

# **2020 Workforce Innovation and Opportunity Act Local Plan**

## **Illinois Local Workforce Innovation Area 7**

Prepared by:



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## LWIA 7 Local Plan Components:

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## **Chapter 4: Operating Systems and Policies – Local Component**

**This chapter provides an overview of all the operating systems and policies within the Local Workforce Innovation Areas (LWIAs). LWIAs must incorporate key documents into the plan that describe the one-stop delivery system and the services that are provided by the workforce partners.**

### **A. Coordination of Planning Requirements**

The Local Workforce Innovation Area 7 **Memorandum of Understanding** provides a description of the one-stop delivery system, and other information that is essential to the establishment and operation of effective local workforce development services as required by WIOA Rule (20 CFR Part 678.705). The Memorandum of Understanding (and any subsequent modifications) is incorporated by reference into this plan. See Attachment A for a copy of the LWIA 7 Memorandum of Understanding.

The Local Workforce Innovation Area 7 **Service Integration Action Plan** provides a description of how local workforce partners will align and coordinate services as required by the State of Illinois Service Integration Policy (WIOA Policy Chapter 1, Section 13). The Service Integration Action Plan (and any subsequent modifications) is incorporated by reference into this plan. See Attachment B for a copy of the LWIA 7 Service Integration Action Plan.

### **B. Provide information regarding the use of technology in the one-stop delivery system, including a description of:**

- **How the workforce centers are implementing and transitioning to an integrated, technology enabled intake and case management information system for programs carried out under WIOA (§ 679.560(b)(20)).**

The Chicago Cook Workforce Partnership developed its data system, Career Connect, to reduce silos in workforce service provision. In June 2017, the Case Management component of Career Connect was

launched across all area workforce providers. These Case Management functions paired with the Business Service components in use since 2015. Currently, Career Connect allows The Partnership and its network of workforce service providers to:

- Conduct WIOA Title I eligibility, case management, and performance management
- Track participation and outcomes in non-WIOA grants, including tracking co-enrollment in WIOA
- Create an individualized employment plan for each job seeker customer
- Post job orders on behalf of employer clients
- Track services provided to employers
- Easily pull reports to track job seeker and employer status and outcomes

All WIOA data entered in Career Connect transfers to the State’s Illinois Workforce Development System (IWDS) where it is compiled for WIOA Title I federal reporting and performance management.

In March 2018, the Chicago Citywide Literacy Coalition (CCLC) launched a Career Pathway Navigator initiative. The navigator is housed at the Near West Side American Job Center and connects customers with WIOA Title I and Title II services offered by 13 community-based partners in Chicago’s Pilsen neighborhood. In summer 2019, CCLC began using Career Connect to track customer referrals across the 13 partners. With minimal data entry, partners refer customers to services at any one of the 13 providers, and track the status and outcomes of those referrals. CCLC plans to expand the Navigator model to two other American Job Centers in the next year; these sites will also use Career Connect to track referrals.

In 2020, The Partnership plans to pilot a similar referral process at one or two American Job Centers to track referrals across the WIOA mandated and required partners. Due to the lack of a unified state data system, American Job Centers primarily use paper forms to refer clients to partner services. This makes it difficult to track referral outcomes. Career Connect will provide a tracking and follow-up tool for both

the referring service provider and the receiving provider. All participating providers will be able to run real-time reports on the status of referrals.

- **How the Local Board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means (§ 679.560(b)(5)(ii)).**

The State of Illinois currently provides multiple platforms for customers to access services through technology.

- Illinois workNet, managed by the Department of Commerce and Economic Opportunity (DCEO), is a client-facing web portal that includes listings of all WIOA Title I providers including approved ITA training providers and programs. The site also includes links to the websites of state agencies that administer or provide services under the other WIOA titles.
- Illinois JobLink, managed by the Department of Employment Security (DES), serves as the state’s labor exchange site. Employers post job openings and search candidates. Jobseekers post resumes, search for and apply to the posted jobs. Unemployment Insurance recipients are required to post a resume on JobLink to maintain their benefits. JobLink also includes links to the websites of the other WIOA titles and partners.
- The Department of Human Services’ (DHS) website includes an online web referral for Title IV Rehabilitation Services. The simple form feeds directly into the Rehabilitation Service’s case management data system and is assigned to a vocational rehabilitation case manager based on zip code.
- The Partnership administers an online American Job Center customer satisfaction survey and shares the results with all American Job Center operators to better coordinate service delivery.
- The Partnership is working closely with the City of Chicago to launch an online resource to connect people with disabilities to workforce services and other resources.

**C. Describe how the Local Board will support the strategies identified in the Unified State Plan and work with entities carrying out core programs, including a description of (§ 679.560(b)(1)(ii)):**

- **Expanding access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment (§ 679.560(b)(2)(i));**

The Chicago Cook Workforce Innovation Board (WIB) is a business-led board that sees, as part of its core mission, the importance of serving individuals with barriers to employment, and approaches this work using the six strategic methods outlined in the Unified State Plan.

*Strategy 1: Coordinate Demand-Driven Strategic Planning*

In order to advance a data-driven strategic plan for the Local Workforce Area, the Chicago Cook WIB held a strategic planning retreat in January 2020. The WIB examined the operations of The Partnership and its own governance infrastructure, giving guidance to the Local Plan through six key strategic themes which are reflected throughout this plan:

- Programmatic Geography and Special Populations
- Business Engagement and Sector Strategies
- Innovative Program Design
- Distribution of Training Funds
- Service Integration
- Workforce Innovation Board Operations and Committees

*Strategy 2: Support Employer-Driven Regional Sector Initiatives*

To ensure alignment between the regional talent pipeline and drivers of economic expansion, The Partnership extensively engaged the Chicago Cook WIB, elected officials, and other stakeholders. The Partnership supports local and regional economic development efforts, such as *Invest South/West*, *Economy 2030*, and the *South Suburban Economic Growth Initiative*. With *Economy 2030*, The City of Chicago is committed to reducing inequities across its neighborhoods, starting with economic and

community development, through city-wide planning. The plan will guide investments that support inclusive growth and the reduction of racial inequity, and is focused on four key sectors (TDL, Technology, Healthcare, and Hospitality) that look to drive growth in the next decade.

Similarly, Cook County's Comprehensive Economic Development Strategy aims to address economic and racial inequity by aligning resources and targeting investments towards infrastructure, growing businesses, and human capital. Key industry sectors identified by the County include fabricated metals, food processing and packaging, transportation and logistics, and healthcare. These efforts pursue policies and programs that create an environment for economic growth and have an intentional focus on reducing inequities in areas that have historically experienced disinvestment in infrastructure, unjust housing policies, and a loss of jobs and economic opportunity.

The Partnership will continue to scale alignment with regional business-facing employment and training programs. In addition to substantial resources invested in employer-facing tools such as on-the-job training and incumbent worker training, The Partnership is directly involved in apprenticeship projects with two entities. The Cook County Bureau of Economic Development seeks to continue and expand their work as apprenticeship navigators, with a focus on manufacturing growth in southern Cook County, while the Workforce Partners of Metropolitan Chicago, a collective of regional Local Workforce Innovation Areas, have come together to undertake regional apprenticeship work with an initial focus on the Transportation Distribution and Logistics sector.

In collaboration with the Workforce Partners of Metropolitan Chicago, The Partnership created a Regional Business Services Team in order to address demand from business that have a regional or national footprint. This gathering of local business services representatives from ten counties is organized to strengthen regional integration of WIOA activities. The local business services representatives meet

alternate months during a calendar year to discuss current grant activities, regional incumbent worker training projects, share best practices and business services strategies. Most recently, this team participated in professional development to receive a Certified Business Engagement Professional Credential. This team also reviews and discusses sector focused regional activities and impacts.

*Strategy 3: Provide Economic Advancement for All Populations through Career Pathways*

The Partnership seeks to provide economic advancement for all jobseekers by designing innovative, cross-system initiatives to address expanded access for special populations such as those identified in the Unified State Plan. Using WIOA formula funds, The Partnership perennially awards providers serving specific special populations including parenting youth, youth with disabilities, foster youth, and others. Using leveraged or braided resources, The Partnership is also able to design and scale pilot initiatives that specifically target additional populations, including opportunity youth, older workers, public housing residents, individuals affected by the opioid crisis, and individuals returning to their communities from incarceration.

The Partnership's Opportunity Works initiative is a blended funding model that exposes suburban youth (ages 16 and 24) who are disconnected from school and/or the workforce to high growth careers, teaching foundational skills while youth participate in a paid internship. The program has attracted more than \$5 million in funding and served nearly 1000 participants in the last three years and continues to attract funders and businesses.

Leveraging funds from the JP Morgan Chase Foundation, The Partnership is expanding capacity throughout the WIOA Youth service system to better serve young adults exposed to violence in their communities. Supportive Workforce Access for Youth began in 2018 as a community of practice in which

WIOA Title I providers, with the assistance of Illinois Collaboration On Youth (ICOY), explored the causes and effects of violence in Chicago, and designed strategies to use Trauma-Informed Care practices in serving youth. ICOY, in collaboration with Chicago Jobs Council, has turned these findings into a curriculum design specifically to teach trauma informed practices to front line WIOA staff. In 2020, this curriculum will be rolled out to all WIOA service providers in the Local Workforce Innovation Area.

In 2020, The Partnership is leading an effort to build capacity in the opioid addiction response system, partnering with Haymarket Center and others to expand capacity in both recovery and employment of individuals affected by the opioid crisis.

Also, in 2020, leveraging federal Department of Justice Second Chance funding The Partnership has begun an initiative to create a regional coordinated reentry system. The Cook County Coordinated Reentry Initiative is a collaboration made possible with the support of the Justice Advisory Council of Cook County. Over the next four years, The Partnership will lead a coalition of state and local government agencies, faith-based and community-based organizations in mapping and aligning services critical to individuals returning to their communities from incarceration. With help from individuals with lived experience, The Partnership intends to create a roadmap of services that will better assist returning citizens in securing documentation, housing, and an opportunity to enter a sustainable career path; thereby reducing recidivism while creating economic growth in underserved communities.

#### *Strategy 4: Expand Service Integration*

As part of The Partnership's ongoing efforts aimed at service integration, the four comprehensive American Job Centers have begun formal service integration planning intended to deepen alignment in 2020 and beyond. Staff at each comprehensive American Job Center engaged in an individual planning process to set initial goals for the next year. Initial goals include a commitment to cross training for front

line staff from all titles of WIOA, increased center level coordination and communication, and a shared customer database. The Partnership intends to roll out service integration planning to all American Job Centers and secure the engagement of the state agencies that administer the other titles of WIOA.

The Partnership also intends to further define the role of One Stop Operator in the local WIOA system, with the intent of procuring services in 2020 that will standardize how core partners coordinate across the system. Over the cycle of this procurement, goals will be defined to bring consistency to the customer experience throughout the system, while creating more seamless connections between the core partners.

*Strategy 5: Promote Improved Data-Driven Decision Making; and*

*Strategy 6: Advance Public-Private Data Infrastructure*

Data is at the center of The Partnership's effort to create smarter solutions to economic challenges faced by residents of Chicago and Cook County. The Partnership's proprietary case management and data system, Career Connect, has a host of features that allow for new ways to analyze and adjust service provision to optimize customer outcomes. Business service functions in Career Connect allow for rapid analysis of which sectors are being served by the system at any given time, allowing for a clear picture of how the WIOA system is addressing the needs of growth industries in the region. Job orders are posted directly to the system, allowing for interplay directly between businesses who need workers, and the career coaches that are preparing jobseekers for new opportunities. Career Connect takes the additional step of allowing business analysis to be run at the center level, putting new and dynamic tools in the hands of front-line service providers. Other reporting mechanisms in Career Connect allow for geocoding, which gives new insight into how WIOA services and outcomes break down across geographies. Reporting by community area, municipality, or elected official district can give a unique picture for service providers

and other stakeholders to use not only in analysis of current needs, but in ways to adjust service provision or align additional resources for better business and jobseeker outcomes in the future.

The Partnership continues to develop the capacity of Career Connect, and intends to soon bring online a dynamic resume matching function that will allow business-facing service providers to accurately and rapidly match jobseekers to opportunities in real time. This function will increase efficiency in placement of jobseekers and make the WIOA system a more nimble partner to the business community.

To promote informed decision making, The Partnership produces regular labor market reports for use by service providers, job seekers, employers and key stakeholders. The “Where are the Jobs” report is created using the Labor Insight tool from Burning Glass Technologies to analyze hundreds of thousands of recent postings pulled from internet job boards. This data helps The Partnership understand current job demand and employer needs in Cook County and its 130+ municipalities. This report is published quarterly, posted on The Partnership’s website and required for use by case managers/career coaches with job seekers when assisting them in developing individualized employment plans. The Partnership also uses this tool with business customers to improve their understanding of the local market as well.

Understanding real-time talent demand led The Partnership to create its current policy focusing Individual Training Account resources toward a limited number of growth occupations. On The Partnership’s website, each of the initial list of 40 occupations has a corresponding “Target Occupation Profile” (TOPs), a professionally designed printable brochure for use by providers and jobseekers. TOPs give an easy-to-understand picture of an occupation, from daily responsibilities, to salary trends, to types of preferred and available training for prospective jobseekers.

ITA training and training provider data is housed on IllinoisWorkNet, an online portal which houses resources for use by Illinois workforce development practitioners and jobseekers. There, jobseekers

interested in pursuing training in the course of WIOA services can find data on every training program approved for ITA funding, including cost, credentials, and aggregate consumer outcomes.

The Partnership continually explores new data partnerships and affiliations to learn more about their customers, operational efficacy, and to decode the needs of the region's dynamic business community. In 2019, Career Connect data was matched to data from the Homeless Management Information System with the cooperation of The Chicago Continuum of Care, a membership organization comprised of more than 100 organizations and individuals who work to prevent and end homelessness in Chicago. This study allowed both the Continuum and The Partnership to definitively know the aggregate number of shared clients and has made possible further analysis to gain insight into service patterns that will allow for improvement and alignment of both systems.

In 2020, University of Chicago's Urban Labs, an arm of the Harris School of Public Policy, will perform data analysis across a wide range of systems. Informed by matching Career Connect data with data from Illinois Department of Employment Security, Chicago Public Schools, Chicago Police Department, Chicago Department of Family and Support Services, and Illinois Criminal Justice Information Authority, The Partnership will gain anonymized, aggregate analysis informing who the network's youth customers are, patterns in service provision, and what outcomes they achieve. The Partnership looks forward to gaining a fuller picture of engaged jobs seekers in an effort to mold the WIOA system into an engine for connecting people from underserved communities with the supports they need to have successful careers and fulfilling lives.

- **Scaling up the use of Integrated Education and Training models to help adults get their GED and work on other basic skills and English language acquisition while earning credentials and industry-recognized credentials that lead to in-demand occupations;**

The Partnership is working closely with the City Colleges of Chicago's leadership as they seek to implement innovative Integrated Education and Training (IET) programs across six colleges in order to increase the number of Bridge students obtaining an industry-recognized credential while preparing for the high school equivalency and/or strengthening English language skills. The Partnership is currently expanding support for and alignment with City Colleges of Chicago's Healthcare Bridge Programs. This tuition-free model helps students improve their reading, writing, math, and English skills while earning an industry certificate that can lead to entry-level job opportunities. As the program evolves, The Partnership intends to explore potential expansion of this support to the additional six sectors within the City Colleges Career Bridge Program, as well as consider the potential connection between these programs and successful systemic improvements like the Title II Navigator pilot at the Near West American Job Center, detailed in Section 4D of this plan.

- **Using the insights and lessons learned from successful dual credit programs to scale up similar efforts in other sectors and regions;**

Career Pathway program integration in WIOA In-School Youth and post-secondary partnerships are a core part of innovative efforts funded by the Chicago Cook Workforce Partnership.

Leveraging local post-secondary partnerships can increase the impact of WIOA funds. City Colleges of Chicago and other community colleges in Cook County offer dual credit enrollment that allows high school juniors and seniors to complete many post-secondary general education courses before graduation, allowing for accelerated study and more rapid progression to the workforce. The results of dual credit alignment between Chicago Public School and City Colleges of Chicago is expansive. Over 65 CPS high schools participate, with over 145 teachers who are now credentialled as adjunct CCC faculty. Students may enroll in one college course per semester, tuition free, at any one of the seven City Colleges locations.

The Partnership also sits on the advisory council for Career Launch Chicago, a grant-funded initiative to build a sustainable non-traditional apprenticeship pipeline between Chicago Public Schools (CPS), City Colleges of Chicago (CCC), and the public workforce system. Career Launch Chicago is a new public-private partnership that aims to build a robust youth apprenticeship system that connects education to accelerated workforce training, thereby launching students into high-demand careers. Through Career Launch, CPS and CCC will put in place the tools, processes, and technology to support the successful onboarding, implementation, graduation, and employment for students and employers.

A national leader in secondary curriculum innovation and recipient of local WIOA youth funds, Arlington Heights School District 214 guides students in choosing coursework that aligns with 16 career clusters. Students are eligible to earn dual credit where available in order to speed completion of studies and accelerate entry into the workforce. Through their Center for Career Discovery, District 214 has engaged over 950 businesses to provide career exploration opportunities and work-based learning experiences, including internships and micro-internships, further accelerating onramps to the workforce.

The Partnership seeks to align WIOA youth services with these and similar models in all appropriate circumstances. By examining ways in which ITA, apprenticeship and other WIOA training resources can be used to augment and support accelerated learning by students in dual credit programs, the impact of the WIOA youth resources can be optimized to scale successful outcomes.

- **Determining the most effective marketing methods and messages for informing college and university students about Prior Learning Assessments;**

“Articulated Credit For Prior Learning”, a policy of City Colleges of Chicago, allows prospective students who completed career pathway courses of study in high school to reap between 3 and 12 college credits for classes leading to Basic Certificates, Advanced Certificates, or Associate degrees at a City College. In

order to receive articulated credit students must be Chicago Public School alumni who are no more than two years removed from graduation and submit both their transcripts and articulated Career and Technical Education award.

Suburban Cook County Community Colleges offer similar options for students. Moraine Valley's policy, "Achieved Prior Learning" requires that students are enrolled and have completed some work in their course of study. Harper College's Proficiency Exams and "College Level Examination Program" award credit in certain topics based both on secondary experience, and in some cases through an examination of extensive work/life experience in a course area.

In coordination with post-secondary partners, the Chicago Cook Workforce Innovation Board will explore strategies for marketing these and other tools for the acceleration of post-secondary completion to youth and young adults pursuing WIOA training in regional community colleges.

- **Investigating how targeted marketing can identify segments of the labor force, such as mature workers and the underemployed, who may not require extensive education or training to qualify for jobs in high demand occupations;**

The Partnership has been successful in engaging specific populations such as mature workers and the underemployed. With the support of the AARP Foundation, The Partnership has become an integral part of the "Back to Work 50+" network, which targets the portion of the seasoned workforce that was hit hardest by the effects of the Great Recession. Leveraging WIOA to provide additional appropriate services, The Partnership has successfully engaged this population with targeted marketing in the form of AARP's *Smart Strategies for 50+ Jobseekers Guide*, *Smart Strategies* coaching sessions, and a yearly symposium held to explore the unique challenges of older workers and attract businesses to the cause. The success of this targeted marketing, and The Partnership's decision to fully integrate these services into

American Job Center practices has resulted in over 900 older workers being served in the last program year. The Partnership will continue to address this need.

The Partnership also takes great pride in the connection it has fostered with underserved communities. LWIA 7 has a network of 52 public workforce service providers delivering 70 programs in 83 locations, procured strategically to meet the needs of communities facing high rates of unemployment. In many ways, the geographic coverage of the network is the best form of targeted marketing, putting services at the doorstep of individuals who need them most.

To this end, The Partnership is creating a strategic communications plan to establish a framework for targeting specific audiences of the labor force, such as mature workers and the underemployed. Using a wealth of resources such as texting platforms, social media, digital marketing tools, direct mail, street marketing, media, billboard, radio, public service announcements, paid and free promotional ads, and a network of more than 30K subscribers, The Partnership is able to provide a diverse strategy and reach throughout the Cook County region.

The Partnership aims to garner attention and generate awareness through attending community events and working in cohesion with community partners, local and national influencers, elected officials, and key stakeholders to generate awareness about public workforce programs.

To date, The Partnership has generated support on a local and national level allowing the organization to amplify its support of a diversity of populations that are otherwise underserved and less likely to access workforce development resources. Some examples of The Partnership's outreach efforts include:

- **Media:** Creating public notices and media advisories to promote and publicize activities highlighting project milestones will guide media outreach strategies. The Partnership invites media to attend and have exclusive opportunities to cover organizational progress from a range of

vantage points; such as program launch events, hiring events, and individual participant success stories. The Partnership uses media coverage to garner regional and possible national awareness around innovative efforts and initiatives. This will help contribute to the narrative about the positive efforts enhancing the quality of resources available to underserved communities and to showcase the success of the public workforce system in Chicago and Cook County, in turn exposing potential customers to an opportunity to seek services.

- **General Public:** The Partnership seeks to engage community members and general audience through inviting them to participate in open houses, workshops, surveys and public forums. Ideally hosted at workforce service providers like American Job Centers, community based events can make Chicago and Cook County residents feel connected to accessible resources. The aim is to create a space where the public can share their input, interact with service providers, and get education about the workforce system.

Further, The Partnership uses newsletters and mass messaging alerts for sharing events, success stories and information related to workforce development programming, while also soliciting feedback to be used for continuous improvement. In this way, audiences can feel connected to the workforce development system through regular communications about program efforts and highlights.

- **Facilitating the development of career pathways and co-enrollment, as appropriate, in core programs (§ 679.560(b)(2)(ii)); and**

The Partnership currently funds career pathway training programs in the manufacturing and transportation, distribution logistics sectors. These programs feature combined career coaching, basic skills training, technical training and supportive services. The Partnership periodically evaluates the effectiveness of these models and adjusts offerings accordingly.

The Partnership supports scaling of innovative career pathway models such as the Jane Addams Resource Corporation's *CNC and Welding Fast Tracks* programs for entry level employment in manufacturing. The

curriculum stresses baseline skills in shop math, print reading and precision metrology. This bridge program is for learners with initial test scores between 5th and 8th grade in math and reading.

City Colleges of Chicago's Adult Education program plays a crucial role in supporting the regional economy and developing neighborhoods through providing opportunities for Adult Education students to transition into the workforce and career pathways. There are over 310,000 Chicagoans without a high school diploma and 615,000 people whose primary language is not English. Over the next several years, The Partnership looks to scale current efforts to co-enroll students from CCC's Healthcare Bridge Program into WIOA Title I services for purposes of braiding funding. City Colleges support the first semester of the bridge program, concentrated on basic skills remediation for success in the field. The Partnership will support the second semester of training via ITAs for the certified nursing assistant credential. The Partnership and City Colleges will continue to review and assess these efforts and explore expanding to other bridge programs during 2020.

- **Improving access to activities leading to a recognized post-secondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable) (§ 679.560(b)(2)(iii)).**

The Partnership is committed to improving access to industry recognized certificates and credentials, predominantly through Individual Training Accounts and Career Pathway training models. The Partnership's training provider eligibility and certification policy requires that ITA-eligible programs result in a recognized credential and requires that programs meet performance criteria of 70% successful completion rate and training-related entered employment rate and 60% credential attainment rate. Further, The Partnership continually examines the geography of workforce service provision to ensure that the network is serving areas of need, as well as aligning with other workforce and economic development plans.

**D. Provide information regarding the local coordination strategies with state (including the Unified State Plan), regional and local partners to enhance services and avoid duplication of activities, including a description of:**

- **Adult, Dislocated Worker and Youth employment and training activities under WIOA Title I (§ 679.560(b)(6)).**

The Partnership is committed to service alignment across funding streams and program models that will ensure the maximum programmatic impact. Coordination with state partners is a continual process and happens both in the context of regular meetings between organizational leadership and that of Title I administrative agency, Illinois Department of Commerce and Economic Opportunity, and in the context of regular Workforce Innovation Board engagement. Representatives from Titles II, III, and IV of WIOA sit on the local workforce board and its committees, actively supporting and providing direction for the local workforce system.

The Workforce Partners of Metropolitan Chicago is a coalition of Local Workforce Boards (of the counties surrounding Chicago), developed over 15 years ago to serve as a platform for regional workforce investment and economic development coordination. This collaboration has expanded under WIOA to include Title I Administrators from each local workforce investment area and to provide a forum for periodic coordinated planning with core partners. The Workforce Partners of Metropolitan Chicago fundraises for jointly administered regional grants, committing to project coordination and information sharing.

Local coordination of services has also been extensive under WIOA. The Partnership convenes its network of 48 WIOA Title I service providers bi-monthly, gathering best practices and input for continuous systemic improvement. In addition to jobseeker services, The Partnership also leads coordination of Title I providers' business-facing efforts, meeting monthly with business service representatives from area

Sector Centers and other Title I organizations to streamline business engagement and participate in an innovative shared-placement model that incentivizes collaboration between service providers.

- **Adult education and literacy activities under WIOA Title II. This description must include how the Local Board will carry out the review of local applications submitted under Title II consistent with WIOA Secs. 107(d)(11)(A) and (B)(i) and WIOA Sec. 232 (§ 679.560(b)(12)).**

The Chicago Cook Workforce Partnership coordinates with the WIOA Title II system administered by the Illinois Community College Board in a variety of ways. The leadership team at The Partnership holds joint monthly meetings with City Colleges of Chicago leadership to discuss alignment strategies, implement new initiatives and share data/practices. These meetings have deepened colocation relationships and resulted in more coordination of bridge programming. The Partnership and City Colleges will continue to explore additional opportunities to leverage Title I and Title II funds in innovative ways.

Staff from The Partnership regularly attend meetings of the Title II Area Planning Council, a network of Title II providers outside of the traditional community college system. As noted elsewhere in this plan, innovative Title II coordination has been successfully demonstrated in an award-winning pilot project in the Near West American Job Center, located in Chicago's Pilsen community. The Chicago Citywide Literacy Coalition created a Title II Navigator, a model that resulted in increased efficiency and streamlined provision of adult education services within the community of Adult Basic Education providers that are members of the Title II Area Planning Council, as well as solutions for tracking and referral of participants that benefit all of the organizations serving the community. The model gained national recognition with a 2020 award from National Skills Coalition.

The Chicago Cook WIB worked with the Illinois Community College Board (ICCB) on the implementation of the ICCB review process for the 2017 Cook County applicants for Adult Education

Title II funds. The Partnership formed a committee to review the overall ICCB application to determine if the applicant's proposal for the use of Adult Education funds was compliant and coordinated with the WIOA Regional and Local Plans. The Deputy Executive Director of ICCB is a member of The Chicago Cook WIB and ICCB has developed an efficient process for the Title II application review with workforce innovation boards across Illinois. Many of the workforce organizations in Chicago and Cook County have WIOA Title II programs collocated in their offices and other Title II organizations connect to workforce locations by technology for the seamless referral of WIOA customers when Adult Education services are needed. The WIOA Title II organizations in Chicago and Cook County are also partners in the development and approval of the annual WIOA Memorandum of Understanding at all comprehensive One Stop locations.

- **Wagner-Peyser Act (29 U.S.C. 49 et seq.) services (§ 679.560(b)(11)).**

In addition to representation on the Chicago Cook WIB, the local WIOA Title III administrator, the Illinois Department of Employment Security (IDES), is actively engaged in ongoing planning and service delivery. Coordinated service provision is common throughout the American Job Centers in the provision of veterans' services, Rapid Response activities, and business services.

The Partnership coordinates business and employer outreach at the American Job Centers with the Illinois Department of Employment Security. Wagner-Peyser services are physically collocated in the comprehensive American Job Centers, which facilitates the collaboration and coordination of employer engagement. The Partnership works with IDES on all aspects of business engagement including streamlined referral processes, hiring events and specialized projects for the benefit of employers.

The Partnership maximizes coordination of job seeker-services and avoids duplication of Wagner-Peyser Act services through a variety of strategies. Collaborative efforts include connecting pre-screened job

ready candidates including any registered unemployment insurance claimants and individuals served by WIOA to job openings at engaged businesses. Staff share job postings between Wagner-Peyser and Title I through both Career Connect and IllinoisJobLink. In addition, Title I staff participate in Rapid Response activities including attendance at initial meetings and participation at workshops for affected employees. Job-seeker workshops and job clubs are open to participants of both programs and email blasts and phone notifications are targeted to participants of both programs.

- **Vocational rehabilitation service activities under WIOA Title IV (§ 679.560(b)(13)).**

The Partnership is taking concrete steps to expand coordinated activities with Title IV Vocational Rehabilitation entities. At the center level, The Partnership works to provide access to assistive technology and other accommodations in partnership with Illinois Division of Rehabilitation Services to ensure ADA compliance (see Chapter 6B, below) and fully integrate jobseekers with disabilities into the WIOA service structure.

In this WIOA planning cycle, The Partnership intends to activate and develop a WIB committee focused on inclusion of jobseekers with disabilities. In addition, The Partnership is working closely in Chicago with the Mayor's Office of People with Disabilities on development of an online clearinghouse application to assist individuals with disabilities in finding work and other supports. These activities will add depth to existing efforts, which see The Partnership focusing In-School Youth funding on programs which dovetail with the Title IV mandate to address employment barriers for transition-aged youth.

- **Relevant secondary and post-secondary education programs and activities with education and workforce investment activities (§ 679.560(b)(9)).**

The Partnership ensures coordination with education providers in the county through a variety of strategies. On the Chicago Cook WIB, post-secondary interests are represented by the Deputy Executive

Director for Adult Education and Family Literacy at the Illinois Community College Board, the Chancellor of City Colleges of Chicago, and the President of Moraine Valley Community College.

The Partnership funds a variety of secondary education entities, including school Districts 214 and 207, and various alternative high schools in Chicago. The Partnership has directly engaged with Chicago Public Schools (CPS) around potential collaboration on Career and Technical Education programming, services to address the high school dropout crisis in Chicago through student recovery and engagement in the workforce, and capacity building to educate school counselors on the WIOA system. Under the CPS initiative “Learn. Plan. Succeed.” every graduating senior is required to have a post-secondary plan for their education and career pathway. Building familiarity with the WIOA system is critical in order to provide a full array of post-secondary career pathways and supports for graduating seniors.

As discussed elsewhere in this plan, entities like CPS and District 214 have set ambitious goals for incorporation of work-based learning experiences in the provision of Career and Technical Education programming. The Partnership intends continued support these and other regional secondary work by examining ways in which WIOA resources can augment or directly support work experiences that lay a foundation for growth careers even before graduation.

- **How the Local Board will support the state strategies identified under § 676.105 and work with the entities carrying out core programs and other workforce development programs, including programs of study and career pathway programs under the Strengthening Career and Technical Education for the 21<sup>st</sup> Century Act authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.) to support service alignment and needs identified in regional or local level assessments including the Perkins Comprehensive Local Needs Assessment (§ 679.560(b)(1)(ii)).**

The Partnership shares the joint vision of the Illinois Community College Board and the Illinois State Board of Education, which oversee and implement Perkins V programming. Perkins V is designed to enhance and codify coordination between education and workforce systems in part through expanding the focus on industry-recognized credentials and incorporating the use of work-based learning in curriculum, while expanding access to low income learners and special populations. These shared goals are represented in this plan. In addition to the commitment to participate in local needs assessments, The Partnership sits on the advisory council for Career Launch Chicago, a grant-funded initiative to develop goals that align with Perkins V, creating an apprenticeship system that aligns Chicago Public Schools, City Colleges of Chicago, the workforce system and the private sector, while expanding dual credit opportunities to speed completion of education and accelerate students' entry to and advancement in the workforce.

- **Provide a copy of the local supportive service policies and describe how the Local Board will coordinate the provision of transportation and other appropriate supportive services in the local area (§ 679.560(b)(10)) and include information on the supportive services by each local program as appropriate.**

A copy of the local Supportive Service Policy is attached (Attachment C). Through approval of this policy, the Chicago Cook WIB endorses the provision of allowable support services to WIOA customers at the provider level. Transportation (such as public transit passes or gas cards) and other services are documented both in participant files and at the point of fiscal reimbursement.

The Chicago Cook Workforce Partnership is also exploring new and innovative models for provision of support services. With a grant from Uber Technologies, The Partnership is piloting a Mobility Barrier Reduction Fund with the use of ride credits to facilitate transportation services to WIOA customers traveling to interviews or to work in the early stages post-hire but prior to receipt of a paycheck. The

Partnership has also raised private funds from construction firm LendLease to create a Barrier Reduction Fund for individuals entering the construction trades. With these and other resources, The Partnership has been able to expand access to supports for new tradespeople in the form of required tools, boots, personal safety equipment, and stipends to assist individuals during the start of unpaid apprenticeship training. The Partnership will continue to evaluate the impact of these leveraged resources and explore additional fundraising and enhancements where appropriate.

**E. Provide a description of how the local area will provide adult and dislocated worker employment and training activities including:**

- **A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area (§ 679.560(b)(6)).**

The workforce development system in Cook County includes five service delivery models that work together to provide employment and training to the region's residents. These include American Job Centers, Delegate Agencies, Youth Delegate Agencies, Sector Centers, and Career Pathway Programs. Training activities include provision of Individual Training Accounts, Internships/Paid Work Experience, Pre-Apprentice Training, On-the-Job Training, Customized Training, Incumbent Worker Training and Classroom Training including bridge programs.

This broad range of training and service models allows the residents of Chicago and Cook County to seek out options that best fit their needs/circumstances. These programs and activities are generally accessible across Chicago and Cook County through The Partnership's network of American Job Centers and Delegate Agencies. The location of each program type is ultimately determined by the procurement process – i.e. which entities respond and how their proposals rate through the selection process.

As part of the Local Plan and procurement processes, The Partnership conducts a geographic analysis of existing programs to determine accessibility to high-need areas of Chicago and Cook County. If gaps are identified, The Partnership expressly seeks services for these areas through the RFP process. For example, in 2018 The Partnership executed a targeted procurement of youth programming in a high need area on the west side of Chicago. Having lost a service provider in the area, geographic analysis and engagement with community leaders revealed that youth services were critically needed in the affected neighborhoods and must be replaced. The Partnership used a political boundary to define the area of procurement and was able to award a highly capable service provider to resume services to the community.

Similarly, based on prior network analysis and community need, The Partnership will open a new education and workforce center in the Chatham community on Chicago's South Side in the Spring of 2020. This state-of-the-art resource will bring workforce development services and high-tech training facilities to a region of LWIA 7 that has experienced significant disinvestment and is in need of community-based resources to support both businesses and jobseekers.

As directed by the Chicago Cook WIB, The Partnership seeks to augment existing geographic analysis to foster alignment with other local economic development initiatives over the coming procurement cycle. By aligning organizational infrastructure to support economic policy imperatives outlined by both the City and the County, WIOA funding can have an outsized impact on accelerating economic growth in communities across Chicago and Cook County.

- **A description of how the Local Board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities (§ 679.560(b)(7)).**

The Partnership coordinates and supports Rapid Response activities with the State Rapid Response Unit (RRU) within the Illinois Department of Commerce and the Illinois Department of Employment Security

with assistance from the U.S. Department of Labor. The Partnership is charged with assisting workers impacted by layoffs, employers, local government officials, and other stakeholders by providing resources, technical assistance, and labor market information. Generally, the State RRU receives first notice of major dislocation events, via notices provided under the Worker Adjustment and Retraining Notification (WARN) Act and Trade Adjustment Assistance (TAA) Act petition notification. The State RRU enlists The Partnership to respond to dislocation events. From the initial information available, the State RRU works with the designated partners to determine the immediate needs of workers and employers and establishes an appropriate action plan for delivery of information and assistance to affected businesses and workers. Whenever possible, a local workforce center and/or labor organization is featured in information sessions.

When formal notice is not filed in accordance with the WARN Act, but a local rapid response staff or other local partner becomes aware of a WARN-level layoff or closure event, The Partnership initiates the Rapid Response process, notifying the state coordinator in order to formulate strategies for carrying out rapid response activities. When The Partnership or a local partner becomes aware of a layoff or closure event that does not meet the WARN threshold or is not TAA related, it will initiate rapid response per the local operational plan. Rapid Response assistance includes the following activities:

- Employer Consultation
  - Initial planning for Rapid Response workshops
  - Coordination to ensure customization of services to the specific needs of impacted worker group
- Consultation with labor representatives when workers are covered by a collective bargaining agreement
- Services Delivered to Workers
  - Administration of needs assessment surveys

- Labor market information conveying labor reduction trends, and opportunities for transitioning workers
- Connections to local service providers, which may also include an appropriate sector center
- Presentations from RRU representatives on how to engage their respective agencies
- Delivery of collateral reference materials with instructions and service provider contact information

**F. Provide a description of how the local area will provide youth activities including:**

- **A description and assessment of the type and availability of youth workforce investment activities in the local area, including activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities (§ 679.560(b)(8)).**

The Chicago Cook Workforce Partnership strives to be an effective steward of limited public and private resources and to create the biggest impact possible for young adult job seekers in Chicago and suburban Cook County. The region is home to a diverse and steady economy that attracts companies and job seekers from across the globe, however Chicago and Cook County are also confronted with a history of community divestment, structural racism in the job market, and more currently, the suburbanization of poverty. Despite historically low national unemployment rates, certain demographics of young adults have persistently high rates of joblessness. For example, African American males age 16-19 in Chicago are more likely to be unemployed than have a job.<sup>1</sup> Currently in Chicago and Cook County, there are over 82,000 16-24-year-olds who are out of work and not in school.<sup>2</sup>

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<sup>1</sup> Out of School and Out of Work 16 to 19 and 20 to 24 Year Olds in Chicago and Cook County in 2017. Wilson, May 2019. Great Cities Institute, University of Illinois Chicago. [https://greatcities.uic.edu/wp-content/uploads/2019/05/OutofSchoolOutofWorkData\\_May2019.pdf](https://greatcities.uic.edu/wp-content/uploads/2019/05/OutofSchoolOutofWorkData_May2019.pdf)

<sup>2</sup> Ibid.

The Partnership works to address this crisis through strategically deploying workforce resources and building partnerships that directly address the difficult realities confronting young adult job seekers. The Partnership prioritizes funding programs that serve young adults who face intense challenges in establishing themselves in a family sustaining career. Specifically, youth who:

- Have a disability
- Have experienced homelessness
- Are involved with justice system
- Are not working and not in school
- Live in a community with high unemployment rates
- Are English language learners
- Pregnant or parenting
- Are in state care
- Residents of public housing

The Partnership provides ongoing training, technical assistance, and monitoring of all youth programs to ensure a high level of program quality and integrity.

The Chicago Cook Workforce Partnership and Chicago Cook WIB envision a system where all young adults in the region are able to easily access a comprehensive and integrated set of education and training supports that increase the number of young adults productively engaged in the workforce, thereby increasing self-sufficiency and reducing poverty. The Partnership funds a variety of successful workforce investment program models for youth that are implemented through a network of American Job Centers and other service providers.

Through the provision of youth workforce development programs, The Partnership seeks to:

- Align youth-serving institutions in order to ease access, reduce duplication, close service gaps, and promote collaboration

- Connect young adults to the labor market, career pathways, education, and/or paid work experience
- Improve outcomes for young adults through placement in employment or education, attainment of industry-recognized degrees or certificates, and achievement of literacy and numeracy gains.

Grounded in these guiding principles, The Partnership dedicates youth funding in several categories including Out-of-School Youth (OSY), In-School Youth (ISY), Youth Innovation Fund, and program enhancements funded by private or other public resources. The following overview of current activities highlights successful models and provides a contextualized description of the multiple strategies that the Chicago Cook WIB is engaging to address the employment needs of young adults and businesses in LWIA 7. All of The Partnership's youth programs consistently meet or exceed all performance metrics.

### *Out-of-School Youth Activities*

In 2018, The Partnership identified and funded four WIOA OSY program models that are conducted in multiple locations across the LWIA.

#### *Model 1: Reconnection to Education through Employment*

The Reconnection to Education through Employment model serves OSY who do not have a high school diploma or GED. Programs demonstrate comprehensive service strategies to meet the wide array of needs posed by participants and include access to multiple education reconnection options. Program designs feature linkages to public schools, credit recovery programs, options schools (non-traditional schools), and other systems for attaining a secondary credential. This model also features a strong academic remediation curriculum to ensure skills gains in reading and math, as well as preparing young people to re-enter an academic setting. Programs offer supportive services such as transportation, work attire, and connections to other social services such as housing or court advocacy. The Partnership currently funds five programs at four providers that implement this model including the following:

- The Greater West Town Development Program offers youth an alternative high school education experience with access to manufacturing and TDL training and career exploration.
- Alternative Schools Network provides career coaching to students who have dropped out or been expelled from traditional high schools while reconnecting them to secondary education through a network of alternative or options high schools.
- Central States SER provides onsite GED classes and tutoring combined with career coaching at two locations including one inside of an Illinois Department of Juvenile Justice facility. This provider has developed a service model that is very effective engaging gang involved youth and connecting them to education and employment opportunities.

*Model 2: Post-Secondary Education/Training and Employment*

The Post-Secondary Education/Training and Employment model is designed to serve youth who already have a high school diploma or GED and are interested in continuing their career pathway through further education or advanced training. This model includes high quality instruction, academic assistance, and social support aimed at preparing youth for successful entry into, and progress through, post-secondary education and/or training. Program elements include strategies that help youth pursue, enroll, persist, and complete post-secondary education programs.

Providers administering this program also offer young people job placement assistance, training for high demand industries, and may utilize Individual Training Accounts. The Partnership requires these programs to demonstrate a strong connection between the provision of post-secondary education/training and available jobs with family sustaining wages; and have a strong record of success in placing youth within their field of study. The Partnership currently funds nine providers that implement this program model including the following:

- Both Bethel Community Services in the south suburbs and Elgin Community College in the northwest suburbs effectively use this program model to connect homeless youth to post-secondary education and employment.

- Asian Human Services has a proven track record of connecting with multiple at-risk immigrant and refugee communities; and engages youth and businesses out of their northside Chicago location.
- Moraine Valley Community College uses this program model to directly connect young adults to college courses at their Blue Island campus through their unique FOCUS job readiness training curriculum.

### *Model 3: Sector Based Training and Employment*

The sector-based training and employment model is designed for youth with an interest and aptitude for a career within a specific industry sector. Sector-based training models, which may include occupational bridge programs, pre-apprenticeships, or paid work experiences, target jobs in high demand industries in Cook County. The Partnership encourages service providers to utilize contextual learning strategies that develop basic and occupational skills simultaneously. These programs feature career exploration, academic and occupational skills training, job readiness, and high-quality work experience activities within a specific industry. Service Providers must work with local employers to identify relevant skills and viable career pathways to train a strong pipeline of skilled workers. The sector-based model results in the mastery of technical skills required for employment, the attainment of employer-recognized certification, and placement into employment or advanced education in the target industry.

The Partnership's sector-based programs actively engage industry representatives in program design and curriculum development. Business partners also participate by providing candidate screening, classroom instruction, career exploration, field trips, job shadowing, and internships. A central feature of this model is sector focused work-based learning that incorporates career exploration, education, and employment activities. Sector based programs also provide career coaching, foundational skills training, placement assistance, and job retention services. The Partnership currently funds four programs that implement this model including the following:

- In locations throughout Cook County and Chicago, Business and Career Services, Inc. offers the Manufacturing Careers Internship Program, which includes a three week ‘Manufacturing Boot Camp’ training, two certifications, paid work experience, and multiple layers of support that facilitate placement into manufacturing careers – an industry sector projected to have over 84,000 job openings in Cook County between 2019 and 2024.
- The YWCA provides a 12-week program on the south side of Chicago that focuses on TDL careers – a sector with over 141,000 projected job openings in coming five years. Participants earn three credentials while completing job readiness training and a paid work experience. The YWCA also provides a variety of supports including childcare, transportation assistance, and mental health therapy when needed.
- Metropolitan Family Services created a partnership with St. Augustine College to provide classroom training with a paid work experience that prepares young adults for careers in manufacturing.

