

**City of Chicago Department of Family and Support Services WIA TITLE ONE ADULT ACTIVITIES
TRANSITION PLAN**

Last Updated: **06/21/10**

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EXECUTIVE SUMMARY

This update for the WIA Plan contains minimal content changes from the last Adult and Youth Plans that were submitted in March 2008 and May 2007, respectively. The local WIA system continues to focus on serving Chicago Youth and Adult/Dislocated Worker individuals and Chicago area businesses with the highest quality workforce development services through our WIA system. However, some external structural changes have occurred that must be reported through this Plan.

As of January 1, 2010, the City of Chicago merged a portion of the workforce development services division (formerly the Mayor's Office of Workforce Development [MOWD]) of the Department of Community Development with the recently formed Department of Family and Support Services (DFSS). DFSS was a result of a merger of the Departments of Human Services, Children and Youth Services, Senior Services and some non-WIA functions of MOWD. DFSS remains committed to the City's current level and range of support and services while striving to work more efficiently and effectively through the integration of these several programs, services, and administrative work. The goal of this reorganization is to provide a continuum of coordinated services to all City residents.

This merger reunited WIA Adult/Dislocated with the WIA Youth program, which was transitioned to the DFSS Office of Children and Youth Services. In 2009, the Youth Council of the Chicago Workforce Investment Board was reconstituted, WIA Youth activities have been integrated into the City's Youth Service Continuum, and the scope of youth programming has gone through redefinition and growth. WIA Youth programs are housed within the DFSS Office of Children and Youth Services, whose Youth Services subdivision will manage the WIA Youth program along with Mayor Daley's Summer Jobs Program and CDBG-supported out-of-school time programs. More on this transition and the roles of WIA Youth within DFSS are provided by the revision to the Local Youth Plan.

Because MOWD and DFSS were already working closely together as separate entities operating the portions of WIA, this new transition does not significantly alter the day-to-day functioning or the relationship between the two funding streams of WIA Youth and Adult and Dislocated Worker programs.

This Plan revision takes into account key administrative changes and the situation on-the-ground with the current workforce system in Chicago. However, we recognize that some external changes, such as the potential reauthorization of the Workforce Investment Act and shifts in Federal or State priorities as a result of the 2010 elections and economic crisis, further Plan revisions may be necessary.

ADULT PLAN

The City of Chicago Department of Family and Support Services presents its WIA Title I Adult Activities Plan (Adult Plan). This plan outlines the City's current workforce development system as created through the federal Workforce Investment Act of 1998 (WIA).

The Workforce Investment Act of 1998 represented the first major reform of the nation's job training system in over 15 years. Its goals were to streamline services, empower individuals, ensure universal access, increase accountability, strengthen local workforce boards and promote state and local flexibility. The success of the WIA system in Chicago depends upon the City's ability to leverage significant cooperation and collaboration from related public sector programs as well as provide meaningful opportunities for involvement from employers and other stakeholders. These significant undertakings will create and maintain a workforce development system providing:

- More comprehensive and holistic services;
- Potential for a more inclusive and responsive service system with broader resource support, and
- A realistic understanding of what it takes to prepare individuals for permanent and sustainable employment that meets the needs of Chicago's business community and the City's economic development goals.

The Chicago Workforce Investment Board (CWIB)

The Chicago Workforce Investment Council (CWIC)

The Chicago Workforce Investment Council (CWIC) is an 11 member, Mayoral-appointed Board, Chaired by Mayor Daley, which has been charged with making workforce programs more valuable to Chicago's businesses, and preparing our residents for higher-skilled, high demand jobs. The CWIC Board continues the sector based initiatives of Chicago LEADS and the work of the federally mandated Chicago Workforce Investment Board (CWIB). CWIB will continue to monitor the distribution of Workforce Investment Act (WIA) and American Recovery and Reinvestment Act (ARRA) funds in the City of Chicago. As required by statute, the CWIB has at least a 51% private sector representation with participation from organized labor, economic development entities, secondary and post-secondary educational institutions, mandatory One-Stop Workforce Center partners, service providers and other stakeholders. Both the CWIC and CWIB Boards occupy unique positions in Chicago as the only place where all of these organizations come together to identify workforce challenges, determine their causes and develop solutions. In partnership with Mayor Daley, the CWIC and CWIB Boards are charged with overseeing and directing the investments in a workforce and economic development system that sustain economic growth and competitiveness by meeting the needs of Chicago employers and expanding job opportunities for Chicagoland residents.

CWIC has begun by strategically tackling long-standing and new workforce challenges and opportunities facing the city. Among CWIC's immediate efforts have been overseeing the American Recovery and Reinvestment Act (ARRA) dollars that will put thousands of Chicagoans back to work, and driving unique workforce strategies to meet the needs of Chicago's core industries. Over time, CWIC will ensure that the investments we make in education, job training and business support the overall health of our economy.

Strategic Vision

City of Chicago WIA TITLE ONE ADULT ACTIVITIES LOCAL PLAN

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In 2007, the former MOWD undertook a strategic planning process and updated its mission, vision and guiding principles and this Plan reflects that re-visioning process. While the former MOWD has now transitioned into the new Department of Family and Support Services many aspects of this vision and guiding principles are carried over into the business development services and WIA-funded portions of the Department of Family and Support Services. At a later date, further development of these concepts and further integration of them into a wider vision for the new department will take place and be reported to the State through subsequent Plan revision.

DFSS is unique in its approach to draw upon neighborhood and community resources and expertise in addressing the workforce needs of residents. It is skilled in leveraging financial resources to maximize the services it provides City-wide. It fosters the spirit of collaborative efforts to produce collective results. DFSS believes it can best serve both its clients – job seekers and business – by understanding the workplace and its job and skill needs, so that it can effectively identify and prepare individuals to meet those needs, in partnership with the Chicago Workforce Investment Board, education and economic development.

Our Mission:

To meet the evolving workforce needs of Chicago businesses and create training and career opportunities for Chicago residents by building strategic public and private partnerships.

Our Vision:

To deliver a skilled and diverse workforce that increases Chicago's competitiveness in the global economy by aligning workforce development initiatives with the City's education and economic goals.

In support of this Mission and to further its progress toward achieving its Vision, DFSS has developed the following principles to guide its goals, objectives, approaches and processes. These principles represent philosophies that will sustain its focus and direction and will serve as the basis for appropriate prioritization and decision-making. These principles include general guidance for the goals of Mayor Daley's WorkNet Chicago, DFSS's workforce development system. Each delegate agency that is part of this system plays an important role and will contribute to the goals outlined below. They are as follows:

GUIDING PRINCIPLES

DFSS and WorkNet Chicago will . . .

1. continue to focus on two customers – business and the job seeker;
2. strengthen its alignment with economic development;
3. cultivate partnerships with education in order to guide educational and training activities that develop pipelines of skilled workers to meet current and future business needs;
4. streamline services to job seekers, moving toward central locations working closely with targeted affiliates providing specialized services for unique populations and high-need communities, and/or through unique service models. Targeted Affiliate delegate agencies will target either a population or a community;
5. expand partnerships and collaboration within WorkNet Chicago and with community and other organizations;
6. continue to improve its industry sector-based services.
7. concentrate on improvements in job training and Individual Training Accounts (ITAs)

The Guiding Principles each include specific programmatic and policy elements that will guide WorkNet Chicago in the upcoming years.

- 1. WorkNet Chicago will continue to focus on two customers – business and the job seeker.** Our RFP reflects a significantly business-driven system and requires high quality business services from our delegate agencies. Our RFP also expects greater coordination and cooperation in the provision of business services than has been required in the past. By continuing to improve and expand business services, **WorkNet Chicago's** ability to place job seekers into high-quality, high-wage employment will also improve.
 - Employers will become more knowledgeable of DFSS's workforce system, its programs, processes and locations, and routinely access these services in their recruitment plans.
 - Job-seekers will be served more comprehensively through specialized services targeting their particular needs, and through stronger relationships with social service organizations.

- 2. WorkNet Chicago will strengthen its alignment with economic development**
 - DFSS will continue its collaboration with the Department of Community Development (DCD) and the Illinois Department of Commerce and Economic Opportunity (DCEO), particularly by developing a significant role for WorkNet Chicago in all business attraction/expansion discussions.
 - Workforce Centers for Business will continue to expand their relationships with business and economic development partners.
 - WorkNet Chicago will expand its analysis and distribution of labor market information to businesses and delegate agencies for use in future program development. (WorkNet Chicago delegate agencies must utilize current labor market information in their job development activities.)

- 3. WorkNet Chicago will cultivate partnerships with education in order to guide educational and training activities that develop pipelines of skilled workers to meet current and future business needs.**
 - WorkNet Chicago will partner with the DFSS to conduct outreach to **Chicago Public Schools** designed to direct youth toward high-growth, critical skill shortages fields, marketing target industries and expanding the pool of potential candidates for target industries.
 - WorkNet Chicago will continue to expand relationships with the **City Colleges of Chicago (CCC)** and other training entities through collaboration on curriculum, targeting training/education to high-growth, critical skill shortages fields. WorkNet Chicago delegate agencies must develop knowledge of these fields and provide job-seekers the tools necessary to access these training opportunities.
 - WorkNet Chicago will expand use of **bridge programs and career ladders**, providing low-skilled job-seekers with multi-step processes to acquire training and high-skill, high-wage jobs.

- 4 WorkNet Chicago will streamline services to job seekers, moving toward central locations working closely with targeted affiliates providing specialized services for unique populations and high-need communities, and/or through unique service models.**

- a. Target Populations include:
 - Dislocated Workers
 - Ex-Offenders
 - Homeless individuals
 - CHA residents / former CHA residents
 - People with Disabilities
 - Immigrants and those with limited English proficiency
 - Veterans

- b. Target Communities include:
 - Auburn Gresham
 - Austin
 - Chatham
 - Chicago Lawn
 - Douglas
 - East Garfield Park
 - Englewood
 - Grand Boulevard
 - Greater Grand Crossing
 - Humboldt Park
 - Kenwood
 - Lower West Side
 - Logan Square
 - Near West Side
 - North Lawndale
 - Oakland
 - Roseland
 - South Chicago
 - South Lawndale
 - South Shore
 - Uptown
 - Washington Park
 - West Englewood
 - Woodlawn

- c. Additional communities or sub-Community Area regions may be targeted based on significant poverty, high unemployment, low median income or other identified workforce development needs.

- 5. Collaboration within WorkNet Chicago and with community and other organizations** will be necessary to the success of WorkNet Chicago. **Collaborative activities will include:**
- Referring customers to the appropriate targeted affiliate delegate agency(ies) based on characteristics or unique needs of the job seeker in order to provide the most effective possible service.
 - Serving directly or referring for service, Chicago Housing Authority (CHA) residents and other targeted groups.

- Assisting job-seekers with identifying appropriate training opportunities for job seekers, with guidance from DFSS, CWIB, Workforce Centers for Business, CCC and other sources.
- Referring registered WIA customers to other delegate agencies to fill job orders as part of collaborative business service projects.
- Referring registered WIA customers to Workforce Centers for Business to fill job orders as part of collaborative business service projects and in general to respond to workforce center business demands.
- DFSS will work to develop technological solutions in the form of an internet-based job bank to be utilized throughout the WorkNet Chicago system.
- **Leveraged funds** –DFSS strongly encourages and supports projects that leverage funds and resources from other non-WIA funds. This may include staff, space or other tangible benefits, as well as fee-for-service or related elements that bring tangible benefit directly to the WIA program. This leveraging should permit the delegate agency to provide the same high quality service at a lower cost. Proposals that clearly demonstrate leverage resources of at least 20% of total program costs will be preferred over other proposals of equal qualifications. MOWD intends to monitor selected delegate agencies to verify the validity of leveraged funds identified in the proposals.
- **Shared space** – Use of community-based and faith-based organizations within targeted neighborhoods in order to increase entry points and services throughout Chicago.
- **Division of labor** – Close partnership with community agencies for the variety of pre-WIA services (case management; literacy; health, mental health and substance abuse treatment; housing; financial counseling; childcare; etc.) is necessary. These services must often be accessed before an individual is prepared and suitable to undertake workforce related services.

6. WorkNet Chicago will continue to improve its sector-based services, which currently include the Chicago Workforce Center for Manufacturing (*ManufacturingWorks*) and the Chicago Workforce Center for the Service Industries (*ServiceWorks*). DFSS may add additional Workforce Centers for Business in the future as partnerships with additional industries, funding and performance allow. The existing Workforce Centers for Business will take on expanded roles within the WorkNet Chicago system and coordination with them will be a necessary element of all delegate agency programs. All delegate agencies will assist the Workforce Centers for Business by referring qualified candidates to them for their business-driven projects. All delegate agencies will also participate in collaboration meetings and visits by Workforce Center for Business staff, learning methods of identifying, assessing and training individuals for positions within the targeted industry.

Working within targeted industries benefits both WIA customers: businesses and adult and dislocated worker job-seekers. For businesses, the benefit is a qualified workforce to meet the need for skilled labor. For job-seekers, it is gaining new or enhanced skills and opportunities to earn a wage that supports self-sufficiency. Working closely with high-growth industries will offer customers of WorkNet Chicago information on innovative technologies, industry standards and the skill sets anticipated for the future.

DFSS's focus on business will target key industries identified in conjunction with the CWIC

and CWIB. All delegate agencies must become familiar with the hiring needs of businesses in WorkNet Chicago's targeted industries and assist job-seekers in accessing positions in these industries. WorkNet Chicago's targeted industries include the three areas which Workforce Centers for Business are present or planned:

- Manufacturing
- Service Industries (Hospitality, Retail, Restaurant, Customer Service)
- Transportation, Distribution and Logistics

Three additional industries are also targeted for WorkNet Chicago services:

- Healthcare
- Finance and Insurance
- Technology

7. WorkNet Chicago will concentrate on improvements in job training and Individual Training Accounts (ITAs):

- WorkNet Chicago will continue to increase the portion of customers accessing training, both through ITAs and through other training resources.
- Customers will receive training in the industries targeted by DFSS and CWIB and/or in occupations identified as having high growth or critical skill shortages.
- A majority of job placements of trained individuals will be directly related to the training received, as delegate agencies will provide quality assessment of job-seeker customer skills, abilities and interests and direct them to training opportunities that can result in marketable job skills and good job opportunities.
- "Bundling" ITAs through partnerships with business or industry to provide training to cohorts of workers in fields of identified skill shortage.
- Providing training grants and customized training programs in the industries targeted by DFSS and CWIB and/or in occupations identified as having high growth or critical skill shortages.
- Development of bridge programs and career ladders through which lower-skilled workers can gain basic educational skills in preparation to enter an occupation and move upward in a business or industry sector through additional WIA-supported training and education.
- Provision of Incumbent Worker training in partnership with Chicago businesses seeking to upgrade the skills of their workforces in order to become and remain competitive in both regional and global markets.

Recognizing WIA's intention, Chicago's Workforce Centers and Affiliates (One-Stops) are the backbone of the service delivery strategy. DFSS will continue to operate, as noted in the Guiding Principles, several central Workforce Centers for job seeker customers, several Workforce Centers for Business or similar business-focused entities, and a system of Targeted Affiliates. Together these projects form a comprehensive system known as Mayor Daley's WorkNet Chicago.

Program Design

Mayor Daley's WorkNet Chicago (WorkNet Chicago) is central to Chicago's vision of developing a skilled, competent workforce, incorporating the hardest to employ into the workforce, encouraging their economic self-sufficiency while also meeting the hiring and other workforce needs of Chicago area businesses.

Under WIA, customer choice will be enhanced and barriers reduced through a greater geographically distributed selection of options. Throughout the workforce development system, Adult job seekers and Dislocated workers in Chicago move through a three-tiered system of services: Core, Intensive, and Training. Core services, either self-accessed or accessed with minimal staff assistance, provide all customers with basic information about the labor market, training programs, employment availability, partner programs and where to secure employment.

Intensive services provide more hands-on assistance including individual career counseling, opportunities for group classes on a wide variety of employment-related topics, in-depth assessments, adult basic education and English as a Second Language (ESL), short-term pre-vocational training, job readiness training and others. Training services, which consist of longer-term vocational training opportunities, are accessible as needed for eligible individuals, and by WIA mandate, Dislocated Workers.

Public Input

Efforts were made to involve as many interested parties as possible in the development of the local plan. Beginning in April, 1999, MOWD held numerous events with Chicago service providers, advocates, and employers to collect public comment on the implementation of the WIA plan. Focus groups were held with adult job seekers and dislocated workers as part of a comprehensive needs assessment. In March 2000 MOWD, the Illinois Department of Commerce and Community Affairs (DCCA) and the Chicago Jobs Council (CJC) co-sponsored an Adult Services Conference attended by over 200 service providers, advocates, interest groups and Workforce Board members. Most recently, in preparation for the current Plan, MOWD held a comprehensive Strategic Planning process from November 2006 to March 2007.

The Strategic Planning process included MOWD staff, representatives from CYS and the Chicago Workforce Board. Two external forums were held, December 13 and 14, including business and government/nonprofit representation. These forums addressed several key questions:

- What are the services that a successful workforce system should provide its job-seeking customers?
- What are reasonable outcomes of a successful workforce system?
- How can the WIA workforce system best link with education (K-12, colleges, private trainers)?
- How can the WIA workforce system best link with economic development efforts?
- How can the WIA workforce system create a business-focused workforce system that still is able to meet the needs of special populations

The Strategic Plan resulting from Strategic Planning process was released for public comment on MOWD's website and the website of the Chicago Workforce Board in January 2007.

The January 2009 Local Plan was reviewed by the Chicago Workforce Investment Board and made available for public comment for 30 days. Comments collected during the public comment period were reviewed, and if appropriate and immediately feasible, were incorporated into the plan. (Every Chicago Workforce Investment Board member will receive a copy of the revised plan, including a summary of public comments.)

I. LOCAL NEEDS ANALYSIS AND ASSESSMENT

The City of Chicago is committed to preparing the local workforce for the demands of the 21st century. A step in developing a long range vision for investments in the workforce must include an analysis and assessment of the needs of the local workforce system customers. Communicating the distinct needs of employers and job seekers is essential to anticipating the strategies that will help maintain the local economy's vitality while leveraging limited funds for a maximized return on investment.

The steady growth of many sectors of Chicago's economy (healthcare, hospitality, transportation/warehousing/logistics) and the solid scale of sectors such as manufacturing and finance/insurance, have provided a host of opportunities for local workforce customers. Changes observed over the past decade highlight an increasingly evident trend in which job classifications, occupations and the skills sets that employers require are constantly changing and evolving. This necessitates that workers and job-seekers alike continually upgrade and improve their skills.

CWIB, as part of the Workforce Boards of Metropolitan Chicago, continues to undertake extensive labor market research for the City of Chicago and the region DFSS as part of a comprehensive City of Chicago effort to strengthen links between economic development education, workforce development and the business community (known preliminarily as Chicago LEADS) has done further research into the labor market needs in four key sectors, including Hospitality; Transportation, Distribution and Logistics; Healthcare; and Finance and Insurance.

CWIC, CWIB and DFSS recognize the need for collecting labor market information (LMI) specific to the City, and also understand that there are many ways to interpret such data. CWIC has formed CWICstats a Chicago workforce data and research initiative in Chapin Hall at the University of Chicago. Chapin Hall is an independent policy research center whose mission is to build knowledge that improves the policies and programs for children, youth, families and all Chicago residents. CWICstats collects, analyzes and disseminates information on the performance of the Chicago workforce development programs. CWICstats conducts research to help answer key workforce policy questions and support DFSS, CWIC and the CWIB by providing information to help make decisions regarding workforce policy in Chicago. CWICstats matches administrative program data from city/state public agencies to individual employment and wage data for the Chicago Public Schools, the Illinois Department of Commerce & Economic Opportunity, the City Colleges of Chicago, the Chicago Department of Family and Support Services, the Chicago Housing Authority and the Illinois Department of Employment Security. CWICstats will also use this data to look at the industry trends and labor market information to align education and training programs with future occupational demand.

A. CURRENT AND PROJECTED CUSTOMER NEEDS

1. Employer Needs

- **Key existing industries and key occupations.**
- **Growth industries and related occupations.**
- **Effect on employer demands on the local labor force.**
- **Ongoing measurement and assessment of employer needs.**

Since the completion of the original Plan, CWIB and DFSS have continually updated our industry information utilizing local labor market information and a number of direct research efforts. Current labor market information on Chicago's targeted industries has been gathered by the Workforce Boards of Metropolitan Chicago as part of the preparation for the Critical Skills Shortage Initiative and through a series of Industry Summits held by the Boards. This information can be found at <http://www.workforceboardsmetrochicago.org/industry/>

CWIB and DFSS utilize this information as well as current labor market information from IDES and CWICstats data in targeting training, placement and other services. Updated information will be continually gathered and can be incorporated in subsequent revisions of the WIA Plan.

CHICAGO'S ECONOMY:

Chicago's economy struggles along with the recent downturns in the national economy. While growth has slowed, Chicago is currently experiencing the same economic challenges as the rest of the United States. Chicago's traditional strength is the diversity of business sectors such as hospitality and tourism, finance, manufacturing and transportation/distribution/logistics have maintained the City's prominence as an economic engine for the Midwest region and the nation. Table 1 shows the character of the economy from the broadest perspective, showing the scale of our key industries as of 2009.

