounced visits by TWC staff, designees of TWC, or agents of the State or Federal Government to the facilities or operations of SUBRECIPIENT.

SECTION XVI. ORGANIZATION AND STAFFING

SUBRECIPIENT shall maintain current job descriptions for all positions which are funded in whole or in part by this SUBAWARD. These job descriptions shall match each staff member's actual duties. The experience and educational qualifications listed on each job description must match those of the staff member(s) to whom that job description applies. The job descriptions must be kept current.

SECTION XVII. CRIMINAL BACKGROUND INVESTIGATION

SUBRECIPIENT shall conduct a criminal background investigation on all staff members who fill positions which are funded in whole or in part by this SUBAWARD. SUBRECIPIENT shall comply in all respects with the provisions of state and federal law in conducting such investigations and the results therein obtained, including without limitation, the provisions of the Illinois Uniform Conviction Information Act (20 ILCS 2635/1). A record of conviction discovered through a criminal background investigation shall be reported to TWC not more than 30 days after date of receipt. TWC may request that a staff member who has a record of conviction be removed from any position funded in whole or in part by this SUBAWARD. SUBRECIPIENT shall certify to TWC within 30 days subsequent to the execution date that it has complied with this Section XIV. Failure to conduct the background investigation or to certify or to falsely certify hereunder shall be a basis for SUBAWARD termination by TWC.

SECTION XVIII. PRIORITY OF SERVICE FOR VETERANS AND SPOUSES OF CERTAIN VETERANS

The services provided under this Agreement are subject to the provisions of the *Jobs for Veterans Act* (Public Law 107-288, enacted November 7, 2002) (the Veterans Act) which provides to veterans and spouses of certain veterans (as defined in the Veterans Act) priority in the receipt of employment, training, and placement services in any job-training program directly funded, in whole or part, by the Department of Labor. A veteran must meet the WIOA or TAA eligibility requirements to receive services and priority in receipt of services. ETA Training and Employment Guidance Letter (TEGL) No 10-09 (November 10, 2009) provides general guidance on the scope of the veterans priority statute and its effect on current employment and training programs. Provider agrees to comply with the Veterans Act and cooperate in such compliance monitoring as may be from time to time required by TWC.

SECTION XIX. THE WORKFORCE CONNECTION'S PRE-APPROVAL OF ON-THE-JOB TRAINING POSITIONS DEVELOPED BY SUBRECIPIENT

1. In situations in which SUBRECIPIENT identifies an *On-the-Job Training* (OJT) position for a Participant, SUBRECIPIENT must follow and adhere to TWC policy for approval of the *On-the-Job Training* position and the development of the *On-the-Job Training* agreement with the employer. The Agreement **MUST** receive all approvals as required by policy and be signed **BEFORE** the Participant may start the job.
2. SUBRECIPIENT or a business owned by the SUBRECIPIENT or a member of SUBRECIPIENT's staff may not hire a trainee in an OJT position.

SECTION XX. PARTICIPANT POLICIES

SUBRECIPIENT shall implement Participant policies as established by TWC. SUBRECIPIENT will develop procedures and processes to implement such policies consistently; and maintain written procedures and processes.

SECTION XXI. GRIEVANCE/COMPLAINT PROCEDURES, DISPUTES, & COURT ACTION

A. Disputes between SUBRECIPIENT and Participant.

1. Federal law requires that all recipients of WIOA funds establish procedures for filing complaints and grievances from participants and other interested parties that are affected by the statewide workforce investment system. SUBRECIPIENT to resolve any issue arising between SUBRECIPIENT and a Participant shall comply with and adhere to the grievance/complaint procedure established and amended from time to time by TWC.
2. All WIOA program participants will be provided The Workforce Connection Grievance/Complaint Procedure information brochure during program intake.
3. SUBRECIPIENT shall provide each participant with the established procedure for filing complaints with TWC and the State of Illinois alleging discrimination and shall keep a record in the participant file acknowledging receipt of that procedure.

B. Disputes between SUBRECIPIENT and TWC.

1. Any dispute between TWC and SUBRECIPIENT concerning the terms or provisions of this SUBAWARD which constitutes a question of fact and which is not disposed of by agreement shall be decided by the Executive Director of TWC, who shall send a copy of the written decision to SUBRECIPIENT. The decision shall be final and conclusive unless within thirty (30) days from the post mark on the letter of transmittal. SUBRECIPIENT files a written appeal with TWC Board of Directors. The written appeal shall be delivered to the Executive Director who shall promptly notify the Board of Directors. The decision of the Board of Directors concerning the appeal shall be final and conclusive unless determined by a court of competent jurisdiction to have been fraudulent, capricious, arbitrary, or grossly erroneous as necessarily to imply bad faith or not supported by substantial evidence. In accordance with any appeal proceeding under this clause, SUBRECIPIENT shall be afforded the opportunity to be heard and to offer evidence in support of its appeal. Pending final determination of the dispute, SUBRECIPIENT shall proceed diligently with the performance of the SUBAWARD. SUBRECIPIENT may be represented by counsel at its sole cost and expense.
2. SUBRECIPIENT shall immediately notify TWC in writing of any actions or suits filed and of any claims made against TWC, SUBRECIPIENT, or any of the parties involved in the implementation and administration of the programs funded under this SUBAWARD.

SECTION XXII. PUBLIC CREDIT TO FUNDING SOURCES

SUBRECIPIENT expressly understands that any dissemination of information to the public concerning the subject of this SUBAWARD shall be done with full credit to the funding sources. The following must be reproduced on disseminated information concerning the subject of this SUBAWARD:

This program [or project] is funded by The Workforce Connection, Inc., IL Department of Commerce & Economic Opportunity, and the U.S. Department of Labor for the purpose of creating a competitive, skilled and educated workforce to advance the economic vitality of communities in the tri-county area.

Equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Contact the Equal Opportunity Officer at (815)395-6688 or TTY (815) 966-2436.

This program is subject to the provisions of the “Jobs for Veteran’s Act” Public Law 107-288, which provides priority of services to veterans and spouses of certain veterans.

SECTION XXIII. BRANDING

SUBRECIPIENT understands and acknowledges that all services offered through The Workforce Connection partnership (and funded by WIOA) shall be promoted under “The Workforce Connection” brand as an Illinois workNet center and the “federal identifier”, a proud partner in the American Job Center network. Promotional and outreach materials (including printed brochures, media releases, flyers, brochures, advertising, social media sites) must only include The Workforce Connection, Illinois workNet center branding and a proud partner of the American Job Center network identification.

All promotional and outreach materials will be approved in advance by TWC Public Information Manager. TWC Public Information Manager will ensure all stationary, brochures, signage, business cards, and advertising meets the branding requirements of the Workforce Innovation and Opportunity Act and the Illinois Department of Commerce and Economic Opportunity under Illinois workNet guidelines.

SUBRECIPIENTS will not develop or maintain a website, webpage or social media page for the promotion or information provision related to programs and activities funded through this SUBAWARD. The website (www.theworkforceconnection.org) and social media pages will be developed and maintained by TWC.

SECTION XXIV. DEOBLIGATION OF FUNDS FOR LOW ENROLLMENT LEVELS

1. TWC will review the enrollment levels monthly for the Program(s) under this SUBAWARD. If it is projected that SUBAWARD enrollment goals will not be reached, TWC, in its discretion may modify or cancel the existing SUBAWARD in accordance with Section XXV and Section XXVI. If a SUBAWARD’S enrollment goal is reduced, an adjustment in the program’s funding level may be made.
2. Any requests to increase the funding level of a Program under this SUBAWARD must be approved by TWC Board of Directors.

SECTION XXV. HOLD HARMLESS AGREEMENT

SUBRECIPIENT agrees to indemnify, protect, defend and save harmless the State of Illinois; The Workforce Connection, Inc.; the Counties of Boone, Winnebago, and Stephenson; the City of Rockford; and the fiscal agent, Rock River Training Corporation, from and against any and all claims, demands, actions and causes of action of every kind and character, including the cost of defense thereof, arising or which may at any time

arise in favor of any Participant, employee, agent, invitee, or representative of SUBRECIPIENT, or any third party on account of bodily or personal injury, death, or property damage arising from the act or omission of any Participant, or employee, agent, or representative of the SUBRECIPIENT occurring in connection with this SUBAWARD

SECTION XXVI. SALARY AND BONUS LIMITATIONS:

In compliance with Public Law 109-234, none of the funds appropriated in Public Law 109-149 or prior Acts under the heading "Employment and Training" that are available for expenditure on or after June 15, 2006, shall be used by a recipient or SUBRECIPIENT of such funds to pay the salary and bonuses of an individual, either as direct costs or indirect costs, at a rate in excess of Executive Level II, except as provided for under section 101 of Public Law 109-149. This limitation shall not apply to vendors providing goods and services as defined in OMB Circular A-133. Where States are recipients of such funds, States may establish a lower limit for salaries and bonuses of those receiving salaries and bonuses from SUBRECIPIENTS of such funds, taking into account factors including the relative cost-of-living in the State, the compensation levels for comparable State or local government employees, and the size of the organizations that administer Federal programs involved, including Employment and Training Administration programs. See Department of Labor Training and Employment Guidance Letter 5-06 for further clarification.

SECTION XXVII. MODIFICATIONS TO THE SUBAWARD

1. Any Federal or State laws or regulations which affect this SUBAWARD, and any and all such Federal, state and local laws and ordinances and regulations which may, from time to time, and at multiple times, be newly adopted, altered or amended shall be incorporated into this SUBAWARD on the effective date of the laws or regulations and any amendments thereof. This SUBAWARD may be modified based upon changes in State and/or Federal guidelines that may be forthcoming as a result of legislative changes as long as such changes do not significantly affect the Scope of Work.
2. Any existing Federal, State, or Local laws which are relevant or applicable to this SUBAWARD but which TWC or the SUBRECIPIENT identifies after the SUBAWARD is signed shall be immediately incorporated into the SUBAWARD.
3. TWC reserves the right to stop program operations immediately if it believes that any law relating to this SUBAWARD has been violated.
4. If SUBRECIPIENT cannot conform to the changes required by Federal or State of Illinois laws, or Federal or State of Illinois regulations, the SUBRECIPIENT shall immediately notify TWC in writing. TWC shall then establish the standards for the termination of the SUBRECIPIENT's program and will terminate this SUBAWARD as soon as practicable. The best interests of the Participants shall be the primary consideration in establishing the standards for the termination.
5. TWC retains the right to unilaterally modify this SUBAWARD for good cause. "Good cause" includes but is not limited to:
 - a. SUBRECIPIENT's failure to meet terms of this SUBAWARD in whole or in part.
 - b. SUBRECIPIENT's repeatedly failing to submit, by dates required, RECORDS and documentation giving accurate Participant and fiscal information to TWC.
 - c. SUBRECIPIENT's actions which demonstrate the appearance of impropriety or which would place TWC in a negative audit position.

TWC will notify SUBRECIPIENT in writing of the determination to modify the terms of this SUBAWARD, the reasons for such modification, and the effective date of the modifications.

6. All modifications to this SUBAWARD must be in writing and signed by both parties, (except in circumstances stated in Section XXV, item 5.
7. All modification requests by SUBRECIPIENT must be in writing with a full explanation of why the modification is necessary. Modification requests are to be directed to TWCs Planning and Quality Assurance Manager for staff input prior to a final decision by the Executive Director.
8. Modifications to SUBAWARDS must be requested by SUBRECIPIENT not later than May 15th of the program year. Requests after this date will need approval of TWC Finance Committee.