#### *Model 4: Young Adult Career Pathways*

The Career Pathways model is designed to assist individuals in attaining the skills necessary to succeed in the workplace. These programs are grounded in a comprehensive assessment of each participant’s employment history, experience, as well as their career interests, skills, and abilities. Career Coaches work with participants to develop a long-term career plan that involves securing immediate paid work (subsidized or unsubsidized), and/or training relevant to participant’s career plan.

Providers utilizing this model focus on enrolling participants who fit the criteria of the target populations outlined above; and correspondingly provide appropriate service levels to support youth through intensive work-based learning and career planning. Youth Career Pathways programs feature ongoing career mentoring, career exploration, foundational skills development, career planning, access to job training (ITA/OJT), credential attainment, and work-based learning activities that provide maximum opportunities for youth to advance their career interests. Program staff also provide basic skills remediation and tutoring when needed. This model features work-based learning experiences that are structured opportunities for

youth to learn and engage in career opportunities that are of interest to them. The Partnership currently funds 12 service providers that implement this program model in 15 locations including the following:

- Both Jewish Vocational Services and the Marriott Foundation utilize this model to provide intensive services to youth with disabilities. Their models leverage WIOA funding for training and placement, and utilize other funds to support long term follow up that has been shown to improve outcomes for customers with disabilities.
- New Moms. Inc. combines Career Pathways services with parenting education and resources to pregnant and parenting youth on the west side of Chicago. Through leveraging additional resources, New Moms provides an extensive level of support services including childcare and housing for many of their program participants.
- North Lawndale Employment Network utilizes the Career Pathways model to provide ongoing support to youth who have been involved in the criminal justice system. The organization has a long history of serving people who have been incarcerated and utilizes this expertise to reach a target population that The Partnership has prioritized to serve.

### ***In-School Youth Activities***

The Partnership targets In-School Youth funding to serve youth who are currently enrolled in school and are at risk of dropping out, have a disability, or are English language learners. In-School Youth programs emphasize activities designed to assist youth in completing their high school diploma and transitioning to post-secondary education/training, or into employment along a career path that will lead to economic security.

In-School Youth programs emphasize tutoring, study skills training, and dropout prevention strategies that lead to attaining a high school diploma. Programs demonstrate strong connections to public schools for youth outreach, recruitment, and program delivery; as well as a strong school to college/career framework. In-School Youth programs are required to provide early introduction and exposure to post-secondary education/careers and career exploration activities that motivate youth to establish career goals.

Programs include career mentoring services designed to help young adults plan beyond completion of their high school diploma.

### *Serving Youth with Disabilities*

Based on program impact analysis and organizational priorities, The Partnership dedicates the majority of WIOA In-School Youth funds to programs that exclusively serve youth with disabilities. Program models for youth with disabilities include intense job readiness skill development and placement. Several programs include paid work experiences to orient participants to workplace environments.

The Partnership funds seven organizations to provide WIOA ISY services through independent program models at multiple locations including:

- AERO Special Education works with four schools in south west suburban Cook County and has developed successful job readiness training for students, as well as training for employers to prepare them to be supportive work environments for their students. This program has a broad diversity of employer relationships including a hospital, airport hotels, a university, and a massage therapist.
- LaGrange Area Department of Special Education works with multiple schools in west suburban Cook County to provide paid work experience, career coaching, intensive interview preparation, and other workforce activities specifically designed for people with disabilities.
- Manufacturing Renaissance provides industry focused training and work experiences for Chicago Public Schools students interested in manufacturing careers.

### *Youth Innovation Fund*

To promote continuous improvement within the public workforce system, The Partnership created the Youth Innovation Fund to incentivize and reward creative, pioneering solutions to youth unemployment problems facing communities in Chicago and Cook County. Through a competitive bid process, The Partnership aims to enhance services being provided and identify new best practices for serving young

adults in the region. The Fund creates space for service providers to test the efficacy of innovative youth service models, achieve greater outcomes, and advance the broader strategy of The Partnership’s mission and vision. Two OSY providers successfully secured Youth Innovation Fund awards in the first round of selection that began with the 2018 Youth Services procurement process.

- Pyramid Partnership is providing an intensive four-week job readiness training with a specialized focus on digital literacy. Participants learn how to use common computer programs and effectively complete online applications, as well more traditional skills like business writing and customer service.
- Lawrence Hall serves youth currently in care of the state, and those who have aged out of foster care. They provide WIOA services to residents and other program participants in the South Shore community of Chicago. Their Youth Innovation Fund award allows for their staff to provide trauma informed care activities and clinical counseling sessions alongside workforce development services to improve individual outcomes for program participants.

The Partnership retains the option to fund additional proposals submitted by respondents to the Youth Innovation Fund procurement process and may fund additional promising projects based on the availability of funds.

***Program Enhancements Funded by Private or Other Public Sources***

In addition to the above-referenced WIOA-funded models, The Partnership encourages Title I Providers to leverage WIOA activities and supplement core youth programming with additional resources. By providing programs and additional supports simultaneously, the providers can more easily connect youth to education and employment; consequently, enhancing the impact of WIOA Youth funds.

Furthermore, as a 501(c)3 nonprofit organization, The Partnership raises funds through charitable giving and public or private competitive grant processes to innovate and expand service delivery throughout Cook County. These diverse funds when braided with WIOA dollars foster enhanced WIOA Youth

programs, builds organizational capacity of The Partnership, and ultimately allows the public workforce system to serve more youth. Examples of these innovations include:

- *Trauma Informed Care:* With funding from the J.P. Morgan Chase Foundation, The Partnership convened a community of practice to study trauma informed care and develop service strategies that support more effective youth engagement within workforce development programs. Fourteen Title I service providers participated in the community of practice, which included training from the Illinois Collaboration on Youth (ICOY), to learn and share their experiences. The Partnership is currently working with ICOY and the Chicago Jobs Council to develop a Trauma Informed Care curriculum manual for professional development of front line workforce staff. The Partnership will use these tools to implement trauma informed care and youth engagement best practices throughout all Youth WIOA programs in Chicago and Cook County.
- *Opportunity Works:* At the behest of Cook County Board President Toni Preckwinkle, The Partnership developed Opportunity Works, a sector focused internship program designed to connect young adults looking for a viable career pathway with businesses in high-growth high-demand sectors. The program provides exposure to careers in Information Technology, Transportation, Distribution and Logistics, and Manufacturing. The Opportunity Works program model includes foundational skills training, paid work experience, and facilitates connections to the next step on participants' individual career pathways. The Partnership funds Opportunity Works programming at five organizations in suburban Cook County, two of which are also WIOA Title I service providers. These WIOA Youth programs have effectively braided Opportunity Works program supports with WIOA paid work experiences and additional training to make a highly effective set of workforce development activities that connect young adults to family sustaining careers.
- *Chicago Codes:* Working with support from the office of the Mayor of Chicago, Facebook, Microsoft and the Rockefeller Foundation, The Partnership launched an all ages program designed to rapidly advance Chicago residents through a coding boot camp and connect them to employment in the Information Technology sector. This program provides a free, unique, and impactful training option for WIOA youth program participants who have an interest in and aptitude for coding and technical skills

- *ConstructionWorks Powered by the Illinois Tollway:* The Partnership developed ConstructionWorks to connect people of color, women, and other groups of historically under-represented workers to careers in the skilled trades. Accessible in locations throughout LWIA 7 and all of the Northeast Economic Development Region, ConstructionWorks programming provides participants with support services including access to a barrier reduction fund and training to prepare for employment and apprenticeship application processes. This program provides access to lucrative career pathways for WIOA Youth participants who are interested in the skilled trades.
- *Hospitality Hires Chicago:* The Partnership leverages its employer relationships to create hiring opportunities for registered WIOA participants across the American Job Center Network in Chicago and Cook County. Hospitality Hires Chicago is a semi-annual hiring event built around the demand for talented employees in Chicago’s hospitality, tourism and retail sectors. The Partnership coordinates candidate pre-screening and prepares employers to make conditional employment offers on-site at the hiring events. Additionally, The Partnership provides access to its ecosystem of workforce training partners and occupational training programs. The Partnership’s provider network is a large source of youth referrals for these events.
- *Cook County Coordinated Reentry Council:* In collaboration with the Cook County Justice Advisory Council, The Partnership secured Federal Second Chance Act funding to develop a pilot reentry program and align systems policies to more effectively support successful reentry. With the long-term goal of creating a coordinated reentry system for Cook County, The Partnership is aligning WIOA and other program resources to directly connect people to employment and training opportunities pre- and post-release from incarceration. These efforts will allow young adults returning home from incarceration to directly connect to career resources available from the public workforce system in Chicago and Cook County.

The Partnership will continue to seek out additional public and private funds to improve service offerings for both businesses and young adults, and to expand the range and impact of the public workforce system in Chicago and Cook County.

## *Youth Workforce Development Funding Strategy*

Recognizing the difficult realities that confront many young adult residents of Chicago and suburban Cook County, the Chicago Cook WIB advances multiple strategies to ensure youth who face barriers to employment can access and succeed in the workforce activities provided by the public workforce system. The Partnership invests in programs that employ best practices and incorporate concepts and approaches of (1) youth development and trauma informed care that meets the psycho/social/emotional needs of young adult job seekers; (2) education and workforce strategies that are relevant to high-growth, high-demand business sectors; and (3) wrap-around services with particular focus on employment outcomes. Specifically, The Partnership supports projects that:

- Demonstrate meaningful partnerships with accredited higher education institutions, employers in high growth industries, and other relevant organizations and service providers that support employment, internships, and educational opportunities for young adults
- Provide long term career development services, such as occupational training, that leads to unsubsidized family sustaining employment in high demand industries
- Demonstrate collaboration with broader young adult initiatives (e.g., One Summer Chicago, Thrive Chicago, or other youth serving programs)
- Include innovative post-secondary bridge programs designed to accelerate credentials and skill building, such as use of contextualized and integrated curriculum and instruction
- Use structured work-based learning, such as paid work experiences, pre-apprenticeship programs, and career exploration, while providing maximum opportunities for young adults to learn theoretical and practical skills relevant to their career interests
- Provide intensive career mentoring and support services, including financial literacy education, to help young adults overcome complex barriers, successfully complete programs, and secure/retain employment
- Demonstrate investment in long-term follow-up with participants upon program completion to ensure continued support and success in post-secondary education, training, or employment

The Partnership prioritizes funding for programs that serve youth with disabilities, justice-involved youth, and young adults who are out of work and out of school. To ensure these priorities are met, The Partnership requires that a minimum of 80% of youth funding is dedicated to Out-of-School programs, and that the majority of In-School programs exclusively serve youth with disabilities who are nearing transition age. Further, The Partnership requires, and trains all service providers to make programs accessible to individuals with disabilities and young adults who have experienced trauma.

To select youth service providers, The Partnership assesses providers through a competitive procurement process and offers contract extensions to agencies that are successful in delivering workforce development services to young adults and employers. The Partnership last conducted a youth services procurement in the fall of 2018. This procurement continues to align organizational strategy for youth workforce development activities with WIOA core partners' services, and The Partnership's guiding principles for youth programming. The process identified providers that are effective at reaching target populations and geographies, delivering high-quality programming, as well as maintaining a significant volume of service activities proportional to the high number of young adults in Cook County who are disconnected from work and/or school. The Partnership's youth programs consistently meet or exceed all performance metrics.

- **A description of how local areas will meet the minimum expenditure rate for out-of-school youth.**

Cook County has more than 82,000 out-of-school and out-of-work youth/young adults.<sup>3</sup> Despite strategic efforts across several public agencies the pandemic of youth unemployment persists. For this reason, The

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<sup>3</sup> Ibid.

Partnership will continue to award 80% of its WIOA youth funding to organizations serving out-of-school youth – an expenditure rate above the statutory requirement – until demographics change.

**G. Provide a description of how the local area will provide services to individuals with barriers to employment as outlined in the Unified State Plan:**

- **Provide information on how priority will be given to recipients of public assistance, other low-income individuals and individuals who are basic skills deficient consistent with WIOA Sec. 134(c)(3)(E) (§ 679.560(b)(21)).**

The majority of individuals The Partnership serves in adult programs are individuals with barriers to employment as outlined in the Unified State Plan. In PY 2018, 96% of WIOA enrolled adults served had at least one significant barrier to employment. In the same program year, 87% of WIOA enrolled adults served were low income and 30% were basic skills deficient.

In PY 2017, The Partnership established a priority of service protocol to ensure that priority is given to recipients of public assistance, other low-income individuals and individuals who are basic skills deficient. All WIOA Delegate Agencies, American Job Centers, and Sector Centers must follow the priority of service order, outlined below, when enrolling eligible WIOA Adults into individualized career services and/or training:

- First, veterans and eligible spouses who are also included in the groups given statutory priority for WIOA Adult Formula funding. This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient.

- Second, individuals who are included in the WIOA statutory priority groups such as a recipient of public assistance, other low-income individuals or an individual who is basic skills deficient but is not a veteran, nor a spouse of a veteran.
- Third, veterans and eligible spouses of veterans who are not included in the WIOA statutory priority group.
- Fourth, unemployed adults who are in need of WIOA services to obtain employment.
- Fifth, employed adults who are working but earning at or below the self-sufficiency level.

In addition to ensuring compliance with WIOA mandated statutory priority groups, The Partnership also funds strategic initiatives targeting these populations. As described above The Partnership, together with the Cook County Justice Advisory Council, received a grant to design a coordinated re-entry system for people returning to Chicago and Cook County from incarceration in Illinois Department of Corrections facilities and the Cook County Jail. The Partnership created a Coordinated Re-entry Council to generate system-wide policy recommendations for increasing the rate of successful community reentry and finalizing the design of a demonstration project from 2021 to 2023. The demonstration project will provide appropriate pre- and post-release services to participants with the goal of reducing recidivism. The Partnership also contracts with providers specializing in serving individuals with prior convictions via Title I services.

Between 2016 and 2018, The Partnership participated as a member of the Chicago Mayor’s Task Force on Employment and Economic Opportunity for People with Disabilities (The Task Force). The Partnership is now working closely with the City of Chicago to lead the implementation of one of The Task Force’s key recommendations: the creation of an online clearinghouse to facilitate city-wide employment systems and services for people with disabilities. The clearinghouse will serve as a convenient single source of information for job seekers with disabilities and employers seeking to hire people with disabilities when it launches in 2020. In addition to these strategic efforts, The Partnership

contracts with several organizations to provide Title I services to individuals with disabilities including Special Education programs for youth.

The Partnership will continue to research and pursue best practices for improving employment opportunities for individuals with disabilities through the Chicago Cook WIB's Disability Inclusion Committee.

The Partnership contracts with several workforce agencies that provide specialized services to specific populations that face barriers to employment as identified by the state plan. For example, Delegate Agencies provide Title I services to English Language Learners from a variety of backgrounds including Spanish, Polish, and Mandarin speakers, and members of a variety of other immigrant communities. The Partnership will continue to work with these providers to ensure that they are effective in delivering WIOA services to target populations and sharing best practices with the American Job Center Network in Chicago and Cook County.

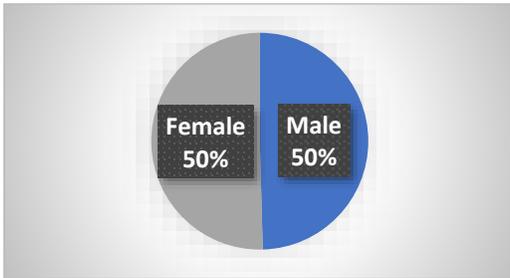
Through the provision of technical assistance, semi-monthly service provider meetings and monitoring quarterly status reports, The Partnership will ensure that a minimum of 80% of WIOA Adults served are within the statutory priority and/or veteran groups.

- **Describe how the local workforce areas will ensure equitable access to workforce and educational services through the following actions:**
  - **Disaggregating data by race, gender and target population to reveal where disparities and inequities exist in policies and programs.**

The Partnership regularly reviews disaggregated WIOA Title I data by race, gender, and target population characteristics to assess equitable access to services. This information is routinely shared with the WIB and its committees as well as with the Chief Elected Officials and their designees. Illustrated herein are

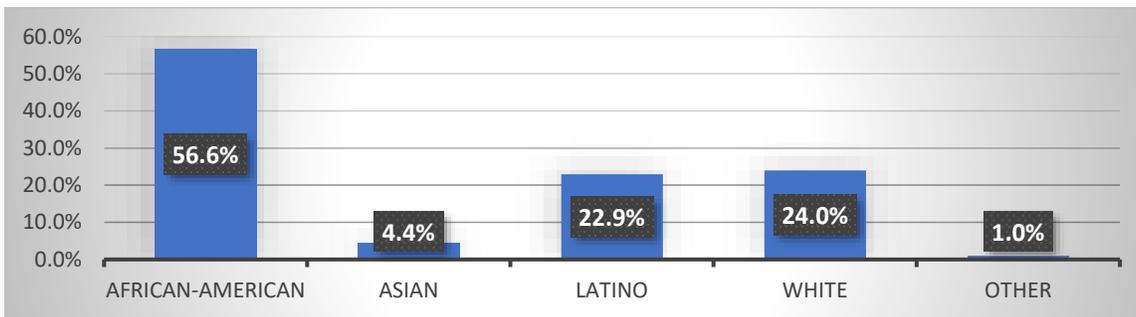
examples of data collection for the most recently completed program year in which 10,883 clients enrolled in Title I services.

*Figure 1: WIOA Title I Participants by Gender, Jul 1 2018 – June 30 2019*



Program Year 2018 participants were equally divided across gender.

*Figure 2: WIOA Title I Participants by Race/Ethnicity<sup>4</sup> July 1, 2018-June 30, 2019*

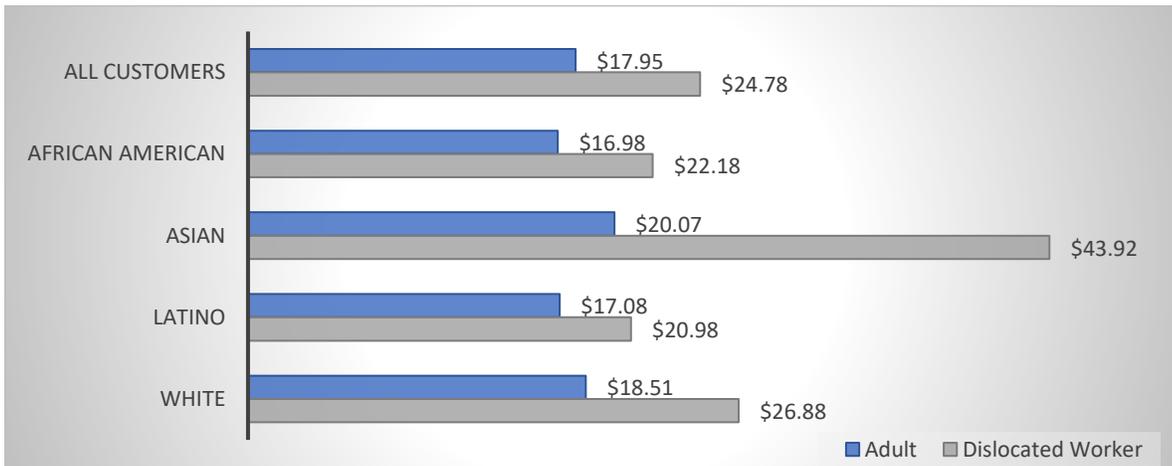


As illustrated, over half of all enrollees were African-American, and almost one-quarter identified as Latino

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<sup>4</sup> Participants may identify as more than one race; therefore, the total exceeds 100%. “Other” includes American Indian, Alaskan Native, Hawaiian Native, and Pacific Islander.

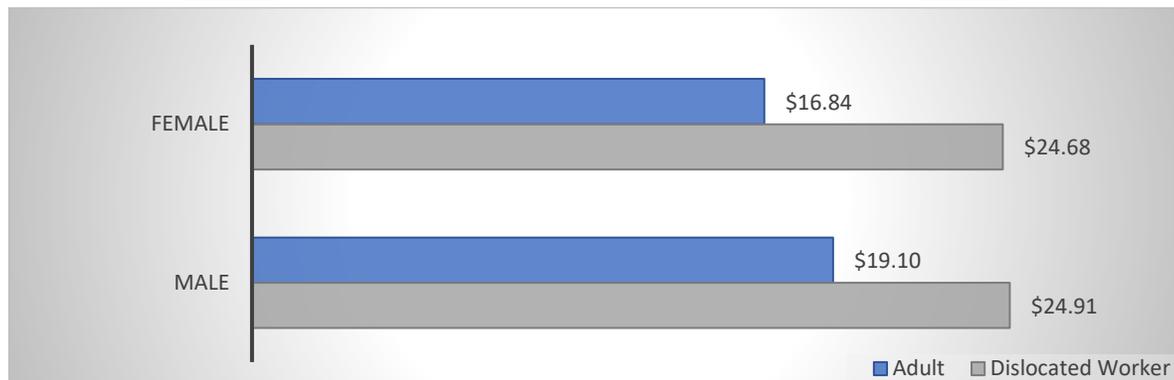
Figure 3: Average Hourly Wage at Exit by Race/Ethnicity, Adult & Dislocated July 1, 2018 – June 30, 2019



In Cook County, the median household income for African-Americans is only 50% that of Whites. Latino households (of any race) earn 69% of Whites<sup>5</sup>. When comparing the average hourly wage at exit for WIOA customers (Figure 3), the picture is more equitable. African-Americans and Latinos enrolled under the Adult program earned an average of \$17 per hour, compared with \$18.50 for Whites and \$20 for Asians. For recently laid off dislocated workers, the equity gap is wider with African-Americans earning \$22 per hour and Latinos \$21 compared with \$27 for re-employed whites and \$44 for Asians. This indicates that WIOA helps bridge the wage gap, but that more work is needed to achieve true economic equity.

<sup>5</sup> American Community Survey, 2017, Table S1903.

Figure 4: Average Hourly Wage at Exit by Gender, Adult & Dislocated July 1, 2018 – June 30, 2019



When comparing wage outcomes for men and women, there is a larger discrepancy among Adult participants. Females earned an average of less than \$17 per hour whereas males earned \$19 per hour. Both men and women enrolled as dislocated workers earned almost \$25 an hour upon program completion. (Figure 4.)

Many external factors contribute to economic inequity including, hiring bias, laws that prevent ex-offenders from working in certain industries, and access to transportation to name a few. While The Partnership cannot control all of these factors, one area for further research is racial and gender differences in training enrollment and job placement by sector.

For example, more women than men still gravitate towards the healthcare field. Entry-level Certified Nursing Assistant (CNA) jobs have low wages. However, with additional training, women with CNAs could advance into Licensed Practical Nursing, Registered Nursing, or other family-sustaining wage positions within the industry. Through the employer-led West Side United initiative, The Partnership provides incumbent worker training to four area hospitals serving the West Side of Chicago. Full-time employees of these institutions complete an 18-month Medical Assistant certification program at Malcolm X College and earn 30 college credits while maintaining their employment. This helps the employers

retain talent and the employees advance within a career pathway without having to sacrifice income to go back to school. The Medical Assistant Pathway Program is the first of its kind in this region. Additional occupations planned within this initiative are in the areas of Nursing and Healthcare Information Technology.

Over the next four years, The Partnership intends to review training and placement data to identify other patterns of access for jobseekers entering growth industries. This inquiry will be in alignment with the economic policy imperatives outlined by both the City and the County. Based on the findings, The Partnership will identify ways to ensure that all customers are aware of and have access to training and employment in high-growth, high-wage sectors.

Another way that The Partnership addresses equity is by funding a variety of jobseeker service models. American Job Centers are higher volume centers that are either collocated with or connected to all five WIOA Titles. Currently The Partnership supports 10 American Job Centers throughout Cook County. Delegate Agencies are community-based organizations focusing on serving special populations or specific geographies. Career Pathways and Bridge programs provide basic skills training along with occupational training and certification.

Table 1 shows the breakdown of Adult clients served under each model by targeted populations and race/ethnicity. While Delegate Agencies serve 32% of clients overall, they serve 84% of English language learners, 53% of homeless clients, 36% of individuals with disabilities, and 41% of offenders. Career Pathway/Bridge programs serve 6% of total participants, but 9% of those that are basic skills deficient. They also serve a slightly higher proportion of Latinos. American Job Centers are strong with single parents and veterans.

*Table 1: WIOA Adults Served by Agency Type and Targeted Population. Jobseekers enrolled July 1, 2018- June 30, 2019*

<b>Population</b>	<b>Total Served</b>	<b>American Job Centers</b>	<b>Delegate Agencies</b>	<b>Bridge / Career Pathways</b>
<b>Total Adults Served</b>	<b>4446</b>	<b>58%</b>	<b>32%</b>	<b>6%</b>
Basic Skills Deficient	1345	60%	29%	9%
English Language Learner	122	16%	84%	1%
Homeless	64	36%	53%	6%
Individuals w/Disabilities	86	56%	36%	8%
Low-Income	3888	58%	33%	5%
Offender	515	51%	41%	8%
Single Parents	671	61%	31%	2%
Veterans	126	63%	33%	2%
<b>Race/Ethnicity</b>				
African-American	2765	59%	29%	5%
Asian	247	36%	57%	5%
Latino	797	64%	25%	9%
White	866	57%	35%	7%

- **Developing equity goals in conjunction with the education system and prepare action plans to achieve them.**

As noted above, The Partnership currently reviews data with an eye towards equity. The Chicago Cook WIB has three planned strategies to better understand the demographic make-up and barriers of the job seekers served by the American Job Center Network in LWIA 7, and to use that data to implement equity goals in conjunction with a wide variety of partners.

First, The Partnership will analyze training industries and outcomes by race, ethnicity, and gender to assess concentrations in sectors or training programs by race and gender. Then staff will also determine if training outcomes, including successful completion, credential attainment, and employment, vary by race and

gender both across and within sectors. Based on the results of this analysis, The Partnership intends to refine training policies and work with the ITA-certified training partners to form technical assistance plans that address any resultant equity gaps.

Second, The Partnership will collaborate with state and local partners to attain a fuller picture of who the network serves. WIOA requires documented verification of any barriers used in determining eligibility, but does not require all barriers to be identified in order to deem an individual eligible for services. As a result, providers often do not record all job seeker barriers in the Career Connect data system, nor do participants disclose all barriers. Additionally, individuals may see a stigma in disclosing some barriers such as disability, or justice involvement at the time of application. In order to more accurately assess how well providers are serving participants in targeted populations, and align services accordingly, The Partnership is exploring data analysis projects with other major human service stakeholders. The Partnership recently entered a Memorandum of Understanding with the University of Chicago UrbanLabs to provide aggregated data about WIOA clients and their interactions with other public services. Additionally, The Partnership looks forward to seeing results from the State's Workforce Data Quality Initiative (WDQI) and Illinois Longitudinal Data System (ILDS) which will match data across eight state agencies.

Third, the Chicago area was selected as one of 10 cities participating in the Jobs and Opportunity Project, an initiative by JP Morgan Chase, the National Fund for Workforce Solutions, and PolicyLink. This study will use data to examine workforce trends and inequities that limit access to vulnerable populations seeking entry into the workforce and/or sustaining living wage careers. PolicyLink will develop a standardized data report for each city that analyzes systems and structures that accelerate opportunity and present barriers to equal access to careers. The Partnership and City Colleges of Chicago participate on the local Equity Workgroup, which will identify local data indicators that are not included in the standard 2020 WIOA Local Plan – Illinois LWIA 7

report and recommend strategies for improving equity and access. Input from other key stakeholders, such as Chicago Public Schools and local government entities, will be included in the process.

- **Exposing more high school students, particularly young women and minorities, to careers in science, technology, engineering and math fields.**

The Partnership currently funds several Sector Centers to engage businesses in growth industries and to educate the LWIA's network of American Job Centers and Delegate Agencies about career opportunities in these sectors. These include STEM fields such as Information Technology and Health Care. As the Chicago Cook WIB refines the role of Sector Centers, they will determine how to better connect them with youth-serving organizations to provide younger clients with information about and access to these career pathways.

In 2019, The Partnership launched Chicago Codes to address the lack of diversity in Chicago's tech sector while simultaneously developing a pool of untapped talent in some of the city's underserved communities. Chicago Codes is an 11-week, tuition-free, coding bootcamp funded through non-WIOA sources. Of the 40 students enrolled in the program, half were women and nearly all were people of color from distressed communities. Lessons from this pilot project will inform The Partnership's efforts to connect non-traditional workers with high-demand, high-wage careers in IT.

Further, The Partnership supports Career Launch Chicago, a grant-funded initiative to build a sustainable non-traditional apprenticeship pipeline between Chicago Public Schools (CPS), City Colleges of Chicago (CCC), and the public workforce system. Career Launch Chicago is a new public-private partnership that aims to build a robust youth apprenticeship system that connects education and workforce training, thereby launching students into high-demand careers. Through Career Launch, CPS and CCC will put in place the

tools, processes, and technology to support the successful onboarding, implementation, graduation, and employment for students and employers.

- **Exploring how effective mentor programs can be expanded to adults, particularly those who are displaced and moving to a new career.**

Currently, WIOA Title I mentoring programs generally focused on youth populations. The Partnership has found success using mentoring in work-based learning environments such as those used in the Opportunity Works initiative. Under Opportunity Works, a youth internship initiative detailed in section 4F in this plan, host businesses such as Chicago Magnesium have assign supportive supervisors to mentor interns on the jobsite, accelerating assimilation into their workforce and giving an enhanced and valuable work experience to the young adult participants.

The Partnership also has a history of employing adult peer mentorship as a successful tool to assist displaced workers affected by mass layoffs. In cases where a layoff event is large enough or in a specialized field for which skill transition will be difficult, The Partnership has sought and received funding to employ one or more of the dislocated workers as peer outreach and support staff. These individuals are trained in WIOA policy and processes and employed to recruit and mentor dislocated peers through workforce services and ultimately through transition to their next career opportunity.

- **Providing training to workforce program staff on data-driven approaches to address equity gaps.**

The Partnership provides reporting and data monitoring training to internal and external workforce program staff members for performance and quality control. Organizational leadership will use Chicago Cook WIB, staff, and provider meetings along with other forums to share findings on equity gaps and will work collaboratively with regional partners to develop strategies to close those gaps. This includes sharing

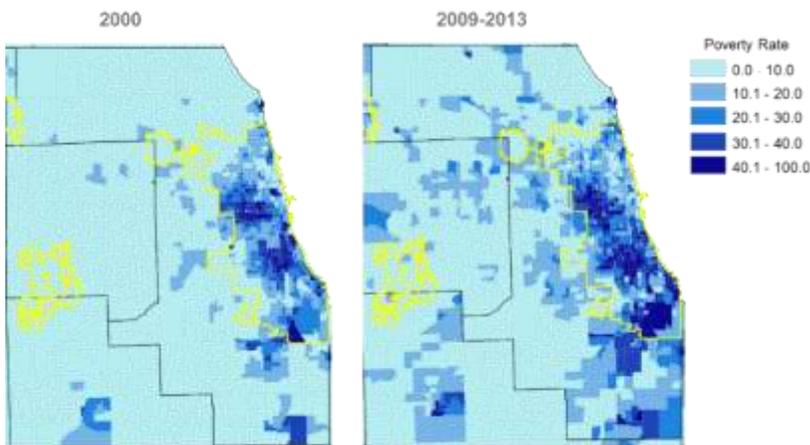
the data and equity strategies that emerge from the Jobs and Opportunity Project throughout the workforce system.

As opportunities arise, The Partnership seeks to add new capacity to data analytics efforts through specialized professional development. For example, in 2019 The Partnership were able to certify two data specialists through the Coleridge Institute’s *Applied Data Analytics* program. Targeted at government agency staff, the program provides training in core data analytics techniques by working on specific projects with real-world micro-data using the Administrative Data Research Facility (ADRF), a secure data analytics environment. The Partnership will continue to progressively provide staff with such enhanced capacity as opportunities and resources align.

- **Ensuring workforce services are strategically located in relation to the populations in most need**

Since 2000, poverty rates have grown throughout Cook County (Figure 5). However, poverty grew fastest on the south and west sides of Chicago and in south suburban Cook County. These areas are also home to large concentrations of African American and Latino residents.

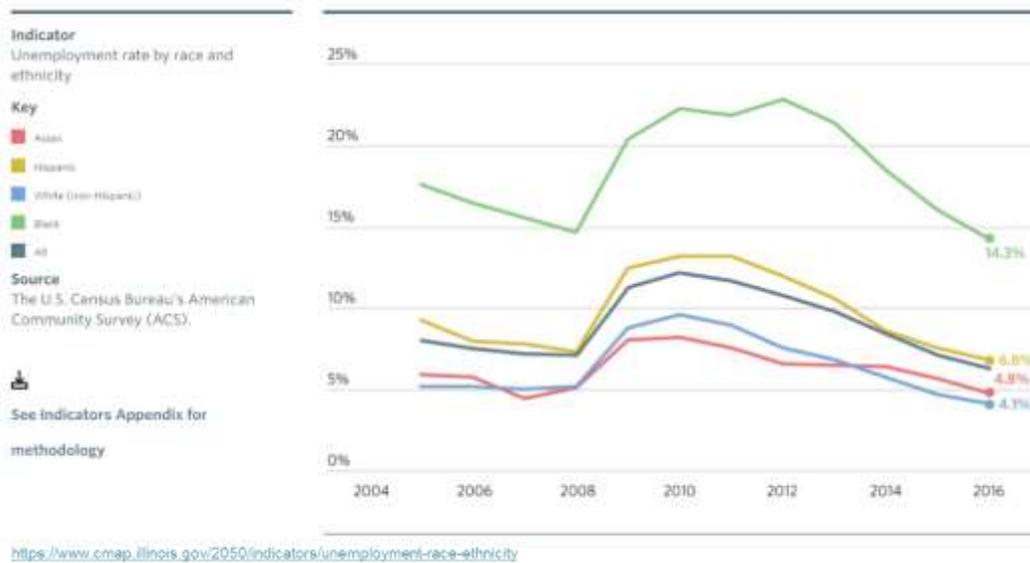
*Figure 5: Geography of Poverty Rates in Cook County*



Source: Brookings analysis of U.S. Census Bureau data

Although unemployment rates throughout the Chicago metropolitan area have declined steadily since 2012, in 2016 the unemployment rates for African Americans was over three times higher than for non-Latino whites (Figure 6). Latinos were one-and-a-half times more likely to be unemployed than whites.

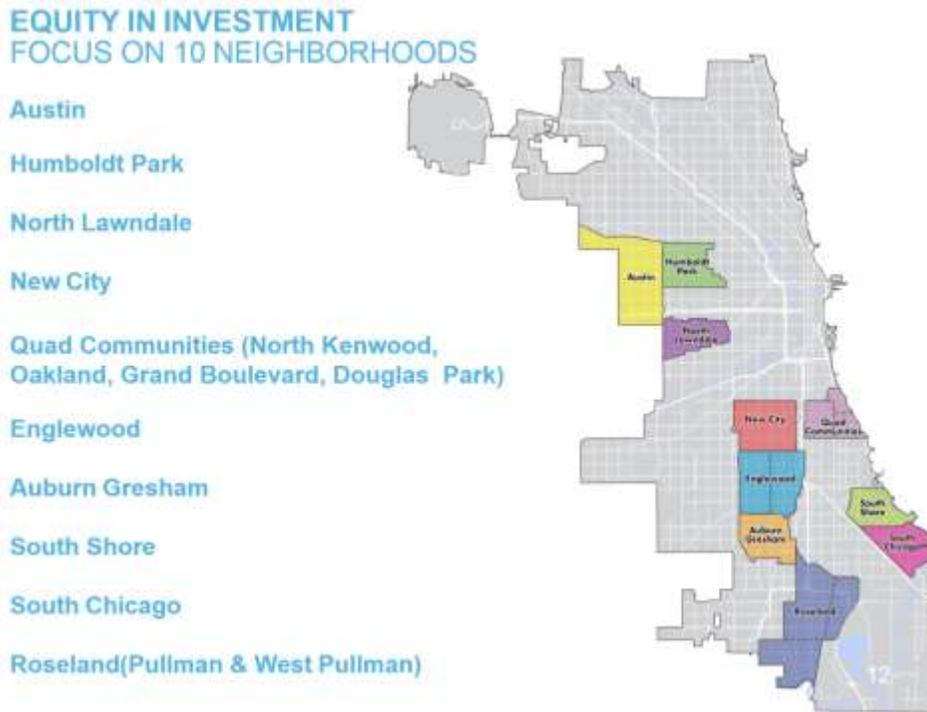
Figure 6: Unemployment Disparity Rates in the Chicago Metropolitan Area



In 2019, the City of Chicago launched INVEST South/West, an unprecedented community improvement initiative from Mayor Lightfoot to marshal the resources of multiple City departments, community organizations, and corporate partners toward 10 neighborhoods on Chicago’s South and West sides (Figure 7).

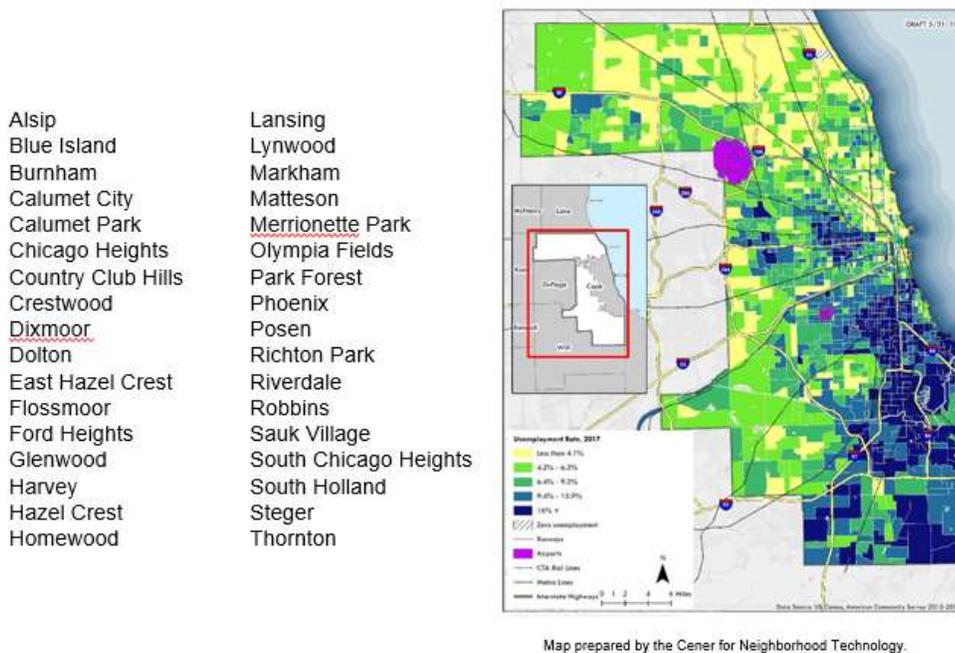
Through this groundbreaking collaborative by government, businesses, philanthropies, and community leaders, the City will align more than \$750 million in public funding over the next three years. The initiative will seek to maximize those public investments in order to attract private capital, respond to changing commercial trends and enrich local culture.

Figure 7: INVEST South/West Communities



Through multiple regional planning efforts, Cook County developed a Comprehensive Economic Development Strategy that aims to address economic and racial inequity by aligning resources and targeting investments towards infrastructure, growing businesses, and human capital. The Partnership works closely with the Cook County Bureau of Economic Development, Housing Authority of Cook County, and aligned initiatives like the South Suburban Economic Growth Initiative, and the Chicago Metro Metals Consortium to pursue policies and programs that create an environment for economic growth. These efforts have an intentional focus on reducing inequities in areas that have historically experienced disinvestment in infrastructure, unjust housing policies, and a loss of jobs and economic opportunity. Cook County has identified 34 suburban towns and municipalities that they are prioritizing for investments in community and economic development. (Figure 8).

Figure 8: Cook County Priority Communities



Currently, LWIA 7 has ten American Job Centers, including five in the City of Chicago and five in suburban Cook County. These high-volume centers provide access to all WIOA Titles and are located to facilitate equal access throughout the service area. In addition, The Partnership also funds 42 Delegate Agencies to provide services in targeted geographies or to targeted populations such as returning citizens and youth with disabilities.

Over the next four years The Partnership plans to revisit the geographic locations of its American Job Centers and Delegate Agencies to ensure alignment with the City and County priority communities. The Chicago Cook WIB will explore several strategies to bring services into targeted areas that do not currently have service providers physically located in the community:

- Use the provider procurement process to establish services in targeted areas
- Implement innovative strategies to outreach and provide services in nearby communities that do not have physical workforce centers

- Collaborate with City and County officials to remove transportation and other barriers that prevent jobseekers from accessing current service locations

**H. Provide a description of training policies and activities in the local area, including:**

- **How local areas will meet the annual Training Expenditure Requirement (WIOA Policy Chapter 8, Section 4<sup>6</sup>);**

The Partnership budgets a minimum of 50% of WIOA Adult and Dislocated Worker program funds for training. The Chicago Cook WIB requires the public workforce network of American Job Centers, Delegate Agencies, and Sector Centers to make available various types of WIOA training tailored to the specific needs of jobseekers and employers. Staff from The Partnership regularly monitor and evaluate this activity to ensure total compliance therewith.

- **How local areas will encourage the use of work-based learning strategies, including the local area goals for specific work-based learning activities and proposed outcomes related to these activities;**

In recent years, The Partnership has invested more than 75% of training expenditures in Individual Training Accounts, for which the need and demand is overwhelming, splitting the remaining training funds between On-the-Job Training (OJT), Incumbent Worker Training (IWT), and Career Pathways trainings. Considering the persistent and increasing demand for business-facing training models, The Partnership will conduct a thorough analysis of training data across models, including enrollment and outcomes, alongside labor market information and best practices from other LWIAs. Based on the findings, The Partnership will set ambitious targets around the number or percent increases in OJT and

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<sup>6</sup> <https://apps.il-work-net.com/WIOAPolicy/Policy/Index/250>

IWT and will identify and strategically engage employers in order to facilitate this shift. The engagement strategy will include outreach to the employer community through Chambers of Commerce, industry associations, the County's Bureau of Economic Development and the Office of the Mayor of Chicago; and will result in the creation and marketing of a robust menu of WIOA services designed to support employer customers efforts to build a skilled workforce.

Supporting the efforts of WIOA core and mandated partners, The Partnership also engages actively in support of work-based learning strategies derived from other funding streams. Community Colleges, Secondary Districts, philanthropic and public/private partnerships have found that aligning with the WIOA system can bring the benefit of tangible leveraged supports for their participants. To that end, the Partnership has engaged in apprenticeship efforts, bridge programs, and other initiatives described elsewhere in this plan in order to encourage co-enrollment and the use of WIOA supports.

- **Provide a copy of the local Individual Training Account Policy and describe how training services outlined in WIOA Sec. 134 will be provided through the use of individual training accounts, including, if contracts for training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter, and how the Local Board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided (§ 679.560(b)(18)); and**

The Individual Training Account Policy Letter, dated September 2019, is attached (Attachment D). The American Job Centers facilitate each jobseeker's ITA application and training selection process. American Job Center career advisors assist job seekers with researching and selecting training programs that align with the job seeker's IEP. Jobseekers use their training vouchers with approved training programs / providers listed on the Illinois Workforce Development System (IWDS) certified training provider list.