TABLE 1. 2009 ECONOMIC BASE REPORT, COOK COUNTY, IL

Sector	Jobs	Earnings(K)	Jobs %	Earnings %	EPW(K)*
Services	635,541	\$39,912,375	39%	38%	\$63
Finance	289,948	\$22,760,778	18%	22%	\$78
Government	224,102	\$14,338,611	14%	14%	\$64
Residents`					
Income	114,975	\$5,233,556	7%	5%	\$46
All Other	111,983	\$7,188,541	7%	7%	\$64
Manufacturing	88,581	\$5,311,439	5%	5%	\$60
Visitors	76,234	\$2,915,050	5%	3%	\$38
Communications	59,356	\$4,023,202	4%	4%	\$68
Exogenous Investment	30,949	\$1,884,014	2%	2%	\$61
Construction	14,642	\$933,462	1%	1%	\$64
Mining	330	\$26,599	0%	0%	\$81
Agriculture	285	\$8,963	0%	0%	\$31

Source: EMSI Complete Employment - 1st Quarter 2010

* (Earnings Per Worker in thousands)

The City's main industries have included and continue to include the Service Industries, Finance, Manufacturing, Construction, Transportation/ Distribution/Logistics, and Healthcare, as well as Federal, State and Local government entities. Along with Chicago's many Colleges and Universities (whose jobs may be categorized in Government, Services and Education (captured in the All Other category)), we see an economy not tied to any one or two industries but broadly diversified among many and continually necessary sectors in the national economy.

Chicago's Industries 2006-2016

Cook County had a decrease in employment of 108,433 (-5.0%) from March, 2008 to March, 2009. The City of Chicago had a decrease in employment of 54,118 (-4.9%). Industry sectors with the biggest employment increases in the county during that time period were Health Care & Social Assistance (8,129; +2.7%), and Educational Services (5,354; +7.0%). Industries with significant employment losses were Administrative & Support, Waste Management & Remediation Services (-23,538; -13.1%), Manufacturing (-22,821; -9.9%), Construction (-12,732; -15.1%), Retail Trade (-12,423; -5.3%), Professional, Scientific & Technical Services (-10,029; -4.9%), Finance & Insurance (-8,781; -5.4%), Accommodations & Food Services (-7,815; -4.0%), Wholesale Trade (-7,508; -6.7%), and Transportation & Warehousing (-7,179; -6.3%).

According to the most recent data,¹ the combined fastest and largest growing local industries for the period 2006-2016 will include several Healthcare services, Professional and Technical Services, Leisure and Hospitality, and Transportation. (See Table 2). One of the higher growing single industry subsector is Ambulatory Healthcare Services with annual compound growth of a rate of 4.07. The 36,574 jobs in 2006 will increase to 54,516 in 2016.

The largest industry sectors in Cook County with positive growth will be Professional and Business Services, with a growth of over 114,000 jobs during the period (and a compound growth rate of 3.83), and Education and Health Services, which will add over 103,000 jobs to the economy (for a compound growth rate of 3.39).

By combining growth and scale, we can guide the direction for future workforce programs that will have the largest potential impact. Actual employment growth is of particular interest for planning purposes given a high growth rate may be of little significance if the overall number of available jobs is low. (While on a more detailed level of this report, the category Internet Publishing and Broadcasting will increase by a compound rate of 2.82, the less than 100 positions in the industry do not warrant a major workforce development initiative. Conversely, while Trade, Transportation and Utilities will only increase at a rate of 0.45, its scale (545,724 jobs in 2014) make the 24,000 new jobs an incredibly lucrative target for workforce initiatives.

Manufacturing is an industry being targeted by CWIB and DFSS, is a somewhat unique case. With a negative growth rate of -1.45 and a moderate scale within the county 74,000 jobs in 2016 (238,600 jobs in 2014). It is the City's position, articulated by the Chicago Manufacturing

¹ Data in this and following pages from Illinois Department of Employment Security (IDES) Labor Market Information (lmi.ides.state.il.us) in conjunction with the federal Bureau of Labor Statistics (BLS) and from Economic Modeling Specialists, Inc. (EMSI) (www.economicmodeling.com) an aggregator of several key labor market indicator datasets. Where Chicago level data is not available, figures are for Cook County. Organizing regional employment information by occupation provides a workforce-oriented view of the regional economy. EMSI's occupation data are based on EMSI's industry data and regional staffing patterns taken from the Occupational Employment Statistics program (U.S. Bureau of Labor Statistics). Wage information is partially derived from the American Community Survey. The occupation-to-program (SOC-to-CIP) crosswalk is based on one from the U.S. Department of Education, with customizations by EMSI. In order to capture a complete picture of industry employment, EMSI combines covered employment data from Quarterly Census of Employment and Wages (QCEW) produced by the Department of Labor with total employment data in Regional Economic Information System (REIS) published by the Bureau of Economic Analysis (BEA), augmented with County Business Patterns (CBP) and Nonemployer Statistics (NES) published by the U.S. Census Bureau. Projections are based on the latest available EMSI industry data combined with past trends in each industry and the industry growth rates in national projections (Bureau of Labor Statistics) and states' own projections, where available.

Renaissance Council, that investment in Manufacturing is critical to the economic success of our City and the region. Manufacturing has the largest, positive 'ripple effect' (multiplier) on the rest of the economy: each manufacturing job creates three more in related sectors. Investment in this sector is targeted to help change the current picture and re-energize this still vibrant industry. Further, not readily apparent in the statistics, a substantial part of the growth in Business Services (and partly responsible for the decrease in Manufacturing) is due, in part, to the increasing use of temporary employment firms for actual production work in addition to manufacturing office positions. Because of this and the outsourcing of many functions such as maintenance, security, cleaning, payroll, etc. by manufacturers, the statistics do not fully represent the full scale of this important industry. In fact, a large number of positions that were formerly counted as Manufacturing are now counted as Business Services.

TABLE 2a. Industry Size and Growth, Cook County, IL, 2006-2016 from Illinois Department of Employment Security LMI Source (Summary).

North American Industrial Classification System (NAICS)		Base Year Employment	Projected Year Employment	Change	Annual Compound Growth Rate
Code	Title	2006	2016	2006-2016	
000000	TOTAL, ALL INDUSTRIES	1,413,674	1,709,035	295,361	1.92
230000	Construction	32,876	36,411	3,535	1.03
300000	Manufacturing, Total	85,839	74,198	-11,640	-1.45
400000	Trade, Transportation, and Utilities	218,544	236,440	17,896	0.79
440000	Retail Trade	90,821	97,267	6,446	0.69
460000	Transportation & Warehousing & Utilities	84,233	93,899	9,666	1.09
221000	Utilities	3,518	3,363	-155	-0.45
481000	Air Transportation	34,085	36,671	2,586	0.73
482000	Rail Transportation	3,947	3,936	-11	-0.03
483000	Water Transportation	234	316	82	3.04
484000	Truck Transportation	10,045	11,365	1,320	1.24
485000	Transit & Ground Passenger Transportation	5,520	6,456	935	1.58
486000	Pipeline Transportation	32	26	-6	-2.06
487000	Scenic and Sightseeing Transportation	662	922	260	3.36
488000	Support Activities for Transportation	6,038	6,809	772	1.21
491100	Postal Service	10,493	9,740	-754	-0.74
492000	Couriers and Messengers	6,133	9,982	3,849	4.99
493000	Warehousing and Storage	3,526	4,315	789	2.04
510000	Information	37,467	36,924	-543	-0.15
519900	Financial Activities	156,795	178,474	21,679	1.30
520000	Finance and Insurance, Total	126,003	143,479	17,475	1.31
530000	Real Estate and Rental and Leasing	30,792	34,995	4,203	1.29
539900	Professional and Business Services	251,800	366,648	114,848	3.83
600000	Educational and Health Services	262,046	365,584	103,538	3.39
610000	Educational Services, Private & Public	114,918	148,570	33,652	2.60
620000	Health Care & Social Assistance	147,128	217,014	69,886	3.96
621000	Ambulatory Health Care Services	36,574	54,516	17,942	4.07

622000	Hospitals	62,010	83,564	21,554	3.03
623000	Nursing and Residential Care Facilities	17,395	23,709	6,314	3.14
624000	Social Assistance	31,148	55,225	24,077	5.89
624100	Individual and Family Services	21,566	38,370	16,805	5.93
624200	Food, Housing & Emergency Relief Services	1,348	2,013	665	4.09
624300	Vocational Rehabilitation Services	2,540	3,155	615	2.19
624400	Child Day Care Services	5,695	11,687	5,992	7.45
700000	Leisure and Hospitality	123,701	145,718	22,016	1.65
710000	Arts, Entertainment and Recreation	18,509	23,499	4,990	2.42
711000	Performing Arts, Sports & Related Ind.	7,656	8,486	829	1.03
712000	Museums, Historical Sites & Institutions	4,729	6,019	1,290	2.44
713000	Amusements, Gambling & Recreation Ind.	6,124	8,994	2,870	3.92
720000	Accommodation and Food Services	105,192	122,219	17,027	1.51
721000	Accommodation	18,069	20,388	2,319	1.21
722000	Food Services and Drinking Places	87,123	101,831	14,708	1.57
900000	Government, Total	100,066	106,451	6,385	0.62
910000	Federal Government, exc. US Post Office	20,845	18,471	-2,375	-1.20
920000	State Government, exc. Educ. & Hosp.	6,116	6,173	57	0.09
930000	Local Government, exc. Educ. & Hosp.	73,105	81,807	8,702	1.13

(Source: Illinois LMI Source, Local Workforce Areas Employment Projections 2009)²

It is important to note that the levels of classification in Table 1 and Table 2 are not fully comparable. That is, while both use the Standard Industry Classification (SIC) system, the two systems include different aggregations of sub-industries and report major industry and sub-industry categories differently.

A further analysis of this data in relation to occupation projections will follow.

² Note, Table 2 shows two levels of the highest-order categorizations of industries. All sub-categories are not shown. Listings that are indented are subsets of higher-order categories. The figures for these subsets are included within totals for their higher-order categories. So, for instance, the totals for non-durable and durable goods manufacturing equal the figure for "Manufacturing, Total."

Chicago's Occupations

Top Occupations By Demand

Table 3 illustrates the top 25 occupations expected to grow within the next five years. A quick glance at the list confirms the picture of the diversity of Chicago's economy, with occupations in a number of different industries. These occupations offer varying pay rates, require varying levels of skills and education and offer openings in a mixture of industries.

TABLE 3. Top Occupations by Demand, Economic Modeling Specialists, Inc.

SOC Code	Description	2008 Jobs	2018 Jobs	Growth	Growth %	Current Avg Hourly Earnings
41-9022	Real estate sales agents	25,127	32,444	7,317	29%	\$8.81
41-9021	Real estate brokers	24,453	31,570	7,117	29%	\$8.78
39-9021	Personal and home care aides	8,158	14,482	6,324	78%	\$8.31
39-9011	Child care workers	20,042	26,132	6,090	30%	\$8.56
29-1111	Registered nurses	27,343	33,097	5,754	21%	\$31.82
31-1011	Home health aides	7,649	12,793	5,144	67%	\$8.98
43-9061	Office clerks, general	29,045	32,634	3,589	12%	\$13.53
33-9032	Security guards	19,298	22,779	3,481	18%	\$11.06
43-4051	Customer service representatives	23,719	27,029	3,310	14%	\$17.56
31-1012	Nursing aides, orderlies, and attendants	11,211	14,354	3,143	28%	\$11.45
43-6011	Executive secretaries and administrative assistants	22,352	25,478	3,126	14%	\$22.09
35-3021	Combined food preparation and serving workers, including fast food	19,162	22,012	2,850	15%	\$8.54
11-9199	Managers, all other	24,587	27,319	2,732	11%	\$33.34
43-4171	Receptionists and information clerks	12,289	14,490	2,201	18%	\$13.61
43-3031	Bookkeeping, accounting, and auditing clerks	18,868	20,765	1,897	10%	\$17.74
25-9041	Teacher assistants	12,406	14,140	1,734	14%	\$13.65
37-2011	Janitors and cleaners, except maids and housekeeping cleaners	24,241	25,923	1,682	7%	\$11.84
41-1012	First-line supervisors/managers of non-retail sales workers	10,506	12,174	1,668	16%	\$25.65
43-6012	Legal secretaries	8,698	10,349	1,651	19%	\$22.15
25-3021	Self-enrichment education teachers	4,798	6,404	1,606	33%	\$13.82
39-9031	Fitness trainers and aerobics instructors	3,741	5,309	1,568	42%	\$12.45
39-5012	Hairdressers, hairstylists, and cosmetologists	6,305	7,866	1,561	25%	\$13.06
13-2021	Appraisers and assessors of real estate	5,606	7,086	1,480	26%	\$10.68
43-1011	First-line supervisors/managers of office and administrative support workers	14,695	16,152	1,457	10%	\$25.22
47-2061	Construction laborers	9,798	11,185	1,387	14%	\$19.19
25-2011	Preschool teachers, except special education	4,557	5,941	1,384	30%	\$12.03
23-2011	Paralegals and legal assistants	5,166	6,541	1,375	27%	\$28.19
49-9042	Maintenance and repair workers, general	13,080	14,444	1,364	10%	\$19.45
41-3099	Sales representatives, services, all other	8,476	9,791	1,315	16%	\$24.06

53-3041	Taxi drivers and chauffeurs	8,404	9,675	1,271	15%	\$10.01
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Source: EMSI Complete Employment - 1st Quarter 2010

As noted in the industrial figures, a substantial industrial base in the manufacturing sector such as food processing, printing and publishing, finance and insurance contribute to the city's economy, though many of these occupations are not illustrated as part of the top 25. Chicago is also known as a major transportation and distribution center, because of a major inland port, all six national railways and airports.

Finance

The most distinctive element of Chicago's financial services community is also among its oldest. The city's derivatives exchange community, which started with commodity futures trading at the Chicago Board of Trade in 1848, established the city as a global financial center. To this day Chicago arguably remains the geographic center of global derivatives trading--in terms of markets, scale and talent.

Over a decade ago the U.S. exchanges dominated global derivatives trading as well--54% of all exchanged-traded futures & futures options. Whereas U.S. exchanges collectively accounted for 39% of all exchanged-traded futures & futures options in 2006. Yet even though the trading of derivatives is conducted on an ever-expanding international scale Chicago's importance as a global center continues.

Since 2000, the volume of global derivatives trading has increased from a little over 2 billion contracts traded to nearly 12 billion. Chicago's exchange community accounted for 24% of the global increase and 61% of the U.S. market increase. This fact alone--Chicago's concentration in derivatives trading--helps to explain why Chicago suffered the least amongst the top U.S. metros for Securities & Commodities Trading in terms of job loss during the recent recession. (World Business Chicago, 2008)

Chicago has four major exchanges including the Chicago Stock Exchange, Chicago Board of Trade, Chicago Board Options Exchange and the Chicago Mercantile Exchange

There are an expected 1300 annual vacancies in the finance industry, in positions such as tellers, customer service representatives, and other clerks and processing positions. Table 4 illustrates the top occupations in demand in the Finance sector. Overall, the hourly earnings for people working in the industry is consistently higher than the other targeted industries with the lowest rate at \$12.18. The Finance industry provides opportunities for workers with different education levels including on the job training.

TABLE 4 Top Occupations by Sector – FINANCE

Description	2008 Jobs	2018 Jobs	Change	% Change	Current Hourly Earnings	Education Level
Securities, commodities, and financial services sales agents	22,139	26,679	4,540	21%	\$22.17	Bachelor's degree
Personal financial advisors	19,229	25,841	6,612	34%	\$12.18	Bachelor's degree Short-term on-the-job training
Tellers	9,091	9,612	521	6%	\$13.28	Bachelor's degree
Financial analysts	8,839	11,114	2,275	26%	\$27.59	Moderate-term on-the-job training
Customer service representatives	8,204	8,782	578	7%	\$17.56	Degree plus work experience
Financial managers	6,763	7,828	1,065	16%	\$44.67	Bachelor's degree
Insurance sales agents	6,415	7,588	1,173	18%	\$21.72	Bachelor's degree
Loan officers	5,227	5,152	(75)	(1%)	\$32.20	Bachelor's degree
First-line supervisors/managers of non-retail sales workers	4,770	6,181	1,411	30%	\$25.65	Work experience in a related field
Executive secretaries and administrative assistants	3,886	4,072	186	5%	\$22.09	Moderate-term on-the-job training
First-line supervisors/managers of office and administrative support workers	3,645	3,783	138	4%	\$25.22	Work experience in a related field
Office clerks, general	3,403	3,545	142	4%	\$13.53	Short-term on-the-job training
Accountants and auditors	3,386	4,055	669	20%	\$28.90	Bachelor's degree
Chief executives	2,906	3,647	741	25%	\$40.35	Degree plus work experience
Business operation specialists, all other	2,886	2,849	(37)	(1%)	\$27.03	Bachelor's degree
Claims adjusters, examiners, and investigators	2,836	2,744	(92)	(3%)	\$31.60	Long-term on-the-job training
Brokerage clerks	2,811	2,681	(130)	(5%)	\$22.92	Moderate-term on-the-job training
Bookkeeping, accounting, and auditing clerks	2,628	2,844	216	8%	\$17.74	Moderate-term on-the-job training
Loan interviewers and clerks	2,613	2,409	(204)	(8%)	\$20.12	Short-term on-the-job training
Financial specialists, all other	2,430	2,619	189	8%	\$31.22	Bachelor's degree

Healthcare

The healthcare industry remains a significant opportunity for employment in Chicago. Several nationally recognized university hospitals lead the industry. Healthcare is a targeted sector for Chicago because there is a consistent need for services (patient care providers and hospitals cannot be outsourced), there will be a greater need for geriatric services as the baby boom generation ages, and the industry offers a career lattice providing incumbent workers opportunities to advance. These career lattices remain stronger than in many industries, and should be a target for future projects.

There are over 3300 annual vacancies in the healthcare industry in Chicago in positions such as registered and practical nurses, nursing aide, orderlies, and various technicians. Table 5 illustrates the top occupations in the healthcare industry. The pay scale varies with positions with some paying as low as the minimum wage. However, approximately 75% of the jobs listed require an Associates Degree or below, making this a lucrative industry for those customers with little or no workforce experience and low skills.

TABLE 5 Top Occupations by Sector – HEALTHCARE

Description	2008 Jobs	2018 Jobs	Change	% Change	Current Hourly Earnings	Education Level
Registered nurses	21,041	26,127	5,086	24%	\$31.82	Associate's degree
Child care workers	17,096	22,580	5,484	32%	\$8.56	Short-term on-the-job training
Nursing aides, orderlies, and attendants	9,665	12,691	3,026	31%	\$11.45	Postsecondary vocational award
Home health aides	7,219	12,293	5,074	70%	\$8.98	Short-term on-the-job training
Personal and home care aides	7,102	13,232	6,130	86%	\$8.31	Short-term on-the-job training
Physicians and surgeons	6,160	7,504	1,344	22%	\$56.45	First professional degree
Preschool teachers, except special education	3,218	4,462	1,244	39%	\$12.03	Postsecondary vocational award
Licensed practical and licensed vocational nurses	3,210	4,177	967	30%	\$21.70	Postsecondary vocational award
Receptionists and information clerks	3,176	3,927	751	24%	\$13.61	Short-term on-the-job training
Office clerks, general	2,832	3,544	712	25%	\$13.53	Short-term on-the-job training
Social and human service assistants	2,562	3,545	983	38%	\$12.93	Moderate-term on-the-job training
Medical assistants	2,449	3,521	1,072	44%	\$14.46	Moderate-term on-the-job training

Medical secretaries	2,351	3,049	698	30%	\$16.20	Postsecondary vocational award
Child, family, and school social workers	2,269	2,741	472	21%	\$24.95	Bachelor's degree
Maids and housekeeping cleaners	1,975	1,948	(27)	(1%)	\$9.32	Short-term on-the-job training
Medical and health services managers	1,911	2,363	452	24%	\$31.44	Degree plus work experience
Healthcare support workers, all other	1,903	2,293	390	20%	\$14.73	Short-term on-the-job training
Secretaries, except legal, medical, and executive	1,834	2,305	471	26%	\$15.43	Moderate-term on-the-job training
Dental assistants	1,750	2,455	705	40%	\$15.37	Moderate-term on-the-job training
Executive secretaries and administrative assistants	1,676	2,038	362	22%	\$22.09	Moderate-term on-the-job training

Hospitality

This is one of the economy's faster-growing sectors in recent years, both nationally and within the Chicago area. Our role as a major tourist destination and convention center serve as the base for this sector. Between 1980 and 2000 hotel employment grew roughly 50 percent faster than the region's economy overall, 28% compared to 18%. As of 2005, the hotel industry represented 36,199 jobs in the 9-county Chicago metropolitan area, 16,772 of which were located in the city of Chicago.

Employment within the industry has declined somewhat since its peak in 2000 and 2001 due to the recession of 2008-2010. The industry has resumed a modest job growth path, and is expected to grow in Cook County at annual rate of 0.9 percent to 2014, roughly the same as the overall economy. (Career Pathways and Crosswalks in the Hotel, Retail and Restaurant Industries, Chicago Workforce Board, 2007.)

Table 6 illustrates the top occupations in the hospitality industry. None of the jobs listed require a degree, with a majority requiring on the job training. This allows a greater opportunity for workers to enter the industry and move up a career ladder. For example, a fast food cook earning \$6.79 can move up to restaurant cook earning \$8.28 to head cook earning \$10.59.

