

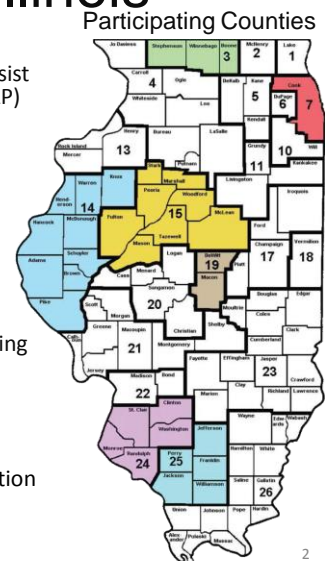
Illinois JTED-SNAP Pilot Project

Bidders Conference

Illinois Partnership of:
Department of Human
Services (DHS) and
Department of Commerce
and Economic
Opportunity

U.S. Department of Agriculture (USDA) Grant Awarded \$21.9 Million to Illinois

- **Purpose:** Develop and test a robust Employment and Training Program that will assist underemployed and unemployed Supplemental Nutrition Assistance Program (SNAP) participants to:
 - Develop basic and technical skills and gain work experience to get good jobs
 - Find jobs with local businesses and increase earnings
 - Work toward self-sufficiency.
- **Collaborative Partnership Includes:**
 - Illinois Department of Human Services (IDHS) SNAP Employment and Training Program (SNAP E&T)
 - Illinois Department of Commerce and Economic Opportunity (DCEO) Job Training and Economic Development (JTED) Program.
 - Community Based Organizations (CBOs) that have the best capacity to fully implement the program model.
 - Employers
 - Adult Education and Community College Partners and Local Workforce Innovation Areas



Community Based Organizations (CBOs) will be awarded a total of up to \$19.5 million on a competitive basis to serve a minimum of 2,500 SNAP recipients in seven targeted regions.

Statewide
Expanded Services = 2,500
Core Services = 2,500
5,000 Total

- 168 / 168** DHS Region 2

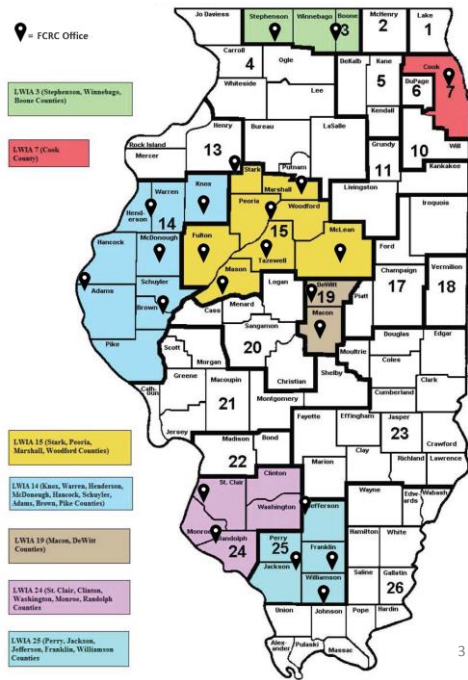
- 1,874 / 1,874** DHS Region 1 South

- 130 / 130** DHS Region 3

- 94 / 94** DHS Region 4

- 234 / 234** DHS Region 5

JTED-SNAP PILOT PROJECT TARGETED LWIAs



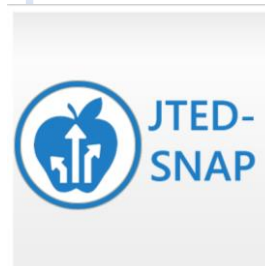
What is the JTED - SNAP Pilot Program?



JTED is a proven employment and training model that places participants in high growth sectors with good paying jobs that support self-sufficiency.



JTED-SNAP Pilot Project will serve SNAP recipients using the JTED model with enhancements.



Participants will have the opportunity to receive basic education and skills training, training and certifications related to skills needed for local jobs, and paid work experience in related jobs and permanent placement in a career of choice.

Design a Formula for Success

The JTED-SNAP Pilot Project is part of a larger National study and includes a robust evaluation process associated with the pilot projects to test a range of innovative and promising approaches and strategies that can be implemented into the existing SNAP E&T program.

