

Workforce Investment Board Meeting

June 14, 2011

7:30-9:00am

Harold Washington College, 11th Floor

Quarterly Board Meeting Minutes

Attendees: Greg Polman; Rita Athas; Anne Ladky; Susan Stanley for Lorenda Sanchez; Grace Jenkins; Paul O'Connor; Beth Allen for Bryan Mason; Tom Livingston; Peggy Luce for Jerry Roper; Phyllis Daniel-Ward for Cheryl Hyman; Stand Deans; Ralph Hughes; Marcia Jimenez for Mark Newton; Mary Gallagher for Jorge Ramirez; Shelia O'Grady; Russell Salzman; Anne Edmunds; Jennifer Chase for Marc Gordon; Marc Schulman; Shelley Stern Grach; Jimmy Lago; Harold Goldmeier; Bill Jamison for Maureen O'Donnell; Lucretzia Jamison

Absent: Jerry Shields; Almenda Dunn; Booker Thompson; Robert Kilbury; Damayanti Vasudevan; Caroline Sanchez Crozier; Mary Anne Kelly; Peggi Boyd; Tom Balanoff; Nancy Clawson; Al Friedman; Craig Huffman; Jeffery Isaacson; Dean Manheimer; Dori Wilson

Presenters: Evelyn Diaz, Amy Santacaterina and Mike Balcsik, DFSS; Beth Weigensberg, Chapin Hall

Chicago Workforce Investment Council: Maria Hibbs, Joanna Greene, Maggie Marystone, Pedro Gonzalez

Guests: Brian Caminer, Goodwill; Marie Lynch, Chicago Career Tech; Jessica Palek and Kathleen Rubenstein, Shriver Center on Poverty and Law; Richard Reeder, Youth Connection Charter School

Welcome, Approval of the March 16, 2011 Board Minutes and Introductions: Paul O'Connor, Chair

MR. O'CONNOR: Good morning, everyone. My name is Paul O'Connor. I'm the chairman of the Chicago Workforce Investment Board, and I'm calling the June 14th, meeting to order here at Harold Washington College. I think the first order of business, which we usually have a big debate and fight about -- let's try to be nice this time -- is the approval of the minutes from the March 16th, 2011 meeting. If anyone has reviewed the minutes and would like to make changes or comments, please say so. Otherwise, I entertain a motion to approve the minutes. MR. STAN DEANS: So moved. MR. O'CONNOR: Second? MS. ANNE LADKY: Second. MR. O'CONNOR: Those in favor? (Aye response.) MR. O'CONNOR: Those opposed? (No response.) MR. O'CONNOR: So that's another unanimous vote.

We have a lot of news that we're confronting today, and some of it, as we predicted, is not too good news, and some is good and happy news. Here is the new Commissioner of the Department of Family & Support Services, Ms. Evelyn Diaz. (Applause.) MR. O'CONNOR: We're happy for you. Be good to us.

Remember we knew you when -- or whatever. And also Maria Hibbs, who I'll introduce a little bit later, who is the Interim CEO for the Chicago Workforce Investment Council, and we're lucky to have her.

Mr. O'Connor continued: with a few opening remarks about the very dynamic environment in which we meet. We had the good news is we had a meeting last week, a visit from the General Accounting Office (GAO) of the United States Congress whose bipartisan Congressional committee asked the GAO to assess what are the most successful programs in the United States for Workforce Investment Act system. They went through over 60 programs evaluations and they came down to sort of the final shake-out of 13 programs which prompted their visit to Chicago. The primary focus of the meeting was on the ManufacturingWorks Center operated by Instituto del Progreso Latino. It was really a fascinating session for GAO as they heard about a process that had come about ten years ago to really identifying employer demand and the whole process whereby the Chicago Workforce Board identified and focused on sectoral needs. This sectoral approach was accepted as best practices by the National Governor's Association. This discussion was an education for GAO. So each step of our two hour meeting together was very successful and eye opening for them, not the least of which was the creativity of developing the concept. GAO heard the process has been produced with our partners in Chicago, in particular the Department of Family and Support Services (DFSS's) real, new criteria for evaluation and assessment. They were really struck by what we had come up with and the practical sensibilities of our processes. So it really was a gratifying session in which it was clear how long it takes to do these new WIA developments and that it really had come to pass. They expect to compile their research and then make a report later in November of this year.

MR. O'CONNOR continued: we keep seeing WIA reauthorizations information coming in chunks - Title I and then Title III. Title I is raising the issue of governance, which is us, and whether the Workforce Boards shrink and what our makeup is or whether Boards get more leeway. Those are things that are pending, but that keep changing. And then yesterday we had an interesting development that Cook County and the City of Chicago have been looking at ways in which they could save money by consolidating efforts. So, yesterday the City/County came out with a report, and part of the report recommended the consolidation of the Chicago Workforce Investment Board with the two workforce boards in Cook County. The recommendations continued that the new Board be the CWIC model, being sort of more of a private sector and broader-based board and the CWIC board model be extended into Cook County.

I was talking to Evelyn Diaz this morning, and the time line looks like it's quite a while. So we'll see what it is. I was hoping that in the paper it identified three areas of excellence -- fleet management, administrative hearings, and Cook County GIS. I thought, well, you know, if you're just looking at numbers, okay, great, but if you're looking at creativity, it would have been nice for us to be listed. I think we deserved an area of excellence and seal of approval and that's my protest for the record.