TABLE 6 Top Occupations by Sector – HOSPITALITY

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Description	2008 Jobs	2018 Jobs	Change	% Change	Current Hourly Earnings	Education Level
Waiters and waitresses	16,862	16,882	20	0%	\$8.53	Short-term on-the-job training
Combined food preparation and serving workers, including fast food	16,029	18,324	2,295	14%	\$8.54	Short-term on-the-job training
Food preparation workers	7,167	7,146	(21)	0%	\$9.88	Short-term on-the-job training
Cooks, restaurant	6,581	6,659	78	1%	\$11.39	Long-term on-the-job training
First-line supervisors/managers of food preparation and serving workers	6,167	6,699	532	9%	\$15.90	Work experience in a related field
Bartenders	5,572	6,179	607	11%	\$9.41	Short-term on-the-job training
Maids and housekeeping cleaners	5,085	4,867	(218)	(4%)	\$9.32	Short-term on-the-job training
Cooks, fast food	4,921	5,367	446	9%	\$8.68	Short-term on-the-job training
Dining room and cafeteria attendants and bartender helpers	4,510	4,531	21	0%	\$8.96	Short-term on-the-job training
Dishwashers	4,210	4,392	182	4%	\$8.64	Short-term on-the-job training
Counter attendants, cafeteria, food concession, and coffee shop	4,182	4,691	509	12%	\$8.63	Short-term on-the-job training
Food service managers	4,117	5,064	947	23%	\$19.14	Work experience in a related field
Cashiers, except gaming	3,357	3,352	(5)	0%	\$9.17	Short-term on-the-job training
Hosts and hostesses, restaurant, lounge, and coffee shop	2,980	2,978	(2)	0%	\$9.81	Short-term on-the-job training
Hotel, motel, and resort desk clerks	1,778	1,882	104	6%	\$11.33	Short-term on-the-job training
Chefs and head cooks	1,559	1,540	(19)	(1%)	\$16.60	Work experience in a related field
Food servers, nonrestaurant	1,208	1,197	(11)	(1%)	\$9.33	Short-term on-the-job training
Cooks, short order	1,158	1,194	36	3%	\$10.72	Short-term on-the-job training
Janitors and cleaners, except maids and housekeeping cleaners	1,111	1,040	(71)	(6%)	\$11.84	Short-term on-the-job training
Lodging managers	964	1,084	120	12%	\$20.98	Work experience in a related field

Manufacturing

Despite the decline in manufacturing employment, total U.S. manufacturing GDP has continued to grow. And, more importantly, manufacturing GDP has increased from \$39,757 per worker in 1948 to \$112,747 per worker in 2006. That's an increase of nearly 184% over a time period when total U.S. GDP per worker increased by only 116%. Some of the reductions in U.S. manufacturing employment are due to substantial increases in the productivity level of the average worker and the use of new technologies within manufacturing, allowing companies to produce the same or more goods with fewer people.

The same trends hold true in the case of Chicago. Manufacturing employment in the metro area has declined by 41% since 1981 while Gross Regional Product (GRP) per worker has increased by 40% to a rate of approximately \$114,817 per worker. As with manufacturing in the U.S. as a whole, the changes in manufacturing employment, GRP and productivity (GRP/worker) have not occurred in an even manner across all of Chicago's industries. Chicago area employment represents 3.3% of national employment, across all industries. (World Business Chicago, 2008)

Table 7 illustrates top occupations in demand from the manufacturing industry. As stated earlier, Chicago's economy benefits from the food processing industry. As reflected in the two growth occupations support this. As noted above, Chicago remains committed to supporting manufacturing due to its unique role as an economic engine, with each position in manufacturing creating three additional jobs in other industry sectors .

TABLE 7 Top Occupations by Sector – MANUFACTURING

Description	2008 Jobs	2018 Jobs	Change	% Change	Current Hourly Earnings	Education Level
Team assemblers	4,716	3,634	(1,082)	(23%)	\$10.47	Moderate-term on-the-job training
First-line supervisors/managers of production and operating workers	3,190	2,452	(738)	(23%)	\$26.18	Work experience in a related field
Packers and packagers, hand	2,711	2,029	(682)	(25%)	\$9.15	Short-term on-the-job training
Production workers, all other	2,498	1,998	(500)	(20%)	\$13.15	Moderate-term on-the-job training
Helpers--Production workers	2,462	1,987	(475)	(19%)	\$9.17	Short-term on-the-job training
Packaging and filling machine operators and tenders	2,362	1,922	(440)	(19%)	\$11.09	Short-term on-the-job training
Laborers and freight, stock, and material movers, hand	2,314	1,736	(578)	(25%)	\$10.85	Short-term on-the-job training
Sewing machine operators	1,964	935	(1,029)	(52%)	\$9.51	Moderate-term on-the-job training
Machinists	1,850	1,339	(511)	(28%)	\$17.22	Long-term on-the-job training
Inspectors, testers, sorters, samplers, and weighers	1,580	1,147	(433)	(27%)	\$15.56	Moderate-term on-the-job training
Cutting, punching, and press machine setters, operators, and tenders, metal and plastic	1,548	969	(579)	(37%)	\$13.78	Moderate-term on-the-job training
Assemblers and fabricators, all other	1,428	1,032	(396)	(28%)	\$12.73	Moderate-term on-the-job training
Sales representatives, wholesale and manufacturing, except technical and scientific products	1,377	1,060	(317)	(23%)	\$29.31	Moderate-term on-the-job training
Industrial truck and tractor operators	1,360	1,038	(322)	(24%)	\$14.81	Short-term on-the-job training
Bakers	1,347	1,373	26	2%	\$11.56	Long-term on-the-job training
Shipping, receiving, and traffic clerks	1,285	870	(415)	(32%)	\$13.81	Short-term on-the-job training
Food batchmakers	1,169	1,085	(84)	(7%)	\$10.01	Short-term on-the-job training
Maintenance and repair workers, general	1,155	908	(247)	(21%)	\$19.45	Moderate-term on-the-job training
Managers, all other	1,093	1,015	(78)	(7%)	\$33.34	Work experience in a related field
Meat, poultry, and fish cutters and trimmers	1,034	1,298	264	26%	\$11.14	Short-term on-the-job training

Transportation, Distribution and Logistics (TDL)

Over the next 12 years, world trade is expected to grow two to three times faster than the world's gross domestic product. Intermodal container traffic is forecasted to increase 15% per year for the next 10 years. As a result, transportation will be one of the fastest-growing segments of the world economy. Chicago has dominated the North American transportation and distribution scene since the 1850s. In the past 20 years, it has become the major crossroads of America's global trade. Chicago is the world's fifth largest intermodal hub and the largest in the western hemisphere. We are the nation's largest rail hub. Over 50% of the nation's rail freight passes through Chicago's rail yards. Our airports combined handle more passengers than any other city in the world and our air cargo industry is growing in response to our location and access to other transportation systems. Consequently, Chicago offers among the most competitive and cost-effective transportation center in the Americas. (World Business Chicago, 2008)

Available positions in the TDL industry are expected to continue to grow. Table 8 illustrates the top demand occupations in the TDL sector. Most of the hourly earning rates are above minimum wage. Most of the jobs require work experience or some degree of on the job training. That many positions are available without a degree places this as a high priority for our workforce system's programs for lower-skilled workers.

TABLE 8 Top Occupations by Sector – TRANSPORTATION, DISTRIBUTION AND LOGISTICS

Description	2008 Jobs	2018 Jobs	Change	% Change	Current Hourly Earnings	Education Level
Taxi drivers and chauffeurs	7,575	8,704	1,129	15%	\$10.01	Short-term on-the-job training
Flight attendants	7,212	7,153	(59)	(1%)	\$20.23	Long-term on-the-job training
Truck drivers, heavy and tractor-trailer	6,274	7,247	973	16%	\$20.18	Moderate-term on-the-job training
Airline pilots, copilots, and flight engineers	5,088	5,002	(86)	(2%)	\$76.24	Bachelor's degree
Laborers and freight, stock, and material movers, hand	4,762	4,729	(33)	(1%)	\$10.85	Short-term on-the-job training
Reservation and transportation ticket agents and travel clerks	4,230	4,173	(57)	(1%)	\$20.69	Short-term on-the-job training
Postal service mail carriers	3,738	3,815	77	2%	\$25.33	Short-term on-the-job training
Truck drivers, light or delivery services	3,111	3,417	306	10%	\$15.25	Short-term on-the-job training
Postal service mail sorters, processors, and processing machine operators	3,077	2,212	(865)	(28%)	\$24.95	Short-term on-the-job training
Cargo and freight agents	2,228	2,677	449	20%	\$17.57	Moderate-term on-the-job training
Couriers and messengers	1,864	1,775	(89)	(5%)	\$9.45	Short-term on-the-job training
Bus drivers, school	1,828	2,282	454	25%	\$13.63	Short-term on-the-job training
Bus drivers, transit and intercity	1,601	1,804	203	13%	\$17.54	Moderate-term on-the-job training
Driver/sales workers	1,558	1,879	321	21%	\$16.46	Short-term on-the-job training
Aircraft mechanics and service technicians	1,369	1,282	(87)	(6%)	\$27.99	Postsecondary vocational award
Managers, all other	1,287	1,431	144	11%	\$33.34	Work experience in a related field
Customer service representatives	1,165	1,296	131	11%	\$17.56	Moderate-term on-the-job training
Transportation workers, all other	1,115	1,138	23	2%	\$15.64	Short-term on-the-job training
Business operation specialists, all other	1,007	1,026	19	2%	\$27.03	Bachelor's degree
First-line supervisors/managers of office and administrative support workers	1,004	1,009	5	0%	\$25.22	Work experience in a related field

Occupational Outlook – Further Insights

It is especially important to consider two factors in regard to occupational implications as well as the interpretation of data previously reported. First, industry staffing patterns are growing increasingly unpredictable. Many of the fastest growing occupations are distinguished by their pervasive spread across all industries. An analysis focusing more solidly on assessing the skills needs and requirements of occupations as opposed to examining industry presence is likely to prove more effective in anticipating employer needs. The second factor is the employment viability of a given occupation for adult job-seekers in the local workforce system. Adult job seeker needs should be balanced with the needs of Chicago's employers. Occupations that require minimal training, offer on-the-job training, high volumes of entry level positions or career-ladder promise and fall into high growth occupation or industry categories are ideal for targeting efforts by our workforce system.

The pervasive use of new technologies increases the need for many workers to upgrade their current skill levels to compete for job opportunities. Many high growth employers are already reporting a scarcity of educated, technically skilled workers capable of meeting the minimal requirements of an increasing number of newly created positions. This trend is likely to continue due to the development of technological advances in the workplace across all industries. Employers will have an increased demand for a workforce with the proper skills and competencies to qualify for current job openings but workers will also be capable and committed to lifelong learning. Workers will need to constantly upgrade their skills to fill future employment needs.

On-Going Employer Needs Measurement

The City of Chicago is committed to effectively measuring the needs of local employers on an on-going basis. Working toward this goal, we maintain a direct employer link through the Chicago Workforce Investment Board, which is comprised of a majority private sector business members.

Chicago also recognizes the importance of collecting this information with clearly stated short- and long-term goals. Sector-based programs, through the State's Critical Skills Shortage Initiative, the development of sector-based Workforce Centers for Business, and the launch of the City's Chicago LEADS initiative which is continued by CWIC all focus efforts toward business sectors. These innovative programs target specific industry clusters and analyze employer needs and job-seekers skills to address the gap.

Specifically, sector analysis strategies have three distinct phases that include data collection and preliminary analysis, assessment of potential strategies and program design (National Economic Development & Law Center [NED&LC], 1999). These are systematic approaches designed to integrate human services, economic development and workforce strategies by targeting regional high growth industries to assist job-seekers with barriers to employment and self-sufficiency, obtain better wages, benefits and working conditions (NED&LC, 1999). This analysis attempts to link the policies and practices of public, private, non-profit, education and labor institutions, as well as other workforce constituents that have traditionally operated separately (NED&LC, 1999). By working together to formulate a response to workforce obstacles, local stakeholders can increase their knowledge of labor market needs, as well as develop and strengthen relationships between their respective institutions (NED&LC, 1999).

- 2. Job Seeker Needs (Underemployed, unemployed or dislocated workers)**
- **Growth industries and available employment opportunities and skill requirements.**
 - **Current and projected demands of the local economy.**

As noted under Employer Needs, above, since the completion of the original Plan, CWIB and DFSS have continually updated this information utilizing local labor market information and a number of direct research efforts. Current information on growth industries and projected demand has been gathered by the Workforce Boards of Metropolitan Chicago. This information can be found at <http://www.workforceboardsmetrochicago.org/industry/>. CWIB and DFSS utilize this information analysis as well as current labor market information from IDES and EMSI data in targeting training, placement and other services.

Adult job seekers who are unemployed, underemployed and/or dislocated face numerous barriers to employment and self-sufficiency. They are more likely to have several educational and vocational deficits hampering their ability to gain and retain employment. These individuals must negotiate economic deficiencies, community safety issues, transportation and other logistical obstacles, to access needed services. Furthermore, these job-seekers are likely to be unaware of the resources available to the public.

Additional information on growth industries and occupations was provided in the section above. CWIB and DFSS continue to utilize these data sources in targeting projects and services to meet the demands of the economy and to assist the job seeker customers in identifying and preparing for available occupations.

(EXTENDED SECTION OF LABOR MARKET DATA FROM ORIGINAL 2000 PLAN REMOVED)

3. Other Customer Needs

Incumbent Workers

CWIB has sought and received a waiver permitting the use of WIA funds for Incumbent Worker training. CWIB released a policy memorandum (ATTACH) in 2006. This letter gives Chicago the authority to utilize up to 10% of WIA funds for incumbent worker training projects. The letter also lays out a framework for eligibility and reporting requirements for Incumbent Worker training projects.

The ever increasing number and magnitude of changes taking place in the workforce has forced employers to continually assess and upgrade the level of education and skills required to complete a given job. Today's workplaces are replacing older machinery with newer, more innovative and efficient processes. This requires workers to be increasingly sophisticated and have greater literacy and technical skills to operate within the workforce system. Incumbent workers need to invest in enhancing their education and literacy as well as increasing their computer literacy and knowledge of technology to remain competitive in their jobs. By acquiring valued technical skills, they will be more knowledgeable about their jobs, have greater leadership ability, and be better prepared to gain promotions from their current employer, as well as enhance their ability to qualify for other local employment opportunities. Use of WIA funds for Incumbent Worker training will allow promotion within areas where there are worker shortages. The resultant open positions will then be back filled through connections to industry-specific training programs placing economically-disadvantaged customers in entry-level employment.

Youth

Over a quarter million youth ages 16-21 live within the City of Chicago, evenly distributed among gender lines and age groups. This population is overwhelmingly minority, with more than three-quarters being non-white. In the 2000 Census, the city's population aged 17 and under was 44.5 percent African American, 35 percent Hispanic, and 16 percent white.

Data shows that more than half of Chicago's youth population is not enrolled in regular school. Young Hispanics are particularly vulnerable, constituting about 41.6 percent of the total youth population but accounting for over 64 percent of the not-enrolled, unemployed population.

Each year, Chicago public schools enroll approximately 100,000 youths in high school. About 84 percent of these students are classified as low income and 16 percent as Limited English Proficient. One quarter of the entire 16-21 population (over 65,000 youths) are neither in school or in the workforce. Chicago also suffers from fairly high dropout rates. Approximately 16,000 students drop out of Chicago public high schools each year. This group is concentrated in the 19-21 age range. Overall, these statistics indicate that a large number Chicago's youth are not being constructively engaged, leaving them unprepared to fill available job openings.

One or more barriers may stand in the way of low-income and/or at-risk youth obtaining the jobs described above. Upon reviewing the responses obtained from key informant interviews held during the WIA transition phase, barriers were identified for each of the following groups: youth 14-18, youth 19-21, and low-income youth. While the responses were varied and sometimes contradictory, several main themes were recurrent. These themes continue to the present.

For youth ages 14-18, the main concerns voiced by employers and service providers were both legal barriers that prevent employers from hiring young people and the unreliability of youth in this age group. These youth may also lack the basic skills and maturity required for employment. With older youth, the main issue regarded the social prejudice that employers and/or their customers may have about these youth. This included pre-judgments on how youth will perform on the job based on what schools youth attend, what neighborhood they come from, and how they dress.

Key informant interviews identified an additional group of barriers/needs for low-income youth. These barriers included lack of ties to the legitimate workforce, lack of soft skills, lack of transportation, family problems, and lack of experience. A review of the responses indicated that low-income youth may also face additional social prejudice.

Additionally, lack of basic skills preparation in reading and especially in math is reported by businesses as a critical barrier/need for all youth candidates for the workforce. Basic skills preparation will remain a critical focus of the broad education and workforce system if youth are to make successful transitions to the workforce.

Chicago's youth need to be better prepared for the projected job openings and skill demands identified for adult job seekers. This finding supports information indicating this to be true for youth nationally as well. The labor market analysis indicates that jobs requiring various levels and types of training and/or education are available to these individuals. However, these youth face numerous barriers to employment and skills attainment that are not being adequately addressed. In order to prepare these youth for future employment, these barriers must be identified and addressed in a holistic manner with consideration given to the multitude of issues facing the youth of Chicago.

B. IDENTIFICATION OF KEY CUSTOMER SEGMENTS

1. Employers

DFSS, CWIB and other local sources together identify key segments of Chicago's employers to target for WIA services. Though this must be a thorough process, it is clear from the information reviewed here that certain industries anticipate significantly high growth in combination with a high difficulty of filling their staffing voids. Employers in a high growth industry as well as those who

employ individuals in any of the key or largest Chicago sectors (e.g. Services, Healthcare, Finance, Manufacturing) should be considered for special targeting. Similarly, those employers who anticipate steady growth with less difficulty on the supply side should also be considered also. There are many other approaches to identifying key segments in the local economy and CWIB and DFSS are committed to exploring as many as are necessary for our WIA customers and services. Based on ongoing assessment of economic and labor market factors described above, CWIB has identified the following industries as the focus of Chicago's workforce development system:

- Manufacturing
- Service Industries (Hospitality, Retail, Restaurant, Customer Service)
- Transportation, Distribution and Logistics
- Healthcare
- Finance and Insurance
- Technology

2. Population Segments

During PY'09-PY'10, as noted in the Guiding Principles, CWIB and DFSS are targeting the following populations for services, both through the implementation of Targeted Affiliate delegate agencies and in general throughout the workforce system in Chicago:

- **Dislocated Workers**
- **Ex-Offenders**
- **Homeless individuals**
- **CHA residents / former CHA residents**
- **People with disabilities**
- **Immigrants and those with limited English proficiency**
- **Veterans**

DFSS plans to continue to partner with the Chicago Workforce Board, who must ultimately determine which segments of the population will be targeted as "key" populations. The CWIB must consider both the local needs analysis and WIA's emphasis on market-driven services. As with the identification of key employers, DFSS recognizes there are many approaches to identifying those key groups and is committed to exploring as many as are necessary throughout the implementation of the WIA. The list above was developed in consultation between DFSS, CWIB, and other City agencies serving target populations. Each group includes many individuals with significant barriers to employment and challenges in fully accessing the labor market including the youth populations that are part of these target population categories.

C. POLICY AND PROGRAMMATIC IMPLICATIONS

1. Resource Implications

As home to a diverse workforce, countless educational institutions, and a multitude of business enterprise, Chicago is positioned to be a leader in the emerging global economy. Despite economic upturns and downturns, the overall continued growth and vitality of this global economy has strengthened Chicago's position by creating numerous opportunities for business growth, fostering scientific innovation, and increasing individual's personal wealth and prosperity.

The scientific and technological changes that accompany economic growth will lead employers to demand a workforce that is willing, capable and prepared to take on the challenges of the evolving

workplace by continually upgrading its education and skill levels. Lifelong learning is a hallmark of any responsive workforce strategy. Chicago's workforce, while possessing many assets, also faces many barriers to meeting these challenges. Individuals must negotiate economic deficiencies, childcare needs, community safety issues, transportation and numerous other logistical obstacles to access needed services. These barriers must be addressed before Chicago's workers can achieve success.

Historically, the need for any employment and training-related services targeting low-income populations and addressing these barriers has far outpaced the available funding. The bulk of Title I funds will be used to build towards a collaborative and seamless service delivery system for serving the needs of populations within Chicago's workforce and the needs of Chicago businesses.

We believe that services to these two customers build upon one another. By continuing to improve and expand business services, WorkNet Chicago's ability to place job seekers into high-quality, high-wage employment will also improve building a comprehensive system requires organization of and communication between many different entities. WIA's administrative cost cap of 10 percent has been set by the Federal government limits the ability of the City to facilitate the collaboration and cooperation between existing service providers. WIA's provision for governor discretionary funds (15 percent of the total state WIA allocation) further reduces available funds and limits Chicago's ability to adequately serve the volume of individuals in need of WIA services.

Funds in excess of the amount allocated by WIA will be necessary for Chicago to maintain an effective system. The City of Chicago will attempt to leverage this additional funding by accessing and building upon existing programs available through a variety of governmental and non-profit organizations. However, this is still insufficient to provide the level of funding necessary for the volume of needed services. Programmatic partners must work together at the federal, state and local levels to deliver the training and support systems that target populations required to be competitive in the changing economy.