It has the potential to address the unmet needs of a large number of underemployed and unemployed SNAP participants in Illinois who need basic and technical skills and work experience (i.e., enhanced on-the-job learning) along with support services to get good jobs, increase earnings, and reduce reliance on public assistance.



Developing a Model For The Future: Connecting Human Services, Education & Workforce

As citizens are advancing through school and into careers or businesses, they are at some point(s) benefiting from programs and services offered across the state.

To best serve everyone throughout their life in Illinois, it is essential for the agencies to provide clear and direct access to information and data on programs, customers, and outcomes.



Provider Eligibility Overview

Applicants
Locations
Sectors

Applicants

Select current JTED and SNAP E&T CBOs that have the capacity to leverage federal and state resources to implement the JTED-SNAP program model. Select CBOs in Illinois including Community Action Agencies with similar capacity in partnerships with community colleges and other adult education providers. CBOs selected must be able to meet the following requirements:

- administrative and fiscal capacity to administer the program and have the capability to be the “**EMPLOYER OF RECORD**” including the administration of a payroll system for participants placed in work experience.
- Not-for-profit (**NFP**) organization - local Board of Directors - **DIRECTLY** provides job training services or has **ESTABLISHED** partnerships with training providers.
- **HISTORY** of serving disadvantaged individuals and low-wage/low-skilled workers including those that are SNAP registrants. Service includes the capacity for:

Career Navigation

Mentoring

Supportive Services

Partnerships with other Social Service Organizations for referral and assistance with barrier intervention

Applicants

- Strong **EMPLOYER ENGAGEMENT** and local and regional public-private partnerships in key high-demand sectors.
- Provide **ELIGIBILITY CRITERIA** program participants must have in order to participate in the JTED-SNAP services targeted for the selected sector so that once referral is made to the CBO the client is **AUTOMATICALLY ACCEPTED** into the training program.
- Must be willing to participate in the SNAP E & T **PILOT EVALUATION** and not actively recruit or provide services to control group members.
- Must be willing to provide **EMPLOYMENT RELATED SERVICES** to program participants, even if the participant determines at a future date they are not interested in the targeted industry or is placed but loses a job.
- Must have the capacity to **LEVERAGE OTHER FUNDING SOURCES** to support services provided in the pilot project and blend resources for efficiency and sustainability.
- Must be willing to work with other CBO providers on **REASSIGNMENT** of program participants if necessary.

Locations

The Illinois pilot project targets 7 LWIA's (3, 7, 14, 15, 19, 24, 25) that represents a cross-section of areas needed for a robust evaluation of the program. They have different mixtures of targeted sectors and economic growth, urban and rural mix, and availability of services needed for serving the targeted SNAP populations.

SNAP recipients will be referred to CBO's from the Local DHS office that represents the counties identified (below) in the targeted LWIAs.

Adams, Boone, Brown, Clinton, Cook, DeWitt, Franklin, Fulton, Hancock, Henderson, Jackson, Jefferson, Knox, Macon, Marshall, Mason, McDonough, McLean, Monroe, Peoria, Perry, Pike, Randolph, Schuyler, St. Clair, Stark, Stephenson, Tazewell, Warren, Washington, Williamson, Winnebago, and Woodford

Sectors

Illinois will include 11 of its growth industries along with their demand occupations for the JTED-SNAP pilot.

Nine of the sectors are part of the Illinois Pathways initiatives and include:

<https://www2.illinoisworknet.com/ilpathways/Pages/default.aspx>

- Agriculture
- Architecture and Construction
- Energy
- Finance
- Health Care
- Information Technology
- Manufacturing
- Transportation and Logistics
- Research and Development.

JTED-SNAP pilot project will also include two additional growth industries:

- Hospitality
- Administrative Support

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ILLINOIS Pathways Powered by worknet

Home About STEM Pathways Other Resources Events News

Welcome to Illinois Pathways

Illinois Pathways are an innovative public-private education partnership that is organized to support local implementation of P-20 STEM Programs of Study by coordinating and reducing the transaction cost among statewide networks of education partners, businesses, industry associations, labor organizations, and other organizations. Select any of the Illinois Pathways below to view information about them and resources available from the STEM Learning Exchanges.