The Partnership contracts with a third-party entity, referred to as the Training Assessment and Referral Agency (or TARA) to process ITAs. The TARA analyzes patterns and trends and provides a system of checks and balances to ensure participants receive equitable services and to minimize conflicts of interest. Customers are required to research different training providers and conduct site visits, as well as check outcomes for the training provider on Illinois WorkNet. The TARA monitors the referral process and contacts clients to ensure they are exercising informed customer choice.

Individual Training Accounts are by design a tool of customer choice, meaning that customers are free to choose from any approved training program for which they qualify. This framework has led to disproportionate spending in two categories of occupational training; nearly two-thirds of ITAs (by volume and by dollar amount) are invested in commercial driver's licenses and entry level healthcare certifications (certified nursing assistants, patient care technicians, phlebotomists, etc.). The Partnership is committed to exploring ways to diversify this investment across a greater variety of high demand occupational training while ensuring alignment with the economic and community development initiatives of the City of Chicago and Cook County

- **Provide a copy of the local training provider approval policy and procedures. Describe how the Local Board will ensure the continuous improvement of eligible providers of services through the system and that the providers will meet the employment needs of local employers, workers and jobseekers.**

The Training Provider Eligibility and Certification Policy Letter (dated April 2017) is attached (Attachment E). At the inception of the Chicago Cook Workforce Partnership in 2012, staff reviewed the extensive list of eligible training providers from three local workforce investment areas and sought to pare it down to ensure job-seekers would be pursuing training for jobs in high-growth, high-wage industries. The Partnership reduced the then list of more than 700 occupations to a considerably smaller 40

occupational clusters. The occupations are both high-growth and high-demand and provide at minimum family supporting wages as set forth by Cook County. Based upon the duration and complexity of training then assigned maximum tuition levels to each occupation. Finally, in accordance with labor market information The Chicago Cook WIB narrowed the workforce system's focus to seven high-growth sectors for the region – Healthcare, Transportation, Distribution and Logistics, Information Technology, Business and Professional Services, Manufacturing, Hospitality, Culinary and Retail. The Partnership reviews the local Eligible Training Provider List on a quarterly basis to ensure it reflects the current local employment needs. The review covers existing programs whose continued eligibility is subject to renewal, as well as new programs. As a result, over the past eight years, the Chicago Cook WIB has continued to refine the list, adding new target sectors, such as construction, and new occupations, such as early childhood education and addiction counseling. The Workforce Innovation Board reviews and approves all such changes.

Additionally, The Partnership seeks continuous input from American Job Center, Delegate Agency, Business Intermediary and Sector Center staff. The Partnership shares training information with the network of American Job Centers and Delegate Agencies through quarterly contractors meetings and they in return are able to offer suggestions for improvement, share information on training providers in need of technical assistance, and facilitate linkages to the Sector Centers.

**I. Describe if the local workforce board will authorize the transfer of WIOA Title IB workforce funds, including the maximum dollar amount and/or percentage that is authorized to be transferred on an annual basis:**

- **To transfer funds between the adult and dislocated worker funding streams.**
- **To use funds for incumbent worker training as outlined in WIOA Sec. 134(d)(4)(A)(i).**

- **To use funds for transitional jobs as outlined in WIOA Sec. 134(d)(5).**
- **To use funds for pay for performance contracts as outlined in WIOA Sec. 133(b)(2-3).**

Each year The Partnership submits a planned annual WIOA program budget to the Chicago Cook Workforce Innovation Board. Any recommended plans for transfer of WIOA funds between Adult and Dislocated Worker funding streams are included in the budget as are any requests for incumbent worker training funds. Transfer of funds between Dislocated Worker and Adult streams along with the amount reserved for incumbent worker training are based on available dollars and local needs. The Partnership continuously evaluates the demand for funding. The Partnership may request modifications to the budget including transfer of funds and increases in incumbent worker funds during the program year as needed, to address issues and/or shortfalls. Recommendations for a budget modification are presented to the Board for approval and submitted to DCEO.

The Partnership does not currently plan to use transitional job models within WIOA. The Partnership is researching performance-based model contracts and reserves the right to pilot this model in the future.

## **Chapter 5: Performance Goals and Evaluation – Local Component**

**The plan must include information on the actions the Local Board will take toward becoming or remaining a high performing board, consistent with the factors developed by the State Board (WIOA Sec. 101(d)(6)) and (§ 679.560(b)(17)).**

**A. Provide information regarding the local levels of performance negotiated with the Governor and chief elected official consistent with WIOA Sec. 116(c), to be used to measure the performance of the local area and to be used by the Local Board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I Subtitle B and the one-stop delivery system (core and required partners as applicable) in the local area (§ 679.560(b)(16)).**

- **WIOA Performance Measures**
- **Additional State Performance Measures**

In PY 2019, The Partnership exceeded all the WIOA performance measurement goals. The Partnership regularly monitors and provides technical assistance to its contractors on the WIOA performance measures of each service provider within the network. The Partnership sets additional benchmarks with service providers such as number of new enrollments, number of placements and percentage of positive exits. Providers failing benchmark goals are placed on a Program Improvement Plan for one quarter and subject to termination if progress is not demonstrated.

Table 2: LWIA 7 Current Performance

Performance Measure	PY 2018 Performance Outcomes	PY 2019 Performance Goals
<b>Adult</b>		
Employment Rate 2nd Quarter after Exit	74.03%	70%
Employment Rate 4th Quarter after Exit	70.16%	68%
Median Earnings	\$6,489	\$4,500
Credential Attainment	69.96%	58%
<b>Dislocated Workers</b>		
Employment Rate 2nd Quarter after Exit	80.21%	76%
Employment Rate 4th Quarter after Exit	76.98%	75%
Median Earnings	\$9,679	\$6,225
Credential Attainment	68.21%	59%
<b>Youth</b>		
Employment/Placement in Education Rate 2nd Quarter after Exit	73.46%	62%
Employment/Placement in Education Rate 4th Quarter after Exit	69.12%	58%
Credential Attainment	67.52%	60%

The Partnership is awaiting direction from the State to implement any additional measures.

**B. Provide a description of the current and planned evaluation activities and how this information will be provided to the local board and program administrators as appropriate.**

- **What existing service delivery strategies will be expanded based on promising return on investment?**

The Partnership has undertaken the following evaluation activities to identify service strategies that yield the most promising return on investment.

- Comparison of program costs and outcomes across existing service models and service providers:
  - Comparative cost analysis of Youth, Adult, and Dislocated Worker programs
  - Comparative cost analysis of American Job Centers, Delegate Agencies, and Career Pathway programs as job seeker-facing service models

- Comparative cost analysis of Sector Centers, Business Intermediary, Incumbent Worker Training, On-the-Job Training, and Individual Training Accounts as business-facing strategies
- Comparison of service, training, credential, employment, and wage outcomes across American Job Center, Delegate Agency, and Career Pathway, service models
- Comparison of service, training, credential, employment, and wage outcomes across ten American Job Centers within The Partnership’s network of providers
- Analysis of strengths and weaknesses of existing service delivery system with respect to cost-effectiveness and performance
- Assessment of geographic coverage of existing service delivery system:
  - Evaluation of existing service locations in consideration of demographic and socioeconomic characteristics of communities throughout LWIA 7
  - Evaluation of existing service locations in consideration of transportation and other accessibility factors
  - Evaluation of existing service locations in consideration of economic development priorities of Cook County and the City of Chicago
  - Evaluation of existing service locations in consideration of cost efficiency
  - Evaluation of existing service locations in consideration of service integration with WIOA Core Partners
  - Evaluation of number of existing service locations in consideration of program funding capacity and cost efficiency
- Evaluation of existing service strategies for priority populations:
  - Analysis of existing service delivery system’s responsiveness to priority populations with high rates of unemployment
  - Evaluation of capacity within existing service provider network for effectively serving high-need priority populations in Chicago and Cook County, including veterans, formerly incarcerated persons, persons with disabilities, and persons with substance use disorders
  - Assessment of The Partnership’s data collection practices with respect to comprehensive capture of the system’s service to priority populations
  - Assessment of service strategies in consideration of City of Chicago and Cook County strategies for priority populations

- Evaluation of existing business engagement strategies:
  - Analysis of business services in consideration of the size and projected growth of employment sectors in the region
  - Analysis of wages and projected growth of occupations in which Youth, Adult, and Dislocated Worker program participants are placed
  - Comparison of service, sector-based employment, and wage outcomes across business-facing models (Sector Centers) and job seeker-facing models (American Job Centers, Delegate Agencies, Career Pathway programs)
  - Evaluation of functions of Sector Centers vis-à-vis American Job Centers, Delegate Agencies, and Career Pathway programs
  - Evaluation of functions of Sector Centers vis-à-vis employers
- Evaluation of existing customer training strategies:
  - Comparative cost analysis of On-the-Job Training (OJT), Incumbent Worker Training (IWT), Career Pathway programs, and Individual Training Accounts (ITA) as current training strategies
  - Comparison of service, employment, and wage outcomes by training sector across IWT and ITA service models for Adults, Dislocated Workers, and Youth
  - Analysis of expenditure and performance outcomes of ITA “customer choice” model
  - Analysis of potential realignment of funds between IWT, OJT, Career Pathway, and ITA training models
- Evaluation of ongoing efforts to integrate service delivery with other WIOA Core Partners; Adult Education and Literacy (Title II), Illinois Department of Employment Security (Title III), Illinois Department of Human Resources Division of Rehabilitation Services (Title IV):
  - Analysis of current state of service integration with respect to physical collocation, utilization of technology for collaboration, Core Partner engagement, knowledge transfer between Core Partners, data sharing, customer experience, and employer experience
  - Formulation of research plan for ongoing Service Integration Self-Assessment Process

In addition to the above evaluation activities, The Partnership will also evaluate the following strategies as a result of the public comments received on the WIOA Local Plan:

- Existing level of sector-specific services within The Partnership’s seven high growth sectors including:
  - Evaluating the need for a new Sector Center in sectors beyond the three current Sector Centers in IT, Retail and Hospitality, and Healthcare
  - Evaluating ways to deepen collaboration between The Partnership and its partners, like Cook County, around employer driven, sector-based partnerships to increase competitiveness of a sector, including manufacturing
- Feasibility of developing and investing in mutually beneficial tools with Cook County and other partners including TPM (Talent Pipeline Management)
- Ways to collaborate and leverage resources to provide common platforms for The Partnership, Cook County, and other partners to engage employers
- Ways to collaborate with partners like the Chicago Jobs Council to provide training and clarity for Delegate Agencies on allowable braiding and blending of funding sources
- Current service integration strategies that can be expanded beyond WIOA Core Partners and MOU partners like DFSS to include other organizations also serving jobseekers such as organizations specialized in serving harder to serve populations like individuals experiencing homelessness
- Local needs for transitional jobs programs and an explore potential alternative sources of funding available to operate transitional jobs programs
- Internal data collected on WIOA funds used towards supportive services as well as evaluation of opportunities to share this data analysis
- Feasibility and value of piloting an “employment navigator” to increase access to employment and training services for individuals experiencing homelessness
- Ways to further leverage ongoing digital literacy efforts to expand access to jobseekers experiencing homelessness
- Ways to collaborate with organizations like the Chicago Continuum of Care to implement training for Delegate Agencies on the rights of economically vulnerable jobseekers such as individuals experiencing homelessness

The Partnership will continue to provide information on the process and results of the above-mentioned evaluation activities to the local board at quarterly board meetings and did so at a board retreat dedicated to soliciting feedback for the LWIA 7 Local Plan. Program administrators have participated in the above-

mentioned evaluation activities as members of The Partnership's Local Plan Committee and receive and discuss related information in weekly committee meetings.

The Partnership has entered several data share agreements to help evaluate service delivery strategies and outcomes for special populations. In partnership with the University of Chicago's Urban Labs, organizational leadership plans to analyze the characteristics and outcomes of Youth customers. Additionally, The Partnership plans to continue its collaboration with All Chicago to evaluate service delivery strategies for homeless customers and identify strategies with the most promising return on investment.

The Partnership will at relevant times provide information on planned evaluation activities to the local board at quarterly board meetings. The Partnership will inform and engage relevant program administrators on planned evaluation activities through ongoing program meetings.

- **What existing service delivery strategies will be curtailed or eliminated based on minimal return on investment?**

Based on evaluation of return on investment and other factors, The Partnership will:

- Explore methods for expanding service delivery in geographies with the greatest need and curtailing service delivery in geographies with less need
- Explore alternative models for expanding service delivery in high-need geographies that lack service providers with the capacity to operate WIOA programs, such as satellite service locations at public libraries and community colleges, mobile service delivery, and virtual service delivery
- Expand targeted marketing and community outreach efforts to increase participation by job seekers from high-need populations and geographies
- Eliminate business engagement functions that yield minimal return on investment and/or duplicate functions fulfilled by American Job Centers and Delegate Agencies
- Align sector strategies with those of Cook County and the City of Chicago

- Expand incentives and requirements for American Job Centers and Delegate Agencies to collaborate with Sector Centers
- Expand existing/develop new efforts to educate employers on WIOA business services and labor market conditions
- Expand employer-based training services (On-the-Job Training, Incumbent Worker Training, Customized Training)
- **What new service strategies will be used to address regional educational and training needs based on promising return on investment?**
  - **What return on investment and qualitative outcome data for various education and training programs will be collected to identify barriers to enrollment?**
  - **What are the most cost-effective approaches to taking down those barriers or helping residents overcome them?**

As outlined in section 4H, The Partnership invests 50% of Adult and Dislocated Worker program dollars in workforce training. More than three-quarters of those training dollars are invested in Individual Training Accounts, a customer-choice model that allows jobseekers to spend a training voucher on approved programs. The remaining training funds are split between Incumbent Worker Training, On the Job Training, and Career Pathways training. The Partnership has begun to analyze training data across models, including enrollment and outcomes, alongside labor market information and best practices from other LWIAs around training barriered populations. Initial findings show that the largest segment of ITAs are spent on training for Commercial Drivers Licenses and entry level healthcare occupations such as Certified Nursing Assistants. The Partnership’s goal is to encourage people to both consider and utilize ITAs for other high growth – high demand occupations, thus diversifying The Partnership’s training investments, and to connect job seekers who face barriers to employment to supportive training environments that yield high impact results.

## **Chapter 6: Technical Requirements and Assurances – Local Component**

This chapter includes the technical requirements and assurances that are required by the Workforce Innovation and Opportunity Act (WIOA Sec. 121 (c)(2)(iv)).

### **A. Fiscal Management**

- **Identify the entity responsible for the disbursement of grant funds described in WIOA Sec. 107(d)(12)(B)(i)(III) as determined by the chief elected official or the Governor under WIOA Sec. 107(d)(12)(B)(i) (§ 679.560(b)(14)).**

The Chicago Cook Workforce Partnership is the designated administrative entity responsible for the disbursement of WIOA funds in Chicago and Cook County (LWIA 7).

- **Provide a copy of the local procurement policies and procedures and describe the competitive procurement process that will be used to award the subgrants and contracts for WIOA Title I activities (§ 679.560(b)(15)).**

The Partnership utilizes a request-for-proposals process to competitively procure American Job Centers and other Title I service providers, the One Stop Operator role, and other services. Please see attached Procurement Policy Letter, dated March 30, 2017 (Attachment F).

### **B. Physical and Programmatic Accessibility**

- **Describe how entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA Sec. 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities (§ 679.560(b)(5)(iii)).**

The Comprehensive American Job Centers will maintain a culture of inclusiveness in compliance with Section 188 of WIOA 29 CFR 38, the Americans with Disabilities Act Amendments Act of 2008 (ADAAA), and all other applicable statutory and regulatory requirements. The WIOA Partners shall not unlawfully discriminate, harass or allow harassment against any employee, or applicant for employment or services due to gender, race, color, ancestry, religion, national origin, veteran status, physical disability, mental disability, medical condition(s), age, sexual orientation or marital status. Partners will assure compliance with the Americans with Disabilities Act (ADA) of 1990 and its amendments, which prohibits discrimination on the basis of disability, as well as other applicable regulations and guidelines issued pursuant to the ADAAA. Additionally, partners agree to fully comply with the provisions of WIOA Title I, Section 504 of the Rehabilitation Act of 1973, Title VII of the Civil Rights act of 1964, the Age Discrimination Act of 1975, and Title IX of the Education Amendments of 1972, WIOA Title IB, 29 CFR Part 38 and all other regulations implementing the aforementioned laws.

In partnership and cooperation with the WIOA partners and Equal Opportunity (EO) staff of The Partnership, the LWIA 7 Comprehensive One-stop Centers have at least one fully accessible workstation with staff trained on the operations of the adaptive equipment and programs. The WIOA Title I partners also commit to offering priority for services to veterans, recipients of public assistance, other low-income individuals or individuals who are basic skills deficient when providing individualized career services and training services with WIOA adult funds.

Additionally, the physical characteristics of the facilities, both indoor and outdoor, meet compliance with 29 CFR Part 38, or most recent ADAAA standards for Accessible Design and the Uniform Federal Accessibility Standards. In some cases, the facilities are leased by neither The Partnership nor its service providers (e.g., IDES CMS or the City of Chicago). In this case, organizational leadership is in active, urgent and ongoing negotiations with the parties to continue ADAAA compliance.

Services are available in a convenient, high traffic and accessible location taking into account reasonable distance from public transportation and adequate parking (including parking clearly marked for individuals with disabilities). Indoor space is/will be designed in an “equal and meaningful” manner providing access for individuals with disabilities.

Additionally, in terms of programmatic accessibility, all WIOA partners agree that they will not discriminate in their employment practices or services on the basis of race, color, creed, religion, sex (including pregnancy, childbirth and related medical conditions, sex stereotyping, transgender status and gender identity) national origin (including limited English proficiency), age, disability, or political affiliation or belief, veteran’s status, or on the basis of any other classification protected under state or federal law. The Partnership and WIOA partners have policies and procedures to address these issues, and those policies and procedures have been disseminated to staff/employees and otherwise posted as required by law. The Partnership and WIOA partners further assure that all are currently in compliance with all applicable state and federal laws and regulations regarding these issues.

All WIOA partners will cooperate with compliance monitoring that is conducted at the local level to ensure that all Comprehensive American Job Centers, programs, services, technology and materials are accessible and available to all. The LWIA 7 Equal Opportunity Officer has over 11 years of EO experience, and her network of internal EO designees at each Center, continually and expeditiously resolve any problems or complaints that might arise.

The Partnership has a combination of procedures and guidelines that enable the Comprehensive American Job Centers to successfully provide individuals with complete access to all services, such as Sign Language Interpreter Services (CAIRS) and Language Services (PROPIO). In addition to Propio services, bilingual staff is available to assist and translate at most Comprehensive American Job Centers. Request

for Reasonable Accommodation is in place to assist individuals upon request. If, additional services are required, individuals are also referred to WIOA vocational rehabilitation partners, Illinois Department of Human Services-Division of Rehabilitation Services. Also, technology translation assistance is available through Google Translate.

These services will be provided “on demand” and in “real time” in the physical American Job Center in person or via technology consistent with the “direct linkage” requirement as defined in WIOA (WIOA Section 121(b)(1)(A) and Section 678.305(d) of the draft Notice of Proposed Rulemaking). Additionally, staff members will be trained to provide services to all, regardless of range of abilities, mobility, age, language, learning style and intelligence or education level. An interpreter will be provided “in real time” as provided by the vendor to any customer with a language barrier.

The Comprehensive One-Stop centers refer individuals with barriers to employment to appropriate workshops such as reading and/or math literacy training, job readiness training, computer literacy training and/or vocational training if it has been determined that the training will lead to employment opportunity in that field of study. The Comprehensive One-Stop centers are provided with other material, equipment, and software to assist and address the needs of the individual with barriers to employment, including individuals with disabilities. Individuals with disabilities accessing services at the Comprehensive one-stop centers have access to the center’s resources not limited to: TTY and/or TextNet (Internet TTY services), Sign language Interpretation Service, Computer, Printer, Phone, Assistive Technology (scanning/reading software, specialty ergonomic keyboard/mouse etc.). The One-Stop centers are educated on the WIOA 2014, Title 29 Part 38, Section 188 Nondiscrimination and Equal Opportunity regulations. The One-Stop centers adhere to and apply the EO policy and procedures to their daily operation as they assist and address the needs of individuals and individuals with disabilities.

The Comprehensive One-Stop centers have a selection of Assistive Technologies, listed below, available for individuals with disabilities. The assistive technology is available upon request and/or as needed for the following services; Orientation, Registration, Testing, Workshops, Job Fairs, Rapid Response and the Resource Room. In addition, the Comprehensive one-stop centers have access to TextNet Services (Online TTY) to assist individuals that are Deaf and/or Hearing Impaired and Language Services to assist individuals with Limited English Proficiency (LEP). If an individual's needs are not within the Comprehensive One-Stop center staff ability to address, in accordance with the "direct linkage" requirement under WIOA, the Comprehensive one-stop center will refer the individual to a WIOA partner (e.g. IDHS-DRS, IDES, Housing and Urban Development and others) that has the appropriate services and ability to assist the individual. This will be done within a reasonable time by phone or real-time.

Additionally, assistive devices, including but not limited to the following are currently available and being updated and distributed:

- TextNet
- ZoomText
- JAWS (a screen-reading software program)
- OpenBook
- Dragon (a screen-reading software program)
- MS Office Professional (8 or higher)
- Wynn Wizard
- Computers
- Large Screen Monitors
- Intellikeys/Keyboard
- Enlarged Keyboard
- Adjustable Keyboard Trays
- Trackball Mouse
- Adaptive mouse and keyboard
- Large Print Labels (for keyboard)
- Scanners
- Magnifiers
- Headphones
- Audio Tape Players
- Adjustable Table/Chairs
- Pocket Talker (Assistive Listening System)

- Staff (Real Time) Reader
  - Braille
  - Large print material
  - Audio Tapes
  - Text transcripts
  - Television w/ closed and open captions
  - Video Tapes
- **Provide copies of executed cooperative agreements (as applicable) which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop system, with respect to efforts that will enhance the provision of services to individuals with disabilities (§679.560(b)(13)). This may include cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers and other efforts at cooperation, collaboration and coordination.**

The Local Workforce Innovation Area 7 WIOA MOU is attached (Attachment A).

### C. Plan Development and Public Comment

- **Describe the process used by the Local Board, consistent with WIOA Sec. 108(d), to provide a 30-day public comment period prior to submission of the plan, including an opportunity to have input into the development of the local plan, particularly for representatives of businesses, education and labor organizations (§ 679.560(b)(19)).**

The Chicago Cook Workforce Partnership posted the proposed WIOA Local Plan on The Partnership’s website on February 14, 2020, with instructions to submit public comment by email to [localplan2020@chicookworks.org](mailto:localplan2020@chicookworks.org). Comments were accepted at this email address through 5:00 PM on March 16, 2020.

To encourage public comment, The Partnership promoted the Local Plan public comment period through in person contact, social media, and email throughout its network of businesses, education institutions,

labor organizations, government agencies, elected officials, policy organizations, foundations, and service providers. Additionally, The Partnership published the following notice in the Chicago Sun-Times on February 12, 2020 and in the Chicago Tribune on February 13, 2020 to invite members of the public to comment on our proposed 2020 local plan:

“Chicago/Cook County Workforce Innovation and Opportunity Act 2020-2024 Local Plan is posted for public comment on 2/14/2020 at [www.chicookworks.org](http://www.chicookworks.org).”

During and after the public comment period, The Partnership reviewed all submitted comments and considered them in relation to the overall strategy of the Chicago Cook WIB. Comments that aligned with or enhanced organizational strategy were incorporated into the body of the WIOA Local Plan. All comments submitted to The Partnership during the public comment period can be found in Attachment G.

Additionally, The Partnership enacted a series of activities to engage stakeholders in the development of the Local Plan before the public comment period. Beginning in October 2019, staff from The Partnership conducted the following action steps to ensure that a diversity of opinions, strategies, and expertise were consulted during the development of the Local Plan:

- Literature review of policy documents, data sets, reports, surveys, analysis of promising practices, position statements and other existing documents that have bearing on workforce development policy
- Focus groups with Chicago Cook Workforce Innovation Board committees, delegate agencies and AJC Title 1 providers, individuals with lived experiences from target populations, business service staff, and the Chicago Workforce Funders Alliance
- Briefings with the Chicago Cook WIB, WIOA mandated and required partners, and policy leadership staff from the offices of the Mayor of Chicago and the President of Cook County

- Individual conversations with thought leaders and subject matter experts
- Online surveys of businesses, jobs seekers, and required partners
- Anonymized survey of service contractors of The Partnership
- Strategic planning retreat with the Chicago Cook WIB

Information and perspective gained during the stakeholder engagement process considered the viewpoints of businesses, organized labor, educational institutions, job seekers, foundations, policy organizations, and elected officials; and informed the development of the WIOA Local Plan. Individuals who participated in stakeholder engagement were also invited to submit public comments during the 30-day period.

- **Provide a summary of the public comments received and how this information was addressed by the CEO, partners and the Local Board in the final plan.**

The Partnership received four public comments from the following local stakeholders: The Cook County Bureau of Economic Development, Chicago Jobs Council, Skills for Chicagoland’s Future, and The Employment Task Force of The Chicago Continuum of Care. The Partnership would like to thank all four stakeholders for their engagement in this process and for submitting such thoughtful comments on the WIOA Local Plan. The following response includes a summary of the comments. The full comments are available in Attachment G to this Plan.

The CEO reviewed all public comments submitted while the WIOA Local Plan was posted for public comment and greatly appreciated the recommendations from these four stakeholders. Additionally, all public comments were shared with the members of the Chicago Cook Workforce Innovation Board for their review and input. In response, The Partnership made changes to the WIOA Local Plan in Chapter 5

Section B to add the strategies now under consideration as a result of these comments. The following section summarizes the comments received.

### Cook County Bureau of Economic Development Comment Summary

The Cook County Bureau of Economic Development (Cook County) submitted eight recommendations for consideration:

1. Commit to striving for greater parity of facilities and services between the City of Chicago and suburban Cook County.
2. Consider Cook County's "Priority Communities" (Health Communities, Open Communities, Sustainable Communities, Safe and Thriving Communities, Vital Communities, and Smart Communities) as prioritized for strategic implementation.
3. Re-establish Manufacturing Sector Center(s) to focus on the employment needs of manufacturers.
4. Expand pro-active lay-off aversion strategies.
5. Deeper collaboration with Cook County regarding employer driven, sector based and community supported partnerships to increase the competitiveness of a sector such as manufacturing.
6. Develop and share mutually beneficial tools like TPM (Talent Pipeline Management) and approaches to sharing tax relief entities.
7. Collaborate and leverage resources to provide common platforms to engage employers.
8. Adopt a forward-looking approach to skills training and credentials.

Additionally, Cook County submitted the 2020 Cook County Comprehensive Economic Development Strategy (CEDS) as an attachment to this public comment. The CEDS was posted in December 2019 for public comments and vetted by several County partners and agencies. Once approved by the federal

Economic Development Association, the CEDS will be posted to the Cook County Bureau of Economic Development website at <https://www.cookcountyil.gov/bureau-of-economic-development>.

### Chicago Jobs Council

The Chicago Jobs Council (CJC) submitted several recommendations and questions broken down into four categories.

Opportunities to break down siloed services:

1. Incentivize or help agencies to blend and braid funding and offer more guidance around what blending of funding sources is allowed; and
2. Include non-WIOA services in the Service Integration Plan and create a working group addressing delegate agencies integration with services from other systems.

Access to workforce services and employment:

1. The Partnership relies on five different customer facing technology systems. Five different systems could be confusing to jobseekers, especially those without consistent access to the internet and technology.
2. How will The Partnership ensure that all its programs, for example Apprenticeship programs, are accessible to individuals with barriers to employment?

Services on the Career Pathways Continuum:

1. How will The Partnership's current programs outlined in this Plan improve access to career pathways for individuals who experience barriers?
2. How will adults with low literacy and low educational attainment access career pathway programs?

3. Consider using Transitional Jobs to balance the needs of jobseekers and employers rather than focusing so heavily on the needs of employers when it comes to work based learning opportunities.
4. The Partnership should offer goals for specific work-based learning activities as well as proposed outcomes.
5. The Partnership should use private funding and non-WIOA investments to fill in gaps that exist in WIOA services. For example, offering private funding to delegate agencies to work with jobseekers who need more attention and assistance before registering in WIOA.

#### Supportive Services:

1. What lessons can be learned through data collected on how WIOA funding has been used for support services including the per person average cost, trends over the years, and how do barriers relate to the uptake of supportive services?
2. Would being connected to other systems like SNAP or homeless response system help fill more support services gaps?

#### Chicago Continuum of Care Employment Task Force

The Chicago Continuum of Care Employment Task Force submitted several comments within two broader categories:

#### Conduct a Public Comment Process:

1. Inclusive stakeholder engagement process to collect meaningful input on priority populations and service strategies, build consensus on actionable strategies, and collect input on implementation methods;
2. Report results of stakeholder engagement to WIB and DCEO;
3. Consider and commit to service delivery changes based on stakeholder feedback; and

4. Modify local plan in accordance with changes.

Investing in services and strategies appropriate for homeless job seekers, including:

1. Pilot an “employment navigator” to increase access to employment and training services for individuals experiencing homelessness;
2. Invest WIOA funds in transitional jobs to help homeless job seekers successfully reconnect to the labor market;
3. Leverage existing digital access and digital literacy initiatives to expand access to services for homeless job seekers;
4. Expand the capacity of existing financial capability programming by The Partnership’s delegate agencies to serve homeless job seekers;
5. Implement training across The Partnership’s delegate agencies on employment rights, including the rights of economically vulnerable job seekers such as homeless individuals; and
6. Adopt a “no time limit” and “zero exclusion” approach to serving homeless job seekers that increases flexibility and exercises discretion on performance, comprising service strategies such as:
  - a) Supporting multiple attempts at jobs or job training;
  - b) Increased flexibility on service length and gaps between service;
  - c) Tracking persistence through other evidence beyond existing metrics; and
  - d) Expanded recognition of employment success to include part-time employment, contract employment, and other means of earning and increasing income.

The Employment Task Force appreciated the invitation to provide input as part of the 2020 local planning process but does not believe that serving individuals experiencing homelessness is sufficiently reflected in the WIOA Local Plan.

### Skills for Chicagoland's Future

Skills for Chicagoland's Future (Skills) submitted three comments about the role of a Business Intermediary within the local public workforce network:

1. Skills emphasized the importance of a Business Intermediary, such as Skills, as supporting The State of Illinois Vision Statement as the Business Intermediary has a business-driven mandate to provide linkages between employer's needs and connect these opportunities to the many nonprofit organizations in the workforce system;
  2. Having a Business Intermediary, such as Skills, supports expanded service integration efforts by aligning supply side training programs with local talent demands; and
  3. The Local Plan should not eliminate business engagement functions but should expand the role of the Business Intermediary.
- **Provide information regarding the regional and local plan modification procedures.**

The Partnership posted the plan at [www.chicookworks.org](http://www.chicookworks.org) (the website of the Chicago Cook Workforce Partnership) with instructions on how to comment over the 30-day public comment period. The Partnership also posted notices in local newspapers as described above. The CEO reviewed all public comments and all public comments were also shared with the members of the Chicago Cook Workforce Innovation Board for their input. In response, The Partnership made changes to the WIOA Local Plan in Chapter 5 Section B to add the strategies now under consideration as a result of these comments. The 2020 WIOA Local Plan – Illinois LWIA 7

WIOA Local Plan will be sent to all Chicago Cook Workforce Innovation Board members for comment. Additionally, all public comments will be answered, and the information will be posted on the Chicago Cook Workforce Partnership website by April 3, 2020.

# **Attachment A:**

## **LWIA 7 Memorandum of Understanding**

**Attachment No. 1 to Amendment No. 2 to LWIA #7 MOU**

**LOCAL MOU TEMPLATE**

**MEMORANDUM OF UNDERSTANDING**

**BETWEEN**

***THE WORKFORCE INNOVATION BOARD OF LWIA 7***

**AND**

***THE WORKFORCE SYSTEM PARTNERS OF LWIA 7***

*Joanna Greene*

**Individual designated by the Local Board  
Chair to lead MOU negotiations**

*jgreene@chicookworks.org*

**Email address**

*Wingman Ho*

**Impartial individual designated by the Local  
Board Chair to lead annual budget  
negotiations**

*who@chicookworks.org*

**Email address**

<b>1. PARTIES TO MOU (SEC. 121 (C)(1)) (Governor’s Guidelines, Section 1, Item 8(b))</b>	
<ul style="list-style-type: none"> <li>List the required partner providing services in the local area</li> <li>List the partner agency providing services of each required partner</li> </ul>	
<b>PARTIES TO MOU</b>	<b>TYPED NAME</b>
Local Workforce Innovation Board Chair	George Wright and Jacki Robinson-Ivy
Chief Elected Official	President Toni Preckwinkle
Chief Elected Official	Mayor Lori Lightfoot
Chief Elected Official	
<b>REQUIRED PARTNERS AS PARTIES TO MOU</b>	<b>ENTITY ADMINISTERING PROGRAM</b>

		TYPED NAME <sup>1</sup>
Title I: Adult, Dislocated Worker, Youth		Chicago Cook Workforce Partnership
Title II: Adult Education and Literacy		ICCB- multiple agencies. See Attachment 1
Title III: Employment Programs under Wagner-Peyser		Illinois Department of Employment Security
Title IV: Rehabilitation Services		Illinois Department of Human Services DRS
Perkins/Post-secondary Career & Technical Education		ICCB- multiple agencies. See Attachment 2
Unemployment Insurance		Illinois Department of Employment Security
Job Counseling, Training, Placement Services for Veterans		Illinois Department of Employment Security
Trade Readjustment Assistance (TRA)		Illinois Department of Employment Security
Trade Adjustment Assistance (TAA)		National Able Network
Migrant and Seasonal Farmworkers		Illinois Department of Employment Security
Community Services Block Grant (CSBG)		City of Chicago DFSS & Cook Co. CEDA
Senior Community Services Employment Program (SCSEP)		National Able Network Easter Seals City of Chicago – DFSS & CAPS, National Caucus on Black Aging Catholic Charities National Asian Pacific Center for Aging (NAPCA)
TANF		Illinois Department of Human Services
Second Chance		North Lawndale Employment Network, Safer Foundation & OAI, Inc.
OTHER REQUIRED PROGRAMS OFFERED IN THIS LOCAL AREA AS PARTIES TO MOU		IF MARKED YES, LIST THE ENTITY ADMINISTERING PROGRAM
National Farmworker Jobs Program	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Housing and Urban Development Employment and Training Activities	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<i>Chicago Housing Authority</i>
Job Corps	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<i>Paul Simon Job Corps Center</i>
Youth Build	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<i>Metropolitan Family Services, CAPS, City Incite &amp; Community Youth Development Institute</i>
ADDITIONAL PARTNERS AS PARTIES TO MOU		ENTITY ADMINISTERING PROGRAM
<b>2. PURPOSE AND SCOPE OF MOU (Governor’s Guidelines, Section 1, Item 1)</b>		
<ul style="list-style-type: none"> <li>Describe the general purpose and scope of the umbrella MOU</li> </ul>		

<sup>1</sup> Insert only the name(s) of the program(s) in this space. The names of individual negotiators are not needed.

The purpose and scope of this MOU is to define the workforce services that WIOA required partners will provide in LWIA 7, the methods WIOA partners will use to provide these services and the roles and responsibilities of all WIOA partners related to service delivery. The LWIA 7 LWDA and WIOA partners enter into the agreement with the following general objectives to:

1. Implement the vision for the regional one-stop delivery system;
2. Determine the amount of contribution by each WIOA partner for infrastructure and shared system costs to support the regional one-stop delivery system;
3. Establish procedures and tracking methods for referrals between partners;
4. Provide assurance of physical and programmatic accessibility, specifically addressing adults, individuals with disabilities, dislocated workers, youth and individuals with barriers to employment;
5. Explain data sharing methods between partners at the local level to measure achievement of performance goals;
6. Describe the process by which disputes will be resolved; and identify the manner in which this agreement may be amended, modified and renewed.

The Chicago Cook Workforce Partnership (The Partnership) works on behalf of the Chicago Cook Local Workforce Innovation Board (LWIB or Chicago Cook LWIB) under the WIOA legislation and is responsible for coordinating and facilitating the integration and operation of the two (2) Comprehensive One Stop Centers referenced in this MOU. WIOA Section 121 requires that The Partnership sign an agreement with all WIOA Required Partners. This MOU sets forth agreements for creating cooperative working relationships among the mandatory partners and The Partnership, who agree to abide by these terms while complying with regulatory and statutory provisions of the Workforce Innovation and Opportunity Act and other applicable laws.

### **3. VISION FOR THE SYSTEM (Governor’s Guidelines, Section 1, Item 1(b))**

- *Describe the shared vision and commitment of the local board and required partners to a high-quality local workforce delivery system (vision must be consistent with Federal, State, regional, and local planning priorities, as well as the Governor’s Guidelines)*
- *Describe which aspects of the vision are currently in place*
- *Outline the steps to be taken and the general timeline for how required partners will implement any aspects of the vision that are not yet in place*

The State of Illinois vision has been adopted which is to:

“Promote business driven talent solutions that integrate education, workforce and economic development resources across systems to provide businesses, individuals, and communities with the opportunity to prosper and contribute to growing the state’s economy.”

In addition, the LWIA 7 one-stop delivery system has a shared vision consistent with federal and state planning priorities that “Every person has the opportunity to build a career; every business has the talent to grow and compete in a global economy.”

Toward that end, this MOU supports the vision to ensure collaboration among education, workforce, economic development and required partners as they provide program participants the ability to move along their chosen career pathway, leading to high paying jobs in growing sectors of the economy that offer long-term opportunities for stable employment and ultimately assist businesses in Illinois to be competitive in a global economy.

Under the oversight umbrella of The Chicago Cook Workforce Innovation Board, the consortium of WIOA Partners serve as the operators of the Chicago Cook One Stop Center system and jointly agree to continue to make the necessary investments to support the new vision and guiding principles of WIOA, and to operate within the system's local governance structure. This includes continuing a process for decision-making by Center-Level Teams, the Cook County WIOA Partners Team, and the LWIB Service Delivery Committee (with final recommendation to the LWDB Executive committee/full Local Workforce Innovation Board.

Through a yearlong and on-going "value stream mapping" process led by The Partnership, meetings of the core partners have completed a deep dive into all partners' eligibility and referral processes. These guiding principles have been the basis of all planning and activity for the LWIA 7 Comprehensive Workforce Centers. The partners have developed a strong integrated service delivery strategy through the use of this "VSM" model with strong commitment and buy in from the leadership within each system. The system-wide Procedures Manual containing all of the forms, referral material and individual eligibility information is completed.

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With special assistance by the Illinois Division of Rehabilitation Services, access and opportunities for all populations, including those with disabilities, is provided. All job seekers, regardless of their barriers to employment, are provided with services or an appropriate referral.

One on-going aspect to this vision is the focus on continuous improvement and innovation. Through regular partner meetings, all Center Staff meetings, WIB review, and customer/staff suggestions the services and activities of the Center will change and develop to ensure that customer (both business and job seeker) needs are met.

Additionally, in the culmination of a 5-year DOL WIF grant funded project, The Workforce Board is implementing Career Connect ©, a big data and case management system that will improve tracking of both job seeker and employer customers. The business services application has been up and running for nearly a year – the entire system went "live" in May 2017.

In furtherance of the above plans, and those developed for the region, partners will build a system that:

- Is employer-centric and built upon common efforts of our economic development partners with strong industry partnerships in place.
  - Is holistically focused on the industry sectors that are being targeted.
  - Uses regional labor market data to have an up-to-date understanding of both the supply and demand sides of our regional economy, including the talent needs and qualifications of employers and our education and training systems effectiveness in meeting them.
  - Builds upon educational efforts throughout the region to identify and create job relevant career pathways for all on-ramps within a given industry sector and their associated occupations.
  - Advances opportunities for all job seekers including low-skilled adults, youth, individuals with disabilities, veterans and other individuals with multiple barriers to employment.
  - Creates a system of workforce, education and economic development partners that provide excellence in meeting the needs of businesses and individuals thus growing a vibrant and robust regional economy.
- Aspects of the vision that are currently in place include:

- A strong emphasis on sector strategies. The partners are well versed in the need to train individuals for jobs in occupations that pay a living wage. Since the great recession of 2008, there have been numerous initiatives at both State and Local Level in which partners have participated. Partners have collaborated on projects such as our numerous Sector Centers, which included collaboration by workforce, education and business partners.
- The use of labor market information to understand the supply and demand side of the economy - projects such as the “Where are the Jobs” and TOPS reports were built through the use of labor market information. The partners use LMI products, such as the Career Information System (CIS) to understand which occupations will be most in demand and what training is required to obtain jobs within that occupation.
- Career Pathways - the partners have worked together over the past few years to implement career pathway initiatives and post-secondary career pathway efforts in targeted sectors.
- Targeted Services to individuals with barriers to employment - the partners work with local community groups to identify persons, who with some encouragement, might benefit from WIOA services. We recognize that for customers with significant barriers to employment to be successful, basic needs, education barriers, perceptions of work, peer pressure and a range of issues must be addressed.

The partners will take the following steps over the next three years to fully implement the vision:

Year 1: Complete inventories of:

- (a) Current Economic Development Efforts by Industry
- (b) Industry sector initiatives by partner
- (c) Current Career Pathways by targeted industry sector
- (d) Engagement Levels by each partner with individuals with barriers
- (e) Performance Measures for each partner

Year 2: Create Initiatives for Each Sector that was targeted in the Regional Plan

Year 3: Review outcomes of initiatives to date

This local MOU is intended to reflect the shared vision and commitment of the Board and Partners to a high-quality workforce development system and Center and be consistent with the vision articulated by the Federal, State, regional and local planning priorities.

It is understood that the development and implementation of a successful One-Stop System will require time, planning, mutual trust and cooperation of all Partners acting as a team, in good faith. One-Stop Partners will continue to implement and improve various aspects of the shared vision. This MOU supports the vision to ensure collaboration among education, workforce, economic development and required partners as they provide program participants the ability to move along their chosen career pathway, leading to high paying jobs in growing sectors of the economy that offer long-term opportunities for stable employment.

#### **4. MOU DEVELOPMENT (Governor's Guidelines, Section 1, Items 2-8)**

- *Fully describe the process and efforts of the Local Workforce Innovation Board and required partners to negotiate the MOU*
- *Confirm whether all required partners participated in negotiations*
- *Explain the process to be used if consensus on the MOU is not reached by partners*

In PY 19, the WIOA MOU partners met for the first time in person on March 5, 2019. The Chicago Cook Workforce Partnership (The Partnership) and Kerber, Eck & Braeckel LLP (KEB) presented preliminary budgetary spreadsheets for universal review and discussion. The meeting went smoothly since most of the partners participated in the previous year's process. Four comprehensive one-stop center locations were proposed and agreed upon for PY19: Pilsen, Chicago Heights (at Prairie State), Mid-South and Arlington Heights. The locations of the comprehensive one-stop centers remained the same from the PY18 MOU. Between this date and the next meeting all required partners were tasked to enter their FTE commitments, methods of service delivery, designated MOU signatory and budget negotiation representative by March 19.

