

DRAFT

Lake County Workforce Plan



TRAINING • CONNECTING • DEVELOPING ILLINOIS' WORKFORCE

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Introduction

The Workforce Innovation and Opportunity Act (WIOA) was signed into law by President Obama on July 22, 2014 superseding the Workforce Investment Act (WIA) of 1998. This rewrite of workforce legislation places great emphasis on engagement with the local business community and increasing collaboration within the local workforce system. WIOA also seeks to expand services provided to special populations, notably the disabled population, veterans and the individuals with basic skills deficiencies. The Lake County Workforce Development Board, in collaboration with its workforce system partners throughout Lake County, have undertaken efforts to prepare a new Four-Year Local Plan that will provide a new framework to achieve these goals.

Guidance from the Illinois Department of Commerce provides the framework for development of the Four-Year Local Plan. State guidance emphasizes that the Local Plan sets forth the strategy to incorporate the goals, strategies and priority industry sectors contained in the Regional Plan for the region in which the local workforce is located. In the case of the Lake County Workforce Development Area (LWDA #1), that region is the Northeast Regional Planning Area comprised of the following counties: Cook, DeKalb, DuPage, Grundy, Kankakee, Kane, Kendall, Lake, McHenry and Will.

The Workforce Development Areas that comprise the Northeast Regional Planning Area undertook a facilitated planning process to develop a Regional Plan. That process involved collection of regional demographic and labor market information. Also important during the information gathering phase was recognition of the regional efforts previously completed by the Workforce Boards of Metro Chicago to identify target industries and sector strategies.

Based on the information collected, as well as past successes, the workforce areas in the Northeast Regional Planning Area identified the following priority industry sectors: Manufacturing; Healthcare; and Transportation, Distribution and Logistics. Also identified in the regional planning efforts were the following strategies:

- Strategy 1: Strengthen relationships with local businesses and ability to meet the needs of businesses
- Strategy 2: Increase coordination between workforce development and economic development
- Strategy 3: Strengthen linkages between the One-Stop delivery system and unemployment programs
- Strategy 4: Coordinate and Enhance Career Services and Case Management
- Strategy 5: Expand Access to Labor Market Information
- Strategy 6: Expand Career Pathway Programs and Work-Based training programs

Discussions with regional partners were on-going during development of the Local Plan. The regional strategies that were ultimately developed were also discussed and considered during development of the Lake County Four-Year Local Plan.

Building off of the work undertaken by the workforce system partners in the Northeast Regional Planning Area, the Lake County Workforce Development Board undertook a process to develop a new Four-Year Local Plan. The local process mirrored the efforts of the regional effort by working collaboratively with other workforce partners throughout the county to: collect local demographic and labor market information; conduct a local needs assessment; and promote the engagement of local businesses, community groups and individuals as the local plan was developed and ultimately to establish goals and strategies for implementation by the workforce system throughout Lake County.

Workforce Development Board's strategic vision and goals

The Board recognizes that as part of WIOA implementation, it needs to develop a new Strategic Plan to guide its efforts. Prior to completion of a new Strategic Plan, and for the purpose of this four-year Local Plan, Board members have agreed to support a number of emerging concepts derived from their initial process undertaken to educate themselves on WIOA, and more recently the process they have engaged in to gather information, ideas and opinions from system partners and a wide variety of stakeholders for this Plan. The concepts are as follows:

- **Continue to work closely with Economic Development** on business engagement; build on what is already in place to have more planned follow-up and a menu of service options to meet employer needs.
- **Expand current skills training delivery options** beyond Individual Training Accounts (ITAs) and On-the-Job

Training (OJTs), to include incumbent (existing) worker training, classroom training, and customized training.

- **Expand current provider connections** into a larger network of providers to expand access and benefit Lake County residents.
- **Adjust adult and youth client flows/service models** to accommodate WIOA programmatic changes such as:
 - Thinking about the local workforce “system” as more than just the One-Stop Center(s)
 - Servicing a greater number of adults with barriers to employment and out-of-school/disconnected youth
 - Offering greater opportunities for work-based learning/internships
 - Co-enrolling individuals so that the services and supports they receive are more comprehensive
 - Streamlining aspects of partner programming that are duplicative to the extent possible (e.g. TABE testing between the College of Lake County (CLC) and the Workforce Development Department (WDD))
 - Developing a career pathway(s) and other sector based strategies to meet local industry/employer needs
 - Achieving common performance measures with core partners
- **Leverage external resources and seek grant opportunities** in cooperation with partners and providers
- **Form core partner working groups** or teams that meet regularly to address partnership management and accountability, data sharing and analysis, business services, formal referral process, marketing and communications, etc.
- **Continue regional coordination efforts**
- **Develop “system” reports and mechanisms for continuous improvement**

Board members believe these concepts are a good first step in the process to establish under WIOA a system to support local businesses and industry sectors, prepare an educated and skilled workforce (including youth and individuals with barriers to employment) and achieve the performance accountability measures.

Members of the Board believe that the core partners, their colleagues on the Board, are in the best position to determine “how” the work gets done. If there are barriers, conflicts or resources needed, the core partners need to bring these issues to the Board in their plan as well, and the Board will do what it can to address these issues through seeking guidance from their Chief Elected Official and the State of Illinois.

The State’s requirements for developing regional and local plans, as outlined in the State of Illinois WIOA Regional & Local Plan Guide, provide a template for responses containing specific information. The remainder of this document contains information as prescribed in that guidance. Demographic and labor market Information, local needs assessment information, results of surveys conducted to gather information from specific populations (employers, job seekers, in-school and out-of-school youth, and adult education participants) as well as comments collected during two focus groups (employers and community groups) that were gathered as part of development of the Lake County Four-Year Local Plan are included as attachments.

CHAPTER 4: OPERATING SYSTEMS & POLICIES – LOCAL COMPONENT

WIOA Sec. 121 (c)(2)(i), Governors Guidelines Section I, 2., MOU Part V-VII, IX, XI

A. Provide a description of the *one-stop delivery system in the local area, including the roles and resource contributions of the one-stop partners* (see MOU Part V-VII);

There are a lot of positive activities going on with each partner in the system and at the Center(s). Currently Individuals are able to access a wide variety of career services in person at the comprehensive One-Stop Center in downtown Waukegan and the satellite site at CLC in Grayslake (e.g. labor market information; current job vacancies; professional magazines, articles, resume books and various newspapers; printing and faxing for job search; job training information; career and interest inventories; on-line job search websites, eligibility determination, access to computers, resume help, etc.). At these sites, Individuals have the option of attending an orientation to the services currently available through the Center including the adult and dislocated worker programs, some of the core partner programs and other provider programs and services. There is also a calendar of activities including workshops like, "5 Steps to Your Next Job: a comprehensive job search workshop series" delivered two hours/day for a week.

Specific partner programs and services are available onsite and off-site by appointment. For example, individuals (adults and dislocated workers) can make an appointment to have their eligibility and suitability for training assessed. Similarly, individuals can meet with a representative from Adult Education to discuss adult education or ESL classes and how to access them. There are other One-Stop partner locations in within Lake County. For example, for adult education, CLC offers classes at a wide variety of locations for customer convenience. For vocational rehabilitation, DRS has one office in Lake County and multiple contractor locations in Lake County and the surrounding suburbs. DRS has orientations twice monthly for its vocational rehabilitation program at its office where information is also provided about the One-Stop Center location(s) and services.

- **Identify the career services and other program services to be provided, include the location (address) at which services will be accessible including the:**
 - **Comprehensive One-Stop**
 - **Affiliated Workforce Centers**
 - **Specialized Workforce Centers**

One-Stop Center(s) - In Lake County, there is one comprehensive One-Stop Center in downtown Waukegan and one satellite center at the College of Lake County (CLC)-Grayslake campus.

Title I - The Lake County Workforce Development Department (WDD) offers WIOA adult, dislocated worker, and youth programs and services at the Waukegan One-Stop location and WIOA adult and dislocated worker programs and services at the CLC-Grayslake campus. WDD Staff frequently travel to community based providers, libraries and other types of agencies to provide information about what services and programs exist and where they can be accessed. Some career services and workshops are also offered out at community sites. WDD currently has a Disability Employment Initiative (DEI) grant that operates out of the comprehensive One-Stop location as well.

In addition, there are six youth WIOA contractors (2 in-school and 4 out-of-school). There is one contract for business engagement with Lake County Partners. WDD does not do any training but issues ITAs, OJTs and work experience opportunities.

One of the vendors with the largest number of certified training programs available is the College of Lake County (CLC), which has several locations across the County: the main campus in Grayslake; a Lakeshore campus in downtown Waukegan; South Lake Campus in Vernon Hills; use of space for programs and offering dual credit classes at High School Career & Technical Education Center; and finally, when space is needed for overflow classes, CLC uses the classrooms at the University Center of Lake County.

Title II - Adult Education has 30 locations in Lake County (18 affiliated with CLC, 12 with Highland Park High School and 10 with Mundelein High School). There are other locations within the County that assist individuals with this subject matter but for the purposes of WIOA, these are the locations observed. The CLC Adult Education staff also provides program

information and services at the Waukegan One-Stop Center.

Title III - Wagner-Peyser services and programming are offered by the Illinois Department of Employment Security (IDES). IDES has only one location in Lake County, the comprehensive One-Stop in downtown Waukegan where two Wagner-Peyser staff are located. Two additional IDES staff provide programs and services specifically for veterans.

Title IV - Vocational Rehabilitation through the Illinois Department of Human Services, Division of Rehabilitation Services (DRS) has one office in Lake County but has eight (8) contractors who provide employment and training services to DRS clients in Lake County and additional contractors in the surrounding suburbs.

In addition to the locations of the core partner services above, Lake County has a wide variety of service providers and organizations that provide educational and employment related services and services to special populations.

A Memorandum of Understanding (MOU) as required under the Workforce Investment Act (WIA) currently outlines the roles and responsibilities of the One-Stop Center Partners, including the four Core Partners of WDD, IDES, CLC and DRS. Pursuant to the provisions of WIOA, a new MOU is being negotiated that will include information on the roles and responsibilities of each partner to deliver career services but also contribute resources and funds for One-Stop Center operations.

- **Explain how the comprehensive one-stop center provides on demand access to the required career services in the most inclusive and appropriate setting and accommodations.**

Individuals are able to access a wide variety of career services in person at the comprehensive One-Stop Center in downtown Waukegan and the satellite site at CLC in Grayslake (e.g. labor market information; current job vacancies; professional magazines, articles, resume books and various newspapers; printing and faxing for job search; job training information; career and interest inventories; online job search websites, eligibility determination, access to computers, resume help, etc.). In terms of "on demand access" in the comprehensive One-Stop, all of these services are available almost all the time; an individual need only request them. Much of the material is laid out in the resource room for immediate access. A variety of the services are available online and can be accessed through the stand alone computers in the resource room or in the computer lab. It is only when an individual requires staff assistance that they may need to make an appointment or wait their turn depending on the type of assistance and availability of the staff person. The One-Stop and satellite facilities are both accessible as defined under the ADA, have assistive technologies and adaptive equipment, and staff can make reasonable accommodations when requested for individuals to access career services.

- **Provide information regarding the One-Stop Operator and describe the methods for coordinated service delivery between operator and partners.**
 - **Name of the procured one-stop operator**
 - **Describe the functions and scope of work of the one-stop operator**
 - **Describe how the One-Stop Operator was procured.**

Currently, the Waukegan One-Stop Center is operated under a consortium approved by the Lake County Workforce Development Board (LCWDB) and the Lake County Board Chairman, operating as CEO of the local workforce area, under the authority granted it under WIA. The consortium members include the WDD, IDES and CLC. As a consortium, they work to make career services available through the One-Stop Center under the provisions of an MOU established pursuant to WIA provisions.

The roles of the consortium and all partners in the MOU are to deliver career services to the extent allowed by each partner's funding sources and underlying authority. A new MOU, that will outline the role of One-Stop Center Partners under WIOA, is being negotiated and will be approved by the CEO and LCWDB by the State's deadline of June 30, 2016.

The LCWDB will be undertaking a procurement process in collaboration with the Lake County Purchasing Division to procure a One-Stop Operator by the federally required deadline of June 30, 2017. That process will entail compliance with

all applicable federal, state and local procurement regulations. The functions and scope of work of the One-Stop Operator will be determined by the LCWDB prior to the publication of a Request for Proposal to procure the One-Stop Operator.

- **Describe the local operator's role and responsibility for coordinating referral among required partners.**

Currently, the operators work jointly to refer customers to other agencies given the technology and application constraints that exist within the state-wide workforce system. Locally, the operators have been built a referral system by working collaboratively on projects with joint impact. A most notable recent example was the collaborative work between WDD and the Illinois Department of Human Service – Temporary Assistance for Needy Families (TANF) to coordinate referrals for a workforce grant.

Reports of discussions within the Governor's Interagency Work Group indicate that technology improvements and sharing of data sources will further enable greater coordination of referrals between the partners. The LCWDB is keenly interested in participating in development of a new system that will enable a more effective and efficient method for completing referrals on a timely basis.

- **Describe 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.**

The Board, core partners and the additional mandated partners in the One-Stop system in Lake County do not have an integrated data system, but they are committed to pursuing alignment and integration of participant and performance data across programs with the goal of providing effective and efficient services that lead to customer employment as quickly as possible. The Board will be facilitating core partner working groups on data sharing; program opportunities such as alignment, co-enrollment, coordination, referrals, etc.; business services; performance and reporting; etc. However, the Board and local representatives of core partner agencies still very much look to the Governor's Interagency Work Group for guidance and direction on this WIOA topic going forward.

- **Describe 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.**

The LCWDB and WDD currently provide information on programs and services through a website administered by Lake County government. The current website provides links to One-Stop Center Partners. A new website was developed and rolled out in spring 2016. The intention is to provide information and connections for all of the partners on the site. The Board staff will work through a process with the core and required partners to gather information and connections to put on the site. The website will be an opportunity for individuals in remote areas to find assistance with employment or training for employment.

The core/mandatory partners will use whatever relationships they already have in remote areas to assist individuals with access to services. For example, WDD will continue to work with sites in rural locations they have built relationships with over time like with some of the libraries. The Board will explore other options for conducting outreach and facilitating access. For example, many public health programs have a community outreach components, perhaps a partnership with those types of programs can get the word out about available workforce and education programs in rural communities too. Similarly, both CLC and Lake County have cable channels. In the case of Lake County, that channel has been used to provide information on WDD programs and services. Effort will be undertaken to facilitate access to other One-Stop Center Partners so that information on their services can be provided through the County's cable channel. Discussions will also be undertaken to gain similar access to the CLC cable channel, as well as municipal community access channels throughout the County.

The LCWDB also partners with the Lake County United Way to provide information on programs and services through a Find Help Lake County website and program guide. One-Stop Center Partners also have the opportunity to use these sources to facilitate the availability of information throughout the County.

B. Provide information regarding the local coordination of services including:

- ***How the Local Board will coordinate relevant secondary and post-secondary education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services;***

The LCWDB will be undertaking development of a new Strategic Plan during mid-2016. A key aspect of those deliberations will be to develop strategies that will lead to enhanced availability of services throughout the workforce system. The Youth Council will be invited to participate in these deliberations in order to ensure that youth related activities are fully incorporated into the process.

Secondary education - The Workforce Board and Youth Council both have representation from the Regional Office of Education (ROE) which has been a great relationship to disseminate information throughout the County school systems. Moving forward, secondary education is an area where the Board/Youth Council will be working to have more on-going activities such as:

- 1) Working with the ROE and local school systems to establish career awareness campaigns for their focused sectors (perhaps in conjunction with other Workforce Boards in the region). In order to make decisions about what should be considered as part of the Board's Strategic Planning with regard to this however, additional research will be done to inventory what each high school and possibly each middle school currently does for career awareness curriculum/programming. With this information in hand, the Board will be able to identify gaps and leverage resources.
- 2) Working to expand the opportunities provided through the Lake County High School Technology Campus located on the CLC-Grayslake campus. The Tech Campus works with local high schools to provide training and credentialing in a wide-variety of industries and occupations. A member of the Tech Campus staff is a member of the Youth Council.
- 3) Exploring the development and launch of career and technical training in targeted sectors within high schools in conjunction with a post-secondary institution and/or industry association (e.g. CLC, Rosalind Franklin, the University Center, etc.) that leads to an industry credential and flows to further education and training at a post-secondary institution. For example, several high schools have undertaken efforts recently to establish career academies - North Chicago Community High School is in the process of establishing multiple career academies and Waukegan High School is in talks with different stakeholders about the same. The LCWDB will work with the ROE and local schools to increase opportunities available to youth.

As part of the Board's/Youth Council's Strategic Planning process, in addition to determining a process to gather more program information from in-school/out-of-school youth contractors, the Board/Youth Council will determine a strategy to gather data and analysis from these secondary level programs to understand the success rate by program/school of youth transitioning to post-secondary. This could be an additional opportunity for the Board to work with secondary education on supporting youth through graduation into college. Even if members decide to spend their time on other efforts, this information is helpful for the Youth Council to know generally, and important for the Board to know when deciding on career pathway models. The Board should take the time to explore all of these options before making decisions on their focus for the Strategic Plan.

Post-secondary - The Board facilitated a meeting early in 2016 with the College of Lake County to discuss a laundry list of items including the coordination of career and technical education and workforce development under WIOA. CLC is not the only post-secondary institution in the County but they are the one with which the Board tends to work the closest. The overall purpose of the meeting was to determine whether there was an opportunity to kick the partnership up to the next level and see if there is more that could be done together.

Those discussions suggested that there are opportunities to enhance collaboration between the One-Stop Center Partners, including CLC, and other post-secondary organizations. The University Center of Lake County is an important educational resource within Lake County that can be further engaged in the workforce system.

A greater level of planning and short-/long-term goal-setting will be needed between the partner agencies for several of the topics to be realized. It will be important that the One-Stop Center Partners bring together their “business intelligence” resources and labor market information to understand job demands in the County and the different roles that each Partner can play in the system. The Board is planning to hold on-going meetings facilitated by Board staff on several topics with the partners so things like data sharing agreements and co-enrollment can be addressed.

In addition, the workforce system in Lake County provides access to other post-secondary educational institutions and proprietary schools. Resources in these organizations will also be engaged to the extent possible to enhance strategies (e.g. if additional classroom training or customized training is required) and to avoid any duplication of services.

- ***How the Local Board will maximize coordination, improve service delivery, and avoid duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and other services provided through the one-stop delivery system;***

The LCWDB has a One-Stop System Committee that is charged with reviewing the programs and services provided at the Waukegan Job Center and throughout the workforce system. The Committee is also responsible for reviewing the MOU between the One-Stop Center Partners. The membership of the Committee draws primarily from organizations involved with the workforce system. Future discussions of the Committee will be focusing on enhancing the collaborative efforts underway between the One-Stop Center Partners, including data sharing and customer referrals. Quarterly meetings with the One-Stop Center Partners will also be established to promote interagency discussions aimed at maximizing operations.

Specifically for Wagner-Peyser, the IDES office that services Lake County is located in Arlington Heights. The Center Manager for Arlington Heights office is the IDES representative on the LCWDB and is on the One-Stop System Committee. That individual has been involved extensively with deliberations for WIOA implementation in Lake County.

Wagner-Peyser staff located at the Arlington Heights IDES office provide career services including individual assistance in signing up for <http://IllinoisJobLink.com>, help with resumes and cover letters, recruiting employers for on-site recruitment events, etc. There are also business representatives who work with two business services coordinators (one for Lake County and one for the balance of the area surrounding the office) and frequently hand off job orders and business connections they have from the on-site recruitment, job fairs, rapid response, etc. to help the coordinator with business outreach. There is a monthly Employer Club where there is an average of 12-15 employers in attendance (sometimes more) for a speaker/training on a useful topic like: Contesting a UI Claim, Handling a UI Claim, The High Points of FMLA, The High Points of the ADA, etc. Each month employers are surveyed to see what topics they would like to learn about in these sessions.

Two Wagner-Peyser staff are currently housed at the comprehensive Waukegan One-Stop Center. They assist individuals entering the Center with accessing career services (e.g. labor market information; current job vacancies; professional magazines, articles, resume books and various newspapers; printing and faxing for job search; job training information; career and interest inventories; on-line job search websites), signing up for unemployment insurance in the computer lab, participating in an orientation to the center, meeting with other center staff, etc.

As part of some of the continuous improvements moving forward under WIOA, a better integration of business services across core partners can result in more on-site employer experiences at the Lake County Job Center similar to those at the Arlington Heights location such as additional employer recruitment events and the Monthly Employer Club. The IDES Business Services representative to Lake County is now available one day per week at the Waukegan Job Center.

Lake County residents needing to sign up in person for unemployment insurance (UI), have to go to the Arlington Heights IDES office. These Lake County residents can access a certain level of career services at this location, but they do not currently have a direct connection to those services and the services of other partners like Title I training services within their own community. As part of the Board's program alignment efforts, the Arlington Heights offices will be disseminating information about Lake County Job Center system and core partner services to individuals from Lake County who go to Arlington Heights to sign up in person for UI, certifications or appeals. Attempts will also be made to sort

information in <http://IllinoisJobLink.com> and the UI system, and then targeted email blasts will be utilized to reach those individuals residing in Lake County zip codes that came in through IDES doors but could potentially benefit from additional partner programs and services (e.g. co-enrollment, alignment, etc.)

As part of the core partner working groups, the IDES/Wagner-Peyser representative will work cooperatively to determine if there are other ways to make connections to benefit Lake County job seekers and employers.

- ***How the Local Board will coordinate WIOA title I workforce investment activities with 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;***

The LCWDB membership contains a representative of the Lake County Area Planning Council (APC). That individual also serves as the head of the Adult Education (AE) program at CLC. As noted earlier with respect to the IDES/Wagner-Peyser representative, the AE representative is also a member of the One-Stop System Committee and has been extensively involved with discussions for local implementation of WIOA. That individual will also be on the Partner working groups that will be facilitated by Board staff to address the implementation of some programmatic and operational changes.

In terms of coordination of Title I and II coordination, the Board has initiated conversations between the AE representative from CLC and the WDD Director regarding opportunities to work more closely together. Initial discussions were held about bridge programs in terms of what programs have already been developed, what programs are being offered and what it takes to develop new programs. A small number of programs were identified and a healthcare bridge program will be offered in the fall of 2016. These discussions are important because bridge programs are an integral component in the development of career pathways and sector strategies for the Board.

Discussions were also held regarding aligning the two WIOA Titles where it makes sense: creating a two-way referral process for individuals interested in the other's services; co-enrolling eligible individuals interested in receiving both types of services; and sharing TABE scores so that clients don't have to take the test twice within a short period of time.

A survey of CLC Adult Education students was developed and administered so that the Board can gauge the extent of the population's interest in workforce development services. Adult Ed students from multiple locations were surveyed (e.g. Mundelein and Highland Park Adult Education Programs, Adult Education programs on all of the CLC campuses and High School sites at Waukegan H.S., Round Lake H.S. and Wauconda H.S.) Research staff at CLC worked with Board staff to lower the reading level of the survey without significantly changing the meaning of the questions. The survey results will be shared with Board members and a strategy to address the results will be developed during the Board's upcoming Strategic Planning process.

To further enhance collaboration with AE, a staff person from Adult Education is housed at the Lake County comprehensive One-Stop Center and conversely, staff from WDD sit in a satellite site at CLC. The Board will work with the partners to maximize the value to the partnership of the staff being colocated at each other's locations.

Finally, a representative of the APC made a presentation to the LCWDB in March, 2016 regarding the APC's application to the Illinois Community College Board. The Board voted at that time and confirmed that the APC Plan is in alignment with local workforce plans.