AGRICULTURE FOOD & NATURAL RESOURCES Agriculture, Food, and Natural Resources	ARCHITECTURE AND CONSTRUCTION Architecture and Construction	ENERGY Energy
FINANCE Finance	HEALTH SCIENCE Health Science	INFORMATION & TECHNOLOGY Information Technology
MANUFACTURING Manufacturing	RESEARCH & DEVELOPMENT Research and Development	TRANSPORTATION DISTRIBUTION AND LOGISTICS Transportation, Distribution, and Logistics

Log In | Sign Up

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Program Eligibility Definitions

- **Business as Usual:** IDHS staff provide eligibility and case management services for receiving SNAP benefits. Case workers call/check-in with customers on a regular basis. Eligible SNAP customers are referred to IDHS partners (contracted Providers) for employment and training services to assist with developing job skills necessary for obtaining employment and becoming self-sufficient. These Providers are responsible for securing appropriate work experience, community service, educational and employment opportunities for customers.
- **Community-Based Organizations (CBO):** Qualified JTED providers selected to carry out the job training and employment program for enrolled SNAP participants. CBOs don't work with customers until the customer's have been randomly assigned to the Expanded Services Group.
- **Core Service Group:** Participants will receive "business as usual" services from IDHS.
- **Expanded Service Group:** Participants will receive JTED-SNAP program services provide through the CBOs.
- **Illinois workNet® (IwN):** State's online workforce development web portal. It will provide all of the resources, guidance, tools, and reports for customers, IDHS and DCEO staff, and CBOs. It will also provide data to Mathematica.
- **JTED:** An existing job training and employment program sponsored through DCEO. The program is provided through community-based organizations and provides work experience and job training.

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Program Eligibility Definitions

- **JTED-SNAP Eligibility:** Completion of required program eligibility process activities that indicate if SNAP customers are a fit for the program and lead to random assignment.
- **Mathematica:** Mathematica Policy Research employees are national leaders in thorough and innovative program evaluation, objective policy research and interpretation, sophisticated survey design and data collection, and comprehensive performance measurement and data management. They will be providing the random assignment tool and handling the program evaluation. <https://www.mathematica-mpr.com/about-mathematica>
- **Participants:** Underemployed and unemployed SNAP recipients in Illinois.
- **Random Assignment (RA):** A process used to ensure each participant has the same probability of being assigned to a particular group (i.e. core services or expanded services) in the study.

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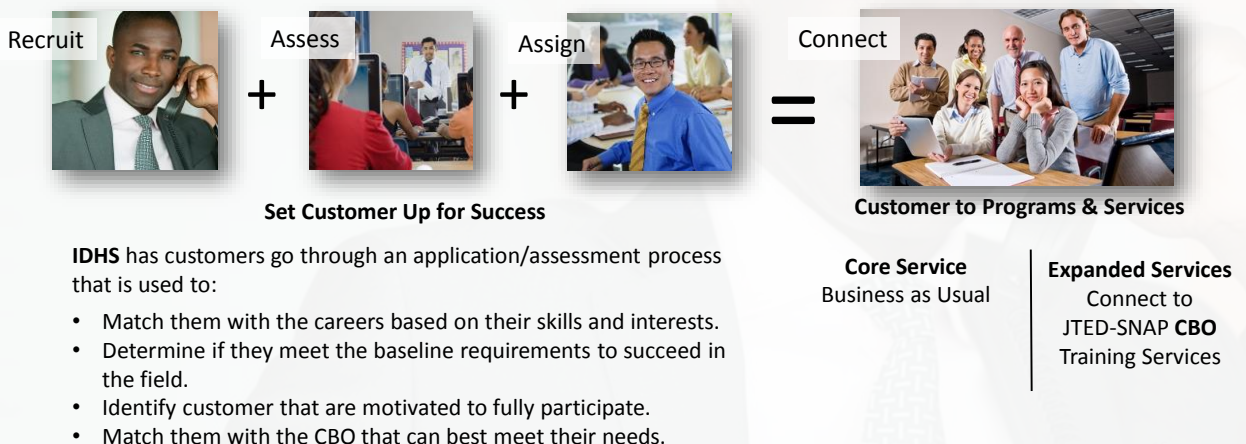
Recruit Step

Process for IDHS Staff Recruitment and Referral

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IDHS Program Eligibility Process: 3-Step Process

The JTED/SNAP Pilot ETP begins with IDHS offices or IDHS designees. The program eligibility process is critical to the success of the project. The design of the pilot, requires a **core** and **expanded** services group of equal numbers for comparison. **Once people are put into these groups they will not be removed.**



Recruitment is important because there is participation fallout along the way.