2. Workforce Education and Training Implications

The speed and direction of local employment growth continue to have tremendous implications for local education and training services. Gaining entry to emerging occupations will require local job seekers to obtain the most effective education, training and skills enhancement services available.

The projected skills needs of employers require designing a much more integrated, market-driven approach to developing local skills enhancement programs.

CWIB and DFSS are committed to improving the quality of training services available through the WIA system and throughout the City. Building on the insights from the implementation of the Critical Skills Shortage Initiative projects, we have launched additional projects to link business and education. Efforts such as the Chicago Manufacturing Renaissance Council and DFSS' ManufacturingWorks program and the work of CWIC provide avenues through which business can and do work closely with education and training providers to help those providers customize their training offerings to the future needs of business. Business input is critical in designing curricula that meets both current and projected future needs, particularly in relation to longer-term training programs and degrees to train future years' workers.

Additionally, DFSS has put in place a number of strategies to improve the quality of the WIA-funded training that occurs within Chicago. These include:

- Increased Training Investment for Targeted/High-Demand industries by increasing the maximum Individual Training Account (ITA) voucher to \$8000 for training in industries targeted by the CWIB that prepare customers for high-demand and/or high-wage occupations.
- Improved “Training Assessment Package” for case managers to help better match job seeker skills with employer needs.
- Requiring more stringent standards for DFSS Trainer Certification through a more rigorous application process that examines training-related completions, job placements and the strength of the trainers’ relationships with business partners.
- Business-driven Customized Training projects in which specific courses are developed in conjunction with business for cohorts of job candidates, with ongoing business feedback into curriculum content development.

In future years, DFSS also plans additional strategies to improve training quality and responsiveness:

- Increase completion and placement rate targets for training providers as well as “Core and Intensive” providers.
- CWICstats is developing a “Report Card” of training programs that will list key categories/measurements of training programs success and include customer and employer satisfaction data with regard to each certified training program.
- Develop bridge programs to “bridge gaps” between skills of job seeker and those required to meet business needs Curriculum is delivered in a contextualized learning environment and includes math, language and technical skill training for specific jobs.
- Pilot Incumbent Worker training programs to focus on incumbent workers in targeted industries with high-need and high-wage occupations.
- Develop more Customized Training programs in which employer partners work with DFSS.

II. LOCAL STRATEGIC VISION AND GOALS

A. DEVELOPMENT AND IMPLEMENTATION OF CHICAGO’S SYSTEM

Since PY’07, the Chicago workforce system currently includes the following components:

- **TWO Workforce Centers for Business (ManufacturingWorks and ServiceWorks) – business service hubs concentrating on business and job-seeker services related to specific industry sectors.**
- **FIVE Chicago Workforce Centers, Illinois WorkNet Centers (formerly known as One-Stops) – large, central locations, serving business and the general job-seeking population. These Workforce Centers, Illinois WorkNet Centers also serve as hubs for other partners in the WIA system. These are comprehensive One Stops in keeping with the WIA definitions, with system partners on site and participation through the MOUs**
- **Targeted Affiliates (22 in PY 2009, number subject to change annually) – organizations providing services to Adult job-seekers and Dislocated Workers and focused on targeted geographic locations and targeted populations in strong need of workforce services.**
- **Youth services providers, number subject to change annually) – organizations contracted to provide in-school and out-of-school services to older and younger youth.**

Chicago's local workforce development system will continue to serve multiple customers with differing goals. The Chicago Workforce Investment Board (CWIB) will be directly involved in guiding the local planning process. Through the CWIB, employers will be recognized partners in planning and developing workforce system priorities and goals. Additionally, employer services will be incorporated into service delivery mechanisms providing a full menu of service to employers, including on-the-job-training and creating stronger linkages between publicly funded workforce development systems and employers.

The needs of employers have been and will continue to be determined through direct communication and analysis of federal, state and local labor market information for both immediate and future needs as determined by economic trends and projections. Job seeker needs continue to be determined through focus groups, unemployment insurance (UI) data, U.S. census data, and delegate agency feedback. Individual occupational preferences will be shaped by the needs of the local economy. Programmatically, job seeker needs will be met through a system which provides increased information and customer access, coordinated case management and support services, multiple job placements and responses to customer satisfaction surveys.

Persons needing employment and training and related educational and support services will be served through physical and virtual resource centers available throughout WorkNet Chicago facilities and through the Illinois workNet portal. In addition to increased technology access to over 200 Chicago Illinois workNet partner sites all WorkNet Chicago providers will be able to more effectively link to the Workforce Centers and Workforce Centers for Business. Providers can also connect to certified training providers and one another to provide core, intensive and training services, seamless case management and client flow between providers. Contracts for core and intensive services to Targeted Affiliates will specifically extend services to underserved areas and populations. To ensure that the system consistently puts the needs of its customers first (minimizing conflicts of interest), a third party has been contracted by a competitive process to serve as the Training Assessment Review Agency to review customer training eligibility along with ITA requests and make voucher payments.

Under the WIA, the local workforce development system is to provide seamless delivery that accomplishes the following goals:

- Efficiently combines employment, training, and supportive services;
- Provides individuals with sufficient information to make well-informed choices about training programs;
- Creates a business driven system responsive to employers;
- Provides informed, skilled job seekers; and
- Incorporates continuous improvement measures to guide the system and meet customer needs.

B. MEASURABLE LOCAL SYSTEM IMPROVEMENT GOALS

Many items from the list of original goals of the Chicago workforce system remain important goals for our system. Some have been achieved, some superseded or replaced with other objectives as indicated below. Following this list are new goals that have been set as part of MOWD's 2006 Strategic Planning process. These goals are for the period 2006 to 2011.

INITIAL WIA GOALS FOR THE LOCAL SYSTEM:

1. Increase Interagency Collaboration and Coordination

Under leadership of the CWIB, interagency collaboration and coordination of the local workforce system will be improved through:

- Expansion of the outreach and recruitment network to serve a larger, more diverse population.
- Coordination of systems and procedures to ensure accountability is being developed and implemented.
- Continued improvement and enhancement of technology for all local workforce entities to provide optimum service delivery and seamless case management/client tracking. IWDS, Illinois workNet and other resources continue to be improved and augmented to provide virtual workforce services to job seekers and employers.
- Coordination of training activities with specific local area employer workforce needs.
- Use of labor market data and customer feedback to shape program planning and evaluation methodologies.

The implementation of these steps will help provide WIA's customers, employers and job seekers with a more seamless service provision system.

2. Increase and Improve the Capacity of the Local Service Provider System

The continuous improvement of the service capacity throughout the Chicago WorkNet system including service providers and community and faith based organizations:

- Increase of Technical Assistance to improve operational capacity and programmatic quality. On-going assistance will be offered to providers participating in the system. DFSS continues to implement a technical assistance program to support providers' delivery of WIA. Assistance has included:
 - An implementation of the WIA program included CWIB held a two full-day conferences (on youth and adult services), a six-session series providing technical assistance for non-profit management operations and printed information and presentations by government and private experts on the WIA legislation.Included in the WIA implementation was Financial Planning Training with topics including Fiscal and Asset Management, Financial Planning and Expenditures Management, Personnel and Compensation Issues, Legal Compliance and Reporting Obligations, and Information Management.
- Ongoing DFSS Technical Assistance includes:
 - Bimonthly Contractors' Meetings that include technical information on program delivery from DFSS, best practices presentations, training by system experts on specific populations, industries, etc.
 - Annual Provider Fairs linking WIA core and intensive delegate agencies with training providers and delivering the latest information on training, ITAs and the certified provider system.

- Periodic training workshops by national and regional leaders in workforce services on topics such as Case Management, Job Development, Business Services, and other important service delivery topics.
- Quarterly review meetings with each subcontractor (delegate agencies) to evaluate performance toward annual goals and WIA performance measures
- Assignment of an Agency Liaison to each delegate agency to provide ongoing, regular site visits and technical assistance on any program questions
- Ongoing Program Monitoring of providers utilizing formal monitoring instruments to measure performance against the performance measures described in this plan. Program monitoring results can trigger ongoing technical assistance, remedial assistance, probationary status or even contract termination. The system rates each provider as “Compliant”, “Conditionally Compliant” and “Non-Compliant”. Ratings are determined through the assessment of five separate areas of contract performance:
 - Quality Assurance/Participant Satisfaction: Are customers receiving promised services and what is their perception of those services?
 - Common Program Strategies: Are the components of the program performing in accordance with stated contractual expectations?
 - Programmatic Review: Is the entire program meeting, exceeding or failing stated expectations within the specific guidelines of its funding source and DFSS administrative provisions?
 - General Contract/Services Review: Is the agency as a whole in compliance with its DFSS contract(s)?
 - Facility and Safety Review: Are the services provided in a safe and appropriate physical site?

WIA-mandated performance data is focused around the WIA Performance Measures, including the Common Measures.

3. Increase Customer Choice

DFSS and CWIB remain focused on continually improving customer choice for all WIA customers, both in terms of access to core and intensive services and training services.

Customers in Chicago continue to benefit from the broad system of Workforce Centers, Illinois workNet Centers and Affiliates available through WorkNet Chicago. Community-based service delivery sites/affiliates and Illinois workNet affiliate sites throughout the City expand the number of places a customer may access the WIA system. This “no wrong door” approach allows customers access to the WIA system through any WIA service provider and by providing information over the Internet. To ensure that providers consistently act in the customer’s best interest, DFSS has competitively contracted with a third party, the Training Assessment Review Agency, to review client transitions from intensive services to training and make voucher payments.

Currently, all training providers must provide standardized information about their program, its purpose, cost and specific performance data including program completion rates, participant wage and other information. Most of this information is available through the State’s IWDS website.

To improve customer choice regarding training, CWIB has contracted with CWICstats to develop an on-going Training Provider Report Card on all WIA Certified Training Providers to make publicly

available (online) a comprehensive scorecard on the comparative quality of training programs including information such as cost comparisons, more accurate graduation and employment rates, customer satisfaction surveys by businesses and students and so on.

4. Improve the Technological Infrastructure

Since the launch of WIA, the development of IWDS, the State training provider database, and Illinois workNet have made major steps toward our initial goals regarding technology. As stated above, we remain committed to the concept of improving linkages between WIA Title I programs and the many mandated WIA system partner programs. As such, Chicago still promotes the concept of broader statewide collaboration among these partners on sharing data and customer case management through shared online systems.

5. Increase Private Sector Involvement

WIA recognizes employers as one of the major customers of any workforce development system. To create a system responsive to their needs, the private sector must be more actively involved in communicating its expectations and needs related to training programs. In return, DFSS realizes that local workforce development planning should include the solicitation of such information. The Chicago Workforce Investment Board, with a majority of membership being private sector representatives, will serve as the primary, but not only, means for that dialogue to occur. Within the WIA system, DFSS will have the capability to respond to those needs with business services development throughout the Worknet, Illinois workNet system and the development of customized and incumbent worker training programs. As part of ongoing planning efforts, DFSS will collect information on the needs of local employers through secondary data analysis and business involvement in with advisory committees.

Key outcomes and elements of private sector involvement include:

- The Chicago LEADS (Leading Economic Advancement, Development and Sustainability), a city-wide, multi-agency effort to join resident and business needs to promote economic development through improving coordination of education and workforce development. The Chicago LEADS program is now under the auspices of CWIC. The WIA system has participated in four sector pilot projects in an effort to be responsive to employer needs and anticipated job growth.
- Business Service Teams implemented at all Workforce Centers. These multi-agency teams provide the main resource for services to business and streamline the delivery of those services through the system.
- The Workforce Centers for Business, ManufacturingWorks and ServiceWorks which serve as hubs for system services in these industries, offer businesses linkages to a variety of resources including recruitment and screening of job candidates, training of new and incumbent workers, access to tax credits and other funding sources for staff training and business development, and other services. Each WorkNet Center also has a Business Advisory Committee that provides program oversight, brings business insights to program delivery, and links business needs to the development of program curriculum, including curricula of WIA training provider programs.

6. Leverage Funding From Other Sources

To meet the demand for job services, DFSS works in partnership with the CWIB to leverage funding and services from WIA's mandatory program partners to provide the fullest range of employment, training and supportive services. DFSS will also use other sources of funding to supplement WIA activities, such as fee-for-service activities, other more flexible grant funds or foundation grants.

LOCAL FIVE YEAR GOALS 2006-2011

To achieve its Vision, DFSS has the following goals it will aggressively strive to reach by 2011. Goals are not listed in any priority order:

Goal 1: Employers and job seekers are knowledgeable, frequent and satisfied users of DFSS' workforce system.

Goal 2: Industry-based Workforce Centers are effectively open and operating in industries targeted by DFSS and CWIB to most effectively meet the needs of Chicago businesses and job-seekers.

Goal 3: Partnerships with education have resulted in Workforce Centers at City College sites; development of curriculum and certification programs to supply qualified candidates for in-demand jobs; development and delivery of customized training, and literacy assessment and remedial education programs.

Goal 4: The service contracting process (RFP's) has produced a streamlined service-delivery system with high-performing contractors, economies of scale and leveraged funding to support more workforce services to job seekers and businesses with less direct funding from DFSS.

Goal 5: DFSS has become recognized as a major contributor to the economic prosperity of Chicago.

Goal 6: DFSS has diversified its revenue/funding stream and reduced its dependency on Workforce Investment Act funds.

Goal 7: DFSS' organizational structure is reviewed annually to ensure expertise and resource allocation adequately supports strategic goals and annual objectives. Planning and performance management programs are in place to ensure a focused approach and outcome delivery.

Goal 8: DFSS in conjunction with CWIC, CWIB and CWICstats is effectively utilizing research, labor market information and community needs in analyzing and implementing best workforce practices and has systems and processes in place to capture, track and report workforce information to aid planning and measure performance.

Goal 9: Through collaborative efforts led by DFSS, a job posting system with virtual, user-friendly and features which is responsive to business needs has been effectively implemented. DFSS has also trained and integrated the use of the Illinois workNet system in all the Chicago Workforce Centers, Illinois workNet Centers and the Affiliate delegate agencies.

C. STATE/FEDERAL POLICIES AND THE CHICAGO SYSTEM

The City of Chicago faces many challenges in maintaining the unified workforce development system envisioned in the WIA legislation:

- Centralized decision-making within state agencies regarding resource allocations and program design presently inhibits extensive local WIA adaptation, and reinforces separation of services and resources. While the Illinois Workforce Investment Board (IWIB) is in place and efforts are in place to coordinate relationships among the WIA system partners, there are no specific steps established to integrate the individual planning processes done by the various agencies. More importantly, there is also no current integration of administrative, case management, eligibility or customer-related information between state agencies. Finally, any state responses to workforce development must be flexible and adaptable to local needs. Chicago believes that better integration of funding, particularly better linkage of TANF and Food Stamp Employment and Training programs to the locally controlled WIA system, would improve the scale and quality of these services and provide for a more seamless workforce system.
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III. LOCAL SYSTEM INFRASTRUCTURE AND SERVICES

A. DESCRIPTION OF THE LOCAL ONE-STOP SYSTEM

1. Identification of the fiscal agent.

The City of Chicago Department of Family and Support Services are the fiscal agents to WIA Title I funding and programs.

2. Establishment and maintenance of the WIA local One-Stop System

- **One-Stop operators and the selection process.**
- **Changes planned during the next five years, including additional IETCs.**

See Section II.A., above for a description of the current WIA local system.

The Workforce Investment Act (WIA) places at the heart of its programs the One-Stop Career Center system. In Chicago, this system's service delivery organizations, described above in Section II.A, are selected through a competitive bid process. Since the inception of WIA, new Request for Proposals have been sent out to solicit bidders for these programs every two or three years. The last RFP by MOWD was in March 2007 and the Youth Services division released an RFP in 2010. Applicants respond to the RFP and are evaluated and selected. For the Workforce Centers for Business, an interview process has been added in addition to the application process, to more fully investigate the qualifications and plans of the respondents.

DFSS continue to evaluate the effectiveness and efficiency of the individual Affiliate delegate agencies and of the overall system structure.

One-Stop Career Center Operators

Currently, the City of Chicago uses four separate non- and for-profit agencies to act as Workforce Center (One-Stop) delegate agencies: SERCO/Central States SER, Employer and Employment Services (E&ES), Able Professional Services, and Dynamic Education Systems Inc. (DESI). Two non-profit organizations operate the Workforce Centers for Business: Educational Data Systems Inc. operates ServiceWorks, the Chicago Workforce Center for the Service Industries, and Instituto del Progreso Latino operates ManufacturingWorks, the Chicago Workforce Center for Manufacturing. A broad array of organizations, primarily non-profit, operate as Targeted Affiliates and Youth Service Providers. Each was selected through a competitive Request for Proposals (RFP) process. All proposals submitted were reviewed for agency capacity, previous experience in delivering services, and fiscal soundness.

System Changes

DFSS continue to assess the effectiveness of the existing system. We strive to make change to maximize the outcomes and availability of services, using available resources.

3. Roles of Required and Optional Partners

- **Core services provided by each partner and how customers are expected to use them.**
- **How access to appropriate services will be provided (referral, technology links, etc).**
- **Funding and partner contributions.**

Chicago's WIA system includes the full complement of mandatory program partners in the Chicago Workforce Centers, Illinois workNet Centers. WIA's required core services are viewed as a minimum of those services available to job seekers and employers from each partner. Those services described in WIA are made available to all customers at each existing center (both Workforce Centers and Affiliates) The Illinois workNet system and other technology is used to provide access to the broadest number of core services possible, and ensure the continuity and consistency of service from one site to another.

Table 7: Core Services Provided by Mandatory Program Partners

Source: "Recommendations Regarding Services and Funding of Local One-Stop Delivery Systems in Illinois Under Title I of the Workforce Investment Act (WIA)" developed by the Partner Roles and Funding Work Group of the Illinois Workforce Investment Board's One-Stop Coordinating Committee).

Program Name	Provisional Core Services*	Additional Service Potentially Available
Adult Education and Literacy	Outreach, intake and orientation, initial assessment of skills, job search placement and assistance, employment statistics information, program performance and cost information, information on local performance and supportive services (subject to the decisions of local providers).	Adult Basic education, secondary adult education, English-as-a-Second Language (ESL), secondary vocational training, counseling, case management, testing and assessment, employability skill training and a variety of other services.
Community Services Block Grant (Employment & Training programs)	Outreach, intake and assessment, program performance and cost information, provision of information on local support services.	Intensive and training services and other supportive services offered by DFSS depending upon local needs.
Perkins Post-Secondary Vocational Education	Regardless of how these funds are used, all grantees must: provide information regarding the performance and costs of the programs assisted under Perkins III, Sect. 132. The following additional core services may be offered depending upon the college's use of Perkins funding: Initial assessment of skill levels, aptitudes, abilities and supportive service needs and the provision of information related to the availability of supportive services.	Intensive and training services as defined by WIA, and other services to be offered by the local community college will be determined by each local community college.

Program Name	Provisional Core Services*	Additional Service Potentially Available
Senior Community Service Employment Program (SCSEP) (Chicago Dept. on Aging)	Provision of career counseling and job skill development services. Job fairs at Chicago Workforce, Illinois workNet Centers where employers are recruited to speak to seniors about job openings.	Individual development plans for seniors, plus other services as determined locally.
Trade Adjustment Act Assistance and NAFTA (TAA/NAFTA)	Same as WIA Veterans program.	Case management and training for individuals enrolled in TAA/NAFTA training. The Trade Adjustment Assistance program provides aid to workers who have become unemployed as a result of increased imports from, or shifts, in production to foreign countries. TAA offers a variety of benefits and reemployment services such as training, job search, relocation allowance, income support and other reemployment services.
Unemployment Insurance (UI)	Eligibility determination, outreach, intake and orientation, employment statistics information, program performance information.	None.
Veterans Employment	Same as WIA Veterans workforce programs.	Individual employment plan development and case management services for veterans.
Vocational Rehabilitation	Outreach, intake and orientation, initial assessment of skills, job search and placement assistance (only available to those who meet the Order of Selection requirement).	Counselors may also provide, either directly or through contracted providers, the full scope of all services.
Wagner Peyser	Eligibility determination, outreach, intake and orientation to and on behalf of employers, initial assessment of supportive service needs, job search and placement assistance, employment statistics, program performance information, information on local performance, supportive services and UI.	Job orders from employers, including file selection and referral services for these job orders. Outreach to employers with job openings to assist them in filling these job openings. In addition, the following services are also provided at selected offices where they are available: youth programs , apprenticeship, specialized apprenticeship (i.e. registration, job

Program Name	Provisional Core Services*	Additional Service Potentially Available
		development, and job referrals) to migrant and seasonal farm workers who wish to obtain other than seasonal work.
Welfare-to-Work (WtW) Block Grant	Same as WIA services to adults, dislocated workers and youth, with the exception of the 12 month follow up services for WIA registrants.	Post-employment retention and training and individual career and supportive services plans.
WIA Title I (Adults, Dislocated Workers and Youth)	Initial eligibility determination; outreach, intake and orientation; initial assessment of skills; job search and placement assistance; employment statistics information; program performance and cost information; information on local performance, supportive services and UI; assistance in establishing eligibility for WtW and financial aid for education; 12 month follow-up for WIA registrants.	Intensive and training services as defined by the WIA.
WIA Veterans Workforce Programs	Eligibility determination; outreach and intake, plus orientation where resources allow; initial assessment of supportive service needs; job search and placement assistance (not counseling); employment statistics information; program performance information and information on local performance, supportive services and UI.	Individual employment plan development and case management services for veterans.
* The availability of program information does not indicate customer eligibility		

Funding of Services

The One-Stop Coordinating Committee of the Human Resources Investment Council/Illinois Workforce Investment Board (HRIC/IWIB) recommended the following definitions of universally-accessible core services, partner contributions and those costs defined as “system” or “shared.” The way in which each partner contributes towards those costs will be determined by the Memorandum of Understanding (MOU) each partner negotiates with the Chicago Workforce Investment Council.