- ***How the local board will coordinate WIOA title I workforce investment activities with vocational rehabilitation service activities under WIOA title IV.***

To make sure core partners and providers in Lake County are appropriately accommodating people with disabilities and referring or serving them, including both adults and youth with disabilities, the LCWDB is planning on working with the core partners within the next year to organize a training event(s) with Division of Rehabilitation Services (DRS) directing and Disability Employment Initiative (DEI) staff supporting the training. The training will support the core partners, One-Stop mandated partners and the network of service providers in Lake County to better serve people with disabilities.

Because Lake County has a DEI grant, people with disabilities have more options to consider when deciding where to seek assistance with preparation for employment, including training. In terms of how titles I and IV are coordinated, there are several ways: 1) DRS has orientations twice monthly for its vocational rehabilitation program at its office where information is also provided about the One-Stop Center location(s) and services including the DEI program, is provided to attendees and at the One-Stop Center and satellite site, information session occur twice weekly where information about DRS and its vocational rehabilitation program is provided to attendees; 2) the One-Stop center is rolling out a new webpage and information regarding DRS and its vocational rehabilitation program will be part of the content for the website; 3) WDD and DRS coordinate on business services in general with other partners and together specifically since they sometimes receive calls from employers indicating they have jobs that could potentially be filled by people with disabilities; and agencies/titles try to maximize and leverage the resources available to support people with disabilities so when individuals who meet the criteria and have an interest in attending college present at the title I agency, they are referred to DRS vocational rehabilitation to determine whether they can qualify for DRS special fund for post-secondary education/college. As part of the MOU process the partners are finalizing a two-way referral process as well.

- **Provide a copy of the local supportive service policy and describe *how the Local Board will coordinate WIOA title I workforce investment activities with the provision of transportation and other appropriate supportive services in the local area; and***

The LCWDB Supportive Service Policy is included as an attachment. For Adults, under the Workforce Investment Act (WIA), transportation was the only supportive service that was requested where there wasn't another community resource available, so current LCWDB policy and budget authorizations still reflect only that supportive service.

Board staff periodically survey WDD staff to understand the supportive services needs of their population. Staff were asked to identify the types of needs that their customers have and then rank the needs in order of most common to least common. Staff were further asked to identify the resources that they most utilize in order to address the needs of their customers. Based on the analysis of the results, transportation was identified as the most significant need and there are no resources that broadly addressed transportation in Lake County for workforce customers. Childcare was the second most common need, but there are existing programs to support families in need of child care.

It is assumed that once more individuals with multiple barriers to employment are engaged in the WIOA system, additional needs for supportive services may arise. The Board will survey the core partners at least annually to determine if support service needs change and ensure needs are being met. For some customers, they are part of a system that already provides support services. For example, TANF recipients receive transportation support and childcare if they are working, and up to \$300 annually for books as long as the recipient is enrolled in an approved education program. For others, community providers sometime have services they can take advantage of; for example, Community Action Partnership currently has a grant from Lake County to cover the cost of drop in childcare so individuals can go to job interviews, and the cost of daycare until an individual receives his or her first paycheck.

For youth, supportive services vary across contractors and are not standard across programs. Supportive services currently being provided include transportation assistance, work and interview clothing, and meals. In the future, supportive services for youth will likely still be handled by the contractor(s) consistent with their individual policies.

- **Describe the local referral process (see MOU Part IX).**
 - **Identify the entities between who the referrals occur**
 - **Explain the method(s) that will be used to refer participants between programs**
 - **Define the roles related to referrals**
 - **Identify the method of tracking referrals**
 - **Describe specific arrangements to assure that individuals with barriers to employment, including individuals with disabilities, can access available services.**

As part of the on-going work to develop a new MOU with One-Stop Center Partners, the LCWDB and WDD have been in negotiations with the following organizations: Illinois Department of Employment Security, College of Lake County, Lake

County Area Planning Council, Division of Rehabilitation Services, Community Action Project, SER Jobs for Progress National, Job Corps, YouthBuild Lake County, and Youth Conservation Corps. Referrals between the partners currently are completed on an individual basis. A formal process for referrals is being discussed for implementation during the MOU discussions.

Information on work being undertaken by the Governor's Interagency Team indicates that shared data resources is being discussed. As work on that project is undertaken, the LCWDB will be keenly interested in participating in development and implementation of a new system that would make data sharing and referrals easier systemwide.

C. 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.***

The current Title I adult and dislocated worker model is one where generally individuals come in to the One-stop Center(s), they get assessed for their eligibility and suitability to receive an Individual Training Account (ITA) and go to training. Career Specialists support participants through successfully completing training and Employment Specialists work with individuals as they are completing and have completed training, assisting with connections to available jobs and preparing for job interviews; jointly the Career Specialists and Employment Specialists work with the participant in obtaining and retaining a job.

The LCWDB's current policy is that 50% of the adult and dislocated worker funds are spent on training. The current training options available to the individual job seeker are occupational training through an ITA, On-the-Job Training (OJTs) and paid work experience. The LCWDB is also approving Incumbent Working Training as an option to be made available to assist local employers.

OJTs are being used in Lake County, but on a very limited basis. In the last two years, nine participants have been enrolled in the OJT program. Eight out of the nine participants enrolled in OJTs were in the manufacturing field, and one enrolled in an OJT as an executive administrative assistant. There were four participants who were enrolled in OJTs as dislocated workers and five participants who were enrolled as adult program participants.

Even after successfully completing a job training program, certificate or degree program, individuals frequently have a difficult time finding jobs in the career field of their choice because they lack work experience in that field. Work-based learning or work experience opportunities provide individuals the chance to apply the knowledge and skills they acquired through their training or education to real work situations. The LCWDB and WDD have been using other County departments or private sector locations to host work experience opportunities for 54 (dislocated worker) participants who could have worked as many as 500 hours and were paid between \$10 and \$13/hour depending on the occupation. These work experience opportunities have been viewed as highly valuable in the context of how much they added to the participants' qualifications during the subsequent job search process.

The LCWDB have engaged with a local county-wide economic development group, Lake County Partners (LCP), to provide Business Service Outreach services. Engaging local employers in discussions to promote workforce activities, including OJT, Work Experience and Incumbent Worker Training opportunities, is a major focus of this relationship. As this project continues, the LCWDB will be focusing on the success of LCP in promoting these work based learning opportunities.

Since January of 2015, Lake County adult program customers have used 105 ITAs and dislocated workers have used 138 totaling more than \$1.2 million in training funds. The LCWDB has a high priority occupation list for ITAs. The list is associated with the industry sectors on which the LCWDB and LCP have chosen to focus. The participants are only able to access training on the Board's certified training provider program list however, a customer may make an appeal to the WDD Director to approve admission to an occupation not on the list on a case-by-case basis. An analysis of the use of vouchers will be included as part of the Board's strategic planning effort.

Under the current model low-skill individuals typically get referred to community-based providers and other agencies, for basic skills training. They can come back around and access occupational skills training. If individuals from vulnerable populations come in to training, they are sometimes co-case managed until they have exited the program. For example, several residents from the Lake County Housing Authority (LCHA) have been through occupational training with ITAs; when they were in training, staff from both agencies were in contact not only with the residents but with each other to support the residents through successful completion of the training.

In terms of assessment, the existing (Workforce Investment Act (WIA) –program) model (e.g. intake, assessment, training and placement), has undoubtedly served its purpose and been successful at achieving performance targets and spending the required allocations. However, there's an opportunity to modify the current adult and dislocated worker model and move to a model that allows for more flexibility in direct employment and training options. The job seeker population served under WIOA has the potential to be much more diverse than that served under WIA. The LCWDB will consider some flexibility in its priorities and policies while new strategies are being piloted, and program data is reviewed in conjunction with One-Stop Center Partners to understand what works best.

As part of determining priorities for job seekers, the LCWDB will explore during its Strategic Planning process and over the course of the next year or so what is necessary to successfully “expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment.” The WIOA statute doesn't appear to mandate that Title I address individuals with barriers all on its own, so the Board will facilitate ongoing discussions with the One-Stop Partners to determine what collective response is possible and what ideas should be considered and implemented as pilots and demonstrations.

As a realistic example of what will have to be dealt with in some way, the LCWDB recently facilitated a first WIOA-related meeting with the TANF agency in Lake County, where it was learned they have 200 current cases that are required to do 30 hours/week of work-related activities, but they aren't working yet. It was also indicated that another 150 or so families were in their 47th month of benefits; meaning they are entering their last year of being eligible for benefits in Illinois for their lifetime. WDD staff is working with TANF staff to develop options to provide solutions leading to employment for these individuals, while also working with TANF staff to broaden these efforts to their other customers.

There are a variety of other special populations in Lake County (e.g. individuals with mental and behavioral health concerns, ex-offenders, immigrants, people with disabilities, disconnected older youth, etc.) that need assistance as well. The LCWDB and the One-Stop Center Partners will need to determine how access is offered, how specific needs are prioritized and addressed, and how resources are prioritized. For some individuals, job training first is not always the right solution; some individuals need to gain work experience and understand what it means to be successful in a job. For others, short term training success allows them to see options they didn't know they had. From there, both groups can continue along a pathway shifting over the long-term back and forth between employment and training to the extent they are personally interested, externally encouraged and supported by services that make their participation in the labor force and/or training possible (e.g. transportation, childcare, etc.).

The LCWDB's Strategic Planning process will be critical in assisting members in understanding how they can accommodate both their employer and job seeker customers by organizing most of the WIOA system with a sector focus. No one should think that one funding source can or will pay for everything involved in these sector strategies, so the LCWDB must have partners determine how they can reorganize to support these strategies.

For example, if there were healthcare, manufacturing and technology bridge programs at CLC, some of the TANF recipients could improve their skills, gain credentials and upon completion, either continue on into the next module of training toward targeted high growth occupational qualifications or be placed into entry level positions or work experience opportunities to become stable in employment. After a while, the system would reach back out to them to have them continue on in training and advance. Those already possessing post-secondary degrees would be triaged and quickly assessed to determine their choice of occupations and if theirs is a situation where training or work experience would help with employment in their field of study. If long-term employment were possible with good wages in a field these

individuals hadn't previously considered, perhaps they are at a point in their lives where they might consider it now. Individuals at the very low skill level would have to work with Adult Education up to the skill level necessary to access bridge programs (e.g. typically 6th grade reading level). Not everyone in the TANF group described above will want to receive assistance or be successful if they receive it, but the number is undoubtedly higher than if they accessed the system as it stands today.

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

Currently on behalf of the LCWDB, the WDD takes the lead on rapid response and coordinates activities with DCEO and IDES. WDD works with DCEO to have events certified for the Trade Adjustment Act (TAA). WDD then administers the requirements of TAA with the eligible impacted workers. When unable to gain access to an employer site, WDD sets up a meeting for the impacted workers and e-blasts the information through IDES. If they are able to get in to an employer site, an overview of services is provided to staff being laid off, and WDD staff meet with anyone that wants to meet with them individually. Afterward the separation, WDD targets those laid off workers with IDES e-blasts and holds job fairs with similar employers hiring in like positions.

D. 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.***

The LCWDB bids out WIOA Youth Services and currently has six youth program contracts: two in-school and four out-of-school. The in-school programs are college prep models with some exposure to industries and careers, focused on students in their last year of school who are generally individuals with disabilities or first generation college attenders. The out-of-school programs are accelerated, short-term training leading to a certificate of completion and/or a credential. For example, one of the out-of-school programs thought to have a fair amount of success is the Pharmacy Tech training program with Waukegan High School and Walgreens which has been in place for a number of years. The current youth program models are designed to be completed within a year.

The LCWDB/Youth Council has decided to continue with their current youth program model bid process for this coming year, while they incorporate some Strategic Planning into the next generation of program models and strategies. At the same time, they will also explore pilot or demonstration models that address the needs of disconnected/disenfranchised and low-skill youth.

Although there are contracted youth programs, youth who are eligible can also access ITAs for occupational training. This is a good option for youth interested in occupations not offered via contractual training.

To make sure core partners and providers in Lake County are appropriately accommodating people with disabilities and referring or serving them, including youth with disabilities, the LCWDB is planning on working with the core partners within the next year to organize a training event(s) with the DRS directing and WDD staff working on DEI supporting the training. Once the training(s) has been completed, it is believed that the contracted WIOA out-of-school youth providers could conduct targeted outreach to out-of-school disabled youth in order to engage them in their programs and services as well. The training will also generally help the network of providers in Lake County better serve people with disabilities.

Over the past 15 years, WDD has been allocated general revenue dollars from the Lake County Board annually to operate a summer jobs program for low-income, in-school youth ages of 14 up to 21 (with an IEP). It is important to highlight this program as the amount of federal workforce dollars for in-school youth continue to shrink. Youth have been placed with community-based providers and governmental offices across the County. These jobs have given the youth the opportunity to be exposed to the work environment, many for the first time; gain work experience, confidence and something to put on their resume. WDD and the LCWDB have also been approaching local businesses to leverage these County dollars and have the businesses take on the wages and supervision of some youth in the summer. For the 2016 program, applications were taken online and in person for the month of February.

As part of continuous improvement, the WDD and the LCWDB explore the possibility of making the program two-tiered with youth participating in the subsidized tier in the first year or so until they understand acceptable workplace behavior, dress codes, attendance policies, etc. and then move to the second tier, a position with a local business. Of course, not all businesses can take on the wages and supervision of (a) youth for the summer.

The LCWDB/Youth Council is considering developing a larger partnership with businesses on behalf of youth (both in-school and out-of-school). The project would include things like: 1) the development of a menu of activities businesses could agree to do on behalf of youth that would vary in commitment level but be potentially meaningful for both parties (e.g. being a classroom speaker, hosting a fieldtrip, becoming a mentor, providing a project for project-based learning, hosting a student intern (secondary/post-secondary), hosting a teacher to gain exposure to new technologies, providing work-based learning opportunities, providing summer jobs, sponsoring an event, donating equipment, etc.); 2) identifying businesses and business champions (e.g. associations, intermediaries, chambers, etc.) to help with outreach and promoting to businesses; and finally, 3) connecting businesses that are interested with schools, service providers and opportunities in their communities. Research on existing programs and business connections in the County would be necessary so as to not duplicate efforts and negatively impact business engagement. During the LCWDB's/Youth Council's Strategic Planning process this idea and others will be discussed as opportunities where LCWDB members could get more involved.

The contracted youth program model is a good one for the youth who are able to get into the slots available. Unfortunately, contracted program slots are all open at the same time during the year, they fill up fairly quickly and then are closed for the remainder of the program year. Under WIA, ITAs were a good balance to contracted programs because they could be accessed throughout the remainder of the year. Under WIOA, it is important that the LCWDB is considering pilots and demonstrations because the evaluation literature shows that what works for adults doesn't always work for youth, and what works for one group of youth doesn't necessarily work for another. For disconnected youth (young adults) with multiple barriers including low-skills, there may need to be some flexibility in the program model and timeline (for the program to deliver to the intent of WIOA and meet the new set of WIOA performance measures).

- **A description of how local areas will meet the requirement that a minimum of 75% of the youth expenditures be for out-of-school youth.**

Because the LCWDB annually bids out WIOA Youth Services, the minimum requirement of 75% of the youth expenditures will be set up by having at least 75% of the funding contracted toward out-of-school youth activities. Once the contracts are in place, monitoring of monthly invoicing and payments to contractors will ensure the minimum requirement is met. The LCWDB will know early on if a trend toward not meeting the requirement is occurring for whatever reason and adjustments can be made.

E. Provide a description of how the local area will provide services to Special Populations.

- ***Provide a copy of ensure priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA 134(c)(3)(E).***

WDD leadership and staff meet regularly to review that individuals in those groups are given priority in compliance with LCWDB policy. The LCWDB will be provided regular updates through the One-Stop System Committee. Additionally, the upcoming Strategic Planning sessions will be an opportunity for the LCWDB to reflect on these priorities and whether additional action on their behalf is needed.

- **Describe how the local board will determine priority populations and how to best serve them, along with any other state requirements.**

The LCWDB will comply with all applicable requirements regarding determination of priority populations. Current priority populations identified by the LCWDB include individuals who are basic skills deficient, special needs populations and veterans.

F. Provide a description of Training Policies & Activities in the local area including:

- **How local areas will meet the requirement that a minimum of 40% of expenditures be for direct training costs;**

The LCWDB and WDD comply with the State requirement that a minimum of 40% of local expenditures be for direct training costs. A new budget policy will be considered by the LCWDB that will specifically reference the state requirements. The LCWDB through its Executive Committee is updated quarterly on its financial status, including expenditures on direct training costs.

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

The LCWDB has been encouraging the use of OJT and Work Experience opportunities as successful work-based learning strategies. As noted previously, the LCWDB is also promoting the use of Incumbent Worker Training with an allocation from Adult funding in PY2016 funds. The LCP engagement with local employers will also promote work-based learning opportunities. The LCWDB will be considering establishing specific goals during its upcoming Strategic Plan deliberations.

- **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; and***

The LCWDB will be considering modifications to the ITA Policy following receipt of new policy guidance from the State of Illinois. A copy of the current policy is attached.

ITAs have provided the main form of WIOA training in Lake County. Customer choice is available to select an occupation off of the High Priority Occupation List established by the LCWDB. If the list is not expansive enough for an individual's choice, the individual always has the option of appealing to the WDD to request approval to attend a training program for an occupation that is not on the High Priority Occupation List. Information on the probability of employment at the completion of training and wages at or above the average in the County after training would need to be provided by the customer as part of this appeal.

When priorities are set and plans are put in place, classroom training may be used to train cohorts for specific occupations/certificates/industry credentials, and customized training will be utilized to tailor training to meet particular employer needs. Contracts for training will only occur in situations where incumbent or customized training is required to meet the needs of a specific employer. These contracts will still be subject to the administrative procurement policies and procedures of Lake County, Illinois.

Classroom training may also be utilized to get a better price from a vendor from time to time than funding the equivalent number of individual ITAs. For example, if there is a vendor delivering computer training/industry credentials consistently utilizing a substantial number of ITAs year to year, it might make sense to negotiate classroom "quantities of training" with that vendor to save money. An analysis of the Adult and Dislocated Worker ITA distribution will be reviewed as part of the LCWDB's Strategic Planning process; insights into whether there are opportunities to press for reduced training rates by purchasing classroom quantities from some vendors may be revealed. The LCWDB believes there is a distinction between a training program/curriculum that is customized or specialized to meet the needs of a specific employer, and standard classroom training that is part of a sequence in occupational and technical skills attainment for industry sector and career pathway strategies.

- **Provide a copy of the local training provider approval policy and procedures and 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.***

As part of the LCWDB's Strategic Planning effort, they will review an analysis of the use of ITAs for both the adult and dislocated worker programs to determine how they map to the LCWDB's list of High Priority Occupations and their targeted sectors. Currently the LCWDB has set no additional criteria for certifying training provider programs beyond the State's requirements. The LCWDB is interested, however, in exploring whether workforce boards in the northeast region of Illinois would consider establishing additional criteria together.

In terms of continuous improvement of eligible providers of services through the system and whether the needs of employers, workers and job seekers have been met, the LCWDB will explore options with other workforce boards in the region to build upon the recent example provided by Chapin Hall at the University of Chicago. Information on job placement, credential attainment and satisfaction of customers (businesses and individuals) will provide useful information. The LCWDB would look to other One-Stop Center Partners for information on training provider success, as well as forthcoming federal guidelines on performance, specifically new performance standards on employer satisfaction.

- G. Provide information regarding the local strategies that will be financed by the transfer of 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 Section 134(d)(4)(A)(i).
 - To use funds for transitional jobs as outlined in WIOA Section 134(d)(5).
 - To use funds for pay for performance contracts as outlined in WIOA Section 133(b)(2-3).

The local strategies, transfers between adult and dislocated worker funding streams and the use of funds for incumbent worker training will be finalized during the LCWDB's upcoming strategic planning process. The Board is not inclined to use funds for transitional jobs or pay for performance contracts at this time but it reserves the right to revisit these items 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));

- A. Provide an overview of the service strategies including a registrant reports (to be developed) on the projected service levels and outcomes.**

A registrant report will be completed and filed after a final copy is developed by the State.

- B. 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 in the local area. [NOTE: The details regarding this requirement will be developed as the WIOA rules are finalized]**
- WIOA Common Measures
 - Additional State Measures

The LCWDB will comply with the performance levels negotiated with the State. Information will be forthcoming on those performance levels and will be discussed with the LCWDB when that information is made available.

CHAPTER 6: TECHNICAL REQUIREMENTS AND ASSURANCES – LOCAL COMPONENT

WIOA Sec. 121 (c)(2)(iv), MOU Part X

This chapter includes the technical requirements and assurances that are required by the Workforce Innovation and Opportunity Act.

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).*

The responsible entity for the disbursement of grant funds as determined by the chief elected official is the Lake County Workforce Development Department. WDD receives oversight from the Lake County government, including adhering to the County's financial and purchasing requirements, and the LCWDB.

- *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.*

The competitive process used to award the sub-grants and contracts in the local area for activities carried out under this Title are pursuant to the Lake County procurement policies and procedures. For example, when In-school and Out-of-school Youth Programs are bid out every other year, the process followed is the Lake County procurement process. Similarly, when the One-Stop Operator role is bid out in the coming year, it will also have to follow the Lake County procurement process to be valid.

A copy of the County's Purchasing Ordinance is attached.

B. Physical 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.***

The comprehensive One-Stop Center is reviewed for facility and programmatic accessibility by an EEO Officer from DCEO on a routine basis (e.g. annually or semi-annually). WDD has a trained EEO Officer that reviews external partner sites where services are provided such as the One-Stop satellite office at CLC, Youth Program contractor locations, training providers in Lake County accepting ITAs/OJTs and where Work Experience opportunities are sponsored. The comprehensive One-Stop has assistive technology equipment available. Under Lake County's Disability Employment Initiative (DEI) grant, WDD continues to update equipment in the comprehensive One-Stop Center (e.g. riser tables, etc.).

To make sure core partners and providers in Lake County are appropriately accommodating people with disabilities and referring or serving them, including both adults and youth with disabilities, the LCWDB is planning on working with the core partners within the next year to organize a training event(s) with DRS directing and DEI staff supporting the training. The training will support the core partners, One-Stop mandated partners and the network of service providers in Lake County better serve people with disabilities.

- ***Provide copies of executed cooperative agreements 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. This includes cooperative agreements (as defined in WIOA sec. 107(d)(11)) between the Local Board or other local entities described in WIOA sec. 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under title I of such Act (29 U.S.C. 720 et seq.) (other than sec. 112 or part C of that title (29 U.S.C. 732, 741) and subject to sec. 121(f)) in accordance with sec. 101(a)(11) of such Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.***

As required under WIOA and related State policies, the LCWDB is working with local service providers to develop a new Memorandum of Understanding (MOU) that will provide a framework for the services and programs offered at the One-Stop Center. This document and all required associated materials will be submitted to the State upon completion of the negotiations. It is expected that based upon the current state of those discussions, all parties will come to agreement prior in time to collect the necessary signatures for submission to the State prior to the July 15, 2016 deadline.

C. Plan Develop & Public Comment

- ***Describe the process used by the Local Board, consistent with WIOA 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.***

The LCWDB has ensured there are multiple opportunities for the public to have input into and comment on this Plan. First, four on-line surveys were developed (e.g. Employer, Job Seeker, Student and Out-of-school Youth), to gather feedback on experiences with current programs and services, needs and wants, and population characteristics. Survey links were hosted on the LCWDB's website for more than a month, linkages were sent out to numerous stakeholder groups, individuals who

came into the One-Stop Center were advised of the surveys and welcomed to complete the applicable one, and email blasts were also used to reach mailing lists of followers in case they were interested in completing one of the four. Results for these four surveys are attached.

Two paper surveys were made available for vulnerable populations including Adult Education students and subsidized housing participants. The Adult Education survey was administered to over 1,400 individuals and the results help to inform the development of this Local Plan. The results will be of further benefit during the upcoming Strategic Planning sessions of the LCWDB.