SECTION XXVIII. TERMINATION OR CANCELLATION OF THE SUBAWARD

1. The SUBAWARD shall be immediately canceled if at any time the U.S. Department of Labor and/or the State of Illinois cancels, fails to fund, or otherwise terminates, rescinds, or negates the grant through which this SUBAWARD or its Program is funded.
2. Either party to the SUBAWARD shall have the right to terminate and end unilaterally all obligations hereunder by notifying the other party in writing of such termination at least thirty (30) days prior to the effective date of termination. If SUBRECIPIENT fails to fulfill its obligations under this SUBAWARD or misrepresents any information relied upon by TWC, TWC may notify SUBRECIPIENT in writing that TWC will terminate the SUBAWARD effective thirty (30) days following the date of notification. SUBRECIPIENT shall, however, remain obligated to maintain all RECORDS as required by this agreement regardless of cancellation of this SUBAWARD.
3. Upon termination or receipt of notice to terminate, whichever occurs first, SUBRECIPIENT shall cancel, withdraw or otherwise terminate any out-standing orders or SUBAWARD(s) which relate to the performance of this SUBAWARD and shall cease to incur costs. TWC shall not be liable to SUBRECIPIENT or SUBRECIPIENT's creditors for reimbursement or payment of any expenses incurred after the termination date. Upon termination of this SUBAWARD for any reason, SUBRECIPIENT shall return to TWC within thirty (30) days after the receipt of written request for return, all property purchased with funds received under this SUBAWARD and all property furnished to TWC by the State of Illinois or the United States Department of Labor. SUBRECIPIENT shall return such property and property RECORDS in the manner prescribed by TWC. Between the date of termination of the SUBAWARD and the date of return of the property, SUBRECIPIENT shall protect such property from damage, loss, or destruction. SUBRECIPIENT shall preserve all RECORDS relating to this SUBAWARD as provided in Section III.

SECTION XXIX. DEFINITIONS

The following terms of this SUBAWARD shall be defined as follows:

1. Workforce Innovation and Opportunity Act (WIOA) – shall mean the Workforce Innovation and Opportunity Act Public Law. 113-128, as may be amended.
2. WIOA Title 1 – shall mean Title 1 of the Workforce Innovation and Opportunity Act.
3. Participant – shall mean an individual who has been determined to be eligible to participate in and who is receiving services under a Program authorized by WIOA Title 1.
4. Program – shall mean the approved program of services as identified in Part II. Scope of Work and Part V. to the SUBAWARD.

5. SUBRECIPIENT – shall mean a non-federal entity that receives a SUBAWARD from a pass-through entity to carry out part of a Federal program.
6. SUBAWARD – shall mean the agreement entered into between the first party and the second party.
7. WIOA funds – shall mean monies paid to SUBRECIPIENT by or on behalf of TWC pursuant to the Program Budget.
8. Program Budget – shall mean the total funds allocated by TWC for the Program and as stated on the cover sheet to this SUBAWARD except as may be modified.
9. Expendable Property – shall mean that tangible property having a useful life of one (1) year or less and acquisition cost of \$300.00 or less.
10. Non-Expendable Property shall mean that tangible property having a useful life or more than one (1) year and an acquisition cost of more than \$300.00 per unit.
11. On-the-Job Training Position shall mean training by an employer that is provided to a paid participant while engaged in productive work in a job that–
 - a. provides knowledge or skills essential to the full and adequate performance of the job;
 - b. provides reimbursement to the employer of up to 75 percent of the wage rate of the participant, for the extraordinary costs of providing the training and additional supervision related to the training; and
 - c. is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the service strategy of the participant, as appropriate.
12. Workforce Innovation Board shall mean the local workforce development board as certified by the Governor of the State of Illinois for Workforce Area #3, Winnebago, Boone, and Stephenson Counties, Illinois.
13. The Workforce Connection, Inc. shall mean the Workforce Innovation Board certified by the Governor of the State of Illinois for Workforce Area #3, Winnebago, Boone and Stephenson Counties, Illinois.
14. Debt Collection and Audit Resolution Procedures – shall mean those policies, procedures and practices as may from time to time be adopted or approved by TWC for the purpose of making a determination on auditors’ administrative and questioned cost findings, including corrective action requirements imposed on the audited organization. Audit resolution does not necessarily connote agreement on the part of the audited organization.

PART II

Scope of Work

Focus of One-Stop Programming:

The focus of the One Stop Programming is a seamless system that provides activities to align, organize and optimize workforce service delivery and outcomes, creating a common customer path with a standardized process for a wide range of services.

Services / Activities:

The Workforce Connection, Inc. authorizes a Sub Award to the Consortium of Rock Valley College Employment Grants Division, Goodwill Industries of Northern Illinois and Illinois Department of Employment Security for the following *One-Stop Operator Services and WIOA Title I Career Services for Adults and Dislocated Workers* in Boone, Stephenson and Winnebago counties.

One-Stop Operator Services / Activities: Coordination of Resource Area and Basic Career services in The Workforce Connection Centers – Rockford, Belvidere, and Freeport.

- Coordination of Reception and initial registration services for all customers.
- Implement and fulfill cooperative agreements and memoranda of understanding (MOU) with partners.
- Coordinate one-stop partner services, with guidance from TWC.
- Provide for effective allocation of staff among all The Workforce Connection Centers.
- Coordinate access to virtual resources at appropriate partner locations, libraries, and other points within the 3-County area.
- Develop processes to ensure that all customers receive appropriate, timely, and effective Career Services including communicating with persons with disabilities as effectively as with others.
- Develop and implement a formal referral process for services within and outside of the Center(s); define minimum standards for referral, referral follow-up requirements, and documentation of referral outcomes.
- Provide reports as required to TWC.
- Actively participate with the Core and Required Partners to integrate services in the One-Stop System and Centers of Boone, Stephenson, and Winnebago Counties.
- Perform continuous improvement activities to achieve high level service quality and exceptional customer service including implementation of a customer feedback system.
- Develop and implement a coordinated staff development / training plan (customer service, cross training on partner and other services, community resources, etc.) for The Workforce Connection Center(s) staff and Partner program staff. Active participation will be required in a regional Case Manager Certification training system being launched in 2017 in collaboration with the Northern Illinois Center for Nonprofit Excellence (NICNE) at Rockford University.
- Ensure implementation of branding standards for the Federal- a proud partner of the American Job Center network, State - Illinois workNet center and Local Workforce area - The Workforce Connection.
- Ensure compliance with all Federal, State and Local policies and procedures relative to the One-Stop System and One-Stop Centers.

WIOA Title I Career and Training Services for Adults and Dislocated Workers Services/Activities: Provide WIOA Title I Basic and Individualized Career Services and facilitate Training Services for Adults and Dislocated Workers

Basic career services available to individuals through the one-stop delivery system include:

- determinations of whether the individuals are eligible to receive assistance under this subtitle;

- outreach, intake (which may include worker profiling), and orientation to the information and other services available through the one-stop delivery system;
- initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs;
- labor exchange services, including –
 - job search and placement assistance and, in appropriate cases, career counseling, including –
 - provision of information on in-demand industry sectors and occupations; and
 - provision of information on nontraditional employment; and
 - job placement and job development services for job seekers;
- provision of referrals to and coordination of activities with other programs and services, including programs and services with the one-stop delivery system, and, in appropriate cases, other workforce development programs;
- provision of workforce and labor market employment statistics information;
- provision of performance information and program cost information on eligible training providers and program services;
- referrals to services and assistance; and
- assistance in establishing eligibility for program of financial aid assistance for training and education programs that are not funded under WIOA.

Individualized Career Services and connection to Training Services, for eligible adults and dislocated workers include:

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include
 - Diagnostic testing and use of other assessment tools; and
 - In-depth interviewing and evaluation to identify employment barriers and appropriate goals
- Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals, including providing information on eligible providers of training services, and career pathways to attain career objectives;
- Group counseling;
- Individual counseling;
- Career planning;
- Short-term prevocational services/skills upgrading and retraining, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training;
- Internships and work experiences that are linked to careers;
- On-the-Job Training (OJT);
- Workforce preparation activities;
- Financial literacy services;
- Out-of-area job search assistance and relocation assistance; or
- English language acquisition and integrated education and training programs;
- Referrals to:
 - Adult Basic Education and High School Equivalency (HSE) preparation activities, as applicable
 - Bridge Programs
 - Occupational Training (Eligible Training Providers and Programs);
- On-going Case Management and Coaching;

- Unsubsidized Job Development and Placement Assistance—coordinated with The Workforce Connection’s Business Account Managers and Business Service Team;
- Management of records, including case notes;
- Management of data related to WIOA Performance Goals; and
- Follow-up services, including counseling regarding the workplace, for participants in workforce investment/development activities, placed in unsubsidized employment, for not less than 12 months after the first day of employment, as appropriate.

NOTE: Trade Act services are integrated with Dislocated Worker services. The delivery of Rapid Response services is coordinated with the IL Department of Commerce and Economic Opportunity.

WIOA Performance Measure	Definition
Entered Employment	The percentage of participants who are in unsubsidized employment during the second quarter after exit
Employment Retention	The percentage of participants who are in unsubsidized employment in the fourth quarter after exit
Median Earnings	The median earnings of participants who are in the second quarter after exit
Credentials	The percentage of participants who obtain recognized post-secondary credential or secondary school diploma/GED within one year after exit from the program
Skills Gains	The percentage of participants enrolled in training or education program who show documented skills gains during a program year
Business Services	Effectiveness of serving employers (TBD by IL DCEO)

PY2016/2017 Performance Measures

**PY 2016/2017 Negotiated Goals
LWIA 3: The Workforce Connection**

Performance Measure	PY2016/2017 Performance Goal
Adult	
Adult Employment Rate 2 nd Quarter after Exit	65.0%
Adult Employment Rate 4 th Quarter after Exit	62.0%
Adult Median Earnings	\$3,000
Credential Attainment	53.0%
Dislocated Worker	
DW Employment Rate 2 nd Quarter after Exit	67.0%
DW Employment Rate 4 th Quarter after Exit	67.0%
DW Median Earnings	\$5,000
Credential Attainment	42%

PART III.
ASSURANCES AND CERTIFICATIONS

SUBRECIPIENT hereby assures and certifies that:

1. It possesses the legal authority and has taken such action as may be required to enter into and be bound by this SUBAWARD and to execute the Program and represents that prior to signing this SUBAWARD it has thoroughly reviewed the same and understands and agrees to the terms set forth herein.
2. It will comply fully with the nondiscrimination and equal opportunity provision of the following laws:

Section 188 of WIOA, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIOA Title I-financially assisted program or activity as such law now exists or may be hereafter amended;

Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color, and national origin as such law now exists or may be hereafter amended;

Section 102 of the Americans with Disabilities Act of 1990 and Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities as such law now exists or may be hereafter amended;

The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age as such law now exists or may be hereafter amended;

Title IX of the Education Amendments of 1972 as amended, which prohibits discrimination on the basis of sex in educational programs as such law now exists or may be hereafter amended;

The Illinois Human Rights Act, as amended and its Rules and Regulations;

Nontraditional Employment for Women Act of 1991;

U.S. Department of Labor Regulations 29CFR Part 1604, Guidelines on Discrimination because of Sex, Sexual Harassment;

U.S. Department of Labor Regulations 20 CFR 652

U.S. Department of Labor Regulations at CFR Part 31 and Part 32

Fair Labor Standards Act of 1938, as amended;

Illinois Victim's Economic Security and Safety Act of 2003;

Equal Pay Act of 1963;

Minimum Wage Act of 1938, as amended;

The Civil Rights Restoration Act of 1987;

Executive Order 12250;

Executive Order 11246, as amended;

U.S. Department of Justice Regulations at 28 CFR Part 42, Subparts F & H; and

Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended.