Recruit Tools

Provided to IDHS Staff – Marketing flyer options are available that will be customized with specific career areas based on what is available in the region. Flyers direct customers to JTED-SNAP customer page for more details.



Option A



Option B



CBO's Role in Recruitment and Placement

Acceptance Requirements

- Academic Baseline
- Physical Baseline

Collaboration

- DHS FCRC Regional Administrator
- Local CBO's

Immediate Engagement

- Contact
- Assessments
- Activities prior to placement in educational components

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Program Design

Participants
Partners
Program

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Targeted Participants

Category 1 (a) – Employed But Skill/Wage Deficient (Incumbent Workers)

- working 30 hours or more per week but still eligible for SNAP benefits
- exempt from the SNAP work requirements but elect to volunteer for services offered
- no more than 15% exempt from the work requirements may be served under this grant
- work with local employers to provide employer-driven curriculum and technical training
- Evaluated on job retention and workers' increased earnings over time
- paid based on achieving the negotiated performance measures of enrolled in training, completing training, retention, and wage/benefit increase

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Targeted Participants

Category 1 (b)– Employed But Skill/Wage Deficient (Incumbent Worker)

- working less than 30 hours per week but still eligible for SNAP benefits
- meet the work registrant requirement
- cannot be required to engage in more than 120 hours of activities per month
- work with local employers to provide employer-driven curriculum and technical training
- evaluated on the completion of training and earned credential, gainful employment in a self-sufficient career pathway, and retention
- paid based on achieving the negotiated performance measures of enrolled in training, completing training, employed, and retention

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Targeted Participants

Category 2 – Unemployed/Underemployed SNAP Work Registrants

- meet the work registrant requirement
- cannot be required to engage in more than 120 hours of activities per month
- SNAP participants targeted will be Able Bodied Adults Without Dependents (ABAWDs)
- other SNAP work registrants that are long term unemployed or significantly underemployed with one or more barriers to employment
- training through developed internal programs or/and in partnerships with community colleges and adult education programs
- paid based on achieving the negotiated performance measures of enrolled in training, completing training, employed, and retention

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Partners

Program Partnership Roles

- Illinois Department of Human Services
- Department of Commerce
- Employers
- Education and Workforce Partners

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Program Elements

CBO's administering the JTED-SNAP Pilot Project will:

- Provide career pathway opportunities for the SNAP recipients referred by the local IDHS case managers.
- Immediately engaged and enrolled in the agencies training program after referral.
- Meet the specific skill needs of the local employer and sector (demand driven).
- Address the skill deficiencies of the SNAP participants including their barriers to participation and completion of the training and their ability to be placed and/or retained in a position, or enrolled in a higher education opportunity.
- A career plan must be established to guide the participants through a career pathway based on the modules defined under ***Accelerated and Enhanced Training and Work-Based Learning. (ISTEP)***

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Program Elements

CBO's administering the JTED-SNAP Pilot Project will:

- Provide JTED-SNAP acceptance requirements for participants' to be eligible for the the career sector training program(s)
- If more than one sector pathway is being proposed rank according to preference
- Provide a schedule of any proposed training classes
- Can plan your training for one or more of the targeted participant categories

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Program Elements

- Priority will be given to programs that offer bridge programs as part of their training design, especially for those that plan to serve Category 2 participants
- Priority will be given to applicants that have an established working relationship with the Local Workforce Innovation and Opportunity System
- Priority will be given to applicants that have leveraged funds that can be blended to support the project for efficiency and sustainability.
- Priority will be given to applicants that demonstrate a structured support system to engage and maintain participants in the training program through wrap around services to alleviate barriers, mentoring, peer exchange groups, etc.
- Earn additional points for employer partnership agreements that demonstrate a quality relationship with commitment to the training process and to job placement and advancement of trained participants.
- Earn additional points for projects that provide training in regionally identified demand occupations.