Shared System Costs are those which are not directly associated with the operation of a single comprehensive center or affiliated site; support the initial implementation and ongoing planning, oversight and development of the entire local system; are incurred for the

purposes of benefitting the local system as a whole; and are shared by and negotiated among all partners involved in the local one-stop system.

Shared Service Site Costs are those necessary for the implementation, planning, development and operation of a specific comprehensive center or affiliated site; result from the integration of service or functions among partners at a specific comprehensive center or affiliated site; cannot be solely identified with a particular partner; and benefit (are of acknowledged value to) two or more partners participating at the comprehensive center or affiliated site.

Partner Program Costs are those which are identified specifically with a particular partner; incurred directly by a partner in the course of providing eligible services to eligible participants of the partner's own unique program; primarily benefit the single partner's program and participants and are the exclusive responsibility of that particular partner.

B. PROVIDER CERTIFICATION AND CUSTOMER CHOICE

1. Provider Certification

- **Initial application procedures for postsecondary educational institutions and entities carrying out apprenticeship programs.**
- **Initial application procedures for other eligible providers.**
- **Local board information requirements.**

Chicago Workforce Investment Council and DFSS have revised the certification process for Eligible Training Providers periodically since the launch of WIA and compiled those changes in a Policy Letter in 2006. This letter's content is included below replacing the provider certification processes described in the initial WIA Plan and included as follows for reference.

Providers of training services must demonstrate that their programs meet state guidelines and be approved by local workforce investment boards. The state workforce board, the HRIC/IWIB, developed the guidelines for provider certification based upon the WIA and then-Governor Ryan's desire that the policy be as inclusive as possible. Its Accountability and Research Committee (ARC) created a Technical Assistance guide on aspects of provider certification for distribution to local workforce investment boards. These guidelines lay the foundation for subsequent eligibility of providers over the next twelve to eighteen months. Local workforce investment boards are required by the state to request providers seeking program certification meet one of the following:

That the provider is currently approved or has received accreditation under an existing process such as that offered by the North Central Association, the Illinois Community College Board, or the Illinois State Board of Education.

That the program for which certification is being sought has been recognized by the industry as meeting the standards necessary for approval or accreditation such as Pro Start for food services, A Plus for computers, ASE for auto mechanics, or by the Illinois Occupational Skills Standards and Credentialing Council.

The provider is receiving or has received funds for a program for which certification is being sought under a grant, contract or voucher from an agency within the Illinois workforce development system within three years of the date of application (e.g. a DFSS contractor).

New programs that cannot establish eligibility by meeting any one of the above criteria may apply to the local board. The application must demonstrate the program for which certification is sought responds to local employer demand. Such proof can include, but is not limited to, customized feasibility/local labor market studies; an analysis of current labor market information from commonly accepted sources supporting the need for such a program; letters of support from local employers; or such proof as the local board deems appropriate.

Applicants for initial certification are also required to provide the number of years they have been in operation and the date the each program for which certification is being sought was established. Applicants must include the cost for each program and briefly describe what is included in the costs.

Certificate and degree programs eligible for Title IV Higher Education Act Funds and national Apprenticeship Act programs are automatically eligible for certification. However, providers must submit proof of their program's standing to the CWIB in order to receive WIA training funds. Local boards must require these providers to submit the same basic information as is required of all other providers. All programs will be subject to state and local certification criteria during the subsequent eligibility phase.

Those applicants seeking WIA certification are required by the state to indicate for each existing or new program for which the provider is seeking certification:

Universal Performance Measures: The following performance measures that are currently used, planned to be used, or are currently available to assess the outcomes for all program participants:

- the program completion rates for all individuals participating in the training program;*
- the percentage of all individuals participating in the program who obtain unsubsidized employment;*
- the percentage of all individuals participating in the program who obtain training-related placements; and*
- the wages at placement in employment of all individuals participating in the program.*

Specific Performance Measures: The following performance measures (which are core indicators of performance under WIA Title I-B programs) that were used, are planned to be used, or are currently available to assess outcomes of economically disadvantaged adults, youth between the ages of 19 and 21, or dislocated workers:

- the percentage of participants who completed the program and who are placed in unsubsidized employment;*
- the retention rates in unsubsidized employment of participants who have completed the program, six months after the first day of employment;*
- the wages received by participants who have completed the program six months after the first day of employment; and*
- where appropriate, the rates of licensure or certification, attainment of academic degrees or equivalents, or attainment of other measures of skills, of the graduates of the program.*

State Requirements: *The state also instructs local workforce investment boards require providers to:*

- *define the core indicator or performance measure;*
- *provide the definitions they used for participant, exiter, and completer;*
- *for existing programs, provide the most recent performance levels achieved in terms of numbers and percentages; and*
- *for both new and existing programs, cite planned levels of performance, in terms of numbers and percentages, to be met in the next twelve months.*

Per state requirements, local boards must require providers to submit appropriate information on all programs for which they are seeking certification to the Illinois Resource Information System (IRIS) as a condition of certification for initial eligibility. By registering with IRIS, providers meet the requirement of including a program description in the application for initial eligibility. Providers must also agree to include participant information in the Illinois Common Performance Management System (ICPMS).

Local Certification Requirements

The State of Illinois has promulgated a set of minimum criteria which all training programs must meet, in order to be certified as eligible to redeem ITAs under WIA. Each provider presenting a program to the Chicago Workforce Investment Council for approval must meet these minimum criteria. In addition, Chicago has established the following criteria which training programs must meet in order to be approved as eligible providers of training by the CWIB. *These requirements are in addition to those imposed by the State:*

Accreditation: All training programs must be accredited or approved by the Illinois State Board of Education, North Central Association, the Illinois Community College Board, or some other state or nationally recognized industry standard-setting body. All non-accredited programs, included those certified only by some other LWIB, are not considered eligible training options.

Tenure: All training providers seeking certification must be open for business, and providing the same or similar training services as those outlined for WIA certification for at least 12 months prior to seeking certification. Provider must submit their FEIN number, location of business, and proof of delivery of training services as evidenced by the actual provision of the requested summary data.

Certification Schedule: Initial certification and subsequent certification will occur semi-annually. DFSS ~~DCD~~ will accept applications to approve eligible programs August 1st to September 1st and February 1st to March 1st. Programs that fail to apply for re-certification or who fail to submit a completed application(s) during the appropriate application period will not be able to re-apply for (re)certification for a period of six months from their original anniversary date. During this interim period of time, they will be removed from the list and unavailable as an ITA funded training option.

Provisional Approval: The CWIB with recommendation from DFSS will also grant provisional approval to “high-need” training programs at times other than the established application periods. This conditional approval will allow those programs that are defined as high-need immediate entry to the state list. High need programs will be fit one of the following definitions in that they:

- Are unlike any existing program on the state list;
- Provide specialized training in a high-growth industry as determined by the CWIB;

- Represent an industry that is not currently represented on the statewide list within Chicago;
- Specialize in serving populations with multiple barriers to employment (i.e. people with disabilities);
- Will result in a customer graduating with a B.A. degree or higher within one marking period (i.e. the customer will graduate within that marking period);
- Provide an employer-identified value-added training, which may result in a customized training opportunity.

These programs will be determined eligible for conditional approval on a case-by case basis by DFSS. Programs that are granted conditional approval will be held to all of the same standards and must meet **all** eligibility criteria. Conditional approval will operate solely as a function of approval for those high-need programs that miss the application cut off dates. Providers of conditionally approved programs will be required to apply for re-certification during the following application period, except when conditional approval is granted within one month of the upcoming application period.

Summary Data Requirements: All training providers are required to submit summary data to DFSS for all customers who participate in programs on the state list. This summary data will include:

- The number of customers served;
- The number of credentials attained;
- The job placement rates and average wage of training recipients (when available).

Performance Levels: All training providers must meet minimum WIA performance levels in order to maintain eligibility for re- certification of training programs. These performance levels were established in order to offer training providers a uniform standard of achievement. The WIA Entered Employment Rate, Retention Rate and Earnings measures are set at the level of Illinois' negotiated rate with the US Department of Labor. The Credential Attainment Rate is set at Chicago's negotiated rate with the State of Illinois. DFSS will update these levels on an annual basis and make the target levels available to current and prospective providers.

Programs that fail to meet any of the WIA measures may be subject to removal from the state list at the discretion of the CWIB as advised by DFSS, and may not be eligible to enroll new students funded by WIA Individual Training Accounts. For the purpose of annual re-certification, a minimum of 10 program exiters is required to calculate performance outcome data. Programs that have less than 10 program exiters are exempt from the performance outcome requirement.

Appropriateness of Training Program Cost: As required by State policy, all eligible providers are required to disclose the total cost of the training program for which approval is sought. Published prices may not exceed what is shown on the state list. These costs will be reviewed and compared to other comparable programs, including submissions by the provider to other local Boards. The stated cost of the training program must be appropriate in relation to the hours of instruction provided, the skills obtained by program completers, and other cost factors. *This is a new criterion.* The maximum is intended to be a maximum; it is not intended to constitute a "floor" cost level. Closer examination of the stated program costs will ensure that the limited WIA funds are being used in the most efficient way. This is especially important in light of the fact that the ITA maximum has been raised for preferred programs as described above.

Appeal for Removal from List of Certified Training Programs: Training programs that are removed from the list of approved programs may appeal the decision. To appeal, providers must submit a statement of appeal in writing to the WIA Training Coordinator at DFSS. The appeal must include

the name of the program(s) that were removed and the reason for non-compliance. All appeals will be decided by the Chicago Workforce Board with a recommendation from DFSS. If the provider prevails, the provider will have five business days from the date of the appeal decision to complete the certification application. The program will return to re-certification status.

2. Individual Training Accounts (ITAs) Policies and Procedures

- **Procedures for making available the list of eligible providers throughout the One-Stop system, including performance and cost information.**
- **Referrals, payments and funding of ITAs.**

All customers entering the One-Stop system have access to the list of state-certified training programs and a “consumer report” on training programs. The State of Illinois maintains the list of ITA eligible providers and this report. Requesting an Individual Training Account (ITA):

A core and intensive service provider may request an ITA on behalf of a customer who has been determined eligible for WIA training services. With the guidance of his/her case manager, the customer will select, from the list of CWIB-certified training programs, two or more training programs in his or her area of interest which offer timely enrollment. The selected programs must be related to the achievement of goals described in that customer’s Individual Employment Plan (IEP). The customer is required to visit each training program site and its provider to ensure that the customer is exposed to the content, context, environment and accessibility of each of the selected training programs and experiences firsthand the facilities and personnel of each of the selected training programs. This visit also gives the customer the opportunity to directly discuss such questions as program prerequisites, and to talk individually with current program enrollees. A final selection is made by the customer and case manager, and submitted with the request for the ITA along with the customer’s file.

The Training Assessment Review Agency (TARA):

Core and intensive service providers who are requesting an ITA on behalf of a customer submit the request to the TARA for review. The TARA review will be the final step prior to that customer enrolling in a CWIB-certified training program. The TARA will review requests according to guidelines and policies developed by CWIB and DFSS. This will entail a review of the customer file for documentation on specific areas including:

1. Verification of customer eligibility, including income eligibility for training;
2. Verification that the customer has received and responded to core and intensive services (necessary before they may receive training services);
3. Customer assessment information, including prior work experience, education experience and abilities and test or assessment results;
4. The customer’s Individual Employment Plan, which details the customer’s proposed career plan and training needs;
5. Verification that other funding options for the desired training program have been explored;
6. Evidence the customer’s supportive service needs have been adequately addressed; and
7. Verification that the job-seeker customer has visited two or more training

providers as part of the training selection process.

The TARA will determine the appropriateness of the request for training and communicate its decision to the WIA service provider in a timely manner. No customer may attend classes until the email confirmation of approval is released.

Use of ITAs for Youth Programs:

The State of Illinois has been given a waiver by USDOL permitting youth funds to be used for ITAs for older youth and out-of-school youth populations. All youth that are considered for an ITA must be enrolled and participating in Career Planning and Job Club activities to be considered eligible for an ITA. Otherwise, the requirements for youth are the same as for adults and dislocated workers.

Occupational Selection:

One of the WIA eligibility requirements for access to training is that the customer has selected a program of training services that is directly linked to employment opportunities in the local area, or in another area to which the customer is willing to relocate. Chicago service providers are expected to be able to justify (based on labor market information) that the customer has selected an occupation which meets one of these criteria.

Chicago will continue its current policy of allowing customers to select, with guidance from the counselor, from the list of certified training programs. In addition, Chicago will operationally define what constitutes a demand occupation using objective criteria. This definition will be used to create a list of demand occupations. This list will be provided to core and intensive service providers for them to use with customers, to help them make appropriate occupational choices. However, access to ITAs will not be restricted solely to those occupations which meet these criteria, if the service provider is able to justify (based on labor market information) that the customer has selected a demand occupation.

DFSS will consider the following criteria in defining what constitutes a demand occupational area:

- Regional (EDR) or local area projections of openings in the occupation exceed a minimum threshold.
- Regional (EDR) or local projected employment growth exceeds a minimum percentage threshold.
- Average wages for the occupation exceed a minimum amount based on wage survey information.
- Indication by an employer of his or her intention to hire persons who successfully complete the selected training program.
- Prior training-related placement outcomes for the same or similar training programs exceed a minimum threshold percentage.
- Prior earnings outcomes for the same or similar training programs exceed a minimum threshold level.
- Recognition of the occupation as an entry point on a career pathway which leads to advancement into other occupations which will eventually result in increased earnings.

DFSS will assemble available information, apply the relevant criteria, and identify the qualifying occupations on at least an annual basis, subject to review by the Board. This information will be transmitted to core and intensive service providers.

Reverse Referrals and Customer Choice:

Reverse referrals are situations where the agency which processes the customer's application for an ITA, is also the agency which will provide the training. Under Chicago's original policy, reverse referrals were permitted, but they were limited to no more than 50 percent of the WIA-funded customers in any WIA-certified training program. In addition, reverse referrals are monitored, and customers applying for a reverse referral ITA are surveyed by the Training Assessment Review Agency (TARA) to determine if the customer was given the opportunity to explore other training options.

Since the original policy was issued, it has become apparent that the 50 percent limitation was creating a barrier for some customers to receive services from their first choice in providers. As a result, DFSS has modified its practice regarding this limit, and works with individual providers to resolve any issues. At this point, reverse referrals are not frequent, and few providers "reverse-refer" significant numbers of customers.

Reverse referrals will continue to be permitted, and will continue to be monitored. The TARA will also continue to interview customers requesting a reverse referral ITA prior to approval. These surveys are completed at least ten business days prior to the training start date. However, a specific percentage limit on reverse referrals will no longer apply. DFSS will continue to work with individual providers to resolve any issues surrounding reverse referral of customers.

The objective of this policy is that reverse referrals are done only when appropriate, and that the procedures to monitor reverse referrals do not become an impediment to customers obtaining training in high-demand occupations.

In addition, DFSS will work with the Board to improve the information available on training providers and programs to those customers who are exploring their training options. This will include the development of web-based information on approved training programs, including program descriptions, related occupations, wages, program entrance requirements, licensing requirements, occupational requirements, training costs, training outcomes, and customer comments. DFSS will provide training to its core and intensive providers on how to use this information to better support informed customer choice.

ITA Cost Limits:

The maximum voucher limit is \$5,000 per individual, except for preferred programs, which have a limit of \$8,000 per individual. Preferred programs are approved training programs which meet two or more of the following criteria:

1. The program prepares the customer for entry into an occupation in one of the industries targeted by the Board. These industries include the following:
 - Health Care
 - Service Industries: Retail / Hospitality / Restaurants
 - Manufacturing

- Technology
- Transportation • Distribution • Logistics
- Finance
- Insurance

2. The program prepares the customer for entry into in a high-demand occupation, based on objective labor market criteria. These occupations will be identified on at least an annual basis by DFSS, and transmitted to core and intensive service providers, as described above.

3. The program prepares the customer for entry into in a high-wage occupation, based on objective labor market criteria. These occupations will be identified on at least an annual basis by DFSS, and transmitted to core and intensive service providers, as described above.

Since two of the above criteria must be met for a program to be considered a preferred program, it will not be sufficient simply for a program to train for one of the targeted industry sectors, for example. Such a program would also have to be either a high-demand occupation, or a high wage occupation.

The maximum ITA amount as applicable is a lifetime limit per individual.

Getting a Second ITA:

There is a lifetime limit of one ITA per person, except in cases where the customer:

1. has successfully completed one ITA-funded training course;
2. has exhibited a solid work history for at least three months following the initial training;
3. is requesting a training program in the same or a related subject/field which will provide additional skills to support their move toward self-sufficiency, or where the subsequent ITA provides training in a field where the customer is able to use transferable skills; and
4. is still income eligible by virtue of earning below the applicable WIA self-sufficiency income level, based on the job the customer obtained as a result of the first ITA.

A customer may not utilize ITA funds for a subsequent unrelated training course and may not request ITA funds if he or she withdrew from or failed to complete the initial ITA-funded training course. A customer receiving a subsequent ITA may only access the balance of the original lifetime ITA funding maximum amount as applicable (i.e., \$5,000 for general programs and \$8,000 for preferred programs).

ITA Duration Limits:

For most ITA programs, there is no specific limit on the amount of time allowed for completion of training. However, an ITA for an Associate and Bachelor's degree program will only be approved if the customer has less than 24 months remaining and an outstanding balance of less than the maximum ITA limit for the applicable program (i.e., \$5,000 for general programs and \$8,000 for preferred programs). Such customers must demonstrate that they have a realistic plan that will permit completion of the degree program within this timeframe, as part of their ITA application.

C. COMPETITIVE PROCUREMENT PROCEDURES

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The competitive procurement process for the City of Chicago is governed by both state law and the State's Municipal Purchasing Act. The City of Chicago may issue one or more Requests for Proposals (RFP) through the City's standard procurement process to award various types of contracts under WIA. Selection criteria will be described in the RFP, and will include the standard evaluation criteria used in all City competitive processes. Proposals will be evaluated for their overall quality and comprehensiveness, qualifications of the committed personnel, and cost effectiveness. All proposals will be rated and evaluated against each other. Factors such as geographic location, program design, targeted population, and targeted industry may be considered in order to provide systemic diversity and ensure the criteria reflect the broader goals in service design. Selected proposals must be approved pursuant to City requirements, which are approval by the City of Chicago Law and Purchasing Departments, Comptroller's Office and Mayor. All contracts must be approved by the Chicago Workforce Board. Services funded by WIA Title I will be awarded through this standard process with modifications where appropriate.

On-the-Job Training Providers

On-the-Job Training (OJT) is defined by the state of Illinois as training provided by an employer to a paid participant while the participant is engaged in productive work providing knowledge or skills essential to the full and adequate performance of the job. The employer may be a public, private non-profit or private sector entity. A contract may be developed between the employer and the local WIA entity that provides occupational training for a WIA participant in exchange for the reimbursement of up to 50 percent of the wage rate to compensate for the employer's extraordinary costs. The local entity is prohibited from contracting with an employer who has previously exhibited a pattern of failing to provide OJT participants with continued long-term employment with wages, benefits and working conditions equal to those of regular employees who have worked a similar length of time and are doing the same type of work. An OJT contract must be limited to the period of time required for a participant to become proficient in the occupation for which the training is being provided (consideration should be given to the job's skill requirements as well as the participant's basic skill level, prior work experience and Individual Employment Plan). OJT contracts may be written for eligible employed workers when: the employee is not earning a self-sufficient wage as determined by local Board policy; the above requirements of an OJT are met and the OJT under consideration is related to the introduction of new technologies, production or service procedures, job upgrades, workplace literacy or appropriate purposes as defined by the local Board. The local WIA entity must maintain data on the number of WIA participants employed at the conclusion of the OJT contract.

Customized Training Providers

Customized training can present a unique challenge because employers frequently have short time frames requiring training to be completed in an expedited manner. In those cases a two-phase process may be used. From time to time, the City of Chicago will issue Requests for Qualifications (RFQ) for entities desiring to provide training services. These responses would be evaluated based on their overall quality and comprehensiveness, capabilities of the respondent and its personnel, and other standard City criteria. Respondents who are determined to be qualified would then enter into contracts with the City. These "pre-qualified" entities would be eligible to respond, on a task by task basis, to Requests for Services (RFS). Since the providers already would be under contract, the RFS process can proceed in a much more efficient manner, focusing solely on the particular project. The successful provider would be selected based on its committed personnel, work plan, cost and any other criteria described in the RFS. This is one method; other contracts will be given

out on an “as needed” basis in a manner consistent with CWIB policy (which is yet to be developed) and City of Chicago procurement rules.

Youth Service Providers

According to the WIA, each local Board must identify eligible providers of youth activities by awarding contracts on a competitive basis. Contracts will be awarded as a result of an RFP process. The criteria will be based on Youth Council recommendations and criteria contained in the State plan. The CWIB/Youth Council will describe specific criteria for provider selection consistent with the overall program design and systemic goals. Standard evaluation criteria used in all City evaluation processes will be added, as necessary.