It also assures that it will comply with U.S. Department of Labor Regulations at 29 CFR Parts 31, 32, and 37 and other applicable requirements imposed by or pursuant to regulations implementing the laws listed above, and shall cooperate with such compliance monitoring as TWC or its designee or fiscal agent may from time to time require. It understands that the United States has the right to seek judicial enforcement of this assurance.

3. No funds received under this SUBAWARD will be used to fund any activities prohibited under WIOA, federal, state or local laws or implementing regulations.
4. No funds received under this SUBAWARD will be used to fund the same services for which Pell/Supplemental Educational Opportunity Grants (SEOG) are received.
5. No funds received under this SUBAWARD will be used to support any religious or anti-religious activity. Participants in the program will not be employed on the construction, operation, or maintenance of that part of any facility which is used for religious instruction or worship.
6. Appropriate standards for health and safety in work and training situations will be maintained.
7. The Program will not result in the displacement of employed workers, or impair existing SUBAWARDS for service.
8. No funds will be used to train Participants to fill a job opening created by the action of an employer in laying off or terminating the employment of any other employee of the SUBRECIPIENT in anticipation of filling the vacancy so created by the hiring of a program Participant.
9. No Participant is a member of the immediate family of SUBRECIPIENT or an employee of SUBRECIPIENT who is engaged in an administrative capacity. The term "immediate family" means wife, husband, son, daughter, mother, father, brother, sister, brother or sister-in-law, father or mother-in-law, son or daughter-in-law, aunt, uncle, niece, nephew, stepparent, and stepchild. The term "person in an administrative capacity" includes those persons who have overall administrative responsibility for a program, including employees who have selection, hiring, placement, or supervisory responsibilities for the Participant.
10. Any requests for participant information other than requests from potential employers regarding a Participant's training background and progress shall be referred to TWC.
11. Participants will not be involved in any manner in labor disputes presently existing or that may subsequently arise following the time of execution of this SUBAWARD. Funds provided through this SUBAWARD shall not be used in any pro or anti-labor union activities.
12. All records and reports required to be completed by SUBRECIPIENT pursuant to this SUBAWARD shall be accurate, true and correct to the best knowledge of SUBRECIPIENT. Any misrepresentation of a material fact concerning the eligibility, accomplishment, or placement of a Participant, may result in funds being withheld by TWC, or legal action, to recover funds paid to SUBRECIPIENT as a result of such misrepresentation.

13. It will establish safeguards to prevent SUBRECIPIENT's staff members, employees, officers, directors, partners, owners, board members, agents, representatives, and volunteers from using their positions for a purpose that is, or gives the appearance of, being motivated by desire to divert Program funds for private gain for themselves or others, particularly those with which they have family, business, or other ties as a result of the work to be performed as outlined in the attachments to this SUBAWARD.
14. It will be bound by determinations arising from TWC's Debt Collection and Audit Resolution procedures.
15. It will comply with the Debarment and Suspension provisions of Executive Orders 12549 and 12689. A contract award must not be made to parties listed on the government-wide exclusions in the System for Award Management (SAM).
16. It will comply with the Copeland "Anti-Kickback" Act (18 U.S.C. 874) as supplemented in Department of Labor regulation (29 CFR 3).
17. It will comply with the Davis-Bacon Act, as amended (40 U.S.C. 3141-3148) as supplemented by Department of Labor regulations (29 CFR Part 5).
18. It will comply with the SUBAWARD Work Hours and Safety Standards Act (40 U.S.C. 3701-3708) as supplemented by Department of Labor regulations (29 CFR Part 5).
19. It will comply with the Byrd Anti-Lobbying Amendment (31 U.S.C. 1352).
20. It will comply with "Rights to Inventions Made Under Contract or Agreement" requirements of 37 CFR Part 401, pertaining to any assignment or performance of experimental, developmental, or research work under that "funding agreement", which arises or is developed in the course of or under this SUBAWARD, including copyrights and data rights.
21. It will comply with the provisions of 2 CFR §200.322 procurement of designated items with required percentage of recovered materials.
22. It will comply with all applicable standards, orders, or requirements of the Clear Air Act (42 U.S.C. 7401-7671q.) and the Federal Water Pollution Control Act (33 U.S.C. 1251-1387), Violations must be reported to the awarding agency and the Regional Office of the Environmental Protection Agency (EPA).
23. It will comply with any mandatory standards and policies relating to energy efficiency which are contained in the state energy conservation plan issued in compliance with the Energy Policy and Conservation Act (Public Law. 94-163), as amended.
24. It will comply with all applicable business licensing, taxation and insurance requirements.
25. It will address administrative, contractual, or legal remedies in instances where contractors violate or breach contract terms, and provide for such sanctions and penalties as appropriate, when SUBAWARD is more than the simplified threshold amount determined by the Civilian Agency Acquisition Council (41 U.S.C. 1908)
26. It will address termination for cause and for convenience by the non-Federal entity including the manner by which it will be effected and the basis for settlement.
27. It will seek to enroll a mix of Participants in its programs and will comply with any diversified enrollment goals established for the program by TWC.

28. It is able to provide programmatic and architectural accessibility for individuals with disabilities.
29. It will include the following tagline on any recruitment brochures, other materials and public broadcasts:

Equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. This program is subject to the provisions of the “Jobs for Veteran’s Act”, Public Law 107-288, which provides priority of service to veterans and spouses of certain veterans. Contact the WIOA EO Officer at (815) 395-6688 or TTY (815) 966-2436.

30. It will comply with Illinois Government Accountability and Transparency Act (GATA).
31. SUBRECIPIENT, if a Corporation or a Limited Liability Partnership, certifies it is in good standing for operations in the State of Illinois and will provide a copy of their “certificate of good standing” from the Illinois Secretary of State’s office to be maintained in the SUBAWARD file.
32. SUBRECIPIENT certifies that they are in compliance with all applicable business licensing requirements.

Organization: Rock Valley College
 Workforce Innovation and Opportunity Act - One-Stop Operator & Career Services

Budget Period (Dates):

July 1, 2017 - June 30, 2018

BUDGET - WAGES	One-Stop Operator Budget	Adult Program Budget	Dislocated Worker/TRADE Budget	Total Budget
<i>Include Employee's Title and wage/hr x hrs/day x # of days</i>				
1) Director - \$32.24 hr x 7.20 hr x 260 days	3,018.00	34,399.00	22,933.00	60,350.00
2) Program Manager - \$31.03 hr x 6 hr x 260 days		29,048.00	19,365.00	48,413.00
3) Accounting Coor - \$21.13 hr x 7.2 hr x 260 days		23,738.00	15,825.00	39,563.00
O.T. - \$31.70 hr x 150 hr.		2,853.00	1,902.00	4,755.00
4) Business Service Coor. - \$25.10 hr x 8 hr x 260 days		31,330.00	20,886.00	52,216.00
5) Career Planner - \$24.66 hr x 8 hr x 260 days		30,773.00	20,515.00	51,288.00
6) Skills Instructor - \$18.75 hr x 8 hr x 260 days		23,400.00	15,600.00	39,000.00
7) Career Planner - \$19.08 hr x 8 hr x 65 days		5,954.00	3,969.00	9,923.00
8) Career Planner - \$23.39 hr x 8 hr x 260 day		29,189.00	19,459.00	48,648.00
9) Career Planner - Freeport - \$19.66 hr x 8 hr x 260 days		24,539.00	16,360.00	40,899.00
10) Career Planner Belvidere - \$18.75 hr x 8 hr x 260 days		23,400.00	15,600.00	39,000.00
11) Career Specialist - \$17.98 hr x 8 hr x 260 days		22,439.00	14,959.00	37,398.00
12) Intake Specialist - \$15.09 hr x 8 hr x 260 days		18,833.00	12,556.00	31,389.00
13) Administrative Assistant - \$15.94 hr x 8 hr x 260 days		19,889.00	13,259.00	33,148.00
14) Student Worker - \$8.25 x 929 hours		4,600.00	3,066.00	7,666.00
TOTAL WAGES	3,018.00	324,384.00	216,254.00	543,656.00
FRINGE BENEFITS				
SURS - Wages x 12.46% - (1 -13)	376.00	39,845.00	26,563.00	66,784.00
Medicare - Wages x .0145% - (1 - 13)	44.00	4,550.00	3,034.00	7,628.00
Health				
Premium Employee - Annual \$7,922 - (2 at 75%), (3 at 90%), 7, 8, 10, 13		23,351.00	15,568.00	38,919.00
Premium Employee plus Children- Annual \$13,013 - 5 & 12		15,616.00	10,410.00	26,026.00
Premium Family - Annual \$28,208 - 4		16,925.00	11,283.00	28,208.00
Standard Family - Annual \$26,054 - 6		15,632.00	10,422.00	26,054.00
Premium Employee + Spouse - Annual \$17,684 - 9		10,611.00	7,073.00	17,684.00
Dental				
Employee plus Children - Annual \$709 - 5, 12	35.00	875.00	582.00	1,492.00
Employee - Annual \$402 - (2 @ 75%), (3 @ 90%), 7, 8, 10, 13,		1,182.00	788.00	1,970.00
Family - Annual \$1,155 - 4, 6		1,385.00	924.00	2,309.00
Employee - Spouse - \$777 - 9		466.00	311.00	777.00
Retirement Insurance - Wages x .005% - (1-13)	15.00	1,600.00	1,066.00	2,681.00
Workers' Comp. - Wages x .0101% - (1-13)	30.00	3,230.00	2,154.00	5,414.00
TOTAL FRINGE	500.00	135,268.00	90,178.00	225,946.00
TOTAL WAGES AND FRINGE	3,518.00	459,652.00	306,432.00	769,602.00

Organization: Rock Valley College
 Workforce Innovation and Opportunity Act - One-Stop Operator and Career Services

Budget Period (Dates):

July 1, 2017 - June 30, 2018

BUDGET - OTHER COSTS	One-Stop Operator Budget	Adult Program Budget	Dislocated Worker/TRADE Budget	Total Budget
SUPPLIES				
Training Supplies/Materials/Texts		7,200.00	4,800.00	12,000.00
Office Supplies		6,235.00	4,157.00	10,392.00
EQUIPMENT MAINT/RENTAL/PURCHASE				
Office - Computers/Printers		4,595.00	3,063.00	7,658.00
Training				
Wiring - Drop lines		5,400.00	3,600.00	9,000.00
OUTSIDE SERVICES				
Accounting/Bookkeeping				
Computer Operation				
Printing/Duplicating		3,000.00	2,000.00	5,000.00
Recruitment				
Sub Contractor - Goodwill	211,233.00	178,543.00	118,526.00	508,302.00
MISCELLANEOUS COSTS				
Staff Training (travel, lodging, meals, tuition, conference fees, etc.)		6,000.00	4,000.00	10,000.00
In-Town Travel - 8,991 miles @ \$.535 per mile		4,086.00	2,724.00	6,810.00
Copier		2,400.00	1,600.00	4,000.00
Telephone				
Postage		600.00	400.00	1,000.00
Subscription		1,380.00	920.00	2,300.00
Audit				
Indirect 10%	352.00	45,965.00	30,643.00	76,960.00
FACILITY COSTS				
Facility Costs -				
9,943 sq. ft. x \$16.65		91,099.00	60,732.00	151,831.00
Freeport facility - \$300.00 month x 12 months		2,195.00	1,405.00	3,600.00
Belvidere Facility - \$383.33 month x 12 months		2,805.00	1,795.00	4,600.00
Work Experience/Internships		48,000.00		48,000.00
Training Related Supportive Services		22,000.00	10,000.00	32,000.00
Transitional Jobs		30,000.00		30,000.00
TOTAL - OTHER COSTS/ADMIN for One-Stop Operator	211,585.00	461,503.00	250,365.00	923,453.00
TOTAL - WAGES & FRINGE	3,518.00	459,652.00	306,432.00	769,602.00
GRAND TOTAL	215,103.00	921,155.00	556,797.00	1,693,055.00