The Lake County Housing Authority was approached about administering the subsidized housing participant survey, and in the discussion it was suggested that the other two public housing authorities in Lake County (e.g. North Chicago and Waukegan) also be involved in the discussion and survey implementation. Because of the time-consuming nature of a paper survey and the potential for an expanded scope, LCWDB and WDD staff will continue to work on this with the public housing authorities over the first year of the WIOA Plan.

Next, the LCWDB publicized and held two public meetings. The first meeting was in North Chicago in the early evening at Rosalind Franklin University and the second at a district library in Villa Park at mid-morning to provide information regarding current programs and services and to gather feedback. At the meeting forms were distributed to capture participant feedback. The form was also posted for electronic completion on the Board's website along with the presentation on existing programs and services used to illicit feedback.

Additionally, the LCWDB facilitated two focus groups, one with employers only, which will be held to obtain feedback on the draft Plan. Comments from those conversations will be considered for incorporation into the final Plan that will be forwarded for LCWDB consideration.

Legal notice regarding the required 30-day Public Comment period will be published in a newspaper of general distribution in Lake County as well as on the LCWDB website. The draft Plan will be available for public viewing at the Lake County Workforce Development Board office at 1 N. Genesee Street, Waukegan, IL and will be available on the LCWDB website. Once the draft Plan is released, the Board will publicize and hold two public meetings.

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

To be provided when available.

- **Provide information regarding the local plan modification procedures.**

The LCWDB will consider modifications to the Local Plan per federal and state requirements. The LCWDB will undertake a review annually to determine whether modifications outside of the required modifications are needed. If so determined, the LCWDB will conduct modification of the Local Plan pursuant to guidance from the State of Illinois.

Local needs analysis and assessment

Current economic conditions

Large and growing industries

Industry growth trends in Lake County have moderately changed in the last five years. Despite the recent economic downturn, current projections of industry change from 2015 to 2020 show a brighter picture for certain industries in the County. In terms of net job gain or loss, some of the industries that fared the worst between 2004 and 2010 are now projected to be among those with the largest gains. Credit Intermediation and Related Activities (NAICS 522) and Administrative and Support Services (561) each lost more than 2,000 jobs prior to 2010. However, Credit Intermediation and Related Activities (NAICS 522) is projected to gain more than 1,000 jobs in the next five years and Administrative and Support Services is projected to gain more than 5,000. In addition, Hospitals (622) has gone from among the worst to one of the top 10 in terms of job gains. On the other hand, while Amusement, Gambling, and Recreation Industries grew significantly between 2004 and 2010 (with nearly 2,500 new jobs), the job gain from 2015 to 2020 is negligible – only two jobs projected. Professional, Scientific and Technical Services remains a growing industry in Lake County, with gains between 2004 and 2010 as well as 2015 and 2020. The chart below shows the top 10 industries by projected net job gain in Lake County from 2015 to 2020. For each, the top occupations by number employed are listed, including the SOC codes. For more information on the top 10 occupations in each industry, see Appendix A.

Largest net gain in jobs from 2015 to 2020 in Lake County

NAICS	Industry	2015	2020	Change	% Change
561	Administrative and Support Services	32,182	37,186	5,004	16%
	• Landscaping and Groundskeeping workers (37-3011)	4,830	5,159	329	7%
	• Janitors and Cleaners, Except Maids and Housekeeping Cleaners (37-2011)	2,891	3,084	193	7%
	• Laborers and Freight, Stock, and Material Movers, Hand (53-7062)	2,600	3,259	659	25%
541	Professional, Scientific, and Technical Services	24,663	26,691	2,028	8%
	• Management Analysts	1,924	2,120	196	10%
	• Office Clerks, General	1,427	1,482	55	4%
	• Software Developers, Applications	1,282	1,478	196	15%
722	Food Services and Drinking Places	23,274	24,959	1,685	7%
	• Combined Food Preparation and Serving Workers, Including Fast Food	5,920	7,093	1,173	20%
	• Waiters and Waitresses	3,635	3,560	(75)	(2%)
	• Cooks, Fast Food	1,813	1,970	157	9%
621	Ambulatory Health Care Services	11,365	12,548	1,183	10%
	• Dental Assistants	836	866	30	4%
	• Office Clerks, General	746	752	6	1%
	• Receptionists and Information Clerks	745	825	80	11%
522	Credit Intermediation and Related Activities	8,997	10,039	1,042	12%
	• Tellers	1,396	1,522	126	9%
	• Customer Service Representatives	732	879	147	20%
	• Loan Officers	543	615	72	13%
339	Miscellaneous Manufacturing	7,809	8,741	932	12%
	• Team Assemblers	684	785	101	15%
	• Office Clerks, General	381	413	32	8%
	• Machinists	263	309	46	17%
551	Management of Companies and Enterprises	8,691	9,544	853	10%
	• Managers, All Other	438	467	29	7%
	• Office Clerks, General	387	389	2	1%

	• General and Operations Managers	376	412	36	10%
622	Hospitals	9,513	10,278	765	8%
	• Registered Nurses	2,449	2,697	248	10%
	• Nursing Assistants	552	605	53	10%
	• Medical Equipment Preparers	445	467	22	5%
623	Nursing and Residential Care Facilities	7,630	8,390	760	10%
	• Nursing Assistants	1,610	1,700	90	6%
	• Personal Care Aides	838	944	106	13%
	• Licensed Practical and Licenses Vocational Nurses	411	462	51	12%
311	Food Manufacturing	2,858	3,418	560	20%
	• Packers and Packagers, Hand	255	299	44	17%
	• Bakers	191	269	78	41%
	• Food Cooking Machine Operators and Tenders	170	191	21	12%

With few exceptions (Credit Intermediation and Related Activities and Hospitals) these industries are also large and growing in the surrounding counties of Cook, DuPage and McHenry, where a combined 32 percent of Lake County residents work.

This data and the recommendations below come from the EMSI system. For comparison, the most recent IDES tables on industry and occupational projections are included at the end of this section.

Possible opportunities for training programs

From the industry and occupational analysis, three areas stand out as considerations for planned training investments by the Board: computer support, healthcare and manufacturing. These are not the only industries (or segments within industries) with projected growth or occupations expected to expand. However, these are groupings of occupations that have a steady number of projected annual openings, they require only moderate education, and they pay higher wages or are a series of occupations that lead to higher wages.

Computer support

Professional, Scientific and Technical Services includes quite a few occupations with higher median hourly earnings; for example, both Computer User Support Specialists (15-1151) and Computer Network Support Specialists 15-1152) are expected to grow by 2020, require moderate education (less than a bachelor's degree) and have median earnings of more than \$25 per hour. Job gains predicted in other large and growing industries, including Credit Intermediation and Related Activities and Management of Companies and Enterprises, require only moderate education but pay higher hourly wages are also covered by these two occupations. All of these industries have a location quotient higher than one, meaning they are slightly concentrated in Lake County as compared to the rest of the nation.

These occupations require similar competencies, with knowledge in Computers and Electronics, Customer and Personal Service, Clerical, English Language, Engineering and Technology and Telecommunications. The most important skills include Reading Comprehension, Critical Thinking, Active Listening, Monitoring, Speaking and Instructing.

Healthcare

Several healthcare industries are projected to grow in Lake County – Ambulatory Health Care Services, Hospitals and Nursing and Residential Care Facilities. These industries include a range of occupations, including low-wage occupations like Home Health Aides (31-1101) and Nursing Assistants (31-1014), mid-wage occupations like Licensed Practical and Vocational Nurses (29-2061) and higher-wage occupations like Registered Nurses. All of these occupations will see gains in Lake County, pointing to the potential for a career pathway in nursing.

These occupations require competencies including knowledge of Psychology, Customer and Personal Service, Therapy and Counseling, Education and Training, Medicine and Dentistry, Mathematics, English Language, and Administration and Management and skills in Social Perceptiveness, Reading Comprehension, Coordination, Speaking, Critical Thinking, and Service Orientation.

Manufacturing

The large and growing manufacturing industries – Miscellaneous Manufacturing and Food Manufacturing – also suggest a promising area of focus. There are several occupations in these industries, such as First-Line Supervisors of Production and Operating Workers (51-1011) and Industrial Engineering Technicians (17-3026), that are expected to grow by 2020, require moderate education and provide median earnings of more than \$25 per hour. Many of these are in Medical Equipment and Supplies Manufacturing, which has a particularly high location quotient (more than eight), indicating a specialization in Lake County and the added benefit that the industry likely brings high economic benefit into the County. The largest employers in this field are Baxter Healthcare Corp, Baxter International, Inc. and Abbott Laboratories.

These occupations require knowledge in Mechanical, Engineering and Technology, Design, Computers and Electronics, Physics, Production and Processing, and Administration and Management, and skills in Judgment and Decision Making, Reading Comprehension, Complex Problem Solving, Critical Thinking, Monitoring, Management of Personnel Resources, Time Management, Coordination and Speaking.

Appendix B shows more complete information on the knowledge, skills and abilities required for the most important occupations in Computer Support, Healthcare and Manufacturing. A more in-depth look into this information could be valuable in designing training programs.

Other industries

Not all large and growing industries in Lake County are well suited to training investments, but could provide other advantages for job seekers.

Administrative and Support Services is not likely to be a good industry to focus on for training programs, because the vast majority of the job gains projected is in Temporary Help Services, which provides limited opportunities for career advancement, but could help individuals with barriers to employment gain work experience. Because the field is growing so rapidly, the Workforce Board and the core partners may want to explore opportunities to partner with temp agencies.

The gains in Food Services and Drinking Places are mainly in Restaurants and Other Eating Places, which includes occupations that require little education – usually less than a high school diploma – and low median hourly earnings. So this industry is not likely to yield long-term career pathways or family supporting wages, but could provide starter jobs for certain groups, including disconnected older youth and individuals with no work experience and/or limited skills. These also maybe flexible jobs for students who need part-time work while attending classes.

2022 Employment Projections for Lake County

North American Industrial Classification System (NAICS)		Base Year Employment 2012	Projected Year Employment 2022	Change 2012-2022	Annual Compound Growth Rate
Code	Title				
000000	TOTAL, ALL INDUSTRIES	351,133	404,761	53,628	1.43
100000	Self Employed and Unpaid Family Workers	13,566	14,871	1,305	0.92
110000	Agricultural Production, Total	950	1,062	112	1.12
120000	Total Nonfarm	336,617	388,828	52,211	1.45
210000	Natural Resources and Mining	64	74	10	1.46
230000	Construction	9,996	12,579	2,583	2.33
300000	Manufacturing, Total	48,899	47,668	-1,231	-0.25
310000	Non-Durable Goods Manufacturing, Total	25,412	23,483	-1,929	-0.79
326900	Durable Goods Manufacturing, Total	23,487	24,185	698	0.29
400000	Trade, Transportation, and Utilities	71,991	83,026	11,035	1.44
420000	Wholesale Trade	23,834	27,182	3,348	1.32
440000	Retail Trade	39,937	46,228	6,291	1.47
460000	Transportation & Warehousing & Utilities	8,220	9,616	1,396	1.58
510000	Information	3,715	3,823	108	0.29
519900	Financial Activities	19,468	22,659	3,191	1.53
520000	Finance and Insurance, Total	16,125	18,543	2,418	1.41
530000	Real Estate and Rental and Leasing	3,343	4,116	773	2.10
539900	Professional and Business Services	60,549	80,139	19,590	2.84
540000	Professional, Scientific & Tech. Services	21,702	28,563	6,861	2.79
550000	Management of Companies and Enterprises	7,759	9,572	1,813	2.12
560000	Administrative & Waste Mngmnt. Services	31,088	42,004	10,916	3.06
600000	Educational and Health Services	60,298	68,015	7,717	1.21
610000	Educational Services, Private & Public	28,147	30,182	2,035	0.70
620000	Health Care & Social Assistance	32,151	37,833	5,682	1.64
700000	Leisure and Hospitality	30,040	35,318	5,278	1.63
710000	Arts, Entertainment and Recreation	7,001	7,593	592	0.82
720000	Accommodation and Food Services	23,039	27,725	4,686	1.87
800000	Other Services	12,365	14,129	1,764	1.34
810000	Personal & Other Services	12,365	14,129	1,764	1.34
900000	Government, Total	19,232	21,398	2,166	1.07

2022 Occupational Projections for Lake County

Title	Base Year Employment 2012	Projected Year Employment 2022	Employment Change 2012-2022 Percent	Average Annual Job Openings Due to		
				Growth	Replacements	Total
Total, All Occupations	351,133	404,761	15.27	5,510	8,263	13,773
Management Occupations	24,722	28,078	13.57	342	503	845
Business & Financial Operations Occupations	19,756	24,309	23.05	456	377	833
Computer & Mathematical Occupations	9,617	12,310	28.00	269	157	426
Architecture & Engineering Occupations	6,041	6,611	9.44	60	140	200
Life, Physical & Social Science Occupations	3,285	3,398	3.44	19	86	105
Community & Social Services Occupations	3,961	4,531	14.39	57	91	148
Legal Occupations	1,844	2,066	12.04	22	30	52
Education, Training & Library Occupations	21,900	23,707	8.25	181	476	657
Arts/Design/Entertainment, Sports/Media Occs	4,847	5,489	13.25	66	118	184
Healthcare Practitioners & Technical Occs	15,482	17,749	14.64	228	319	547
Healthcare Support Occupations	7,668	9,522	24.18	188	146	334
Protective Service Occupations	6,901	8,132	17.84	123	186	309
Food Preparation & Serving Occupations	23,928	28,638	19.68	471	882	1,353
Building & Grounds Cleaning & Maint. Occs	15,817	19,010	20.19	319	329	648
Personal Care & Service Occupations	10,747	12,443	15.78	171	255	426
Sales & Related Occupations	39,131	45,144	15.37	602	1,157	1,759
Office & Administrative Support Occupations	52,101	58,119	11.55	648	1,181	1,829
Farming, Fishing & Forestry Occupations	774	834	7.75	6	22	28
Construction & Extraction Occupations	11,710	14,573	24.45	286	204	490
Installation, Maintenance & Repair Occs	11,860	13,724	15.72	189	271	460
Production Occupations	33,038	35,149	6.39	284	683	967
Supervisors, Production Workers 1st-LineSpvrs/Mgrs Prod/Operating Workers	2,124	2,130	0.28	1	30	31
Assemblers & Fabricators	7,333	8,268	12.75	94	116	210
Transportation & Material Moving Occupations	26,003	31,225	20.08	523	647	1,170

Existing and emerging high-priority occupations

The table below shows the projected change in Lake County's high-priority occupations by 2020, as well as the projected annual turnover in each occupation. The change presents the net increase or decrease in jobs for each profession from 2015 to 2020, while the annual turnover indicates the number of new hires in this occupation each year, due to added jobs, job attrition, retirement, etc. Occupations that warrant particular attention are marked with an asterisk (*).

Career Field	Code	Occupation	2015 jobs	2020 jobs	Change	Annual Openings
Architecture & Engineering	17-2071	Electrical Engineers	213	238	25	10
	17-2112	Industrial Engineers	1,529	1,547	18	49
	17-2141	Mechanical Engineers	667	705	38	31
	17-2199	Engineers, All Other	527	541	14	13
Business & Finance	13-1023	Purchasing Agents, Except Wholesale, Retail, and Farm Products	850	873	23	20
	13-1041	Compliance Officers	362	391	29	13
	13-1071	Human Resources Specialists	1,263	1,390	127	51
	13-1081	Logisticians	477	525	48	16
	13-1111	Management Analysts	3,233	3,455	222	97
	13-1151	Training and Development Specialists	474	523	49	19
	13-1161	Market Research Analysts and Marketing Specialists	1,381	1,573	192	59
	13-1199	Business Operations Specialists, All Other	3,860	3,976	116	77
	13-2011	Accountants and Auditors	3,376	3,565	189	143
	13-2051	Financial Analysts	1,028	1,101	73	43
	13-2052	Personal Financial Advisors	896	946	50	36
	21-1021	Child, Family, and School Social Workers	725	730	5	17
Computer	15-1121	Computer Systems Analysts	1,473	1,661	188	65
	15-1131	Computer Programmers	1,134	1,157	23	37
	15-1132	Software Developers, Applications	3,501	3,733	232	94
	15-1133	Software Developers, Systems Software	1,249	1,310	61	29
	15-1141	Database Administrators	295	316	21	10
	15-1142	Network and Computer Systems Administrators	921	976	55	27
	15-1151	Computer User Support Specialists*	1,467	1,607	140	53
	15-1199	Computer Occupations, All Other	1,027	1,050	23	22
	15-2031	Operations Research Analysts	360	403	43	17
	29-1141	Registered Nurses*	4,544	4,982	438	184
	29-2012	Medical and Clinical Laboratory Technicians	370	401	31	16
	29-2034	Radiologic Technologists	265	289	24	9
	29-2052	Pharmacy Technicians	1,371	1,570	199	55
	29-2061	Licensed Practical and Licensed Vocational Nurses*	930	1,059	129	52
	29-2071	Medical Records and Health Information Technicians	290	323	33	15
	29-2081	Opticians, Dispensing	278	311	33	15
Healthcare Support	31-1011	Home Health Aides	797	1,065	268	74
	31-1014	Nursing Assistants	2,709	2,939	230	101
	31-9091	Dental Assistants	881	921	40	27
	31-9092	Medical Assistants	1,019	1,148	129	47
Maintenance & Repair	49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	307	333	26	14
	49-9041	Industrial Machinery Mechanics	710	779	69	36
	49-9043	Maintenance Workers, Machinery	533	549	16	10
	49-9071	Maintenance and Repair Workers, General	3,220	3,364	144	93
	49-9099	Installation, Maintenance, and Repair Workers, All Other	645	669	24	16

Management	11-1021	General and Operations Managers	7,244	7,463	219	182
	11-2021	Marketing Managers	1,313	1,351	38	36
	11-3021	Computer and Information Systems Managers	1,689	1,759	70	39
	11-3031	Financial Managers	2,151	2,227	76	59
	11-3061	Purchasing Managers	468	467	(1)	11
	11-3121	Human Resources Managers	541	576	35	22
	11-9051	Food Service Managers	679	686	7	17
	11-9111	Medical and Health Services	562	609	47	25
Office & Administrative	43-1011	First-Line Supervisors of Office and Administrative Support Workers	2,480	2,681	201	103
	43-3021	Billing and Posting Clerks	751	839	88	33
	43-3051	Payroll and Timekeeping Clerks	460	492	32	17
	43-4051	Customer Service Representatives	7,204	7,732	528	311
	43-5011	Cargo and Freight Agents	269	260	(9)	7
	43-5061	Production, Planning, and Expediting Clerks	829	861	32	28
	43-6011	Executive Secretaries and Executive Administrative Assistants	2,280	2,255	(25)	27
Production	51-1011	First-Line Supervisors of Production and Operating Workers*	2,023	2,045	22	36
	51-2092	Team Assemblers	3,304	3,666	362	129
	51-3092	Food Batchmakers	72	109	37	11
	51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	426	493	67	26
	51-4012	Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic	310	347	37	17
	51-4033	Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic	670	639	(31)	15
	51-4041	Machinists	1,987	2,160	173	83
	51-4121	Welders, Cutters, Solderers, and Brazers	672	737	65	31
	51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	1,857	1,979	122	67
	51-9111	Packaging and Filling Machine Operators and Tenders	585	661	76	30
	51-9198	Helpers--Production Workers	657	803	146	42
	51-9199	Production Workers, All Other	1,136	1,254	118	56
Sales	41-1011	First-Line Supervisors of Retail Sales Workers	2,693	2,756	63	86
	41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	2,515	2,580	65	64
	41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	4,760	4,935	175	136
Science	19-2031	Chemists	936	920	(16)	24
Transportation	53-3032	Heavy and Tractor-Trailer Truck Drivers	2,218	2,326	108	62
	53-3033	Light Truck or Delivery Services Drivers	1,728	1,812	84	46
	53-7051	Industrial Truck and Tractor Operators	1,161	1,218	57	39
	53-7064	Packers and Packagers, Hand	3,058	3,250	192	122

*These occupations are worth additional focus due to growth, a high number of annual openings, the typical entry level education (more than high school but less than a bachelor's degree) and high entry-level and median hourly wages. They all have entry-level wages of more than \$15 per hour and median wages of more than \$22 per hour.

Current workforce demographics

Population overview

The population of Lake County is expected to increase by 2020 to 711,953 from 706,406 in 2015 (an increase of about 8 percent). This increase is heavily skewed toward older individuals, with an increase of 18,514 adults age 65 and over, offset by a decrease of individuals in the youngest age brackets.

Age and population change¹

		2015	2020	Change	% Change
Youth	24 and younger	249,159	237,470	(11,689)	(5%)
Adults	25 to 64	367,908	366,631	(-1,278)	(0.3%)
Older individuals*	65 and older	89,338	107,852	18,514	21%

Although projections are not available for the specific age groupings relevant to WIOA, the chart below shows census data from 2010 to give a general idea of the distribution of youth. Numbers of adults from the same data set are included for comparison.

Distribution of youth in Lake County in 2010²

	2010	% of all youth	% of total population
All youth (24 and younger)	255,827	100%	36%
13 and younger	146,002	57%	21%
14 to 15	23,208	9%	3%
16 to 20	53,304	21%	8%
21 to 24	33,313	13%	5%
Adult (25 to 64)	374,542	N/A	53%
Older individuals (65 and older)	73,093	N/A	10%
Total population	703,462		

The racial and ethnic make-up of the county will not change dramatically, although a decrease in the white population and an increase in the Hispanic population are projected.

Race and population change¹

	2015	2020	Change	% Change
White	579,774	576,565	(3,208)	(0.6%)
Asian	52,192	57,272	5,080	10%
Black	53,249	55,179	1,930	4%
Two or more races	14,377	15,709	1,331	9%
American Indian or Alaskan Native	6,178	6,670	492	8%
Native Hawaiian or Pacific Islander	636	557	(78)	(12%)

Ethnicity and population change¹

	2015	2020	Change	% Change
Hispanic	150,344	159,846	9,502	6%
Non-Hispanic	556,062	552,106	(3,955)	(0.7)

Note: In the tables above, race and ethnicity are considered separately. So for example, the “white” population includes both Hispanic and non-Hispanic individuals who identify as white, and the Hispanic population includes people of all races.

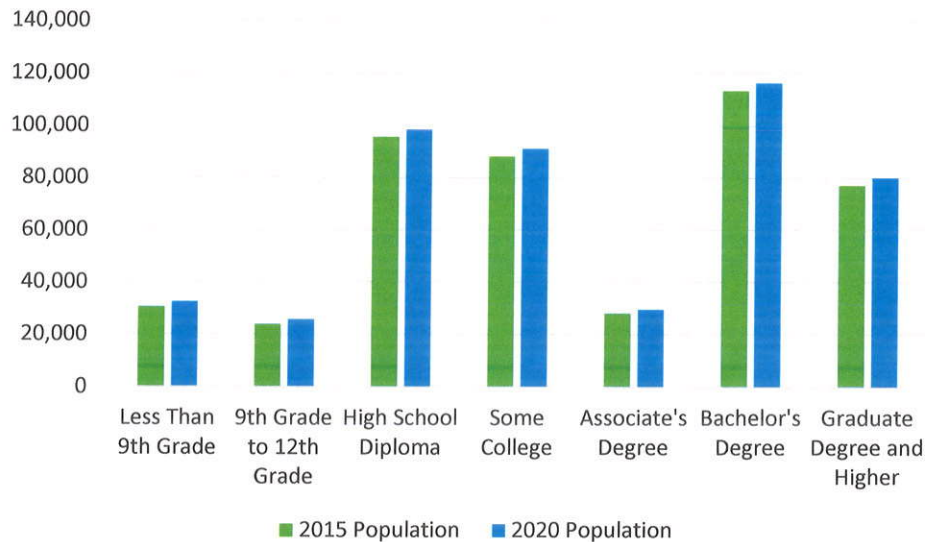
- ➔ Key point: With a sharp increase in individuals reaching retirement age, Lake County could see a general workforce shortage in coming years.