The second meeting was on March 28, 2019. Between that date and the first meeting, the Partnership and KEB reached out to WIOA partners for FTE information, additional language and cost allocation details. These included:

1. In the Pilsen Comprehensive One-Stop Center, updated IDES FTEs are now reflected (Wagner-Peyser (4); MSFW (.25); UI (2.75); TRA (.25); Veterans (2)).
2. DHS DRS increased their FTE commitment by .5 in all comprehensive one-stop centers.
3. IDES removed two line-items from the Arlington Heights Comprehensive One-Stop Center. This has reduced the cost to each partner.
  - a. Telecom and Internet (\$13,680)
  - b. Facility Management Fee (\$9,718.98)

The meeting went smoothly as most representatives had done their preliminary work. MOU partners were reminded to notify KEB of any changes to their FTE contribution, method of service delivery and method of contribution by April 5 and that any partner that does not contact KEB will be kept at the same commitment levels as presented at meeting 2. Before the next meeting, changes were incorporated in second drafts of the MOU and cost allocation sheets by the Partnership and KEB.

The third and final meeting was held on April 10, 2019. The final draft budget was presented in meeting #3 (the only change made was in Arlington Heights the SCSEP provider changed their service delivery method from on-site to direct linkage. This does not impact any partners financially). As indicated in the meeting summary, all partners expressed agreement with the final draft budget. All required WIOA partners participated in these discussions and meetings either in person or by phone or email.

The Chicago Cook Workforce Partnership submitted the form “Outcome Report of Annual Budget Negotiations for PY2019 (SFY2020)” to the Illinois Department of Commerce and Economic Opportunity indicating that WIOA partners in LWIA #7 have reached agreement on the annual One Stop Operating budget for the year beginning July 1, 2019.

LWIA 7 MOU negotiations have occurred as described above in Section 4, with the requisite reporting to the Governor at the end of this negotiation period. At any time, heretofore or in the future, should the partners to this Agreement not be able to come to agreement during the prescribed period of negotiation, there will be a 45-day remediation period. During this remediation period, a State-level team, comprised of representatives of the core programs under WIOA, supplemented as necessary with a representative of other affected program partner(s), will work with the LWIB, CEOs and required partners to facilitate agreement. If LWIA 7 fails to reach agreement at the end of the remediation period, it will be considered to be at impasse. Only impasses on infrastructure costs may result in lower funding due to limited funds expected to be available under the State funding mechanism. The State funding mechanism will apply to certified comprehensive one-stop centers only in local areas which cannot reach agreement on an MOU at the end of the 45-day remediation period.

This Agreement acknowledges that the agreements made are contingent on the availability of Federal funding for each required program.

**5. NAME AND LOCATION OF COMPREHENSIVE ONE-STOP CENTER(S) (Governor’s Guidelines, Section 1, Item 8(d)) (§ 678.310, § 678.315 and § 678.320)**

- *Provide the name and address of the comprehensive one-stop center(s) in the local service delivery system*
- *Where applicable list the designated affiliated sites and/or specialized centers*
- *Define any other operating titles that the local area assigns to each center*

*Note: The information provided in this section must match the Illinois Workforce Development System (IWDS) and Illinois workNet listings*

Chicago Cook Workforce Partnership PY 2019 Centers  
Hours of operation - 8:30 am to 5:00pm

Comprehensive One-Stop Centers:

Near West Comprehensive American Job Center (Pilsen), National Able Network  
Francheska Feliciano (312) 994-8300  
1700 West 18th Street, Chicago, Illinois 60624

Mid-South Comprehensive One Stop Center, Employment and Employer Services  
Charles Townsen (773) 538-5627  
4314 South Cottage Grove, Chicago, Illinois 60653

South Suburban Comprehensive One Stop Center (Chicago Heights), National Able Network  
Francheska Feliciano (708) 898-5100  
Prairie State College, ATOC Building, Suite 148, 202 S. Halsted, Chicago Heights, Illinois 60411

North Suburban Comprehensive One Stop Center (Arlington Heights), Business and Career Services  
Lisa Maentz (847)981-7400 press 3

723 West Algonquin Road, Arlington Heights, Illinois 60005

Other Workforce Centers and Satellite Centers:

Southwest Workforce Center – Isa Melon White (E&ES)  
7500 S. Pulaski Road - Building 100 Chicago, IL 60652  
(773) 884-7000

Westside Workforce Center – Ron Hearn (KRA)  
605 S. Albany Chicago, IL 60612 (773) 722-3885

Northside Workforce Center- Enisa Jakupovic (Res Care)  
1145 W. Wilson Chicago, IL 60640  
(773) 334-4747

Southwest Suburban Cook County Workforce Center – Cleia Ferro (SERCO)  
7222 W. Cermak, North Riverside, IL 60704  
(708) 222-3100

West Suburban Cook County Workforce Center – Emily Bradley (E & ES)  
1701 S. 1st Avenue, Maywood, IL 60153 (708) 223-2652

South Suburban Cook County Workforce Center – Kurt Miller (E&ES)  
At the IDES Harvey Office  
16845 S. Halsted, Harvey, IL 60426 (708)589-7378

Workforce Center Satellite Offices

1) Evanston Public Library – National Able  
1703 Orrington Avenue  
Evanston, IL 60201  
(847) 48-8649

2) Oakton Community College – National Able  
7701 Lincoln Avenue  
Rm A158  
Skokie, IL 60077  
(847) 376-7227

3) Hanover Park Education and Training Center - BCS  
6704 Barrington Road  
Hanover Park, IL 60133  
(630) 634-7400

4) Robbins Community and Youth Workforce Center - BCS  
13801 S. Trumbull Avenue  
Robbins, IL 60623  
(708) 239-0044

5) Washington Heights Workforce Center - DESI  
10325 S. Halsted  
Chicago, IL.  
(773) 928-5272

6) Illinois Department of Employment Security -71st Street – E&ES  
1515 E. 71st Street  
Chicago, IL.  
(773) 231-5662

7) Burbank Illinois Department of Employment Security Office  
5608 W. 75th Pl. Chicago, Illinois 60459 (312) 629-5627 x104

These WIOA locations are applicable for the Program Year 2019 Memorandum of Understanding and may be changed for subsequent MOUs for Local Workforce Area #7, Chicago and Cook County.

**6. DESCRIPTION OF COMPREHENSIVE ONE-STOP SERVICES (Sec. 121 (c)(2)(i) (Governor’s Guidelines, Section 1, Item 8(e)-(g)) (§ 678.500(b)(1))**

- Complete a local service matrix (the State-level service matrix provided in Appendix F is intended to serve as a reference for local negotiations) illustrating local methods of service delivery, which includes:
  - Career services to be provided by each required partner in each comprehensive one-stop center
  - Other programs and activities to be provided by each required partner
  - Method of delivery for each service provided by each required partner (e.g., staff physically present, cross-trained staff, direct linkage technology)
- In the spaces provided below:
  - In the introductory paragraph of this section, describe the required partners’ combined commitment to integration and “manner in which the services will be coordinated and delivered through the system” (§ 678.500(b)(1))
  - In the spaces below designated for each required partner, describe each partner’s commitment to coordinated service delivery and explain how the services provided and the method of service delivery (as documented in the local service matrices) illustrate that commitment
  - For each required partner below, describe the location(s) at which services of each required partner will be accessible

The partner agencies are committed to provide the best possible services to customers and businesses. Members of the group realize that integration of services and collaboration among the agencies is essential to success. Services will be collaborated in several ways, including in person, electronically (Skype and other electronic means) and via telephone. Partners will use a referral form to track integration and collaboration among the required partners. Cross-training efforts have begun and will continue into PY19. Responsibility for these coordinated efforts has become part of the one-stop operator’s duties. Cross-training staff within the center will allow for better customer service.

Designated staff will welcome the customer and a needs-based assessment will determine the customers’ next steps in the service delivery process. It is then determined by appropriate staff if a referral to another agency is needed.

Cross-trained staff will direct clients to the services that best fit their needs, either by in-person or direct linkage technology. Partners will work together with the community to provide efficient and comprehensive employment-driven services to each customer who expresses need for assistance.

**Title I (Adult, Dislocated Worker and Youth) –**

- Near West Comprehensive American Job Center (Pilsen): On-Site
- South Suburban Comprehensive One Stop Center (Chicago Heights): On-Site
- Mid-South Comprehensive One Stop Center: On-Site

- North Suburban Comprehensive One Stop Center (Arlington Heights): On-Site

WIOA Title IB career services will be provided on-site and through technology at the workNet Centers. The Chicago Cook Workforce Partnership provides the services for Adult, Dislocated Worker and Youth programs. The WIOA Adult Formula Program provides career and training services through the American Job Center Network to help job seekers who are at least 18 years old succeed in the labor market. In the provision of individualized career services and training services, WIOA established a priority for serving low income individuals, recipients of public assistance, as well as individuals who are basic skills deficient.

The WIOA Dislocated Worker Program provides career and training services to help job seekers who meet the definition of a dislocated worker. The goal of the program is to help individuals return to the workforce with the skills they need to obtain quality employment in "in demand" industries. These career and training services are provided through the One-stop Delivery System at the American Job Center.

The WIOA Youth Program provides services for young adults to succeed in education and the workforce. WIOA provides a significant opportunity for coordination across all core and partner programs including planning, reporting, and service delivery. This creates an opportunity for the WIOA Adult program to work closely with the WIOA Youth program.

#### **Title II (Adult Education and Literacy) –**

- Near West Comprehensive American Job Center (Pilsen): On Site
- South Suburban Comprehensive One Stop Center (Chicago Heights): On Site
- Mid-South Comprehensive One Stop Center: Direct Linkage
- North Suburban Comprehensive One Stop Center (Arlington Heights): On Site

Adult Education and Family Literacy provides programming in Adult Basic Education, Adult Secondary Education (High School Equivalency preparation), English Language Acquisition, bridge and career pathway programs. Students gain educational skills in reading, writing, math, social studies, science, English speaking, grammar and writing, employability skills and college success skills. With regard to Prairie State College, classroom space will be available for partners in the morning after each Fall and Spring semester's classes are scheduled; PSC will do its best to accommodate all WIOA partner requests as they arrive.

#### **Title III (Employment Services under Wager-Peyser) –**

- Near West Comprehensive American Job Center (Pilsen): On Site
- South Suburban Comprehensive One Stop Center (Chicago Heights): On Site
- Mid-South Comprehensive One Stop Center: On-site
- North Suburban Comprehensive One Stop Center (Arlington Heights): On Site

IDES' Employment Services and Outreach is a labor exchange program designed to sustain economic growth by expanding employment opportunities to qualified job seekers that meet the demands of employers. The program's objectives aim to reduce the loss of productivity by filling job openings as quickly as possible and to shorten the duration of individuals unemployment. Job seekers are provided, in collaboration with other workforce partners, access to training, employability development services and other supportive services needed to gain employment.

#### **Title IV (Rehabilitation Services) –**

- Near West Comprehensive American Job Center (Pilsen): Direct Linkage
- South Suburban Comprehensive One Stop Center (Chicago Heights): Direct Linkage
- Mid-South Comprehensive One Stop Center: Direct Linkage
- North Suburban Comprehensive One Stop Center (Arlington Heights): Direct Linkage

The Division of Rehabilitation Services provides individuals with qualifying disabilities services to assist them in obtaining and maintaining employment in a competitive and integrated work setting in the community. This is accomplished through a variety of means including: career counseling; job training which can range from certification to advanced degree programs; job placement services which includes job readiness training, job development and supported employment services; and job retention services to aid customers in obtaining accommodations necessary to maintain their current employment. Please see the attached service matrix for the career and other services to be provided.

**Perkins/Post-Secondary Career and Technical Education –**

- Near West Comprehensive American Job Center (Pilsen): On Site
- South Suburban Comprehensive One Stop Center (Chicago Heights): Direct Linkage
- Mid-South Comprehensive One Stop Center: Direct Linkage
- North Suburban Comprehensive One Stop Center (Arlington Heights): Direct Linkage

**IDES/Unemployment Insurance (UI) –**

- Near West Comprehensive American Job Center (Pilsen): On Site
- South Suburban Comprehensive One Stop Center (Chicago Heights): Direct Linkage
- Mid-South Comprehensive One Stop Center: On Site
- North Suburban Comprehensive One Stop Center (Arlington Heights): On Site

The Unemployment Insurance program administered by IDES is designated to contribute to the state's overall economic stability by partially protecting eligible workers against loss of income during periods of unemployment. Eligible workers who become unemployed and meet all requirements set forth in the UI Act may receive benefits for the maximum number of weeks payable under the law or until the worker finds employment or becomes otherwise ineligible.

IDES/Unemployment Insurance services are offered on-site at the Near West Comprehensive American Job Center (Pilsen) Comprehensive One Stop Center and by Direct Linkage at Chicago Heights, Mid-South and North Suburban Comprehensive One Stop Centers.

**Wagner-Peyser Employment Services –**

- Near West Comprehensive American Job Center (Pilsen): On Site
- Chicago Heights: On Site
- Mid-South Comprehensive One Stop Center: On Site
- North Suburban Comprehensive One Stop Center (Arlington Heights): On Site

IDES' Employment Services and Outreach is a labor exchange program designed to sustain economic growth by expanding employment opportunities to qualified job seekers that meet the demands of the employers. The program's objectives aim to reduce the loss of productivity by filling job openings as quickly as possible and to shorten the duration of individuals' unemployment. For job seekers who are not job ready, Employment Services, in cooperation with other workforce partners, assist clients to access training, employability development services, and other supportive services needed to realize their employment goals.

IDES and other workforce partners have formed local Business Service Teams to coordinate the agencies' employer contacts and streamline services delivered to them. The teams establish their local American Job Center as the one-stop resource for employers' employment and training needs. As part of this effort, Illinois Job Link, available to all American Job Center partners, is one of the tools that facilitate service coordination.

All Employment Services under Wagner-Peyser are offered on-site at the Near West Comprehensive American Job Center (Pilsen), South Suburban Comprehensive One Stop Center (Chicago Heights), Mid-South and North Suburban (Arlington Heights) Comprehensive One Stop Centers.

**IDES/Job Counseling, Training and Placement Services for Veterans –**

- Near West Comprehensive American Job Center (Pilsen): On Site
- South Suburban Comprehensive One Stop Center (Chicago Heights): On Site
- Mid-South Comprehensive One Stop Center: On Site
- North Suburban Comprehensive One Stop Center (Arlington Heights): On Site

IDES provides veteran's priority of service over all other job applicants actively promotes and develops employment opportunities and provides placement and vocational guidance services.

IDES/Veterans' services are offered on-site at the Near West Comprehensive American Job Center (Pilsen) and South Suburban Comprehensive One Stop Center (Chicago Heights) Comprehensive One Stop Centers.

**IDES/Trade Readjustment Assistance –**

- Near West Comprehensive American Job Center (Pilsen): On Site
- South Suburban Comprehensive One Stop Center (Chicago Heights): Direct Linkage
- Mid-South Comprehensive One Stop Center: On Site
- North Suburban Comprehensive One Stop Center (Arlington Heights): On Site

IDES administers Trade Readjustment Allowances, a benefit under the TAA program, providing income support to persons who have exhausted unemployment compensation and whose jobs were affected by foreign imports. IDES/TRA services are offered on-site at the Near West Comprehensive American Job Center (Pilsen) Comprehensive One Stop Center and via direct linkage at the South Suburban Comprehensive One Stop Center (Chicago Heights) Comprehensive One Stop Center.

**Trade Adjustment Assistance (TAA) –**

- Near West Comprehensive American Job Center (Pilsen): On Site
- South Suburban Comprehensive One Stop Center (Chicago Heights): Direct Linkage
- Mid-South Comprehensive One Stop Center: Direct Linkage
- North Suburban Comprehensive One Stop Center (Arlington Heights): On Site

National Able Network administers the Trade Adjustment Assistance (TAA) Program is a federal entitlement program that assists U.S. workers who have lost or may lose their jobs as a result of foreign trade. This program seeks to provide adversely affected workers with opportunities to obtain the skills, credentials, resources, and support necessary to become reemployed.

A group of workers may be eligible for TAA if their jobs are lost or threatened due to trade-related circumstances as determined by the DOL investigation. The latest information regarding program eligibility is available on our website at [www.doleta.gov/tradeact](http://www.doleta.gov/tradeact).

Benefits and Services: If a worker is a member of a worker group certified by DOL, that worker may be eligible to receive the following benefits and services at a local American Job Center:

- Employment and Case Management Services: Skills assessments, individual employment plans, career counseling, supportive services, and information on training, labor markets, and more (through TAA or other American Job Center programs).
- Training: Classroom training, on-the-job training, customized training designed to meet the needs of a specific employer or group of employers, apprenticeship programs, and more.
- Trade Readjustment Allowances (TRA): Income support available in the form of weekly cash payments to workers who are enrolled in a full-time training course and have exhausted their unemployment insurance.
- Job Search Allowance: Reimbursement for costs of seeking employment outside of the

worker's commuting area.

- Relocation Allowance: Reimbursement for relocation costs for employment outside of the worker's commuting area.
- Alternative Trade Adjustment Assistance (ATAA) and Reemployment Trade Adjustment Assistance (RTAA): A wage subsidy for up to two years that is available to reemployed older workers and covers a portion of the difference between a worker's new wage and their old wage (up to a specified maximum amount).

**IDES/ Migrant & Seasonal Farmworkers (MSFW) –**

- Near West Comprehensive American Job Center (Pilsen): On Site
- South Suburban Comprehensive One Stop Center (Chicago Heights): On Site
- Mid-South Comprehensive One Stop Center: On Site
- North Suburban Comprehensive One Stop Center (Arlington Heights): On Site

This program is available at both ADA accessible Comprehensive One-Stop locations, Near West Comprehensive American Job Center (Pilsen) and South Suburban Comprehensive One Stop Center (Chicago Heights).

**National Farmworker Jobs Program (NFJP) – NA**

**Community Service Block Grant (CSBG) –**

- Near West Comprehensive American Job Center (Pilsen): Direct Linkage
- Chicago Heights: Direct Linkage
- Mid-South Comprehensive One Stop Center: Direct Linkage
- North Suburban Comprehensive One Stop Center (Arlington Heights): Direct Linkage

Administers the Community Services Block Grant and will do so through technology and possibly on-site in the future. The program provides a wide range of services and activities that a direct, measurable impact on the cause of poverty in the City of Chicago and Cook County. Through the implementation of the CSBG, the county has established specific programs that address the problems of the impoverished and encourage self-sufficiency.

Through a coordinated effort to provide these services in a comprehensive manner, the CSBG provider will participate in the one-stop delivery system by:

- CSBG employment and training dollars are used to pay for tuition for low- income adults to obtain short-term training certificate or a degree that will lead to employment in a high growth career. Short-term training is offered through local community colleges.
- Enrollment into CSBG supportive services (e.g. child care, transportation subsidies, emergency food services, etc.) through CSBG-funded staff linked to American Job Centers, other American Job Center staff (cross training), or direct linkage to the CSBG provider through technology. Direct linkages may be conducted remotely at the American Job Center by phone or computer.
- Staff on a part-time or intermittent basis from the CSBG provider may be physically present to enroll clients in supportive services or provide services directly.
- CSBG provider staff will cross train with the workforce staff about supportive services and learn about the American Job Center programs and services from their workforce partners.
- The CSBG provider will coordinate employment and training services or other supportive services activities on-site at the American Job Center.

Cook County CEDA will participate via direct linkage through a dedicated phone line.

The Chicago Department of Family and Support Services (DFSS) Community Service Centers Program Component provides (via direct linkage through dedicated phone line) Chicago individuals and families in need with access a wide range of resources from shelter, food and clothing to domestic violence assistance, drug rehab, job training and prisoner re-entry services. Clients are also provided with information regarding rental, utility and other financial assistance programs. The Chicago Department of Family and Support Services will provide the Community Services Block Grant program to the Near West Comprehensive American Job Center (Pilsen) and Mid-South Comprehensive One-Stops with the technology of a dedicated phone number (312-743-2323) and through their website ([www.cityofchicago.org/city/en/depts/fss.html](http://www.cityofchicago.org/city/en/depts/fss.html)).

**Senior Community Services Employment Program (SCSEP) –**

- Near West Comprehensive American Job Center (Pilsen): On Site
- South Suburban Comprehensive One Stop Center (Chicago Heights): On Site
- Mid-South Comprehensive One Stop Center: Direct Linkage
- North Suburban Comprehensive One Stop Center (Arlington Heights): Direct Linkage

National Able Network - The SCSEP is a federally funded employment training program under the U.S. Department of Labor's Employment and Training Administration (USDOL-ETA). The SCSEP is the largest federally-funded program for older adults who seek employment and training assistance, as well as civic engagement. Through this community service and transitional employment program, National Able Network partners with Community Service Assignments (community-based non-profit and government organizations known as Host Agencies) to provide participants with training opportunities to update their skills.

Community Assistance Programs (CAPs) - The Senior Community Service Employment Program (SCSEP) is a community service and work-based job training program for older Americans. In Cook County, Community Assistance Programs (CAPs) administers the federal SCSEP through its national grantee Senior Services America. Authorized by the Older Americans Act, the program provides training for low-income, unemployed seniors. SCSEP participants at CAPS gain work experience in a variety of community service activities at non-profit and public facilities, including schools, hospitals, day-care centers, and senior centers. Participants work an average of 20+ hours a week, and are paid the highest of federal, state or local minimum wage. This training serves as a bridge to unsubsidized employment opportunities for participants

National Caucus & Center on Black Aging, Inc. (NCBA) administers the SCSEP (Senior Community Service Employment Program) funded by the Department of Labor serving unemployed low-income persons who are 55 years of age and older with limited employment prospects, most often due to age. The SCSEP program provides on-site job training through community service hours with non-profit and governmental agencies where participants gain marketable skills to transition into an unsubsidized employment. Participants receive an Illinois minimum wage stipend, job readiness skills, career coaching, assess to employers and supportive services while pursuing employment. Referrals will be to Deadra Ashford-Montgomery, Illinois SCSEP State Program Manager at 312-567-0318.

National Asian Pacific Center on Aging (NAPCA)'s Senior Community Service Employment Program (SCSEP) is funded under Title V of the Older Americans Act and is administered by the U.S. Department of Labor (DOL). The purposes of its program are:

- To foster and promote useful part-time opportunities in community activities for unemployed low-income person who are age 55 or older and who have low employment prospects;
- To foster individual economic self-sufficiency; and
- To assist older persons in transitioning to unsubsidized employment

Individuals who wish to become participants in NAPCA SCSEP must:

- Be 55 years of age or older

- Have annual household income at or below 125 percent of federal poverty level.
- Be unemployed
- Reside in Cook County, IL
- Have not previously enrolled in SCSEP for 48 months; AND
- Be eligible to work in the United States according to the Immigration Reform and Control Acts of 1986.

Easter Seals also provides SCSEP services at the Near West Comprehensive American Job Center (Pilsen) One Stop. The SCSEP is designed to be used in conjunction with other programs and services. These programs are provided by public, private and not-for-profit agencies to create holistic services that maximize goals and skills of SCSEP participants to achieve their goals of obtaining self-sufficiency.

The Chicago Department of Family and Support Services (DFSS) Senior Community Service Employment Program (SCSEP) provides employment training and job placement for seniors (at least 55 years old) for re-entry into the job market. The Chicago Department of Family and Support Services will provide the Senior Community Service Employment program to the Near West Comprehensive American Job Center (Pilsen) Comprehensive One-Stop with the technology of a dedicated phone number (312-745-8571) and through their website ([aging@cityofchicago.org](mailto:aging@cityofchicago.org)).

**DHS/TANF –**

- Near West Comprehensive American Job Center (Pilsen): Direct Linkage
- South Suburban Comprehensive One Stop Center (Chicago Heights): Direct Linkage
- Mid-South Comprehensive One Stop Center: Direct Linkage
- North Suburban Comprehensive One Stop Center (Arlington Heights): Direct Linkage

The One Stop Centers have a shared commitment to provide quality services and to meet the needs of both the employers and the customers. The Partners at both locations have developed a professional working relationship in conjunction with a sense of ownership in the center and the services offered.

Making the services accessible to all individuals at the Comprehensive One-Stop Centers in Chicago and Cook County will be the role of the partnership of all the agencies. Each partner brings to the table an area of expertise. It is the goal of the partners to serve all individuals entering into the Center or in the surrounding communities with the services they need to be successful by using a seamless approach to obtain resources. The collaborative effort among the partners will ensure integrated services and with years of experience will help achieve this goal. A plan to navigate this process is already in place using a universal referral procedure created among the collaborative.

Additionally, in order to best serve our customers and live up to our mission of strengthening Illinois by building up lives and communities, DHS-TANF is committed to the following to make this collaboration a success:

- DHS staff will be on site once a week at locations to participate in the orientation process to introduce TANF and other DHS assistance programs to on site partners and customers
- TANF appointments will be scheduled for days we are on location
- Provide brochures, flyers, and other informational material to be distributed during the days we are not present as well as have information available in the Resource Center
- Participate in cross-training with all on-site partners to foster collaboration to enhance the flow and accuracy of the referrals
- Provide written instructions <http://www.dhs.state.il.us/page.aspx?item=67369> for partners to assist customers in completion of Application for Benefits through the online customer portal of ABE (Application of Benefit Eligibility) <http://www.dhs.state.il.us/page.aspx?item=33698>. Illinois

Department of Human Services provides intensive services and assessment to TANF customers. TANF customers are assessed with a needs assessment and monthly update on needs while receiving benefits. TANF customers engaged in activities are provided supportive services for transportation. IF TANF customers become employed they are eligible to request additional supportive services for needs to ensure employment. IDHS also provides TANF customer Medicaid benefits and SNAP benefits if they are eligible.

**IDOC Second Chance – Second Chance –**

- Near West Comprehensive American Job Center (Pilsen): Direct Linkage
- South Suburban Comprehensive One Stop Center (Chicago Heights): Direct Linkage
- Mid-South Comprehensive One Stop Center: Direct Linkage

North Lawndale Employment Network - Local Initiatives Support Corporation, an existing grant making institution and intermediary, is engaging North Lawndale Employment Network to serve persons returning from incarceration settings to high-crime, high-poverty communities in the city of Chicago. NLEN is anticipated to serve 57 recently-released adults (age 25+) from October 1, 2017 through June 30, 2020 via the provision of integrated career pathways, employment and financial coaching, and reentry case planning services that lead to increased financial stability and reduced recidivism rates.

NLEN integrates these services and occupational skills training to prepare low-income job-seekers, including citizens returning from incarceration and others with multiple barriers to employment who have reading and math skills below the 9th grade level to enter and succeed on a career pathway in the Transportation, Distribution, and Logistics industry sector. Bridge training includes job readiness, contextualized academics and career development, Commercial Driver's License Class A & B preparation, skills training in rail and diesel mechanics, and, for some, transitional jobs. Completers secure stackable, portable industry credentials and have the ambition and knowledge needed to pursue and secure successful middle-skill positions and beyond.

OAI's Environmental Career Worker Training/LYTE program– In OAI's Environmental Career Worker Training/LYTE program, trainees can count on high-quality instruction and a curriculum designed to develop marketable, real-world skills. They can also count on an extraordinary level of support. From extra tutoring and self-paced course review to financial coaching and help with emergency housing. We help trainees overcome the barriers that stand between them and success. The 12-week Environmental Career Worker Training/LYTE program covers basic carpentry, shop, and environmental, health, and safety training, solar installer, power skills, and professional development. Training is conducted in class and on site to provide students with theoretical knowledge and hands-on experience. Trainees earn industry-recognized health and safety-related certifications or licenses. Graduates have the opportunity to obtain employment in environmental remediation, construction, hazardous materials handling, warehousing, transportation & logistics, solar, and other renewable energy fields as well as have the potential to enter union apprenticeships to work toward becoming a union journeyman. Entering or re-entering the workforce isn't easy, and not everyone who wants a job is ready or able to put in the effort required. Our Try-outs process gives candidates a chance to test their commitment and ensures that the people we accept into training are ready for the challenge. Candidates must be unemployed or under employed, have a high school diploma or GED, able to lift 50 lbs., able to pass a series of drug tests, and be ready to work.

Safer Foundation and Advancing Careers and Employment (ACE) - Safer Foundation DOL Reentry Projects Intermediary Program - The Advancing Careers and Employment (ACE) program will address

the following goals for a minimum of 563 target population participants across all industries served in the 36-month performance period (July 1, 2017 - June 30, 2020):

- Assist justice-involved adults to become productive, responsible, and law-abiding members of society.
- Provide program participants with positive opportunities to engage in pro-social activities such as employment or education; maintain long-term employment; and sustain a stable residence.

The purpose of the ACE program is to use evidence-based and informed interventions, to improve employment outcomes of adults ages 25 and older that were formerly incarcerated in the adult criminal justice system and released within 180 days to:

- Become productive, responsible, law-abiding members of society.
- Engage in job and training readiness services to increase soft-skills for program completion and career retention.
- Address underlying needs to reduce risk of recidivism and increase probability of employment.
- Complete industry-specific educational milestones to prepare for training and job placement.
- Complete industry-specific skills training for career-track job placement.
- Retain career-track employment for economic stability and advance in chosen career pathway.

The target population: Adults ages 25 and older that were formerly incarcerated in the adult criminal justice system and released within 180 days, or who are currently under court-mandated supervision (probation or parole) and reside within high-crime, high-poverty neighborhood within Chicago.

#### Advancing Careers and Employment (ACE) Program

Through the ACE program, Safer will provide access to job training, engaged employer partners, and program services that lead to job placement in middle- and high-skilled jobs, paid internships, or Registered Apprenticeships. To this end, Safer:

1. Will hire and staff the program personnel for serve as the Program Administrator for Reentry Projects Program
2. Will recruit individuals between two (2) sites in Illinois through partnerships with Work Release Centers, community engagement, and partnerships with court entities.
3. Will work with ACE clients to ensure that each individual has a reentry plan; regular case management; referrals to employer-driven occupational training; provision of connecting services that are critical to reentry; and job training and placement provided by the Safer Foundation and training partners. This includes, but is not limited to:
  - a. Assessment of risks of recidivism and enhanced case management to reduce risks and address needs, including referrals to partner service organizations to address basic needs.
  - b. Assessment of literacy and math skills, and tutoring services to support skill gains to promote success in employment, education, and training.
  - c. Assessment of educational attainment and tutoring and testing services to support High School Diploma Equivalency attainment.
  - d. Assessment of employment barriers, and engagement with Safer's Job Readiness Training to prepare for career track employment and occupational training enrollment.
  - e. Tutoring and testing services for clients to attain a High School Diploma Equivalency Certificate.
  - f. Enrollment in entry-level credential training in in-demand industries through Safer's training provider partners, including: Construction, Advanced Manufacturing, Healthcare, Food Service and Hospitality, Transportation and Logistics, and Ecological Restoration; support and assistance to promote successful completion of training program and attainment of industry-recognized credential.
  - g. Job placement services to promote successful program retention and successful career placement in in-demand industries, including but not limited to: job search assistance, resume writing, placement assistance, and ongoing employer networking opportunities.
  - h. Nine months of follow-up and retention services to promote successful employment retention and career advancement. Follow-up and retention services include, but are not limited to: financial literacy,

peer mentoring opportunities, employer networking opportunities, ongoing career counseling, and referrals for supportive services.

4. Will serve as part of a collaborative of training provider, employers, justice entities, and community organizations to develop strategies and implementation efforts leading to comprehensive career pathways for program participants.

**HUD Employment and Training Activities –**

- Near West Comprehensive American Job Center (Pilsen): On Site
- Mid-South Comprehensive One Stop Center: On Site

The Chicago Housing Authority (CHA) target population consists of all adult (ages 18-54) residents of CHA public family housing and Housing Choice Voucher (“HCV”) participants who are not currently enrolled in Workforce Innovation Opportunity Act (“WIOA”) program. The CHA program shall utilize its existing assessment criteria to screen potential candidates and identify the most appropriate placement and training services.

The CHA program provides the following career workforce development services:

1. Access to employment services offered through the Chicago public workforce system, including WIOA programs and training;
2. Job clubs at Chicago American Job Centers that allow participants to learn about current job opportunities and develop individual job seeking skills;
3. Enhance technology related job search skills, including enrollment in Illinois Job LINK, the statewide, web-based job search tool established by the Illinois Department of Employment Security;
4. Job readiness training on a variety of subjects including, but not limited to, resume writing, interviewing skills, conducting labor market research and accessing vocational training grants;
5. Access to workforce tools that allow participants to assess and improve their individual technical skill level in preparation for specific job opportunities;
6. Provide training that helps participants improve their employability through soft skills development including, but not limited to, team building, diversity, customer service, problem solving, career path planning and continuing education;
7. Multifaceted basic adult reading, writing and math skill training through technology or referral to adult literacy agencies;
8. Digital literacy training through direct training including, but not limited to, Microsoft Office, Aztec, Illinois Job LINK, LinkedIn, and other relevant software to enhance hard and soft skills.
9. Access to the Contractor’s Business Relations and Economic Development team and other business services providers for job placement support; and
10. Guidance on and access to all other services provided through the public workforce system.

**Job Corps –**

- Near West Comprehensive American Job Center (Pilsen): Direct Linkage
- Mid-South Comprehensive One Stop Center: Direct Linkage

A. Job Corps Admission services include:

- a) Orientations and program materials
- b) Eligibility determination for 16-24-year-old individuals
- c) Online career interest assessment via O-NET
- d) Career planning and center selection
- e) Interview
- f) Departure preparation
- g) Center support

**B. Job Corps Career Transition Services include:**

- a) Verification of placement documentation for graduates and former enrollees; employment, school/college, training, or military
- b) Discussion of student's career development plan
- c) Monthly documentation of contacts in CTS database
- d) Development of personalized job search skills and strategies in the students (Personal Development Career Plan)
- e) Maintain contact with employers of placed students to provide them with assistance with any job-related issues, receive quality of training feedback and other customer service approaches
- f) Counseling for job retention/improvement

**C. Paul Simon Chicago Job Corp Center services include:**

- a) Provides academic, career technical, employability, and social skills training;
- b) Academics include High School Diploma Online & GED obtainment
- c) Provides WIOA basic services applicable to the Job Corps program that augment the basic labor exchange services traditionally provided under Wagner-Peyser;
- d) Provide work-based learning, recreation, wellness, dormitory, meals and counseling.
- e) Career Technical Training programs include Office Administration, Brick Masonry, Carpentry, Computer Technician, Material and Distribution Operations, Nursing Assistant/Home Health Aide, Painting, and Pharmacy Technician.
- f) Provides training for participants in a residential or non-residential setting

**YouthBuild –**

- Near West Comprehensive American Job Center (Pilsen): Direct Linkage
- Mid-South Comprehensive One Stop Center: Direct Linkage
- South Suburban Comprehensive One Stop Center (Chicago Heights): Direct Linkage

The partners in the Chicago Cook Workforce Partnership (CCWP) have a long history of working collaboratively to assist job seekers with training, education, placement and supportive services.

Metropolitan Family Services (MFS) has been a contractor with CCWP since 2012, providing WIOA Youth Employment Services. In addition, Metropolitan Family Services became a contractor with the Department of Labor in 2016, providing YouthBuild services. MFS is seeking to enter a Memorandum of Understanding to ensure that youth ages 16-24, that are enrolled in both WIOA and YouthBuild programs have access to the services provided by the Comprehensive One-Stop located in their community. Operated by Metropolitan Family Services for youth ages 16-24 are provided the essential job readiness competencies, skills, training, and credentialing. We also provide comprehensive supportive services through leadership development, case management, construction training, counseling and supportive services. Services are to assist in post-secondary placement, career in the trades, gaining meaningful employment and long-term economic opportunity.

- MFS will commit to .25FTE per week and provide information about MFS' WIOA and YouthBuild services to assist youth with gainful employment.
- Recruit, enroll and assess incoming program participants from our local One Stop Center.
- Work in partnership with each participant to develop an individual development plan that assess and identifies educational and career goals.
- Provide construction training that aligns with entry level industry standards and offer participants the opportunity to acquire nationally recognized certifications.
- Provide access to an Education and Transition Coordinator who helps participants obtain postsecondary and/ or career placement.
- Provide referrals and assessments to Individual Training Accounts (ITAs) and On-Job-Training.
- Provide paid work experience opportunities.

- Provide career and training coaching services to link youth to postsecondary education, training, Job Corps and employment opportunities.
- Provide job readiness, soft skills training, digital literacy, placement and retention services for successful completers supporting them towards high quality sustained unsubsidized employment.
- Offer financial coaching and financial literacy classes/support to participants.
- Provide case management services to participants that include monthly checks and progress tracking.

City Incite – City Incite provides job training in construction, travel, hospitality, and business. We expose participants to careers that provide satisfaction and purpose. For young people to reach their potential including in school, in work, and in life, they need information and resources. They also need to understand what opportunities they have or how to create them. It’s crucial for them to believe in themselves, so they can reach their goals. Here at City Incite, we focus most of our efforts on low-income neighborhoods on Chicago’s South Side. Most of our programs are for young people. These young people may not have the opportunities available in other communities, but what they have is potential. And with the right tools and support they have a lot of potential. We coordinate YouthBuild projects that impact young adults and their communities. These projects provide training and build self-esteem. In addition, many participants go back to school and/or get their degree, helped by the knowledge, experience and confidence they gain from City Incite. It’s important for our participants to know they have a voice and we are counting on them to be future leaders.

Community Youth Development Institute - CYDI provides social and academics skills emphasized through a nontraditional structured learning environment. Students are prepared to be productive members of society while developing skills in reading, mathematics, science, writing, social studies, career exploration and critical thinking. All skills are enhanced by computer instruction. Group and individual counseling are provided by a state certified counselor and special education services for students that have an Individualized Education Plan (IEP).

Community Assistance Programs (CAPs) - CAPS’ Staff is completely committed to training our youth in the way they need. Each CAPS placement is tested and required to complete our accredited Customer Service Training classes designed to give each young person an advantage over the average applicant applying for employment. Our Employment Placement Specialists are trained to identify and meet youth placement needs. A CAPS participant will be placed with employers after completion of training.

**7. PROCUREMENT OF ONE-STOP OPERATOR (Governor’s Guidelines, Section 1, Item 8(j)) (§ 678.600-635)**

- *Name the procured one-stop operator*
- *Describe the functions and scope of work of the one-stop operator as defined in the Request for Proposal or as planned for the competitive procurement process*
- *Assure that the one-stop operator will not perform any of the proscribed functions (§ 678.620(b)) to avoid a conflict of interest*

*Note: One-stop operator designation takes effect July 1, 2017 (§ 678.635)*

Comprehensive One-Stop Centers (each One Stop Operator is a single entity):

Near West Comprehensive American Job Center (Pilsen), National Able Network  
Francheska Feliciano (312) 994-8300

1700 West 18th Street, Chicago, Illinois 60624

Mid-South Comprehensive One Stop Center, Employment and Employer Services  
Charles Townsen (773) 538-5627  
4314 South Cottage Grove, Chicago, Illinois 60653

South Suburban Comprehensive One Stop Center (Chicago Heights), National Able Network  
Francheska Feliciano (708) 898-5100  
Prairie State College, ATOC Building, Suite 148, 202 S. Halsted, Chicago Heights, Illinois 60411

North Suburban Comprehensive One Stop Center (Arlington Heights), Business and Career Services  
Lisa Maentz (847)981-7400 press 3  
723 West Algonquin Road, Arlington Heights, Illinois 60005

The procurement process used was vetted by counsel at all stages to comport with the OMB Uniform Guidelines, WIOA and all other federal, state and local laws and regulations. The procurements have been re-reviewed by counsel since the recent additional guidance from DOL and have been found to be in compliance. These procured Center Operators are currently in place and have been prepared by participation in the value stream mapping process to behave as an integrated system of partners on or before July 1, 2018. In the procurement process, the following functions of the One Stop Operators are outlined:

- Work with WIOA Partners to convene meetings to support the implementation of the Memorandum of Understanding. The Operator in coordination with the WIOA Partners will develop agendas, facilitate meetings and provide minutes from the meeting.
- Coordinate WIOA service delivery of required one-stop partners and service providers.
- Coordinate WIOA partner services to business and job seekers.
- Coordinate with WIOA Partners the service delivery models in the Memorandum of Understanding for those services provided at the center and through direct linkage.
- Work with WIOA Partners for an effective referral processes for partner services that include standardization of format, follow-up requirements and reporting.
- Work with the WIOA Partners in the development of customer satisfaction feedback and reporting mechanisms.
- Work with WIOA Partners to produce a formal report of the progress implementing the Memorandum of Understanding to the Board on a quarterly basis.
- Work with WIOA Partners to coordinate the production of quarterly WIOA performance outcomes reports for the Board.
- Produce a semi-annual report to the Workforce Innovation Board (WIB) on the progress in meeting the following goals: timely convening of One-Stop Partners in furtherance of the MOU; integration by a common referral process; integration and cross training of staff and facilitation of performance and other reports to the WIB.

- Manage hours of operation at the One-Stop Center.
- Coordinate the center calendar to schedule facility usage for use of classrooms, workshops and conference rooms.
- Facilitate cross training among One-Stop System partner staff and develop annual staffing plan.

The Title 1B Request for Proposals set out the characteristics of a High-Quality One-Stop Center as follows:

#### Characteristics of a High-Quality One-Stop Center

The characteristics identified below, consistent with the purpose and authorized scope of each of the programs, are designed to reflect elements that the “Departments” (DOL, HUD, HHS, and DOE) believe contribute to a high-quality One-Stop delivery system. They demonstrate the spirit and intent of WIOA, and the Departments believe they will strengthen the successful integration and implementation of partner programs in One-Stop centers. For clarity and readability, the characteristics have been grouped into three functional categories: (1) Customer Service; (2) Innovation and Service Design; and (3) Systems Integration and High-Quality Staffing.

#### 1. One-Stop Centers Should Provide Excellent Customer Service to Job Seekers, Workers and Businesses.

- One-Stop center space reflects a welcoming environment.
- One-Stop centers develop, offer, and deliver quality business services that assist specific businesses and industry sectors in overcoming the challenges of recruiting, retaining, and developing talent for the regional economy.
- One-Stop centers improve the skills of job seekers and worker customers.
- One-Stop centers create opportunities for individuals at all skill levels and levels of experience by providing customers, including those with disabilities, as much timely, labor market, job-driven information and choice as possible related to education and training, careers, and service delivery options, while offering customers the opportunity to receive both skill-development and job placement services.
- One-Stop centers provide career services that motivate, support and empower customers, including individuals with disabilities and other barriers, to make informed decisions based on local and regional economic demand and effectively attain their personal employment and education goals.
- One-Stop centers value skill development by assessing and improving each individual’s basic, occupational, and employability skills.

#### 2. One-Stop Centers Reflect Innovative and Effective Service Design.

- One-Stop centers use an integrated and expert intake process for all customers. The frontline staff is highly familiar with the functions and basic eligibility requirements of each program, and they appropriately assist customers and make knowledgeable referrals to partner programs, as needed and as appropriate given the authorized scope of the program.
- One-Stop centers design and implement practices that actively engage industry sectors and use economic and labor market information, sector strategies, career pathways, Apprenticeships, and competency models to help drive skill-based initiatives.
- One-Stop centers balance traditional labor exchange services with strategic talent development within a regional economy.
- One-Stop centers ensure meaningful access to all customers.
- One-Stop centers include both virtual and center-based service delivery for job seekers, workers, and employers.

- One-Stop centers incorporate innovative and evidence-based delivery models that improve the integration of education and training, create career pathways that lead to industry recognized credentials, encourage work-based learning, and use state-of-the-art technology to accelerate learning and promote college and career success.