Mr. O'Connor continued: it's my pleasure now to introduce Maria Hibbs, and in your packet is a biography of Dr. Hibbs. She is the Interim Chief Executive Officer of CWIC. We have similar things in our background, so I have special pity for her -- and hopefully you know I'm joking -- in terms of journalism, corporate communications and nonprofit management. She has had a real significant career in the

private sector, as well as the nonprofit sector, at a very high level at a Fortune 500 company in the Chicagoland area. For those of us who know her recently for her leadership in creating the Partnership for New Communities and Opportunity Chicago which is a transformative initiative that spoke to the human element of the dramatic reorganization of the Chicago Housing Authority (CHA). Opportunity Chicago is a multimillion dollar fund to train, educate and place CHA residents in jobs. Opportunity Chicago exceeded its goal of placing, public housing residents into employment over a five-year period. Because of the sort of experience I just identified, I think we're exceptionally fortunate to have Maria with this exceptional background and in highly fluid and uncertain time for workforce development. She'll be able to clearly deal with the scale and complexity of what's coming down the road. She is interim so it means that she can walk away too. So try to be nice to her. Maria, if you'd like to say a few words.

MS. MARIA HIBBS: I'll say just a few words. This is the opportunity in the agenda where we can pick up some time. So, anyway, I am very happy to be here with all of you today. I'm always a little concerned when someone calls me Dr. Hibbs because then you're going to have really high expectations; but, anyway, I worked for a company, Inland Steel, which many of you know, and Inland invested in me. It invested in me to get that Ph.D. They paid for it while I was working there, and so the work that employers do to develop their people and the work that we do as society to develop people is really kind of near and dear to my heart. Because they invested in me so that I had a very challenging and interesting career and could give back. So that's one of the reasons I'm very gratified to be in this position to be working with you. To figure out how we best develop our human capital so that families can succeed and that our economy is robust. These are difficult times, as you will hear a little bit later, as we work on considering the recommendations for WIA funding this year. And the Department of Family & Support Services (DFSS) has done a terrific job in trying to augment the funding losses we have coming from the federal government this year. I think at this point I will just, since you have my biography make one last point. As Paul mentioned, I am interim and I am on loan from the Partnership for New Communities, which is a fund of the Chicago Community Trust, so we thank them for allowing me to take on this role at this time. And at this point, I think we can move forward with the agenda unless anyone has any questions. MS. HIBBS: Great. MR. O'CONNOR: Welcome. They're a good group. You'll like them.

2011 Chicago Workforce Investment Council Audit Report, and Introduction to the 2011-2012 WIA Funding Allocations: Evelyn Diaz, Commissioner, Department of Family and Support Services (DFSS)

MR. O'CONNOR continued: now I move into the more serious business of the day, and we're going to turn to Evelyn who's going to bring us up to speed on the CWIC audit that affects us, it gives us an overview, and then Evelyn will sets the table for WIA funding allocations for Chicago.

MS. EVELYN DIAZ: Good morning, everyone. So I'm going to wear two hats this morning, first is the former CEO of CWIC where I oversaw CWIC's last financial audit and financial statements. I want to report to this WIB Board the outcomes of that audit. If you recall, last year, maybe half a year ago

where I explained and reporting on the last audit. You know we had a late audit, and I told you about two findings. I also told you that the CWIC Board was very concerned about having any findings at all and they really impressed upon us the need to change auditors and have an on-time audit. Of course they wanted to see no findings, but they were also committed that the audit process be thorough and comprehensive and really uncover anything there was to uncover. Early in the year we embarked on a process of selecting a new auditor. We selected an auditor who we thought was going to be very thorough and had a very good reputation in the field; that auditor is E.C. Ortiz, and we engaged them to provide an intensive audit of the organization. We also told them that we have this commitment to a thorough and on-time audit.

MS. DIAZ continued: the auditor started work with four people on their staff on-site at CWIC for a period of about three to four weeks. And because it was their first engagement with us, they turned over everything. So given that the audit was as thorough as it was, we were really happy to announce in May to the CWIC Board of Directors that the audit was complete. It was on time, and there were no findings. The prior findings the auditors determined had been addressed. We didn't copy the entire audit report for you, to save the trees mostly, but in your packets you have a letter from the auditor indicating no findings. We want to let you know that the audit report is available electronically upon your request. And if you if you desire, Joanna can just send it out to everyone. There were no findings and we addressed the prior findings, so it was all around a good thing. We had a good experience with the auditor. So are there any questions about that before I move on to the WIA recommendations?

MS. DIAZ continued: so now with that hat off, I'm going to put on my other hat, my new hat as Commissioner of the Department of Family & Support Services. My team and I are here to present the WIA recommendations. We are standing here having already presented and discussed the recommendations with the WIB Service Delivery Committee, the WIB Youth Council, and the WIB Executive Committee, and we think that all of those meetings went very well. So we are going to provide a slightly truncated version of what we've presented in committee for your review and approval.

MS. DIAZ continued: so, as Paul and Maria stated a little earlier, this is a really difficult year. We knew funding cuts were coming. We knew they would be significant. We did not imagine that they would be as big as they turned out to be for Chicago. In total the City of Chicago got \$ 24,749,666 million this year for use between July 1, 2011 and June 30, 2012. That represents a \$ 5,200,000 million reduction in WIA funds from the previous year. We've been sustaining cut after cut after cut for at least the past six years, and so all told this system has been shrinking and this is probably the largest single cut we've ever experienced. This reduced funding comes at a time when, of course, demand for employment services has never been higher. So here's how the reductions look by area, \$2.1 million (20%) in Adults, \$ 1.8 million (18) for Dislocated Workers and for Youth \$1.5 million (13%). Facing those reductions, we knew that as a department we needed to figure out how to infuse some more money or identify some alternative sources of funding so that we wouldn't have to experience the full \$5.2. Million cut. Here are the three things that we did: 1. we reduced our own internal administrative and programmatic overhead on this grant; 2. we asked the City of Chicago Budget Office to decrease the indirect rates that they charge to all grants, and finally 3. We identified alternative funding sources to the tune of \$1,939,474 that we put into supporting WIA programs. All told, we were able to find \$ 4,000,000 million to help us