Education, employment and income

Educational attainment

Lake County's population is more educated than the national average, with 42 percent of adults holding a bachelor's degree or higher, compared to 31 percent across the state and 29 percent nationally. Even so, this leaves 25 percent of Lake County residents with some college or an associate's degree, 21 percent with only a high school diploma and 12 percent with less than a 12th-grade education. This distribution is not expected to change significantly in the next five years.

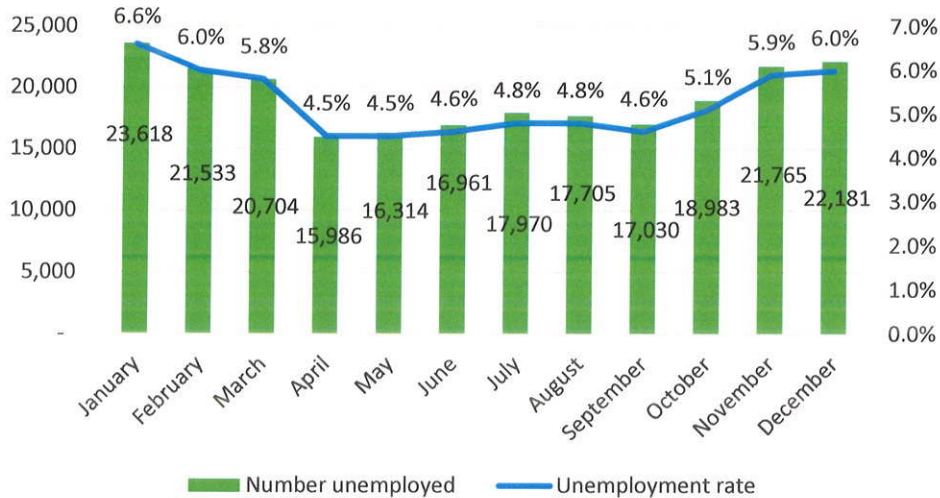
Educational attainment¹



Unemployment, income and poverty

Lake County's unemployment rate is currently 5.9 percent (not seasonally adjusted), which is on par with the state-wide rate. From the chart below illustrating the unemployment rate in Lake County for the twelve months in 2015, it appears to have a significant seasonal dip as well.

Lake County Unemployment rate and number of individuals unemployed (2015)³



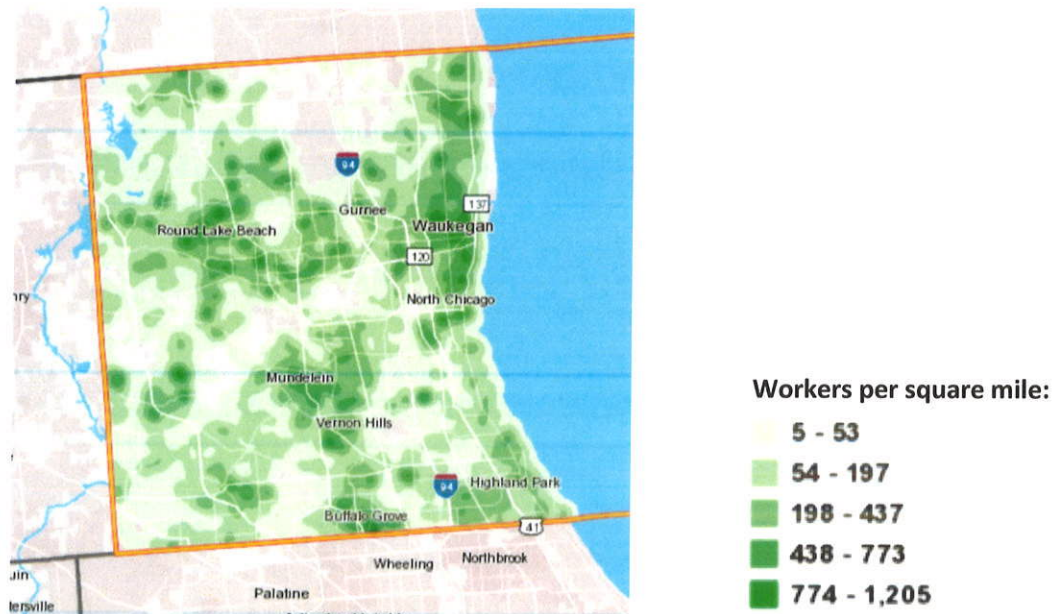
A total of 342,289 individuals in Lake County are working.⁴ The median household income is \$77,873, well above the state median of \$57,116. However, 7.2 percent of all Lake County families are below the poverty line. Counting only single-parent families with children, the poverty rate is much greater, at 30.3 percent of families.⁵ The table below shows more detail on where different types of families fall relative to the poverty line.

Families by percent of poverty level⁵

	Below poverty line	100 to 130% of poverty line	130 to 150% of poverty line	150 to 185% of poverty line	Above 185% of poverty line	Total
Total families	12,978 (7.2%)	5,770 (3.2%)	4,643 (2.6%)	7,655 (4.3%)	148,430 (82.7%)	179,476
Married-couple families with children	3,538 (4.8%)	2,383 (3.3%)	2,516 (3.4%)	3,516 (4.8%)	61,314 (83.7%)	73,266
Single-parent families with children	7,019 (30.3%)	2,026 (8.7%)	1,189 (5.1%)	2,220 (9.6%)	10,748 (46.3%)	23,202

The map below shows where the lowest-earning workers live – those earning less than \$15,000 per year.

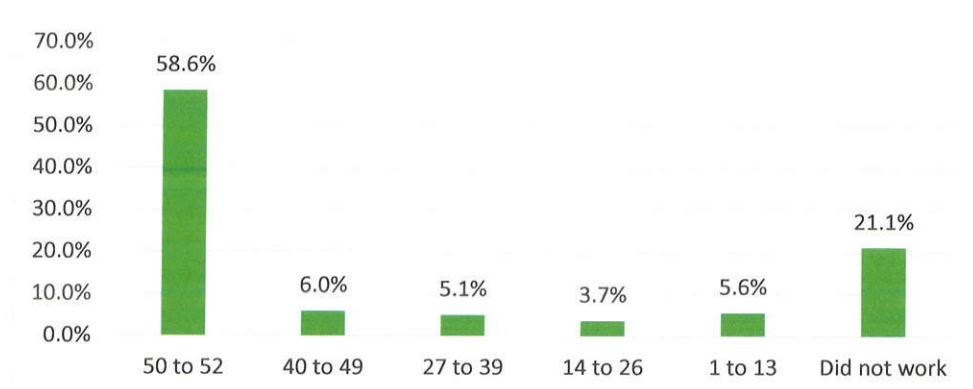
Concentration of workers earning less than \$15,000 per year⁶



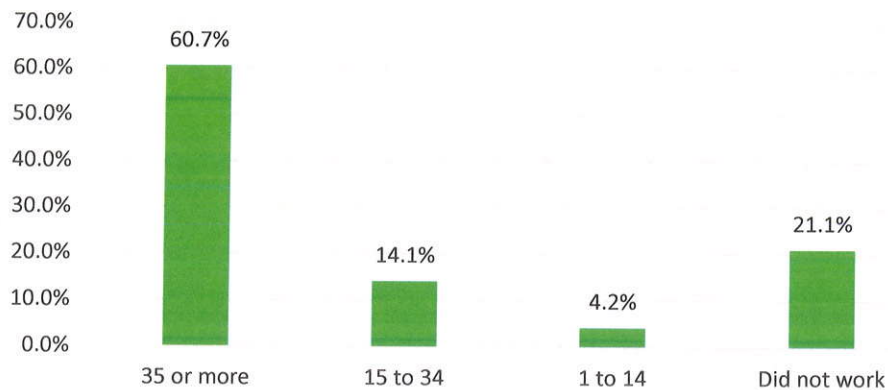
Part-time and seasonal employment

Of the population of Lake County residents between ages 16 and 64 – a total of 461,859 individuals – about 66,000 work seasonally,* between one and 39 weeks per year. About 84,000 worked part-time, or one to 34 hours per week.⁵ The charts below show the breakdown of workers by weeks and hours worked, respectively.

Weeks worked per year⁵



Hours worked per year⁵



Commuting patterns

The majority of Lake County workers (68 percent) work within the county. Of the 96,884 workers who leave the county for employment, most work in Cook County – 24 percent of all workers. An additional four percent work in DuPage or McHenry Counties. A small number (2,239 workers) are employed in other Illinois counties.

- ➔ Key point: Due to the relatively large number of Lake County residents who work in Cook County, industry and employment trends in Cook County should also inform Lake County's workforce strategies.

Special populations

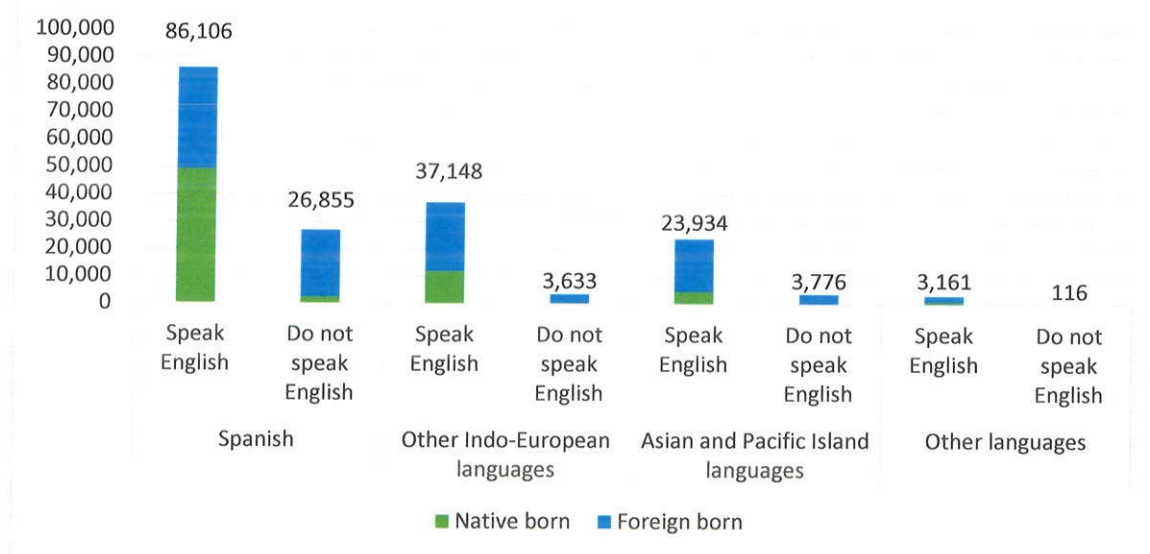
Individuals with disabilities (adult and youth)*

Overall, 8.6 percent of Lake County residents have a disability. This includes 3.2 percent of those under 18, 6.3 percent of those 18 to 64, and 32.1 percent of those 65 and older.⁵

ESL and those facing substantial cultural barriers*

Most residents of Lake County, about 72 percent, speak only English. Figure 6 shows the breakdown of the population that speaks other languages. For the purposes of this chart, those counted as speaking English reported speaking English "very well" or "well," and those counted as not speaking English reported speaking English "not well" or "not at all." Although it is difficult to estimate who faces cultural barriers, the number of foreign-born individuals who do not speak English can be used as a proxy.

English proficiency⁵



Overall, there are 34,380 individuals who do not speak English, 31,014 (90 percent) of whom are foreign born and 26,855 (78 percent) of whom speak Spanish. It also seems there may be a large, undocumented Spanish speaking population in Lake County as well. Adult education and English as a second language (ESL) class administrators across the County report having a significant number of undocumented individuals participating.

Homeless*

In 2015, there were 62 households, accounting for 189 individuals, living in emergency and transitional shelter for the homeless.⁷ While this is a very small percentage of the overall population, it is one of the “targeted populations” in the Illinois State WIOA Plan.

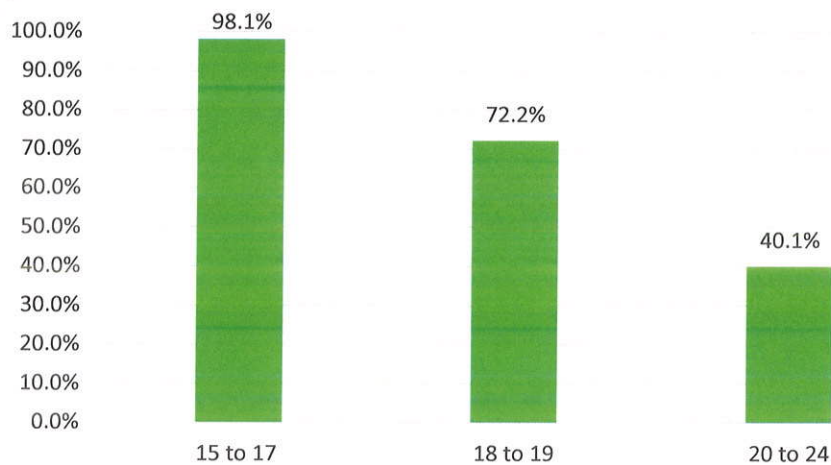
Single Parents*

There are 20,504 single-parent households in Lake County (meaning single adults living with their child or children under 18 years old). This represents eight percent of all Lake County households. Of single-parent families, 75 percent have female heads of household.⁵

In-School Youth

A high percentage of Lake County youth are enrolled in school, particularly among teenagers. The chart below shows the percentage of youth enrolled in school by age, which leaves a small proportion of out-of-school youth.*

Youth enrolled in school⁵



Populations designated as “Targeted Populations” in the Illinois State WIOA Plan are marked with an asterisk (*).

Sources:

1 – EMSI 2015.3-2015.4

2 – U.S. Census Bureau; generated by Jane DeRonne; using American FactFinder; <<http://factfinder.census.gov>>; (February 2016).

3 – “2015 Year to Date Estimates for the State, Metropolitan Areas, Micropolitan Areas, Combined Statistical Areas Counties, Cities, Local Workforce Areas and Economic Development Regions - Not Seasonally Adjusted.” Illinois Department of Employment Security, 2015. Available at: http://www.ides.illinois.gov/LMI/Pages/Year_to_Date.aspx. Accessed 2/7/16.

4 – “Number of People Employed, 40 Largest Counties.” Kids Count Data Center, 2014. Available at: <http://datacenter.kidscount.org/>. Accessed 1/26/16.

5 – ACS (2010-2014 5-year estimates) U.S. Census Bureau; 2010-2014 American Community Survey, 5-year estimates; generated by Jane DeRonne; using American FactFinder; <<http://factfinder.census.gov>>; (February 2016).

6 – U.S. Census Bureau; generated by Jane DeRonne; using OnTheMap; <<http://onthemap.ces.census.gov>>; (February 2016).

7 – “2015 PIT Count Summary for Lake County, IL.” Lake County Coalition for the Homeless, 2015. Available at: www.lakecountyhomeless.org. Accessed 1/22/16.

Appendix A – Staffing patterns in top industries

NAICS	Industry	SOC	Description	Employed in Industry (2015)	Employed in Industry (2020)	Change (2015 - 2020)	% Change (2015 - 2020)	% of Total Jobs in Industry (2015)	Median Hourly Earnings	Typical Entry Level Education	Work Experience Required	Typical On-The-Job Training
561	Administrative and Support Services	37-3011	Landscaping and Groundskeeping Workers	4,830	5,159	329	7%	15.4%	\$12.09	Less than high school	None	Short-term on-the-job training
561	Administrative and Support Services	37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	2,891	3,084	193	7%	9.2%	\$12.03	Less than high school	None	Short-term on-the-job training
561	Administrative and Support Services	53-7062	Laborers and Freight, Stock, and Material Movers, Hand	2,600	3,259	659	25%	8.3%	\$12.72	Less than high school	None	Short-term on-the-job training
561	Administrative and Support Services	43-9061	Office Clerks, General	2,503	2,777	274	11%	8.0%	\$15.70	High school diploma or equivalent	None	Short-term on-the-job training
561	Administrative and Support Services	43-4051	Customer Service Representatives	1,211	1,440	229	19%	3.9%	\$18.05	High school diploma or equivalent	None	Short-term on-the-job training
561	Administrative and Support Services	53-7064	Packers and Packagers, Hand	795	984	189	24%	2.5%	\$10.07	Less than high school	None	Short-term on-the-job training
561	Administrative and Support Services	51-2092	Team Assemblers	647	864	217	34%	2.1%	\$12.73	High school diploma or equivalent	None	Moderate-term on-the-job training
561	Administrative and Support Services	37-1012	First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	571	603	32	6%	1.8%	\$18.08	High school diploma or equivalent	Less than 5 years	None
561	Administrative and Support Services	43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	539	665	126	23%	1.7%	\$16.49	High school diploma or equivalent	None	Short-term on-the-job training
561	Administrative and Support Services	11-1021	General and Operations Managers	496	560	64	13%	1.6%	\$49.28	Bachelor's degree	Less than 5 years	None
541	Professional, Scientific and Technical Services	13-1111	Management Analysts	1,924	2,120	196	10%	7.8%	\$35.80	Bachelor's degree	Less than 5 years	None

541	Professional, Scientific and Technical Services	43-9061	Office Clerks, General	1,427	1,482	55	4%	5.8%	\$15.70	High school diploma or equivalent	None	Short-term on- the-job training
541	Professional, Scientific and Technical Services	15-1132	Software Developers, Applications	1,282	1,478	196	15%	5.2%	\$38.37	Bachelor's degree	None	None
541	Professional, Scientific and Technical Services	23-1011	Lawyers	1,208	1,268	60	5%	4.9%	\$59.14	Doctoral or professional degree	None	None
541	Professional, Scientific and Technical Services	13-2011	Accountants and Auditors	1,158	1,252	94	8%	4.7%	\$34.40	Bachelor's degree	None	None
541	Professional, Scientific and Technical Services	11-1021	General and Operations Managers	757	832	75	10%	3.1%	\$49.28	Bachelor's degree	Less than 5 years	None
541	Professional, Scientific and Technical Services	13-1199	Business Operations Specialists, All Other	586	652	66	11%	2.4%	\$29.33	High school diploma or equivalent	None	None
541	Professional, Scientific and Technical Services	11-9199	Managers, All Other	573	628	55	10%	2.3%	\$51.00	High school diploma or equivalent	Less than 5 years	None
541	Professional, Scientific and Technical Services	43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	566	625	59	10%	2.3%	\$16.49	High school diploma or equivalent	None	Short-term on- the-job training
541	Professional, Scientific and Technical Services	43-3031	Bookkeeping, Accounting, and Auditing Clerks	495	531	36	7%	2.0%	\$18.89	High school diploma or equivalent	None	Moderate- term on-the- job training
722	Food Services and Drinking Places	35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	5,920	7,093	1,173	20%	25.6%	\$8.86	Less than high school	None	Short-term on- the-job training
722	Food Services and Drinking Places	35-3031	Waiters and Waitresses	3,635	3,560	(75)	(2%)	15.7%	\$9.03	Less than high school	None	Short-term on- the-job training
722	Food Services and Drinking Places	35-2011	Cooks, Fast Food	1,813	1,970	157	9%	7.8%	\$9.02	Less than high school	None	Short-term on- the-job training
722	Food Services and Drinking Places	35-2014	Cooks, Restaurant	1,648	1,696	48	3%	7.1%	\$11.30	Less than high school	Less than 5 years	Moderate- term on-the- job training

722	Food Services and Drinking Places	35-1012	First-Line Supervisors of Food Preparation and Serving Workers	1,387	1,582	195	14%	6.0%	\$14.39	High school diploma or equivalent	Less than 5 years	None
722	Food Services and Drinking Places	35-3011	Bartenders	1,142	1,115	(27)	(2%)	4.9%	\$9.00	Less than high school	None	Short-term on-the-job training
722	Food Services and Drinking Places	35-3022	Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	1,019	1,078	59	6%	4.4%	\$9.07	Less than high school	None	Short-term on-the-job training
722	Food Services and Drinking Places	35-9021	Dishwashers	952	944	(8)	(1%)	4.1%	\$8.91	Less than high school	None	Short-term on-the-job training
722	Food Services and Drinking Places	35-2021	Food Preparation Workers	865	923	58	7%	3.7%	\$9.17	Less than high school	None	Short-term on-the-job training
722	Food Services and Drinking Places	35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	746	742	(4)	(1%)	3.2%	\$9.14	Less than high school	None	Short-term on-the-job training
621	Ambulatory Health Care Services	31-9091	Dental Assistants	836	866	30	4%	7.2%	\$17.84	Postsecondary non-degree award	None	None
621	Ambulatory Health Care Services	43-9061	Office Clerks, General	746	752	6	1%	6.4%	\$15.70	High school diploma or equivalent	None	Short-term on-the-job training
621	Ambulatory Health Care Services	43-4171	Receptionists and Information Clerks	745	825	80	11%	6.4%	\$13.58	High school diploma or equivalent	None	Short-term on-the-job training
621	Ambulatory Health Care Services	31-9092	Medical Assistants	743	845	102	14%	6.4%	\$14.81	Postsecondary non-degree award	None	None
621	Ambulatory Health Care Services	29-1141	Registered Nurses	549	663	114	21%	4.7%	\$31.53	Associate's degree	None	None
621	Ambulatory Health Care Services	29-2021	Dental Hygienists	531	567	36	7%	4.6%	\$32.41	Associate's degree	None	None

621	Ambulatory Health Care Services	43-6013	Medical Secretaries	511	591	80	16%	4.4%	\$16.49	High school diploma or equivalent	None	Moderate-term on-the-job training
621	Ambulatory Health Care Services	39-9021	Personal Care Aides	451	625	174	39%	3.9%	\$10.14	Less than high school	None	Short-term on-the-job training
621	Ambulatory Health Care Services	29-1021	Dentists, General	371	371	0	0%	3.2%	\$93.98	Doctoral or professional degree	None	None
621	Ambulatory Health Care Services	31-1011	Home Health Aides	298	459	161	54%	2.6%	\$10.45	Less than high school	None	Short-term on-the-job training
522	Credit Intermediation and Related Activities	43-3071	Tellers	1,396	1,522	126	9%	16.1%	\$11.77	High school diploma or equivalent	None	Short-term on-the-job training
522	Credit Intermediation and Related Activities	43-4051	Customer Service Representatives	732	879	147	20%	8.4%	\$18.05	High school diploma or equivalent	None	Short-term on-the-job training
522	Credit Intermediation and Related Activities	13-2072	Loan Officers	543	615	72	13%	6.3%	\$23.43	Bachelor's degree	None	Moderate-term on-the-job training
522	Credit Intermediation and Related Activities	43-4131	Loan Interviewers and Clerks	479	534	55	11%	5.5%	\$20.23	High school diploma or equivalent	None	Short-term on-the-job training
522	Credit Intermediation and Related Activities	43-3011	Bill and Account Collectors	454	511	57	13%	5.2%	\$18.43	High school diploma or equivalent	None	Moderate-term on-the-job training
522	Credit Intermediation and Related Activities	11-3031	Financial Managers	366	390	24	7%	4.2%	\$57.96	Bachelor's degree	5 years or more	None
522	Credit Intermediation and Related Activities	43-1011	First-Line Supervisors of Office and Administrative Support Workers	310	359	49	16%	3.6%	\$24.09	High school diploma or equivalent	Less than 5 years	None