Core and Intensive Service Providers

Core and Intensive services will be provided by WIA partners and One-Stop WIA Title I delegate agencies, consortia of organizations and by contracts with specialized providers, including community-based organizations, as directed by the Board.

Training Providers

If local Workforce Investment Boards determine there are insufficient numbers of providers for the local system, they can select additional training providers beyond the state-certified programs. Given the number and quality of providers in the City of Chicago, it is unlikely that the Board would determine that there is an insufficient number of providers. In the event that the Board does make such a determination, though, providers would be selected pursuant to the same competitive process, allowing for public comment to the extent required. Special emphasis in the evaluation criteria would be placed on addressing the insufficiency identified by the Board.

Providers of Training Services to Special Populations

The WIA at Sec. 134(d) and 663.40 of the Interim Final Regulations allows a limited amount of workforce training to be offered, if necessary, by organizational contract rather than by use of ITAs. The CWIB must establish criteria and policy parameters for using this exception and for “demonstrated effectiveness.” Proposed criteria for determining demonstrated effectiveness may include previous experience and effectiveness serving the special population(s); previous experience operating within the targeted geographical area (as pertinent); client satisfaction information and previous experience working with the City in the delivery of similar services. This exception is intended to meet special needs and should be used infrequently.

Providers may also be selected by the Board pursuant to an RFP process in order to select entities that are the most effective in providing services to these special populations. Alternatively, the Board selects those entities that meet the criteria for determining “demonstrated effectiveness” on a noncompetitive basis.

D. SERVICES TO SPECIAL POPULATIONS

May include dislocated workers, displaced homemakers, low-income individuals, migrant and seasonal workers, public assistance recipients, women, minorities, individuals training for non-traditional employment, veterans and individuals with multiple barriers to employment.

Under the WIA, displaced homemakers are considered to be dislocated workers and are eligible for any dislocated worker or adult services. The range of services available to special populations and key customers described above will be similar in scope and depth to those services offered to all adults eligible under the WIA with special emphasis put on addressing the group's specific barriers.

These populations are more likely to have additional barriers to employment such as lack of an employment history, poor basic skills and lack of a high school diploma or GED as well as childcare and transportation issues, unresolved or treated substance abuse problems, domestic violence and housing issues, and a criminal record.

Populations currently targeted for special focus in Chicago's WIA program include:

- Dislocated Workers
- Ex-Offenders
- Homeless individuals
- CHA residents / former CHA residents
- People with disabilities
- Immigrants and those with limited English proficiency
- Veterans

DFSS has solicited, through its 2006 Request for Proposals, agencies with special capacity and experience in serving these populations. Agencies exist in the system that target these groups, and all agencies, particularly the Workforce Centers, are capable of providing quality services to all Chicago job seeker customers, whatever their barriers or circumstances.

Also, since DFSS is concerned about populations with multiple barriers to employment (i.e. special populations), it has targeted some of its Community Development Block Grant (CDBG) funds towards meeting the needs of these populations.

Services to Special Populations: Planned Registrants

See attached form.

3. Adult Training Fund Compliance

The WIA mandates that priority for intensive and training services be given to low-income adults and public assistance recipients in the event funds allocated to a local area are limited. Compliance as determined by the HRIC/IWIB with this requirement may be demonstrated in one of two ways: either 51 percent or more of the participants served are from the target population or 51 percent or more of the adult funds budgeted for intensive and training services are expended upon the target population. Chicago's policy for adult eligibility is as follows:

- Seventy-five percent (75%) of WIA Title I Adult customers must have incomes at or below the U.S. Department of Labor income guidelines for determining low income status for WIA eligibility.
- Fifteen percent (15%) may have incomes above the poverty line but which still fall below the self-sufficiency level as defined as 200% of the poverty line income for the individual customer.
- Up to ten percent (10%) may have incomes of any level, but be targeted because the customer is being served as part of a special recruitment for training and or recruitment in critical skill shortage initiatives. Developing a pipeline of qualified workers to meet

businesses evolving workforce needs is an essential part of WIA and DFSS' vision . As such, DFSS intends to make it easier to build this workforce pipeline. This may include cases where DFSS initiates a project that bundles ITAs for a specific industry and/or business.

Income eligibility must be determined for each customer. Only customers that do not qualify under either the income guidelines for determining low income status for WIA eligibility or the self-sufficiency standard will be considered. DFSS must approve all applications that fall under this classification prior to registration.

E. DESCRIPTION OF ADULT EMPLOYMENT AND TRAINING ACTIVITIES

Using a three-tiered system of service delivery, the WIA moves adult customers as needed through each level of service (core, intensive and training) to employment or to an additional level of service.

In general, customers move from one level to the next based upon their inability to find or secure employment, their eligibility for additional services and their own requests for assistance. The final policy decisions related to the activities contained in each level of service, the steps necessary for an individual to move between those levels and the way in which the services are accessed are made by the Chicago Workforce Investment Council. DFSS will recommend to the Board on this topic based upon expertise/input from providers, research from other areas and the experience of DFSS staff.

System Design

Chicago's workforce development system must be responsive to the needs of its employers and job seekers. To develop such a system, DFSS envisions the following as global benchmarks in evaluating system design options:

- Maximizing the use of technology;
- Responding to employer needs and pertinent labor market data;
- Improving and building upon the existing One-Stop system;
- Ensuring the participation of community-based organizations, public and proprietary training institutions and other workforce resource organizations;
- Improving access for under-served areas and populations;
- Allowing for optimal use of the service design flexibility provided for in the Act;
- Responding to Chicago's strong neighborhood infrastructure; and
- Maximizing customer choice and service provider/partner accountability for results.

Core and intensive services are delivered at Workforce Centers and Targeted Affiliate sites and may be delivered at Workforce Centers for Business as appropriate. DFSS believes a conflict of interest exists for agencies providing both intensive and training services, a situation which could have the appearance of "customer steering." To ensure consistent and equitable customer service, avoid placing agencies in the position of a conflict of interest and allow those agencies capable of providing both types of service, a neutral review process was established for training and ITA requests. A third-party entity, the Training Assessment Review Agency, has been selected through a competitive RFP to monitor customer referrals from intensive to training services and the use of ITAs and to process payments. The agency serves a dual role by also being responsible for payments to vendors, allowing the City to easily track expenditure rates and expedite payments.

Most recently, DFSS is considering methods of implementing more training contracts, based on new insights developed as part of the CSSI projects and the IWIB's research related to the Minimum Training Expenditure policy. In upcoming years, some such contracts may be utilized in cases where this is the most efficient method.

a) Core Services

Core services are general services assisting job-seeker customers in finding employment and orienting customers to the WorkNet Chicago system. Initial core services that are generally self-accessed are known as "universal" services. These services occur prior to "registration" into WIA.

These services will be available online via Illinois workNet and from other resources. The resource center which is an area of the delegate agency's facility that is readily accessible to the general public including people with disabilities. The resource center has high-speed internet access freely available to customers, and meets other requirements for a resource center as outlined by DFSS.

DCEO has and is currently expanding the role of the Illinois workNet online resource and had expanded self-accessed universal services such as self-assessments, career exploration and other universal services. Illinois workNet is a significant vital virtual portal in the resource rooms at the Chicago Workforce Centers and is available to all job seekers prior to more extensive individualized service.

For job-seeking customers who need more assistance than those available through universal self-accessed core services, and who receive significant staff involvement such as an evaluation, registration into WIA will be required. These customers will need to be registered into the Illinois Workforce Development System (IWDS) the WIA data tracking and case management system. This online system (or any successor to it as provided by the Department of Commerce and Economic Opportunity) will be the primary resource for all customer information, including records of all of the following program components.

Core services can be delivered to large numbers of job seekers; a smaller number of customers are expected to need one-on-one staff interaction. These services are available to adults and dislocated workers. DFSS delegate agencies track information, determined by DFSS, on each customer receiving services regardless of those customers' registration into the WIA program.

b. Intensive Services

As detailed in the Workforce Investment Act, Section 134(d)(3), intensive services are available to adults and dislocated workers who:

"Are unemployed and are unable to obtain employment through core services; and who have been determined by a WorkNet Chicago provider to be in need of more intensive services in order to obtain employment;

or

Are employed, but who are determined by a WorkNet Chicago provider to be in need of such intensive services in order to obtain or retain employment that allows for self-sufficiency."

Note: The State of Illinois has defined obtained employment for the purposes of eligibility to mean obtain full time unsubsidized employment that leads to self-sufficiency.

Intensive services are more comprehensive, in-depth and individualized than core services. DFSS envisions these services as those that enable customers to obtain and retain employment and receive career advancement services necessary for them to reach self-sufficiency. Delegate agencies will utilize re-employment strategies that will enable them to work with a customer from an initial placement to the employment level appropriate for the customer's self-sufficiency. These services are accessible to persons with disabilities. All services received should be documented in the customer's case file.

c. Training services are the third type of services and are outlined in a later section.

Service Delivery

a. Outreach and Recruitment

Program goals, organizational capacity, business and individual job-seeker needs should be considered when planning outreach and recruitment efforts to all job-seeking customers. Delegate agencies coordinate outreach and recruitment with WIA mandated partners, the business community, community based organizations, non-for-profit/for-profit organizations, educational programs and governmental agencies. The Illinois workNet web portal in particular, and community sites serving as Illinois workNet hubs will be used as key resources for outreach and recruiting.

b. Tracking of all customers (swipe card)

Delegate agencies maintain tracking information on usage of their sites and basic information on all customers utilizing their services. Information on resource room usage will be collected and entered into the IWDS system. Delegate agencies may be instructed to use a swipe card system as needed. Customer access to Illinois workNet will also be required, via methods to be provided in future DCEO and DFSS policy instruction.

c. Self-Assisted and Informational Services

The delegate agency will provide access to a resource room where job search, various program eligibility and support service information is available to Core customers. Additionally, information will be made available on the cost and requisites for WIA-certified training providers' programs, customer satisfaction data and other evaluation information as required by DFSS. Resources should be available in multiple languages for non-native English speakers.

Job search and placement aids are required in all resource rooms. Aids include access to local labor market information, workshops on job search and placement strategies, general reference materials and the Internet. Internet service is required (see Technical Requirements) in order for customers to utilize Illinois workNet, Illinois Skills Match and similar Internet-supported job placement programs. Computers should be equipped with word processing, spreadsheet, and presentation software and other skill-building computer applications.

Information on Unemployment Insurance eligibility, services and financial aid from local non-WIA training and education programs is also made available. In addition, the delegate agencies give information and refer customers to supportive services. Frequently used services include child care assistance, transportation assistance, mental health services, supportive housing assistance, substance abuse and family counseling (including domestic violence counseling) and clothing and

food stamp programs.

d. Orientation

Orientation sessions provide information on the full array of applicable and appropriate services available through the delegate agency, the *WorkNet Chicago* system and other community organizations. An emphasis will be placed on the goals and outcomes for the program. Additionally, information will be provided on how customers can access services offered by WIA-mandated partner programs that may address their particular needs. DFSS and CWIB provide guidance on orientation content and may provide scripts or orientation outlines for staff.

e. Suitability Assessment

The initial assessment will be used to determine if WIA is the most appropriate service for the interested customer. In some instances, WIA services may not be compatible with an applicant's needs or goals. The initial assessment is designed to capture general information to establish whether WIA is appropriate. This assessment does not include any in-depth testing or counseling. The initial assessment evaluates an applicant's skill level, aptitudes, abilities, and supportive service needs, as well as their interests, goals and aspirations. The applicant's highest education level attained, work history and current or most recent wage level earned will be reviewed. The assessment will be conducted in an interview setting and include the use of objective criteria that will yield an impartial determination. If a customer is deemed inappropriate for WIA services, they will be referred to other appropriate educational entity or social service agency for assistance. Delegate agencies should maintain records of such customers and of the referrals they have made.

f. Intake and Eligibility Determination

Intake consists of determining WIA eligibility and completing the eligibility forms with each adult or dislocated worker customer, as well as any other intake activity deemed appropriate by the WorkNet Chicago delegate agency or Chicago Workforce Center. Delegate agencies and Workforce Centers will determine eligibility of each customer based on the rules and regulations for eligibility outlined in the WIA Rules and Regulations. DFSS will provide training and/or technical assistance on eligibility determination and the completion of the required forms.

g. Registration

All applicants deemed WIA eligible, likely to benefit from WIA services and in need of further services are registered into the WIA system. At this point, the "applicant" becomes a "customer". The provider enters all registration forms and related documentation into the State's web-based, designated case management and reporting system, Illinois Workforce Development System (IWDS), within approximately 30 days of the WIA registration activity.

h. Objective Assessment

Following the decision to enroll a customer into the WIA Program, the delegate agency completes objective comprehensive and specialized assessments of the customer. The objective assessment involves a more thorough examination of the customer's academic levels, skill levels and their service needs as compared to the initial assessment. Specifically, the objective assessment examines a customer's:

- Education
- Basic skills
- Occupational skills
- Prior work experience
- Interests
- Employability
- Aptitudes (including interests and aptitudes for nontraditional jobs)
- Supportive service needs
- Developmental needs

While the objective assessment is WIA specific and requires testing in the appropriate areas, it is expected that ongoing, general assessment of a customer's needs and progress will continue for the duration of participation.

i. Individual Employment Plan (IEP) for Adults and Dislocated Workers

The customer and the delegate agency work together to develop the IEP. The IEP can be considered an agreement between the case manager and customer of the plan of action they will take together to overcome the customer's barriers to employment and achieve the goals necessary to secure employment leading to self-sufficiency. The IEP for each customer will:

- Identify the employment goals and plot a course of action that the customer will take, including remediation of any skill deficiencies, particularly in terms of basic skills, non-traditional employment components to be provided, and/or support service needs as appropriate;
- Identify the need for occupational skills training in preparation for skill attainment or employment where appropriate; and
- Outline steps to prepare customers for unsubsidized employment opportunities.

The IEP will be updated regularly as customers receive service and progress will be monitored regularly. Delegate agencies will note whether the goals/objectives have changed or have been accomplished and identify customer's progress and document it in detail on their IEP.

j. Job Preparedness Training

Delegate agencies offer job-seeking customers short-term pre-vocational services to prepare individuals for unsubsidized employment or training. This training is critical to the employability of the job seeker customer, particularly those with limited English or low basic-skills in English and/or math and those with little or no work experience. This job preparedness training includes but is not limited to the following:

- the development of learning, literacy or communication skills including English-as-a-Second-Language (ESL);
- General Education Diploma (GED) preparation and other basic literacy and numeracy education;
- interviewing skills;
- resume-writing skills;
- work habits;

- basic computer skills including use of general office software necessary for the general workplace

k. Job Counseling, Placement and Re-Placement Services

- Group and individual counseling and career planning, offered in languages other than English when necessary
- Job Club activities
- Motivational training
- Job retention and career advancement services for customers to move towards self-sufficiency
- Job Coaching (takes place at worksite)
- Mentoring for adult and dislocated workers, including long-term career counseling on job and wage progression.
- Referrals to training once intensive services are proven insufficient to obtain or retain employment

l. Supportive Services

Supportive services address those life issues impacting the job-seeker's ability to get or retain adequate employment. The most commonly needed supportive services include: child care assistance, substance abuse counseling, mental health services, general counseling services, and transportation assistance. The provision of these services will involve collaboration with private, city and state service providers (e.g., local community-based organizations, the Chicago Department of Human Services, the Illinois Department of Human Services, the Illinois Department of Public Aid, etc.) to appropriately coordinate and tailor services. Delegate agencies are not required to provide supportive services on-site, however, they reasonably ensure the customer receives needed services and follow-up with any collaborating organizations providing services to monitor the customer's progress. As such, delegate agencies are expected to assist the customer in coordinating appointments and to follow-up on all supportive service referrals. Depending on funding availability, DFSS may award funds to assist with basic supportive services such as transportation.

m. Referral Services

A major role of the delegate agencies is providing referrals to customers who access the WorkNet Chicago system. Referrals are provided as needed for any adult or dislocated worker customer to the Workforce Centers, other Affiliate Agencies, on-the-job trainers, customized training providers, WIA partner programs, support service agencies and other citywide service providers when appropriate and needed by the customer.

n. Coordinated Case Management

Case management is the process in which counselors or case managers perform ongoing counseling, intervention and tracking of customers' and their activities. Delegate agencies will provide case management services to registered customers as needed. Case management activities will be customer centered, and goal oriented. The role of the case manager is to ensure access to the full array of services and activities required under the WIA; i.e., assistance in obtaining basic education, skills training, job and career counseling and possible service referrals

for educational, financial, social, emotional, drug/alcohol abuse or other personal issues. Customer progress as they move toward their goals should be fully documented in the case notes on a regular basis. DFSS expects delegate agencies to provide direct contact with customers approximately every 30 days.

Based on a customer's IEP, DFSS expects the case manager to act as an agent for the customer, continually assessing a customer's need for services, and assisting them to gain access to, and obtain services from agencies qualified and capable of rendering the needed service(s). In some instances, it may be necessary for the case manager to oversee the delivery of services to the customer through a referral to another delegate agency or organization. In such an instance, the case manager is expected to continue to follow-up with both the customer and a representative of the delegate agency or organization which is delivering the identified service to examine the customer's progress.

While a customer's success is primarily their own responsibility, and not all customers may require a full cadre of services, DFSS has set up minimum skills and duties for case management within the WIA system. These requirements are addressed in detail in DFSS WIA Policy Letter #3, "Minimum Requirements for Case Management. These duties need not be provided by one individual with the title of case manager, but rather should be provided and documented in some way by the WorkNet Chicago delegate agency.

Training Services

Training services are available to eligible Adult and Dislocated Worker customers.

i. Eligibility

As outlined in the WIA Final Regulations, "at a minimum, an individual must receive at least one intensive service, such as development of an individual employment plan with a case manager or individual counseling and career planning, before the individual may receive training services." (WIA Final Regulations, section 663.160.)

As detailed in WIA Section 134(d)(4), training services are available to adults and dislocated workers who:

- Have met the eligibility requirements for intensive services and who are unable to obtain or retain employment through such services;
- After an interview, evaluation, or assessment, and case management, have been determined by a Workforce Center, Workforce Center for Business or Targeted Affiliate, as appropriate, to be in need of training services;
- Have the skills and qualifications to successfully participate in the selected training services;
- Select a program of training services that is directly linked to the employment opportunities in the local area involved or in another area in which the individual is willing to relocate;
- Are unable to obtain other grant assistance for such services, including Federal Pell Grants established under Title IV of the Higher Education Act of 1965; or

- Require assistance beyond that made available under other grant assistance programs, including Federal Pell Grants; and
- Are determined to be eligible in accordance with the priority system, if any, in effect under Section 134(d)(4)(E) of the WIA.

If it is determined that a WIA customer is eligible for training based on these requirements and any additional DOL, DCEO or DFSS policy, the WIA delegate agency will document the need for training using processes provided by DFSS and discussed as follows.

ii. Referrals to Training:

Delegate agencies' assessments of job seeker customers will successfully identify customers' appropriateness for and capacity to succeed in training. Delegate agencies include training as a key service and guide individuals to training at levels identified by DFSS, develop knowledge of growth industries and direct individuals toward ITAs in those industries. DFSS delegate agencies have performance benchmarks in terms of the customer placement into training, whether trainings selected are in targeted industries/fields and whether eventual job placements are considered training related.

iii. Individual Training Accounts (ITA)

A key tenet of the WIA is that adults and dislocated workers who have been determined to need training may access training with an Individual Training Account (ITA), which enables them to choose among available training providers. Training services are purchased from eligible training providers selected from the state list in consultation with the case manager. A list of these programs and their enrollment criteria can be found at: <http://iwds.state.il.us/iwdshome.html>.

Delegate agencies provide access to the statewide list of WIA certified training programs to their customers. Payment for this training will be made through a third party entity contracted by DFSS.

iv. The Training Assessment and Referral Agency (TARA)

Currently, DFSS has contracted with a third-party entity, referred to as the Training Assessment and Referral Agency (or TARA) to process a customer's enrollment into training services. The TARA analyzes enrollment patterns and trends. It also provides a system of checks and balances and is required to ensure customers receive equitable services and to minimize conflicts of interest among grant recipients.

The TARA reviews the services received by the customer, the documentation of the need for training services and the customer's suitability for those services. At that point a determination will be made as to whether the training recommended is appropriate for the customer. The TARA also makes systemic reviews of referrals into training services and monitors and reports the number of customers referred to training. If for any reason the TARA is no longer operating, delegate agencies may

be required to provide these services in whole or in part or to work with the City and its designee.

v. *On-the-Job Training (OJT)*

OJT will be offered to individuals requiring additional training in order to gain specific skills necessary to perform a given job. WIA delegate agencies will facilitate OJT agreements with businesses as a training service to job-seeker customers. The participant will be an employee of the company commencing with the first day of training. In order to offset the cost of training, the grant recipient may reimburse the employer for up to fifty percent (50%) of the wages paid during the training period. It is expected that the employer will retain on-the-job training participants after the subsidized training period, if they satisfy the employer's skill requirements outlined in the training agreement. Payment for this training will be made through the TARA and should not be part of any respondent's proposed budget. It is important to note that participants enrolled into OJT are expected to obtain a credential. OJT training outlines must be written to include or incorporate a training activity that results in a recognized credential under WIA guidelines.

vi. *Bridge Programs and Career Ladder/Lattice Development*

DFSS and delegate agencies work in conjunction with industry, training organizations and job-seekers at developing career ladders and building bridge programs. WIA delegate agencies develop career ladders or lattices and facilitate or provide training and services to help individuals move from entry-level positions upward to higher-level occupations with their employer or in an industry sector.