### 3. One-Stop Centers Operate with Integrated Management Systems and High-Quality Staffing.

- One-Stop centers reflect the establishment of robust partnerships.
- One-Stop centers organize and integrate services by function rather than by program.
- One-Stop centers develop and maintain integrated case management systems that inform customer service throughout the customer's interaction with the integrated system and allow information collected from customers at intake to be captured. The customer's information is properly secured in accordance with personally identifiable information guidelines, and facilitated as appropriate, with the necessary memoranda of understanding or other forms of confidentiality and data sharing agreements, consistent with federal and state privacy laws and regulations.
- One-Stop centers develop and implement operational policies that reflect an integrated system of performance, communication, and case management, and use technology to achieve integration and expanded service offerings.
- One-Stop centers use common performance indicators to ensure that federal investments in employment and training programs are evidence-based, labor market driven, and accountable to participants and taxpayers.
- One-Stop centers train and equip staff in an ongoing learning process with the knowledge, skills, and motivation to provide superior service to job seekers, including those with disabilities, and businesses in an integrated, regionally focused framework of service delivery. Center staff are cross-trained, as appropriate, to increase staff capacity, expertise, and efficiency.
- Staff members should include highly trained career counselors, skilled in advising jobseekers of their options, knowledgeable about local labor market dynamics, aware of available services inside and outside the One-Stop center, and skilled in developing customers' skills for employment success.

In this role, LWIA 7 COMPREHENSIVE ONE-STOP OPERATORS will perform the following functions:

#### A. Job Seeker Services

All WIOA Partners agree to make available job seeker services at centers according to each Partner's authorizing WIOA legislation. Partners also agree to make available other program services supporting job readiness and job retention to the extent specified by funding agreements and capacity.

#### B. Employer Services

All WIOA Partners agree to make improving business service delivery a priority in terms of meeting the workforce needs of high demand industries. The Business Services Teams (BSTs) at the Chicago Cook One Stop Centers will be coordinated by the Partnership's Business Relations and Economic Development Unit, with the other WIOA Partners, in supporting the local and regional business communities' growth and stability by leveraging economic and workforce development strategies and resources. The goal for all One Stop WIOA Partners is to identify specific workforce needs and leverage public resources and services in order to meet those needs in a timely and effective manner. Available services and resources offered include but are not limited to: labor market information, hiring fairs, on-site recruitment, job candidate pre-screening, basic skills training, on-the-job training (OJT), customized training, fidelity bonding, tax incentives, and information on hiring people with disabilities.

#### C. Referral Services

All Partners agree to use the referral process with customers, and an inter-agency referral process between the Partners and any other appropriate and qualified providers will be used. This referral system includes accountability between Partners that provides referral outcome information exchanges

between the Partners. The use of technology to make referrals (example: Career Connect) and other technology links and services provided by the WIOA Partners will be to provide efficient, timely and effective referrals.

The One-Stop Operators will not perform any of the proscribed functions described in § 678.620(b).

Procurement of the Comprehensive One Stop Operators listed in this MOU is for Program Year 2018. If the locations of the Comprehensive One Stops change during the term of this MOU, the procurement section will reflect the names of any different and new locations.

These WIOA One Stop Locations are applicable for the Program Year 2019 Memorandum of Understanding and may be changed for subsequent MOUs for Local Workforce Area #7, Chicago and Cook County.

**8. REFERRAL PROCESS (Sec. 121 (c)(2)(iii)) (Governor's Guidelines, Section 1, Item8(i)) (§678.500(b)(3)-(4))**

- *In the spaces provided below, address all of the following:*
  - *In the introductory paragraph of this section, describe local one-stop operator's role and responsibilities for coordinating referrals among required partners (§678.500(b)(3))*
  - *In the spaces below designated for each required partner, each partner must list the other programs to which it will make referrals and the method(s) of referral to each partner; for example, in the Title I box, Title I will list all other programs to which it will refer clients and the method(s) of referral for each*
  - *Identify the method of tracking referrals*

*Note: Local areas must be as specific as possible when describing the differences in referral methods between partner programs. DOL has expressed concern about this area in the past.*

The One Stop Operator WIOA partners will conduct monthly meetings to review and track referrals. All front-line staff will be trained in initial assessment procedures. All WIOA partners and frontline staff will have access to the One-Stop Partner Directory, which serves as a resource guide and includes a process map of all partner services and basic program eligibility. The guide will be reviewed on a regular basis to ensure it remains updated. In collaboration with The AJC's Core and Required WIOA partners, staff will develop a system for tracking partner agency referrals and reporting them to the Board. A universal electronic referral document for ease of email distribution can be implemented.

The One-Stop Operators (OSO) at (Near West Comprehensive American Job Center (Pilsen)), National Able Network, (South Suburban Comprehensive One Stop Center (Chicago Heights), National Able Network, Mid-South (Employment and Employer Services) and North Suburban Comprehensive One Stop Center (Arlington Heights) (Business and Career Services) coordinate WIOA partner referrals at all Comprehensive One-Stops on a daily basis by in person referrals at the location, emails and electronic distribution of the WIOA One-Stop Partner Referral Form, and phone conversations. At all Comprehensive One-Stops, there are monthly meetings where all WIOA One-Stop Partner leaders discuss customer flow, the referral process, and progress of WIOA customers. OSOs also convene quarterly One-Stop partner cross-training meetings where WIOA partners give presentations on their programs and services and there is a discussion of WIOA customer referral.

1. The WIOA partners agree to develop materials summarizing their program requirements and to make this accessible to all WIOA partners in the comprehensive one-stop center.

2. The WIOA partners agree to develop and utilize common intake forms.
3. The WIOA partners agree to refer clients eligible for each other's services to one another for services.
4. The WIOA partners agree to evaluate ways to improve the referral process, including the use of customer satisfaction surveys.
5. The WIOA partners commit to robust and ongoing communication required for an effective referral process.

All WIOA partners agree to use the referral process with customers, and an inter-agency referral process between the WIOA partners and any other appropriate and qualified providers will be used. This referral system includes accountability between WIOA partners that provides referral outcome information exchanges between the WIOA partners. The use of technology to make referrals more efficient and effective is encouraged.

Referral Forms help track customers at the centers so that customers may be referred to other WIOA partners' agencies to expand the resources and services that are available to that customer at the American Job Centers. A WIOA partner-approved Referral Form was created. WIOA partners agreed that they need approved referral forms that will help everyone efficiently track their customers and promote WIOA program service integration. The WIOA partners had input into the creation of the Referral Forms and they are discussed at the monthly WIOA Partner meetings and amended to accommodate the need for certain information for specific WIOA Partner agencies. The Referral Forms are currently being used at all American Job Centers and the WIOA partners continue to monitor the process to make sure that all customers are being tracked and served efficiently. The Referral Forms are very useful in tracking integrated WIOA program services for continuous customer service improvement.

**Title I (Adult, Dislocated Worker and Youth)** – Title I (Adult, Dislocated Worker and Youth) – Title I programs provide referrals to all other partner programs (Adult Education and Family Literacy; Rehabilitation Services; Perkins/Post-Secondary Career and Technical Education; IDES for Unemployment Insurance, Veterans Services, Wagner Peyser Employment Services, TRA, and TAA; NFJP; CSBG; HUD Employment and Training; SCSEP; TANF; Job Corps; Youth Build; and additional community-based, faith-based, and other needed services in the region) as necessary to provide comprehensive services for youth and adult job seekers. Referrals are currently made using email, a paper referral form, phone, or direct contact with a partner agency. Currently follow-up on referrals is through staff contact with the individual, contact with the agency referred to, or e-mail responses between agencies. Referrals are tracked and the process is discussed at monthly WIOA partners meetings as well as WIOA partner meetings held by the One Stop Operator.

**Title II (Adult Education and Family Literacy)** – Title II (Adult Education and Family Literacy) – Title II, Adult Education and Family Literacy programs in the workforce area provide referrals to all other partner programs (Title I -Adult Dislocated Worker and Youth; Rehabilitation Services; Perkins/Post-Secondary Career and Technical Education; IDES for Unemployment Insurance, Veterans Services, Wagner Peyser Employment Services, TRA, and TAA; CSBG; HUD Employment and Training; SCSEP; TANF; Job Corps; Youth Build; and additional community-based, faith-based, and other needed services in the region) as necessary to provide comprehensive services to individuals. Referrals are currently made using a paper referral form, phone, e-mail, or direct contact with a partner agency. Follow-up on referrals is through staff contact with the individual, contact with the agency referred to, or e-mail responses between agencies and monthly WIOA partners meetings.

**Title III (Employment Services under Wager-Peyser)** – Title III (Employment Services under Wager-Peyser) – Title III, Wagner Peyser, provides referrals to other partner programs to include Title I – Adult, Dislocated Worker and Youth, Title II, Title IV, Unemployment Insurance, Veterans Services,

TRA, TAA, CSBG, HUD Employment and Training, and additional community-based and faith-based services as needed to provide individuals needed supports to be successful in employment. Referrals are made using a paper referral form, phone, or e-mail with partner agencies. Referrals are also tracked at monthly WIOA partners meetings

**Title IV (Rehabilitation Services)** – Title IV makes referrals to other partner programs to include Title I – Adult Dislocated Worker and Youth; Title II; Title III; Unemployment Insurance; Veterans Services; CSBG; HUD Employment and Training; Perkins Technical Education; and other community-based services as needed to provide comprehensive services to individuals. Referral is made using a paper referral form, phone, e-mail or direct contact with agencies. Follow-up of referrals is through staff contact with the individual, contact with the agency referred to, or e-mail responses between agencies and monthly WIOA partner meetings.

**Perkins/Post-Secondary Career and Technical Education** – Perkins/Post-Secondary Career and Technical Education makes referrals to other Partner programs to include Title I, Title II, Unemployment Insurance, and Veterans Services. Referrals are made using the phone, e-mail or direct contact with agencies. Follow up of referrals is through staff contact with the individual or e-mail responses between agencies and monthly WIOA partners meetings.

**IDES/Unemployment Insurance (UI)** – Unemployment Insurance provides referrals to the following Partner programs – Title I; TAA; Title III; and Veterans Services. Referrals are made using the phone, email or providing the insurance claimant with partner agency information. Referrals are discussed at monthly WIOA partner meetings

**IDES/Job Counseling, Training and Placement Services for Veterans** – Veterans Services provides referrals to the following Partner programs – Title I; Title II; Title III; Title IV; Unemployment Insurance; CSBG; and numerous community resources to assist Veterans with employment and other supportive services. Referrals are made using phone, e-mail, and providing agency contact information to the individual. Follow-up on referrals is through staff contact with the Veteran or e-mail response between agencies and monthly WIOA partner meetings.

**IDES/Trade Readjustment Assistance** – Trade Readjustment Assistance program makes referrals to other Partner programs to include Title I Dislocated Worker Program; TAA; Title III; and Unemployment Insurance. Referrals are made using a paper referral form or phone. Follow-up includes contact with the individual or contact with the agency referred to and monthly WIOA partner meetings.

**Trade Adjustment Assistance (TAA)** – Trade Adjustment Assistance program refers to Partner programs to include Title I; Title III; Title II; Title IV; Unemployment Insurance; CSBG; and other community resources as needed to support the individual during training or employment search. Referrals are made using a paper referral form, 211, e-mail, or direct contact with partner or community agencies. Follow-up on referrals include contact with the individual, contact with the agency referred to, or e-mail responses between agencies and monthly WIOA partner meetings.

**IDES/ Migrant & Seasonal Farmworkers (MSFW)** – IDES provide staff assisted services including job development, career guidance, and referral to training and supportive services for migrant and seasonal farmworkers.

**National Farmworker Jobs Program (NFJP)** – NA

**Community Service Block Grant (CSBG)** – Community Service Block Grant (CSBG) – CSBG program makes referrals to Partner programs including Title I; Title II; Title III; Title IV; Unemployment Insurance; DHS/TANF; HUD Employment and Training; Veterans Services; Job

Corps; and Youth Build. Referrals are made by direct linkage with Partner agencies, 211, or e-mail connection. The City of Chicago and Suburban Cook County CSBG referrals are made using a paper referral form that requests a response from the receiving agency. Follow-up on referrals is through staff contact with the individual, contact with the agency referred to, or e-mail responses between agencies.

**Senior Community Services Employment Program (SCSEP)** – SCSEP makes referrals to Partner programs including Title I; Title II; Title III; Title IV; Unemployment Insurance; HUD Employment and Training; Veterans Services; CSBG; and community-based, faith-based, and service resources. Referrals are made by direct contact with Partner agencies, 211, or e-mail connection. Follow-up on referrals is through staff contact with the individual, contact with the agency referred to, or e-mail responses between agencies.

**DHS/TANF** – DHS/TANF program makes referrals to Partner programs including Title I; Title II; Title III; Title IV; Unemployment Insurance; HUD Employment and Training; Veterans Services; Job Corps; and Youth Build. Referrals are made by direct contact with Partner agencies, 211, or e-mail connection. Follow-up on referrals is through staff contact with the individual, contact with the agency referred to, or e-mail responses between agencies.

**IDOC Second Chance** – Second Chance refers customers to Title I, Title II, Title III, Title IV, Title V, Unemployment Insurance, Job Corps, Youth Build, and other WIOA programs where necessary. These referrals are done by phone, email and meetings as well as WIOA partner meetings.

**HUD Employment and Training Activities** – The Chicago Housing Authority funds a resource room attendant position at the Near West Comprehensive American Job Center (Pilsen) and Mid-South Comprehensive One Stop and will refer customers to WIOA services by Title I, Title II, Title III, Title IV and Title V and well as collaboration and referral at monthly WIOA partner meetings.

**Job Corps** – Job Corps makes referrals to Partner programs to include Youth Build; Title I; Title II; Title IV; Title III; HUD Employment and Training; DHS/TANF; and CSBG. Referrals are made by direct [linkage](#) with Partner agencies, phone, email and website. Follow-up on referral is through staff contact with the individual, contact with the agency referred to, or e-mail responses between agencies.

**YouthBuild** – YouthBuild makes referrals to Partner programs to include Job Corps; Title I; Title II; Title IV; Title III; HUD Employment and Training; DHS/TANF; and CSBG. Referrals are made by direct contact with Partner agencies by phone or email. Follow-up on referrals is through staff contact with the individual, contact with the agency referred to, or e-mail responses between agencies and monthly WIOA partner meetings.

## **9. PHYSICAL ACCESSIBILITY (Sec. 121 (c)(2)(iv)) (§678.500(b)(4))**

*Describe how—through specific examples and commitments—required partners will assure the physical accessibility of the comprehensive one-stop center(s), including the following:*

- *The comprehensive one-stop center's layout supports a culture of inclusiveness*
- *The location of the comprehensive one-stop center is recognizable in a high-traffic area*
- *Access to public transportation is available within reasonable walking distance*
- *The location of a dedicated parking lot, with parking lot spaces closest to the door designated for individuals with disabilities*

The Comprehensive One-Stop centers will maintain a culture of inclusiveness in compliance with Section 188 of WIOA 29 CFR 38, the Americans with Disabilities Act Amendments Act of 2008 (ADAAA), and all other applicable statutory and regulatory requirements. The WIOA Partners shall not unlawfully discriminate, harass or allow harassment against any employee, or applicant for employment or services due to gender, race, color, ancestry, religion, national origin, veteran status, physical disability, mental disability, medical condition(s), age, sexual orientation or marital status. Partners will assure compliance with the Americans with Disabilities Act of 1990 and its amendments, which prohibits discrimination on the basis of disability, as well as other applicable regulations and guidelines issued pursuant to the Americans with Disabilities Act Amendment Act. Additionally, partners agree to fully comply with the provisions of WIOA Title I, Section 504 of the Rehabilitation Act of 1973, Title VII of the Civil Rights act of 1964, the Age Discrimination Act of 1975, and Title IX of the Education Amendments of 1972, WIOA Title IB, 29 CFR Part 38 and all other regulations implementing the aforementioned laws.

In partnership and cooperation with the WIOA partners and Equal Opportunity staff of the Partnership, the LWIA 7 Comprehensive One Stop Centers have at least one fully accessible workstation with staff trained on the operations of the adaptive equipment and programs. The WIOA Title 1 partners also commit to offering priority for services to veterans, recipients of public assistance, other low-income individuals or individuals who are basic skills deficient when providing individualized career services and training services with WIOA adult funds.

Additionally, the physical characteristics of the facilities, both indoor and outdoor, will meet compliance with 29 CFR Part 38, or most recent ADAAA standards for Accessible Design and the Uniform Federal Accessibility Standards by or before July 1, 2018. In some cases, the facilities are leased by neither The Partnership nor its service providers (e.g., IDES CMS or the City of Chicago). In this case, LWIA 7 is in active, urgent and ongoing negotiations with the parties to continue ADAAA compliance.

Services are available in a convenient, high traffic and accessible location taking into account reasonable distance from public transportation and adequate parking (including parking clearly marked for individuals with disabilities). Indoor space will be designed in an “equal and meaningful” manner providing access for individuals with disabilities.

**10. PROGRAMMATIC ACCESSIBILITY (Sec. 121 (c)(2)(iv)) (§ 678.500(b)(4))**

- Describe how the comprehensive one-stop center provides access to all required career services in the most inclusive and appropriate settings for each individual participant
- Describe specific arrangements and resources available to assure that individuals with barriers to employment, including individuals with disabilities, can access available services (§678.500(b)(4))
- Explain how services will be provided using technology that is actually available and in accordance with the “direct linkage” requirement under WIOA

*Note: Provide as much specificity as possible for each partner program*

All WIOA partners agree that they will not discriminate in their employment practices or services on the basis of race, color, creed, religion, sex (including pregnancy, childbirth and related medical conditions, sex stereotyping, transgender status and gender identity) national origin (including limited English proficiency), age, disability, or political affiliation or belief, veteran’s status, or on the basis of any other classification protected under state or federal law. The Partnership and our WIOA partners

have in place policies and procedures to address these issues, and those policies and procedures have been disseminated to staff/employees and otherwise posted as required by law. The Partnership and our WIOA partners further assure that all are currently in compliance with all applicable state and federal laws and regulations regarding these issues.

All WIOA partners will cooperate with compliance monitoring that is conducted at the local level to ensure that all comprehensive One-Stop centers, programs, services, technology and materials are accessible and available to all. The LWIA 7 EO Officer has over 11 years of EO experience, and her network of internal EO officer designees at each Center, continually resolve any problems or complaints that might arise expeditiously.

We have in place a combination of procedures and guidelines that enables the Comprehensive One-Stop centers to successfully provide individuals with complete access to all services, such as Sign Language Interpreter Services (CAIRS) and Language Services (PROPIO). In addition to Propio services, bilingual staff is available to assist and translate at most Comprehensive One-Stop Centers. . Request for Reasonable Accommodation is in place to assist individuals upon request If, additional services are required, individuals are referred to our WIOA partners (IDHS-DRS, VR, IDES). Also, technology translation assistance is available through Google Translate.

These services will be provided “on demand” and in “real time” in the physical Comprehensive One-Stop center in person or via technology consistent with the “direct linkage” requirement as defined in WIOA (WIOA Section 121(b)(1)(A) and Section 678.305(d) of the draft Notice of Proposed Rulemaking). Additionally, staff members will be trained to provide services to all, regardless of range of abilities, mobility, age, language, learning style and intelligence or education level. An interpreter will be provided “in real time” as provided by the vendor to any customer with a language barrier.

The Comprehensive One-Stop center(s) refer individuals with barriers to employment to appropriate workshops such as reading and/or math literacy training, job readiness training, computer literacy training and/or vocation training if practical, and if it has been determined that the training will lead to employment opportunity in that field of study. The Comprehensive One-Stop center(s) are provided with other material, equipment, and software to assist and address the needs of the individual with barriers to employment, including individuals with disabilities. Individuals with disabilities accessing services at the comprehensive one-stop center(s) have access to the center’s resources not limited to: TTY and/or TextNet (Internet TTY services), Sign language Interpret Service, Computer, Printer, Phone, Assistive Technology (Scanning/ Reading Software, Screen Web Page Reading Software, Enlarge Keyboard, Trackball Mouse and etc.). The One-Stop centers are educated on the Workforce Innovation and Opportunity Act (WIOA) of 2014, Title 29 Part 38, Section 188 Nondiscrimination and Equal Opportunity Regulations. The One-Stop centers adhere to and apply the EO policy and procedures to their daily operation as they assist and address the needs of individuals and individuals with disabilities.

The Comprehensive One-Stop center(s) have available for individuals with disabilities accessing the services at the Comprehensive One-Stop center(s) a selection of Assistive Technologies as listed below. The assistive technology is available upon request and/or as needed for the following services; Orientation, Registration, Testing, Workshops, Job Fairs, Rapid Response and the Resource Room. In addition, the comprehensive one-stop center(s) has access to TextNet Services (Online TTY) to assist individuals that are Deaf and/or Hearing Impaired and Language Services to assist individuals with Limited English Proficient (LEP). If an individual needs are not within the Comprehensive One-Stop center staff ability to address, in accordance with the “direct linkage” requirement under WIOA, the comprehensive one-stop center will refer the individual to a WIOA partners (e.g. IDHS-DRS, IDES, HUD and other) that has the appropriate services and ability to assist the individual this will be done within a reasonable time by phone or real-time.

Additionally, assistive devices, including but not limited to the following are currently available and being updated and distributed:

TextNet  
ZoomText  
JAWS (a screen-reading software program)  
OpenBook  
Dragon (a screen-reading software program)  
MS Office Professional (8 or higher)  
Wynn Wizard  
Computers  
Large Screen Monitors  
Intellikeys/Keyboard  
Enlarged Keyboard  
Adjustable Keyboard Trays  
Trackball Mouse  
Adaptive mouse and keyboard  
Large Print Labels (for keyboard)  
Scanners  
Magnifiers  
Headphones  
Audio Tape Players  
Adjustable Table/Chairs  
Pocket Talker (Assistive Listening System)  
Staff (Real Time) Reader  
Braille  
Large print material  
Audio Tapes  
Text transcripts  
Television w/ closed and open captions  
Video Tapes

**11. DATA SHARING (Governor’s Guidelines, Section I, Item 8(k))**

- *Describe how core program partners will share data and information and will collaborate to assure that all common primary indicators of performance for the core program partners in the local area will be collectively achieved*
- *Provide assurances that participants’ Personally Identifiable Information (PII) will be kept confidential*
- *In each description, cite specific examples of required partners demonstrating a commitment to integration in the local area*

*NOTE: Partners are encouraged to seek clarification from their respective core partner state agency and/or data staff*

All partners in LWIA 7 agree to share data to the fullest extent possible through agreements and practices that allow each program to comply with the state and federal laws governing it to protect personally identifiable information while working toward greater integration of services across programs. Partners will share the number of customers served and program performance to assure that

all common primary performance indicators are achieved. The implementation of an integrated technology-enabled intake and case management information system for programs carried out under WIOA will be implemented as soon as practical following guidance from the State of Illinois Department of Innovation Technology. Until a data system solution is implemented the partners agree to pursue other means of securely sharing information relevant to improved outcomes for customers and businesses. Examples of such a practice is the Title 1 Career Connect system which is intended to be in use by partners other than Title 1 as soon as is practicable.

Where statewide data sharing agreements exist, agencies that can sign onto those agreements will do so. However, recognizing that such agreements are not always going to be the proper protocol, a common Release of Information form is being developed collaboratively for use by all partners to share appropriate information allowing coordinated and/or integrated service delivery to individuals and businesses. This will allow staff to share necessary and appropriate information while still guaranteeing that Personal Identifiable Information will be kept confidential unless authorized by the customer in accordance with state and federal laws.

WIOA partners agree to a data sharing agreement that allows each program to comply with the federal laws governing it and that will be used to improve mutual referrals and communication.

Partners agree to comply with federal and state laws governing protection of personally identifiable information. Notwithstanding any other provisions in this MOU, only partners who have executed a separate data sharing agreement with IDES will have access to wage records and other confidential IDES data.

#### Shared Technology and System Security

WIOA emphasizes technology as a critical tool for making all aspects of information exchange possible, including client tracking, common case management, reporting, and data collection.

To support the use of these tools, each Partner agrees to the following:

- Comply with the applicable provisions of WIOA, Rehabilitation Act, and any other appropriate statutes or requirements.
- The principles of common reporting and shared information through electronic mechanisms, including shared technology.
- Commit to share information to the greatest extent allowable under their governing legislation and confidentiality requirements.
- Maintain all records of the customers or partners (e.g. applications, eligibility and referral records, or any other individual records related to services provided under this MOU) in the strictest confidence and use them solely for purposes directly related to such services.
- Develop technological enhancements that allow interfaces of common information needs, as appropriate.
- Understand that system security provisions shall be agreed upon by all partners.

#### Confidentiality

The WIOA partners agree to comply with the provisions of WIOA as well as the applicable sections of the Rehabilitation Act, and any other appropriate statute or requirement to assure the following:

- All applications and individual records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.
- No person will publish, disclose use, or permit, cause to be published, disclosed or used, any confidential information pertaining to applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.
- The WIOA partners agree to abide by the current confidentiality provisions of the respective statutes to which operators and other WIOA partners must adhere and shall share information necessary for the administration of the program as allowed under law and regulation. The WIOA Partner, therefore,

agrees to share client information necessary for the provision of services such as assessment, universal intake, program or training referral, job development or placement activities, and other services as needed for employment or program support purposes.

Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties WIOA Partner agencies share data on a regular basis - multiple agencies work on hiring events that are made available to all WIOA partner organizations to provide the largest number of WIOA customers with access to the great variety of employment opportunities that are available.

Information about hiring fairs and job opportunities are made available to all WIOA partners and several of the WIOA organizations have robust job posting sites such as Title III, Illinois Job Link and Title1B, Illinois WorkNet. The Chicago Cook Workforce Partnership has job postings on Career Connect. Multiple WIOA agencies attend and help workers who are laid off from business closing after WARN notices go out. Tracking the outcomes from hiring events and other programs to help customers find jobs are reported at the monthly WIOA partner meetings at both Comprehensive One Stop locations.

**12. COSTS AND COST SHARING OF SERVICES (Sec. 121 (c)(2)(ii)) (Governor’s Guidelines, Section 1, Item 1(c); Section 2) (§678.755 and §678.760)**

*Using the Infrastructure Funding Agreement (fillable spreadsheet)*

1. *Complete the FTE Calculations tab of the Infrastructure Funding Agreement for each comprehensive one-stop center, as well as for each affiliate or specialized center designated by the local workforce board and at which required partners agree to provide services.*
  - a. *For partners whose staff will be cross-trained to provide services of another partner’s program:*
    - i. *Identify the FTE commitments being made to provide services on behalf of another required partner at the comprehensive one-stop center or affiliate or specialized center.*
    - ii. *Enter that FTE commitment into the “FTE Calculations” tab specific to that service location.*
  - b. *For partners whose services are being provided by another partner’s cross-trained staff:*
    - i. *Identify an FTE commitment that corresponds with the required partner providing the services on your behalf.*
    - ii. *Enter that FTE commitment into the “FTE Calculations” tab specific to that service location.*
2. *Complete a “Cost Allocation” tab for each service location. Note that infrastructure costs will be completed for each service location, including comprehensive one-stop centers and any affiliated or specialized center designated by the local workforce board.*
  - a. *For each service location, identify the agreed-upon amount that each required partner will contribute toward infrastructure costs to operate that service location. (Infrastructure costs must be negotiated on an annual basis.)*
  - b. *For the entire local service delivery system, specify the agreed-upon amount of the shared local system costs that each required partner will contribute. (Shared local system costs must be negotiated on an annual basis.)*

- c. *In the Shared Delivery System Costs section of each “Center” tab, identify the cost of the one-stop operator in the designated line item.*
  - i. *If required partners have selected either a single entity or a consortium to perform one-stop operator functions, then enter the cost of the competitively procured one-stop operator in the designated cell of Column B and each partner’s share of the total cost in that row.*
  - ii. *If required partners have opted not to share the cost of the one-stop operator and instead will provide in-kind personnel to perform the one-stop-operator functions, then enter the total agreed-upon value of the in-kind personnel in the designated line item of Column B, and each partner’s share of the total cost in the row for “less in-kind staffing.”*
  - iii. *Explain the in-kind staffing contribution in the “Notes” section of the spreadsheet (which must align with Section 12 of the MOU narrative).*
  - iv. *Name the one-stop operator model (consortium, single entity or other). If the operator model is a consortium, provide the names of the entities that comprise the consortium.*
3. *Approve the agreed-upon, annual Infrastructure Funding Agreement through the MOU amendment procedures described in this MOU, Section 13, including signatures.*

*In the space below and following the Governor’s Guidelines – Revision 3, provide the following narrative:*

1. *Affirm in the narrative that required partners negotiated infrastructure and shared local service delivery system costs specific to the applicable program year for both comprehensive one-stop centers and any affiliate or specialized centers designated by the local workforce board.*
2. *Clearly identify in the narrative the time period for which the Infrastructure Funding Agreement is effective; e.g., July 1, 2019 through June 30, 2020.*
3. *Specify in the narrative whether the budget submitted represents an interim or final budget agreement.*
4. *Describe in the narrative the agreed-upon method that each partner will contribute as a proportionate share of costs to support the services and operations of the local service delivery system.*
5. *Affirm in the narrative that each required partner meets the minimum FTE commitment of .25 FTEs in each comprehensive one-stop center and each designated affiliate site.*
  - a. *If a required partner commits to less than .25 FTEs in any service location, then a waiver must be submitted using the waiver request form included in the Report of Outcomes template (Appendix G of the Governor’s Guidelines – Revision 3).*
6. *Describe in the narrative whether and which staff will be cross-trained to provide services on behalf of another required partner.*
  - a. *For each required partner providing cross-trained staff to deliver services on behalf of another partner, confirm how the contributing partner’s shared cost allocations will be reduced in correlation with the number of FTEs that will be cross-trained to provide another partner’s programs.*
7. *Complete an “Outcome Report for Annual Budget Negotiations for PY19 (Appendix Item G of the Governor’s Guidelines – Revision 3)” and submit the completed form with a draft one-stop operating budget to the individual designated by the Governor by April 15, 2019.*
8. *Submit the following to the individual designated by the Governor by June 30, 2019:*

- a. *Amended Section 6*
  - b. *Amended Section 12*
  - c. *Any other sections of the MOU that are amended*
  - d. *One-stop operating budget*
  - e. *All required partner signatures*
  - f. *Cover Page for Submittal of MOU Amendments and Annual One-Stop Operating Budgets (Appendix Item H of the Governor’s Guidelines – Revision 3)*
9. *Using the table provided below, include the following additional financial information for each required program partner:*
- i. *Each required program partner’s total cash contribution toward its proportionate share of infrastructure and local service delivery system costs for PY 2019; and*
  - ii. *The dollar amount of a 10% variance from each partner’s total cash contribution in the case that actual costs exceed budgeted costs.*

The partners agree to share proportionately in the costs of the local one stop delivery system. These costs include shared system costs for service delivery and infrastructure costs associated with the comprehensive one-stop center(s) identified in Section VII.

Shared System Costs are non-infrastructure costs to which required program partners must contribute. These shared costs may include the cost of shared services authorized for an individual participant, such as intake and assessment costs, as well as shared costs of local board functions. In-kind contributions to shared system costs are permissible.

Infrastructure Costs are non-personnel costs that are necessary for the general operation of a comprehensive one-stop center, including the rental costs of facilities, the costs of utilities and maintenance, equipment (including assessment-related products and assistive technology for individuals with disabilities) and technology to facilitate access to the one-stop center, including the centers planning and outreach activities.

Per the Governor’s Guidelines, local comprehensive one-stop center infrastructure costs and local one-stop delivery system costs to be shared among all required partners are defined in the Standard Budget Format for Shared Costs. As indicated in section 4 (MOU Development), all partners participated in the negotiation process for infrastructure costs.

The cost sharing agreement is effective from July 1, 2019 through June 30, 2020. Annually, the required program partners shall negotiate infrastructure costs of the Comprehensive One-Stop Centers and other shared costs.

The budget presented as part of this MOU is a final budget agreement.

As recommended in the Governor's Guidelines, an FTE method was used for each partners' proportional share of costs to support the services and operations of the system.

All core partners will provide their services either on-site or through direct linkage. In addition, the local area will proactively cross-train 60 staff members to informally provide services on behalf of other required partners.

Three MOU partner meetings were held with the WIB Co-Chairs' designated representative presiding to reach a consensus on shared costs. A draft budget was presented at the first meeting to the group, discussed, modified, and a second budget was discussed at the second in person meeting. Some corrections were made by WIOA partner organizations and that revised, 3<sup>rd</sup> budget, was emailed to all MOU partners for signature. Between in person meetings there was continual email communication between the WIOA partners.

All partners agree that if consensus cannot be reached specific to any portion of the MOU after negotiations, the partner(s) objecting may submit in writing a formal justification for their objection(s). This justification should be submitted to the Co-Chairs of the Workforce Investment Board for review by the Executive Committee of the Board. The Executive Committee will review the objection(s) and provide recommendations on how to reach consensus on the outstanding issue(s). The recommendations will be forwarded to the MOU negotiation team for review and approval.

Once consensus is reached and the MOU is executed, a partner may only object during the MOU duration period if there has been a significant change in funding or administrative services. These objections will follow the same procedure as defined above.

Each partner will be billed for agreed upon costs on a quarterly basis per the MOU and agreed upon subleases. The billing will reflect actual costs during the quarter.

A full review of the MOU will be completed annually to ensure that there are no substantive changes that need to be implemented prior to the MOU's three-year expiration date.

Notwithstanding, and in addition to, the required annual review and negotiation of infrastructure and other shared costs, if substantial changes do occur before the MOU's three-year expiration date, the local board may convene the partners to jointly address any necessary modifications; or any party to the MOU may request, in writing, the local board to convene the partners to conduct an interim review of the situation. The local board will determine the need to convene all parties to the MOU to review proposed changes and negotiate revisions to the MOU. The MOU will be amended with agreement for partner agencies and executed by the authorized partner signatures.

This MOU is contingent upon and subject to the availability of Federal funding for each required program. A state agency partner may terminate or suspend this MOU, in whole or in part, without penalty or further payment being required, if (i) sufficient funds for this MOU have not been appropriated or otherwise made available to the state agency partner by the State or the Federal funding source, (ii) the Governor or the state agency partner reserves funds, or (iii) the Governor or the state agency partner determines that funds will not or may not be

available for payment. The state agency partner shall provide notice, in writing, to the other state agency partners of any such funding failure and its election to terminate or suspend this MOU as soon as practicable. Any suspension or termination pursuant to this paragraph will be effective upon the date of the written notice unless otherwise indicated.

**Arlington Hts**

		<b>Partner's Total Cash Contribution</b>	<b>Dollar Amount of 10% Variance from Total Cash Contribution displayed as Partner's Total Cash Contribution plus 10% Variance (if applicable)</b>
<b>Commerce</b>	<b>Title IB - Adult, Youth, &amp; Dis. Workers</b>	78000.24	85800.26
	<b>TAA</b>	2052.32	2257.55
	<b>CSBG</b>	2052.32	2257.55
<b>IDES</b>	<b>Title III - Wagner-Peyser</b>	12529.56	13782.52
	<b>Title III - MSFW</b>	659.45	725.40
	<b>Veterans Services</b>	2637.81	2901.60
	<b>UI Comp Programs</b>	12529.56	13782.52
	<b>TRA</b>	659.45	725.40
<b>ICCB</b>	<b>Title II - Adult Education</b>	2052.32	2257.55
	<b>Career &amp; Tech Ed - Perkins</b>	8209.25	9030.18
<b>DHS</b>	<b>Title IV - Vocational Rehab</b>	4104.62	4515.08
	<b>TANF - DHS</b>	2052.32	2257.55
<b>Aging</b>	<b>SCSEP</b>	2052.32	2257.55
<b>DOC</b>	<b>Second Chance</b>	N/A	N/A
<b>HUD</b>		N/A	N/A

<b>Title IC - Job Corp</b>	N/A	N/A
<b>Title ID – Youth Build</b>	N/A	N/A
<b>Other 1</b>		
<b>Other 2</b>		
<b>Other 3</b>		
<b>Other 4</b>		

The partners agree to share proportionately in the costs of the local one stop delivery system. These costs include shared system costs for service delivery and infrastructure costs associated with the comprehensive one-stop center(s) identified in Section VII.

Shared System Costs are non-infrastructure costs to which required program partners must contribute. These shared costs may include the cost of shared services authorized for an individual participant, such as intake and assessment costs, as well as shared costs of local board functions. In-kind contributions to shared system costs are permissible.

Infrastructure Costs are non-personnel costs that are necessary for the general operation of a comprehensive one-stop center, including the rental costs of facilities, the costs of utilities and maintenance, equipment (including assessment-related products and assistive technology for individuals with disabilities) and technology to facilitate access to the one-stop center, including the centers planning and outreach activities.

Per the Governor’s Guidelines, local comprehensive one-stop center infrastructure costs and local one-stop delivery system costs to be shared among all required partners are defined in the Standard Budget Format for Shared Costs. As indicated in section 4 (MOU Development), all partners participated in the negotiation process for infrastructure costs.

The cost sharing agreement is effective from July 1, 2019 through June 30, 2020. Annually, the required program partners shall negotiate infrastructure costs of the Comprehensive One-Stop Centers and other shared costs.

The budget presented as part of this MOU is a final budget agreement.

As recommended in the Governor's Guidelines, an FTE method was used for each partners’ proportional share of costs to support the services and operations of the system.

All core partners will provide their services either on-site or through direct linkage. In addition, the local area will proactively cross-train 60 staff members to informally provide services on behalf of other required partners.

Three MOU partner meetings were held with the WIB Co-Chairs' designated representative presiding to reach a consensus on shared costs. A draft budget was presented at the first meeting to the group, discussed, modified, and a second budget was discussed at the second in person meeting. Some corrections were made by WIOA partner organizations and that revised, 3<sup>rd</sup> budget, was emailed to all MOU partners for signature. Between in person

meetings there was continual email communication between the WIOA partners.

All partners agree that if consensus cannot be reached specific to any portion of the MOU after negotiations, the partner(s) objecting may submit in writing a formal justification for their objection(s). This justification should be submitted to the Co-Chairs of the Workforce Investment Board for review by the Executive Committee of the Board. The Executive Committee will review the objection(s) and provide recommendations on how to reach consensus on the outstanding issue(s). The recommendations will be forwarded to the MOU negotiation team for review and approval.

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**Chicago Hts.**

		<b>Partner's Total Cash Contribution</b>	<b>Dollar Amount of 10% Variance from Total Cash Contribution displayed as Partner's Total Cash Contribution <u>plus</u> 10% Variance (if applicable)</b>
<b>Commerce</b>	<b>Title IB - Adult, Youth, &amp; Dis. Workers</b>	10445.15	11489.67
	<b>TAA</b>	4261.79	4687.97
	<b>CSBG</b>	2130.90	2343.99
<b>IDES</b>	<b>Title III - Wagner-Peyser</b>	12304.99	13535.49
	<b>Title III - MSFW</b>	1757.85	1933.64
	<b>Veterans Services</b>	7031.42	7734.56
	<b>UI Comp Programs</b>	1757.85	1933.64
	<b>TRA</b>	1757.85	1933.64
<b>ICCB</b>	<b>Title II - Adult Education</b>	2130.90	2343.99
	<b>Career &amp; Tech Ed - Perkins</b>	2130.90	2343.99
<b>DHS</b>	<b>Title IV - Vocational Rehab</b>	4261.79	4687.97
	<b>TANF - DHS</b>	2130.90	2343.99
<b>Aging</b>	<b>SCSEP</b>	2130.90	2343.99
<b>DOC</b>	<b>Second Chance</b>	2130.90	2343.99
<b>HUD</b>		N/A	N/A
<b>Title IC - Job Corp</b>		N/A	N/A
<b>Title ID – Youth Build</b>		2130.90	2343.99
<b>Other 1</b>			
<b>Other 2</b>			

<b>Other 3</b>		
<b>Other 4</b>		

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All partners agree that if consensus cannot be reached specific to any portion of the MOU after negotiations, the partner(s) objecting may submit in writing a formal justification for their objection(s). This justification should be submitted to the Co-Chairs of the Workforce

Investment Board for review by the Executive Committee of the Board. The Executive Committee will review the objection(s) and provide recommendations on how to reach consensus on the outstanding issue(s). The recommendations will be forwarded to the MOU negotiation team for review and approval.

Once consensus is reached and the MOU is executed, a partner may only object during the MOU duration period if there has been a significant change in funding or administrative services. These objections will follow the same procedure as defined above.

Each partner will be billed for agreed upon costs on a quarterly basis per the MOU and agreed upon subleases. The billing will reflect actual costs during the quarter.

A full review of the MOU will be completed annually to ensure that there are no substantive changes that need to be implemented prior to the MOU's three-year expiration date.

Notwithstanding, and in addition to, the required annual review and negotiation of infrastructure and other shared costs, if substantial changes do occur before the MOU's three-year expiration date, the local board may convene the partners to jointly address any necessary modifications; or any party to the MOU may request, in writing, the local board to convene the partners to conduct an interim review of the situation. The local board will determine the need to convene all parties to the MOU to review proposed changes and negotiate revisions to the MOU. The MOU will be amended with agreement for partner agencies and executed by the authorized partner signatures.

This MOU is contingent upon and subject to the availability of Federal funding for each required program. A state agency partner may terminate or suspend this MOU, in whole or in part, without penalty or further payment being required, if (i) sufficient funds for this MOU have not been appropriated or otherwise made available to the state agency partner by the State or the Federal funding source, (ii) the Governor or the state agency partner reserves funds, or (iii) the Governor or the state agency partner determines that funds will not or may not be available for payment. The state agency partner shall provide notice, in writing, to the other state agency partners of any such funding failure and its election to terminate or suspend this MOU as soon as practicable. Any suspension or termination pursuant to this paragraph will be effective upon the date of the written notice unless otherwise indicated.

**Mid-South**

		Partner's Total Cash Contribution	Dollar Amount of 10% Variance from Total Cash Contribution displayed as Partner's Total Cash Contribution <u>plus</u> 10% Variance (if applicable)
Commerce	Title IB - Adult, Youth, & Dis. Workers	2397.36	2637.09
	TAA	527.98	580.78
	CSBG	481.88	530.07
IDES	Title III - Wagner-Peyser	6863.73	7550.10
	Title III - MSFW	527.98	580.78
	Veterans Services	2111.92	2323.11
	UI Comp Programs	6863.73	7550.10
	TRA	527.98	580.78
ICCB	Title II - Adult Education	527.98	580.78
	Career & Tech Ed - Perkins	527.98	580.78
DHS	Title IV - Vocational Rehab	1055.96	1161.56
	TANF - DHS	527.98	580.78
Aging	SCSEP	481.88	530.07
DOC	Second Chance	527.98	580.78
HUD		1055.96	1161.56
Title IC - Job Corp		527.98	580.78
Title ID – Youth Build		527.98	580.78
Other 1			
Other 2			
Other 3			
Other 4			

The partners agree to share proportionately in the costs of the local one stop delivery system. These costs include shared system costs for service delivery and infrastructure costs associated with the comprehensive one-stop center(s) identified in Section VII.

Shared System Costs are non-infrastructure costs to which required program partners must contribute. These shared costs may include the cost of shared services authorized for an

individual participant, such as intake and assessment costs, as well as shared costs of local board functions. In-kind contributions to shared system costs are permissible.

Infrastructure Costs are non-personnel costs that are necessary for the general operation of a comprehensive one-stop center, including the rental costs of facilities, the costs of utilities and maintenance, equipment (including assessment-related products and assistive technology for individuals with disabilities) and technology to facilitate access to the one-stop center, including the centers planning and outreach activities.

Per the Governor's Guidelines, local comprehensive one-stop center infrastructure costs and local one-stop delivery system costs to be shared among all required partners are defined in the Standard Budget Format for Shared Costs. As indicated in section 4 (MOU Development), all partners participated in the negotiation process for infrastructure costs.