522	Credit Intermediation and Related Activities	41-3031	Securities, Commodities, and Financial Services Sales Agents	303	328	25	8%	3.5%	\$34.27	Bachelor's degree	None	Moderate-term on-the-job training
522	Credit Intermediation and Related Activities	43-9061	Office Clerks, General	280	301	21	8%	3.2%	\$15.70	High school diploma or equivalent	None	Short-term on-the-job training
522	Credit Intermediation and Related Activities	13-2041	Credit Analysts	248	275	27	11%	2.9%	\$26.68	Bachelor's degree	None	None
339	Miscellaneous Manufacturing	51-2092	Team Assemblers	684	785	101	15%	9.1%	\$12.73	High school diploma or equivalent	None	Moderate-term on-the-job training
339	Miscellaneous Manufacturing	43-9061	Office Clerks, General	381	413	32	8%	5.0%	\$15.70	High school diploma or equivalent	None	Short-term on-the-job training
339	Miscellaneous Manufacturing	51-4041	Machinists	263	309	46	17%	3.5%	\$18.22	High school diploma or equivalent	None	Long-term on-the-job training
339	Miscellaneous Manufacturing	51-9083	Ophthalmic Laboratory Technicians	260	293	33	13%	3.4%	\$12.45	High school diploma or equivalent	None	Moderate-term on-the-job training
339	Miscellaneous Manufacturing	17-2112	Industrial Engineers	235	265	30	13%	3.1%	\$40.29	Bachelor's degree	None	None
339	Miscellaneous Manufacturing	11-1021	General and Operations Managers	231	259	28	12%	3.1%	\$49.28	Bachelor's degree	Less than 5 years	None
339	Miscellaneous Manufacturing	51-1011	First-Line Supervisors of Production and Operating Workers	216	245	29	13%	2.9%	\$27.57	Postsecondary non-degree award	Less than 5 years	None
339	Miscellaneous Manufacturing	43-4051	Customer Service Representatives	194	219	25	13%	2.6%	\$18.05	High school diploma or equivalent	None	Short-term on-the-job training
339	Miscellaneous Manufacturing	51-2099	Assemblers and Fabricators, All Other	190	213	23	12%	2.5%	\$11.96	High school diploma or equivalent	None	Moderate-term on-the-job training

339	Miscellaneous Manufacturing	51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	190	218	28	15%	2.5%	\$17.61	High school diploma or equivalent	None	Moderate-term on-the-job training
551	Management of Companies and Enterprises	11-9199	Managers, All Other	438	467	29	7%	5.0%	\$51.00	High school diploma or equivalent	Less than 5 years	None
551	Management of Companies and Enterprises	43-9061	Office Clerks, General	387	389	2	1%	4.5%	\$15.70	High school diploma or equivalent	None	Short-term on-the-job training
551	Management of Companies and Enterprises	11-1021	General and Operations Managers	376	412	36	10%	4.3%	\$49.28	Bachelor's degree	Less than 5 years	None
551	Management of Companies and Enterprises	13-1199	Business Operations Specialists, All Other	330	359	29	9%	3.8%	\$29.33	High school diploma or equivalent	None	None
551	Management of Companies and Enterprises	11-3031	Financial Managers	328	357	29	9%	3.8%	\$57.96	Bachelor's degree	5 years or more	None
551	Management of Companies and Enterprises	13-2011	Accountants and Auditors	320	354	34	11%	3.7%	\$34.40	Bachelor's degree	None	None
551	Management of Companies and Enterprises	43-4051	Customer Service Representatives	273	304	31	11%	3.1%	\$18.05	High school diploma or equivalent	None	Short-term on-the-job training
551	Management of Companies and Enterprises	15-1132	Software Developers, Applications	266	286	20	8%	3.1%	\$38.37	Bachelor's degree	None	None
551	Management of Companies and Enterprises	43-3031	Bookkeeping, Accounting, and Auditing Clerks	232	259	27	12%	2.7%	\$18.89	High school diploma or equivalent	None	Moderate-term on-the-job training
551	Management of Companies and Enterprises	11-3021	Computer and Information Systems Managers	215	233	18	8%	2.5%	\$59.82	Bachelor's degree	5 years or more	None
622	Hospitals	29-1141	Registered Nurses	2,449	2,697	248	10%	26.3%	\$31.53	Associate's degree	None	None
622	Hospitals	31-1014	Nursing Assistants	552	605	53	10%	5.9%	\$11.86	Postsecondary non-degree award	None	None

622	Hospitals	31-9093	Medical Equipment Preparers	445	467	22	5%	4.8%	\$14.05	High school diploma or equivalent	None	Moderate-term on-the-job training
622	Hospitals	43-9061	Office Clerks, General	317	306	(11)	(3%)	3.4%	\$15.70	High school diploma or equivalent	None	Short-term on-the-job training
622	Hospitals	43-6013	Medical Secretaries	199	225	26	13%	2.1%	\$16.49	High school diploma or equivalent	None	Moderate-term on-the-job training
622	Hospitals	11-9111	Medical and Health Services Managers	188	206	18	10%	2.0%	\$43.80	Bachelor's degree	None	None
622	Hospitals	37-2012	Maids and Housekeeping Cleaners	160	176	16	10%	1.7%	\$10.33	Less than high school	None	Short-term on-the-job training
622	Hospitals	31-9099	Healthcare Support Workers, All Other	157	167	10	6%	1.7%	\$16.21	High school diploma or equivalent	None	None
622	Hospitals	31-1015	Orderlies	149	159	10	7%	1.6%	\$11.26	High school diploma or equivalent	None	Short-term on-the-job training
622	Hospitals	29-2034	Radiologic Technologists	149	165	16	11%	1.6%	\$29.90	Associate's degree	None	None
623	Nursing and Residential Care Facilities	31-1014	Nursing Assistants	1,610	1,700	90	6%	21.1%	\$11.86	Postsecondary non-degree award	None	None
623	Nursing and Residential Care Facilities	39-9021	Personal Care Aides	838	944	106	13%	11.0%	\$10.14	Less than high school	None	Short-term on-the-job training
623	Nursing and Residential Care Facilities	29-2061	Licensed Practical and Licensed Vocational Nurses	411	462	51	12%	5.4%	\$22.72	Postsecondary non-degree award	None	None
623	Nursing and Residential Care Facilities	29-1141	Registered Nurses	374	401	27	7%	4.9%	\$31.53	Associate's degree	None	None
623	Nursing and Residential Care Facilities	31-1011	Home Health Aides	327	401	74	23%	4.3%	\$10.45	Less than high school	None	Short-term on-the-job training

623	Nursing and Residential Care Facilities	39-9032	Recreation Workers	291	314	23	8%	3.8%	\$10.26	Bachelor's degree	None	None
623	Nursing and Residential Care Facilities	35-2012	Cooks, Institution and Cafeteria	233	257	24	10%	3.0%	\$12.78	Less than high school	None	Short-term on-the-job training
623	Nursing and Residential Care Facilities	37-2012	Maids and Housekeeping Cleaners	223	249	26	12%	2.9%	\$10.33	Less than high school	None	Short-term on-the-job training
623	Nursing and Residential Care Facilities	35-3041	Food Servers, Nonrestaurant	207	244	37	18%	2.7%	\$10.75	Less than high school	None	Short-term on-the-job training
623	Nursing and Residential Care Facilities	43-9061	Office Clerks, General	159	166	7	4%	2.1%	\$15.70	High school diploma or equivalent	None	Short-term on-the-job training
311	Food Manufacturing	53-7064	Packers and Packagers, Hand	255	299	44	17%	9.5%	\$10.07	Less than high school	None	Short-term on-the-job training
311	Food Manufacturing	51-3011	Bakers	191	269	78	41%	7.2%	\$11.81	Less than high school	None	Long-term on-the-job training
311	Food Manufacturing	51-3093	Food Cooking Machine Operators and Tenders	170	191	21	12%	6.4%	\$14.07	High school diploma or equivalent	None	Moderate-term on-the-job training
311	Food Manufacturing	41-2031	Retail Salespersons	130	157	27	21%	4.9%	\$9.93	Less than high school	None	Short-term on-the-job training
311	Food Manufacturing	41-2011	Cashiers	124	148	24	19%	4.6%	\$8.94	Less than high school	None	Short-term on-the-job training
311	Food Manufacturing	35-3022	Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	101	123	22	22%	3.8%	\$9.07	Less than high school	None	Short-term on-the-job training
311	Food Manufacturing	53-7062	Laborers and Freight, Stock, and Material Movers, Hand	86	99	13	15%	3.2%	\$12.72	Less than high school	None	Short-term on-the-job training
311	Food Manufacturing	51-1011	First-Line Supervisors of Production and Operating Workers	83	103	20	24%	3.1%	\$27.57	Postsecondary non-degree award	Less than 5 years	None

311	Food Manufacturing	37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	73	88	15	21%	2.7%	\$12.03	Less than high school	None	Short-term on- the-job training
311	Food Manufacturing	43-9061	Office Clerks, General	68	76	8	12%	2.5%	\$15.70	High school diploma or equivalent	None	Short-term on- the-job training

Appendix B – Knowledge, skills and abilities needed for select occupations

The charts below show the top 20 areas of required knowledge, skills and abilities for important occupations in the fields of computer support, healthcare and manufacturing.

Computer User Support Specialists (15-1151)

Knowledge	Importance	Level
Computers and Electronics	95	85
Customer and Personal Service	88	76
Clerical	56	64
English Language	69	60
Telecommunications	61	54
Engineering and Technology	50	53
Education and Training	48	52
Mathematics	40	44
Administration and Management	50	44
Communications and Media	39	40
Design	33	38
Mechanical	32	34
Public Safety and Security	42	33
Production and Processing	31	31
Psychology	34	31
Law and Government	29	26
Personnel and Human Resources	21	23
Transportation	25	22
Sociology and Anthropology	21	20
Economics and Accounting	27	20

Skill	Importance	Level
Reading Comprehension	72	57
Active Listening	75	54
Speaking	75	54
Critical Thinking	69	54
Instructing	56	52
Writing	66	48
Monitoring	56	48
Service Orientation	53	46
Coordination	53	46
Active Learning	56	46
Time Management	60	45
Judgment and Decision Making	56	45
Social Perceptiveness	53	45
Complex Problem Solving	63	45
Learning Strategies	44	43
Quality Control Analysis	41	43
Systems Analysis	50	43
Troubleshooting	44	43
Systems Evaluation	41	41
Persuasion	41	39

Ability	Importance	Level
Oral Expression	78	59
Oral Comprehension	78	59
Written Comprehension	72	55
Near Vision	66	52
Inductive Reasoning	60	52
Written Expression	69	50
Information Ordering	66	50
Problem Sensitivity	63	50
Deductive Reasoning	63	48
Speech Clarity	63	46
Category Flexibility	56	45
Speech Recognition	63	45
Selective Attention	56	43
Flexibility of Closure	47	41
Originality	44	41
Visualization	41	41
Fluency of Ideas	47	39
Finger Dexterity	50	39
Visual Color Discrimination	41	39
Perceptual Speed	50	39

Computer Network Support Specialists (15-1152)

Knowledge	Importance	Level
Computers and Electronics	99	94
Telecommunications	70	67
Engineering and Technology	60	59
Customer and Personal Service	61	54
Clerical	48	53
Administration and Management	53	53
Education and Training	49	49
Communications and Media	50	49
English Language	58	48
Design	41	44
Mathematics	36	44
Production and Processing	40	38
Public Safety and Security	38	34
Mechanical	30	32
Personnel and Human Resources	24	28
Building and Construction	16	21
Law and Government	23	21
Psychology	21	19
Economics and Accounting	20	15
Geography	9	14

Skill	Importance	Level
Reading Comprehension	60	55
Critical Thinking	69	54
Monitoring	56	52
Active Listening	63	52
Speaking	56	50
Writing	50	50
Judgment and Decision Making	60	48
Systems Analysis	53	48
Active Learning	56	48
Learning Strategies	41	46
Complex Problem Solving	56	46
Systems Evaluation	50	46
Instructing	41	46
Troubleshooting	53	45
Quality Control Analysis	47	45
Installation	44	45
Operation Monitoring	50	45
Repairing	47	43
Social Perceptiveness	47	41
Service Orientation	38	41

Ability	Importance	Level
Oral Comprehension	72	61
Written Comprehension	66	57
Deductive Reasoning	72	57
Oral Expression	69	57
Information Ordering	63	54
Written Expression	60	54
Inductive Reasoning	69	52
Problem Sensitivity	72	50
Fluency of Ideas	50	50
Category Flexibility	50	48
Near Vision	60	46
Visualization	47	46
Selective Attention	53	45
Speech Recognition	60	45
Originality	41	45
Speech Clarity	60	43
Flexibility of Closure	50	43
Visual Color Discrimination	38	41
Finger Dexterity	50	41
Memorization	38	39

Home Health Aides (31-1011)

Knowledge	Importance	Level
Customer and Personal Service	66	57
English Language	61	42
Psychology	40	41
Education and Training	33	36
Administration and Management	38	33
Philosophy and Theology	27	30
Public Safety and Security	40	28
Medicine and Dentistry	36	28
Communications and Media	28	27
Therapy and Counseling	27	27
Personnel and Human Resources	32	24
Law and Government	34	24
Computers and Electronics	30	23
Clerical	29	23
Mathematics	27	23
Economics and Accounting	27	21
Sociology and Anthropology	20	21
Telecommunications	34	20
Transportation	34	18
Biology	17	17

Skill	Importance	Level
Active Listening	69	52
Service Orientation	66	48
Social Perceptiveness	63	46
Reading Comprehension	56	46
Critical Thinking	60	46
Monitoring	56	45
Coordination	50	43
Active Learning	50	43
Instructing	53	43
Speaking	53	43
Complex Problem Solving	50	43
Learning Strategies	50	43
Time Management	53	43
Judgment and Decision Making	50	43
Writing	53	41
Persuasion	53	41
Negotiation	47	39
Management of Personnel Resources	31	32
Operation Monitoring	28	30
Systems Evaluation	25	29

Ability	Importance	Level
Oral Expression	72	55
Oral Comprehension	69	54
Problem Sensitivity	69	50
Near Vision	63	50
Speech Clarity	56	45
Speech Recognition	56	45
Deductive Reasoning	56	45
Inductive Reasoning	60	45
Selective Attention	50	43
Information Ordering	56	43
Written Expression	53	43
Arm-Hand Steadiness	50	43
Finger Dexterity	47	43
Written Comprehension	50	43
Flexibility of Closure	47	41
Far Vision	50	41
Static Strength	47	41
Category Flexibility	50	41
Trunk Strength	47	41
Extent Flexibility	44	41

Nursing Assistants (31-1014)

Knowledge	Importance	Level
Customer and Personal Service	75	68
Psychology	66	62
English Language	70	48
Medicine and Dentistry	58	46
Education and Training	52	43
Public Safety and Security	56	37
Therapy and Counseling	50	35
Computers and Electronics	33	31
Clerical	31	30
Personnel and Human Resources	40	28
Administration and Management	43	27
Food Production	36	27
Transportation	44	25
Sales and Marketing	25	24
Mathematics	33	24
Communications and Media	34	22
Sociology and Anthropology	35	22
Philosophy and Theology	21	21
Chemistry	22	20
Foreign Language	22	19

Skill	Importance	Level
Service Orientation	75	50
Speaking	56	46
Social Perceptiveness	66	45
Reading Comprehension	53	45
Critical Thinking	53	43
Monitoring	56	43
Active Listening	66	43
Coordination	56	41
Writing	47	39
Active Learning	38	36
Instructing	41	36
Judgment and Decision Making	47	36
Complex Problem Solving	44	34
Time Management	47	32
Learning Strategies	38	32
Persuasion	35	30
Management of Personnel Resources	28	29
Negotiation	35	29
Mathematics	28	25
Quality Control Analysis	28	25

Ability	Importance	Level
Oral Comprehension	72	52
Oral Expression	66	52
Problem Sensitivity	69	48
Static Strength	56	48
Near Vision	66	46
Speech Recognition	66	46
Trunk Strength	53	43
Deductive Reasoning	53	43
Speech Clarity	56	43
Information Ordering	50	41
Arm-Hand Steadiness	50	41
Inductive Reasoning	53	41
Written Comprehension	60	41
Far Vision	41	39
Category Flexibility	50	39
Extent Flexibility	50	39
Finger Dexterity	47	39
Flexibility of Closure	35	37
Stamina	44	37
Manual Dexterity	41	36

Licensed Practical and Vocational Nurses (29-2061)

Knowledge	Importance	Level
Psychology	78	81
Customer and Personal Service	83	78
Medicine and Dentistry	90	61
Therapy and Counseling	68	57
English Language Education and Training	77	55
Philosophy and Theology	59	54
Chemistry	46	54
Mathematics	56	52
Clerical	64	49
Sociology and Anthropology	52	47
Computers and Electronics	53	45
Administration and Management	47	43
Public Safety and Security	57	42
Law and Government	54	39
Biology	54	38
Communications and Media	43	37
Personnel and Human Resources	36	35
Transportation Mechanical	42	28
	19	18
	20	18

Skill	Importance	Level
Social Perceptiveness	75	57
Speaking	75	57
Critical Thinking	72	57
Service Orientation	78	57
Coordination	75	55
Active Listening	75	55
Monitoring	75	54
Reading Comprehension	75	50
Time Management	75	48
Writing	56	46
Judgment and Decision Making	69	46
Persuasion	50	45
Complex Problem Solving	56	45
Instructing	56	45
Active Learning	60	45
Learning Strategies	53	43
Negotiation	50	43
Science	47	41
Management of Personnel Resources	50	41
Operation Monitoring	47	39

Ability	Importance	Level
Problem Sensitivity	75	57
Oral Expression	75	57
Written Comprehension	75	57
Oral Comprehension	75	57
Near Vision	69	55
Deductive Reasoning	72	54
Inductive Reasoning	66	54
Speech Recognition	72	50
Written Expression	60	50
Information Ordering	60	50
Arm-Hand Steadiness	56	48
Finger Dexterity	50	46
Speech Clarity	75	45
Static Strength	53	43
Selective Attention	53	43
Fluency of Ideas	50	43
Category Flexibility	53	43
Originality	44	41
Trunk Strength	50	41
Flexibility of Closure	50	41

Registered Nurses (29-1141)

Knowledge	Importance	Level
Psychology	80	84
Customer and Personal Service	83	73
Therapy and Counseling	72	63
Education and Training	72	59
Medicine and Dentistry	86	58
Mathematics	56	52
English Language	76	52
Biology	54	49
Sociology and Anthropology	53	48
Clerical	44	46
Philosophy and Theology	34	44
Computers and Electronics	52	44
Chemistry	42	41
Public Safety and Security	49	36
Administration and Management	44	35
Law and Government	42	34
Personnel and Human Resources	37	30
Communications and Media	36	27
Production and Processing	16	23
Foreign Language	32	21

Skill	Importance	Level
Social Perceptiveness	78	63
Reading Comprehension	72	61
Coordination	72	59
Speaking	75	57
Critical Thinking	72	57
Service Orientation	75	57
Active Listening	78	57
Monitoring	69	55
Judgment and Decision Making	69	54
Instructing	56	54
Learning Strategies	53	54
Active Learning	60	54
Writing	66	52
Time Management	50	48
Quality Control Analysis	47	46
Complex Problem Solving	60	46
Systems Evaluation	47	46
Systems Analysis	47	45
Management of Personnel Resources	47	45
Persuasion	50	45

Ability	Importance	Level
Problem Sensitivity	78	71
Inductive Reasoning	75	70
Oral Comprehension	78	68
Oral Expression	78	66
Written Comprehension	75	61
Deductive Reasoning	75	59
Near Vision	69	59
Speech Recognition	72	57
Information Ordering	69	55
Category Flexibility	60	55
Written Expression	69	55
Speech Clarity	72	54
Arm-Hand Steadiness	50	54
Flexibility of Closure	53	50
Selective Attention	53	48
Finger Dexterity	50	48
Perceptual Speed	53	46
Far Vision	53	46
Originality	47	45
Control Precision	35	45

First-Line Supervisors of Production and Operating Workers (51-1011)

Knowledge	Importance	Level
Mechanical	71	70
Production and Processing	85	64
Engineering and Technology	51	54
Administration and Management	67	54
Computers and Electronics	50	52
Education and Training	50	52
Personnel and Human Resources	55	46
Design	45	45
Mathematics	48	44
Clerical	42	43
Psychology	46	43
Customer and Personal Service	43	42
English Language	48	41
Public Safety and Security	41	38
Therapy and Counseling	31	30
Economics and Accounting	41	24
Sales and Marketing	21	23
Law and Government	17	23
Chemistry	18	21
Sociology and Anthropology	16	18

Skill	Importance	Level
Management of Personnel Resources	72	55
Critical Thinking	72	55
Time Management	72	55
Coordination	72	55
Speaking	75	55
Writing	56	54
Social Perceptiveness	63	54
Active Listening	75	54
Reading Comprehension	72	52
Monitoring	66	50
Complex Problem Solving	56	50
Judgment and Decision Making	69	46
Learning Strategies	53	46
Instruction	53	46
Operation Monitoring	53	46
Active Learning	53	46
Negotiation	53	45
Systems Analysis	47	45
Quality Control Analysis	53	45
Persuasion	56	45

Ability	Importance	Level
Oral Expression	75	57
Deductive Reasoning	75	57
Oral Comprehension	75	57
Written Expression	63	55
Inductive Reasoning	66	54
Written Comprehension	72	54
Problem Sensitivity	75	52
Information Ordering	56	52
Speech Clarity	69	50
Originality	53	50
Speech Recognition	69	48
Selective Attention	50	48
Fluency of Ideas	53	46
Perceptual Speed	53	46
Visualization	47	45
Depth Perception	31	43
Finger Dexterity	47	43
Category Flexibility	56	43
Far Vision	53	43
Control Precision	47	43

Industrial Engineering Technicians (17-3026)

Knowledge	Importance	Level
Mechanical	85	76
Engineering and Technology	77	67
Design	63	62
Computers and Electronics	61	62
Physics	59	58
Production and Processing	67	57
Mathematics	64	56
Chemistry	49	55
English Language	62	51
Education and Training	43	44
Customer and Personal Service	53	43
Public Safety and Security	56	43
Administration and Management	39	40
Clerical	40	37
Building and Construction	27	31
Law and Government	33	29
Communications and Media	18	26
Personnel and Human Resources	21	26
Psychology	22	23
Economics and Accounting	27	21

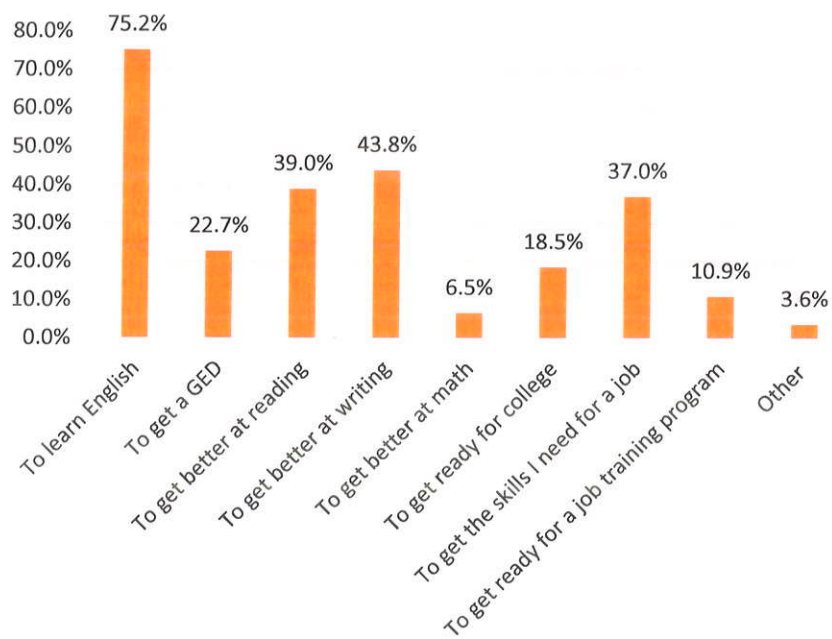
Skill	Importance	Level
Judgment and Decision Making	53	57
Reading Comprehension	75	57
Complex Problem Solving	69	55
Critical Thinking	72	55
Monitoring	60	55
Active Listening	72	55
Systems Analysis	56	54
Speaking	56	54
Writing	53	54
Mathematics	53	54
Systems Evaluation	56	54
Active Learning	50	52
Time Management	56	48
Persuasion	47	46
Operations Analysis	53	46
Coordination	47	46
Social Perceptiveness	47	45
Instructing	50	45
Science	47	45
Technology Design	50	45

Ability	Importance	Level
Oral Comprehension	75	57
Oral Expression	63	57
Inductive Reasoning	75	57
Written Comprehension	69	57
Deductive Reasoning	75	57
Near Vision	69	55
Written Expression	56	55
Problem Sensitivity	75	55
Visualization	56	54
Fluency of Ideas	56	54
Category Flexibility	60	54
Information Ordering	60	54
Originality	56	52
Mathematical Reasoning	53	52
Number Facility	53	48
Speech Recognition	56	46
Far Vision	50	45
Speech Clarity	53	45
Flexibility of Closure	50	43
Perceptual Speed	53	43

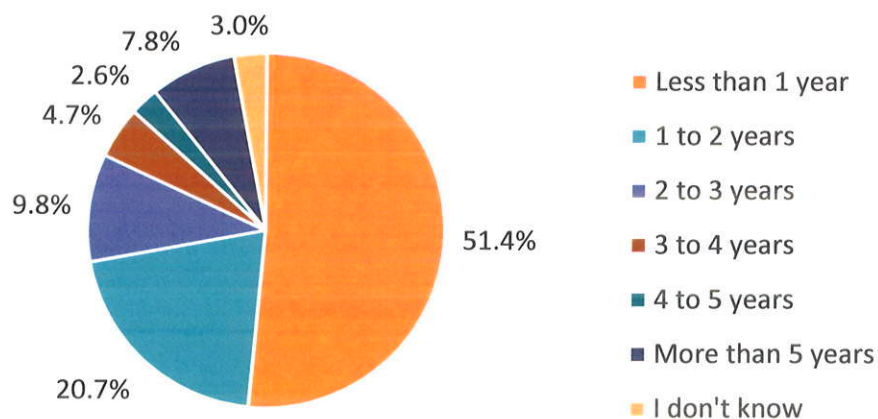
APPENDIX: SURVEY RESULTS

Adult education survey

A total of 1,464 students in adult education classes – overwhelmingly ESL classes – at the College of Lake County, Highland Park High School and Mundelein High School completed the adult education survey. While some are enrolled in Adult Basic Education or GED classes, the vast majority (75.2 percent) are enrolled in English as a Second Language classes. Very few respondents have a US high school diploma or GED (7.2 percent). Predictably, the most popular answer to why respondent are taking adult education classes is to learn English, but many chose other responses as well (respondents were able to choose more than one option).