plug the \$ 5.2 million hole. I'm really happy about being able to say that we're all sharing in the pain that we were able to fill a significant portion of the hole, but this is really not sustainable. There's no way the City of Chicago could afford to do this for a second year. And so this really to me -- and we've discussed this in the Executive Committee, the Service Delivery Committee and Youth Council -- that this really feels like the end of the line for our ability to continue to sustain the workforce development system as we've structured it with this level of funding. And so we've talked about, in general terms, the fact that we're not going to be able, after this year, to continue to run the system in its current structure. That structure is: is five One-Stops, plus WIA Affiliate Centers. It's simply too big of a system and we've sustained too many millions of dollars worth of cuts to the program to continue on this way.

MS. DIAZ continued: with that said, our commitment was to try to keep the program whole this year, and so we've kind of pulled out all the stops to backfill funding. There is one other last hope for getting additional funding in that would actually put us over the top and fill the hole completely, and that is that the way the funding came down from the feds this year. This is a little complicated, so we created this visual representation. The way Adult and Dislocated Worker formula funds come from the federal government is there's a base award that covers the first quarter of the program year, July through September. There's an advance award that comes from October to June, and it's an advance based on the federal budget year. And that's always the case. But this year the reason that this is significant is because in the Continuing Resolution (CR), the Governor's WIA discretionary funds, that is the funds that a Governor can hold back for use statewide, was reduced from 15 percent to 5 percent. And we believe that the purpose of that CR language was to make sure that local areas had more money to fill in their funding cuts. Unfortunately, the way the legislation got written of the percent rule for the Governor only applied to that base award, that July through September portion of our grant. So what it looks like is right now we have a little extra money for July through September; but that's not true from October through June. So we and every other city and state have been asking for further guidance from Congress about what their intent was when they changed the rule from to and asking if it can be applied to the advanced portion of the award. If that were to happen, we could get a potentially \$875,000 in Adult and \$725,000 in Dislocated Worker funds from the State. So that's kind of out there as something we're hoping for. And should that money come in, we would come back to this WIB Board and recommend how we should allocate that funding. So I'm going to stop there and ask Amy Santacaterina to come up and now, given that funding situation, to explain to you how we handled this year's RFP process and WIA allocations to our service providers. Thank you.

2010-2011 WIA Allocations: Amy Santacaterina, Department of Family and Support Services

MS. SANTACATERINA: Thank you, Commissioner. As Commissioner mentioned for WIA Adult and Dislocated Worker services, this was an RFP year, and we issued four different RFP models: for community affiliate organizations, our workforce centers for job seekers, our workforce centers for businesses, and our Bridge Program model. As Evelyn talked about, with the severe reduction in funds, we knew we were going to have to reduce the number of agencies that we fund, and we were unable to support new initiatives or new startup projects this year. As we were cutting back, it didn't seem like the proper use of our resources to invest in startup initiatives. As we made our selections, we looked at ways to continue our existing network of agencies, and we really had to rely on the alternative funding

that the Commissioner spoke about to sustain our efforts. So, again, for the Adult and Dislocated program every agency received a percentage, across-the-board reduction in funds. We looked at their proposal score and then we also looked at their achievement of certain key benchmarks and came up with a total score, and that's how we assessed further reductions. In the end, we funded six affiliate agencies with WIA Adult funds and seven affiliate agencies with alternative funds. Six affiliate agencies were funded with WIA Dislocated Worker funds, and two agencies we're transitioning out of WIA Adults, and two affiliates we're transitioning out of WIA Dislocated Worker funds.

MS. SANTACATERINA continued: when we transition out, we basically support those agencies, and ask that they do not accept new enrollments. Their staff works with other agencies, or work with their customers to help them find jobs and continue case management. That is how we handle that to make sure that there's continuity in service for the customers. If you remember with adult and dislocated worker, a certain percentage of our funding must go towards training activities. To sort of quickly show you how the funds were flushed out, you can see there's our starting allocation. After we take away the 10% administrative costs, we have our previously reported amount for Adult and Dislocated Workers programs. You take away what the City's program cost is, but we're adding in some administrative surplus from the previous years; we add in our incentive funds from two years ago and some program funding that we salvage funds that we anticipate going forward into the New Year. That brings us to about roughly \$ 8,181,291 million available for program in Adults; \$7,630,785million available in Dislocated Worker, and that \$1,939,474 million in alternate funds. You see going to workforce centers and affiliates in our sector centers and our balance for training. Again, factored into training are our Bridge Programs and some contract training and our fund for Individual Training Accounts (ITAs) and On the Job Training (OJTs). And that's how the funding evolved. And what does all this mean? Because of this reduction of funds, we will not be able to take new customers and enroll them during the first quarter. Because our agencies received cuts, they're at basically will be functioning over their existing capacity. However, at the end of the day, we think next year we are forecasting we'll be serving 3,750 Adults and 3,000 Dislocated Workers, and that's a reduction in total served from this year.