NON-REIMBURSABLE COSTS: LINES OF CREDIT

Occupational Skills Training (ITAs)		342,834.00	291,360.00	634,194.00
Occupational Skills Training Other		101,687.40	19,911.60	121,599.00
Remedial / Pre-Vocational Training		45,000.00	25,000.00	70,000.00
On-the-Job Training		48,000.00	117,603.00	165,603.00
Customized Training		3,200.00	15,000.00	18,200.00
Incumbent Worker			10,000.00	10,000.00
WorkKeys		3,408.00	2,256.00	5,664.00
TOTAL NON-REIMBURSABLE COSTS		544,129.00	481,131.00	1,025,260.00

Budget Narrative
Rock Valley College
One-Stop Operator & Career Services
7/1/16 – 6/30/17

ALLOCATION: For this budget proposal we have split the costs 60% for Adult and 40% for Dislocated Worker program after any One-Stop Operator costs have been deducted. We anticipate staff assignments/workload to reflect this percentage between Adults and Dislocated Workers.

WAGES:

Personnel:

- 1) 1 – Director 90% (#1) – Will be responsible to work with the consortium to maintain the operations of the One-Stop Center, professional development, quality assurance, continuous quality improvement, and overall program oversight
- 2) 1 – Program Manager 75% (#2) – Responsible for the day to day operations of WIOA Title IB individualized career services to ensure compliance with policy provided by USDOL, DCEO, NIWA or other stakeholders.
- 3) 1 - Accounting Coordinator 90% (#3) – This position is responsible for the budgets, modifications, fiscal reporting and all other aspects of delivering WIOA Title IB Operations and Services.
- 4) Business Service Coordinator (#4) –The Business Service Coordinator will deliver job development services to eligible participants. They will act as liaisons between the business service team and WIOA Title IB program. They will also be responsible for connecting job seeker services with employer services through a variety of means including managing OJT and other Work-based learning contracts.
- 5) 5 - Career Planners – (#5, #8, #9, #10, #14) These positions will be responsible for outreach, recruitment, intake, eligibility determination, delivery of basic career services and individualized career services under WIOA Title IB. Their primary function is to direct, serve and case manage WIOA Title IB eligible participants in job seeking/preparation activities and training.
- 6) 1- Career Planner – (#7) This person will be working for the first three months, until we find out our true allocation. They will have the same duties as the other Career Planners.
- 7) Skills Instructor (#6) Provides assessment and leads, facilitates, coordinates community and individualized career services workshops under Title IB. Provides assessment accessibility to business.
- 8) 1 –Career Specialist (#11) This position is responsible for the delivery of Basic Career Services outlined in TEGl 03-15 in the resource area and throughout our communities as appropriate. Will conduct outreach and recruitment as required. They will work as part of an integrated team comprised of the WIOA partnership in the delivery of these services.
- 9) 1 – Intake Specialist (#12) –This person is responsible for the processing of all WIOA Title IB applications and inquiries. Record and track applicant assignments. Verify all WIOA Title IB eligibility once certified by career planners. Provide basic administrative assistant services such as prepare files, customer service, copies, etc.

- 10)1 – Administrative Assistant (#13) - This person is the primary contact for program. Specialized to process all trade eligibility, work with partner agencies, specifically IDES to coordinate services to trade affected workers. Provide support to professional staff including proctor assessments, make copies, schedule appointments, follow up with phone calls, and help with Rapid Responses.
- 11) 1– Student Worker (#14) –This student worker will provide general office assistance to program staff, doing filing, follow up calls, making copies, and helping with registration on the 3rd floor, etc.

The total for the wages will be **\$543,656.00**. The One Stop Operator portion will be \$3,018.00, Adult program \$324,384.00 and Dislocated Worker program \$216,254.00.

FRINGES:

Our **SURS** rate will be 12.46% of each full time staff’s wages. Student workers and part time staff are not included. We are estimating **\$66,784.00** for the year. This breaks down for One Stop Operator at \$376.00, Adult program \$39,845.00 and for Dislocated Worker \$26,563.00.

Medicare – The rate for Medicare is around \$.0145% time’s wages. Student workers do not receive Medicare. The amount will be **\$7,628.00**. The One-Stop Operator portion will be \$44.00, Adult program \$4,550.00 and Dislocated Worker will be \$3,034.00.

The cost for Rock Valley College’s insurance is determined by the type of insurance the employee carries, and if they have single coverage, single with children, family or no insurance. The same holds true for the Dental coverage. Employees may also just carry the dental and no health or vice versa. Only full time employees are eligible for health and dental coverage. The different types of coverage per month are as follows:

Dental:

DNFM - \$1,155 – 4, 6,	\$2,309.00
DNEO - \$402 – 2 (75%), (3 @90%), 7, 8, 10, 13,	\$1,970.00
DNCH - \$709 – 1 at 90%, 5, 12	\$1,492.00
DNSP - \$777 – 9	\$ 777.00

Health:

PMCH - \$13,013 – 5, 12	\$26,026.00
PMEO - \$7,922 – (2 @ 75%), (3 @ 90%), 7, 8, 10, 13	\$38,919.00
STFM - \$26,054 –6	\$26,054.00
PMFM - \$28,208 – 4,	\$28,208.00
PMSP - \$17,684 – 9	\$17,684.00

Health & Dental benefits are being estimated at \$35.00 for the One Stop Operator, \$86,043.00 for Adult and \$57,361.00 for Dislocated Worker program. The total for Health and Dental will be **\$143,439.00**.

The rate for **Retirement Health** is .005% times the amount of wages. Only full time staff are eligible for Retirement Health. The approximate amount for the year is

\$2,681.00. The One Stop Operator's portion is \$15.00, Adult \$1,600.00 and for Dislocated Worker \$1,066.00.

Worker's Comp. is presently at a rate of wages x 1.01%. The total will be approximately **\$5,414.00.** The One Stop Operator portion will be \$30.00, Adult \$3,230.00 and Dislocated Worker Program \$2,154.00.

The total for the benefits will be approximately **\$225,946.00** for the year. The total for One Stop Operator is \$500.00, Adult \$135,268.00 and Dislocated Worker \$90,178.00.

The total for wages and fringes will be **\$769,602.00.** The One Stop Operator portion will be \$3,518.00, Adult \$459,652.00 and Dislocated Worker \$306,432.00.

Workshop/Training Supplies – We will purchase TABE Locator test booklets at \$81.50 per package of 25 and the scoresheets for the Locator at a price of \$52.30 per package of 25. We will also purchase level E, M, and D test booklets as well as the answer sheets E, M, & D to run through the Scantron machine. The test booklets are \$81.50 for a package of 25 and the scoresheets are \$60.45 for a package of 25. All participants entering the programs are required to do this testing. We are estimating **\$12,000.00** for the year. This will be 60% out of Adult \$7,200.00 and 40% out of Dislocated Worker program \$4,800.00.

Office Supply – This will include copy paper for staff printers, pens, pencils, sticky notes, file folders, tablets of paper, binders, printer cartridges and other numerous items for daily use in the office. The Adult portion will be \$6,235 and \$4,157.00 for Dislocated Worker program. This will also be split 60/40. The total will be **\$10,392.00.**

Office Equipment – We will purchase 8 laptops for use in the “hotel rooms” and 8 printers for staff. The laptops will run approximately \$723.23 each and the printers \$216.19 each. This will be a total of **\$7,658.00,** which will include shipping. The Adult program will be \$4,595.00 and DWP will be \$3,063.00.

Wiring – In order to access the Rock Valley College network, we will need to run cables to some of the offices and cubicles. The IT department from the college has given us an estimate of between \$8,000 and \$9,000 to run the lines. At this time we are using the **\$9,000.00** amount. The Adult portion will be \$5,400.00 and DWP will be \$3,600.00.

Printing/Duplicating – This line item will be for the printing of staff business cards, signage, recruitment materials, postcards and program brochures. We have allocated **\$5,000.00** for this line items. The Adult program will be \$3,000.00 and Dislocated Worker program will be \$2,000.00.

Goodwill – RVC will enter into a sub-recipient agreement with Goodwill Industries of Northern Illinois to provide One-Stop and Career Services under this proposal in the amount of **\$508,302.00.** The One Stop Operator's portion will be \$211,233, Adult \$178,543.00 and Dislocated Worker \$118,526.00. The Goodwill's budget narrative for the same 12 month period is attached.

Staff Training – We are estimating **\$10,000.00** for staff training for new regulations. This will cover travel, meals and lodging if needed. \$6,000.00 will be for the Adult program and \$4,000.00 for Dislocated Worker Staff.

Staff Travel – This will cover the mileage of 8,991 miles at \$.535 per mile for traveling to the Belvidere and Freeport offices. It will also cover any mileage the Business Services staff will have when calling on businesses or checking on clients who are participant in OJT's. We are estimating **\$6,810.00**. The Adult portion will be \$4,086.00 and the Dislocated Worker portion will be \$2,724.00.

Copier –The cost per copy is approximately \$.024, which includes the cost of paper, toner and the maintenance of the copier. When a copy machine is used at any of the RVC locations, an account number must first be entered. This number reflects which program they are making copies for. At the end of the month, the totals are pulled from the copiers and each account is calculated and entered into the general ledger. We are estimating **\$4,000.00** for the year. The Adult portion will be \$2,400.00 and Dislocated Worker will be \$1,200.00.

Postage –Most of our flyers and information to clients are either emailed to our clients or put on The Workforce Connection website. Any mail that is sent out has an account number stamped on the envelope. The mailroom keeps track of the cost for each account and at the end of the month; we receive a report which shows the charge for the month. The mailroom then enters the amounts into the general ledger. The Adult program's portion will be \$600.00 and Dislocated Workers portion will be \$400.00. The total for the year will be **\$1,000.00**.

Subscriptions –This line item covers the subscription to Survey Monkey (an online survey tool used for customer opinion, assessment survey, etc. to assist in program design, quality and planning) and the local newspaper. We will leverage a cost savings to purchase an offsite license for Career Ready 101 through RVC Adult Ed. The cost for an offsite license is expected to be \$1,800.00. The total for the year will be **\$2,300.00** The Adult portion is \$1,380.00 and Dislocated Worker will be \$920.00.

Indirect – Indirect is based on wages and fringes. The Indirect will cover some of the basic services the college provides such as, IT support, Human Resource support, accounting department, payroll and maintenance. We are allocating **\$76,960.00** or approximately 10% for the year. The One Stop Operator portion will be \$352.00, Adult will be \$45,965.00 and Dislocated Worker has been allocated at \$30,643.00.