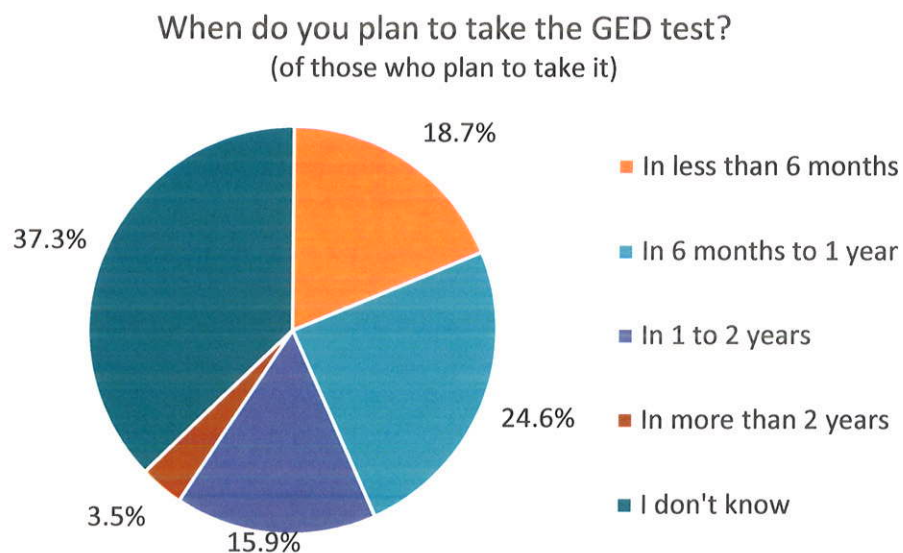
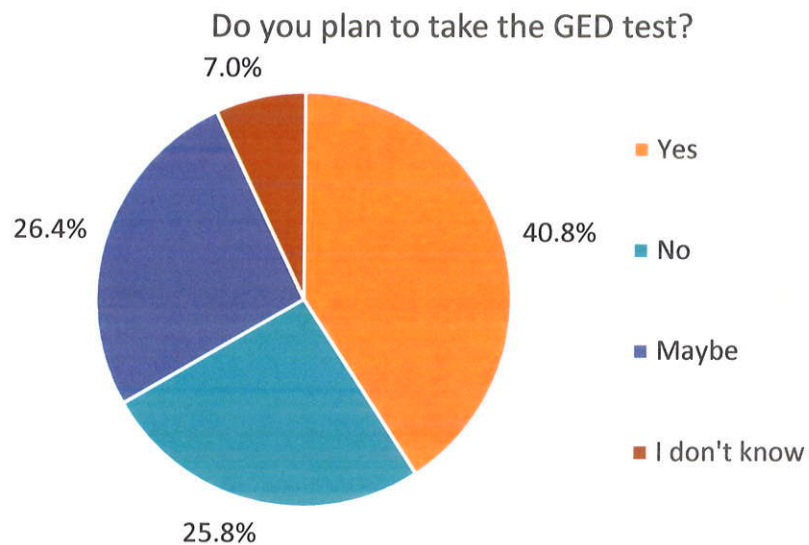


Most respondents have been taking adult education classes for less than one year.

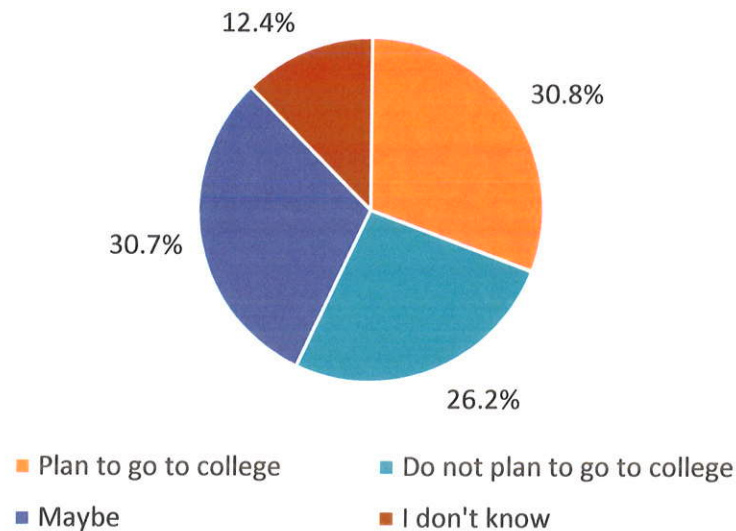


Nearly 90 percent of respondents reported that the program is moving at the right speed for them, and the majority (65.7 percent) prefer courses in a classroom with an instructor where all students work at the same speed. Another 31.9 percent prefer a classroom course with an online component, while less than two percent prefer an online-only class with no instructor. However, when asked about scheduling their classes, 53 percent responded that they would rather work at their own speed, as opposed to 18.7 percent who said they would rather finish their classes quickly. On this question, a relatively large percentage (28.3 percent) responded, "I don't know."

Of those without a high school diploma or GED, responses were split as to whether or not they plan to take it and when.

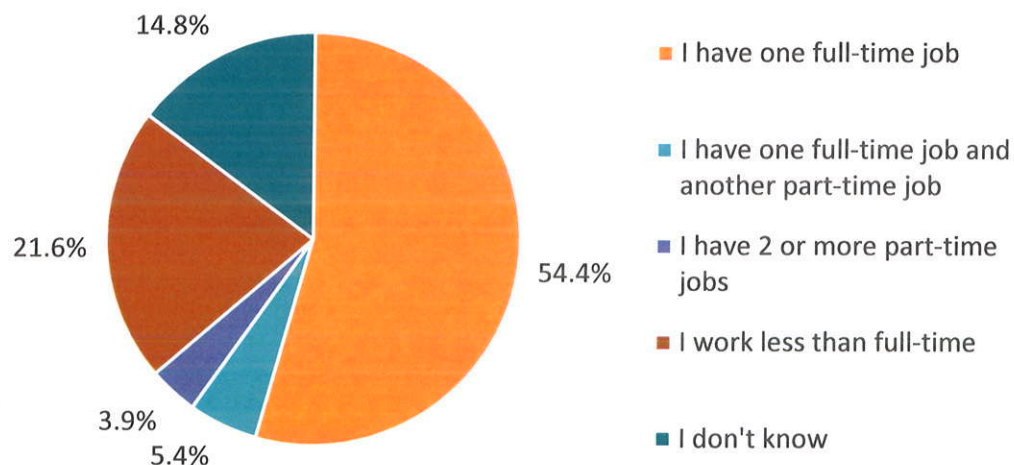


Also fairly evenly split were the responses to a question asking whether or not the respondents plan to go to college.



Of those who do plan to go to college, very few (only 9.5 percent) have already applied to college, and many of those (44.5 percent) need to take adult education or ESL classes before they can take college classes. Another 26.9 percent of those who have applied responded that they don't know whether they need additional classes before college; only 28.5 percent reported that they do not need additional classes.

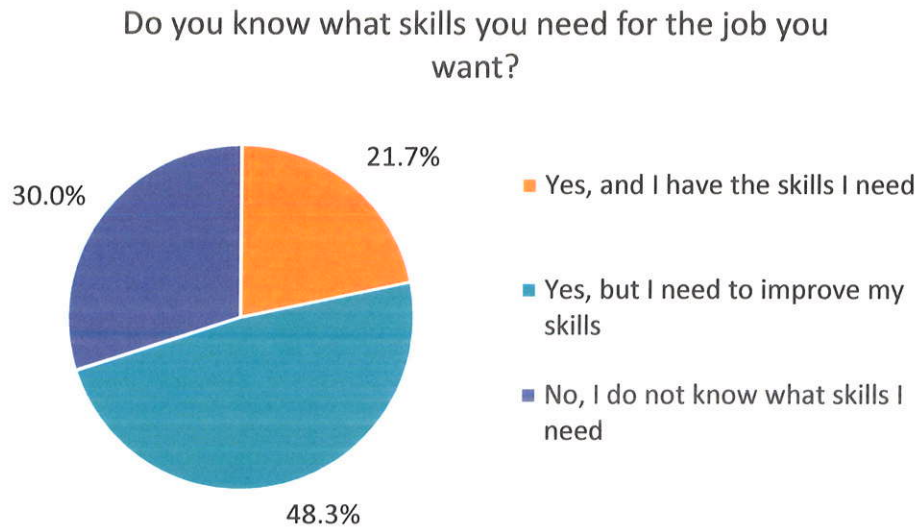
About half (51 percent) of respondents currently have a job, and another 5.1 percent have a seasonal job waiting for them in the spring. However, 72.1 percent of respondents are looking for a job, even if they already have one. Most of those who work have one full-time job; see the breakdown below.



Of those not working for pay, the reported reasons that they are not working varied, with the most popular response being the need to learn more English before they can get a job.



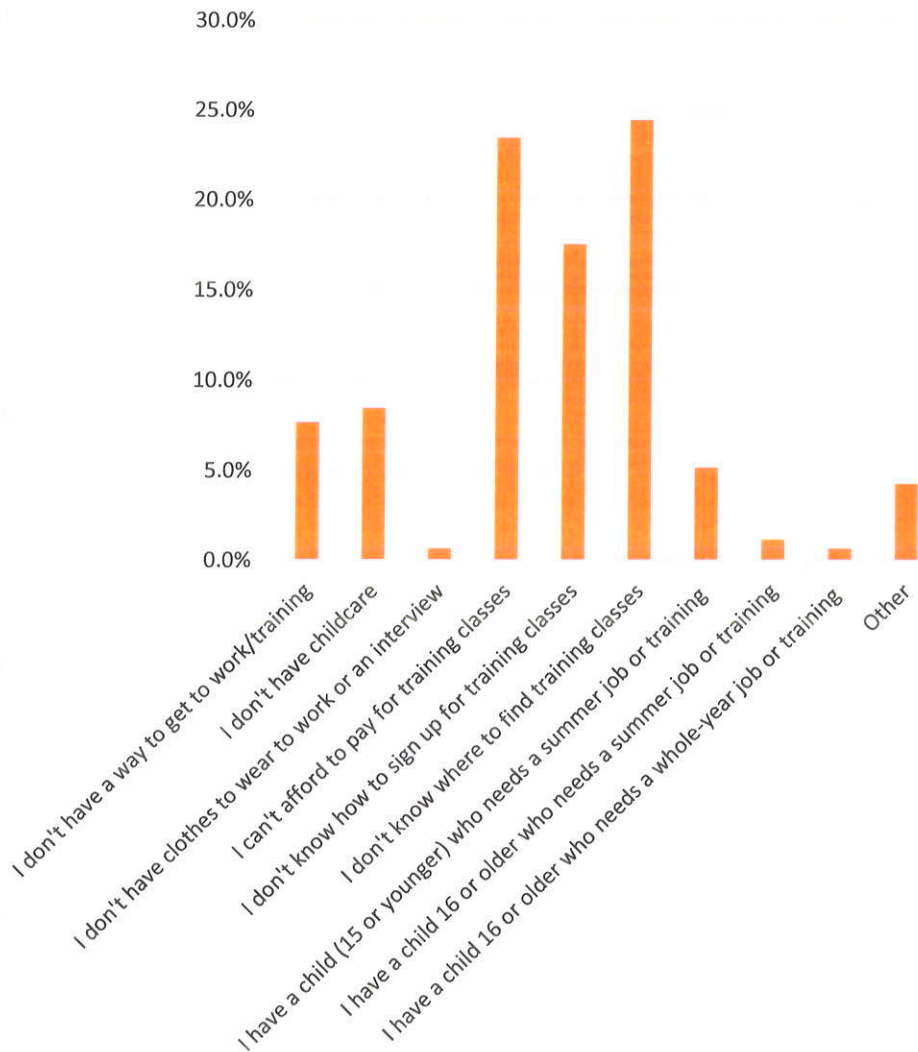
Of those looking for a job, most respondents report that they know what skills they need for the job they want, but many do not have those skills.



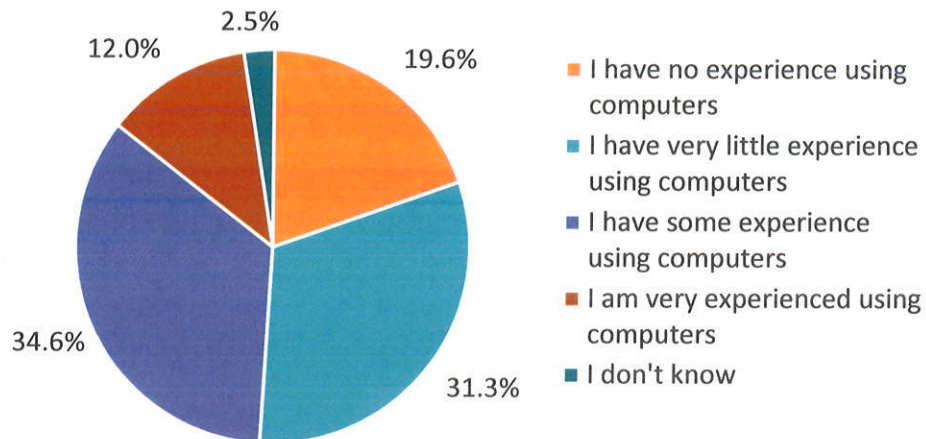
Less than one-third (29.5 percent) of respondents report that they have a resume, but of those who do only 19.5 percent have updated it in the last month; most (70.4 percent) have not updated it in the last year, or don't know when they last updated it. The vast majority (72.7 percent) have never filled out a job application online.

Most respondents (55 percent) report that they are interested in going to training classes to learn new job skills so they can get a job or a better job; an additional 25.5 percent responded that they may be interested.

Respondents were asked to indicate if one or more of a series of reasons would stop them from working or attending training classes; the responses were varied.



Most respondents reported moderate experience with computers or less.



When asked if they are interested in taking classes to learn more about computers, most answered yes (61 percent), and an additional 23.6 percent answered maybe.

Most respondents were open to the idea of meeting with a Career Counselor or Job Specialist to get help finding a job or job training; 37.5 percent responded that they were interested and another 27.3 percent responded that they may be interested. Of those who would like to meet with a counselor or specialist, 57.2 percent invited a staff member to call or email them to set up a meeting.

Job seeker survey

Job seekers were asked to respond to a series of questions about their current employment situation, their work history and education, and the assistance they are seeking. A total of 124 job seekers responded to the survey, 63 percent at the Lake County Job Center; most were there searching for jobs online or looking into training and educational programs. Most respondents (68 percent) are unemployed; of those, 70 percent have been unemployed for less than six months, and 74 percent have been looking for work for less than six months. Of those who are currently employed, most (75 percent) are seeking full-time employment, either because they are working part time or because they are working full time but want a better job.

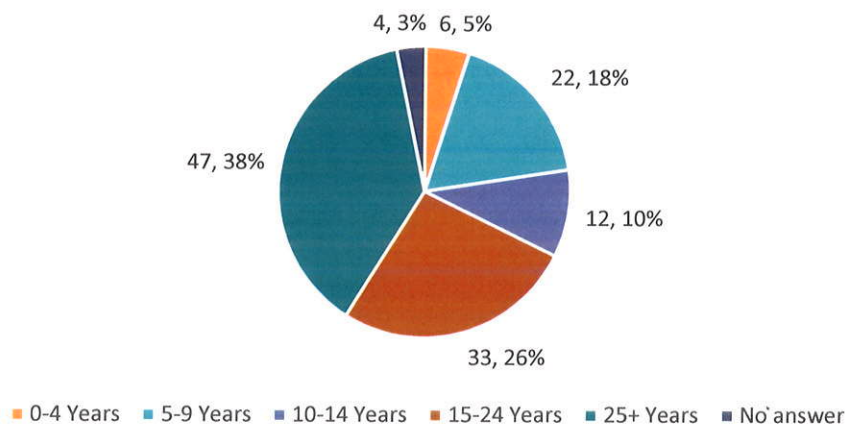
Respondents have engaged in a range of activities as part of their job search, the most popular being creating or updating a resume and looking for jobs online (78 percent of respondents completed each activity). More than half of respondents completed online applications (66 percent) and looked at job listings on a job board (56 percent). However, respondents generally lack information about what jobs are in high demand and hiring in Lake County; 61 percent said they either do not know what jobs these are or think they know but don't know how to research it. But most do report knowing what skills they need for the job they're looking for; 45 percent say they know what skills they need and need to get them, while 28 percent say they know what skills they need and already have them. According to the survey, however, for many respondents this perception may be based more on assumptions than on actual skill assessments. Only 60 percent have engaged in a specific activity to assess their skills (the most popular being completing an online skills assessment), and 38 percent responded that they

assume they need to improve their qualifications because they haven't been able to get the job they want.

Most of the job seekers have significant work history, with 64 percent reporting more than 15 years of work experience and only five percent reporting less than five years of experience.

How many years of work history do you have?

(n=124)

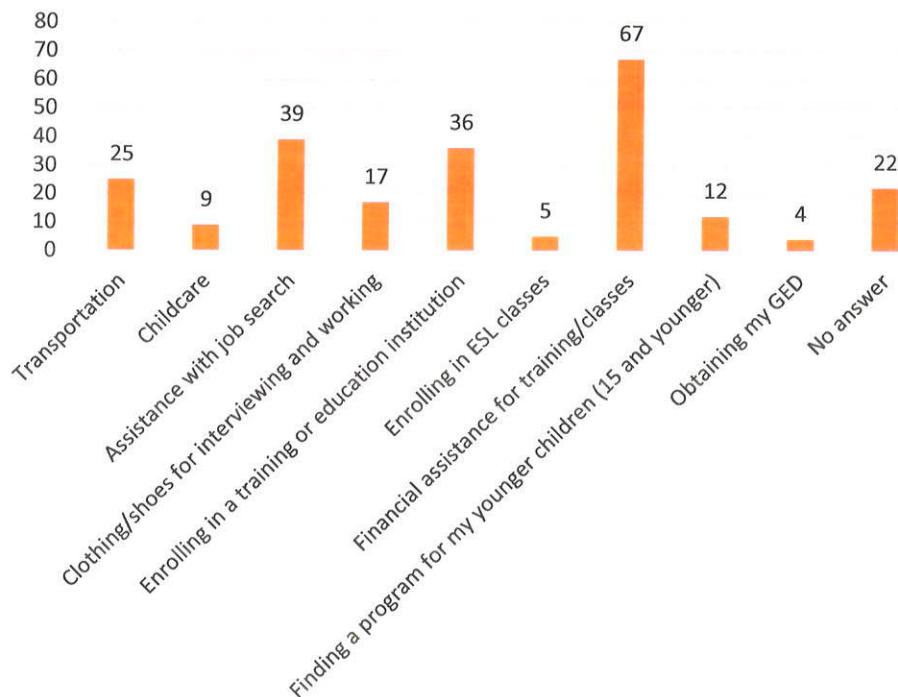


However, respondents with more work experience are not more likely to be employed, with employment rates across all experience categories falling between 27 and 36 percent.

Just under half of respondents (48 percent) have a degree or certification of some kind beyond a high school diploma, including an Associate's degree or completion of an apprenticeship program or industry certification. The 18 percent of respondents who reported having a Bachelor's degree (but not a Master's) are the least likely to be employed, with an employment rate of only 15 percent. Almost all of these respondents had at least 15 years of experience, indicating that they are older, mid-career job seekers, perhaps looking for a new or better career.

Most respondents (69 percent) indicated that they will require assistance to attend a job training program or go to college to improve their skills and qualifications for a high-growth job. Financing for training proved to be a concern; the vast majority (84 percent) of respondents said that they would want or need to work while in training, and the most popular response to a question about their needs was financial assistance for training or classes.

In what areas do you need additional assistance with to be better prepared for employment and/or training? (n=124)



Lake County did receive some positive feedback, with 90 percent of respondents indicating that they feel that Lake County and their community offer all of the programs and services they need to obtain a job or advance in their career.

Employer survey

The employer survey was completed by 22 employer representatives. Of the 15 who indicated the industry category of their company, 27 percent are in manufacturing, and others fall more or less equally into Mining; Utilities; Wholesale Trade; Finance and Insurance; Professional, Scientific, and Technical Services; Administrative and Support Services (temporary staffing services); Public Administration; and Other Services. Seven respondents indicated that they work for a non-profit organization, and 10 indicated that they work for a private sector for-profit business. Given the sample size of the employer survey, it is difficult to generalize from the results to the broader employer population in Lake County.

Employers were asked to respond to questions about the projected job openings and level of difficulty in filling openings in 2016 in six categories: high skilled white collar and blue collar workers, semi-skilled white collar and blue collar workers, and low skilled white collar and blue collar workers. The

charts below show whether employers predict the number of hires and difficulty in hiring to increase, decrease or stay the same in these categories.