MS. SANTACATERINA continued: on the WIA Youth side, we had a total award of 8,937,590 Million; we received a 13.5% percent reduction from our previous year. When Commissioner talked about that advance in the Governor's reserve money, it does not apply to WIA Youth. WIA Youth did not release an RFP this year, so our contracts were extended. This was a contract extension year. WIA Youth funds programs that are in school and out of school, two funding categories for youth. The youth that are served almost come from low income families and have some barrier to employment. How our allocations ended up with WIA Youth, again you have a total allocation minus the cost for administration. We're looking at an \$ 8,937,590 million program balance; deduct the City's internal cost and CWIC costs. We have a little bit of administrative surplus that we added and incentive funds from youth with our estimated program carried forward dollars into the next year it gave us \$8,160,103 million. In school programming is \$2,690,255 million and \$4,241,262million is going towards out of school programming. \$ 683,299 is towards the Workforce Centers for youth programs. Our balance for training for older youth is \$545,287. Our agencies are reduced a certain percent across the board. Again, when we're recommending agencies for funding, we examined the achievement of key

benchmarks/goals, so additional reductions were determined based on achievement of goals. One agency is transitioning out of WIA, but we're supplementing that with youth career development. That organization also receives some City corporate dollars. They're a youth career development center.

MS. SANTACATERINA continued: in the end we anticipate serving 2,800 youth, and that will be approximately 300 less youth than what we're currently serving this year. I'm going to flip it over to Mike Balscik who's going to talk a little bit about our training plan for the year.

MS. DIAZ: Amy, can we pause? That's actually a nice marker for a vote, and then we can talk about our technical assistance plan which is not related to that vote. MR. O'CONNOR: Well, we're going to have a discussion. We'll take a vote on accepting or rejecting these WIA recommendations from the Department of Family and Support Services. As you can see, it's pretty bleak picture. I think one point that Greg Polman made is that when we went through this at the committee levels each of the service providers were assessed against an established point criteria base. And, again, it's one of those issues in which, thanks to DFSS having a very meticulous and justifiable system of evaluation, we had the justification whereby we could make these assessments. In the past, those assessments have reflected a lack of performance which was a guide for us. So if the service providers did not measure up to a certain percent, we could cut their funding back. In this circumstance, it's the cut in federal money that's driving the reductions and not really the performances. So if an agency ends up with reduced funding, there were only one or two in which the performance was not adequate; but overwhelmingly the performance was good, and so we end up in a situation in which we're having to cut based upon an evaluation that showed good performance but we had no choice and had to make the numbers fit. So I just want to put that in context for the providers who are going to feel the pain, that's sort of the first issue.

MR. O'CONNOR continued: after a vote or maybe in the course of a discussion, one of the things that came out of the WIB Executive Committee is this not enough money to sustain the system that has been built up over these years. In a conversation before the meeting with Grace Jenkins, National Able operates the Pilsen One-Stop, which is an extraordinary state-of-the-art facility, she said it's expensive and the money is going away. So, as we go forward, especially in this very complicated context of consolidation, reauthorization, and continuing declines in federal money, with clearly no more sort of alternate money, the system is in trouble. And so, as I think Greg Polman did mention we're going to have to go forward during the interim. As things develop, we have to build something together with our partners who are the providers and with the federal executive branch. It really is, you know, for its faults, a really great system. A system we have to transition and that is not going to be easy, both in terms of pain, and operationally. So we'll be getting back to you to figure out a proposed plan. And I really think that it's the responsibility of the WIB Board and Board volunteers to step forward and really do the business analysis of how we're going to do this.

MS. GALLAGHER: Thank you for saying that about the service providers because it's really hard to go back and tell everyone who's been working so hard, no, we know there's no raises and no, we're not laying off. This is really bad because this is happening at a time where clients are coming in and we can't place them. And we work with dislocated workers and we're experienced, so it is the hardest time

possible. It's really rough for this to happen now, and I really appreciate you saying that we're all trying rather than just the punitive side that we are all sharing of the pain.

MR. O'CONNOR: For the people in your organizations, we could do a letter if that would be helpful to explain the cuts. So you can make a record for your own organization and where this is coming from. This is hard.

MR. LAGO: I do not need a lengthy explanation, but in terms of the conversation at the federal level is there a primary set of causes other than the general budget issues at the national level that caused this reduction in funding. Are the members of Congress saying that we have been able to demonstrate ultimate effectiveness in the WAI system or not.

MR. O'CONNOR: Well, there's a general context that's been going on for a while too to evaluate, for seven years, to evaluate the effectiveness of the WIA program, and now they're starting to look at it. So we have this sort of double whammy of Congress looking at is this WIA system worth it or not. In the course of the reorganization, you see some of the rational and some adaptation of the system being proposed as these draft pieces of legislations are dropping in. So we're starting to see more and more of a picture as it comes along. The other part is that you have, like this GAO visit, WIA evaluation. GAO is coming to say, wow, you guys are great and we should like duplicate this approach all over the country. In addition, as Evelyn said, there has been this incremental but very serious continuing to cut, cut, and cut WIA funds. The creative accounting of DFSS has saved us for the past couple of years in terms of shifting money around, but the shifts are stopping. It's not as bad as we thought originally with the first Continuing Resolution or the first House bill which was going to cut WIA to zero. So that's where we started this funding discussion at the federal level with few program defenders. So somehow it's staying alive as we go forward, so it's very strange.

MR. SCHULMAN: I'll say with jobs being such an important topic for all people running for President, and you're moving over to this important position for the Mayor, how are the plans coming for the new administration for its plans for Chicago. I mean, WIA is such a small part of the overall structure of the City, when would we expect some plans and announcements as to how we are going to adapt?