Rent – For this current year we are being charged \$16.65 per square foot. We will have approximately 9,119 sq. feet of space. This will include common space, 7 offices 16 cubicles at approximately 56 sq. feet each, and space on the 3rd floor for the person in the resource room. The Adult program portion will be \$91,099.00 and Dislocated Worker will be \$60,732.00 for a total of **\$151,831.00**

In the Freeport facility we will be paying \$300.00 a month times 12 months for a total of \$3,600.00

In the Belvidere facility we will be paying \$383.33 a month times 12 months for a total of \$4,600.00.

Work Experience/Internships – This will pay for approximately 26 clients at \$9.18 an hour for 200 hours to get experience in the work force. We have allocated approximately **\$48,000.00** for the Adult portion.

Training Related Supportive Services – We have allocated **\$32,000.00** for this line item. We have allocated \$22,000.00 for the Adult portion and \$10,000.00 for

DWP/Trade portion. We will use this to purchase appropriate clothing for clients to wear to their jobs, pay for transportation, childcare, car repairs, etc.

Transitional Jobs - Will be for customers who meet the qualifications for a TJ as described in TEGL 03-15: Those with limited or no work experience and who would benefit from the opportunity. We have allocated **\$30,000.00** for this line item.

Our total budget will be **\$1,693,055.00**. Of this amount the One-Stop Operator's portion will be \$215,103.00, Adult \$921,155.00 and Dislocated Worker's portion will be \$556,797.00.

Non-Reimbursable Costs: Lines of Credit

The dollar amounts for each of the lines for 7-1-17 to 6-30-18 are based on past spending patterns and anticipated trends in adult and dislocated worker enrollments. Based on our past experience, we understand that each of these lines can fluctuate considerably depending on the skill level and training needs of our enrolled customers.

On-The-Job-Training experiences variances in cost per customer but are significantly less in cost and frequency.

We ask for NIWA to assist in procuring a Career Readiness curriculum provider and part time assessment lab provider in the amount of **\$49,779.00**. The allocation will be charged across the adult and dislocated workers at the 60% and 40% respectively.

We ask NIWA to procure the ELL program to continue to serve special ELL populations with specialized assessments/career readiness training for **\$71,820**. This allocation will be charged 100% to the adult funding stream as it serves customers eligible for the adult program.

Work Keys 177 (106 adults 71 Dislocated Workers) @32.00. The total for the year will be **\$5,664.00**. The Adult portion will be est. \$3,408.00 and Dislocated Worker will be est. \$2,256.00.

Organization: Goodwill Industries of Northern Illinois

Budget Period (Dates):

July 1, 2017 - June 30, 2018

BUDGET - WAGES	One-Stop Operator Budget	Adult Program Budget	Dislocated Worker/TRADE Budget	Total Budget
<i>Include Employee's Title and wage/hr x hrs/day x # of days</i>				
1 - Director 10% of wages 35.58X8X260	7,401.00			7,401.00
2 - Operations Manager 24.76X8X260	51,500.00			51,500.00
3 - Basic Career Specialist 17.75X8X260		22,152.00	14,768.00	36,920.00
4 - Navigator - Rkfd 14.42X8X260	22,496.00	4,499.00	2,999.00	29,994.00
5 - Navigator Belv 14.42X8X260	22,496.00	4,499.00	2,999.00	29,994.00
6 - Navigator Free 14.42X8X260	22,496.00	4,499.00	2,999.00	29,994.00
7 - Career Planner 18.75X8X260		23,400.00	15,600.00	39,000.00
8 - Career Planner 18.75X8X260		23,400.00	15,600.00	39,000.00
9 - Business Service Coordinator 21.15X8X260		26,400.00	17,600.00	44,000.00
10 - Navigator- Rkfd 14.42X8X260	14,997.00	8,998.00	5,999.00	29,994.00
TOTAL WAGES	141,386.00	117,847.00	78,564.00	337,797.00
FRINGE BENEFITS				
Social Security @ 6.2%	8,766.00	7,307.00	4,871.00	20,944.00
Medicare @ 1.45%	2,050.00	1,709.00	1,139.00	4,898.00
Health at \$488/month (2-10 = 488*12*9) + (1= 488*.1)	25,181.00	16,865.00	11,244.00	53,290.00
Disability and Life Insurance (\$35 for disability/person and \$3/life/person)	1,710.00	1,710.00	684.00	4,104.00
Retirement				
Unemployment @.88%	1,244.00	1,037.00	691.00	2,972.00
Workers' Comp. @5.57%	7,875.00	6,564.00	4,376.00	18,815.00
TOTAL FRINGE	46,826.00	35,192.00	23,005.00	105,023.00
TOTAL WAGES AND FRINGE	188,212.00	153,039.00	101,569.00	442,820.00

Organization: Goodwill Industries of Northern Illinois

Budget Period (Dates):

July 1, 2017 - June 30, 2018

BUDGET - OTHER COSTS	One-Stop Operator Budget	Adult Program Budget	Dislocated Worker/TRADE Budget	Total Budget
SUPPLIES				
Training Supplies/Materials/Texts		900.00	600.00	1,500.00
Office Supplies/Materials/Postage/Duplicating	1,000.00	2,100.00	1,400.00	4,500.00
EQUIPMENT MAINT/RENTAL/PURCHASE				
Office (9 computers at \$500 each)	2,500.00	1,200.00	800.00	4,500.00
Training				
OUTSIDE SERVICES				
Accounting/Bookkeeping				
Computer Operation				
Printing/Duplicating				
Recruitment				
MISCELLANEOUS COSTS				
Staff Training (travel, lodging, meals, tuition, conference fees, etc.)	200.00	450.00	300.00	950.00
In-Town Travel @ 3925 miles x \$.535 per mile	500.00	960.00	640.00	2,100.00
Telephone (9 phones @ \$850 each)		4,590.00	3,060.00	7,650.00
Other Supportive Services dues subscription				
Other workkeys				
Indirect cost 10% of costs	18,821.00	15,304.00	10,157.00	44,282.00
Other				
Other				
Other				
FACILITY COSTS				
TOTAL - OTHER COSTS/ADMIN for One-Stop Operator	23,021.00	25,504.00	16,957.00	65,482.00
TOTAL - WAGES & FRINGE	188,212.00	153,039.00	101,569.00	442,820.00
GRAND TOTAL	211,233.00	178,543.00	118,526.00	508,302.00

NON-REIMBURSABLE COSTS: LINES OF CREDIT

Occupational Skills Training (ITAs)				
Occupational Skills Training Other				
Remedial / Pre-Vocational Training				
On-the-Job Training				
Customized Training				
Work Experience / Internships				
Transitional Jobs				
Incumbent Worker				
Training Related Supportive Services				
TOTAL NON-REIMBURSABLE COSTS				

Budget Narrative

One-Stop Operator & Career Services

Goodwill Industries of Northern Illinois

7/1/17 – 6/30/18

Allocation: For this budget proposal we have split the categories 60% for Adult and 40% for Dislocated Worker program after any One-Stop Operator costs have been deducted. We anticipate staff assignments/workload to reflect this percentage.

WAGES:

Personnel:

- 1) 1 – Director 10% (#1) – Will be responsible to work with the consortium to maintain the operations of the One-Stop Center, professional development, quality assurance, continuous quality improvement, and overall program oversight.
- 2) 1 – Operations (#2) – Responsible for the day to day operations of Basic Career Services to ensure compliance with policy provided by USDOL, DCEO, NIWA and/or other stakeholders.
- 3) 1 – Career Services Specialist 100% (#3) – This position is responsible for delivering effective and engaging career services to all participants in the Career Center.
- 4) 4 - Navigator (#4, #5, #6, #10) –The Navigator will be the first point of contact for all customers in the Career Centers in Rockford, Freeport, and Belvidere. Responsible for greeting, rapid assessment, and navigation of services.
- 5) 2 -Career Planners – (#7, #8) These positions will be responsible for outreach, recruitment, intake, eligibility determination, delivery of basic career services and individualized career services under WIOA Title IB. Their primary function is to direct, serve and case manage WIOA Title IB eligible participants in job seeking/preparation activities and training.
- 6) 1 – Business Services Coordinator (#9) – The Business services coordinator will deliver job development services to eligible participants. They will act as liaisons between the business service team and the Career Center. They will also be responsible for connecting job seeker services with employer services through a variety of means including managing OJT and other Work-based learning contracts.

The total for the wages will be **\$337,797**. The One Stop Operator portion will be \$141,386, Adult program \$117,847 and Dislocated Worker program \$78,564.

FRINGES:

Social security costs are 6.2% of wages. The One Stop Operator portion is \$8,766 with the Adult program at \$7,307 and the Dislocated worker program at \$4,871 to total **\$20,944**.

Medicare costs are 1.45% of wages. The One Stop Operator portion is budgeted at \$2,050 with the Adult program at \$1,709 and the Dislocated worker program at \$1,139. The total for Medicare costs is **\$4,898**.

The cost for Goodwill's insurance is \$488 per month per employee. We have budgeted 9 employees for this program at the full rate and 1 employee at 10% or \$48.83 per month. **Health benefits** are being estimated at \$25,181 for the One Stop Operator, \$16,865 for Adult and \$11,244 for Dislocated Worker program. The total for Health will be **\$53,290**.

Disability and life insurance are \$38 per employee per month. We have budgeted the one Stop Operator's portion is \$1,710, Adult \$1,710 and for Dislocated Worker \$684 with a total of **\$4,104**.

Unemployment is 0.88% of wages. One Stop Operator's portion is \$1,244, Adult \$1,037 and for Dislocated Worker \$691 with a total of **\$2,972**.

Workers compensation is budgeted at 5.57% of wages. One Stop Operator's portion is \$7,875, Adult \$6,564 and for Dislocated Worker \$4,376. The total for Workers compensation is **\$18,815**.

The total for the benefits will be approximately **\$105,023** for the year. The total for One Stop Operator is \$46,826, Adult \$35,192 and Dislocated Worker \$23,005.

The total for wages and fringes will be **\$442,820**. The One Stop Operator portion will be \$188,212, Adult \$153,039 and Dislocated Worker \$101,569.

Training Supplies

Training supplies include USB flash drives for customers and associated training texts and materials. We are estimating **\$1,500** for the year. This will be 60% out of Adult \$900 and 40% out of Dislocated Worker program \$600.

Office Supplies/Materials/Postage/Supplies/Printing and Duplicating –This will include copy paper for staff printers, pens, pencils, sticky notes, file folders, tablets of paper, binders, printer cartridges and other numerous items for daily use in the office. The One Stop Operator portion will be \$1,000, the Adult portion will be \$2,100 and \$1,400 for Dislocated Worker program. The total will be **\$4,500**.

Office Equipment – This will include Computer purchases for 9 staff members at \$500 each. One Stop Operator portion is \$2,500, Adult portion is \$1,200 and Dislocated program is \$800 to total **\$2,500**.

Staff Training – We are estimating **\$950** for staff training for new regulations. This will cover travel, meals and lodging if needed. \$200 will be for the one stop operator, \$450 for the adult program, and \$300 for the dislocated worker staff.

Staff Travel – This will cover the mileage of 3,925 miles at \$.535 per mile for traveling to the Belvidere and Freeport offices. It will also cover any mileage the Business Services staff will have when calling on businesses or checking on clients who are participant in OJT's. We are estimating **\$2,100**. The One Stop Operator portion will be \$500, the Adult portion will be \$960 and the Dislocated Worker portion will be \$640.