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Program Model

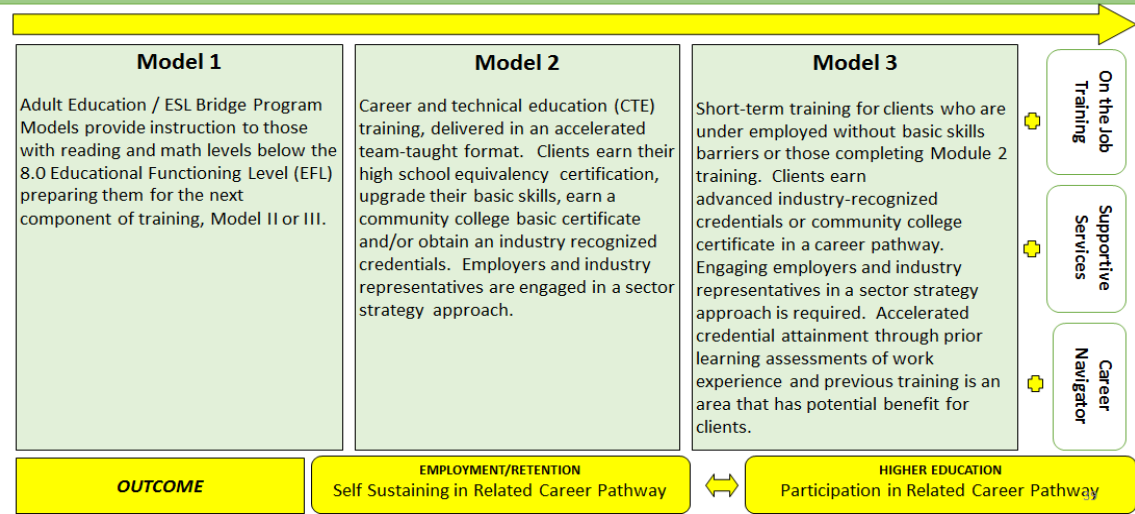
Accelerated and Enhanced Training and Work-Based Learning

- Acceleration and integration of adult education and technical training – ICCB - ICAPS model
 - 3 Modules
 - Industry-Recognized Credentials
- Expanded work-based learning for the unemployed with limited work experience through on-the-job training, work experience and transitional employment (Category 2)
 - Employer Engagement and Public-Private Partnerships for In-Demand Sectors
 - Work experience through JTED-SNAP Pilot Project

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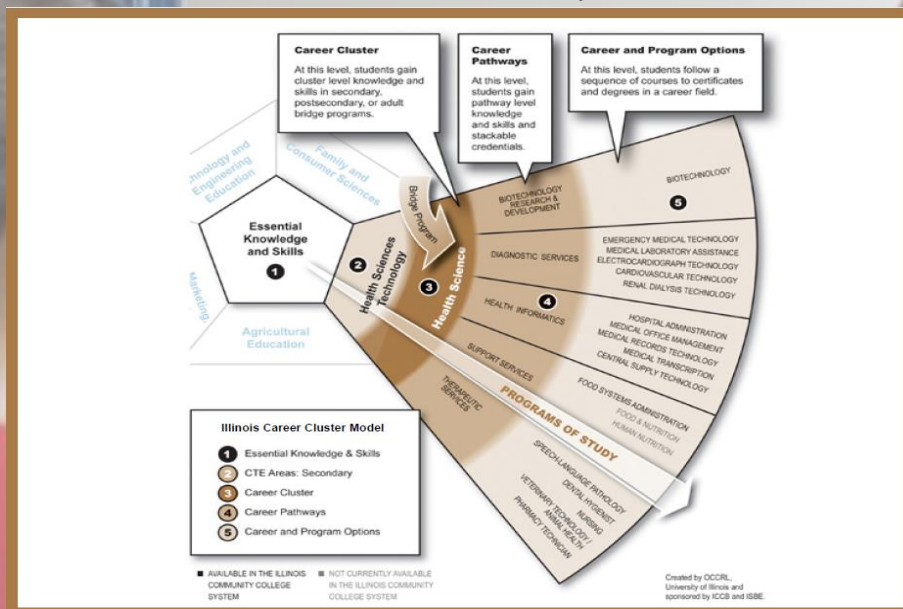
JTED-SNAP model - Integration of adult education and accelerated training (ICAPs) and work-based learning

Services Received By Treatment Group



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Health Sciences Career Pathway



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Program Services

Screening

Assessment

Case Management

Peer Groups

Supportive Services

Employment and Retention Services

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Program Outcomes

JTED-SNAP Pilot Project is a performance based grant. Grantees will earn funds based on completion of the negotiated benchmarks identified below:

Category 1(a)(b) – Employed But Skill/Wage Deficient (Incumbent Workers).