MS. DIAZ: It's a great question. I actually have a meeting a little bit later today to get some of the answers to that. But I keep being assured that there is a high priority for jobs and particularly figuring out how we restructure to maximize the funding that we have. I keep being assured that this is a priority for this administration. But I won't know until a little bit later today of where they are in the planning of that.

MS. LADKY: Paul, maybe you can clarify this; but back to Jimmy's question, I was not under the impression that these cuts are a particular focus on the Workforce Investment Act as not performing but that they are instead one of the cuts that they feel can be made because the entire focus of the budget reductions are on discretionary spending, and it's such a small portion of the federal budget that the cuts will be drastically deep. And, you know, I don't see how next year it could possibly be any better, and I think it could be worse. Until the discussion changes and the deficit reduction conversation is broader beyond the discretionary portion of the budget, I mean, this is what has been going on for

seven eight years and now it's getting worse. So there's less money to cut. This used to be a big budget and then if you cut it, it was a meaningful cut. Now it's a small budget, when it gets cut we're way into the bulk now. So, I don't want to leave the impression that this has to do with the performance of WIA overall. There have always been people in Congress who have not liked the job training system, and I don't think that has changed, Amy might correct me; it's pretty much the same -- right? There's not any groundswell of greater opposition to WIA. This is all in the context of deficits.

MR. O'CONNOR: It actually looks better at this point. The problem when we zeroed out is we had no advocates. I mean, there were no Congressmen and Senators who were really going to go to the wall for the WIA program, and so that was the biggest problem. There were no advocates and we're shrinking and we're in serious trouble, but at this point we're actually having a bipartisan movement going forward on the sponsorship of the Senate WIA Reauthorization bill. So we have both Republicans and Democrats on moving forward on reauthorization, sort of a new thing. So we'll see.

MS. STERN: Is there any possibility that we could get creative -- and I'd be happy to participate -- in online training. Evelyn and I actually talked a little bit about some of these things, where the private sector materials are offered in the Workforce Centers. For example, Microsoft has, free of charge, a full curriculum available either online or in person? Sounds like an online might be another resource. Is there a way that some areas are able to supplement -- I'll use that term -- with other kinds of private sector, no cost resources if we can just get creative on delivery of that? MR. O'CONNOR: I would think so. I mean, you read the transition report of the Emanuel Administration. MS. STERN: Many times. MR. O'CONNOR: over and over again there's been a call for partners, not specified, but business partners. So I think that clearly the environment is such that no reasonable, creative offer will be refused at this point. It is just a matter of figuring out how to implement programs but I won't speak for the administration.

MS. DIAZ: No. I think that's right. We're figuring out how to make it work this year, but it really does feel like WIA was always just a drop in the bucket in terms of the total demand for people who need jobs. You know, now our impact is going to be that much more diminished. We could use all the help we can get. At the end of the day, if we're going to have a real impact, we really need to think about how to structure the system in a different way; how to couple different resources together. So we figured it out this time. We were able to free up \$ 5.2 million. We had to get special permission to do that from DCEO. It's not that easy sometimes to bring these funding streams together, but those are the kinds of things we have to do to have a real impact; that's where the big money is going to be, and that's where we're going to find the biggest savings. One of my jobs is going to be to look in-house and say why do we need this many staff to run a program, both on the programmatic side and on the administrative side, and figure out how we can get leaner on the government side. And so those are the things that I think are going to free up the greatest number of resources for us to start seeing thousands more job seekers served.

MR. O'CONNOR: I think we need to move on the recommendation and the offer, so maybe DFSS and others who are interested may sort of start pursuing direct communication with Microsoft to see how

this could be done; and to the extent you need formal support to do that or changes, we'd be willing to help. MS. DIAZ: Shelly, we can facilitate that conversation. MS. STERN: Yes.

MS. LADKY: I have a question, how do you see -- Evelyn already may be thinking about this -- in view of the fact that we do have to really think about the structure of the system between now and next year at this time, where should people kind of key into that strategic thinking? Are those discussions going to be taking place at the WIB Service Delivery Committee, or how can we sort out how might this work? I am just curious if anybody has thought about that. MS. HIBBS: Actually, and then there's the other variable of the city and county consolidation -- MS. LADKY: Yes. MS. HIBBS: -- so that's really a bigger conversation that needs to take place too. All of this is happening at the same time. MS. LADKY: So maybe there's some sort of basic ideas that might come back here, sort of like what things we need to think about, if we think about changing the structure of the system might be useful just to find a way to start to integrate that conversation.

MR. O'CONNOR: I think this is really important. We've sort of been saying the end is near for a couple years now, and sure enough. So those who would really be interested in participating a little or a lot or at least being kept informed, maybe you could communicate that to Maria and the CWIC staff because it's obviously going to be one of those things we have to pick up and go. It's just hard to figure out the starting point. And maybe I'll turn to ask Greg if he wants to say anything about it because he has been watching this the whole time, the whole process as it evolves.

MR. POLMAN: Actually, Anne, that's what we were talking about at the WIB Executive Committee. That we would need to move forward strategically, getting together the right people, the right grouping of people, to give input in looking at the structure as we move forward; but to do it sooner than later, not come next May or whatever, but July, August, somewhere in there to start putting together a team including Evelyn, Paul, and Maria. Start putting together some kind of structure that we can strategically start planning on how we can move forward with this structure with the limited amount of dollars WIA has, but also look at the other existing dollars so we can meld it to a more dynamic workforce system. I think there's a lot of data out there that the Commissioner and her team and the WIB and CWIC Board, could gather to be very helpful in moving forward with where all the money is, how the different pieces can be put together. So we started the conversation and I wholly agree on this.