Telephone – Telephone charges are \$850 each staff member for 9 staff members, totaling **\$7,650**. Adult program charges are \$4590 and Dislocated worker program charges are \$3,060.

Indirect – Indirect costs are based on 10% of the amount of the wages and fringe. The Indirect will cover some of the basic services Goodwill provides such as IT support, Human Resource support, accounting department, payroll and maintenance. We are allocating 10% for the year. The One Stop Operator portion will be \$18,821.00, Adult portion will be \$15,304.00 and Dislocated Worker has allocated \$10,157.00 for a total of **\$44,282.00**.

The total for other costs will be **\$65,482**. The One Stop Operator portion will be \$23,021.00, Adult program \$25,504 and Dislocated Worker program \$16,957.

Total for the Goodwill grant will be **\$508,302** with \$211,233.00 for the One Stop Operator, \$178,543 for the Adult program, and \$118,526 for the Dislocated worker program.

Part V

Program Description

The Consortium of Rock Valley College, Goodwill Industries of Northern Illinois, and the Illinois Department of Employment Security provides integrated **One-Stop Operator Services** and **WIOA Title 1 Career Services for Adults and Dislocated Workers** customer-centered service in alignment with partners The Workforce Connection's service delivery area of Boone, Winnebago, and Stephenson Counties.

The Workforce Connection's three locations are opportunity centers for job-seekers, employers, and partners go to has their first step, rather than The Unemployment Office people go to as a last resort. The Rockford, Belvidere, and Freeport locations are utilized for community-centered programming driven by each county's specific workforce and employer needs. We engage partners and Consortium staff on cross-agency teams to deliver coordinated services and refer to both WIOA and community services under the consistent banner and branding of The Workforce Connection.

The Workforce Connection is inclusive and accessible. Basic Career services include workshops, partner services, and resources geared toward the specific needs and opportunities of each customer.

In addition to three One-Stop center locations, there are access points through community partners across the three-county area where customers can learn about TWC services, attend workshops and hiring events, and co-enroll in WIOA Adult and Dislocated Worker services. With The Workforce Connection's existing web of partners and our deep community relationships, there is "No Wrong Door" which allows customers to reach TWC where they are. Our program also uses technological advancements to make every computer, tablet, and smart phone an access point.

The goal is to increase utilization of WIOA and partner services through outreach to partners and other community groups, improve utilization of The Workforce Connection's website, media promotion of events and services, and development of success stories involving customers from different target groups. Through this goal information about TCW will be easily available for people of all groups in the three-county area to see it as a resource to begin or continue their career journey.

High-quality Basic Career Services include basic assessments, career counseling, and job search resources job seekers need to start the next step of their career journey. Our expertise includes use of state-provided tools like Illinois JobLink and Illinois workNet and Goodwill's innovative GoodProspects website, featuring Virtual Mentoring for job-seekers to connect with an expert in the field they're interested in. TWC's Resource Areas provide a wealth of offerings that draw customers beyond those seeking Unemployment services. Our partners connect customers with their organization's services as well as help with Basic Career Services which creates an atmosphere that customers are surrounded by assistance and opportunity.

TWC staff integration and service flow helps customers in need of WIOA individualized services to be able to walk into our Resource Area and get enrolled in an Adult or Dislocated Worker program the same day. The cross-functional teams help enrolled customers see helpful connections between Basic Career Services, the one-on-one attention of Career Planners, the job-matching of Business Services Coordinators, and labor exchange information knowledge of IDES staff. A strengths-based case management system guides a customer collaboratively into training, education, and employment

opportunities that meet their interests, needs, and skills. Through continuous improvement our staff leads customers toward the “train and continue” model. We use the innovative ACT Career Ready 101 to strengthen customers’ soft skills, technical skills, and workplace aptitudes, meeting evolving employer needs.

Job-seeker services are integrated with business services, ensuring job-seekers are connected to jobs that fit their qualifications and employers get candidates that fit their needs. Working as active partners on The Workforce Connection’s Business Services Teams and collaborating with other groups that work with employers, we augment, not duplicate, outreach and assistance efforts. Our Business Service Coordinators will go through Business U’s innovative Business Engagement Boot Camp to bring best practices in engagement to our efforts. As with job-seekers, we will assess employers to understand their needs and specific situation, using a “pull model” that connects them with qualified candidates. Our use of Goodwill’s Efforts to Outcomes CRM will provide valuable data across our integrated teams to coordinate how we work with business.

Using the Regional Plan, we will work with targeted industries to help implement sector-based strategies. We will collaborate with business and economic development groups and training providers to assist growing companies in areas like Belvidere’s automotive cluster, Rockford’s aerospace cluster, and Stephenson County’s food processing cluster with customized programming to increase their pool of qualified workers. We will use sector-based hiring events and employer panels along with TWC’s innovative efforts like the Talent Pipeline Management Initiative.

One-Stop Operator Services

The Consortium provides One-Stop services that are *integrated, seamless, and customer-focused* by positioning The Workforce Connection as the first choice for both job-seeking customers and partner organizations that also serve them. The strong integration of Consortium members ensures complete alignment between One-Stop Operator Services (including IDES services) and WIOA Services for Adult and Dislocated Workers. Consortium staff work together in both of these functions. Those in immediate need of WIOA individualized services will have the ability to walk into the career service center and walk out enrolled in a WIOA program the same day. With IDES as a Consortium member, we align services with state services, such as unemployment claims, Wagner-Peyser, and the Re-Employment Service Program.

Through the public workforce development system and other workforce, training, and human services programs, staff members on cross-agency teams are well-trained to know and promote all applicable services of The Workforce Connection. We integrate services of Core Partners and other partner agencies, through a system where customers can enroll in multiple programs in one location – a true One-Stop. Through cross-training of Consortium and partner staff and consistent branding, we ensure customers are being served by a seamless delivery of services regardless of their entrance point.

The Consortium provides the six expected One-Stop Operator Services: **Program Facilities, Outreach and Recruitment, Services for Job Seeking Customers, Customer Data Collection, Collaboration, and Continuous Improvement.**

Program Facilities - We ensure customer centered services for job seeking customers into The Workforce Connection by creating a warm, welcoming, and easy-to-navigate environment.

Customers at each of the three Centers are greeted by a professionally trained Navigator. The Navigator conducts a Rapid Assessment to connect customers to all the services that can benefit them, not just the ones they ask for at first. For example, customers making Unemployment Claims will be informed of Basic Career Services and applicable partners on site. This will also help begin assess whether a customer needs a job as soon as possible, is identifying their next career step or need further education or training, which will improve flow into Basic Career Services and potentially enrolled services. They will also be informed along each of their steps of other services of The Workforce Connection and its partners. First-time customers are given a Welcome Packet containing information about The Workforce Connection and partner services, as well as schedules of partner availability, workshops, and hiring events. Our **Customer Data Collection** strategy is to intentionally collect data to not only meet federal and state requirements, but to track performance and drive future program decisions, quality control, and service delivery improvement. We will use the existing MPOWR registration system to register customers and track facility use rate, including repeat customers. We will work with TWC, the State of Illinois, and partners on developing a robust registration common intake system. We will also use data from the Basic Career Services assessments each customer will receive. We will report this data as needed to TWC and use it to improve the overall system.

The Resource Areas, the hub of Basic Career services, will be available, with staff assistance, in the Belvidere, Freeport, and Rockford Centers Monday through Friday from 8 A.M. to 5 P.M. except on Holidays recognized by the State of Illinois.

The Resource Areas include a computer lab with *quality internet access and equipment* so customers can access self-directed assessment and career planning tools, search and apply for job opportunities, and update their resumes. Customers will receive orientation on what tools are available and what good starting points are. When first-time visitors are registered at Basic Career Services, we will know they need an orientation session on the Resource Area computers. We will use additional staff such as work-study students, AmeriCorps members, interns, or volunteers to provide IT support and answer basic questions, freeing up Career Services staff to provide direction/orientation to our program services. We will also provide paper versions of assessments and other materials to help those with limited digital literacy.

The Resource Areas will also include areas for partners to meet with customers. The Consortium will work with partners to establish a regular schedule so customers know when partner programs are onsite. For those partners unable to be onsite, we will connect via technology. The Consortium establish a Skype station in each Resource Area for customers to have virtual interviews or practice for them. Customers will also have access to a business phone to conduct job-related calls, along with copy and fax machines. We will ensure that the Resource Areas are equipped with assistive technology and work with facility owners to ensure physical facilities meet or exceed ADA requirements. We will maintain our space in a manner consistent with ADA regulations.

Our TWC Talks workshops topics will include resume-writing, interviewing techniques, stress management, and networking. Recognizing the three-county and multi-community focus of TWC, we will also develop industry-sector-specific workshops at individual locations (such as food processing certification workshops at Freeport, automotive and metalworking in Belvidere, and healthcare workshops partnering with community-specific employers at each location.) We will record workshops and other presentations to develop a comprehensive library. Participants can use Skype or other virtual connection program, either from their own computer, or other TWC locations, or partner sites. In

keeping with the spirit of continuous improvement, we will monitor participation in workshops and use of virtual technologies, adjusting offerings and access based on customer feedback.

The Consortium will take the lead in developing *cross-agency teams* to provide Basic Career Services. All team members will represent themselves as The Workforce Connection and not their individual organizations. We will be known as an access point for our partners, where they are encouraged to come on site to develop relationships with customers who may enroll in their programs.

We will facilitate co-enrollment activities at partner and community sites, such as Rockford Housing Authority and Freeport Housing Authority, libraries, community center, state and local government facilities, etc. We will work with partners to promote the events to their clients and communities. At these events, we would provide basic information, basic skills assessment, orientation activities and enrollment. We expect this will reach members of the community who either cannot or choose not to come to the One-Stop Center.

Goodwill's Director of Mission Service, or a designee, will provide *functional supervision* over WIOA Title IB Consortium staff involved in the delivery of Basic Career Services. Functional supervision is defined as the day to day operational, and coordination of a team or individual. Formal supervision is still maintained by the employee's agency dedicated supervisor.

The Consortium will *cross-train staff (including partner staff)* to ensure consistent and quality service delivery and increase **Collaboration**. We will develop training curriculum and use a Learning Management System to track progress. Staff will be trained on details on partner programs so they can make informed referrals. We will also develop an orientation process to ensure all partner staff are adequately informed and educated on the Basic Career Services available, as well as other partner services. The Consortium will take the lead on developing cross-training curriculum. This will give partners buy-in on the process. With IDES as Consortium member, we are coordinating our training plan to leverage IDES' extensive IJL training for Consortium staff, as well as quarterly training on Veterans related topics.

This cross-training will allow One-Stop Center and partner staff to proactively connect with customers. If a staff member is not actively engaged with a customer in their area, they will go to other areas and be helpful. This will manage workflow when sections of the One-Stop Center are busier than others, and also reinforce staff cross-training through experiential learning. Another result is our staff will have an expertise and comfort that comes from training. Because our staff will be regularly trained, they will have empathy and understanding for job-seekers who themselves need further training. The cross-training will also give both One-Stop staff and partner staff greater knowledge of the wealth of offerings available, increasing the efficiency of the common intake and referral systems outlined above. Finally, cross-trained partner staff will be able to go back to their agencies and share basic information about workforce development opportunities and programs with other staff, who in turn can better refer clients to our services. Taken together, these improvements will drive increased enrollment and participation in WIOA and partner programs, increased customer and partner satisfaction, and ultimately improved career and self-sufficiency outcomes for customers.