Enrolled in Training
Competing Training
Employed (1b)
Employment Retention
Wage/Benefit Increase, and/or increase on hours (1a)

Category 2 – Unemployed/Underemployed SNAP Work Registrants.

Enrolled in Training
Competing Training
Job Placement
Employment Retention

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Program Outcomes

The success of the program will be based on the outcomes of the negotiated benchmarks along with the following criteria:

Category 1(a)(b) – Employed But Skill/Wage Deficient (Incumbent Workers)

Promotion

Entered Higher Level of Credential Training

Category 2 – Unemployed/Underemployed SNAP Work Registrants

Entered Higher Level of Credential Training

Additionally there will be surveys targeted for the SNAP participants and the employer partners to evaluate the design and implementation of the JTED-SNAP Pilot Project. The national evaluation process will also require 2 surveys to be completed at 12 and 36 months.

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Budget

Training: Costs associated with providing assistance to a participant to acquire or upgrade skills to enable the participant to become employed. These costs are associated with the three training modules and must be directly related to the training benefit received by the SNAP participant whether the grantee is a certified training providers and/or an education partner(s) is providing the training. Cost can include but is not limited to instructor wages and benefits, physical cost of instruction, tuition, books, supplies, and fees related to the training.

Participant Wages: Includes compensation for services rendered limited to participant wages and benefits which includes FICA and workers compensation (Only). Participants may be placed in work experience for up to 8 weeks at a rate no less than the prevailing or areas minimum wage. The number of hours worked per week may be determined by the local provider, taking into consideration the ability for the participant to concurrently be receiving adult basic education and career and technical training, and that these individuals cannot be require to engage in more than 120 hours of activities per month. It is anticipated that not all participants and/or career sectors will participate in work experience. Participant Wages should be budgeted around 18% of the total budget or \$1,600 average cost per participant.

Supportive Services: Includes, but is not limited to, assistance with transportation, child care, dependent care, and housing that are necessary to enable an individual to participate in training and employment activities authorized under the program. Supportive services will be provided on a case by case basis and will not exceed \$500 per person. This will be expended based on need. It is anticipated that not everyone will require these services so for budgeting plan on an average cost of \$220 per client.

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Budget

Career Navigators: Grant funds will support appropriate staffing (salary and benefits) for the term of the grant for Career Navigators that will provide the following services: the development of participant's career and education training plans that provides direct linkages to academic and occupational learning; barrier assessment and alleviation; employer coordination and recruitment; placement and retention; coordination of continuing education in a career pathway and other services related to the final outcome of participant placement and retention in a career or placed in higher level education opportunities.

Administration: Includes, but is not limited to, accounting; budgeting; financial and cash management; procurement and purchasing; property management; payroll; and audit costs. No more than 5% of the total funds may be budgeted and expended for project administration.

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Program Requirements

Comply with Federal and State Laws

Comply with Federal and State Fiscal Requirements – Allowable Costs

Reporting Requirements

Pre-Awards Survey

Monitoring

Evaluation Team Reporting/Monitoring/Technical Assistance

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Program Requirements

Required Attachments:

- Copy of the organization's not-for-profit approval letter
- IRS Taxpayer Identification Number W-9 Form
- Cost Allocation Plan
- List of Board of Directors
- Memorandum of Understanding (MOU) with Partner Employers
- MOU with Partner Training Providers
- MOU with Local DHS office
- Any additional attachment you feel will benefit your application

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Tools Provided to Help You

*Department of Human Services, Department of Commerce and
Illinois workNet Resources*

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Illinois workNet system will be utilized for program and client data collection and sharing