MR. POLMAN continued: I just wanted to make one other comment that kind of goes to the process of the recommendations, and I think it's something that Amy did not mention, something that I've been pushing for several years. There is a small pot of money that's in this year's budget for developing a report card system for the Individual Training Accounts (ITAs), where a percent of our money is allocated. We do not have a really good idea on how successful all those training programs are. And maybe some percent of it is not being spent very well. We could really have much more money than we really think we do as far as training. That's my side comment. MR. O'CONNOR: The ITAs being the Individual Training Accounts. MS. LADKY: And the vouchers. MR. O'CONNOR: And the vouchers. So, Amy, do you have a response?

MS. SANTACATERINA: Yes. We are excited that we've developed a new training provider report card. We were able to do that with ARRA dollars, and we have just launched the website within the last month. We have sent the site location out to our agencies, and we will continue updating the site. The WIA Training Provider website will be demonstrated at the next Service Delivery Committee. So we're very excited about that, and we've included funding for the continuing support for the training provider report card. We think it's a very useful tool. MR. O'CONNOR: Okay. It only takes several years. MS. SANTACATERINA: Although the State was supposed to do it.

MR. O'CONNOR: Well, is there other discussion? Otherwise, we'll ask for a motion to approve the Department of Family and Support Services' recommendations for the 2010-2011 Program Year for WIA funding for Adult, Dislocated Worker, and Youth services. MS. LADKY: So moved. MR. O'CONNOR: Second? MS. STERN: Second. MR. O'CONNOR: All those in favor, please signify by saying aye. (Aye response) MR. O'CONNOR: Those opposed? (No response.) MR. O'CONNOR: It's unanimously adopted.

MS. LADKY: Paul, can we have the record show that I think DFSS and the Service Delivery Committee and the Youth Council did really difficult work under difficult circumstances, and that this was an extremely hard job this year. I just want the record to show that we appreciate the effort put into this. MR. O'CONNOR: Yes, they really did. And it was meticulously documented work, so the record is really outstanding. So I think that's great. So now we're going to turn to Mike Balcsik for a presentation on the WIA delegate agency training plan.

Department of Family and Support Services WIA System Technical Training: Mike Balcsik, DFSS

MR. BALSCIK: Good morning. As we kick off the new program year at DFSS, we put together a training plan to support our agencies and frontline staff at our delegate agencies with training on procedures and policies and of carrying out the WIA program. We'll begin the year in July with a series of training programs where we'll bring in about 200 people for training on various WIA implementation topics. The training is all going to be conducted as if they were working with their online computer systems with their customers. The way we have the training modules set up is they're going to follow the flow the customers. The front-line workers will start the year off in training. The first set of training will be about the intake and eligibility and the next will be about developing an IEP and so on. MR. O'CONNOR: IEP is what? MR. BALSCIK: IEP is Individual Employment Plan developed for a customer. And then when we've done all our training, we'll have ongoing technical assistance to support the staff. The required attendees at our training are going to be all frontline staff who are directly involved with customers. It would be the site supervisors, the intake specialists, case managers, and vocational counselors. Up on the screen right now is a list of the different topics that we will be training. These are going to be grouped into modules. So, for example, the first module of training will be intake eligibility, case file maintenance, and effective case note writing. It will be one training session. The next will be the assessment of job seekers, how to deliver the labor market information, and the development of the IEP. With a topic like this, it is very important this year to stress the importance of following procedures in compliance with the WIA law. We're going to be focusing on the quality of case management. We

hope to be wrapping up training by September and we'll have ongoing technical assistance throughout the year.

MR. O'CONNOR: I think maybe just say to Evelyn either way about the need for this and what you hope to accomplish here. MR. BALSCIK: The need is that these agencies are into their third year of providing WIA services. So it's been three years since we've had a comprehensive training. We've been providing ongoing training, but over that time there's been new staff, policies have changed, we've developed some new quality procedures. There is a need, at least as a refresher, for a lot of us.

MS. DIAZ: So just the background on this was that when CWIC and DFSS were working together to develop a new RFP for WIA, we envisioned that we were going to kind of change up the system and infuse new innovation. We were going to be asking different things of providers, so we thought that when you're asking somebody to do something completely different than the way they've been doing it for the past ten years, you should also couple that with some technical assistance and capacity building support. And so CWIC interviewed over 60 different stakeholders to find out what was working and what was not working about WIA to develop the RFP, but along the way they uncovered all kinds of other issues that we thought as a system we needed to address. So a lot of inconsistency across all of the agencies about how all of this stuff gets done, and that's due in large part to the fact there's turnover. So whoever got trained in January is no longer there in August, the new person comes in and doesn't have the benefit of the training that the person in January got. So what happens over time is that the people in the system have different knowledge, so there's inconsistency in how people are doing things, and how well they're doing them. We thought, at the very minimum, we cannot do a really robust, technical assistance training program; it's not as necessary given how we decided to do the funding, but at the very least everybody needs to have this set of basic knowledge on how to be a WIA provider and, you know, report effectively back into the system and do your job well. And so this was our first time rolling out this kind of comprehensive training, and we need to keep doing it on a pretty consistent basis so people have consistent knowledge. MR. O'CONNOR: Are there other questions, comments? MR. O'CONNOR: Thanks, Mike. Appreciate it.

MR. O'CONNOR continued: Now we're going to turn to Beth Weigensberg from CWICstats. In your packet is a very rich set of data, the CWICstat dashboard that is a really great value that they've come up with, and Beth will take us through.