We will *ensure Continuous improvement* by collecting regular feedback from customers, employers, and partners; tracking data about program usage and outcomes; reporting to our partners and TWC. In addition to cross-training, we are committed to professional development of staff in customer service, conflict resolution, person-centered case management, services to special populations, and other areas.

To gain customer feedback, we will use the following active engagement tools:

- A Customer Advisory Council of former participants in The Workforce Connection's programming, which will give feedback on their experiences, be a sounding board for new or modified initiatives, and help develop improvements in response to customer concerns.
- An annual customer service survey of everyone with a valid email address who accessed services in the previous program year.
- A Secret Shopper-type program where someone enters The Workforce Connection and tracks the customer service they experience.
- Working with IDES, adding a link to their email blasts to people at the end of their unemployment period to a survey asking what services they accessed and what their satisfaction level is.
- Working with employers who hired our customers to survey the new employee on their experience with The Workforce Connection.

We will promote a culture of continuous improvement and professional development among staff through the Learning Management System. We will recognize staff as they improve competencies in areas such as customer service, serving special populations, case management, and referrals. Staff will be able to promote continuous improvement to customers moving through a career pathway and increase their skills, as well as provide in-house experts on different topics and populations.

The Rockford facility will have the following staffing integrated across One-Stop Operator and WIOA Services for Adults and Dislocated Workers:

- The three Directors of Consortium members
- For the One-Stop Operator, an Operations Manager, two Career Specialists, and two Navigators.
- For Adult and Dislocated Workers, a Program Manager, five Career Planners, an Accounting Coordinator, and an Administrative Assistant.
- Based in Rockford, but regularly serving the Belvidere and Freeport locations, will be three Business Services Coordinators, an Intake Specialist, and a Skills Instructor.
- IDES will provide 2.5 Wagner Peyser staff at the Rockford facility alternating between the Resource Area and Unemployment Claims. IDES services will also be available through technology at the Belvidere and Freeport locations.

Belvidere and Freeport will have 2 staff each – a Career Planner providing both basic and individualized career services and a Navigator who will assist with reception, administrative assistant duties, and customer service. Each location will also have access to Business Services Coordinators, both through technology and regular onsite visits, to assist with job placement and work-based learning opportunities. Administrative support from One-Stop Operator leadership will also be provided for both locations. The Skills Instructor will provide workshops, assessments, and instruction at the satellites. We will supplement staffing to all three locations with partner staff, to be specified through the partner MOU process.

Our **Outreach and Recruitment** *strategies* will focus on reinforcing The Workforce Connection as the place for job seekers and employers to find workforce solutions. These include:

- Promoting the services of the redesigned One-Stop Center outlined above, including new partner schedules, workshops, orientations, hiring events, and the Job Board and Career Café in traditional and social media, in coordination with TWC.

- Using YouTube, Facebook Live, or related services for live streaming of workshops and events and arranging for community groups to conduct viewing events, and promote viewing at home.
- Developing a diverse array of customer success stories and videos, and helping past customers tell their story to local media and to community groups. The goal is for all residents of the three-county area to see people like them succeeding in using the programs.
- Holding hiring events, workshops and Basic Career Services events off-site; with cross-promotion at partner locations and during their programs and events.

WIOA Services for Adults and Dislocated Workers

Job Seeker Services

The Consortium will utilize the *available resources and relationships* with the 16 partner agencies of the One-Stop Center, as well as leverage the work of numerous other social service agencies in the three-county area through the Rockford Area Case Management Initiative (RACMI). We will *ensure that residents of all three counties can access services* with the improvements to the One-Stop Centers, and through the increased off-site and online efforts outlined below.

Because our Service for Adults and Dislocated Workers is integrated with our One-Stop Operator Services, our *strategies for engaging, recruiting, enrolling and serving job seekers* build on engagement and outreach. Reinforcing the brand of The Workforce Connection will raise awareness of enrolled services. Additional recruitment strategies include:

- **Rapid Response:** provides services to businesses and employees affected by lay-offs at times that are most convenient to them. We will also directly reach out to affected employees and ensure they know the program services available to them.
- **IDES Outreach to Dislocated Workers:** IDES program staff are informed of services so they can refer Unemployment claimants to other WIOA services; we will use the IDES system to reach out to claimants through emails blasts to targeted audiences.
- **Targeted Recruitment through Community Organizations:** Work with human service providers, churches, and other groups to identify clients and members who may need WIOA services the most and arrange in-person meetings at a location convenient to the customer.

Our customer-centered intake system will reduce barriers to enrollment and increase utilization. In addition to regularly scheduled orientation and intake sessions at the three One-Stop facilities, we will work with our partners and other community-based organizations throughout the three-county area to provide orientation and intake sessions in targeted areas where our customers are. The Consortium will take the lead in providing partners with the information and training needed to proctor these sessions. We will also cross-train to co-enroll customers into WIOA programming and other assistance at our sites and at partner sites. We will add an online orientation presentation and customer information form available anytime, making every computer, tablet, or smart phone in the three-county area an access point. We will work with TWC on developing an *innovative* interactive customer service chat box during business hours that will virtually connect them to One-Stop Center staff. Career Services Specialists can help the customer start the enrollment process during a basic assessment so they will not need to return to a facility multiple times to begin to receive services. The goal is to get people enrolled as quickly as they need, setting our procedures to give them multiple options, not to force them into our timeline.

Consortium members bring an established commitment to *outreach and services to diverse and special population groups*, and our approach is built upon the foundations of partner engagement, staff training, customer feedback, and continuous improvement that guide the rest of this plan.

We will use our network of partners to coordinate professional development events for our staff on how to more effectively work with special populations. Consortium staff will be trained on how to work with *individuals with disabilities*, including how to disclose disabilities, accommodations for employment, and any other challenges for individuals and staff. Goodwill's poverty simulation event has trained program staff on what *low-income individuals* experience navigating life.

Examples of *innovative ways to engage special populations*:

- Bring services to United Way of Rock River Valley's Strong Neighborhoods Houses, which will increase access to *limited English speakers* and low-income individuals.
- Piloted a "More than an 'X'" program for *individuals with criminal backgrounds*, where small groups work together on soft skills and job search techniques. They also explore alternative employment and entrepreneurship options.
- Provide outreach and marketing in Spanish, have Spanish-speaking staff who will facilitate select workshops, and conduct Spanish orientation/intake sessions. Online sessions can be viewed with subtitles from virtually any language.
- Continue the Adult ELL subaward to serve underemployed immigrants and *limited English speakers*, as it has had remarkable impacts on the quality of life of customers.
- Work to blend WIOA funding with Title IV Vocational Rehabilitation employment services.

The Career Planner will serve as the enrolled job seeker's case manager and get them *oriented to the center and assessed*. An initial in-person (or virtual when needed) interview will assess the job seeker's previous work history, education, skills, strengths, needs, basic math and reading, and barriers they may have to obtaining employment. From there the Career Planner may prescribe additional assessments depending on a customer's specific goals and needs. We will create an Assessment Center at the Rockford One-Stop Center where enrolled individuals will have an array of assessments including career interests, aptitudes, workplaces skills and basic literacy and numeracy. Our Skills Instructor will interpret results with the customer. This innovation will standardize how we assess customers and provide a mix of guided and self-directed assessment. The Resource Areas computer labs in all three locations will be used as a complement for self-driven assessments. This gives them a roadmap of career choices suited for them as a foundational piece of the individual employment plan and helps the Career Planner and customer make informed career decisions. Individual Employment Plans, and case management notes will be entered in to the Illinois Workforce Development System. Many of our staff members have been certified as Illinois workNet Advisors, and we also have extensive experience with Illinois JobLink. Consortium staff also brings experience with ACT WorkKeys in career planning, enhanced with Career Ready 101.

We *provide customer-centered services* by putting the customer – including their specific strengths and specific needs – at the center of the development of career planning. Our *integrated, function-driven teams* connect the initial assessment work of Basic Career Services specialists with the one-on-one attention of a Career Planner, the job-matching of a Business Services Coordinators, and labor exchange information knowledge of IDES staff. We also will integrate partners' service plans into the career plan, so it addresses barriers to training and employment. For example, we will connect with DRS to find tuition cost-sharing and accessibility resources for a customer with a disability who needs training. For

customers with child-care needs, we will connect with the YWCA to locate providers. We refer customers preparing for an interview to get free “Attire to Hire” from our partners and free haircuts and beard trims from a local cosmetology training provider.

Service flow will be guided by individual customer needs, connecting job-seekers with programming and services quickly and seamlessly. After assessment, the Career Planner typically places customers on one of three paths, which guides the service flow they will receive:

- **Career Explorer:** For customers who need guidance to determine the next steps in their career.
- **Training Track:** For customers who need training – ranging from remedial training to advanced occupational training - in order to be competitive in the workplace.
- **Career Advancer:** For customers that have been identified as having competitive skills/education and need a job immediately.

Most enrollees will be referred to our Career Readiness Class, which is a backbone of service delivery for program customers.

Our *approach to career planning* is that the customer is a collaborator in the process. *The process for developing and managing an individual employment plan (IEP)* is based on the strengths and needs for each customer determined in their assessments. The Career Planner and customer will review suitability of career options based on interests, physical and technical abilities, and wage and growth prospects. The customer will then understand what they need to do to get the job they want, and that action plan is the IEP. The innovative part of our IEPs are they not only identify training and work-based next steps, but also plan steps for mitigating barriers to employment. Our IEPs will include, where needed, service plans from partner referrals such as supportive services and public aid. The IEP is a living document that will evolve as the customer moves through the system. It is the primary topic of discussion at each meeting. Career planners will be trained on developing IEPs, but the process will be a strengths-based approach led by the participant, informed by partners the participant is connected with, and in alignment with their journey through the workforce system. They will be trained from Goodwill’s innovative Case Management Standards toolkit.



We will use the innovative ACT Career Ready 101 tool as one of our premier career planning/development tools. Tied to WorkKeys, it brings together interactive online, instructor-led and blended courses from the following Suites:

- **KeyTrain** develops foundational skills like math, reading, and workplace technical skills.
- **The Soft Skills Suite** develops communication, teamwork, discipline, and problem solving.
- **Career Exploration** provides interactive lessons on financial literacy, resume builder, interviewing skills, exploring job profiles, exploring career clusters and pathways.

Based on the customer’s initial assessments and respective career goals, the Career Planners will assign interactive lessons. Through the Career Ready 101 dashboard, the Career Planners can easily track the progress of each customer and provide interventions as needed.

We will offer Basic Career services, including but not limited to initial assessment of skills, aptitudes, interests, and barriers; eligibility determination for WIOA Title I; basic career counseling; job search assistance; and referrals to other services as needed. We will augment state-provided tools with GoodProspects, a free website that Goodwill Industries International created with the Department of Labor. All customers will be able to use it to explore career options with information and videos, take interest inventories, create tools for job seeking, and advance their skills. An *innovative* component is Virtual Mentors: Customers can use the website to connect with an expert recruited from Goodwill's corporate sponsors and partner organizations to help answer questions about finding and applying for jobs, exploring industries, making a career plan, improving financial skills and more. GoodProspects's reporting feature will help us track what customers have accessed and how far they have progressed.

Job Club is an *innovative* workshop to support job seekers. With the assistance of the Business Services Team, guest speakers - including employers - present on topics like answering tough interview questions, dressing for success, and how to beat the Applicant Tracking Software. Due to its popularity, this Job Club has expanded beyond the capacity of the classroom. We will expand the concept with the support of our partners to the Belvidere and Freeport facilities and other areas of high need.