Number of hires projected in 2016 compared to 2015

	Increase	Decrease	No Change	None*
High skilled white collar	41%	0%	18%	41%
High skilled blue collar	14%	0%	27%	59%
Semi-skilled white collar	32%	0%	23%	45%
Semi-skilled blue collar	5%	5%	32%	59%
Low skilled white collar	23%	5%	18%	55%
Low skilled blue collar	9%	5%	23%	64%

Difficulty in filling open positions in 2016 compared to 2015

	Increase	Decrease	No Change	None*
High skilled white collar	36%	5%	14%	36%
High skilled blue collar	18%	5%	14%	55%
Semi-skilled white collar	23%	5%	27%	36%
Semi-skilled blue collar	14%	5%	18%	55%
Low skilled white collar	23%	5%	18%	45%
Low skilled blue collar	14%	5%	14%	59%

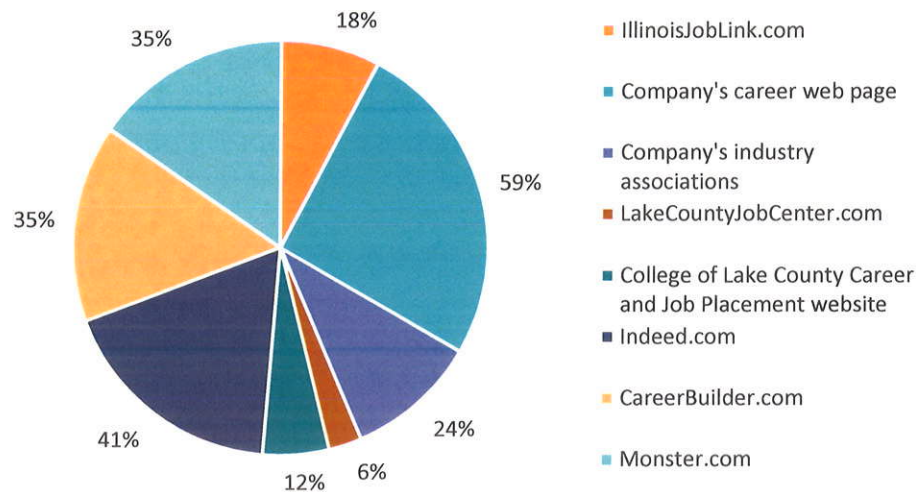
*In the above charts, respondents were instructed to select "None" if there are rarely new hires in the category.

For these surveys, the data shows that there is likely to be an increase in white collar jobs as opposed to blue collar jobs, and a bigger increase for higher skill levels. There is not a stark change anticipated in the difficulty of filling open positions, although hiring for high skilled white collar positions is expected to get slightly more difficult.

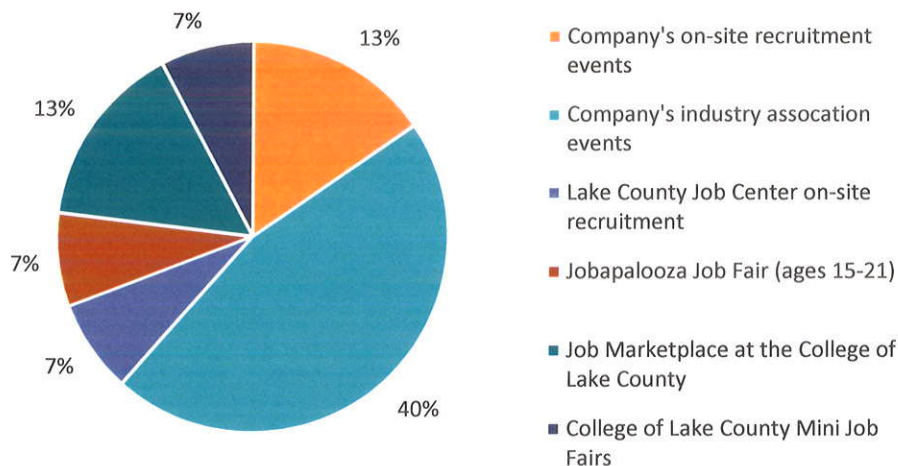
Job titles for vacancies that are anticipated to be the most difficult to fill run the gamut from welders to customer service roles. Several medical occupations were mentioned, including nurses and billing supervisors, and several employers mentioned a need for engineers and instrument mechanics.

Respondents were also asked how they have been successful in filling positions in the past. The charts below show the distribution of answers in regard to websites and events respondents found useful.

Best websites for filling vacancies



Best events for filling vacancies



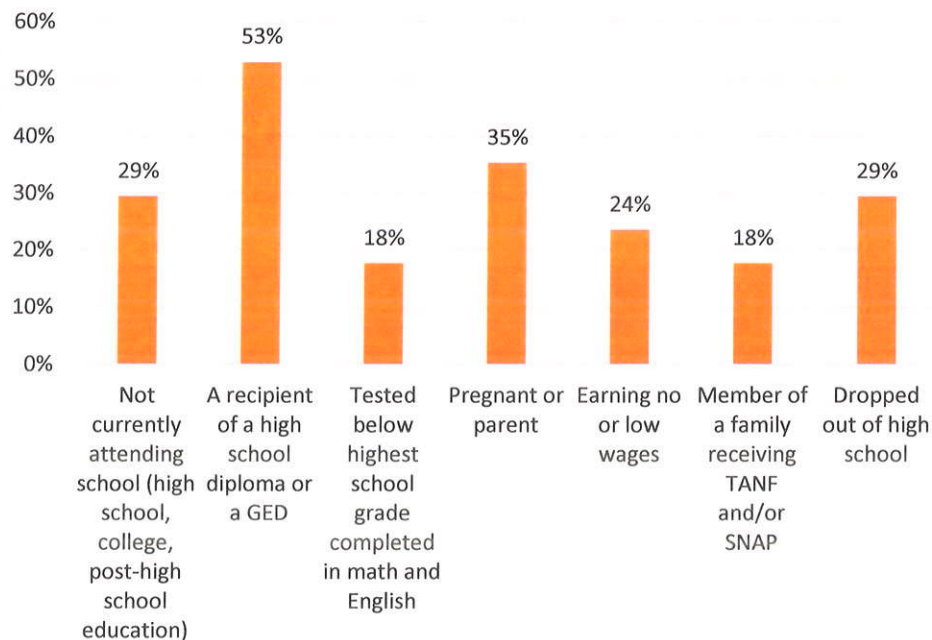
Seven respondents indicated that they are working with organizations or associations working to address talent shortages in high-growth industries. Three named the Lake County Workforce Investment Board, three named the Society for Human Resources Management, and one named the United Way. Respondents also indicated that they are working with organizations working to address the employment and training needs of several special populations, mostly veterans and individuals unemployed due to downsizing. Several are also working with Individuals engaged with vocational rehabilitation or adults with disabilities, ex-offenders, individuals receiving Temporary Assistance for Needy Families (TANF), individuals enrolled in adult education and literacy programs and food stamp recipients.

Out-of-school youth survey

A total of 21 out-of-school youth responded to the survey, with most (73 percent) completing it at a Youthbuild/Youth Conservation Corps program site or at First Institute. The average age of respondents was just under 20, an age range of 17 to 23.

Respondents reported a range of different circumstances, and just over half have a high school diploma or GED.

Circumstances of youth respondents



Just under one-third of respondents (32 percent) reported being employed, all but one of these part-time. Of those who indicated the type of employment, four are in food service and two are in retail. Of the unemployed respondents, nine out of 10 said they're looking for a job. Respondents were fairly evenly split between those who had learned about in-demand careers or participated in career counseling or exploration activities and those who had not. Of those who had, those activities appear to have been helpful; 67 percent said they helped in making decisions about getting a high school diploma or GED, 56 percent said they helped in determining what education and occupational skills training are needed to gain their desired job; 56 percent said they were helpful in identifying that job; and 44 percent said they were helpful in pinpointing which local employers might be a good fit in the future.

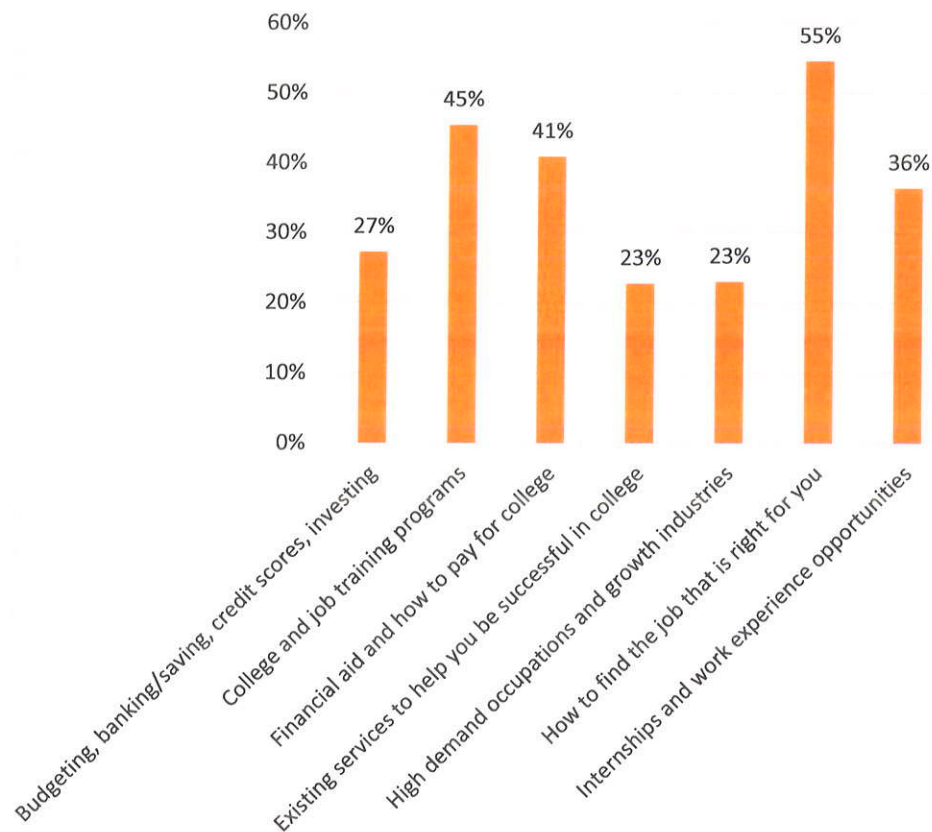
A series of questions asked more detail about the respondents' experience in job opportunities, such as when they participated and what they liked or disliked about the experience. Unfortunately, only one respondent answered these questions, providing too little data to report.

In rating their knowledge of budgeting, banking, saving, credit scores and investing, respondents had widely varied responses. On a scale of one to 10, the average response was five, and responses were distributed fairly evenly across the scale.

More than half of respondents (62 percent) reported having plans to own their own business in the future.

Respondents reported interest in a wide range of topics, with the greatest interest in how to find a job that is right for you.

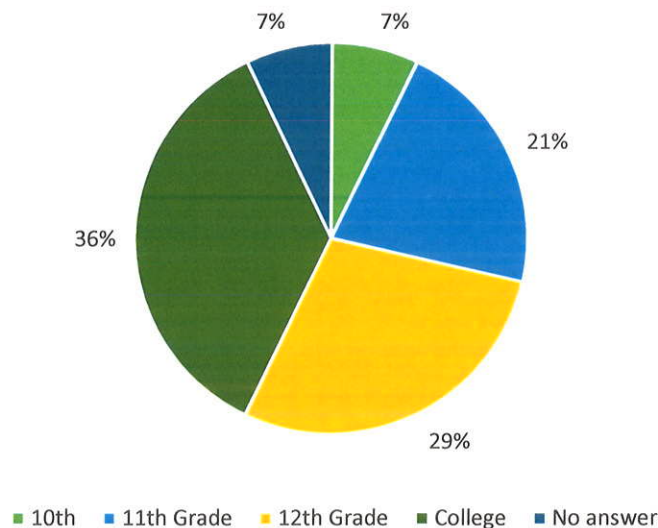
Topics of interest to respondents



Student survey

The student survey got the lowest response rate of all of the surveys, with only 14 respondents. Most are in high school; see the breakdown of grade level in the chart below.

Grade level of student respondents



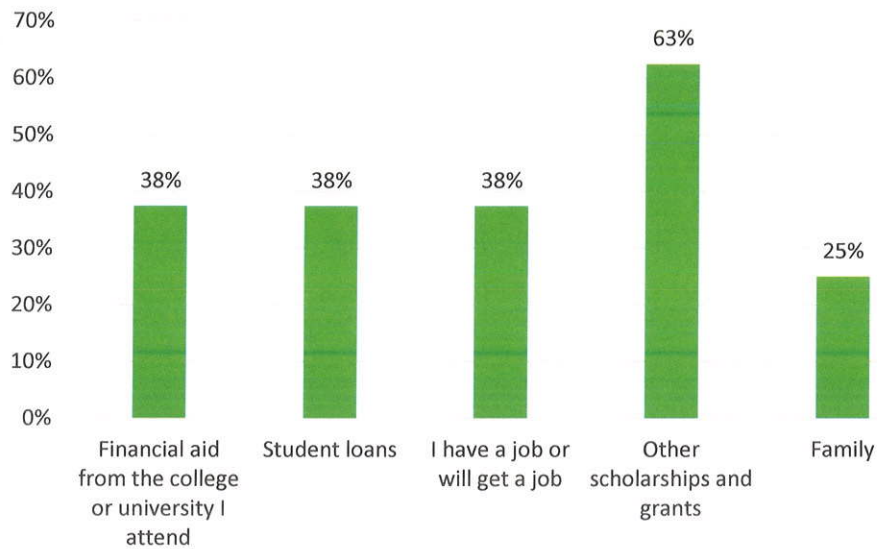
Fifty-seven percent of respondents report being employed, working between three and 34 hours per week, with an average of 22. After high school, 43 percent plan to attend (or are attending) a four-year college. The remainder are fairly evenly split between attending a job training program, attending a two-year college, working part-time, and working part-time while attending school or a training program. Of those already enrolled in a post-secondary or training program, two are in medical assistant programs and three are in mathematics or engineering.

Given choices as to how they are making plans regarding what job or occupation they want to pursue, responses were fairly evenly split between talking to friends about their plans, talking to instructors and/or career counselors, attending career fairs, listening to guest speakers, getting a summer or part-time job, seeking an internship or externship, completing career interest surveys or assessments, touring college or technical schools, and job shadowing individuals in careers of interest.

Respondents varied widely when listing career areas that interest them, from gynecology to becoming a pilot. Three respondents named at least one career in the medical field, and three named engineering of some kind.

Most respondents who listed roadblocks or difficulties that may stop them from attending/completing college or entering the military, an apprenticeship or job training program named finances as an issue (63 percent). Other common responses were reliable transportation and childcare.

Respondents named a range of sources to help them pay for college tuition, books and materials.

How respondents plan to pay for college

The fact that more than half of respondents plan to rely on “other scholarships and grants” may indicate that they do not have a realistic plan for financing their college plans. When asked to rate their knowledge of budgeting, banking, saving, credit scores and investing, only three replied that they know a moderate amount; the rest (79 percent) either responded that they know a little or did not answer the question.

The remaining questions, which pertain to mentorship programs and interest in learning more about certain topics, yielded too little data to report, with fewer than half of the respondents answering.

POLICY 4: Individual Training Account Policy

I. Purpose

The purpose of this policy is to provide guidance to staff regarding the issuance of Individual Training Accounts (ITAs) for training and associated eligible costs under the Workforce Innovation and Opportunity Act (WIOA).

II. Requirements

- Participants must be eligible under:
 - One of the following provisions of WIOA:
 - 1A – Adult;
 - 1D – Dislocated Worker;
 - Youth; or
- The Individual Training Account (ITA) is an account established by the designated one-stop operator on behalf of eligible participant/customer as defined by the WIOA or other relevant legislation.
- Participants enrolled under WIOA must select an approved training program that leads to employment in a career that is listed on the Demand Occupation List per WIA Policy Letter 09-PL-57. Eligible and approved participants may, in consultation with the designated career advisor or case manager, select an eligible program and training provider from the approved list. The list and guidance will be provided in a manner that maximizes customer choice in the selection of the training provider and program, and their career field.
- Lake County Workforce Development Department (LCWDD) staff may request additional occupations be added to the Demand Occupation List under the following conditions: new plant openings, facility expansions, or other reasons that indicate that multiple job openings exist. If the need for additions to the list is determined, a request must be submitted to the Executive Committee of the Workforce Development Board. This request should clearly outline the reason for the addition, and the anticipated job openings in the occupations. Upon approval by the Executive Committee, a request will be submitted to the Illinois Department of Commerce and Economic Opportunity for inclusion on the Demand Occupation List.
- Eligible training providers are those entities determined eligible through procedures described in WIA Policy Letter 09-PL-57.
- The use of ITAs should not be used as enticement to terminate traditional academic programs. The use of ITAs will enhance, not replace, current delivery systems in accordance with local area recommendations.
- The Workforce Development Board may develop initial and subsequent eligibility standards for program participants beyond state policy.

III. Procedures

LAKE COUNTY WORKFORCE DEVELOPMENT BOARD

- The Workforce Development Board will adhere to WIA Policy Letter 09-PL-57, Training Provider Eligibility/Program Certification for initial and subsequent eligibility.
- Training Providers will be certified through the Internet-based application and procedures developed by the state.
- Staff to the Workforce Development Board will be authorized to verify the Training Provider Certification process on behalf of the Workforce Development Board. Working with the LCWDD staff, the Board staff will conduct an analysis of available data to determine certification.
- E-Learning Providers will be approved only following reference checks and verification of authenticity of the program of courses and the institution.
- The LCWDD will use the approved Demand Occupation List and the Approved Training Provider List for all ITAs through WIOA.
- Other one-stop center partners will be encouraged to use the Workforce Development Board Approved Training Provider list when approving training programs for individuals through their funding sources.

IV. Funding Guidelines

- The fund amount for an ITA shall not exceed \$7,000.00, with the exception of identified healthcare training, and must be for training for careers on the Demand Occupations List. Funds may be used to pay for occupational training and related pre-requisite coursework, as identified in the participant's Individualized Employment Plan (IEP), including tuition, required books, school fees, supplies and equipment as outlined in the provider's course catalog and made available to the general public. ITA funds may also be used for licensing and credentialing exam costs related to the training program and the industry recognized credential that is identified in the individual's IEP.
- In recognition of the higher cost of training for healthcare programs (i.e.: Registered Nursing), eligible participants choosing to go into the healthcare field may request and receive an ITA of up to \$10,000.
- The ITA funds of Workforce Area 1 will only be allocated and utilized by Lake County residents and/or individuals who were laid off by a Lake County employer.
- Individuals will be required to apply for other forms of federal financial aid, but Workforce Area funds will not be withheld while the individual is awaiting determination of other financial aid eligibility. Individuals who are delinquent in repaying a student loan will not be automatically disqualified from being considered for an ITA, but will be counseled and advised to arrange a repayment plan with the financial institution which holds the defaulted debt.
- Individuals who utilize ITA funds will be ineligible for additional ITA funding for a five year period from the date of training completion.

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- In the event that the costs of prerequisite coursework push the total costs of a participant's IEP above the appropriate funding cap, the Director of the LCWDD is authorized to approve an ITA for an amount higher than the funding caps on an individual basis in cases when he or she finds that:
 - The participant is unlikely to find employment in a high priority occupation without the training identified in the IEP; or
 - The individual is basic skills deficient; or
 - Based on their previous employment or academic achievements, the participant shows a high likelihood of successfully completing the training listed in their IEP and achieving training-related employment; or
 - The incremental costs in excess of the funding cap are minimal.
- In no case will the total amount of the ITA exceed 150% of the appropriate funding cap.

V. Circumstances in Which an ITA May be Denied

An ITA may be denied for an otherwise qualified individual under one or more of the following circumstances:

- Training funds are exhausted;
- The individual has reached the maximum amount allowed;
- The prospective trainee does not fit the priorities in the Workforce Area's plan;
- The individual resides outside the geographic area of Lake County and/or was not laid off from a company in Lake County;
- The prospective trainee is not likely to succeed in training, based on an in-depth assessment documented by the LCWDD case manager or career specialist;
- The training course or program is not likely to result in employment upon training completion;
- The requested course or program does not lead to a career on the Demand Occupations List;
- The service provider does not accept the trainee;
- The trainee attempts to make changes to the ITA voucher without the signature of the LCWDD case manager; or
- The vendor or trainee refuses to comply with reasonable Workforce Development Board or LCWDD requirements and conditions.

VI. Exemptions

- ITA funds may be set aside for the development of individuals who are underemployed but were not previous registrants of the Workforce Area. The identified "Incumbent Workers" must be determined not to have met the Workforce Development Board's self-sufficiency definition. They also may be identified as: previous welfare recipients, members of target populations

LAKE COUNTY WORKFORCE DEVELOPMENT BOARD

such as legal immigrants, and other targeted underemployed individuals. ITA funds may be used as an economic tool when these requirements are met.

- LCWDD staff may authorize supportive services in accordance with this policy. Participants must sign a supportive services agreement and supply all necessary and accurate information for development of the participant's supportive services plan as part of the plan approval process. All emergency supportive services requests must be authorized by the Director of the LCWDD.

VII. Training Provider Policies

- Training costs shall be set by the provider, but may not exceed the price charged to the general public. However, if the cost of training exceeds the individual ITA, a reduced rate may be negotiated.
- Providers shall be held to the performance standards designated by the state. However, LCWDD reserves the right to develop and enforce additional standards for performance.
- If advanced payments are made to training providers for training services on behalf of a program participant, the "Letter of Intent" provided by the training provider must include:
 - The cost for each module/course included in the training program; and the cost for partial completion of any module/course included in the training program.
 - In the event that a trainee has dropped out, missed an unacceptable number of class hours, or failed to meet the standards of the training program in any other way by the midpoint in the module/course or program, the training provider will refund to LCWDD any amount paid to the training provider in excess of the partial training cost.
 - In the event that the trainee has completed more than 50% of the program, but did not complete the entire program, Workforce LCWDD staff will work with the training provider to identify refunds, depending on the uncompleted modules/courses, or to discuss opportunities for the trainee to reattempt incomplete portions of the training program, as appropriate on a case by case basis.
- ITA vouchers may be cancelled for the following reasons:
 - The training course or program is not on the Demand Occupations List.
 - The course or program, even though on the statewide list, does not meet the Lake County Workforce Development Board's performance standards and additional criteria.
 - The provider attempts to make changes to the ITA voucher without the signature of the LCWDD case manager.
 - The vendor or trainee refuses to comply with reasonable Workforce Development Board, or LCWDD requirements and conditions.

POLICY 5: Supportive Services Policy for 1A, 1D, Youth and Trade Programs

- I. Eligibility for Supportive Services
 - a. Any clients that have completed eligibility and are enrolled in training programs are eligible for supportive services reimbursements.
 - b. Supportive Services are a privilege, but not a right. As such, supportive services payments may be suspended or revoked at any time due to failure of the participant to maintain satisfactory performance and attendance in their training program.
 - c. The ability of the Lake County Workforce Development Department (LCWDD) to make supportive services payments depends on continued funding of our programs. LCWDD reserves the right to suspend or eliminate supportive services payments at any time. In the event of a suspension or termination of these payments, written notice will be provided to all participants currently utilizing supportive services.
- II. Supportive Services Eligible for Funding for 1A, 1D, Trade Programs and Youth ITAs
 - a. Transportation is the one supportive service that the LCWDD will consider for funding for 1A, 1D, Trade and Youth ITA participants.
 - b. Public transportation should be the first option for transportation services whenever practical based on the location of the participant's home and the location of their training provider.
 - c. Transportation costs may only be reimbursed on days when the participant is attending class or other required program events.
- III. Amount of Supportive Services Payments for 1A, 1D, Trade Programs and Youth ITAs
 - a. For WIOA customers participating in 1A, 1D or Youth ITA Programs:
 - i. The total amount of transportation reimbursement payments to a participant may not exceed \$2,500 per individual. Transportation becomes eligible for reimbursement on the participant's first day of training. A participant may receive transportation reimbursements throughout the length of their training program up to the \$2,500 total cap.
 - ii. For public transportation, the reimbursement will be the actual cost of the public transportation pass or ticket, or \$10 per class day, whichever is less.
 - iii. For private automobile reimbursement, the reimbursement rate will follow these guidelines:
 1. Clients who live less than one mile from their training provider will not be eligible for transportation reimbursements.
 2. Clients who live between one and five miles from their training provider will be reimbursed for \$5 per class day.
 3. Clients who live between six and ten miles from their training provider will be reimbursed for \$10 per class day.