The cost sharing agreement is effective from July 1, 2019 through June 30, 2020. Annually, the required program partners shall negotiate infrastructure costs of the Comprehensive One-Stop Centers and other shared costs.

The budget presented as part of this MOU is a final budget agreement.

As recommended in the Governor's Guidelines, an FTE method was used for each partners' proportional share of costs to support the services and operations of the system.

All core partners will provide their services either on-site or through direct linkage. In addition, the local area will proactively cross-train 60 staff members to informally provide services on behalf of other required partners.

Three MOU partner meetings were held with the WIB Co-Chairs' designated representative presiding to reach a consensus on shared costs. A draft budget was presented at the first meeting to the group, discussed, modified, and a second budget was discussed at the second in person meeting. Some corrections were made by WIOA partner organizations and that revised, 3<sup>rd</sup> budget, was emailed to all MOU partners for signature. Between in person meetings there was continual email communication between the WIOA partners.

All partners agree that if consensus cannot be reached specific to any portion of the MOU after negotiations, the partner(s) objecting may submit in writing a formal justification for their objection(s). This justification should be submitted to the Co-Chairs of the Workforce Investment Board for review by the Executive Committee of the Board. The Executive Committee will review the objection(s) and provide recommendations on how to reach consensus on the outstanding issue(s). The recommendations will be forwarded to the MOU negotiation team for review and approval.

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Each partner will be billed for agreed upon costs on a quarterly basis per the MOU and agreed

upon subleases. The billing will reflect actual costs during the quarter.

A full review of the MOU will be completed annually to ensure that there are no substantive changes that need to be implemented prior to the MOU's three-year expiration date.

Notwithstanding, and in addition to, the required annual review and negotiation of infrastructure and other shared costs, if substantial changes do occur before the MOU's three-year expiration date, the local board may convene the partners to jointly address any necessary modifications; or any party to the MOU may request, in writing, the local board to convene the partners to conduct an interim review of the situation. The local board will determine the need to convene all parties to the MOU to review proposed changes and negotiate revisions to the MOU. The MOU will be amended with agreement for partner agencies and executed by the authorized partner signatures.

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**Pilsen**

		<b>Partner's Total Cash Contribution</b>	<b>Dollar Amount of 10% Variance from Total Cash Contribution displayed as Partner's Total Cash Contribution <u>plus</u> 10% Variance (if applicable)</b>
<b>Commerce</b>	<b>Title IB - Adult, Youth, &amp; Dis. Workers</b>	31175.75	34293.33
	<b>TAA</b>	33974.86	37372.35
	<b>CSBG</b>	5514.81	6066.29

<b>IDES</b>	<b>Title III - Wagner-Peyser</b>	9600.43	10560.47
	<b>Title III - MSFW</b>	600.02	660.02
	<b>Veterans Services</b>	4800.22	5280.24
	<b>UI Comp Programs</b>	6600.29	7260.32
	<b>TRA</b>	600.02	660.02
<b>ICCB</b>	<b>Title II - Adult Education</b>	15387.25	16925.98
	<b>Career &amp; Tech Ed - Perkins</b>	5514.81	6066.29
<b>DHS</b>	<b>Title IV - Vocational Rehab</b>	11029.62	12132.58
	<b>TANF - DHS</b>	5514.81	6066.29
<b>Aging</b>	<b>SCSEP</b>	5514.81	6066.29
<b>DOC</b>	<b>Second Chance</b>	5514.81	6066.29
<b>HUD</b>		11029.62	12132.58
<b>Title IC - Job Corp</b>		5514.81	6066.29
<b>Title ID – Youth Build</b>		5514.81	6066.29
<b>Other 1</b>			
<b>Other 2</b>			
<b>Other 3</b>			
<b>Other 4</b>			

The partners agree to share proportionately in the costs of the local one stop delivery system. These costs include shared system costs for service delivery and infrastructure costs associated with the comprehensive one-stop center(s) identified in Section VII.

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Per the Governor’s Guidelines, local comprehensive one-stop center infrastructure costs and local one-stop delivery system costs to be shared among all required partners are defined in

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negotiate revisions to the MOU. The MOU will be amended with agreement for partner agencies and executed by the authorized partner signatures.

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**13. AMENDMENT PROCEDURES (Sec. 121 (c)(2)(v)) (Governor's Guidelines, Section 5) (§ 678.500(b)(5))**

*Describe amendment procedures, including annual negotiation of infrastructure and shared system costs to address the following:*

- *The amount of notice a partner agency must provide the other partners to make amendments*
- *The procedures for informing other partners of the pending amendment*
- *The circumstances under which the local partners agree the MOU must be amended*
- *The procedures for amending the MOU to incorporate the final approved budget on an annual basis*
- *The procedures for terminating the MOU or a specific partner's participation in the MOU*
- *The process for resolving any disputes that evolve after the agreement is reached*

*NOTE: Ensure the MOU reflects the most recent date as amendments are approved*

This MOU may be amended, on an annual basis, upon mutual agreement of the parties that is consistent with federal, state, or local laws, regulations, rules, plans or policies or for one or more of the following reasons:

1. The addition or removal of a partner from this MOU.
2. Removal or addition of program responsibilities for any partner that administers more than one federal program.
3. A change in the one-stop operator or a change in the physical location of the comprehensive one-stop center.
4. A change in the services, service delivery methods currently utilized, referral methods, or methods to allocate costs.
5. The need to renegotiate a partner's proportionate share of costs based on changes in the method of service delivery or program or funding changes that affect a partner's continued ability to meet its shared cost obligations.

All amendments will involve the following process:

1. The Parties seeking an amendment will submit a written request to the WIB that includes:

- The requesting party's name.
- The reason(s) for the amendment request.
- Each Article and Section of this MOU that will require revision.
- The desired date for the amendment to be effective.
- The signature of the requesting party's authorized representative.

If the request is approved, the LWIA 7 WIB will notify the remaining parties of the intent to amend and will provide each remaining party thirty (30) days from the date of the notice (unless another time frame is specified in the notice or the WIB bylaws) to review the anticipated changes and to submit a response to the LWIA 7 WIB. Failure by a party to respond within the prescribed timeframe will be deemed that party's approval of the proposed changes.

If a remaining party has questions and/or concerns regarding the proposed amendment, the party must list its questions and/or concerns in writing and submit the list to the LWIA 7 WIB within the specified timeframe.

The WIB will review the listed questions/concerns and will issue a response within fifteen (15) days of the WIB meeting after receipt of the list. If the LWIA 7 WIB deems it necessary, the listed questions/concerns will be sent to all other parties and/or a meeting with all parties will be scheduled to discuss the proposed changes and to achieve consensus on a final amendment draft. Similarly, any disputes that evolve after the agreement is reached will be submitted to the LWIA 7 WIB and resolved using the same timing and process as listed above.

The final approved amendment draft will be signed by authorized representatives of the affected partners, and then submitted to LWIA 7 WIB for the final signature. The WIB will distribute copies of the fully executed amendment to all parties.

An annual review and modification of the budget and shared cost portion of this MOU will be done to ensure actual costs are reflected and that all partners review and approve the infrastructure and system cost budgets.

**14. RENEWAL PROVISIONS (Sec. 121(c)(2)(v)) (Governor's Guidelines, Section 1, Item 10) (§ 678.500(b)(6))**

*Provide the process and timeline in which MOU will be reviewed, including:*

- *Explain the renewal process, which must occur at a minimum of every three years*
- *Describe the required renewal process if substantial changes occur before the MOU's three-year expiration date*

*NOTE: Ensure the MOU reflects the most recent date as renewals are approved*

The renewal of this MOU must occur at a minimum of every three (3) years. Within ninety (90) days prior to the end date of this MOU, the WIOA partners shall review the MOU and negotiate any needed changes to the provisions herein. The WIOA partners shall collaboratively evaluate the effectiveness of operations pursuant to this MOU, make any necessary modifications and renew the MOU for a term to be determined at the time of renewal.

A review of the MOU will be completed annually to ensure that there are no substantive changes that need to be implemented prior to the MOU's three-year expiration date. If substantial changes do occur before the MOU's three-year expiration date, the local board will convene the partners to jointly address any necessary modifications; or any party to the MOU may request, in writing, the local board to convene the partners to conduct an interim review of the situation. The local board will respond to requests to convene all parties to the MOU to review proposed changes and negotiate revisions to the MOU. The MOU will be amended with agreement for partner agencies and executed by the authorized partner signatures. The MOU cost allocation sheets will be reviewed and negotiated on an annual basis.

In the event that substantial changes are required before the MOU's three year expiration date, the WIB shall 1) make sure that every partner is notified; 2) meet in person or by phone and come to a consensus on the steps going forward and 3) obtain new signatures on the amended MOU.

#### Termination

The WIOA partners understand that implementation of the system is dependent on the good faith effort of every WIOA partner to work together to improve services to the community. The parties also agree that this is a project where different ways of working together and providing services are being tried. If it becomes necessary for one or more parties to cease being a part of this MOU, said entity shall notify the Chicago Cook Workforce Partnership, in writing, 30 days in advance of that intention. If the affected One Stop Center would then no longer meet the definition of a Comprehensive One Stop Center, prior state review may be required before any termination takes effect.

### **15. ADDITIONAL LOCAL PROVISIONS (OPTIONAL) (Sec. 121(c)(2)(B)) (§678.500(c))**

#### System Development and Operations

##### A. Local Governance and Leadership Structure:

1. The LWIB and its Committees will work with all WIOA required partners to operate the Comprehensive One Stop Centers to achieve the objectives of the WIOA legislation.
2. The Service Delivery Committee of the LWIB and the Youth Council are policy and resource planning bodies which include authorized decision makers from each WIOA partner reporting to the Workforce Innovation Board of LWIA 7.
3. The WIOA Required Partners Team is comprised of middle and upper-management WIOA partner representatives and oversees the center-level management of the Chicago Cook Comprehensive One Stop Centers. The Team is responsible for overseeing and implementing WIOA partner policies, projects and initiatives and monitoring progress in areas such as: facility maintenance, customer service, service delivery, and customer flow.
4. The WIOA Center-Level Teams are comprised of the WIOA Partners' center-level managers and are facilitated by The Partnership's Field Operations Manager. A Center-Level team oversees and manages the day-to-day operation of Chicago Cook Comprehensive One Stop Centers and is directly responsible for the implementation of the WIOA partners' Team's policies, service changes, and projects in a collaborative,

efficient manner. This Team manages the Continuous Quality Improvement (CQI) systems for the Centers. Significant issues with, and ongoing analysis of, customer satisfaction metrics, and any requirements for additional resources will be presented by CQI representatives to The Partnership for action.

#### Administrative and Operations Management Sections

##### License for Use

During the term of this MOU, all WIOA partners to this MOU shall have a license to use the space at the Comprehensive One Stop Centers for the sole purpose of conducting acceptable services as outlined herein.

##### Supervision/Day to Day Operations

The office hours for the staff at the Centers will be established by the WIOA partners. All staff will comply with the holiday schedule of their primary employer and will provide a copy of their holiday schedule to the Center Level Teams at the beginning of each fiscal year.

Each WIOA partner shall be solely liable and responsible for providing all legally-required employee benefits to, or on behalf of, its employee(s). In addition, each WIOA partner shall be solely responsible and save all other WIOA partners harmless from all matters relating to payment of each WIOA partner 's employee(s), including compliance with social security withholding, workers' compensation, and all other regulations governing such matters.

##### Grievances and Complaints Procedure

The WIOA partners agree to establish and maintain a procedure for WIOA participant grievances and complaints as outlined in WIOA. These procedures will allow the customer or entity filing the complaint to exhaust every administrative level in receiving a fair and complete hearing and resolution of their grievance. The WIOA partner further agrees to communicate openly and directly to resolve any problems or disputes related to the provision of services in a cooperative manner and at the lowest level of intervention possible.

##### Modifications and Revisions

This MOU constitutes the entire agreement between the WIOA partners and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, or by the issuance of a written amendment, signed and dated by the parties. The Chicago Cook Workforce Partnership reserves the right to amend, or modify, the scope, direction, structure and content of this MOU when such written amendment or modification may be required as a result of newly enacted federal legislation, revised Chicago Cook Workforce Partnership policies, or changes in the local economy or labor market. In the case of any changes, signatories to this MOU will acknowledge agreement by executing an amendment.

##### Termination

The WIOA partners understand that implementation of the system is dependent on the good faith effort of every WIOA partner to work together to improve services to the community. The parties also agree that this is a project where different ways of working together and providing services are being tried. In the event that it becomes necessary for one or more parties to cease being a part of this this MOU, said entity shall notify the Chicago Cook Workforce Partnership, in writing, 30 days in advance of that intention. If the affected One Stop Center would then no longer meet the definition of a Comprehensive One Stop Center, prior state review may be required before any termination takes effect.

##### Severability of Provisions

Should any part or provisions of this MOU be rendered invalid by reason of any existing or subsequently enacted legislation or other action of law, such invalidation of any part or provision of this MOU shall not invalidate the remaining portions thereof, and they shall remain in full force and effect. In the event of any invalidation, either The Partnership or the WIOA Partners, upon thirty (30) business days' notice, may request amendment of this MOU.

<p><b>Hold Harmless/Indemnification/Liability</b>  Each WIOA partner hereby agrees to indemnify, defend and hold harmless all other parties identified in this MOU from and against any and all claims, demands, damages and costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. In addition, all other parties to this MOU agree to indemnify, defend and hold harmless each other from and against all court costs and attorneys' fees arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. It is understood and agreed that all indemnity provided herein shall survive the termination of this MOU.</p> <p><b>Successors and Assigns</b>  This Agreement shall be binding upon the successors and assigns of the parties to this Agreement.</p>
<p><b>16. ADDITIONAL PARTNERS (Sec. 121 (b)(2))</b></p> <p>[     ]</p>
<p><b>17. DURATION OF AGREEMENT (Sec. 121(c)(2)(v)) (Governor’s Guidelines, Section 1, Item 10) (§ 678.500(b)(5))</b></p> <ul style="list-style-type: none"> <li>• <i>Provide the effective date of the MOU</i></li> <li>• <i>List the agreed upon expiration date (cannot exceed three years)</i></li> </ul> <p>The effective date of this MOU amendment will be July 1, 2019.</p> <p>The MOU amendment will expire on June 30, 2020.</p> <p>All MOUs in the State of Illinois will expire on June 30, 2020.</p>
<p><b>18. AUTHORITY AND SIGNATURES (Governor’s Guidelines, Section 1, Item 8(p); Section 5, Items 28-29) (§678.500(d))</b></p> <ul style="list-style-type: none"> <li>• <i>Include a statement that the individuals signing the MOU have authority to represent and sign on behalf of their program under WIOA</i></li> </ul> <p>The undersigned parties acknowledge that they possess the authority to enter into this Agreement on behalf of their organization and that they shall exercise due diligence and good faith in carrying out the principles and obligations of the Agreement.</p> <p>By signing this document, the parties acknowledge their understanding of, and agreement with, the principles and service commitments outlined in the Agreement.</p>
<p><b>19. ATTACHMENTS</b></p>

**LOCAL SERVICE MATRIX FOR COMPREHENSIVE ONE-STOP CENTERS**

**INCLUDES:**

- CAREER SERVICES AVAILABLE THROUGH THE LOCAL COMPREHENSIVE ONE-STOP CENTER(S)
- OTHER PROGRAMS AND ACTIVITIES AVAILABLE THROUGH THE LOCAL COMPREHENSIVE ONE-STOP CENTER(S)
- SERVICE DELIVERY METHOD THROUGH THE LOCAL COMPREHENSIVE ONE-STOP CENTER(S)

**IDES NON-DISCLOSURE AGREEMENT**

**ONE-STOP OPERATING BUDGET SPREADSHEET FOR PY19**

**OTHER** |      |

**TEMPLATE**  
**LOCAL SERVICE MATRIX FOR COMPREHENSIVE ONE-STOP CENTERS**

**CAREER SERVICES AVAILABLE THROUGH THE LOCAL COMPREHENSIVE ONE-STOP CENTER(S)**

BASIC CAREER SERVICES												
REQUIRED PARTNERS	Eligibility for Title IB	Outreach, intake, orientation	Initial Skills Assessment	Labor exchange services, including job search and placement assistance	Referral and coordination with other programs	Workforce and labor market information and statistics	Performance and cost information on providers of education, training and workforce services	Performance info for the local area as a whole	Information on the availability of supportive services	Information and meaningful assistance with UI claims	Assistance establishing eligibility for financial aid for non-WIOA training and education	
Title I: Adult, Dislocated Worker, Youth	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Title II: Adult Education and Literacy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Title III: Employment Programs under Wagner-Peyser	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Title IV: Rehabilitation Services	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Post-secondary Career and Technical Education under Perkins	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Unemployment Insurance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Job Counseling, Training and Placement Services for Veterans	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Trade Readjustment Allowance (TRA)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Trade Adjustment Assistance (TAA)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Migrant and Seasonal Farmworkers	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
National Farmworker Jobs Program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Community Services Block Grant (CSBG)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Senior Community Services Employment Program (SCSEP)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
TANF	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Second Chance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Housing and Urban Development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

**TEMPLATE**  
**LOCAL SERVICE MATRIX FOR COMPREHENSIVE ONE-STOP CENTERS**

<b>BASIC CAREER SERVICES</b>												
<b>REQUIRED PARTNERS</b>	Eligibility for Title IB	Outreach, intake, orientation	Initial Skills Assessment	Labor exchange services, including job search and placement assistance	Referral and coordination with other programs	Workforce and labor market information and statistics	Performance and cost information on providers of education, training and workforce services	Performance info for the local area as a whole	Information on the availability of supportive services	Information and meaningful assistance with UI claims	Assistance establishing eligibility for financial aid for non-WIOA training and education	
Employment and Training Activities												
Job Corps	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
YouthBuild	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Other (specify):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Other (specify):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Other (specify):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

<b>INDIVIDUALIZED AND FOLLOW-UP CAREER SERVICES</b>												
<b>REQUIRED PARTNERS</b>	Comprehensive and specialized assessments	Development of an individual employment plan	Group counseling	Individual counseling	Career planning	Short-term pre-vocational services	Internships and work experience	Workforce preparation activities	Financial literacy services	Out-of-area job search assistance	English language acquisition	Follow-up services for participants in adult and dislocated worker programs
Title I: Adult, Dislocated Worker, Youth	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Title II: Adult Education and Literacy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Title III: Employment Programs under Wagner-Peyser	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Title IV: Rehabilitation Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Post-secondary Career and Technical Education under Perkins	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unemployment Insurance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job Counseling, Training and Placement Services for Veterans	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**TEMPLATE**  
**LOCAL SERVICE MATRIX FOR COMPREHENSIVE ONE-STOP CENTERS**

<b>INDIVIDUALIZED AND FOLLOW-UP CAREER SERVICES</b>												
<b>REQUIRED PARTNERS</b>	<b>Comprehensive and specialized assessments</b>	<b>Development of an individual employment plan</b>	<b>Group counseling</b>	<b>Individual counseling</b>	<b>Career planning</b>	<b>Short-term pre-vocational services</b>	<b>Internships and work experience</b>	<b>Workforce preparation activities</b>	<b>Financial literacy services</b>	<b>Out-of-area job search assistance</b>	<b>English language acquisition</b>	<b>Follow-up services for participants in adult and dislocated worker programs</b>
Trade Readjustment Allowance (TRA)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trade Adjustment Assistance (TAA)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Migrant and Seasonal Farmworkers	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
National Farmworker Jobs Program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community Services Block Grant (CSBG)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Senior Community Services Employment Program (SCSEP)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
TANF	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Second Chance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Housing and Urban Development Employment and Training Activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job Corps	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
YouthBuild	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (specify):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (specify):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (specify):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## IDES NON-DISCLOSURE AGREEMENT

### OTHER PROGRAMS AND ACTIVITIES AVAILABLE THROUGH THE LOCAL COMPREHENSIVE ONE-STOP CENTER(S)

REQUIRED PARTNER	OTHER PROGRAMS AND ACTIVITIES PROVIDED
Title I (Adult, Dislocated Worker, Youth)	
Title II: Adult Education and Literacy	
Title III: Employment Programs under Wagner-Peysner	Hiring events; workshops
Title IV: Rehabilitation Services	
Post-secondary Career and Technical Education under Perkins	
Unemployment Insurance	Claims maintenance; General questions; Claims filing
Job Counseling, Training and Placement Services for Veterans	Case management; Workshops
Trade Readjustment Allowance (TRA)	Claims maintenance; General questions
Trade Adjustment Assistance (TAA)	Hiring events, job readiness training
Migrant and Seasonal Farmworkers	Hiring events; Workshops
National Farmworker Jobs Program	
Community Services Block Grant (CSBG)	
Senior Community Services Employment Program (SCSEP)	
TANF	SNAP, Medical Assistance, Employment Resource information sharing
Second Chance	
Housing and Urban Development Employment and Training Activities	
Job Corps	
YouthBuild	

## IDES NON-DISCLOSURE AGREEMENT

### Attachment No. 2 to Amendment No. 2 to LWIA #7 MOU

The **Illinois Department of Employment Security (“IDES”)** agrees to share confidential information, as defined below, with each One-Stop Partner ( “**RECIPIENT**”) pursuant to the Memorandum of Understanding for the One-Stop Center located in Illinois Local Workforce Area #7 (“MOU”), solely for the limited purpose and to the extent as set forth in this Non-Disclosure Agreement (“Agreement”). IDES and the RECIPIENT are collectively referred to as the “Parties” and individually as a “Party.” This Agreement is made by and between IDES and each RECIPIENT and as such this Agreement is separately and individually enforceable against each RECIPIENT as reflected in Section 18 of Attachment 1 to Amendment No, 2 to the LWIA #7 MOU Agreement which is incorporated by reference.

1. Executed Amendment. RECIPIENT acknowledges and agrees that by signing Amendment No. 2 to the MOU (“Amendment”) it agrees to be bound by the terms and conditions of this Agreement, which are incorporated into the MOU by the Amendment. RECIPIENT’s execution of the Amendment is a prerequisite for receiving any confidential information under this Agreement.
2. One-Stop Partner. RECIPIENT affirms and acknowledges that it is a One-Stop Partner, as defined by the Workforce Innovation and Opportunity Act of 2014, as amended, (WIOA). RECIPIENT affirms and acknowledges that, except as otherwise provided herein, it will remain a Party to this Agreement as long as it continues to administer at least one federally funded employment, training or education program at an Illinois One-Stop Center, as defined by WIOA.
3. Term and Termination. The term of this Agreement shall begin upon the date of full execution of the Amendment and shall end upon the termination of the MOU. Notwithstanding any other provision to the contrary, IDES may immediately terminate or cancel this Agreement and cease providing confidential information if RECIPIENT fails to adhere to any provision set forth in this Agreement. RECIPIENT agrees that its responsibilities and duties under this Agreement, including but not limited to its obligations regarding confidentiality and data security, shall remain in effect following the termination of this Agreement.
4. Confidential Information.
  - a) For purposes of this Agreement, “confidential information” means all data and information in whatever form produced, prepared, observed, or received under this Agreement to the extent such information is confidential within the meaning of any governing law, regulation, or directive, including, without limitation, the Illinois statute codified at 820 ILCS 405/1900 (“Section 1900”).
  - b) RECIPIENT agrees to comply with applicable laws, materials, regulations and all other state and federal requirements with respect to the protection of privacy, security and dissemination of the confidential information, including Section 1900; which is incorporated by reference into this Agreement. Protection from unauthorized use and/or disclosure specifically includes storage in a place physically secure from access by unauthorized persons, maintaining information in electronic formats such as magnetic

## IDES NON-DISCLOSURE AGREEMENT

tapes, discs, or on servers in such a way that unauthorized persons cannot obtain the information by any means, destroying all confidential information in the manner directed by IDES as soon as the information is no longer needed for RECIPIENT's purposes, and undertaking precautions to ensure that only authorized employees and agents have access to said confidential information.

- c) RECIPIENT agrees to instruct all personnel having access to the confidential information on the confidentiality requirements set forth in this Section and agrees to fully and promptly report any infraction to the IDES.
- d) RECIPIENT agrees that the disclosure of the confidential information to the RECIPIENT does not convey any future ownership or use rights. RECIPIENT agrees that IDES shall retain sole and exclusive ownership of the confidential information.
- e) Upon the termination of this Agreement, RECIPIENT agrees to destroy or return all confidential information in the manner directed by IDES. RECIPIENT agrees that the confidential information shall not be archived or sent to a records center and shall not be retained with personal identifiers for any period longer than the term of this Agreement.

### 5. Data Specifications.

- a) The Parties acknowledge and agree that under this Agreement IDES will not share or provide the RECIPIENT with any information obtained from an individual or employing unit during the administration of the Illinois unemployment insurance (UI) program including, but not limited to, social security numbers, benefit records and employer's wage records.
- b) In accordance with 56 Ill. Admin. Code 2960.120, IDES may provide RECIPIENT with non-UI information contained in the Illinois Job Link (IJL) including: (i) a customer's name, address, phone number, and/or employment history; (ii) an employer's name, address, and phone number; (iii) job order information; and (iv) other non-UI information contained in IJL, provided that disclosure of such information is not prohibited under this Agreement.

### 6. Purpose and Use. RECIPIENT agrees that it will use the confidential information solely for the limited purpose of administering an employment, training or education program through an Illinois One-Stop Center in accordance with WIOA. Any dissemination or use of the confidential information other than for the purpose and use set forth in this Section without the express written authority of the Director of IDES is specifically prohibited.

### 7. Indemnification. To the extent authorized by law, RECIPIENT agrees to indemnify, assume all risk of loss, and hold harmless IDES from and against all liabilities, claims, suits, actions, judgments, damages and expenses related to or arising in connection with any acts or omissions of RECIPIENT in connection with this Agreement. RECIPIENT shall do nothing to prejudice the rights of IDES to recover against third parties for any loss.

### 8. Governing Law. This Agreement shall be governed by and construed in accordance with the laws of the State of Illinois. Any claim against IDES arising out of this Agreement must be filed exclusively with the Illinois Court of Claims, 705 ILCS 505/1 et seq., when said claim is within the jurisdiction of the Court of Claims.

## **IDES NON-DISCLOSURE AGREEMENT**

9. Entire Agreement. This Agreement contains the entire agreement between the Parties and supersedes all previous agreements and proposals, oral or written, regarding the matters addressed herein. This Agreement may be amended upon the mutual written agreement of the Parties. In the event of conflict, this Agreement shall prevail over the MOU.
  
10. Severability. If any provision in this Agreement is held to be invalid, illegal, void, or unenforceable, the validity, legality, and enforceability of the remaining provisions shall not be affected.

# **Attachment B:**

## **LWIA 7 Service Integration Action Plan**

## **Illinois Local Workforce Innovation Area 7 Service Integration Action Plan**

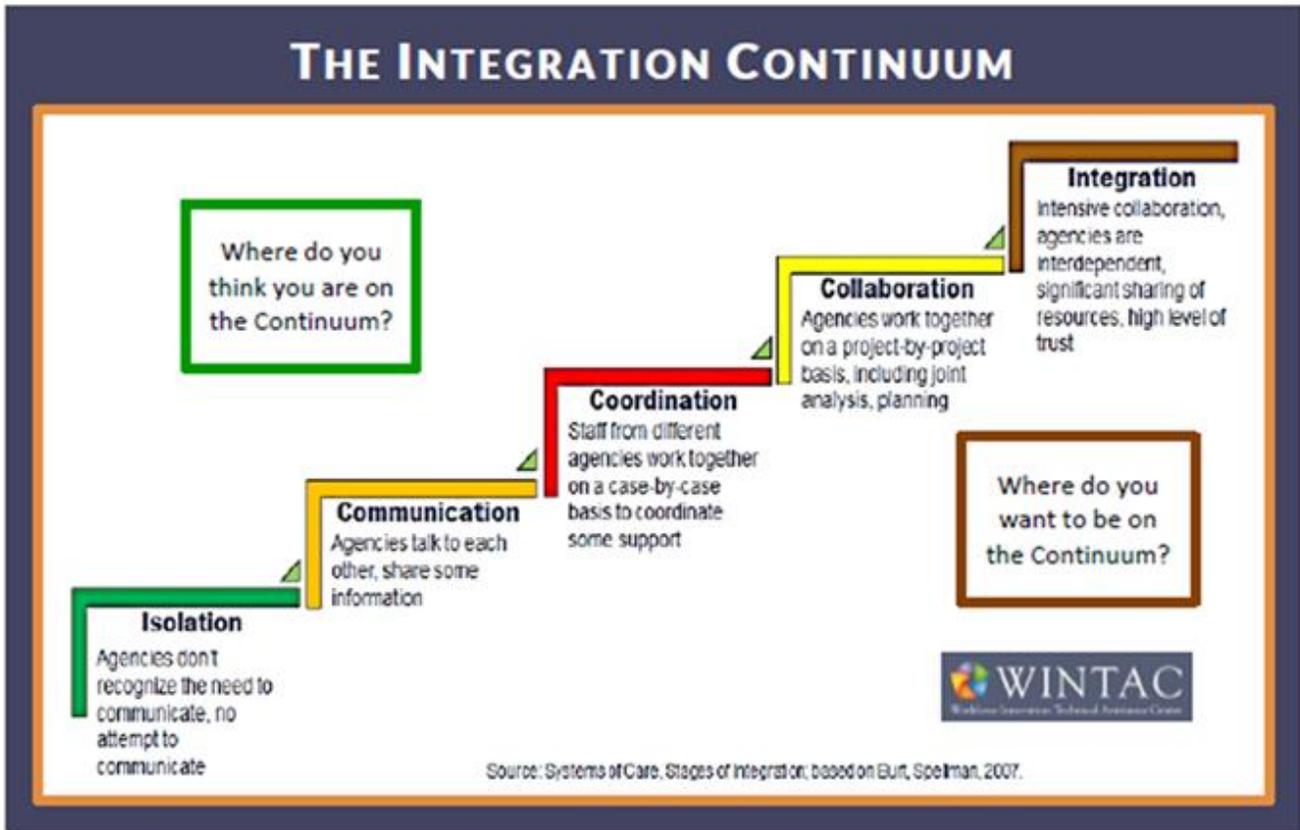
For purposes of implementing the federal Workforce Innovation and Opportunities Act (WIOA), the Illinois Workforce Innovation Board (IWIB) defines service integration as a combination of strategies to align and simplify access to one-stop center services and supports for employers, job seekers, and system customers with the goal of providing the best experience possible. Service integration may occur across entities delivering specific services or programs, across time as customer needs change, or both.

Seven service integration functions identified by the IWIB and outlined in its service integration policy are the focus of Illinois' local one-stop delivery system: customer-centered design, staff, intake and assessment, services, information, and evaluation. Taken together, the goals and outcomes for these functions represent a long-term, high-level vision for one-stop service integration in Illinois. Operationalizing these goals occurs locally through the WIOA planning, one-stop certification, and MOU negotiation processes.

A self-assessment guide has been developed by an IWIB interagency team to help local workforce innovation boards (LWIBs) implement the State's service integration policy. The continuum model on which it is based were adapted from material developed by the Workforce Innovation Technical Assistance Center funded by the U.S. Department of Education.

The approach involves inviting partners to come together for discussion and planning by collaboratively assessing levels of service integration and identifying areas of interest for focused efforts toward improved levels of service integration. The Partnership was responsible for assessing the level of service integration in all seven functional areas and fifteen associated goals for each Comprehensive one-stop center it oversees. The initial assessment will serve as a baseline for setting improvement targets, and annual self-assessments thereafter will enable Local Workforce Area 7 to track progress.

In Illinois, local workforce innovation areas are to approach service integration efforts using the lens of career pathways. This career pathways approach envisions that Illinois residents will progressively build toward college and career success through aligned education, training, and employment opportunities over their lifetime. A wide range of education and training programs and initiatives administered by a variety of private, state, and local entities falls within this system of college and career pathways.



The Partnership's goal is to support local WIOA partners in American Job Centers to identify where they would like to improve their level of service integration and how that may be accomplished. To this end, the Illinois Workforce Innovation Board has adopted a version of the integration continuum that recognizes seven functions provided by American Job Centers in Illinois and Chicago and Cook County:

- Customer-centered design
- Staff
- Intake and Assessment
- Services
- Career Pathways
- Information
- Evaluation

As LWIA7 WIOA partners discussed the integration continuum, they considered these five stages as stepping stones toward the goal of providing the highest quality services possible to jobseekers and employers in a seamless service delivery system.

The Service Integration self-assessment process was completed at the four Comprehensive American Job Centers in LWIA 7:

- Mid-South American Job Center, 4314 South Cottage Grove Avenue, Chicago, Illinois 606053
- Near West American job Center, 1700 West 18th Street, Chicago, Illinois 60608.
- North Suburban Cook County American Job Center, 723 West Algonquin Road, Arlington Heights, Illinois 60005
- South Suburban Cook County American Job Center at Prairie State College, 202 South Halsted Street, ATOC Building, Chicago Heights, Illinois 60411.

The Self-Assessment process was customized to align with various staffing from the WIOA core programs present at each location. In relation to the self-assessment process by the Illinois Department of Employment Security (IDES), the IDES team for all of the locations in LWIA 7 met and did an evaluation and recommendation process for their WIOA services for the four Comprehensive One-stop locations and sent a detailed document of their evaluation and recommendations for the charts and goals of self-assessment. All program partners appreciated the discussion and agreed this is a valuable tool to continue to work on throughout the next program year to improve WIOA service communication, integration and collaboration.

Not all core WIOA title partners were able to do the assessment at each location and the compiled assessment documents reflect the evaluations of those that attended and completed the self-assessment process. The Partnership will continue to work with each partner to obtain and share information. As mentioned above, this benchmarking tool can be used throughout the year to evaluate, refine and improve WIOA service integration to our customers, both job seekers and employers.

In this first iteration of self-assessment, there were different instructions from various state agencies on how to proceed. There were differing views on how to complete the forms and different interpretations of the ranking system. This round of self-assessment focused on the WIOA Core Partners, and it is the intent of The Partnership to continue this assessment and engage the WIOA required and core partners. This

initial process has provided excellent information on how to proceed with the Service Integration process with more partners over the next program year.

Some common themes that emerged among the four American Job Centers, were the need for improved communication, follow up on referrals and a shared customer database. Shared Business Service projects such as sharing job leads, job fairs and regular meetings with Business Representatives were also suggested.

For the next annual self-evaluation, The Partnership will take the lead in organizing all partners at each American Job Center for the assessment. We will identify representatives from each title responsible for completing the forms and train all partners on definitions and process. We are reviewing the progress on service integration for next year. The Chicago Cook Workforce Partnership is incorporating the intent and language of Service Integration process into the 2020-2024- Local WIOA Plans and Program Year 2020 WIOA Memorandum of Understanding.

## **Attachment C:**

### **LWIA 7 Supportive Services Policy Letter**



**Local Workforce Innovation and Opportunity Act (WIOA) Policy No. 2017-PL-10**

**To:** Delegate Agencies, American Job Centers and Sector Centers

**From:**   
Karin Norington-Reaves, CEO  
Chicago Cook Workforce Partnership

**Subject:** SUPPORTIVE SERVICES

**Date:** December 14, 2017

**Purpose:**

The purpose of this communication is to establish policy for the delivery of Supportive Services pursuant to Title I of the Workforce Innovation and Opportunity Act (WIOA).

**References:**

WIOA sec. 3(59) and secs. 134(d) (2) and (3).  
20 CFR 680.900  
DCEO WIOA Policy 5.4

**Background:**

Support services enable WIOA participants to overcome barriers that would otherwise prohibit their participation in WIOA or reduce their opportunity to successfully achieve the goals established in their Individual Employment Plans (IEP) or Individual Service Strategies (ISS). This policy is to ensure that the WIOA participants receiving supportive services are eligible to do so. This policy is also meant to promote effective management of services and to prevent misuse of WIOA funds.

**Summary Policy Statement:**

Supportive services as defined in WIOA Sections 3(59) and 134(d) (2) and (3) are available to WIOA participants to enable them to participate in Adult and Dislocated Worker career and training services and Youth services. These include services such as transportation and child care.

Delegate agencies are required to maintain information about the availability of supportive services and must have referral relationships in place with agencies and organizations that provide these services. When WIOA participants are unable to obtain needed supportive services through one of these other agencies or organizations, The Partnership policy permits the payment of supportive services costs, within certain limits as described in this policy letter. The delegate agency will provide on-site, short-term supportive services for WIOA participants in their program. Some supportive services may be provided to WIOA participants directly by the delegate agency or through the purchase of specific services from vendors without needing

approval from The Partnership. Supportive services must be reasonable, necessary, and consistent with the participant's Individual Employment Plan or Individual Service Strategy.

**Purpose and Intended Uses:**

The intent of supportive services is to enable a registered Adult or Dislocated Worker to participate in career and/or training services or for a registered Youth to participate in WIOA-funded activities. Supportive services payments may be provided to address needs that if unmet would prevent participation in WIOA activities and reduce the chance for WIOA participants to achieve the goals established in their IEP/ISS. This includes costs such as transportation, child care, uniforms, work-related tools, and licenses, and provision of eye exams and glasses. Delegate agencies must have the ability to make referrals for services such as emergency housing and children's health insurance.

This policy does not create an entitlement on the part of any WIOA participant to supportive services. The provision of supportive services to WIOA participants is at the discretion of the delegate agency within the guidelines of this policy, the requirements of the law, and based on the availability of funds.

**Needs Assessment:**

All WIOA registered adults, dislocated workers and youth must be assessed to determine their needs for supportive services. This assessment must include a determination of the available income supports and family budget requirements, transportation and childcare needs during the planned period of participation. The IEP/ISS for each participant must include a plan for how the individual's supportive service needs will be met during participation.

**Referral:**

Delegate agencies must maintain information on supportive service availability within the local workforce investment area, including but not limited to services such as child care, food pantries, mental health services, emergency and subsidized housing, Supplemental Nutrition Assistance, Medicaid and children's health insurance.

Delegate agencies must establish referral relationships with agencies and organizations that offer supportive services, and they must refer participants to these services when such services are needed.

**Eligibility:**

To be eligible for supportive services paid for with WIOA Title I Adult, Dislocated Worker or Youth funds, an individual must:

1. be a registered participant in WIOA Title I-funded Adult, Dislocated Worker or Youth services;
2. require supportive services in order to be able to participate in WIOA Title I-funded Adult, Dislocated Worker career or training services or Youth services. This need must be justified based on a documented assessment of the individual's needs in relationship to the goals established in the participant's IEP/ISS. This need must be properly recorded in the participant's case notes and identified in the IEP/ISS; and
3. be unable to obtain the needed services through other programs providing such services.

### **Budget and Payment Procedures for Delegate Agencies:**

Delegate agencies must include funds for supportive services as part of their annual contract budgets. All delegate agencies must implement procedures to ensure that total payments for supportive services do not exceed this budgeted amount unless a formal modification of the budget has been approved in advance.

Payments for supportive services for WIOA participants in training services are defined as training expenses under the state minimum training expenditure policy and should be budgeted as a training expenditure. Payments for supportive services for WIOA participants who are *not* receiving training services are not considered training expenses and should be budgeted as a non-training expenditure.

Delegate agencies must document supportive services expenditures (such as invoices, receipts and cancelled checks) and must be available for review by The Partnership, the State or DOL upon request. Supporting documentation must be maintained by the agency providing the service.

### **Approval Process:**

Supportive services must be reasonable, necessary, and consistent with the participant's IEP/ISS. Questions or concerns regarding the allow ability of supportive services expenditures, particularly where the cost is unusually high must be referred to The Partnership for review and final determination The Partnership's review will consider the:

1. reasonableness and necessity if cost,
2. participant's IEP or ISS; and
3. delegate agency's budget.

Whenever such expenditure is being considered, the delegate agency must contact their Regional Manager and explain the proposed expenditure. The Regional Manager will then follow up with the delegate agency with a determination regarding the allowance of the proposed expenditure. A written determination will be provided. The delegate agency should retain this determination in the participant's case file.

### **Actions Required**

Delegate Agencies must (1) review this Policy Letter; (2) transmit this letter to all staff with responsibility for case management and referral to supportive services; (3) ensure that procedures for approving and paying for supportive services are fully in compliance with this policy; (4) ensure that appropriate staff are trained in the revised policy; and (5) ensure that management controls are in place to promote implementation of this policy.

### **Inquiries:**

All inquires should be directed to the delegate agency's Regional Manager.

### **Effective Date:**

Immediately upon Board approval.

## **Attachment D:**

### **LWIA 7 Individual Training Account Policy Letter**



**Local Workforce Innovation and Opportunity Act (WIOA) Policy No. 2017-PL-06-Change 2**

**To: All Training Providers, Educational Institutions, Delegate Agencies, American Job Centers and Sector Centers**

**From:**   
**Karin M. Norington-Reaves**  
**CEO, Chicago Cook Workforce Partnership**

**Subject: INDIVIDUAL TRAINING ACCOUNT (ITA) POLICY**

**Date: September 19, 2019**

**Purpose:**

The purpose of this communication is to establish policy for the issuance of Individual Training Accounts (ITAs) under the Workforce Innovation and Opportunity Act (WIOA). The Chicago Cook Workforce Partnership (The Partnership) seeks to promote a system of high-quality occupational skills training that both addresses business needs and prepares individuals for career opportunities.

**References:**

WIOA Sections 122, 134  
WIOA Implementing Rule Section 680, Subpart C and D  
Illinois Department of Commerce WIOA Policy 15-WIOA-5.3

**Background:**

An ITA is a financial subsidy in the form of a voucher that allows qualified WIOA customers to access eligible training programs. The Illinois Department of Commerce directs the investment of ITA funds in the state through its regional Demand Occupation List, a list of occupations for which training vouchers may be issued in each region of Illinois. Based on analysis of Cook County's labor market (current and projected job demand, wages, educational requirements, and career pathways), The Partnership has highlighted a subset of occupations on the Demand Occupation List that are of critical importance to our local area. The result is the attached list of 40 Target Occupations for ITAs in Cook County.

### **Target Occupations for ITAs in Cook County:**

The Partnership will only authorize ITAs for customers to attend an eligible training program<sup>1</sup> that is geared toward employment in one of the 40 Target Occupations.<sup>2</sup> This will ensure that The Partnership's ITA investments are strategically aligned with the needs of jobseekers and employers in our local labor market. The Partnership reserves the right to amend the list in response to shifting local labor market conditions, and also reserves the right to approve special projects featuring training outside the list of Target Occupations. For the purposes of this modification to Policy No. 2017-PL-06, Change 2, the 40 Target Occupation List is being amended at this time to include two additional occupational areas due to requests made to the local area and programs. The areas are: Addictions Counseling and Early Childhood Education.

### **ITA Cost Limits:**

The Partnership has established a 3-tiered (\$3,000, \$5,000 and \$8,000) tuition and fee limit for ITAs. The tuition limits are listed in Attachment A, The Partnership will allow for additional costs above the tuition limit and fee limit, including books, uniforms, and tests for licenses or industry-recognized credentials. Test costs may be paid prior to the exam however refunds will be expected from training providers in cases where the exam fees are not a part of the tuition and the participant does not take the exam within a reasonable timeframe. All books and additional training materials must be necessary for the completion of the training program. Additional guidance will be provided by the Program Unit.

**NOTE:** WIOA requires that ITA funding be applied only AFTER exhausting other available sources including Pell and MAP grants.

### **ITA Duration Limits:**

The length of an ITA must not exceed the length of the Individual Employment Plan (IEP). Career coaches must set training timelines that are expeditious but also meet the unique needs of the customer. For example, where possible and appropriate a customer wishing to attend an Associate Degree program at a Community College should take as many classes as possible each semester rather than taking one class per semester. An ITA for a longer-term degree program will only be approved if the customer can demonstrate that he or she has less than 24 months remaining and an outstanding balance of less than the maximum ITA limit for the applicable program (i.e.; \$3,000, \$5,000 or \$8,000).