Bridge programs are designed to prepare individuals without the requisite basic skills for postsecondary education and training to advance to career-path employment and further learning in a specific high demand industry or occupational sector. These programs are distinguished from traditional job training programs in that they seek to provide a broad foundation for career-long learning on-the-job and through formal postsecondary education and training. Bridge programs are the foundational step in a career pathways system that allows people to advance over time to better jobs and higher levels of education.

The facilitation of these programs, and entry of job-seekers into them, is a key component of DFSS' new vision for WorkNet Chicago. For more information on Bridge Programs, see the "Bridges to Careers for Low-Skilled Adults: A Program Development Guide" by Women Employed, at <http://www.womenemployed.org/docs/BridgeGuideFinal.pdf>

vii. *"Bundled ITAs"*

Given DFSS' commitment to a majority of training being provided in high-growth, targeted industries, delegate agencies will work in conjunction with industry and training providers to facilitate cohorts of job-seekers going through targeted training curricula in critical skill shortages fields. Delegate agencies work with DFSS to set

up these projects, which are run through the TARA like all ITAs, when specific industry needs demand the (often rapid) training of sizable numbers of individuals to meet specific hiring needs of business customers.

viii. Work Experience and Internships:

As permitted under WIA, delegate agencies may facilitate, for job-seeker customers, other paid and unpaid work experience activities, internships, job shadowing and community service projects intended to assist the job-seeker with a transition to employment and provide needed skills and experience. Work experience can be offered as part of the menu of Intensive services. Work experience is a planned, structured learning experience service that takes place in a workplace for a limited period of time. Work experience and internships will have regularly scheduled evaluations of participant's progress; a training plan agreed to by the employer representative, participant and case manager; a work agreement (contract) and time sheets that reflect training hours.

Grievance Procedures

CWIB and DFSS updated the grievance procedures in January 2006 in keeping with updated requirements from DCEO. This policy is included below and replaces the prior procedure.

Under WIA, customer complaints are viewed as opportunities to improve services. The primary goal of this complaint process is to address specific customer concerns, resolve the issues at hand in the most expedient manner, learn from the complaint and implement resolutions throughout the entire system.

All core, intensive and/or training customers have the right to complain about the quality or type of service they receive at a WIA service provider or training agency. This includes complaints about the determination of eligibility or appropriateness for training or other WIA services. This right to complain is explained to all customers at registration, making reference to this policy. Additionally, the Customer Complaint Policy is posted and the Customer Complaint is made available at each service provider's site in a location which is visible/accessible to all customers (for instance, in the Resource Center).

Informal Resolution: The first step in resolving a customer's complaint is for the customer to seek resolution by discussing the service problem with the agency in question and utilizing that agency's complaint procedures. If the customer ("complainant") and agency in question ("respondent") choose to resolve the complaint or grievance through an informal resolution, they must make good faith efforts to do so in writing prior to the scheduled hearing date. Failure to do so by either party does not warrant the complaint to be dismissed, nor should it be taken into consideration as part of the facts to be judged during the resolution process. Informal resolutions should be made at the level where the alleged violation(s) occurred.

When a complaint or grievance has been resolved through an informal resolution process, the complainant and the local area Grievance/Complaint Officer shall enter into a formal written resolution agreement.

Formal Resolution: If the matter is not mutually resolved within five business days, the customer may appeal to DFSS using the formal complaint process described below.

1. The customer must complete a DFSS Complaint Form describing the complaint and actions taken for resolution. (These forms will be made widely available both at DFSS and all of its WIA Title I-funded service providers.) All Complaint Forms should be mailed or delivered to: Complaint Officer, Department of Family and Support, 1615 West Chicago Ave., 3rd Fl., Chicago, IL 60622. Telephone and fax numbers will be established for customer assistance. All such formal complaints must be filed within 180 days of the alleged violations, in order to be considered by DFSS.

2. The Complaint Officer or staff will review the complaint and contact the customer and agency in question. Within ten days of the receipt of the complaint, the Complaint Officer will acknowledge receipt of the grievance by certified mail, return receipt requested. The Complaint Officer will address the complaint with both parties, and schedule a meeting with both parties if warranted or requested. The Complaint Officer will consider the suggested action(s) for resolution offered to date and recommend additional actions or services if warranted.

3. Should DFSS, the customer and service provider remain unable to resolve the issue, the complainant may request a formal hearing. This submission must occur within 30 days of the original notice of the complaint provided under step one (1) above, in order to be considered by DFSS.

4. If the complainant submits a request for a formal hearing, the Complaint Officer will set an appointment for a formal hearing, and provide notice to the complainant, respondent and other parties considered appropriate. This notice will include the location, date, and time of the hearing, and the name of the Hearing Officer appointed by DFSS. The Hearing Officer shall be an individual who has the qualifications necessary to conduct the proceedings and shall be impartial. This notice shall be provided no less than 15 days prior to the scheduled hearing date. The complainant or respondent may make one request for a change in Hearing Officer, if this is given within five days of receipt of notification of the hearing.

5. The Hearing Officer shall conduct the hearing in an informal manner. Technical rules of evidence do not apply. Both parties shall be allowed the opportunity to present evidence, cross-examine witnesses, and be represented by legal counsel. The party requesting the hearing shall have the burden of establishing the facts and the entitlement to relief requested. The respondent shall cooperate by making available any information and to release any documentation requested by the complainant after it is deemed appropriate and relevant to the complaint. The respondent shall also make available any person under their control or employ to testify, if these persons are requested to testify by the complainant. Hearings will only cover those issues listed in the written complaint. Complete records shall be kept of the hearing either via audio recording or by a court reporter.

6. The Hearing Officer or designee will make a written decision and it shall be sent by certified mail, with return receipt requested, within 60 days of the filing of the complaint. The Hearing Officer's decision shall contain the following:

- The names of the parties involved;
- A statement of the alleged violations;
- A statement of the facts presented during the hearing;
- The issue(s) being decided;
- Reasons for the decision;
- A statement of corrective actions or remedies, if appropriate;
- A statement assuring that all steps included in the complaint procedures have been adhered to; and
- Notice that either party has the right to appeal the decision by the Hearing Officer within ten (10) days of receipt of the decision.

A copy of the completed Complaint Form and all other actions related to the mediation process will be kept in the service provider's files.

7. If a complainant does not receive a satisfactory decision or the decision is not made within 60 days of the filing of the complaint, the complainant may appeal to the State level. DCEO WIA Policy Letter No. 04-05, June 10, 2005 (attached) describes the procedures to be followed for submission of an appeal to the State.

Scope of this Policy: DFSS is the appropriate agency of contact only when the complaint specifically concerns WIA Title I services administered by DFSS or its contracted WIA service providers (including DFSS' One Stop Career Center contractors). It does not cover complaints about WIA system partner programs. Such complaints should be made via the internal processes of those partner organizations. However, DFSS can provide information about contacting the appropriate representatives at these organizations.

As noted above, this policy also does not replace and should not be confused with the processes for filing Equal Employment Opportunity or Americans with Disabilities Act complaints.

Each WIA Title-I funded service provider must adhere to this complaint policy. DFSS will request that delegate agencies file regular reports on any customer complaints which are received and resolved at the agency level. These reports, formal complaints and attendant actions will be kept on file at DFSS for each service provider.

Services for Business Customers

Under the WIA, both job seekers and employers are considered customers. The enhanced role of the local workforce investment boards, and a requirement that 51 percent of the members be from the private sector, means that employers are expected to not only participate in the WIA system as designers but as customers. Performance indicators on customer satisfaction include a measure for employers. Business services provided by the WorkNet Chicago system include the following:

1. Assess businesses' workforce needs. Based on the assessment and needs communicated by the business, develop and implement a plan of action including provision of all necessary and allowable business services.
2. Educate businesses about services available throughout WorkNet Chicago. This includes particularly providing businesses in the targeted industries with information and linkages to services from the Workforce Centers for Business.
3. Provide or secure space for businesses to interview candidates, hold recruiting events, host informational meetings, etc.
4. Screening of candidates / job applicants.
5. Recruitment services for businesses such as job banks or labor exchange information, job fairs, posting of job openings for businesses. In addition to filling job orders with appropriate candidates, all delegate agencies will also provide applicant screening, background checks, skill assessments, job fairs and other recruiting services.
6. All WorkNet Chicago delegate agencies are capable of serving as the "hub" for business-driven recruiting projects. If the delegate agency identifies a business, or is linked with a business through DFSS, that has a sizable hiring need and that delegate agency cannot easily and successfully fill that hiring need, then that delegate agency will disseminate that "job order" to the rest of the WorkNet Chicago system. The delegate agency is then responsible for collecting candidate information (resumes) from other delegate agencies, review those resumes, screen the applicants and send the most qualified candidates to the employer.
7. Retention strategies for businesses and employees that are designed to help employees stay on the job.
8. Information on training opportunities and facilitation and provision of various models of training for new or potential employees. Training includes:
 - a. Incumbent Worker Training
Incumbent Worker Training is provided through contracts with businesses and/or training providers to provide specific skills upgrade training to individuals who have an employment relationship with either a participating employer in a targeted industry, or an employer being provided incumbent worker training as part of an economic development incentive package. The training is provided to increase a worker's skills in an occupation in which the individual is already an incumbent or to prepare the worker for entry into a new occupation within the targeted workforce (i.e. the workforce of a participating employer or group of employers).

Incumbent Worker Training has specific requirements for business contribution match that can be found in the CWIB's Incumbent Worker policy.

- b. Other training services that benefit businesses and job seekers, including On-the-Job Training, Customized Training, "bridge programs," the "bundling" of Individual Training Account vouchers, internships, mentoring and job shadowing are described in the Job Seeker Services section.
9. Providing informational services to businesses on a variety of workforce topics including:
 - a. Workforce-related tax incentives
 - b. Compliance with the ADA
 - c. Diversity in the workplace
 - d. Unemployment Insurance
 - e. Business expansion in Chicago
 - f. Regulation of employee skill-levels such as standards and certification
 - g. Human resource management
 - h. Employment statistics and labor exchange
 - i. Other workforce-related workshops and information identified as providing value to business
 10. Downsizing services including outplacement. Dislocated Worker delegate agencies will provide these services directly. Delegate agencies with only Adult programs may provide this service via referral to a Dislocated Worker delegate agency.

Planned Registrants

See attached form.

F. DESCRIPTION OF DISLOCATED WORKER EMPLOYMENT AND TRAINING ACTIVITIES

In general, a Dislocated Worker is defined as an individual who was or will be laid off from their job, or who is self-employed and out of work due to the general economic conditions of the community in which they reside or are a displaced homemaker. The dislocated worker population has traditionally included persons with different needs, employment histories and experiences than the adult (low income) population. These include higher financial objectives (that manifest into higher salary requirements), specific training needs, often without associated basic job readiness deficits, and more pressing retirement and pension issues. Like many adult workers served under the WIA, lack of educational credentialing, lack of fluency in English, and lack of academic skills can also be barriers to re-employment for dislocated workers.

Displaced Homemakers are considered to be dislocated workers under the WIA and as such are eligible for any dislocated worker or adult services; however, the Displaced Homemaker population have different needs than dislocated workers. They often have unique barriers which impede their progress towards economic independence, including poor or non-existent work history, lack of knowledge of the labor market, difficulty in obtaining or upgrading employment, family care and emotional crisis issues. To ensure Displaced Homemakers can successfully transition to economic independence, core services need to include: self-esteem building, career/life planning, life skills development, hard skills training/education, and ongoing individual counseling (Women Employed, 2000).

Core, Intensive and Training Services

The core, intensive and training services available to dislocated workers are similar to those available to all eligible adults under the WIA. As with adults, these services will be available throughout the WorkNet Chicago system, both at all Workforce Centers and at a number of Targeted Affiliates working with this population. Eligibility for Dislocated Workers is different than for Adult customers and entails simply proof of Dislocated Worker status (there is no income limit/requirement as there is for Adult services. Additionally, Dislocated Workers may be eligible to have the following activities supported through WIA funding: out-of-area job search expenses and relocation expenses

The City will link appropriate WIA customers with services available through the Trade Adjustment Act (TAA) program. While DFSS does not operate this program, it is available to City residents and to WIA customer through referral to the TAA operator.

G. DESCRIPTION OF YOUTH ACTIVITIES

Youth Program Context:

DFSS' Out of School Time (OST) Service Initiatives create a system of youth organizations throughout Chicago that address youth needs including after school programming, counseling, mentoring, homeless services, training and a network of Youth Career Development Centers (YCDCs) found throughout the city.

In each of the six CPS regions, there is a Youth Career Development Center (YCDC). The YCDC's recruit low income youth, between the ages 16-21, across their respective regions to participate in Job Readiness training and assist them in getting employment or in serving internships. YCDC's also coordinate satellite centers throughout the region to ensure that all youth have access to this resource. YCDC's use Equipped for the Future's (EFF) work readiness curriculum "Preparing for Work". Through these trainings, YCDC staff cultivates the necessary "soft skills" such as effective communication skills, interpersonal skills such as cooperating with others and resolving conflict, decision making skills and life- long learning skills. This enables youth to retain employment.

DFSS's WIA youth programming will provide that crucial next step for youth seeking employment at an YCDC. After gaining critical pre-employment and employment skills through the YCDC's, it is anticipated that a certain number of youth will be ready to be enrolled into the WIA program to achieve a second round of educational or vocational goals. WIA youth may still be accessed at many WorkNet Chicago sites, including all the Workforce Centers and the Workforce Center for Retail Business. Additionally WIA youth providers serving specific at-risk populations or underserved neighborhoods are envisioned to participate in both WorkNet Chicago and DFSS' Youth/Out of School Time Initiative systems as well as leveraging outside services and resources to provide the best set of services possible.

Required Program Elements

Through discussions with youth service providers, advocates and researchers, DFSS has found the following were general principles behind the best practices in youth service delivery:

- A systemic coordination of program services is most important for the delivery of youth services. A lead agency should coordinate services and subcontract for particular elements since youth are often lost in the transition time between services.
- Programmatic elements should be clustered to allow collaboration by agencies in their areas of expertise.
- Successful programs will have multiple points of entry for youth to become involved. It is important to offer program access for youth during "life changing events" - e.g. entering high school, leaving high school (either graduation or drop out), a violent event, etc. Intervention often succeeds in creating deeper program attachments if it occurs as a result of these events. Agencies should be aware of such events, and how they may affect recruitment of participants or the delivery of services.
- Staff should be well-trained, with knowledge of youth development, the program's goals and expectations/outcomes for participants.

The program should address or at least be aware of all the issues in a participant's life. Any program operating in isolation from the family or school situation of a participant will only address part of that young person's problems.

Service providers and collaborations should expect that the relationship between the youth and the program will change as the youth changes. A program or proposal should be flexible enough to maintain the continual involvement of the participant throughout a variety of activities and services.

These principles will form the foundation for the creation of the youth workforce development system in the coming months. DFSS and, the CWIB/Youth Council will shape a competitive grants process upholding these principles without overly prescribing the flow of services required for each youth.

Youth Services

Ten Program Element Definitions

1. Paid and unpaid work experiences: Paid and unpaid work experiences: Including internships, job shadowing and community service.

Note: Work experience and internships will have regularly scheduled evaluations of participant's progress; a training plan agreed to by the employer representative, participant and case manager; a work agreement and time sheets that reflect training hours.

2. Summer employment opportunities: The Summer Youth Program is no longer a separate program and funding category. Summer youth employment opportunities, that link academic and occupational learning, are now one of the required ten (10) elements under the WIA youth year-round program. The summer element is not intended to be a stand-alone program.
3. Drop-out prevention activities: Includes tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies designed to ensure that youth have the basic academic and social skills necessary to understand the content of job-specific skills training and to obtain entry-level employment;
4. Alternative secondary school offerings: Includes obtaining academic credits, H.S. diploma, GED, provide occupational training or obtain a skills certificate for accredited programs;
5. Occupational skills training: Includes apprenticeship programs, and advanced training opportunities in local growth industries.

Note: Occupational skills training will be provided in the demand occupation that matches with the employment career goals indicated in the Objective Assessment/ISS. The training may be conducted in a classroom setting or through a recognized pre-apprenticeship program. This training is expected to result in a certification of skill competence and training related job placement.

6. Leadership development opportunities: Includes such activities as positive social behavior and employment skills such as decision making, team work, and other activities;

7. Adult mentoring: Mentoring programs will be for at least twelve (12) months, and may occur both during and after program participation. Mentoring is defined as connecting a participant with a caring adult who may serve as a teacher, trainer, and counselor. A mentor will commit to assist each participant to achieve his or her potential and gain the skills available through the program.
8. Comprehensive guidance and counseling: Including drug and alcohol abuse counseling, as well as referrals to other types of counseling, as appropriate to the needs of the individual youth. (Additional types of counseling may include mental health or career guidance.)
9. Supportive services: Includes linkages to community services that provide assistance with basic need (e.g. child care, transportation, clothing for interviews, housing assistance, medical assistance) or coordination thereof.

Note: Participants should be provided with the supportive services needed to complete the program, if the objective assessment and individual service strategy indicates that such services are appropriate and necessary in meeting the goals established by the participant. However, in some cases, this may not be financially feasible. If such a condition exists, it is expected that the Service Provider will seek outside resources to secure the necessary supportive services.

10. Follow-up services: Under WIA, follow-up services must be offered to youth for twelve (12) months after exiting the program. The types of services provided are based on the needs of the participant. Follow-up services may include: leadership development, support service, regular contact with the participant's school/employer, assistance with career development and further education, counselor and school peer support group as well as comprehensive guidance and counseling.

In-School Youth

In School youth are those who are enrolled and regularly attending an accredited high school and who are in active pursuit of a degree or GED. The goals and skills outlined below are appropriate for in-school youth enrolled in WIA.

- The achievement of a high school diploma or GED, with a focus on improving education skills and exposure to, and preparation for, a variety of post-secondary and career options;
- Opportunities to perform meaningful work (paid or unpaid) in a well-supervised context that enable youth to learn marketable skills and good work habits;
- Leadership development and teamwork skill building;
- Participation in volunteer or work experience lasting at least six consecutive weeks with the same organization or employer; and
- Life skills development.

Out-of-School Youth

Out-of-School youth are those youth who are currently **not** enrolled or actively attending an accredited high school and/or pursuing a degree or GED program. Out of school youth may have already attained high school diplomas or GED's, be enrolled and actively attending post-secondary educational institutions or enrolled in the armed services. The goals and skills outlined below are appropriate for out-of-school youth enrolled in WIA.

- Employment-oriented education and training services, with extensive attention given towards providing on a as needed basis numeracy and literacy educational skill gains and the attainment of a high school diploma or GED;
- Employment and educational career development, counseling and support;
- Opportunities to perform meaningful work in a well-supervised context that enable youth to learn marketable skills and good work habits;
- Leadership development or volunteer activities;
- Proven success on the first step of a longer term career plan;
- Initial employment opportunities as a means to achieving a self-sustaining wage (with a particular emphasis on job retention strategies, including multiple, consecutive job placements if necessary);
- Integration of academic skill development with vocational training;
- Effective linkages with the private sector providing employment and on-the-job training opportunities;
- Access to life skills development (managing finances, balancing checkbooks); and
- Development of a positive peer group and adult relationships.

Youth and the One-Stop Career Center System

Youth service providers will cooperate as part of the broader WorkNet Chicago system of Workforce Centers and Affiliates. Workforce Centers can serve as the transition point from school to work, particularly for older youth (ages 19-21). They can provide labor market information, career guidance and information on alternative training programs and providers. The Workforce Centers have information on financial aid sources, apprenticeship opportunities, second chance education programs and eligibility requirements for various state and federal employment and training programs.

Leveraging of Programs and Services

Preliminary discussions with the Chicago Job Corps Center indicate that Job Corps will provide complementary services in several ways. Under the WIA legislation, Job Corps is a required representative on the Youth Council and could provide training services to younger and older youth as well as adults (the age range is 16-24). Participants eligible for Job Corps and in need of certain WIA program services could receive these services while participating in Job Corps. The Chicago Job Corp Center can provide many of the required program elements and other services to youth participants:

- | | |
|--------------------------------------|------------------------------------|
| · Social skills | · Health assessments |
| · Employability skills | · Drug counseling and treatment |
| · Vocational and industrial training | · Internship programs |
| · Counseling | · GED preparation and English as a |
| · Leadership training | Second Language (ESL) training |
| · Mentorship programs | |

The Chicago Workforce Investment Board's Youth Council can refer DFSS staff to youth programs that supplement WIA services. Building upon the case management, follow-up and supportive services of the WIA youth program, additional agencies can offer students can receive wrap-around services from the school environment to their home environment.