So You Can Hit the Ground Running
Example Dashboard

Section	Count	Percent	Lost Rate	Pass Rate
INTAKE DASHBOARD				
Section: Big Site SNAP Customers				
Directed to participate				
Chose not to participate				
Total				
Intake Step 1				
A. Signed RA Consent				
Not Complete				
Complete				
B. Family Assessment - Employment				
Not Complete				
Complete				
C. Employment 101 - Exploring Careers Module				
No saved skill and interests survey				
Saved skill and interests survey				
Completed Step 1 Requirements				
Withdraw				
Total				
Intake Step 2				
A. Employment 101: Exploring Training Programs Module				
Has not saved links to training programs				
Saved links to training programs				
B. Job Knowledge, Skills and Baseline Assessments				
Not Complete				
Complete				
C. Online (RED) SNAP Program Application				
Not Complete				
Complete				
Completed Step 2 Requirements				
Withdraw				
Total				
Intake Step 3				
Signed Consent to Participate Form				
Not Complete				
Complete				
Completed Step 3 Requirements				
Withdraw				
Total				
Random Assignment				
Ready for Random Assignment				
Treatment Group				
Control Group				
Withdraw				
Total				

Individual Service and Training Employment Plan (ISTEP)

Achieving Your Career & Training Goals

Your career pathway choice: Manufacturing Pathway (HFO)
Your target occupation: CNC Machinist
Target wage: \$50,000/year

Section	Start Date	End Date	Your status
Career and Training Research	04/3/2015	04/3/2015	Complete
Foundation Academic Training	04/1/2015	05/6/2015	Off Track
Technical Skills Training	06/6/2015	06/6/2016	On Track
Work-Based Training	01/15/2016	06/6/2016	On Track

Plan Update History

Section	Action	Date	User
Career/Training Research	Marked complete	04/03/2015	ntelgar

Section	Total People	Service Date Met	Service Date Not Met	Service On Track	Service Off Track	Service Complete	Successful Completion	Unsuccessful Completion	Open
Follow-up is Due	99								
Follow-up Status is Current	99								
Follow-up Not required	99								
Overall Total	99	99	99	99	99	99	99	99	99
Goals and Career/Training Research									
Assessment(s) Complete	99	99	99	99	99	99			99
Target Occupation Selected	99	99	99	99	99	99	99		99
Subtotal	99	99	99	99	99	99	99	99	99
Academic Skills									
Not ready to recommend next steps	99								
Not required	99								
ABE: Reading	99	99	99	99	99	99	99		99
ABE: Math	99	99	99	99	99	99	99		99
GED	99	99	99	99	99	99	99		99
NCRC	99	99	99	99	99	99	99		99
Subtotal	99	99	99	99	99	99	99	99	99
Work-Based Skills									
Not ready to recommend next steps	99								
Not required	99								
Training	99	99	99	99	99	99	99		99
Credential Earned	99	99	99	99	99	99	99		99
Subtotal	99	99	99	99	99	99	99	99	99
Work Based Learning & Permanent Placements									
Not ready to recommend next steps	99								
Job Shadowing	99	99	99	99	99	99	99		99
Work Experience and Transitional Employment	99	99	99	99	99	99	99		99
Internship/Customized Training	99	99	99	99	99	99	99		99
DIR	99	99	99	99	99	99	99		99
Permanent Employment	99	99	99	99	99	99	99		99
Incumbent Worker Training	99	99	99	99	99	99	99		99
Subtotal	99	99	99	99	99	99	99	99	99

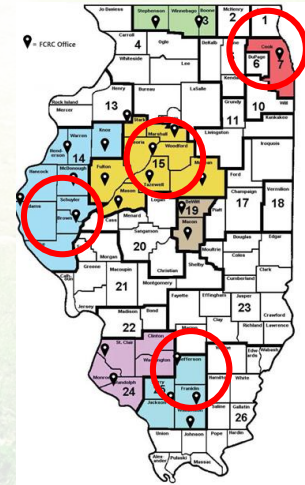
Training Sessions

Regional in-person training will be provided to the DHS staff and CBOs.