### **Second ITAs:**

In general, there is a limit of **one** ITA per participant, dating back to the launch of The Partnership July 1, 2012. However, a second ITA may be approved if:

- The customer has successfully completed one ITA-funded training course; and is requesting a training program in the same or related subject/field (e.g. along a career pathway) which will provide additional skills to support their move toward self-sufficiency,
- The subsequent ITA provides training in a field where the customer is able to use transferrable skills, or
- In exceptional circumstances, at the discretion of The Partnership.

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<sup>1</sup> Training provider eligibility and certification is detailed in policy letter 2017-PL-07 issued September 7, 2017 by Chicago Cook Workforce Innovation Board.

<sup>2</sup> The attached list of 40 Target Occupations pertains solely to ITAs and does not prohibit the use of customized training or On-The-Job training funds in sectors or occupations not listed therein.

A second ITA will not be approved if the customer 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 based on the voucher limit tiers.

**ITA Process:**

This represents the general process for parties involved in requesting, redeeming, and administering an ITA. See the Partnership's ITA Manual for detailed procedures.

1. A WIOA delegate agency may request an ITA on behalf of a customer who has been determined eligible, suitable and in need of training services as a part of career path.
2. The Career Coach will direct customers to compare training programs using the attached list of Target Occupations and the WIOA Approved Training Programs feature found at [illinoisworknet.com](http://illinoisworknet.com).
3. Unless a valid accommodation is requested, the customer must visit at least two programs offering the same training program before making a selection, in order to evaluate the facilities, accessibility, personnel, environment, and content of each, and must complete a training provider exploration form.
4. The Career Coach must verify that the selected program aligns with the goals outlined in the customer's Individual Employment Plan (IEP) or Individual Service Strategy (ISS).
5. The Career Coach will submit a request for an ITA to the Training Assessment and Review Agency (TARA).
6. The TARA will review the application in Career Connect and verify that:
  - a. The applicant is a registered WIOA Adult, Dislocated Worker or Youth customer (1A, 1D, 1Y) and WIOA eligibility documentation is complete;
  - b. The customer has received a basic service and has an IEP or ISS on file;
  - c. The customer has pursued other applicable funding sources, such as Pell Grants or MAP grants if available and award amounts are in the Financial Statement Form;
  - d. The customer has completed a training provider exploration form;
  - e. The requested training program is authorized by The Partnership in the WIOA Approved Training Programs feature found at [illinoisworknet.com](http://illinoisworknet.com);
  - f. The ITA amount does not exceed the cost limit shown on the WIOA Approved Training Programs feature on [illinoisworknet.com](http://illinoisworknet.com) nor does it exceed the tuition limits outlined in the attached list of 40 occupations;
  - g. In the event that the tuition cost exceeds the ITA tuition and fee limit, the customer and Career Coach have made payment arrangements and documented those on the Financial Statement Form;
  - h. In the event of a self-referral (the Career Coach/service provider and the selected training program are part of the same organization) the customer has completed the Customer Choice documentation for self-referrals.<sup>3</sup>

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<sup>3</sup> A TARA representative may contact the customer who has received the self-referral to administer or brief telephone survey. If the customer indicates that he/she was not given a choice of training providers, he/she will be referred back to the delegate agency. The agency must resubmit the training request with documentation to show that the customer has reviewed a list of training program information.

7. The TARA will determine the appropriateness of the request for training and communicate its decision to the WIOA delegate agency in a timely manner. No customer may attend classes until the TARA issues confirmation of approval<sup>4</sup>
8. The TARA will issue a Letter of Credit (LOC) also called a “Voucher” or “ITA”

**Other Considerations:**

- *Use of ITAs for Youth Programs:* The use of ITAs is permissible for Youth 16-24 who are enrolled as either “In-School” or “Out-of-School”. The Career Coach must ensure that the youth continues to have access to WIOA youth program services and that the ITA will enhance, not supplant the delivery of those services. Further, the Career Coach must determine that the ITA is not used as an enticement to terminate traditional academic programs, and that the training will help the youth achieve economic and career goals.
- *Self-Referrals:* As noted above, a self-referral occurs when the agency processing the customer’s ITA application is also the agency that will provide the training. In an effort to ensure that the issuing agency is an honest broker of ITAs, self-referrals are permitted, however, self-referrals will be carefully monitored by the TARA. Customers applying for a self-referral ITA may be surveyed by the TARA to determine if the customer was given the opportunity to explore other training options. The Partnership reserves the right to limit the number of self-referrals.

**Action Required:**

This policy should be distributed to appropriate all staff including Career Coaches and those responsible for issuing ITAs and to all staff responsible for budgeting, vouchering and accounting.

**Inquiries:**

Inquiries should be directed via email to Anne Hogan, Occupational Training Manager, at [ahogan@chicookworks.org](mailto:ahogan@chicookworks.org)

**Effective Date:**

September 19, 2019

**Attachments:**

A—Target Industries and Occupations for ITAs, Revised

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<sup>4</sup> Except for customers attending long-term training.

**Attachment A: 40 Target Occupations for ITA Training, updated October 2019**

Occupation		SOC Descriptions	Tuition/ Fee Limit	
1	Business and Professional Services	Administrative and Office Worker	Executive Secretaries and Executive Administrative Assistants	\$ 3,000
			Administrative Service Managers	\$ 8,000
		Legal Secretaries and Paralegals	Legal Secretaries	\$ 5,000
			Paralegals and Legal Assistants	\$ 8,000
		3	Accountants and Financial Clerks	Billing and Posting Clerks
Payroll and Timekeeping Clerks				
Brokerage Clerks				
Accountants and Auditors				
4	Human Resources Specialists	Human Resource Specialists	\$ 5,000	
5	Security Guards	Security Guards (waiver)	\$ 3,000	
6	Addiction Counselors	Substance Abuse, Behavioral Disorder, and Mental Health Counselors	\$ 5,000	
7	Early Childhood Education	Preschool Teachers, Except Special Education	\$ 5,000	
		Childcare Workers	\$ 3,000	
8	Dental Hygienists and Dental Assistants	Dental Hygienists	\$ 8,000	
		Dental Assistants	\$ 5,000	
9	EMTs and Paramedics	Emergency Medical Technicians	\$ 3,000	
		Paramedics	\$ 8,000	
10	RNs	Registered Nurses	\$ 8,000	
11	Other Nursing/Clinical Care Professionals*	Licensed Practical Nurses	\$ 8,000	
		Medical Assistants		
		Phlebotomists	\$ 3,000	
12	Health Information Technicians	Medical Records and Health Information Technicians	\$ 5,000	
13	Respiratory Therapists	Respiratory Therapists	\$ 8,000	
14	Radiology Technicians	Radiologic Technologists	\$ 8,000	
15	Laboratory and Diagnostic Technicians	Medical and Clinical Laboratory Technologists	\$ 8,000	
		Medical and Clinical Laboratory Technicians		
		Diagnostic Medical Sonographers		
		Surgical Technologists		
		Medical Equipment Preparers		
15	Certified Nursing Assistants and Patient Care Technicians	Nursing Assistants	\$ 3,000	
		Phlebotomists		
		Cardiovascular Technicians		
		Patient Representatives	\$ 5,000	
		Patient Care Technicians*		
16	Occupational Therapy Assistants	Occupational Therapy Assistants	\$ 8,000	
17	Pharmacy Technicians	Pharmacy Technicians	\$ 3,000	
18	Physical Therapy Aides and Assistants	Physical Therapist Assistants	\$ 5,000	
		Physical Therapist Aides		

19	Retail, Culinary, Hospitality	Food Service Workers	Food Service Managers	\$ 3,000	
20			Hospitality Workers		First-Line Supervisors of Food Preparation and Serving Workers (waiver)
					Chefs and Head Cooks (waiver)
21	Retail Workers	First-Line Supervisors of Retail Sales Workers	\$ 3,000		
22		Customer Service Representatives			
		Sales Representatives, Wholesale and Manufacturing			
23	Information Technology	Computer Support Specialists	Computer User Support Specialists	\$ 5,000	
24			Computer Network Support Specialists		
25		Computer Systems Analysts	Computer Systems Analysts	\$ 8,000	
26		Database Administrators	Database Administrators	\$ 8,000	
27		Developers and Programmers	Computer Programmers	\$ 8,000	
			Software Developers, Applications		
			Software Developers, Systems Software		
Web Developers					
28	Network Architects and Administrators	Network and Computer Systems Administrators	\$ 8,000		
		Computer Network Architects			
29	Information Security Analysts	Information Security Analysts	\$ 8,000		
28	HVAC, Electrical, and Machine Repair	HVAC & Refrigeration Mechanics and Installers	\$ 8,000		
		Electrical Power-Line Installers and Repairers			
		Industrial Machinery Mechanics			
		Maintenance Workers, Machinery			
29	Machine Operators and Fabricators	Team Assemblers	\$ 8,000		
		Cutting, Punching, and Press Machine Operators			
		Food Batchmakers			
		Stationary Engineers and Boiler Operators			
		Mixing and Blending Machine Setters, Operators, and Tenders			
		Grinding, Lapping, Polishing, and Buffing Machine Operators			
		Machinists			
30	Quality Assurance	Inspectors, Testers, Sorters, Samplers, and Weighers	\$ 8,000		
31	Computer Numerical Controls	Computer-Controlled Machine Tool Operators	\$ 8,000		
		Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic			
32	Welders	Welders, Cutters, Solderers, and Brazers	\$ 8,000		

33	Transportation, Distribution, and Logistics	Logistics Workers	Cargo and Freight Agents	\$ 5,000
			Dispatchers, Except Police, Fire, and Ambulance	
			Shipping, Receiving, and Traffic Clerks	
			Production, Planning, and Expediting Clerks	
			Industrial Truck and Tractor Operators	
34	Transportation, Distribution, and Logistics	Vehicle Mechanics and Repair Workers	Aircraft Mechanics and Service Technicians	\$ 8,000
			Automotive Body and Related Repairers	
			Automotive Service Technicians and Mechanics	
			Tire Repairers and Changers	
			Bus and Truck Mechanics and Diesel Engine Specialists	
35	Transportation, Distribution, and Logistics	Commercial Drivers	Bus Drivers, School or Special Client	\$ 5,000
			Bus Drivers, Transit and Intercity	
			Heavy and Tractor-Trailer Truck Drivers	
			Light Truck or Delivery Services Drivers	
36	Construction	Carpenters	Carpenters	\$ 8,000
37		Operating Engineers	Operating Engineers; Construction Equipment Operators	\$ 8,000
38		Electricians	Electricians	\$ 8,000
39		Plumbers	Plumbers, Pipefitters, and Steamfitters	\$ 8,000
40		Structural Iron and Steel Workers	Structural Iron and Steel Workers	\$ 8,000

\*Please Note: Patient Care Technicians do not tie to a single O'Net code. It is used to describe medical training programs which may include training in several approved O'Net occupational areas such as CNA, Phlebotomy and EKG. The tuition price limit for these "bundled" programs shall be \$5,000.

## **Attachment E:**

### **LWIA 7 Training Provider Eligibility and Certification Policy Letter**



**Local Workforce Innovation and Opportunity Act (WIOA) Policy No. 2017-PL-07**

**To:** All Delegate Agencies, American Job Centers and Sector Centers

**From:**

  
**Karin M. Norington-Reaves**  
CEO, Chicago Cook Workforce Partnership

**Subject:** TRAINING PROVIDER ELIGIBILITY AND CERTIFICATION

**Date:** September 7, 2017

**Purpose:**

The Workforce Innovation and Opportunity Act (WIOA) requires that all states and local workforce areas certify training programs as eligible to receive funding through Individual Training Accounts (ITAs). This procedure must include a process for providers and programs to be initially certified, as well as outlining the process for continued eligibility. The purpose of this communication is to establish eligibility criteria for training providers and programs accessing funds via ITAs in Cook County. Through this policy, the Chicago Cook Workforce Partnership (The Partnership) seeks to promote a system of high-quality occupational skills training that both addresses business needs, and prepares individuals for career opportunities.

**References:**

WIOA Sections 122, 134

WIOA Implementing Rule Section 680, Subpart C and D

Illinois Department of Commerce WIOA Policy 15-WIOA-5.3

**Background:**

An eligible training provider is one that has met all federal, state, and local criteria and is thereby qualified to receive WIOA ITA funds to provide occupational training to WIOA-enrolled customers. Interested training providers can review the criteria presented here and submit an application to The Partnership, which will certify providers and programs that are deemed eligible. The Partnership will add those providers and programs to the State of Illinois Eligible Training Provider List (ETPL). Providers of on-the-job training, customized training, incumbent worker training, internships, and paid or unpaid work experience opportunities, or transitional employment shall not be subject to the requirements of this policy letter. The approval of training providers and programs does not create or constitute any contractual or other fiduciary relationship between the training provider and The Partnership.

**Initial Training Provider Eligibility Criteria:**

To be considered for initial eligibility, training providers must complete the Training Provider Certification application located on The Partnership’s website [www.workforceboard.org](http://www.workforceboard.org) and provide all requested documentation. To be eligible to receive funds for the provision of ITA services, the provider shall:

1	<p>Be an institution of higher education that provides a program that leads to a recognized postsecondary credential; This may include programs receiving approval or accreditation by the U.S. Department of Education, Illinois Board of Higher Education, Illinois Community College Board, or Illinois State Board of Education, OR An entity that carries out programs registered under the Act of August 16, 1937 (commonly known as the “National Apprenticeship Act”; 50 Stat. 664, chapter 663; 29 U.S.C. 50 et seq.) as recognized in Illinois by the U.S. Department of Labor (SDOL), Office of Apprenticeship,<sup>1</sup> OR Another public or private provider of a program of training services, which may include joint labor-management organizations; eligible providers of adult education and literacy activities under Title II if such activities are provided in combination with occupational skills training; or programs that have been recognized by the industry as meeting the standards necessary for approval or accreditation, when such standards exist.</p>
2	Have been open for business for at least one year prior to application.
3	<p>Provide documentation of the following:</p> <ul style="list-style-type: none"><li>a) Legal standing within Illinois;</li><li>b) Federal Employer Identification Number;</li><li>c) Accrediting body and contact information;</li><li>d) Credential type;</li><li>e) A copy of the current certification or note from the appropriate certification body detailing status;</li><li>f) A description of current student enrollment that details sources of financial support; and</li><li>g) A listing of the current Board of Directors.</li></ul> <p>The Partnership reserves the right to require additional documentation.</p>
4	Provide assurance of compliance with all non-discrimination, equal opportunity provisions and other requirements of WIOA.
5	<p>Provide assurance of cooperation with monitoring requirements, including participation in monitoring visits conducted by The Partnership. All training providers are subject to routine programmatic and fiscal monitoring by The Partnership or other appropriate entities to ensure compliance with the requirements of this policy and related provisions of WIOA. The Partnership reserves the right to complete an onsite review of the training provider to evaluate, at a minimum, the following items:</p> <ul style="list-style-type: none"><li>a) Physical location and facilities</li><li>b) Instructional quality and programmatic accessibility</li><li>c) Accessibility and ADA compliance</li></ul>

<sup>1</sup> All Registered Apprenticeship (RA) programs registered with the USDOL, Office of Apprenticeship or a recognized state apprenticeship agency are automatically eligible to be included as an eligible training provider

**Initial Program Eligibility Criteria:**

A training provider that is eligible based on the criteria above must also provide information on each of the programs for which it seeks initial certification. The Training Program Certification application is located on The Partnership’s website [www.workforceboard.org](http://www.workforceboard.org). Each eligible training provider can submit for Partnership approval no more than three (3) training programs for each of The Partnership’s 40 Target Occupations (see Attachment A). This policy was developed to align with the concept of a career pathway, and to ensure that the available training programs meet the needs of customers with a wide range of skill levels and backgrounds. It is envisioned that a provider offering more than one training program for a given occupation will offer basic or entry level, mid-level, and/or advanced programs. As outlined in the application, each program must result in the customer earning an industry-recognized credential of value, and program costs must be reasonable.

**Continued Training Program Certification Criteria:**

The Partnership requires that each training provider be re-evaluated and re-certified on a bi-annual basis. The re-certification request form is available on The Partnership’s website [www.workforceboard.org](http://www.workforceboard.org). The application asks for a summary of any changes to any of the information provided in the prior application for certification, and documentation that eligibility requirements described in this policy letter are still being met.

In addition, training providers must demonstrate that each certified program meets within 10% of the following performance goals.

<b>Measure</b>	<b>Goal</b>	<b>Meeting Range</b>
WIOA Training-Related Entered Employment Rate <sup>2</sup>	70%	63%-70%
Successful Training Completion Rate <sup>3</sup>	70%	63%-70%
Credential Attainment Rate <sup>4</sup>	60%	54%-60%

For purposes of the performance requirements, a minimum of ten (10) program exiters are required to calculate outcomes that can be used to disqualify a program. Programs with fewer than 10 exiters are exempt from the performance requirements.

As part of re-certification training providers must submit a report of enrollees from the preceding year, detailing completion data, placement and training-related placement rates.

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<sup>2</sup> WIOA Training-Related Entered Employment Rate is defined as the percentage of WIOA training program participants who were employed within their field of study in relation to the total number of those participants with employment.

<sup>3</sup> Successful Completion Rate is defined as the percent of WIOA training program participants who were issued an ITA and successfully completed the program in relation to the total WIOA participants who received an ITA and completed and/or dropped out of the program.

<sup>4</sup> Credential Attainment Rate is defined as the percentage of training program participants who obtained an industry recognized credential within one year of completion of the training program to the total training program participants who exited the program.

Programs that fail to reapply for recertification will be removed from the list of eligible training providers.

**Denial of Initial Eligibility:**

Programs or providers that are deemed ineligible for initial certification based on the criteria outlined in this policy letter may submit an appeal form, which is located on the Partnership's website [www.workforceboard.org](http://www.workforceboard.org). A committee comprised of Partnership staff and Workforce Innovation Board Service Delivery Committee members will review all appeals.

**Revocation and/or Suspension of Existing Eligibility:**

Programs or providers may be subject to revocation of eligibility (at any time), or denial of recertification (upon application), if they:

1. Fail to provide correct information on the application;
2. Fail to meet the criteria or performance standards outlined in this policy letter;
3. Violate any requirement of WIOA;
4. Are the subject of disciplinary action by the Illinois Board of Higher Education or other accrediting body; or
5. Fail to comply with requirements of The Partnership ITA process.

Programs whose certifications are revoked must immediately cease enrollment of new WIOA customers. Existing enrollees shall be permitted to complete the training program; however, in the case of substantial violations, customers shall be provided assistance in enrolling in a new training program. A provider of training services whose eligibility is terminated may be liable for the repayment of funds received under WIOA.

Programs or providers whose eligibility status is revoked may submit an appeal. Once a program or provider's eligibility has been revoked, it cannot reapply for 2 years.

The ITA Certification Committee, working with The Partnership's Grievance Officer, may temporarily suspend a program and/or provider to investigate allegations of fraud, equal opportunity (EO) violations, or other complaints.

**Application Process:**

Those seeking to become eligible WIOA ITA training providers in Chicago and Cook County may apply for eligibility by submitting The Partnership's application packet as well as completing the required program information for each training program through the Illinois Workforce Development System (IWDS). The application packet, along with detailed instructions on how to complete the necessary materials, can be accessed via The Partnership's website [www.workforceboard.org](http://www.workforceboard.org)

The Partnership will accept requests for initial certification of new providers and programs on a quarterly basis, as follows:

- Winter (February 1- February 15)
- Spring (May 1- May 15)
- Summer (August 1- August 15)
- Fall (November 1- November 15)

As existing program certifications sunset, training providers must reapply for certification under the provisions of this policy letter. The certification committee will determine eligibility within 30 days of receipt of application. Applications are not deemed received until all required documentation is submitted. The program may then be conditionally approved pending ratification by the Chicago Cook Workforce Innovation Board.

**Provisional Approval:**

The ITA Certification Committee may grant approval on a provisional basis to training programs outside of the regular application schedule as described above, for certain high-need programs. High need programs must meet at least one of the following requirements:

1. Are substantially unique (not like anything in existence on the eligible list);
2. Specialize in serving populations with barriers to employment;
3. Are part of an employer-sponsored customized training program that will result in new hiring or promotions for WIOA customers.
4. Are a new program of study offered by a community college which reflects an occupation listed on the current targeted occupation list.

The ITA Certification Committee will consider provisional approval of programs for eligible providers on a case-by-case basis. The purpose of this provisional approval is to allow high-value programs to be made available to customers that would otherwise have to wait until the next application window. Programs granted provisional approval must still meet the program eligibility requirements described in this letter. Programs granted provisional approval must apply for certification at the next application window, unless provisional approval was granted less than 30 days prior to the application window, in which case they must apply at the following application window.

**Actions Required:**

Current WIOA training providers seeking initial eligibility or continued certification of eligibility for one or more programs **must:** (1) review this policy letter and its attachments; (2) transmit this letter to all staff with responsibility for applying for re-certification of the provider and its programs for continued eligibility; and (3) provide information as required by this letter for each program for which initial eligibility or continued certification is requested.

**Inquiries:**

All inquiries should be directed via email to Anne Hogan, Occupational Training Manager at [ahogan@workforceboard.org](mailto:ahogan@workforceboard.org)

**Effective Date:**

January 1, 2018

**Attachments:**

A—Target Industries and Occupations for ITAs, Revised September 2019

**Attachment A: 40 Target Occupations for ITA Training, updated October 2019**

Occupation		SOC Descriptions	Tuition/ Fee Limit	
1	Business and Professional Services	Administrative and Office Worker	Executive Secretaries and Executive Administrative Assistants Administrative Service Managers	\$ 3,000 \$ 8,000
		2	Legal Secretaries and Paralegals	Legal Secretaries
Paralegals and Legal Assistants	\$ 8,000			
3	Business and Professional Services	Accountants and Financial Clerks	Billing and Posting Clerks	\$ 5,000
			Payroll and Timekeeping Clerks	
			Brokerage Clerks	
			Accountants and Auditors	
4	Business and Professional Services	Human Resources Specialists	Human Resource Specialists	\$ 5,000
5	Business and Professional Services	Security Guards	Security Guards (waiver)	\$ 3,000
6	Healthcare and Social Services	Addiction Counselors	Substance Abuse, Behavioral Disorder, and Mental Health Counselors	\$ 5,000
7		Early Childhood Education	Preschool Teachers, Except Special Education	\$ 5,000
			Childcare Workers	\$ 3,000
8		Dental Hygienists and Dental Assistants	Dental Hygienists	\$ 8,000
			Dental Assistants	\$ 5,000
9		EMTs and Paramedics	Emergency Medical Technicians	\$ 3,000
			Paramedics	\$ 8,000
10		RNs	Registered Nurses	\$ 8,000
11		Other Nursing/Clinical Care Professionals*	Licensed Practical Nurses	\$ 8,000
			Medical Assistants	
			Phlebotomists	\$ 3,000
12		Health Information Technicians	Medical Records and Health Information Technicians	\$ 5,000
13		Respiratory Therapists	Respiratory Therapists	\$ 8,000
14		Radiology Technicians	Radiologic Technologists	\$ 8,000
15		Laboratory and Diagnostic Technicians	Medical and Clinical Laboratory Technologists	\$ 8,000
	Medical and Clinical Laboratory Technicians			
	Diagnostic Medical Sonographers			
	Surgical Technologists			
	Medical Equipment Preparers			
15	Certified Nursing Assistants and Patient Care Technicians	Nursing Assistants	\$ 3,000	
		Phlebotomists		
		Cardiovascular Technicians		
		Patient Representatives		
16	Occupational Therapy Assistants	Patient Care Technicians*	\$ 5,000	
		Occupational Therapy Assistants	\$ 8,000	
17	Pharmacy Technicians	Pharmacy Technicians	\$ 3,000	
18	Physical Therapy Aides and Assistants	Physical Therapist Assistants	\$ 5,000	
		Physical Therapist Aides		

19	Retail, Culinary, Hospitality	Food Service Workers	Food Service Managers	\$ 3,000
			First-Line Supervisors of Food Preparation and Serving Workers (waiver)	
			Chefs and Head Cooks (waiver)	
20		Hospitality Workers	Lodging Managers	\$ 3,000
21	Retail	Retail Workers	First-Line Supervisors of Retail Sales Workers	\$ 3,000
			Customer Service Representatives	
			Sales Representatives, Wholesale and Manufacturing	
22	Information Technology	Computer Support Specialists	Computer User Support Specialists	\$ 5,000
			Computer Network Support Specialists	
23		Computer Systems Analysts	Computer Systems Analysts	\$ 8,000
24		Database Administrators	Database Administrators	\$ 8,000
25		Developers and Programmers	Computer Programmers	\$ 8,000
			Software Developers, Applications	
			Software Developers, Systems Software	
	Web Developers			
26	Network Architects and Administrators	Network and Computer Systems Administrators	\$ 8,000	
		Computer Network Architects		
27	Information Security Analysts	Information Security Analysts	\$ 8,000	
28	Manufacturing	HVAC, Electrical, and Machine Repair	HVAC & Refrigeration Mechanics and Installers	\$ 8,000
			Electrical Power-Line Installers and Repairers	
			Industrial Machinery Mechanics	
			Maintenance Workers, Machinery	
29	Machine Operators and Fabricators	Team Assemblers	\$ 8,000	
		Cutting, Punching, and Press Machine Operators		
		Food Batchmakers		
		Stationary Engineers and Boiler Operators		
		Mixing and Blending Machine Setters, Operators, and Tenders		
		Grinding, Lapping, Polishing, and Buffing Machine Operators		
		Machinists		
30	Quality Assurance	Inspectors, Testers, Sorters, Samplers, and Weighers	\$ 8,000	
31	Computer Numerical Controls	Computer-Controlled Machine Tool Operators	\$ 8,000	
		Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic		
32	Welders	Welders, Cutters, Solderers, and Brazers	\$ 8,000	

33	Transportation, Distribution, and Logistics	Logistics Workers	Cargo and Freight Agents	\$ 5,000
			Dispatchers, Except Police, Fire, and Ambulance	
			Shipping, Receiving, and Traffic Clerks	
			Production, Planning, and Expediting Clerks	
			Industrial Truck and Tractor Operators	
34	Transportation, Distribution, and Logistics	Vehicle Mechanics and Repair Workers	Aircraft Mechanics and Service Technicians	\$ 8,000
			Automotive Body and Related Repairers	
			Automotive Service Technicians and Mechanics	
			Tire Repairers and Changers	
			Bus and Truck Mechanics and Diesel Engine Specialists	
35	Transportation, Distribution, and Logistics	Commercial Drivers	Bus Drivers, School or Special Client	\$ 5,000
			Bus Drivers, Transit and Intercity	
			Heavy and Tractor-Trailer Truck Drivers	
			Light Truck or Delivery Services Drivers	
36	Construction	Carpenters	Carpenters	\$ 8,000
37		Operating Engineers	Operating Engineers; Construction Equipment Operators	\$ 8,000
38		Electricians	Electricians	\$ 8,000
39		Plumbers	Plumbers, Pipefitters, and Steamfitters	\$ 8,000
40		Structural Iron and Steel Workers	Structural Iron and Steel Workers	\$ 8,000

\*Please Note: Patient Care Technicians do not tie to a single O'Net code. It is used to describe medical training programs which may include training in several approved O'Net occupational areas such as CNA, Phlebotomy and EKG. The tuition price limit for these "bundled" programs shall be \$5,000.

**Attachment F:**  
**LWIA 7 Procurement Policy**



**Local Workforce Innovation And Opportunity Act (WIOA) Policy No. 2017-PL-01**

**To:** All LWIA 7 Board Members  
All Delegate Agency, One-Stop and Sector Center Staff  
All Partnership Staff

**From:**

  
Karin M. Norington-Reaves  
CEO, Chicago Cook Workforce Partnership

**Subject:** PROCUREMENT POLICY

**Date:** March 30, 2017

**Purpose:** To provide guidance to staff and service providers on the competitive purchase of goods and services from vendors. Procurement rules are prescriptive and include situational methods based on dollar thresholds and can be applied to the award of grants and sub-grants to and by service providers.

**References:**

OMB Uniform Guidance 2 CFR 200

Workforce Innovation and Opportunity Act of 2014, Sec. 184 (a)(3)(A)

**Background:**

The OMB Uniform Guidance consolidates eight (8) previous OMB Circulars (e.g. previous OMB Circular A110) into one Uniform Guidance document that was published as a final rule 2 CFR 200. Although there were incorporated grace periods (even further extended for nonprofit entities), these rules are in place and have been followed by LWIA 7 for all Federal awards beginning in calendar year 2016. It is DOL ETA policy to act consistently with OMB Uniform Guidance provisions as standards for use by recipients in establishing procedures for the procurement of supplies and other expendable property, equipment, real property and other services with Federal funds. These standards insure that such materials and services are obtained in an effective manner and in compliance with the provisions of applicable Federal statutes.

WIOA Sec. 184(a)(3)(A) requires each State (including the Governor of the State), local area (including the chief elected official(s) for the area), and provider receiving funds under this title to comply with the appropriate uniform administrative requirements for grants and agreements applicable for the type of entity receiving the funds, as promulgated in circulars or rules of the Office of Management and Budget (OMB).

## POLICY:

This Procurement Policy applies to the procurement of all goods and services purchased by Chicago Cook Workforce Partnership and The Chicago Cook Workforce Board has and been created to provide guidelines to staff and sub-recipients for:

- Determining the appropriate method of procurement to use, as well as the specific procedures to follow in different procurement situations in order to be in compliance with all Federal and State laws, rules and regulations.
- Ensuring that unnecessary or duplicative items or services are not purchased, to ensure that conflicts of interest have been avoided, and to ensure that positive efforts have been made to utilize small business and minority-owned business sources for procurement.

LWIA 7's Conflict of Interest Policy provides standards of conduct covering conflicts of interest and governing the actions of its employees engaged in the selection, award and administration of contracts. No employee, officer, or agent may participate in the selection, award, or administration of a contract supported by a Federal award if he or she has a real, perceived or potential conflict of interest. Conflicts of interest must be disclosed in writing when known in advance or announced to the voting body. The party must excuse themselves from any further discussion and/or vote on the matter in question. Violations of such standards are subject to disciplinary actions provided in WFC's Code of Conduct and Conflict of Interest Policy.

This Policy and implementing procedures dictate that in LWIA 7, subject to exceptions as defined below, WIOA subrecipients are selected on a competitive basis, and as such follow the procurement rules at 2 CFR 200.318-326. Uniform Guidance does not prohibit (although does not require) the use of a competitive process to select subrecipients and DOL ETA encourages the use of a competitive process to select subrecipients.

LWIA 7 follows the OMB Uniform Guidance for the selection of subrecipients when a competitive process is not required (i.e., leveraged, privately funded and other time sensitive subawards). In these instances, LWIA 7 will be guided by:

- Service Provider's track record
  - Past record of performance
  - Cost principles: reasonable costs
  - Past record of compliance
  - Audit and monitoring results
- Internal Control System –
  - Written procedures
  - Conflict of interest provisions

As a Pass-through entity, LWIA 7 is as accountable for the subaward as if it was providing the services itself and thus will structure award to incorporate instruments to promote performance and conduct vigorous oversight and monitoring.

LWIA 7 will award contracts only to responsible contractors possessing the ability to perform successfully under the terms and conditions of a proposed procurement. Consideration will be given to such matters as:

- Contractor integrity
- Compliance with public policy
- Record of past performance
- Financial and technical resources

LWIA 7 will also maintain records sufficient to detail the history of procurement. These records will include, but are not limited to:

- Rationale for the method of procurement
- Selection of contract type
- Basis for contractor selection or rejection
- Basis for the contract price

Sample forms and documents used in the procurement process are included as attachments to this document and should be used by staff and sub-recipients during the procurement process.

### **Responsibility for Procurement Activities**

It is the responsibility of the CAO to procure, and/or delegate procurement, of all supplies and other expendable property, and equipment. The responsibility includes assigning procurement-related duties to staff persons, assuring that all procedures established in this document are followed, and that all procurement activities are performed in compliance with applicable Federal and State laws, rules and regulations.

### **Key Terms:**

Non-Federal entity –

- Any entity receiving Federal funds.
- Includes for-profits and foreign entities per DOL exceptions at 2900.2

Pass-Through entity –

- Any non-Federal entity that provides a subaward to a subrecipient to carry out part of a Federal program
- Key distinction: pass-through subaward (subrecipient) vs. procurement action (contractor)

Subaward –

- Award provided by a pass-through entity to a subrecipient to carry out part of a Federal award received by the pass-through entity
- Does not include payments to contractor or to an individual as beneficiary of Federal program

Subrecipient –

- Non-Federal entity that receives a subaward from a pass-through entity to carry out part of a Federal program

Contract –

- Does not include subawards
- Often the purchase of goods and services for the non-Federal entity's own use

- Legal instrument used to purchase property or services to carry out the project or program
- Is competed

Contractor –

- Entity that receives a contract
- Replaces the term “vendor”

Procurement “actions” – As distinguished from a **pass through subaward** to carry out part of a Federal program, a procurement action is needed for the purchase of a specific product or service that is ancillary to the Federal program, e.g.:

- Equipment and supplies
- Audit services
- Consulting services
- Leases
- Training
- Purchase of goods and services for the non-Federal entity’s own use

All non-Federal entities are pass-through entities when making subawards to subrecipients to carry out part of a Federal program (including Partner and Cooperative Agreements). **These subawards are not procurement actions, but they will follow the procurement rules when:**

- Required by statute (e.g. WIOA Operators and Youth subawards)
- Required by own policies and procedures
- Awarded on competitive basis and/or when required by the Funding Opportunity Announcement (FOA) and/or grant terms and conditions

### **Subrecipient and Contractor Determinations (2 CFR 200.330)**

WFC will make a case-by-case determination whether each agreement it makes for the disbursement of Federal program funds casts the party receiving the funds in the role of a subrecipient or a contractor (see Subrecipient and Contractor in the Definitions section of this policy). In determining whether an agreement between WFC and another non-Federal entity casts the latter as a subrecipient or a contractor, the substance of the relationship is more important than the form of agreement. WFC will use judgment in classifying each agreement as a subaward or a procurement contract. In compliance with 2 CFR 200.330, WFC will classify eligible providers of WIOA Adult, Dislocated Worker and Youth services as subrecipients.

### **Profit considerations–**

2 CFR 200.400 (g) & 200.323 (b) of the Uniform Guidance Requirements on profit provide that a Non-Federal entity may not earn or keep profit unless expressly authorized by the Federal award. However, WIOA does authorize profit for nonprofits and for-profits under certain circumstances:

- Non-profits: Treated as program income
- Prohibited for Governmental entities
- Negotiate as a separate element from price
  - When there is no price competition
  - In all cases where cost analysis is performed
    - Exceeds simplified acquisition threshold

Other considerations regarding Profit –

- Risk borne by the subrecipient
- FAR suggests that it be less than 10%
- Quality of past performance
- Industry profit rate in surrounding area for similar work

## **Procurement Methods**

Methods of Procurement to be Followed per 2 CFR 200.320:

- Micro Purchase
- Small Purchase
- Sealed Bids
- Competitive Proposals
- Non-Competitive Proposals

### **Micro Purchase** 200.320 (a)

- Acquisition of supplies or services not exceeding \$3,000 in aggregate
- May be awarded without soliciting competitive quotations if price is reasonable
- Distribute equitably among qualified suppliers to extent practicable

### **Small purchase procedures** 200.320 (b)

- Informal procurement methods for securing services, supplies, or other property
- Cost is less than the Simplified Acquisition Threshold (SAT)
- SAT set by the FAR at 48 CFR 2.1 (Future changes in FAR threshold will apply)
- Increased from \$100,000 to \$150,000 in 2010
- Price or rate quotations must be obtained from an adequate number of qualified sources

### **Sealed Bids** (formal advertising) 200.320 (c)

- Bids publicly solicited
- Firm fixed price contract is awarded
- Successful bid conforms to all material items and conditions of the invitation for bids—and is lowest in price
- Preferred method for procuring construction

### **Competitive Proposals** 2 CFR 200.320(d)

- Publicize RFP and identify all evaluation factors
- Solicit from an adequate number of qualified sources
- Written method for evaluating and selecting proposals
- Contract awarded to responsible firm
- Most advantageous proposal
- Price and other factors considered

### **Qualifications based Procurement** 2 CFR 200.320 (e)

- Architectural/engineering (A/E) professional services
- Qualifications evaluated and most qualified selected
- Subject to negotiation of fair and reasonable compensation

**Non-Competitive Proposals 2 CFR 200.320 (f) - Solicitation from only one source (sole source)**

- Allowable only when one or more circumstances apply:
  - Item available only from a single source
  - Public exigency or emergency will not permit a delay
  - Awarding agency authorizes non-competitive proposals in response to a written request
  - After solicitation from a number of sources, competition is determined inadequate

**Contracting with Small, Minority, Women’s, Labor Surplus Area Businesses 2 CFR 200.321**

LWIA 7 shall take all necessary affirmative steps to assure that small, minority, women’s, and labor surplus area firms are used whenever possible, to include:

- Placing qualified businesses on solicitation lists
- Soliciting them whenever they are potential sources
- Dividing total requirements into smaller tasks or quantities when economically feasible
- Establishing delivery schedules to encourage participation
- Using services of SBA and MBDA of Dept. of Commerce
- Requiring prime contractors to take these same steps

**Conclusion:**

It is the subrecipient’s responsibility as a non-Federal pass through entity to ensure that the appropriate procurement mechanism is used in its own procurements. It is important to note that the procurement methods outlined in this policy letter are to be understood as the minimum requirements as determined by The Partnership. In addition, this letter should not be understood to limit any additional required procedures as stated by the U.S. Department of Labor (USDOL) or the State of Illinois. If either USDOL or the State adds any required procurement requirements, those additional requirements will be understood to be added to The Partnership’s minimum requirements.

**Action Required:**

This information should be disseminated to subrecipient staff with signature authority.

**Inquiries:**

All inquiries should be directed to the assigned Regional Manager.

**Effective Date:** Immediately upon Board approval.

## **Attachment G:**

### **Comments on the Draft Local Plan Received During the February 14 – March 16, 2020 Public Comment Period**

### 3.13.20

The Cook County Bureau of Economic Development appreciated the opportunity to learn about Chicago Cook Workforce Partnership's updated strategic approach during our session together on February 10, 2020 and have subsequently reviewed both the *Northeast Economic Development Region (NEEDR) Regional WIOA Plan* and the *Illinois Local Workforce Innovation Area 7 2020 Local Plan*.

Our comments and suggestions below reflect the opportunities we see for increased partnership and collaboration to align our strategies to ensure broad and coordinated benefits to Cook County businesses and residents. We appreciate the recognition of several our initiatives including EDAC, CMMC, South Suburban Economic Growth Initiative, the updated Cook County Consolidated Plan and Comprehensive Economic Development Strategy (CEDS) and our new apprentice navigator function. We are particularly excited about the opportunity to collaborate with The Partnership's team around apprenticeships. As you know our updated CEDS (attached) and work with the Civic Consulting Alliance resulted in the Bureau of Economic Development's revised strategies and initiatives that reflect an increased focus on economic clusters including manufacturing as well as the importance of talent-driven economic development.

To the extent that you might modify the plan and your priorities, we would like the Partnership to give serious consideration to the following:

- 1. An expressed commitment to strive for greater parity of facilities and investments between Chicago and Cook County.** There are essentially the same number of people in the City and the suburbs, and with an increasing suburbanization of poverty – we believe there is the need and potential to ensure the *equitable* distribution of resources. For example, there are some programs that are currently only offered in the City of Chicago. What would it take to offer Chicago Codes and Career Launch to suburban communities? We realize the delivery of programs and services to suburban Cook is inherently more challenging as there are multiple school systems – but that only suggests the need for more resources and efforts to reach these communities and populations. Are there additional targeted approaches to ensure access to services for the County's individuals with barriers to employment including homeless, disabled, returning residents, youth and basic skills deficit?
- 2. Consider the "Priority Communities" as identified in the Cook County 2020 CEDS as prioritized for strategy implementation.**
- 3. The critical importance of supporting the manufacturing sector.** The United States faces an unprecedented set of challenges as identified in [the 2018 Report to the President on Assessing and Strengthening the Manufacturing and Defense Industrial Base and Supply Chain Resiliency in the United States](#). One of the primary challenges impacting the industrial base are the "gaps in American human capital, including a lack of STEM talent and declining trade skills, diminish domestic capabilities to innovate, manufacture, and sustain" operations and equipment.

**Cook County continues to identify manufacturing as a critically important driver of the region's economy.** Cook County employs 192,500 persons in manufacturing, more than any other county in the Illinois. Manufacturing jobs have among the highest multiplier effects. The average income for

### 3.13.20

manufacturing workers with wages and benefits is \$88,691. These are jobs that provide salaries that can support a family. We recognize there are thousands less manufacturing jobs than before, however, manufacturing productivity has increased substantially due to advances in technology. Given the above, we recommend that the Partnership re-establish Manufacturing Sector Center(s) to focus on the employment needs of manufacturers.

4. **Consider expanded and pro-active “lay-off” aversion strategies.** The Workforce Innovation and Opportunity Act requires states to commit part of their rapid response program for economic dislocation to efforts to prevent layoffs. Other states in the US have supported the capacity to provide pro-active business turnaround assistance in partnership with skilled organizations outside the workforce system. This includes assistance to business in economic distress and helping retiring owners convert to employee ownership. *Example: Pennsylvania Strategic Early Warning Network <https://www.steelvalley.org/sewn>*
5. **Deeper collaboration with Cook County Bureau of Economic Development regarding sector partnerships.** Economic development best practices are increasingly cluster driven and sector based, as opposed to just transactional. In that context it is the synergy and connective tissue between our two agencies becomes increasingly important. The Bureau of Economic Development has adopted this approach for manufacturing (including some sub-sectors like metals, machinery and equipment, aerospace and medical devices) TD & L and the ‘green economy. There are a variety of models, but salient characteristics are employer driven, sector based and community supported efforts to strengthen the competitiveness of a sector. Such partnerships often focus on workforce but may not be limited to that. As the Bureau of Economic Development, we may have access to tools and resources that might assist a business. We realize that the Partnership may be engaged in such efforts already and would hope that they would engage the Bureau of Economic Development, as we have engaged the Partnership with CMISP and the Cook TD & L.
6. **Develop and share mutually beneficial tools.**
  - a. Explore TPM (Talent Pipeline Management) as a shared tool. TPM is a demand-driven, employer-led approach to close the skills gap that builds pipelines of talent aligned to dynamic business. This is a tool that the State of Illinois requires of grant recipients that serve as Apprenticeship Navigators and/ or Intermediaries.
  - b. Develop an approach to share tax relief entities.
7. **Provide common platforms to engage employers.** Employer engagement is a critical activity and ensuring outreach approaches are connected, consistent and business friendly will result in stronger employer relationships. Are there ways we can collaborate more and leverage resources? We have access to tools (loans, innovation vouchers, export resources, certification training) that might be of interest to employers.
8. **Adopt a forward-looking approach to skills training and credentials** – Examples of this would include universal focus on increased digital fluency, more plastic injection molding training, multi-skilled technician, and educating employers to focus on competencies instead of credentials.