CWICstats Update: Beth Weigensberg, Chapin Hall

MS. WEIGENBERG: Good morning, everyone. I appreciate the opportunity to talk with you all this morning. I am Beth Weigensberg, and I'm from Chapin Hall, at the University of Chicago. I am one of the key people at Chapin Hall that helps CWICstats. And so essentially I'll take a couple minutes this morning just to let you know who we are and some of the key research products that we do, and I'll highlight some of the things that Paul mentioned that were in your packet. At the very end I'm actually going to bring up the WIA Training Provider ITA website that was actually just mentioned a few minutes ago.

MS. WEIGENBERG continued: Just a couple brief introductory slides about who we are at Chapin Hall. If you don't know, we're an independent policy research institute at the University of Chicago. We've been

around about 20 years now. We essentially do policy research that help supports various state and local policymakers, different public agencies, largely in the area of children and education. We have developed expertise in administrative data analysis and data research. We work with quite a number of organizations over the years to do innovative research and data activity

MS. WEIGENBERG: So essentially what is CWICstats? We're the data and research arm for the Chicago Workforce Investment Council (CWIC). We have been working with the CWIC as well as the various public agencies in Chicago to really collect, analyze, and disseminate information on the various programs in the workforce development systems in Chicago. We use this information to conduct a variety of research activities, which I'll outline a little bit later on in the presentation. Essentially the need for CWICstats really emerged from the need to provide information to this complex workforce development system. We provide this information to a variety of the stakeholders, with CWIC being one, and various agencies -- which I'll outline in a second -- the various program providers themselves, as well as different foundations and other stakeholders including the public in Chicago.

MS. WEIGENBERG continued: Essentially what the core of our work relies on is working with the various city and state public agencies of the workforce development system to analyze and link individual level administrative data to different employment and outcomes such as employment retention and wages. I actually have a visual graphic on the next slide that outlines those various partners and essentially we look at ourselves as the arm of the Chicago Workforce Investment Council. We have a couple of agencies that we work with at the city and the state level. The blue boxes on the bottom are the various state agencies that we work with, which include the Department of Family & Support Services, a little bit of work with City Colleges of Chicago, the Chicago Public Schools, as well as the Chicago Housing Authority, and then various state agencies at the bottom in the green boxes that we work with quite extensively, which are Illinois Department of Employment Security and the Department of Commerce and Economic Opportunity (DCEO). We're also trying to bring on other state partners to get additional information such as corrections data, GED data, and other workforce employment training services through Department of Human Services as well. We're working all these various partners to tap into the different part of the workforce system, and the education system to try to understand trajectories and experiences of individuals over time. We examine how is their engagement in these various programs really leading to better employment and wage incomes in the long run. Some of our research products will demonstrate that. The next couple slides outline a few of the products.

MS. WEIGENBERG continued: What Paul actually mentioned that is in your folders is this first dashboard report of key labor market indicators. This is this little blue-and-green-colored report. This comes out quarterly in conjunction for CWIC, and what we do is actually collect a variety of labor market indicators, workforce and unemployment indicators in the Chicagoland area, and try to update this and present this in a very user-friendly format in a quick and easy accessible report. Essentially we also have a rotating basis of featured statistics section. And so every quarter we try to highlight a different issue whether that's unemployment or employment in the City of Chicago, or whether that's looking at particular industries in Chicago, as well as you'll see certain analyses, and this product changes on a quarterly basis. The other effort that we use a lot of this underlying program data for is to develop a

benchmarking report. We develop this for the CWIC. We are looking at performance measures of the various programs in the workforce development system. We do this in conjunction with our agency partners such as DFSS and Chicago Public Schools and other entities that we work with. This is a way for us to not only look at the performance measures that are actually in existence right now and are required by the various WIA systems and other systems, but try to use this innovative data in linkage to try to develop meaningful measures that are outside the box. Previously, this couldn't be done because the linkage of data wasn't there, or the longitudinal employment data wasn't there, so this is a product that's constantly evolving in development.

The other product, which I'll explain at the very end because I actually want to go into the website, is this WIA Training Provider Report Card website. We worked in conjunction with CWIC and DFSS to develop this and launch this in the last couple months. So I have a slide that goes into that in more detail. The other kind of traditional work that you'll see Chapin Hall is around research reports. So how do we compile this information and policy reports that are able to be distributed and used by different stakeholders, policymakers, the public? We've already put out a descriptive report of the Chicago workforce development system late last summer into the early fall, and this was our opportunity to map the complexity of the Chicago workforce development system. We looked at the federal oversight and funding streams from the federal level to state level down to a local level and looked at the different arrays of programs in the City of Chicago.

MS. WEIGENBERG continued: We are also currently working on two other reports that are forthcoming. The first report that's likely to come out in the next month or so is a look at the context of the Chicago labor force and Chicago's economy, and essentially we used a lot of different census data and other available data sources to map out the current demographic changes in Chicago as well as labor market and economic changes in Chicago over time. We'll have that report out in the very near future.

We are working on a larger report which builds on understanding who are the participants in the workforce development system, what are their pathways over time, what are their outcomes in terms of employment and wages, are individuals in one of the part of the system getting employed and for some reason or are others getting unemployed and having to come back into other parts of the system. So we are calling this our Workforce Participants Pathways & Outcomes Report. We're actually in the final phases of the analysis for this report. We're going to be taking a large look at individual cohorts of people coming through the WIA system and into employment, as well as students from the Chicago Public Schools and those that are engaged in current technical education as well in that report. That should be coming out in the early fall.