For job matching, our Basic Career staff will provide an overview of Illinois JobLink and assist customers with navigating the system via Resource Area computers. The website also includes a Resume Builder tool and Resonate, which helps customers to optimize their resumes. For *individualized job matching*, we will refer them to enrollment in WIOA Adult and Dislocated Worker programming and explain the *value* of those services. Job matching is discussed further in the Business Services subsection.

We will make career pathways a key piece of each IEP, recognizing that regardless of which industry the customer enters or what skill level, there are steps they can take to rise up the career ladder. Our role will be to counsel customers along their pathway, connecting them with appropriate programs. We will ensure every participant knows the next step in their pathway. We will work with our employers in the region's targeted industries of manufacturing, food manufacturing, healthcare, and transportation, distribution, and logistics. We work closely with partners in *adult basic education, higher education, job training, and tailored services* as they further develop more robust career pathways, and our Business Services team will be a resource to advise what credentials, degrees, and training is needed for workers to advance.

Our primary goal is to establish a "No Wrong Door" system amongst our partner programs. A customer of one partner will be considered a customer of all, as evidenced by the co-enrollment and cross-marketing events, and the managed handoffs, case management, and follow-up systems we will put in place. The Consortium will meet monthly to review outputs and outcomes of the One-Stop Center and satellite offices to ensure alignment and integration of partner services. We will maintain regular communication between partners to keep them informed. We will take the lead in cross-training all of our WIOA partner staff on the programs, services, eligibility requirements and referral methods for each respective partner. We will work with TWC and our partners to develop and implement a common customer data system that will allow for the management of referrals and basic communication between partner program staff. We are already integrating services like Job Corps into our information sessions and make direct referrals. We will continue to have partner staff present to programs on services available to supplement the cross-training and to foster relationships between program staff.

Our program possesses expert knowledge handling all aspects of the Trade Program from eligibility to exit. Our successful transition through the evolution of Trade, along with our vast experience and

expert knowledge of the program is critical in adequately working with current and future trade affected workers, because their eligibility for (lifelong) benefits is based on and attached to their employment separation date. The “Date-finder” tool we created to ensure accurate eligibility earned state recognition for “Best Practices”. We have worked through state-to-state procedure differences and issues, established contacts and agreements, and built excellent working relationships with our partner states.

We commit to *timely data entry and case noting* with the Illinois Workforce Development System (IWDS), inputting data in and accessing reports from IWDS. We have interfaced with Illinois workNet’s case management system as well.

We will connect participants with Eligible Training Providers and share performance outcomes to help them make qualified decisions. Training is not just limited to “off the shelf” programs. Our staff will work to identify emerging trends and needs and present options to TWC for consideration. We will also work with our Adult Basic Education partners on bridge programming to upgrade participants’ skills. We have access to an array of pre-vocational and Individual Training Account options, such as computer classes, basic skills upgrades, and industry-recognized credentials.

“Career-Ready” participants are referred to Business Service Coordinators, who use their employer engagement experience to develop and manage Work-Based Learning activities (On-The-Job-Training, Work Experience, Transitional Jobs, Apprenticeships, Incumbent Worker Training, and assistance with Customized Training). In general, Work-Based learning provides our customers with the opportunity to earn wages while learning essential workplace skills, occupational skills and technical skills. Our Business Service Coordinators assess each job seeker for fit into available Work-Based Learning opportunities based upon assessments results made available by the Career Planner. We will ensure that the job placement is aligned to the customer’s area of interest, aptitudes and it is on a pathway that is in demand and provides for a self-sufficient wage. At each college where we have training customers, we will partner with the school’s Career Service Centers to assist those customers and avoid duplication of efforts.

Career Planners will provide the case management for our customers. Based on the current Quarterly Trend report, there is a near balance between customers exiting and new customers enrolling into program services, with the average caseload hovering around 50 customers per Career Planner. We will continue to monitor performance and caseload size to maximize outcomes.

Follow-up services will be made available, as appropriate and needed, to Adult and Dislocated Worker customers who are placed in unsubsidized employment at the time of exit and recorded as part of the IEP. These follow up services will be made available for 12 months beginning on the first day of employment. These services include counseling regarding workplace retention and advancement. Our Career Planners and Business Service Coordinators will conduct monthly follow up correspondence with the customer to address any workplace concerns and life situations that are potential barriers to sustaining or advancing in employment.

Business Services

Our Business Services strategy builds on Consortium members’ extensive experience connecting businesses to workers both through WIOA programs and in other ways, coupled with an immediate understanding of and buy in to the strategies and activities of the Regional Plan. We partner with TWC’s Business Account Managers on implementing a multi-partner business service team. We will assist with

technical recommendations, with the goal of “connecting businesses to the information they need, a single business services phone number ..., coordinated branding of business services, and information sharing with partners so they know how to refer businesses” and where possible, combine workforce development Business Services outreach with economic development outreach, such as the successful Synchronist-based Voice of the Customer program.

We will offer an ongoing Professional Development Series to our employers. We would look to facilitate seminars on customer service, conflict resolution, managing millennials, generation gaps, onboarding, etc. We would send this schedule out to all of our employer contacts and use our partners to distribute and promote the series to their contacts.

In order to maximize business engagement, our Business Service Coordinators will go through Business U’s Business Engagement Boot camp and move towards the Business Engagement Certification. This will make them “well versed in how to use a market responsive, customer-centric framework to build transformational relationships with business and industry.” Business U seeks to align regional engagement efforts with WIOA rules, and is endorsed by the CEO of the National Association of Workforce Boards.

We will explore working with TWC and other partners who work with businesses to convene an Employer Advisory Council to provide feedback on employers’ experience working with the workforce system and inform us of improvements or changes needed, while also giving counsel on proposed initiatives. This group could meet periodically with the Customer Advisory Council to share perspectives.

We will use The Workforce Connection’s existing and planned sector partnerships to build relationships. Recognizing the prevalence of small businesses in the region, we will also connect with groups like Winnebago Buy Local, BusinessFIRST, and the Small Business Collaborative.

We will work with the Business Account Managers of TWC to formalize an assessment instrument that will be used when meeting with employers. Much like the assessment done on the individual participant level, this assessment will inform decisions regarding what services are most appropriate for the respective business. Once the need(s) of the business are identified, the Business Service Team will assemble a “SWOT team” that is comprised of professionals that represent the areas that could meet the needs of the business.

Our Business Service Coordinators will work collaboratively with all Business Team members to facilitate employer and job seeker activities coordinated through The Workforce Connection. We will continue frequent hiring events alternating between each of the three counties, and add more mini hiring events at our sites based on demand from employers. We will track participation and outcomes from these events to guide how often to have them and what kinds to add. With IDES as a Consortium member, our staff is proficient with Illinois JobLink and the 72,000 resumes and 120,000 help-wanted ads posted there. We will partner with IDES to promote the Business Service Team’s role as a no-cost HR recruiting tool that connects employers with the workers they need. Our strategy of working with employers is to use a “pull model” that engages employers and assesses their workforce needs, then provides job candidates that meet those needs.

We will use web-based systems to track both employer needs and job seeker skills, and cross-train Business Service Representatives and Career Planners to use both to make connections. Business Service Representatives will track their work with employers in through a CRM to have a clear catalog of

the skills and qualifications needed to *meet employers expectations*. At the same time, Career Planners will use the ACT Career Ready 101 program outlined in the Job Seeker Services subsection, which shows assessment results and the competencies the job seeker has. Once participants have been deemed “career ready” (typically through completion of the Career Readiness Class), they meet with a Business Service Coordinator to be assessed for their readiness and fit for open positions. In keeping with our commitment to continuous improvement, The Business Service Coordinators will maintain a customer pool of qualified candidates that includes resumes and customer profiles for reference for current and future job opportunities. Business Services team members will regularly update Career Planners on feedback received by employers and trends in their needs, while Career Planners will communicate the experience job seekers have and trends in training program development.

We will implement incumbent worker training as it relates with WIOA and TWC policy. We recognize, as the Local Plan states, “All incumbent worker training will be focused on targeted industry sectors as identified in the Regional Plan” and are familiar with those sectors. We will use our familiarity with training institutions to promote development of curricula to meet employer needs and for customized training.

We will align with the sector partnerships The Workforce Connection has developed, and look for ways to strengthen them. Working with Economic Development, Chambers of Commerce, and business groups as identified in the regional plan, we will put special focus on their particular sector strengths in our targeted industries such as Growth Dimensions in Boone County - automotive sector; Rockford Area Economic Development Council - aerospace; and Northwestern Illinois Development Alliance - food processing. We will actively support the Talent Pipeline Management initiative, assisting sector groups of small-and-mid-sized businesses in developing shared training programs, starting with the manufacturing sector.

We will conduct sector-based hiring events, helping employers connect with appropriate candidates by pre-screening our customers that have the appropriate skills, industry knowledge, and interest for that sector. An example could be an automotive hiring event for the expanding suppliers of Fiat Chrysler Automobiles in Belvidere. We will utilize Illinois JobLink’s capabilities to connect people with the right skills for a specific industry. We will conduct employer panels like Open Doors for New Careers to explain the opportunities in specific sectors, and couple them with training providers who can speak about skill needs and available programming.

Consortium member IDES will take the lead on training other staff on Illinois JobLink. IDES local staff is experienced at assisting employers with best practices for productive use of Illinois JobLink for their job postings, and our Business Service team members will be trained on using Illinois JobLink as a tool for employers to better promote it. We will also work with IDES on its statewide improvements to Illinois JobLink. We will complement it with Goodwill’s CRM tool to track the skills and experience employers need for their job openings and cross-reference it with the pool of career-ready candidates identified by Career Planners. We will also promote the use of on-the-job training and work-based learning as an opportunity for matchmaking. Business Service Coordinators on the team handle work-based learning activities. Our Skills Instructor will conduct assessments for businesses such as WorkKeys.

RVC has a strong commitment to professional development and cross-training of our program. Through continued development in areas such as working with special populations and cross-training on partner programs, we will improve the quality of service delivery for all of our customers. Staff will become

more effective and efficient in providing value-added services through the integration of our partner programs and continued professional development.

Through our comprehensive customer data tracking system, we enter inputs such as demographics, services received, referrals made, supportive services needed, barriers to employment, and training completed. The aggregated data will provide the program and TWC information on the impact of our services and improvement opportunities. For example, we will be able to tell if providing a customer soft skills training has an impact on their employability and employment retention rates. We can analyze the data related to outcomes for specific demographic, by training providers, by training program, and by barrier to employment.

RVC has a comprehensive data system to track intake and accessibility. Our intake process collects data on customers so that we can track their progress through the intake system. We can currently identify how many customers access our intake system and where they exit along the continuum of services. We can identify how customers were connected to us, what demographics are represented in our customer pool, how many of our customers persist through to enrollment, and of the customers that don't persist, we can identify commonalities to inform program design and outreach efforts. We also track the rate of enrollments each career planner has related to the number of referrals received from the intake specialist. We can identify which Career Planners have high enrollment rates and which have lower rates. We use this data to develop program staff to ensure they maintain a system accessible to all.

The Director assumes responsibility to oversee and monitor the overall performance of the workforce system related to Title IB career services. As the provider, we also commit to serving our partners, ensuring that each of them is able to meet and exceed the common WIOA performance measures.