**To: Chicago Cook Workforce Partnership,  
From: Chicago Jobs Council**

**Re: Comments on 2020 Local Workforce Innovation and Opportunity Act (WIOA) Plan**

**March 16, 2020**

The Chicago Jobs Council appreciates the opportunity to both provide input in the development of the local WIOA plan and to provide comments on the posted plan. We note that a lot has been accomplished over the period of time since the last plan, that a number of things have changed in the workforce and job training landscape, and that The Partnership has been responsive to changing conditions. Although there is a lot more in this plan than we comment on, we have limited our comments to issues related to the most disconnected job seekers--those with barriers to employment and those who have been left out of the economic recovery (which is likely over as we write these comments!). In part, we draw on what we have learned through our work to improve access to quality workforce services for people who show up in safety net systems, including the SNAP program and Chicago's homeless-response system.

At a very high level we want to recognize that The Partnership did a significant amount of public engagement during the development of the plan and we recommend that there is an exploration of how to continue to use those strategies to keep stakeholders engaged during the life of the plan. The Partnership's position at the center of the region's ecosystem of workforce, education and economic development means that it has a unique perspective; it is positioned, with stakeholders (not only it's WIOA "partners"), to identify the most critical workforce challenges, demands and gaps and then develop strategies, regardless of whether WIOA is the answer. Once there is high level identification of challenges and strategies, it can then be determined what The Partnership's role is and then what the role of WIOA is in addressing those issues. We know that this plan is framed by the federal law and the state's guidance, so it is not designed to do that. But, it would be a missed opportunity if we didn't leverage the stakeholder engagement process that The Partnership started in this planning period for the purpose of continuing to build a responsive workforce development system in the region. Of course, the Jobs Council would be interested in supporting The Partnership in doing that.

What follows are some comments, questions and recommendations in four different topic areas.

**Opportunities to break down siloed services:** One of the things that the Jobs Council is concerned about is the extent to which funding rules have the (probably unintended) impact of silo'ing services and strategies. Instead of making funding requirements and policies something that administrators bear the responsibility for, they become the characteristics of program design. We want to note that issue in our comments to this plan because we think it should be an aspiration of the region's workforce system to make funding requirements and policies invisible to the customer (both employers and job seekers). We don't think that policy language is intended to be the description of strategy or program design.

For example, a best practice in workforce development is braiding or integrating funding, but that has been noted as difficult by many providers, including smaller organizations. In addition, they note that administering WIOA is more burdensome than other funding streams and that the amount of administration takes staff time away from providing services. It would be great to see in this plan any actions that The Partnership is going to take to incent or help with braiding of funding if that is one of the strategies to improve access to job seekers with barriers. In the summary of our provider survey findings we noted that "Organizations are utilizing this [non-WIOA] funding to cover the full staffing needs of programs or to cover disallowed costs. Respondents would like additional clarity on what blending of funding sources are allowed and would benefit from best practice training on finance department operation." We recently hosted a meeting with five community-based workforce organizations to discuss their approaches to job readiness services. Most of them described approaches to job readiness that differed depending on a program's funding stream. We don't mean to imply that The Partnership or WIOA is solely responsible for this, but we are concerned that for some organizations program design is limited by funding requirements.

We know that to some extent "service integration" is intended to reduce silos within the WIOA programs and we know that, in this plan, "service integration" is a term-of-art that refers only to WIOA services and titles. That said, the need to better integrate services is equally important between WIOA and related non-WIOA services. From our perspective, for the people who are the most disconnected from the mainstream labor market, the other service systems are: Chicago Department of Family and Support Services-funded workforce services, homeless services, the SNAP program, and the many approaches to providing support services. We would recommend that The Partnership prioritize the work that it is already involved in related to this--in particular the Employment Task Force of the Chicago Continuum of Care (we did not see this work mentioned anywhere in the plan). Another idea worth considering is designating a subgroup of the Service Delivery Committee or creating another time-limited work group to explore the alignment, integration issues faced by WIOA delegates when working with services that they provide that are funded from other systems or sources.

**Access to workforce services and employment:** One of the things we know from data matches between SNAP and WIOA and between HMIS and WIOA is that very few people in those systems are using the WIOA system despite, in some cases, work requirements and, in most cases, strong motivation to work. On page 5 of the plan in the section that outlines how the

Local Board will facilitate access to services through the use of technology or other means, the plan outlines five different technology-based systems that are customer-facing. The existence of five different on-line entry points only highlights how confusing it could be as a job seeker trying to find services. Also there's nothing about access to services other than technology. We know, for example, that during a two year period in 2017-2018 fewer than 1% of individuals coming through the homeless response system got WIOA services. Those individuals might not have the consistent ability to use technology and we wonder what might be the operating systems or policies that would result in more people getting into American Job Centers or to delegate agencies.

In the section about “expanding access to employment, training, education and supportive services for eligible individuals, particularly individuals with barriers to employment” on p. 6-7 we are impressed by the strong connection to all of the important City and County efforts to reinvest in parts of the region that need it the most and have been impacted by decades of racist public policies. The Partnership is a critical player in those efforts. All of the strategies outlined in this section are important, but it was hard for us to make the connection to improving access for the job seekers with barriers to employment. For example, as the Partnership is involved with Apprenticeship projects (noted on p. 7), we are wondering what the specific activities of the Partnership are that will make sure that Apprenticeships are accessible to people who have more barriers and/or to people of color and women who have traditionally been left behind. Similarly, we wonder what role WIOA funding, WIOA-funded services, and/or WIOA delegates is in these efforts.

**Services on the Career Pathways Continuum:** A couple of sections of the plan provides information on The Partnership's work related to career pathways, including career pathways being one of the strategies used to increase access for those with barriers to employment (pp. 8-9). This section outlined several great projects, but it wasn't clear how any of them will have a long-term, systems-level impact on access to career pathways for individuals who experience barriers. In another section of the plan on pp. 17-18 we wondered how the work in this area is connected to or reflects the state's definition of career pathways. In the section related to programs of study and career pathways (pp. 23-24) we did not see reference to how adults with low literacy, low educational attainment or other barriers can get access to these programs. While the predominant focus is on young people, we know that high percentages of community college students are adults. We also know from the report by Inspiration Corporation<sup>1</sup> that many adults experiencing homelessness have work experience, skills and educational attainment, but they are not getting to WIOA services. It seems that these career pathways strategies could make a huge difference for them, but access is the issue.

We continue to be disappointed that The Partnership chooses not to look at the Transitional Jobs (TJ) model as a strategy to give job seekers with barriers an opportunity to get work experience, skills and onto a career pathway. We understand that it is a more expensive

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<sup>1</sup> <http://www.inspirationcorp.org/research-pages-161.php>

intervention than others. At the same time, it is a strategy that aligns with the state's guidance to improve access to those with barriers to employment and to expand the use of work-based learning strategies. At a time when the economy is strong, but many job seekers still struggle to get and keep jobs, we think that public funding should focus on those job seekers and the strategies that are designed for their needs. We also noticed that the plan's response related to work-based learning (p. 56) leaned more into meeting the needs of employers. TJ is a dual customer approach that, in its most effective use, balances the needs of both with the flexibility to adapt. Also, on p. 56 there's specific direction to use work-based learning and to include "goals for specific work-based learning activities and proposed outcomes" but this section doesn't have any activities or proposed outcomes in the response.

We do know that there is inflexibility in how public WIOA funding is used and that private funding creates an opportunity to try new things and be more flexible, but we do not see The Partnership's use of private funding as a way to fill basic gaps that exist in WIOA services. For example being able to serve job seekers who need more time -- using private funding to provide delegates the time to work with those job seekers before they "register" them in WIOA. We think that using private funds in this way could mitigate the existing disincentive in WIOA to serve those job seekers who have the most barriers.

We also have not heard how the non-WIOA investment then leads to learning and change in services in The Partnership's system. We know that it does, but it would be great if the change was communicated somewhere--in this plan, in the WIB and its committees, or in some public information dissemination. For example, Opportunity Works is a great model of blending funds and combining paid work with skill building, but it is not a scaled program yet. It would be great to understand how this strategy is going to be expanded and used across the system.

**Supportive Services:** We wondered if there are lessons or data from how WIOA funding has been used for support services. Questions we would ask include: is there a per person average of support services? Has that changed over the years? What is the range of uses for supportive services? What has The Partnership learned about barriers to uptake of supportive services? Part of the reason that we need to look more closely is the our survey of providers revealed that "Respondents reported having access to funding for support services and 88% utilize WIOA funding for supportive services; however, for all of these needs, more than 50% of respondents reported that they are not adequately covered by current WIOA funding." That is a big supportive services gap even when WIOA appears to be an effective tool. We have anecdotal information that the range of support services needs is wide and some of the needs can be experienced as insurmountable by job seekers and then contributes to their drop out from the labor market. We also wonder if being more connected to other systems--like SNAP or the homeless response system--would help to fill more support services gaps.

**To: Chicago Cook Workforce Partnership**  
**From: Chicago Jobs Council on behalf of the Employment Task Force (ETF) of the Chicago Continuum of Care (CoC)**

**Re: Comments on Local WIOA plan**

**March 16, 2020**

The Employment Task Force (ETF) appreciates the opportunity to provide feedback on the local WIOA Plan. Our feedback on the plan consists of two parts. First, we have updated recommendations we made to the Partnership in June of 2016 early in the implementation in WIOA (the original document is included in Appendix A). Second, we have included in Appendix B the input that the ETF provided to the Partnership in December; these include several recommendations made by participants in focus groups of people with lived experience of homelessness and frontline provider organizations.

Our first updated recommendation is regarding priorities for services. We believe that there is clear direction under WIOA to prioritize job seekers with barriers to employment and in June 2016 we recommended and outlined a public process to inform local priorities of service. We recognized that this is a big departure from current practice, but given a stronger labor market we thought (and continue to think) that there is an opportunity to focus on service priorities in a meaningful way.

We really appreciated the invitation to provide input in this planning process although the only reference to any of the work that the ETF has been doing that the Partnership has been involved with was the data match between Career Connect and HMIS. There is little mention of prioritizing individuals experiencing homelessness in the local plan and we are looking for ways that WIOA funds will be used in new ways to reach people with barriers to employment. For example, potentially delegates who work with job seekers who are served in Continuum of Care programs might get a portion of a special set-aside funding to serve those individuals. Where there is note of expanded services for any special populations, it appears that it is non-WIOA funds that created the opportunity.

Our second recommendation still stands with the addition of some highlighted wording: From the experience of Task Force members, **the ability to serve job seekers with barriers in without time limits and with a “zero exclusion” approach is a priority and** we offer the following to describe what employment success looks like for homeless job seekers and job seekers who are being served by providers in the Continuum of Care system:

- Multiple attempts at jobs or job training supports before attachment, understanding that job seeker resilience and persistence improve their long-term success
- Increased flexibility on length of service or gaps in services, so that we can re-engage participants who have stabilized their housing
- Tracking other evidence of persistence in job seeking process
- Part-time, contract employment and other ways of increasing earned income which should be included in a definition of employment and identifying additional ways to recognize and reward agencies for provision of meaningful work

To the extent that the Partnership can increase flexibility and can exercise its discretion on performance—whether through monitoring, delegate agency selection or negotiation on performance measures—we encourage the consideration of this information. The Task Force can assist in the development and collection of additional information.

## **Appendix A: Recommendations provided by ETF to Partnership in June 2016**

### **Employment Task Force of the Chicago Continuum of Care Recommendations for implementation of the Workforce Innovation & Opportunity Act**

June 17, 2016

The Employment Task Force (Task Force) of the Chicago Continuum of Care (Continuum) is tasked with increasing the numbers of individuals that exit the homeless services system with employment income. A main area of focus is improving the connections between housing-related services and workforce services. Because the new Workforce Innovation & Opportunity Act (WIOA) requires that priority be given to “public benefits recipients, other low-income individuals, and individuals who are basic skills deficient” when providing career and training services, Task Force members believe that we have a crucial opportunity to improve how the local WIOA system serves job seekers who have major barriers to employment.

We acknowledge that the state and local areas have always stated that individuals with barriers to employment have a priority for services; we know that the local service delivery system has affiliate agencies that specialize in serving individuals with barriers; and we know that WIOA performance measures (over which the state and local areas have no or very little control) are often a disincentive to providing services to individuals with barriers to employment. We believe that the following recommendations build from that context and encourage the Chicago Cook Workforce Partnership (Partnership) to take steps to improve and expand services to job seekers experiencing homelessness and housing instability. The spirit of WIOA is clear, with respect to prioritizing services to job seekers with barriers. Supporting the spirit of the law, Christine Quinn, U.S. Department of Labor/Employment and Training Administration (DOLETA) Regional Administrator, encouraged the Chicago Cook Workforce Innovation Board to think flexibly about how WIOA is implemented to serve those with barriers, despite the delay in final federal policy.

Although not all policy guidance is final, we think there is no reason to wait and that we owe jobseekers the earliest possible improvements to the systems serving them. There are three areas that we focus on:

- Process for setting local priority of service
- Investment in services and strategies appropriate for homeless job seekers
- Data collection, analysis, and performance measure strategies

#### **1. Process for setting local priorities**

There are two components in the local planning guidance that are relevant to this area—first, a description of how the local board will determine priority populations and how best to prioritize services; and second, a description of how local plan modifications will be made in the future.

There is clear direction under WIOA to prioritize job seekers with barriers to employment and the law provides an opportunity for our local area to focus on service priorities in a meaningful way, allowing local boards to establish a process that gives priority to additional populations (§ 680.600). Given this, the Task Force recommends that the Partnership conduct a public process to inform local priorities of service. We recognize that this is a big departure from current practice, but given that the regional labor market is stronger and job seekers with fewer barriers are accessing jobs more quickly, and limited WIOA resources cannot serve all job seekers with barriers, this is an opportunity to focus on service priorities in a meaningful way. And there are many stakeholders who can contribute to a thoughtful process and enhance the decision-making process of the Partnership and its Workforce Innovation Board (WIB).

The Task Force recommends that the Partnership take steps in the first half of program year 2016 to conduct an inclusive stakeholder engagement process to collect meaningful input on priority populations and service strategies, build some consensus, and determine which priority of service strategies are actionable and how to implement them. Given that this is a large undertaking, the Task Force is willing to work with the Partnership to make it a truly inclusive and effective process and possibly find resources to support it. This requires the Partnership to both be fully committed to the process and to follow through on results. Task Force members have familiarity with the Technology of Participation (TOP) process that can be successfully used with large groups and is designed to build and gain consensus. At a minimum, we envision providing a broad set of stakeholders the opportunity to give input and then designate a smaller group of stakeholders (for example, members of WIB committees, the Task Force, and members of Suburban Cook Continuum of Care) to help the Partnership determine consensus.

After the stakeholder engagement process, meaningful next steps would include the following from the Partnership:

- Report results to the WIB and the Department of Commerce (DOC);
- Determine the implications for the current service delivery structure and what can and cannot be changed;
- Commit to implementation; and
- Modify the local plan in accordance with the changes. If the formation of a new WIB committee is a recommended next step, we advise that it have the power to make decisions that are actionable by the Partnership. We also recommend that the description of the extent of the committee's authority be included in any modification of the local plan.

In the new local plan, the Partnership can commit to revising the priority of service with a public process and has the ability to revisit the plan within the first year, if modifications are necessary. The Partnership can then collect public comments to plan modifications that they make, as detailed in the plan modification procedure.

The Task Force is also recommending that an individual with experience serving homeless youth be a member of the Youth Council.

## **2. Investment in services and strategies appropriate for homeless job seekers**

The Task Force recognizes that some adult and youth job seekers experiencing homelessness are served by the WIOA system at delegate agencies that specialize in serving that population. Given WIOA's emphasis on job seekers with barriers to employment, there is an opportunity to improve the WIOA system's ability to serve those individuals, especially because fewer than 20% currently leave the homeless services system with increased income due to employment earnings. The Task Force offers the following three recommendations to improve services for individuals experiencing homelessness:

### *Pilot an 'Employment Navigator' model*

The Task Force has had an opportunity to learn about a model in Seattle that uses an 'employment navigator' to increase access to employment and training services for individuals experiencing homelessness. Since 2010, Seattle/King County has contracted with provider organizations to serve as employment 'navigators' for adults and youth engaged in the homeless/housing services system. The 'navigator' works with homeless services providers to link referred individuals with employment and training services at three community-based organizations. The 'navigator' has the following responsibilities:

- Provides engagement, assessment, and employment navigation services, which are mobile and operate out of local One Stop sites;
- Serves as a resource within the WIOA system to link homeless households with needed assistance/services; and
- Co-enrolls and supports families in mainstream workforce services (i.e. WIOA, SNAP E&T) and captures data in HMIS and workforce data systems.

In order to pilot this model, we recommend that the Partnership:

- Partner with the Employment Task Force to design an 'employment navigator' pilot program that will leverage the strengths of the WIOA delegate agency system and commitment of the local Continuum of Care/homeless services system.
- Set aside local WIOA formula funds for a project and work with the Task Force to seek additional or matching funds.

### *Invest WIOA funds in Transitional Jobs (TJ) for job seekers experiencing homelessness*

WIOA prioritizes expanding work-based learning opportunities, including transitional jobs (TJ). Under WIOA law (§ 680.840), local boards are permitted to allocate up to 10 percent of combined Adult and Dislocated Worker formula funds for TJ programs. Under federal and state policy, TJ programs can count toward the requirement that 40 percent of local funding be spent on training. The Task Force has identified TJ as a best practice for helping homeless job seekers successfully reconnect to the labor market and has identified local provider experience and expertise, including some current WIOA delegates. Several workforce providers in Chicago have long-time experience and expertise providing TJ programs to job seekers with barriers to employment, including homelessness. New WIOA policy and guidance combined with a wealth

of local expertise in the TJ model is an opportunity to improve WIOA services for job seekers experiencing homelessness with a proven model.

The Task Force recommends that the Partnership design an approach to funding TJ programs targeted to job seekers experiencing homelessness that also focus on improving basic skills and/or preparing for industry-specific skills. Designing and funding a skills component with a TJ program will ensure that participants are prepared for unsubsidized employment and skills gains. We recommend using the TJ program designed by the Three Rivers Workforce Investment Board, as an example of using WIOA funds for TJ programs (this is attached). A first step towards implementing this recommendation would be to convene local TJ providers to learn the current TJ landscape and how WIOA investments to support TJ programs can be maximized. The Task Force is currently conducting an asset mapping project that includes identifying existing TJ programs to share with the Partnership.

#### *Additional Services that Address Barriers for Homeless Job Seekers*

The Task Force has identified three additional services that homeless job seekers, as well as the providers that serve them, need in order to be successful in employment. We ask the Partnership to take a role in improving the following services:

- Digital access and digital literacy services: There are a number of initiatives in the City and County that are intended to improve digital literacy amongst residents and reduce the digital divide. Given that the Partnership is very involved in some of these initiatives, the Task Force would like to explore how these could be leveraged to reach homeless job seekers that receive services through Continuum of Care providers. In particular: expand/replicate the Partnership/Chicago Housing Authority (CHA) digital skills training initiative for CHA residents to the Continuum providers, in order to increase digital literacy of homeless job seekers; fund basic digital skills training (Chicago Public Libraries' cyber navigators) for job seekers at Continuum providers—designating one or two WIOA delegates to provide the training with special funding; and work with the Partnership's employer partners to identify basic digital competencies by occupation and industry (using the targeted occupations list).
- Financial capability: Basic financial capability and asset building skills are necessary for employment retention and many of these basic skills are lacking for job seekers experiencing homelessness. The Task Force has identified many financial capability curriculums in use across workforce providers, but the capacity of providers to implement them differs greatly. The Task Force recommends that the Partnership identify the existing curricula in use by its delegates (and any other best practices) and support building additional capacity (through funding and training) to deliver financial literacy training. In particular, the Partnership can partner with local experts on training frontline providers on how to utilize strengths-based, trauma-informed financial conversations with job seekers, and also how to educate employer partners on the cost (to them) of financial instability and their role in supporting employee financial literacy and asset building practices.

- **Employment Rights:** Most employees are not aware of basic workplace rights and economically vulnerable job seekers (including the homeless) are often at risk for abuse by unscrupulous employers and other predatory entities (payday lending). The Task Force recommends that the Partnership support the training and implementation of “Workers’ Rights for Workforce Development” (<http://cjc.net/frontline-focus/tools-for-frontline-staff/>) across its delegate agencies. In addition to important information to prevent abuse, the curriculum helps to build job seeker skills, including negotiation and conflict resolution that improves retention and success in the workplace.

### **3. Data collection, analysis, and performance measure strategies**

We recognize that rules and guidance regarding performance measures have not yet been finalized by DOLETA and the DOC.

By codifying the new Statistical Adjustment Model under WIOA, Congress and DOLETA recognize that success for job seekers with significant barriers to mainstream employment, as well as success for any job seeker in a weak labor market, should be defined differently from the universal placement, retention and earnings gains under WIA.

From the experience of Task Force members, we offer the following to describe what employment success looks like for homeless job seekers and job seekers who are being served by providers in the Continuum of Care system:

- Multiple attempts at jobs or job training supports before attachment, understanding that job seeker resilience and persistence improve their long-term success
- Increased flexibility on length of service or gaps in services, so that we can re-engage participants who have stabilized their housing
- Tracking other evidence of persistence in job seeking process
- Part-time and contract employment which should be included in a definition of employment and identifying additional ways to recognize and reward agencies for provision of meaningful work

To the extent that the Partnership can increase flexibility and can exercise its discretion on performance—whether through monitoring, delegate agency selection or negotiation on performance measures—we encourage the consideration of this information. The Task Force can assist in the development and collection of additional information.

Next, we recommend taking steps toward a better connection to the Continuum of Care’s HMIS data system managed by All Chicago. Currently the data systems do not “talk to each other,” but the work of the Task Force has already informed improvements to how each system tracks relevant information about housing and employment service data for individuals receiving services in each system. An important first step is to institute regular processes to:

- **Share existing relevant information:** Given that the Task Force has representatives from both All Chicago/Continuum and the Partnership, over the next year, schedule quarterly reports from each about relevant information (e.g. aggregate data on the WIOA

systems' service of homeless jobs seekers and their outcomes; data collection methods/options and data limitations; basic data that would be helpful to refer clients between the two systems). Ensure the quarterly report presentations from the WIOA and the Continuum systems are available to a broader audience—through the Partnership's delegate agency meetings, All Chicago's The Learning Center, CJC stakeholder meetings, etc.

- Determine the next steps needed to establish a data agreement between the two systems that:
  - Allow data sharing to answer critical questions related to homeless job seekers including: How many job seekers experiencing homelessness or unstable housing does WIOA serve? Which agencies serve them? What types of services do they receive? What outcomes do they experience? How many referrals are made to WIOA services from Continuum of Care providers?
  - We recognize that each system may not collect the data needed to fully answer these questions, and that consent/data privacy issues prevent sharing of certain information. The Task Force recommends that the Partnership and All Chicago/Continuum identify the barriers, limitations, options, and plans to be able to answer the questions. This joint project would also inform both the WIOA and Continuum systems about what is learned—we would recommend reviewing those updates on a quarterly basis.
  - Ensure that the Career Connect processes, currently being established, could interact with HMIS, when/if there is a more formal link with HMIS.
  - Develop client consent procedures that will allow data matching between the two data systems in order to support analysis.
  - Determine regular times to collect and analyze information across data systems and ensure this data is used to inform local planning on an ongoing basis.
- Make it a priority to collect information related housing status and related barriers in Career Connect/WIOA system, in order to support service delivery-- even if this information is not needed for WIOA eligibility.

Finally, we would like to work with the Partnership to advance WIOA policies and procedures at the state-level, in order to:

- Give local workforce areas the flexibility to capture additional data about housing status and related barriers, in such a way that it can appropriately adjust the performance requirements through the statistical adjustment model.
- Create incentives for WIOA agencies to capture all customer barriers beyond what is needed for eligibility, without requiring agencies to document additional barriers.

## **Appendix B: Input provided by the ETF in December 2019**

**December 20, 2019**

**To: Chicago Cook Workforce Partnership**  
**From: Chicago Jobs Council on behalf of the Employment Task Force (ETF) of the Chicago Continuum of Care (CoC)**

**Re: Input for the next local WIOA plan**

**Background:** The Chicago Jobs Council has served on the ETF for many years and as one of its four co-chairs since 2014. Three and a half years ago, the ETF made specific recommendations to the Partnership on the implementation of WIOA with respect to job seekers experiencing housing instability. Many of those recommendations are still relevant today, so we are including them as an attachment to this memo and the final section of the memo includes a review of progress on those recommendations since 2016.

Since that time, the ETF has made significant progress in collecting more data and information to understand the needs of job seekers who are served through the Chicago Continuum of Care. Individuals who come to a CoC program are seeking housing, but the majority of them also identify as job seekers and seek help. Here is what we know:

- *People experiencing homelessness are motivated to work:* Anywhere from 52% to 59% of people assessed for housing each quarter are interested in getting help finding a job.<sup>1</sup>
- *The profile of job seekers experiencing housing instability is similar to any unemployed job seeker:* Inspiration Corporation’s qualitative research revealed that job seekers assessed at coordinated entry have recent labor market attachment and skills: 77% of those they interviewed had 5+ years of work history, 74% worked in the past year, and 50% had at least some college.<sup>2</sup>
- *Virtually no one getting housing-related services through the CoC gets WIOA-funded workforce services:* The recent data match between the CoC’s Housing Management Information System (HMIS) and Career Connect data, showed that in the two year period of the data match, only 273 individuals received services from both systems.

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<sup>1</sup> This information comes from the coordinated entry assessment. When someone seeks assistance with housing, they are assessed at a point referred to as “coordinated entry.” The ETF advocated that the assessment include a question about employment.

<sup>2</sup> <http://www.inspirationcorp.org/research-pages-161.php>

Due to the ETF's work, this is the first time we have data to inform the development and expansion of workforce-related services for job seekers experiencing housing instability. In addition to this new data, the ETF created a vision and a set of strategies to increase income of individuals in CoC programs. Key staff from the Partnership have been actively involved in developing the specific strategy to better connect the CoC to the public workforce system. To further expand on this data and provide additional input to the Partnership, the ETF prioritized conducting two focus groups: one with the Lived Experience Commission (LEC) and one with CoC providers (both housing and workforce). CJC facilitated the focus groups on 12/9 (LEC) and on 12/13 (with providers at the monthly ETF meeting).

**Focus Group Findings:** The first focus group was with the Lived Experience Commission of the CoC. This is a coalition of individuals who are receiving or have received services from Chicago's homeless system, people who were formerly homeless or people at risk of becoming homeless. This commission was formed to ensure an organized voice for those with lived experience of homelessness. Fourteen LEC members participated in the focus group.

The second focus group was held at the monthly ETF meeting and included invitations to other CoC members who don't regularly attend ETF meetings. Individuals from 13 organizations participated and included those that provide emergency, transitional, rapid rehousing, and permanent supportive housing, as well as organizations that provide workforce services. A number of organizations provide both housing and workforce services.

The questions in each group were intended to find out: their experience with any type of workforce services, including WIOA-funded services; the labor market experience of job seekers they know; what they identify as the key challenges for those same job seekers.

Below are key themes that emerged from both groups, including specific examples from each.

*Familiarity with the public workforce system (WIOA) amongst people experiencing homelessness and housing providers is low.*

- While some of the attendees of the Lived Experience group had heard of or worked with a few workforce development organizations (including North Lawndale Employment Network, the Safer Foundation, CARA, and Thresholds), none of the attendees had ever heard of an American Jobs Center or an Individual Training Account.
- One attendee reported attempting to get assistance from a One-stop about 12 years ago. She filled out a lot of paperwork and provided documentation, but no one ever followed up. In the focus group she said, "I'm still waiting." She had a clear memory of a poor experience.

- The only providers that had familiarity with the WIOA system were those who were current or former WIOA delegates and one emergency housing organization that had referred a few people to Pyramid.
- Those who were familiar with WIOA reported that the “suitability” determination used by the local WIOA system meant that individuals with housing and related challenges don’t get served and providers that serve them are unlikely to be successful with a WIOA contract.
- One provider noted “upkeep of the contract was harder than serving clients.”

*Depending on the housing program, different approaches to employment are needed.*

- Providers noted that the rapid rehousing program is a time-limited housing subsidy and finding a job quickly is necessary to be successful. One provider noted that urgency plays a role for both the job seeker and the housing case manager -- they might be more likely to work on finding an employer than enrolling a client in another “system.” The need for a job, quickly, limits the ability of the client to enroll in many WIOA services, including training.
- Although individuals who have a permanent housing placement might be more likely to have some kind of health condition or disability, employment is still a goal of many individuals. One LEC member shared his experience with the Senior Community Service Program and how that worked out for him. Providers did mention familiarity and work with Individualized Placement and Support (ISP) programs. Three issues came up;
  - Many people on SSI or SSDI want to work, but understanding the interaction of earned income and benefits is challenging for individuals and for frontline staff. Members of the LEC expressed concern about the ability to maintain benefits while working. They explained that they had a disability, and were interested and able to work part-time. However, they needed trained case-managers that could help ensure they would not lose public benefits while working. Employment Task Force members explained that clients with disabilities need individualized services when it comes to dealing with benefits and the limits for earned income. Some organizations successfully work with the Mayor’s Office for People with Disabilities for benefits analysis.
  - People who want to move into work, after having been out of the workforce and having some limitations on what they can do, need more time and to be able to set their own goals.
  - Success in employment is varied and may not fit neatly with the performance measures in public workforce contracts.

*People with unstable housing do find work, but experience challenges to getting into specific sectors.*

- Providers reported that the people they work with typically have access to jobs in some manufacturing companies (food processing was an example), hospitality, retail, food service (fast food), commercial cleaning, staffing agencies (light industrial), and customer service. In all of these areas, the providers noted barriers. They also noted that “there are plateaus.”
- Providers reported that jobs at big institutions -- specifically, hospitals, universities and museums -- are of interest because there would be more opportunities to advance, but the application systems and processes are confusing and lengthy. They have automated HR systems with lengthy application and interview processes and there is difficulty finding HR contacts even when there’s a case manager helping. One youth provider noted that for young people with emotional challenges and recovering from trauma, the lengthy and confusing process can be triggering. Others agreed that this is true for adult job seekers.
- Administrative jobs are of interest for people looking for a “professional environment”, but access is limited. Information technology, in particular, was noted by providers as inaccessible for people they work with because of justice backgrounds, drug testing, and specific experience and skill requirements. Providers also noted that there are few internship opportunities to build some skills or experience in administrative jobs. One provider noted that youth, especially those pursuing a college-degree, are especially interested in gaining experience in an office environment.

*Public funding doesn’t allow for the actual path that people with unstable housing take to get to stable employment*

- One of the members of the LEC noted that people need to take a first job or a temporary job and, at the same time, need support to find a better job.
- One provider noted that it’s a longer “career development process” that can take anywhere from one to four years. Both the housing and workforce funding expectation is that something happens quickly, but many people have a few jobs that are temporary at first.
- Another provider noted that the “survival job” is part of the career pathway. We don’t have a system or funding that recognizes that.

*Barriers to employment are many and are exacerbated by housing instability.*

- Transportation challenges included late hour transit and jobs in transit deserts; it also included the transportation charges of staffing and day labor jobs (for example,

employer vans from transit stops to work locations that charge weekly rates to employees, whether they work a particular day or not).

- Limitations on availability for jobs due to rules or requirements related to housing. For example, curfews at shelters were noted by the LEC. Housing programs and other benefits may have meeting or appointment requirements, and people with chronic health or disabilities have health appointments necessary to maintain good health. While these were noted as barriers, they were not noted as reasons that someone should not work, rather that it affects the opportunities available.
- Unworkable work hours--for example, second and third shift and unpredictable schedules were noted by providers.
- Both groups listed childcare as a barrier to employment, especially for jobs with varying hours or 2<sup>nd</sup> and 3<sup>rd</sup> shifts.
- Few employers are willing to take a chance on someone who might have challenges. This was noted by the housing providers who have case managers or dedicated staff able to help people with employment.
- Other barriers noted are frequently noted for all job seekers:
  - Lack of a high school diploma
  - Limited work history
  - Justice system involvement/records
  - Language barriers
  - Employer personality tests
  - Racial discrimination, bias against immigrants, bias against youth of color
  - Lack of mental health services

*Information about jobs, workforce services, and referrals is found through networks.*

In both groups, people noted a wide range of sources of information. The housing providers were mostly doing their own research, rather than using any of the information from the public workforce system:

- Networking with other colleagues
- Doing their own research
- Facebook groups that post jobs
- Connections provided by coworkers
- Networking with community members and local employers
- Program participants that get jobs and then share information
- Apps and online services (vouch circle, gig tracks, Moonrise, Solve)

*Workforce services for people in housing programs need to be participant-centered and focus on helping them navigate complexity of both services and the labor market.*

- In both the LEC and the provider focus group, when asked “what is one thing to do to make sure more people served through the CoC can get help”, several people talked about ways to get better information:
  - “Easier way to understand services and navigate them.”
  - “Accessible way to understand what to expect--timeframe for getting services, how long it will take to get a job, what is the process.”
  - “Making sure youth have an understanding of services and the path and what’s involved. There is so much misinformation and lack of clarity.”
  - “Clarity about steps involved in getting a job.”
- Others noted that what individuals identify for themselves should be the starting point:
  - “Find out goals from participants”
  - “Entry points should not be for data collection.”
  - “The priority is connecting to people’s interest. Start there: motivation is the best thing.”
  - “High quality staff to start with where people are--low barrier, no shame, harm reduction.”
  - “More of the IPS model: a coach for everyone”
- Others recommended more direct relationships with employers and securing commitments to hire. One provider said, “We should put pressure on employers: we provide services for free, they should be pressured to provide better jobs and give people a chance.”

### **Recommendations:**

In both groups there were **several recommendations related to delivering employment-related services to individuals experiencing housing instability**, some of them were specific to WIOA:

- Allow providers to set their own goals and outcomes
- Create a partnership between frontline providers and funders rather than a transactional relationship through contracts and grants.
- Eliminate unnecessary requirements to simply enroll or register someone for a service. One example was the requirement to TABE test everyone (which takes hours) in WIOA even before they assess for their job search needs.
- Figure out how to counsel people about the interaction between earned income and benefits. It cannot be a “cookie cutter” approach; it has to be low-risk on the benefits

and garner the motivation of people to work. Three providers noted “lots of people on SSI and SSDI want to work.” A starting point is to have accurate information and resources for frontline staff of both housing and workforce organizations.

- LEC members recommend that available support services should be detailed up-front so as to avoid wasting time if the person would not be able to complete the training or be successful in maintaining employment.
- LEC members recommend to get information to organizations where people experiencing homelessness already get information, including:
  - Offices where people receive benefits
  - HUD-funded agencies
  - Transitional housing organizations: Attendees felt that this would be a good place to begin because these organizations often provide the support services that help people experiencing homelessness for work, such as transportation assistance.

The provider group also made **recommendations related to employers:**

- Exposure to employers program for this population: understand the application processes; tours; site visits; and panel discussions with peers who have been hired and been successful.
- A specific approach for big institutional employers (hospitals, universities, and banks): (1) Create a position at those institutions that is a liaison with community groups and community members who can give tips, information and help people understand the hiring process in those institutions; (2) create an onboarding program within the institution that could include: internships; try-out jobs; support for applying for jobs; and (3) [specific to hospitals/health care]: Create community jobs as a first job or an entry point: HIV testers; diabetes testers; etc.

Another recommendation was that the provider group noted that “**peer to peer**” components are an asset in any type of employment intervention for job seekers coming through the CoC.

Other recommendations reinforced a recommendation of the ETF from three years ago that is currently a priority strategy of the ETF: **creating a navigation function between the CoC and the public workforce system.** This function would not only help individuals and frontline housing organizations navigate the complexity of the network of employment-related services, but it would serve as a way of turning the current public workforce system from screening people out on “suitability” grounds towards an inclusive approach that screens people into services.

Finally, the ETF reviewed the recommendations made to the Partnership in 2016 and wants to **highlight here that progress has been made** in several areas:

- Data match: In 2016 we recommended a formal data match between HMIS and Career Connect and that was completed in the past year. It was due to the willingness of the Partnership that this was able to happen and, as far as we know, it is the only time a data match has happened between HMIS and the WIOA system. Several other CoCs in other cities would like to replicate this best practice.
- Navigation function: In 2016 (and again above) the ETF has lifted up a best practice in connecting the workforce and homeless response systems: employment navigators. We appreciate that the Partnership has been active in the ETF subcommittee working on this idea.
- Employment rights and responsibilities and financial capability training: In 2016 we called for the Partnership to support additional capacity for providers in both of these areas. Since then the Partnership has promoted the trainings offered by Heartland Alliance, the Chicago Jobs Council, and the Labor Education Program at UIUC in these areas.



To: Chicago Cook Workforce Partnership

From: Marie Trzupke Lynch, CEO and Ayom Siengo, VP of Community and Strategic Partnerships, Skills for Chicagoland's Future

Date: March 16, 2020

RE: Public Comment 2020

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Thank you to the leadership of the Chicago Cook Workforce Partnership ("the Partnership") for your efforts to update the strategies and tactics that drive the current local workforce system through the Local Workforce Innovation and Opportunity Act 2020-2024 Four-Year Plan for Local Workforce Innovation Area 7. The transparency that the Partnership has demonstrated during the creation and response periods is vital for the Plan's success and offers individuals and organizations the opportunity to provide first-hand, data-supported results to help shape the final product.

Since 2012, Skills for Chicagoland's Future ("Skills") has been proud to serve as the Partnership's Business Intermediary. As a delegate agency and thanks to the Partnership, Skills has placed 1300 unemployed residents of Cook County into jobs, fulfilling our placement goals. An independent Business Intermediary amplifies impact by directly benefitting the unemployed and underemployed while also working with community based organizations and the business community by responding to demand for talent. We would like to take this opportunity to support this draft plan's foundational principal that a demand-driven, focused system is critical to drive long-term impact and comment on the vital role a business intermediary plays in this capacity for the local workforce system

#### State of Illinois WIOA Vision Statement

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

- State of Illinois WIOA Unified State Plan Modification (July 1, 2016-June 30, 2020) pg. 40  
-Illinois Local Workforce Innovation Area 7 2020 Local Plan Attachment A - MOU pg. 4

**Response:** The principle of promoting business-driven jobs-first talent solutions is important. A business intermediary uses labor market intelligence to educate and coach job seekers, helping them to become competitive candidates for actively hiring employers. Additionally, the scope of work of the business intermediary requires providing demand-driven services that reflect the ever-changing recruitment and on-boarding process. Operating at the intersection of community, the private sector, and government, we affirm the importance of the business-driven mandate along with the importance of the use of a



business intermediary. By providing the linkage between the employer's needs and then connecting these opportunities to the numerous nonprofit organizations in the workforce system that are leaders in training the unemployed, an independent business intermediary allows all organizations to focus on what they do best and not replicate services.

### Strategies

*Strategy 4 - Expand Service Integration: As part of the Partnership's ongoing efforts aimed at service integration, the four comprehensive American Job Centers have begun formal service integration planning intended to deepen alignment in 2020 and beyond. Staff at each comprehensive American Job Center engaged in an individual planning process to set initial goals for the next year. Initial goals include a commitment to cross training for front line staff from all titles of WIOA, increased center level coordination and communication, and a shared customer database.*

-Illinois Local Workforce Innovation Area 7 2020 Local Plan pg. 9

*B. Employer Services All WIOA Partners agree to make improving business service delivery a priority in terms of meeting the workforce needs of high demand industries. The Business Services Teams (BSTs) at the Chicago Cook One Stop Centers will be coordinated by the Partnership's Business Relations and Economic Development Unit, with the other WIOA Partners, in supporting the local and regional business communities' growth and stability by leveraging economic and workforce development strategies and resources. The goal for all One Stop WIOA Partners is to identify specific workforce needs and leverage public resources and services in order to meet those needs in a timely and effective manner. Available services and resources offered include but are not limited to: labor market information, hiring fairs, onsite recruitment, job candidate pre-screening, basic skills training, on-the-job training (OJT), customized training, fidelity bonding, tax incentives, and information on hiring people with disabilities.*

*C. Referral Services All Partners agree to use the referral process with customers, and an inter-agency referral process between the Partners and any other appropriate and qualified providers will be used. This referral system includes accountability between Partners that provides referral outcome information exchanges between the Partners. The use of technology to make referrals (example: Career Connect) and other technology links and services provided by the WIOA Partners will be to provide efficient, timely and effective referrals.*

-Illinois Local Workforce Innovation Area 7 2020 Local Plan Attachment A - MOU pg. 24 - 25

**Response:** A workforce system that supports innovation and avoids redundancy allows each organization involved to focus on their mission and areas of strength, elevating not only their own work and success, but the entire system's ability to create impact more efficiently. A business intermediary, such as Skills, advances these service integration



efforts by aligning supply-side training programs with local talent demand. Referrals are critical and Skills has utilized a series of processes to coordinate with CBOs about job openings including a weekly hot jobs report, bi-weekly conference call updates to CBOs on jobs, along with deeper partnerships led by our Community and Strategic Partnerships team.

Finally, an example of integrated solutions to workforce issues that has also become promising is the “Zendesk” database for shared placements. With increased use of referral services and shared placements, Skills agrees that an intermediary can provide the vital intersect of multi-faceted relationships between the community organizations providing supportive services, potential employers, and the unemployed job seeker.

*What existing service delivery strategies will be curtailed or eliminated based on minimal return on investment?*

*Based on evaluation, the Partnership will:*

- *Explore alternative models for expanding service delivery, such as satellite service locations.*
- *Eliminate business engagement functions that yield minimal return on investment and/or duplicate functions fulfilled by AJCs and Delegate Agencies.*

-Illinois Local Workforce Innovation Area 7 2020 Local Plan pg. 65

**Response:** As the business intermediary since 2012, we would recommend that the Local Plan not eliminate business engagement functions. Rather, with the amount of unemployed in many neighborhoods in Cook County still in double digits, along with the culminating and growing impact of COVID-19 on our county, the need for business engagement functions is critical and could be expanded to serve as many employers and unemployed as possible. While Skills has had the opportunity to serve as the business intermediary, we can share the following high-level lifetime results of this grant since 2012:

1. Placed over 1300 people into jobs through the business intermediary grant
2. Developed hiring relationships with over 70 employers throughout the life of the grant; survey employers annually on satisfaction with positive results
3. Engaged more than 100 local CBOs throughout the life of the grant
4. Created relationships and processes to regularly communicate and partner with the CBO's on the over 100 weekly job positions secured by Skills through our commitment to hire process with employers



As an intermediary, Skills has also had positive, sustained impact on the following critical components of the Partnership's strategy:

1. Promoting business-driven, jobs-first talent solutions across the region
2. Advancing service integration, managing and maintaining relationships with employers to connect job-ready applicants to jobs
3. Engaging in greater coordination across the landscape of business and community partners serving the needs of both employers and job seekers
4. Specifically hiring a VP of Community and Strategic Partnerships to deepen the relationships with community-based organizations

We believe the business intermediary function is critically needed and compliments the work of agency Business Service Representatives, and the BRED unit as a whole. As long as unemployment exists in Cook County, it will be critical to have both the BRED unit and the business intermediary/intermediaries functioning and growing as the needs of employers is greater than any one organization or initiative. We would recommend that the Local Plan should include an opportunity to expand the impact of the business intermediary, rather than eliminate or reduce it.

### **Conclusion:**

We applaud the efforts of the Chicago Cook Workforce Partnership to create a new Local Workforce Innovation and Opportunity Act 2020-2024 Four-Year Plan for Local Workforce Innovation Area 7. This plan must focus on demand-driven solutions directing a jobs-first approach, and the critical role an independent business intermediary plays in driving those focuses throughout the local workforce system. This plan must take into consideration the ever-changing needs of the business community, expand the role an independent business intermediary has to deepen relationships with the business community and bridge the gap between supply-side focuses and demand-driven needs, and provide tangible impact.