- North: 3 One-Day Sessions
- Central: 1 One-Day Sessions
- West: 1 One-Day Session
- Southwest: 1 One-Day Session

Learning Outcomes - By the end of the session, case workers/CBO Staff will be able to:

- Understand the JTED-SNAP program eligibility process and why it is important to the study.
- Collaborate between Local DHS staff and CBO(s) to implement the program eligibility strategy for their region.
- Use partner online resources, program eligibility assessments, and program eligibility tracking tools, ISTEP, program service tools and reports.
- Review resources available to help in the implementation of the program including assessments, job readiness tools, job search tools and many other resources available to expand the clients resources.



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Ongoing Support & Training

Ongoing support & training will be provided to the DHS staff and CBOs through:

- Training Webinars
 - Regional Managers
 - Case Workers
 - CBOs
- Bi-weekly Regional Manager Conference Calls
- Bi-weekly Technical Assistance Conference Calls
 - Case Workers
 - CBOs



Review and Selection

The Applications will be reviewed by an intra-agencies team of reviewers.

Applicant Information/Capacity (35% of the Qualitative Evaluation)

- Review team will examine if the applicant has the capacity to successfully complete the project tasks within the proposed grant period. Evaluators will consider:
- Prior experience of the community-based provider serving low-wage, low-skilled workers and unemployed disadvantaged individuals including welfare recipients.
- The related experience of the applicant, sub-contractors, and partners.
- The applicant's previous performance in administering similar projects.
- The qualifications of the applicant staff to be assigned to the project.
- If the applicant already has a relationship with Commerce or IDHS whether they are they currently in good standing.
- Letters of support included from targeted sector representatives such as Industry Associations, Councils, Local Economic Development Organizations and local workforce boards
- Priority will be given to applicants that have an established working relationship with the Local Workforce Innovation and Opportunity System.

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Review and Selection

The Applications will be reviewed by an intra-agencies team of reviewers.

Quality of the Workplan (45% of the Qualitative Evaluation)

- Review team will examine the overall quality of the project proposed by the applicant. In making this judgment, the review team will consider the factors listed below:
- The level of participation of local employers, the Department will give additional points for employer partnership agreements that demonstrate a quality relationship with commitment to the training process and to job placement and advancement of trained participants.
- Strength of training partnerships (if applicable).
- Strength of partnerships with the WIOA system, the local DHS office, other social service providers and industry sector representatives.
- Quality and detail of the training program offered, it must include a plan for training entry and exit plan.
- Occupations have been targeted in industries that are experiencing a demand for skilled employees and that will lead to gainful employment and to career path opportunities for the participants. The Department will give additional points to projects that provide training in regionally identified demand occupations.
- Uniqueness and innovation in administering the project.
- Priority will be given to applicants that include Bridge Programs in their program design.
- Priority will be given to applicants that have leveraged funds that can be blended to support the project for efficiency and sustainability.
- Priority will be given to applicants that demonstrate a structured support system to engage and maintain participants in the training program through wrap around services to alleviate barriers, mentoring, peer exchange groups, etc. ⁴⁴

Review and Selection

The Applications will be reviewed by an intra-agencies team of reviewers.

Cost and Outcomes (20% of the Qualitative Evaluation)

- Review team will examine the reasonableness of costs relative to the type of expenses being proposed and the proposed outcomes. Review team will also consider the amount of match funding provided by the applicant:
- Justifiable and reasonable costs in relation to the proposed activities and number of participants served.
- Demonstration of collaboration with other social service program and federal and state funded programs and employers that can assist financial or in-kind with training and barrier alleviation.
- Reasonable number of SNAP participants planned to be served over the two year period. Attachment G provides the projected number of SNAP participants to be entered in the program group.

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Submittal Requirements

- All applications must be sent electronically to Department of Commerce by **5:00pm** on **October 28, 2015** in order to be considered for funding. Proposals must be submitted to the following email address:
- JTED-SNAP@illinoisworknet.com.
- All applications must be submitted in the format prescribed by the department.
- All applicants must be in compliance, or agree to comply, with applicable federal and state laws and related regulations in order to be considered for an award.
- All applicants must agree to comply with the national SNAP E & T pilot evaluation.
- All questions regarding this opportunity MUST be submitted to:
https://www2.illinoisworknet.com/partners/JTED-SNAP/Pages/JTED-SNAP_FAQ.aspx

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Today

I Will Make a Difference



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