MS WEIGENBERG continued: The last slide I want to touch on is actually the website. So I'm going to go back to the WIA Certified Training Program Research Guide website or called the Report Card website. . So essentially the purpose of this website -- and, Amy and Mike, please jump in at any time -- this is truly a collaborative effort and was really to provide information on the specific training programs in the Chicagoland area for those customers that are looking to where they should redeem their ITA vouchers. The site is also to help case managers who are working with customers in making these training

decisions. And so the current scope of the website right now is focused on Chicago, so it only includes LWIA 9 training programs as well as the participants who went through those programs. And all this information actually comes straight from the IWDS, the WIA data tracking system from the state. And one of our data agreements is that Chapin Hall has access to that data and we're able to analyze that data and put it on this website in a timely fashion.

So what I'm going to do is actually pull up the website. Might be kind of hard to see unfortunately because it's a white backdrop on the projector, but I will do my best to walk you through some of the key features. Essentially this is the homepage, and what we allow people to do is search by different manners. So individuals can search by a particular occupational family. It's very specific on occupation. . They can look at a specific zip code or they can do a certain keyword search. We try to make it very user friendly for individuals. What I'm going to do is do a quick search for you folks right now to demonstrate what this looks like. Truck drivers, just for an example for some of the larger programs for that occupation, so what it ends up pulling up is this page, which is your search results page. Some of the key information that we provide is information about the program name, the provider, the number of people who are the WIA-enrolled individuals in that given training. This is based on a three-year time frame from the IWDS data, the WIA data for these specific programs. We provide information on completion rate. We don't just provide a percentage or a statistic there. We try to provide the numerator and denominator for all those particular percentages that are provided. We try to provide a narrative description for people just because a lot of people who may be using this website might not be familiar with a lot of these measures. We provide unemployment rate. We provide average wages for anybody who received employment after leaving these programs, as well as employment rate and average wages for those in training related employment.

I'm actually going to sort it on program size. As you'll see, some of the programs came up with N/A in some of the outcome boxes. We're required that there's at least a minimum of five people enrolled in a program in the given three-year period for statistical analytic purposes as well as for confidentiality purposes. We didn't have one particular person who goes through the training, get employed, and have that particular person's wages, for example, posted on the website. So we have a minimum of five people as the example. So, for example, if someone was interested in this particular program, you can click on that program and get a whole host of program information. We provided the locations of the program. We provided a quick Google mapping feature for people. We provided a link to public transportation so individuals can see how easy or difficult it would be for them to actually get to that specific location, as well as the link to the contact information, the website for that program. Anything that was in the program description field on the IWDS website is provided here. Information about cost, hours, you know the particular goal or certificate entry requirements, and a whole host of other information.

Then we get down to the specific program outcomes. So these are the same outcomes you'll see on the summary page, but we provide a little bit more detail for individuals who want to understand what the specific completion rate or employment rate means for the given program. What we also do, given that a number of these programs are quite small in terms of the number of people they serve and they may not have that threshold of five people to provide some of these outcomes, we provide aggregate

outcomes by provider and also by occupation. So people can at least get a sense of is this particular occupation and the training programs available in this occupation. What are their aggregate outcomes looking like and what are their employment outcomes looking like on an aggregate level.

The other feature that DFSS wanted us to include and that we're happy to provide, is we're looking at getting feedback from the various students that go through the training programs as well as the employers who hire people from these programs. And so really anybody who goes through these programs can click on "write a student review," you get like an Amazon or Zagat kind of star rating guide. It's very easy to put down a couple dimensions, put your overall feedback on there, as well as provide some qualitative comments for feedback. One of the things Chapin Hall is doing is making sure we moderate those comments, make sure that the individuals who provide feedback are actually individuals that went through those training programs. And same thing with the employers, that they have actually hired or have worked with the given provider that they are providing feedback on. So that is a part that Chapin Hall has taken on.

So that is another piece of information that individuals can use to make decisions about choosing training providers. And just some of the other information quickly, we provided links to labor market information, and we have some projections. We have quick links for people if they really don't understand what a given occupation is about we actually link it to the Department of Labor O*NET site which provides great information and detailed descriptions on given occupations, what the projected job looks like for those occupations. We have an extensive other resources section as well for people that we provide a lot of links to various other state and federal and other local websites. And then obviously a glossary page because some of these terms may be familiar to all of us who work in this area but may not be as familiar to the customer who is new to this system. So I just wanted to run through this very quickly, but I'm happy to answer questions about it either now or at a later point. MR. O'CONNOR: That's a great tool. Thank you very much for presenting it and thanks for making it. Are there questions for Beth? (Brief pause.) MR. O'CONNOR: Okay. Thanks, Beth. That was great.

Public Comment & Adjournment: Paul O'Connor, Chair

MR. O'CONNOR: Well, unless there are other comments from the WIB Board, it's now time to open the floor for public comment. Does anyone wish to make a public comment? Yes? MS. LYNCH: Marie Lynch with Chicago Career Tech. In light of the conversation today on training plus what we saw, I just wanted to offer a resource. We had the opportunity to now serve hundreds of people. We actually get data from everyone we are serving: what is their experience and work background. It's been very interesting to get the data from the person that's talking about their experience versus the training provider data from the self-evaluations. And so we learned a lot related to that. I just wanted to share that it's valuable. We'd be happy to share our information - I think it fits in nicely with what Beth is doing.

MR. O'CONNOR: Thank you. Are there other comments from the public? MR. O'CONNOR: Okay. There being none, we're going to adjourn this meeting. And thank you all for being here and please stay tuned to further development. So thanks very much.

MS. HIBBS: Paul, I just have one last comment. The CWIC and Workforce Board staff would be happy to facilitate convening a group to think strategically about where we go next step. MR. O'CONNOR: So if you have an interest, please get together with Maria. Thanks.

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