3. Identification of Youth Service Providers

The City of Chicago will use a competitive RFP process to select youth service providers. The WIB Youth Council can add criteria based upon the service design principles eventually adopted. All youth provider agencies must be certified under the WIA criteria established at the state and federal levels. The following are additional criteria which may be used in evaluating proposals:

- Innovative Program Design: The extent to which the program incorporates new and/or improved strategies for guiding youth participants through the array of interventions needed to achieve full-time employment or post-secondary education completion (e.g. new ways for participants to access services; for local organizations to collaborate; for replication of successful strategies in a new setting).
- Local Collaboration: The extent and quality of local community partnerships involved and making substantial contributions of resources to the program; the involvement of and participation by local employers (e.g. customized training programs); the involvement of participant parents; and how well the program is coordinated with other existing service delivery systems.
- Gaps in Service Delivery/Relative Need for Assistance: How the program addresses through partnerships existing gaps in the local service delivery system and effectively addresses the employment barriers which characterize the targeted population, including lack of employment opportunities.
- Demonstrated Capability: The extent to which the respondent and its partner organizations demonstrate a history of successfully serving the target group; and the extent to which the respondent demonstrates the ability to effectively execute grant management responsibilities.
- Outcomes: The extent to which the proposed plan of services responds to identified needs and to the employment barriers faced by the target group; the likelihood that the proposed service strategy will result in the proposed employment/educational outcomes; and the overall cost effectiveness of the proposed services.

The ten program elements mandated under the WIA form the minimum service requirements. Under the new system, providers must demonstrate the ability to see beyond individual elements to a larger picture of youth service. Successful providers will work with youth through multiple jobs and/or life events. Any program operating in isolation from the family or school situation of a participant will only address part of that young person's challenges. All programs must demonstrate the ability to respond to environmental issues which will arise as a participant moves through the program's services.

4. Youth Program Coordination

DFSS views the Youth Council as the primary vehicle for coordination with other youth programs. WIA intends youth councils to be a catalyst for broad change, and charges them with:

- Developing youth employment and training policies;
- Bringing a youth development perspective to the establishment of such policies;

- Establishing linkages with other local youth services organizations; and
- Taking into account the range of issues impacting the success of youth in the labor market.

This positions the Chicago Youth Council as the primary coordinator of the youth employment, training, education and service systems. Membership on the Council is expected to reflect those systems and the larger community to be served. With such broad responsibilities, the Youth Council will work closely with local youth service policy groups. The WIA requires Chicago to have the following membership:

- Members of the WIB with special interest or expertise in youth policy;
- Representatives of youth service agencies, including juvenile justice and local law enforcement agencies;
- Representatives of local public housing authorities;
- Parents of eligible youth seeking assistance;
- Individuals, including former participants and representatives of organizations, that have experience related to youth activities; and
- A representative of Job Corps.

Interested members of the former Chicago Workforce Board met in 1999 to discuss Youth Council development, including membership, and recommended the following additional representation:

- Chicago Public Schools;
- City Colleges of Chicago;
- Proprietary schools/private sector education programs;
- Illinois Dept. of Commerce and Economic Opportunity (DCEO);
- Illinois Dept. of Employment Security (IDES);
- Illinois Dept. of Children and Family Services (DCFS); and
- Faith-based organizations.

The Council will involve a wide variety of state and local agencies which provide youth services either by direct representation on the Council or through working group/task force participation on behalf of the Council. Young people themselves will participate on the Council, and through it participate in the design of youth workforce development services. Existing youth service providers will be called upon to become part of a broader network of youth employment, training and development programs. WIA youth funds will continue to be distributed by a competitive proposal process, and the Youth Council, along with DFSS, will actively seek to involve existing providers in the design of the youth workforce development system called for by WIA. DFSS will work with existing systems such as the juvenile justice system to develop and fund projects which will serve a “crossover” group of participants from both programs.

5. Planned Registrants

See attached form.

IV. PERFORMANCE MANAGEMENT

A. NEGOTIATED PERFORMANCE GOALS

Below are planned performance rates for the Adult and Dislocated Worker and Youth programs. These measures are updated through a formal negotiation process between DCEO and DFSS each program year.

WIA TITLE IB PERFORMANCE GOALS	
Local Workforce Area 09	Department of Family and Support Services

		Performance Year
Measure		2009
ADC	Common WIA Attain Degree or Certification	44%
PEER	Common WIA Placed in Employment / Education	56%
LNG	Common WIA Literacy and Numeracy Gains	33%
AEER	Title I Adult Entered Employment Rate	72.5%
ARR	Title I Adult Employment Retention Rate	78.5%
AAE	Title I Adult Average Earnings	\$10,000
DEER	Title I Dislocated Worker Entered Employment Rate	81.5%
DRR	Title I Dislocated Worker Employment Retention Rate	867%
DAE	Title I Dislocated Worker Average Earnings Rate	\$14,750

For a discussion on the measures related to youth, please see the Youth Activities Transition Plan.

B. OTHER PERFORMANCE MEASURES

C. CONTINUOUS IMPROVEMENT PROGRAM

The City of Chicago considers quality and continuous improvement a priority for creating and carrying out a successful workforce development plan. As the strategic planning and implementation process progresses, constant reevaluation and revision of the system's performance will ensure that the main clients of the WIA (employers and job seekers) are being well served. In order to comply with the federal and state guidelines under the WIA, Chicago's workforce system will tailor existing continuous improvement programs to meet state and federal WIA guidelines and will implement new programs that stem from these guidelines to ensure that the targeted customers are served adequately and appropriately.

CWIB and DFSS oversee the WorkNet Chicago system through a number of continuous improvement processes. From the line level upward, the following activities and reports help insure that delegate agency performance and the performance of the entire system works toward increased performance and achievement goals:

- Bi-monthly Contractors Meetings are held to provide technical assistance, training and information on best practices for case management, job development and other components of service.
- Agency Liaisons are assigned to each delegate agency and provide direct, ongoing, and constant monitoring of performance and act as a resource for assistance on any areas requiring improvement.
- Fiscal and Programmatic monitors visits each delegate agency on a regular/rotating schedule to perform a more formal monitoring and report back to Agency Liaisons and Program staff regarding identified deficiencies and proposed improvement strategies.
- As instructed by the State, DFSS has administered the WIA-mandated customer service surveys of job-seeker and business customers. Customer service surveys are continuously administered and the information/insights from these are used for making service improvements at individual sites and throughout the system.
- Business-led advisory committees serve to help oversee Workforce Centers for Business, providing direct feedback on business customer services as well as the preparation offered to job-seeker customers.
- Quarterly meetings are held with each delegate agency to address their overall performance on WIA performance measures and internal/process measures, as well as qualitative assessment of program performance and outcomes. These meetings use as their basis a formal quarterly report on each delegate agency's contract status.
- Chicago Workforce Investment Council's Service Delivery Committee and WIA Title I Subcommittee meet regularly and provide oversight of the WorkNet Chicago system, review periodic Request for Proposal delegate agency selection recommendations and annual renewals from DFSS, and make recommendations on overall program components and direction.
- Chicago Workforce Investment Council reviews the annual selection/renewal and provides feedback on the overall quality of the WorkNet Chicago system.
- DFSS working with CWIC and CWICstats is producing a Training Provider Report Card on all WIA Certified Training Providers to make publicly available (online) a comprehensive scorecard on the comparative quality of training programs, including enrollment and completion rates, cost comparisons, employment outcomes for graduates and survey information from students and businesses employing graduates of the programs.

Chicago's workforce system is utilizing the core values of the Malcolm Baldrige criteria for total quality management. These criteria represent a foundation for integrating key business requirements within a results-oriented framework and include: leadership, strategic planning,

customer and market focus, information and analysis, human resource focus, process management, and business results.

The process of continuous improvement is also inherent in the negotiated performance outcome measures discussed in previous sections of this plan. Success is expressed through continually or annually escalating baselines for acceptable performance for Youth, Adult, and Dislocated Workers.

These measures and incorporate continuous improvement through increases in the objective, quantifiable, and measurable success rates for each year for the workforce development system.

Two final principles complete the system's continuous improvement program: staff training and monitoring of improvement programs. Stakeholders within the workforce development system place an emphasis on having well-trained staff at all levels of the service provision process. The City will assist in this process by facilitating communication between partner agencies and increasing the technical capacity of service providers. The City will evaluate its continuous improvement program based on how well it meets its performance goals and how satisfied customers are with the provided services. The continuous improvement plan outlined above will also be revisited during the planning and implementation process to ensure that the principles it highlights are consistent with program goals and customer needs.

2. State-Funded Assistance Needs

Technology Infrastructure Needs

Chicago seeks assistance from the State in enhancing the Illinois Workforce Development System (IWDS) system to capture other non-WIA programs operated by DFSS. Such capacity was intended as part of the original rollout of IWDS and will assist delegate agencies in maintaining case management files and records of partner programs such as CDBG and other projects.

DFSS staff and Workforce Center and delegate agency staff continue to be trained on the ever expanding features and capacity of the Illinois workNet portal. This important tool provides an expansive host of job seekers and employer information from a wide range of Illinois agencies such as the Illinois Department of Employment Security. Illinois workNet also directly connects job seekers to job openings via an exclusive arrangement with Career Builder which displays available jobs by zip code.

Technical Assistance and Training Needs

A significant problem within the WorkNet Chicago system continues to be the lack of consistent and comprehensive front line staff training. The majority of the centers lack the financial resources to train all staff consistently, adding to the need for state-funded assistance. The basis for this training has begun, as the directors of One-Stop Centers consistently attend trainings and obtain up-to-date information through peer networking channels. However, it is crucial that this information flows down to the front line staff through effective cross-training and communication, keeping all staff informed about new regulations and best practices without duplication of training. The need for ongoing staff training and technical assistance will increase with the addition/modification of technological systems that may be new to many staff members and clients.

Illinois workNet offers an accessible 24 hour information portal for updated information from DCEO on workforce policies and requirement. DFSS staff also take advantage of front line staff training offered by the Workforce Boards of Metropolitan Chicago, which periodically brings national consultants to Chicago to provide training.

Chicago Workforce Board and Youth Council Organizational Development Needs

V. ASSURANCES

- A. The local Board assures that it will coordinate workforce investment activities carried out in the local area with statewide rapid response activities.**
- B. The local Board assures that no funds received under the Workforce Investment Act will be used to assist, promote or deter union organizing.**
- C. The local Board assures that it will comply with the nondiscrimination provisions of Section 188.**

VI. PLAN DEVELOPMENT PROCESS

A. CHICAGO LOCAL PLAN DEVELOPMENT

The Local Plan elements undergo constant enhancement through discussions among CWIB, DFSS and other key stakeholders. In 2006, MOWD undertook a Strategic Planning process that brought together representatives from business, government, education, and the non-profit community along with CWIB, and WIA system partners to develop a vision toward the future of the workforce system in Chicago. The results of this process are the guiding principles referenced above.

Concurrently, DFSS undertook its transition planning process to transition WIA Youth services from MOWD to DFSS. The City began this transition in PY2006 – 2007 and has completed this transition.

As we anticipate the need to revise the Plan to reflect a number of factors in the future (among them potential reauthorization of WIA, shifts in Federal or State priorities, and/or the emergence of a new vision for Chicago's Youth Workforce System growing from the Youth Council and leverage opportunities within DFSS), we have focused on accurately describing the shift of the responsibility of administration and oversight of Youth Programs under the act from MOWD to DFSS in this Update to the Plan.

Support of the Transition Process

To support the transition process and improve the quality of Chicago's Youth Workforce Development System, the Chicago Workforce Investment Board engaged a team of outside consultant's to support and advise the transition process. New Ways to Work, The Human Investment Institute and Strumpf Associates (the "Transition Services Team") were selected through a competitive RFP process, and provided services to the Chicago Workforce Investment Board to support the transition of youth programs from MOWD to the Chicago Department of Children and Youth Services.

The transition team with MOWD and CYS developed a coordinated system to ensure effective transition of WIA youth activities; built a communication system and infrastructure; to address ongoing evaluation and assessment of the transition process and the effectiveness of the WIA youth system, and providing training and technical assistance to CYS staff and delegate agencies to improve the quality of services delivered to youth.

DFSS STRATEGIC PLANNING PROCESS:

The planning process for Chicago's local workforce investment plan began with the passage of the Workforce Investment Act in August of 1998. Following guidance from the federal regulations, state guidelines, and public input processes, the plan has evolved from a general and idealized concept to a working document which will provide guidance on ongoing growth and development of the local WIA system. This process has involved many facets and levels of communication and input.

Since the planning process began, DFSS has continued working with community-based organizations, its delegate agencies, service providers, partner agencies and interested individuals and organizations to create strategies for a successful workforce development system. DFSS has

also kept in continuous contact with state and federal officials and the public at large concerning the WIA legislation, regulations, and the development of the WIA system. DFSS participates in state working groups and committees which discuss issues facing states and localities in the administration of the WIA. MOWD staff also participated in numerous meetings and seminars addressing the needs of the local population and developing a local plan in accordance with state guidelines and the federal WIA mandates. To further assist the City of Chicago and its partners in the transition to the WIA, seminars were conducted by national consultants who are experts in the WIA interpretation. MOWD also facilitated the creation of local working groups which concentrated on particular aspects of the WIA.

More recently, Chicago undertook a strategic planning process during 2006-2007. This process was led by MOWD and included staff from CWIB and DFSS. It included seven internal working forums and two external forums. The external forums, held December 13 and 14, 2007, one of Business representatives and the other of Agency (non-profit, other levels of government, education, foundations, etc.) representatives.

Organization attendees at the Agency forum included:

City of Chicago Department of Planning & Development, Office of the Mayor, World Business Chicago, Chicago Public Schools, University of Illinois Center for Urban Economic Development, City Colleges of Chicago, Chicago Jobs Council, Women Employed, Joyce Foundation, Chicago Housing Authority, Heartland Alliance, Instituto del Progreso Latino, City of Chicago Department of Business Affairs & Licensing, Safer Foundation, Chicago Federation of Labor, LISC, Chicago Metropolis 2020 and Operation ABLE.

Organizations and companies represented at the Business forum included:

Chicago Department of Planning, Chicago Rolled Metal Products, Chicagoland Chamber of Commerce, Collectors Training Institute, Inc., Columbia Metal Spinning, Eli's Cheesecake Company, Graymills, Howe Company, Mayor's Deputy Chief of Staff for Economic Development, Metropolitan Chicago Healthcare Council, Nuance Solutions, S&C Electric, Saint Anthony Hospital, Save-A-Lot, Schneider National, Shiraleah LLC, Superior Joining Technologies, Inc., Tooling & Manufacturing Association, US Security, Walgreens Co., Winzeler Gear Company, World Business Chicago.

These forums addressed several key questions:

- What are the services that a successful workforce system should provide its job-seeking customers?
- What are reasonable outcomes of a successful workforce system?
- How can the WIA workforce system best link with education (K-12, colleges, private trainers)?
- How can the WIA workforce system best link with economic development efforts?
- How can the WIA workforce system create a business-focused workforce system that still is able to meet the needs of special populations

The insights from these forums help craft the existing structure and priorities, the mission, vision, and guiding principles for the local workforce system that are part of this Local Plan. They supported the current Plan and provided strong validation of the direction that was subsequently crafted into this Plan.

The Local Plan will require ongoing changes in response to the long-term planning and development process. Public comment will continue to be obtained in a variety of ways to guide the policy and planning process. To date, Chicago's planning process has involved a collaboration of multiple entities, including the Chicago Workforce Investment Council, partner agencies, the general public, employers and service providers. While there are significant challenges in integrating the workforce system, this plan aims to provide opportunities for improvement and cooperation through policy development and solicitation of important public feedback.

Chief Local Elected Official (CLEO) and Local Workforce Investment Board Involvement

Integral to the development of a comprehensive and effective workforce development plan for the City of Chicago is the active participation of Chicago's CLEO, the Mayor, and members of the Chicago Workforce Investment Council (CWIC). As leaders in the Chicago community, these individuals play an important role in making the final decisions regarding the contents of Chicago's plan. The Mayor, through his appointment of and representation on the Board, and the Board itself will determine the future of Chicago's workforce system with the assistance of information from City/state agencies, education providers, economic development entities, business associations, non-profit organizations, employers and board members' personal expertise.

Mayor Richard M. Daley has for many years maintained a close working relationship with other CLEOs through various regional and national governmental organizations. Among these organizations, the U.S. Conference of Mayors has often provided Congress and the Department of Labor with input on the development of workforce legislation. With the passage of the WIA in 1998, the Conference recognized the need to review the new law to assess its impact upon cities and contribute their interpretation to the writing of the regulations. As an active member and former president of the U.S. Conference of Mayors, the Mayor of the City of Chicago was involved in determining the major issues for cities concerning the implementation of WIA. Mayor Daley also participated in the development of the workforce system by appointing each of the Chicago Workforce Investment Council members.

Public Events

Also essential to the creation of an effective plan is the input from and cooperation of entities outside of City government and the Board. Extensive efforts were directed at soliciting feedback and preparing the general public, service providers, DFSS delegate agencies, and the business community for the WIA transition. Various public events soliciting input are listed below:

Building Strong Partnerships (BSP): In order to collaborate with and solicit input from local community service providers, the Mayor's Office of Workforce Development (MOWD) presented a series of six monthly seminars with The Donor's Forum, the Driehaus Foundation, and Chicago Jobs Council, an advocacy and trade organization for employment and training providers. The "Building Strong Partnerships" series began in July 1999 and provided updated information on the WIA transition and the opportunity for service providers to share concerns on the following topics:

- Information on the nuts and bolts of the Workforce Investment Act.
- Implications of the WIA on provider agencies and the development of strategic planning and agency missions with the transition to the WIA.
- Communication and marketing tools to help agencies compete effectively in a changing environment.
- Overview of financial management, projecting cash flow, and lending information.

- Exploring the role of an agency's board in the transition to the WIA, including discussion on agency mission and diversifying funding sources.
- Review of WIA implications on community-based organizations and sources of further information to facilitate transition to WIA.

Youth Services Conference: MOWD co-sponsored a youth services conference with the Illinois Department of Commerce and Community Affairs (DCCA) in September 1999. Nearly 200 service providers, advocates and members of the uncertified Chicago Workforce Board gathered to discuss the summer jobs program transition, the role of the Youth Council, proposed performance measures and strategies for serving older versus younger youth. A national consultant on workforce development issues hosted two general sessions focusing on the broader aspects of system planning. MOWD used questions and ideas generated from the conference to create the framework for the WIA Youth Working Group, formed in October 1999.

Adult Services Conference: MOWD co-sponsored the Adult Services Conference with DCCA and the Chicago Jobs Council on March 9th, 2000. This conference was attended by 180 service providers, WIA service partners, advocates, employers, and members of the certified Chicago Workforce Board who discussed Chicago's implementation of the WIA. The conference provided an opportunity to gather community feedback and public input, share information on the WIA transition, discuss implementation options, individual training accounts, and the One-Stop system design. The conference also helped service providers in becoming more familiar with services, design options and requirements presented by the WIA as well as provide the latest State and national regulations on the WIA transition and implementation. The conference included previews of the Fall 1999 Chicago Employer Survey (see Section I for more information), a demonstration of the state certification application and the Illinois Occupational Information Coordination Committee's Illinois Resource Information System (IRIS). Participation in Workforce Boards of Metropolitan Chicago Industry Summits for Healthcare, Hospitality, Transportation/Warehousing/Logistics, Manufacturing and Finance and Insurance. Details as follows:

- The Healthcare Summit was convened on 12/04/02, with an attendance of more than 160. This first-of-its-kind event provided representatives of the healthcare industry and workforce system stakeholders the opportunity to examine workforce challenges that the healthcare industry is facing, and recommend actions to be undertaken to avert a shortage of skilled healthcare workers.
- The Manufacturing Summit was convened 5/13/03, and attracted over 210 individuals representing manufacturing, education and training, organized labor and policy agencies, and provided them the opportunity to discuss and recommend feasible solutions to the workforce challenges faced by the manufacturing industry.
- The Transportation, Warehousing and Logistics Summit was convened 3/3/04, and approximately 250 individuals from throughout the region. The summit provided a forum to identify and discuss workforce challenges this industry is facing and propose actions to be undertaken to address industry concerns.
- The Hospitality, Tourism and Destination Retail Summit was held on 9/29/05, and approximately 200 individuals attended the summit, representing employers,

industry and trade associations, the education and training community, organized labor, and policy agencies.

The Finance and Insurance Workforce Summit convened on 3/15/07 was attended by approximately 150 individuals. The summit provided a forum for solution-oriented representatives from finance and insurance, education and training, and policy agencies to discuss and recommend feasible solutions to the workforce challenges that industry employers are facing.

December 2007 Forums as part of Strategic Planning process: Discussed above, these were integral components of the most recent Strategic Planning process.

B. PUBLIC COMMENT PROCESS

The Local Plan was reviewed by Chicago Workforce Board membership and made available for public comment for 30 days. Comments collected from CWIB members and the public during the public comment period were reviewed, and if appropriate and immediately feasible, were incorporated into the plan. All comments are included at the end of the Plan document whether or not their content was incorporated into the final draft plan. Every Chicago Workforce Investment Council member will receive a copy of the revised plan, including a summary of public comments.

C. SUMMARY OF COMMENTS AND RESPONSES

COMMENTS SUBMITTED DURING THE 2010 PLAN REVISION COMMENT PERIOD WILL BE INCLUDED HERE

COMMENTS MADE DURING THE PUBLIC COMMENT PERIOD OF THE ORIGINAL PLAN IN 2000 AND INCLUDED AS PART OF THE ORIGINAL PLAN SUBMISSION DOCUMENT HAVE BEEN REMOVED BELOW.