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4. Clients who live between eleven and fifteen miles from their training provider will be reimbursed for \$15 per class day.
 5. Clients who live sixteen miles or more from their training provider will be reimbursed for \$20 per class day.
 6. No client will be reimbursed for more than \$20 per class day.
 - b. For Trade customers, transportation reimbursement will be consistent with the Trade Act.
 - c. For clients that were enrolled and began their training before July 1, 2012, the previous reimbursement policy for WIOA customers shall apply until July 1, 2013. At that time, all clients will be subject to the policy as defined in section III.a.iii. The previous policy allows for reimbursement for \$10 per class day for travel within Lake County, and \$20 per class day for travel outside of Lake County. Beginning July 1, 2013, all WIOA clients, no matter when they were enrolled or began training, will follow the policy outlined in section III.a.iii.
- IV. Reimbursement Procedures for 1A, 1D, Trade Programs and Youth ITAs
 - a. Reimbursement requests must be accompanied by an attendance form that verifies their attendance in class for the days for which they are seeking reimbursement. Attendance forms must be signed by instructors or other authorized staff of the training provider who can verify attendance, as well as by the participant.
 - b. It is the responsibility of the participant to ensure that the reimbursement request and attendance forms reflect true and correct information. In the event that false information is submitted as a part of a reimbursement request, including on any related paperwork, LCWDD reserves the right to disqualify that participant from any future reimbursement payments.
 - c. LCWDD staff must review and approve all reimbursement requests and associated attendance forms in advance of any payments to the participant.
 - d. Once a reimbursement request and all related paperwork has been submitted, it will be processed and payment will be made to the participant, as appropriate, within 90 days.
- V. Eligible Supportive Service for Contracted Youth Programs
 - a. For contracted Youth Programs, Supportive Services can include any service allowed under the Workforce Innovation and Opportunity Act, as long as those services are outlined in the program design, included in the program budget, and agreed to in the contract for youth services. Reimbursement for supportive services should follow the regular invoicing procedure, as outlined in the contract for youth services.

POLICY 7: Local Training Provider Certification Policy**I. Purpose**

To define the standards for training providers applying for program certification under Lake County Local Workforce Investment Area 1 (LWIA 1) to be identified as eligible to receive Workforce Investment Act (WIA) Title I funds.

II. References

WIA Legislation and rules and Regulations, Department of Commerce and Economic Opportunity Policy Letter NO.09PL57

III. Background

The Lake County Workforce Investment Board (Local Workforce Investment Area 1, or LWIA 1) is issuing this policy in order to ensure accountability and compliance to policies related to Training Provider Certification issued by the Illinois Department of Commerce and Economic Opportunity (DCEO).

On September 28, 2000 the Lake County Workforce Investment Board delegated the responsibility of reviewing and certifying training programs to the Board staff. At the regular meetings of the Marketing and Employer Linkages Committee, staff shall present updates on approved, rejected, and recertified programs.

IV. Program Eligibility

1. Training programs must be occupational in nature in high growth/high demand industries/occupations within the Northeast Illinois Economic Development Region based on the State of Illinois Demand Occupation Training List (DOTL). The list is available online at www.lakecountyjobcenter.com.
2. All programs of study must lead to training related jobs and attainment of an occupational skill certificate, industry recognized certification and/or licensure.
3. Colleges, universities and technical schools must be accredited by the Illinois Community College Board (ICCB), North Central Association (NCA), or any other Federal or State accrediting agency.
4. Training institutions, business, community based agencies, proprietary schools or other training providers must meet the following requirements:
 - a. Be certified, approved and/or recognized by a State, Federal or nationally recognized industry standard association for a minimum of a year.
 - b. Individual programs, for which the institution is seeking initial approval or program re-certification must be certified by the Illinois State Board of Education (ISBE), or by a State, Federal Agency or nationally recognized industry standard association (appropriate to the training offered).
5. Training provider with multiple training site locations will only be approved by LWIA 1 if the provider has at least one training location in Lake County.

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Once a training provider is approved by LWIA 1, they may submit any of their training programs for approval through LWIA 1. Providers that offer only online training do not need to be physically located in Lake County in order to apply for certification in LWIA 1.

6. Out-of state training providers will be considered for approval only when it has been established that no other compatible training is available in Illinois or it has been determined (documented by assessment of the client needs) that it would be in the best interest of the client to attend the out-of-state provider. Additionally, the out-of state provider must be currently approved as an approved Training Provider by the WIA program in their home state.
7. Training provider must fully comply with all non-discrimination and equal opportunity provisions of the law.
8. Training providers must be open for business for at least one year prior to their application in order to be considered. Open for business is defined as having documented, and providing verification of the following:
 - a. Legal and good standing state and/or locally registered business;
 - b. FEIN;
 - c. Physical location to provide training (not applicable for online training providers);
 - d. Proof of delivery and outcomes of training services and training related job placement services;
 - e. Proof of accreditation;
 - f. Copy of training catalog;
 - g. Training institution tuition refund policy; and
 - h. Proof of published program/tuition cost.

V. Application and Review Process

1. Once Board staff has evaluated the eligibility of the training program, an IWDS account will be established for the training provider, if one does not already exist. The training provider will be required to submit all required information via the Illinois Workforce Development System.
2. After completion of the online application for certification, the Workforce Investment Board staff will contact the training provider to complete an interview and/or site visit to review:
 - a. Physical location (not applicable for online training providers)
 - b. Quality of instructors
 - c. Accessibility and Equal Opportunity (EEO) compliance
 - d. Student-to-teacher ratio
 - e. Curriculum structure
 - f. Placement outcomes and salary expectations of graduates
 - g. Commitment and evidence of the ability to maintain records of completion and/or transcripts for five years
3. Upon completion of the application, the Workforce Investment Board staff will make a determination regarding approval of the school/institution and

LAKE COUNTY WORKFORCE DEVELOPMENT BOARD

programs. It is possible that not all eligible programs will be approved. Considerations for approval of a training program include:

- a. The cost of the training program must be similar to the costs for other similar training programs in the same field.
 - b. Job placement rates in the field of study.
 - c. Salaries of students placed in jobs.
 - d. Job availability in the local area.
4. Upon Board staff approval, the training provider and program will go on the state list of eligible training providers for a period of one year.
 5. Board staff will respond to applications no later than 30 days after all information has been submitted.

V. Program Re-Certification (Subsequent Eligibility) Requirements

1. After initial certification, all programs require re-certification within one year of the original certification. It is required that all programs be re-certified within the sixty days prior to the one year anniversary. For example, if a program's initial certification is January 31, 2011, the re-certification must be completed between December 1, 2011 and January 31, 2012. Also, training programs are subject to re-certification if any significant program changes occur.
2. Program re-certification will be evaluated by the same requirements as initial certification.
3. Programs that fail to apply for recertification during the appropriate period may not be able to reapply for recertification for a period of six months from their original anniversary date. For example, if a program's certification expired on July 1, 2012, and the training provider failed to apply for recertification between May 1, 2012 and June 30, 2012, the training provider could not apply for recertification until January 1, 2013.
4. Additionally, all eligible training providers seeking recertification through LWIA 1 will be required to meet at a minimum the following program performance outcomes:
 - a. Entered Employment Rate of 40%; and
 - b. Employment Retention Rate of 40%; and
 - c. Average Earnings of \$2,000 or greater; and
 - d. Credential Attainment Rate of 20%.
5. Programs seeking re-certification that fail to meet any of the WIA performance measures will be subject to removal from the Approved Provider Lists. Once the program is taken off the Approved Provider Lists no new students can be funded by WIA Individual Training Accounts. Programs that fail to meet the requirements for recertification may reapply after twelve months from the date of the expiration of their previous certification.
6. For the purpose of annual re-certification, programs that do not have enough participants to have results posted in IWDS are exempt from the performance outcome requirements. However, LWIA 1 staff will monitor

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performance based on available outcome data and may deny recertification if outcomes are not consistent with the standards outlined in this policy.

VI. Extraordinary Circumstances

1. A training provider may be decertified at any time if:
 - a. It is determined at any time that a training provider intentionally supplied inaccurate information in its application for certification or recertification of a training program;
 - b. The training provider substantially violated any requirement under the Workforce Investment Act, or
 - c. The training provider voluntarily chooses to cease being an eligible training provider, or goes out of business.

VII. Notification and Appeal Procedures for Providers Denied Eligibility or Program Certification/Recertification

1. In the event that a program is denied certification or recertification, Board staff will notify the training provider in writing. The notice will include:
 - a. The training program(s) that are being denied certification;
 - b. The reason(s) for the denial; and
 - c. Information about the opportunities the provider has to appeal the decision.
2. The notice must be sent within seven (7) business days to the training provider via registered mail with a copy sent to DCEO's Office of Education and Training (OET).
3. The training provider has twenty-one (21) days, from the date of receipt of the notice of denial of the certification of any or all training program(s) for which it sought certification, in which to file an appeal to the Lake County Workforce Investment Board. The appeal must include the following information:
 - a. A statement that the training provider is appealing the denial of its program(s) certification;
 - b. The reason(s) the certification should be granted;
 - c. Contact information for additional information; and
 - d. The signature of the chief executive of the training provider.
4. The appeal must be submitted formally, in writing and must be sent by registered mail no later than the 21st day from the date of receipt of the notice of denial.
5. The Lake County Workforce Investment Board will review the request for appeal within twenty-one (21) days of its receipt.
 - a. If the decision is reversed, the Lake County Workforce Investment Board will notify the training provider in writing and forward a request to DCEO's OET to add the program to the approved program list.
 - b. If the decision is not reversed, the Lake County Workforce Investment Board will notify the training provider via registered mail within twenty-one (21) days from the receipt of the appeal request. The notification will include information about opportunities for the provider to appeal its denial of certification with DCEO's Office of Employment and

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Training. The Lake County Workforce Investment Board will forward a copy of the letter to DCEO's OET.

VIII. Monitoring & Oversight

Lake County Workforce Investment Board staff will conduct monitoring of all eligible training providers and their certified training programs.

The seal of Lake County, Illinois, is a circular emblem. It features a central white star with eight points, set against a light blue background. The words "LAKE COUNTY" are written in a semi-circle above the star, and "ILLINOIS" is written in a semi-circle below it. The entire seal is rendered in a light blue, semi-transparent style.

Lake County Purchasing Ordinance

ADOPTED APRIL 8, 1986

AMENDED MARCH 13	1990
AMENDED APRIL 10	1990
AMENDED OCTOBER 8	1996
AMENDED NOVEMBER 14	2000
AMENDED JANUARY 14	2003
AMENDED OCTOBER 14	2003
AMENDED FEBRUARY 10	2004
AMENDED MARCH 3	2004
AMENDED MARCH 8	2005
AMENDED NOVEMBER 14	2006
AMENDED JANUARY 16	2007
AMENDED AUGUST 14	2007
AMENDED OCTOBER 14	2008
AMENDED DECEMBER 8	2009
AMENDED FEBRUARY 12	2013

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PURCHASING QUICK REFERENCE GUIDE

PURCHASE TYPE	DOLLAR AMOUNT	PROCESS	FORMS	APPROVAL	PAGE
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1. Goods & Equip. 2. Construction 3. Services	Purchases between \$5,000 – \$30,000	Quotes required (*1)	Requisition & Purchase Order	Department Head & Purchasing Division	19-20
	Purchases over \$30,000 (*2)	Competitive Sealed Bidding	Requisition & Purchase Order	Department Head & Purchasing Division	13-17
1. Construction 2. Services	Purchases over \$30,000	Above Processes Plus	Above forms Plus Resolution	Above approvals Plus County Board	13-17
Professional Services	Purchases between \$5,000 - \$50,000	Quotes at dept discretion (*1)	Requisition & Purchase Order	Department Head & Purchasing Division	18
	Purchases over \$50,000	Competitive Sealed Proposals	Above forms Plus Resolution	Above approvals Plus County Board	
1. Exempt from bidding 2. Emergency	Purchases between \$5,000 – \$30,000	Written Substantiation	Requisition w/ substantiation & Purchase Order	Department Head & Purchasing Division	19
	Purchases between \$30,000 – \$35,000	Quotes or Price Analysis (*1) (*3)	Requisition & Purchase Order	Department Head & Purchasing Division	
	Purchases over \$35,000	Quotes or Price Analysis (*1)	Above forms Plus Resolution	Above approvals Plus County Board	

(*1) 3 quotes whenever possible

(*2) purchases of data processing and telecommunications equipment, services and software follow goods & equip. guidelines, except the threshold for competitive bidding is \$35,000

(*3) review by the Purchasing Agent

LAKE COUNTY PURCHASING ORDINANCE

ARTICLE 1 - GENERAL PROVISION

1-101 POLICIES AND PROCEDURES

It shall be the policy of Lake County to enter into contracts for goods, services, construction and professional services at fair and reasonable compensation for the work performed. Procedures shall be developed to manage the procurement process in accordance with the law; spend the taxpayers money wisely and fairly; protect against fraud and favoritism; encourage participation by Lake County businesses and promote equality of opportunity for minority and women owned businesses; and to best meet the needs of Lake County departments through continuous improvement of purchasing systems and procedures.

1-102 APPLICABILITY

This Ordinance applies to contracts for the procurement of goods, services, construction and professional services entered into by Lake County and its applicable agencies. It shall apply to every expenditure of public funds by a County agency for public purchasing irrespective of its source, except as otherwise provided by State law, State regulation, County of Lake Ordinance or administrative policy. It shall not be applied to purchases by elected officials or County agencies not statutorily required to purchase in compliance with County policies or for whom purchases are not made by the County. If an elected official or County agency not otherwise required to comply with the County policy chooses to make any purchase with the assistance of the Purchasing Division this ordinance shall apply. When the procurement involves the expenditure of State or Federal assistance or contract funds, the procurement shall be conducted in accordance with any applicable mandatory State and/or Federal law. Nothing in this Ordinance shall prevent any County agency from complying with the terms and conditions of any grant, gift, bequest, or cooperative purchasing agreement that is otherwise consistent with law. This ordinance does not apply to the procurement of legal services (30ILCS 500/7).

1-103 PUBLIC ACCESS TO PROCUREMENT INFORMATION

Procurement information shall be a public record to the extent provided in the Illinois Freedom of Information Act and shall be available to the public as provided by the Lake County Ordinance implementing said Act.

1-104 AUTHORIZATION

Department heads, or their designee, shall forward requisitions or a request to advertise to the Purchasing Division for the purchase of goods, services, construction and professional services in accordance with funds appropriated within their budget. The Purchasing Agent may issue bids or other solicitations for any goods, service, construction or professional service for which funds have been budgeted. Approval of the County Administrator and the Director of Finance and Administrative Services is required prior to any solicitation for any goods, service, construction or professional service not specifically authorized in the budget, except for small purchases.

1-105 DEFINITIONS

The words defined in this Section shall have the meanings set forth below whenever they appear in this Ordinance or regulations promulgated thereunder:

- (1) Agency. Any County agency requiring goods, services, construction or professional services procured pursuant to this Ordinance.
- (2) Bid Tab. Bid tabulations show each bidder's bid amount for each pay item in a contract. They are posted as soon as the authorized buyer certifies that a bid tab accurately reflects the bids received and publicly opened.
- (3) Bid Security. A guarantee that the bidder will enter into a contract if it is awarded within the specified period of time; failure to do so will result in forfeiture of bid security.
- (4) Change Order. A written order signed and issued by authorized individuals of Lake County directing the contractor to make changes to the original contract specifications.
- (5) Confidential Information. Any information which is available to an employee only because of the employee's status as an employee of the County or its agencies and is not a matter of public knowledge or available to the public via request pursuant to the Freedom of Information Act. (5 ILCS 140/1, et seq.)
- (6) Construction. The process of building, altering, demolishing, making structural repairs or other capital improvements to public real property.
- (7) Contract. All types of County agreements, regardless of what they may be called, for the procurement of goods, services, construction or professional services.
- (8) Contract File. A record maintained in the Purchasing Division which may include a payment voucher, requisition, purchase order, contract documents, maintenance contracts, service contracts, systems contract and/or related correspondence.
- (9) Contract Extension. A provision in a contract that allows the County the option of continuing the contract after its stated expiration date.
- (10) Contract Renewal. Continuation of the contract for an additional period of time, under the original terms and conditions, when allowed by provisions for renewal, which were included in any original bid document. If the bid document does not include provisions for renewal, any continuation of the contract would be considered a new contract and therefore must be rebid.
- (11) Contractor. Any person having a contract with the County or a using agency thereof.
- (12) Cooperative Joint Purchasing. Procurement conducted by or on behalf of more than one Public Procurement Unit.

- (13) Department Purchase Order. A written order signed and issued by a Lake County Department Head, Agency Head and/or Elected Official directing a business to provide goods, services, construction, or professional services on behalf of Lake County.
- (14) Direct or Indirect Participation. Involvement, through decision, approval, disapproval, recommendation, preparation of any part of a purchase request, influencing the content of any specification or procurement standard, rendering of advice, investigation, auditing, or in any other advisory capacity.
- (15) Elected Official. For the purpose of this Ordinance, Elected Officials includes, but is not limited to: Clerk of the Circuit Court, County Clerk, County Coroner, County Treasurer, County Recorder of Deeds, Regional Superintendent of Schools, County Sheriff and State's Attorney.
- (16) Emergency Purchase. Procurements obtained in circumstances which include, but are not limited to; situations threatening public health or safety, where immediate repairs to County property are necessary to protect or prevent against further loss or damage, where immediate action is needed to prevent or minimize disruption to County Services, where immediate action is required to ensure integrity of County records, or where immediate action is necessary to avoid a lapse or loss of federal, state or donated funds.
- (17) Financial and Administrative Committee. The Committee established by the Lake County Board to review and recommend appropriation budgets and expenditures of funds for all using agencies.
- (18) Financial Interest.
- (a) Ownership of any interest or involvement in any relationship from which,
 - 1. or as a result of which, an individual within the past year has received, or
 - 2. is currently or in the future entitled to receive, more than \$1,200 per year, or its equivalent;
 - (b) Ownership of 5% of any property or business; or
 - (c) Holding a position in a business such as officer, director, trustee, partner, employee, or holding any position of management.
- (19) Goods. All maintenance, repair and operating supplies and equipment necessary to sustain day-to-day county operations.
- (20) Gratuity. A payment, loan, subscription, advance, deposit of money, service, or anything of more than nominal value, present or promised, unless consideration of substantially equal or greater value is received.
- (21) Immediate Family. Spouse, partner, children, step-children, in-laws, aunts or uncles.
- (22) Invitation for Bid. An advertised, open, competitive solicitation for prices that are opened publicly.

- (23) Invoice. A bill for goods or services furnished by a seller to a buyer specifying one price and terms of sale.
- (24) Nominal Gift. Any item given to an individual with a value of less than Seventy-Five Dollars (\$75).
- (25) Person. Any individual or group of individuals, business, union, firm, corporation, trustee, partnership, association, joint venture, committee, club, or other entity.
- (26) Procurement. The buying, purchasing, renting, leasing, or otherwise acquiring of any goods, services, construction, or professional services. It also includes all functions that pertain to the obtaining of any goods, services, construction, or professional services, including description of requirements, selection, and solicitation of sources, preparation and award of contract, and all phases of contract administration.
- (27) Professional Service. Services which require a high degree of intellectual skill whereby the County's best interests are served by a unique combination of specialized knowledge, experience and expertise.
- (28) Public Procurement Unit. The State of Illinois, any county, city, town, and any other subdivision of the state, or public agency of any such subdivision, public authority, educational, health, or other institution, any agency of the United States, and to the extent provided by law, any other entity which expends public funds for the procurement of goods, services, construction and professional services.
- (29) Purchasing Agent. The Purchasing Agent or any staff member of the Purchasing Division authorized to act as a Purchasing Agent.
- (30) Purchase Order. A written order signed and issued by Purchasing Division directing a business to provide goods, services, construction or professional services on behalf of Lake County.
- (31) Request for Proposals. A formal request to prospective vendors soliciting proposals for professional services contains, or incorporates by reference, the specifications or scope of work and all contractual terms and conditions. Proposals are submitted in sealed envelope and opened privately. Vendors are selected based on a qualification based evaluation.
- (32) Requisition. An Electronic request issued by a County Department Head or his or her designee against available and approved funds authorizing the Purchasing Division to issue a Purchase Order on the Departments behalf.
- (33) Responsible Bidder or Offeror. A person who has the capability in all respects to perform fully the contract requirements, and the tenacity, perseverance, experience, integrity, reliability, capacity, facilities, equipment, financial strength, and credit which will assure good faith performance.
- (34) Responsive Bidder. A person who has submitted a bid, which conforms in all material respects to the requirements set forth in the invitation for bids.

- (35)Reverse Auctions. A real time bidding process taking place at a scheduled time and internet location, in which multiple suppliers, anonymous to each other, submit bids to provide the designated goods and services specified in the Invitation to Bid.
- (36)Services. The furnishing of labor, time, or effort by a contractor, not involving the delivery of a specific end product other than reports which are merely incidental to the required performance.
- (37)Small Purchase. Purchase for goods, services, construction or professional services by a department less than the applicable statutory minimum for competitive sealed bids and less than the Lake County Purchasing Ordinance requirements for competitive sealed proposals.
- (38)Specification. Any description of the physical or functional characteristics or of the nature of a good, service, construction item, or professional service. It may include a description of any requirement for inspecting, testing, or preparing a good, service or construction item for delivery, or professional services.
- (39)Standing Committee. Any committee established by the Lake County Board with specific agency and/or jurisdiction and responsibilities.
- (40)Surplus Property. Property in excess of the needs of the County and not required for its foreseeable need or no longer having any use to the County.

ARTICLE 2 - OFFICE OF THE PURCHASING AGENT

2-101 AUTHORITY AND DUTIES

(1) Principal Public Purchasing Official. The Purchasing Agent shall serve as the principal public purchasing official for the County, and shall be responsible for the procurement of goods, supplies, equipment, services, construction and professional services, in accordance with this Ordinance, as well as the management and disposal of surplus property.

(2) Duties. In accordance with this Ordinance, and subject to the supervision of the Lake County Board, the Financial and Administrative Committee and the County Administrator, the Purchasing Agent shall:

- (a) Procure or supervise the procurement of all goods, supplies, equipment, services, construction and professional services needed by the County, with the exception of policies as determined by IDOT for the Division of Transportation.
 - i. Work cooperatively with departments and County agencies in making determinations relative to the purchase of goods, services, construction and professional services.
 - ii. Receive suggested specifications for goods, supplies, equipment, services, construction and professional services. The Purchasing Agent shall finalize, revise, issue, maintain and monitor the use of specifications required by the County except that specifications for any public work involving professional engineering shall be prepared by a professional engineer. Specifications for construction and maintenance of highways, bridges, and culverts shall be prepared by the Director of Transportation/County Engineer. All specifications, including those prepared for the County by architects, engineers, designers and draftsmen, shall be drafted so as to promote overall economy for the purposes intended and encourage competition in satisfying the County's needs, and shall not be unduly restrictive.
 - iii. Obtain expert advice and assistance from personnel of user departments in the development of specifications and may delegate in writing to a user department to prepare and utilize its own specifications.
 - iv. Have discretion to select the appropriate method of construction contracting management for a particular project. In determining which method to use, the Purchasing Agent shall consider compliance with applicable County and State laws, the County's requirements, its resources, and the potential contractor's capabilities. The Purchasing Agent shall execute, and include in the contract file, a written statement setting forth the facts which led to the selection of a particular method of construction contracting management for each project.

- (b) Execute contracts and purchase orders based upon public competition for all goods, services, construction and professional services needed by the County.
- (c) Establish contract administration system to monitor compliance and payments with specifications developed in cooperation with the agencies using the goods, services, construction and professional services.
- (d) Exercise general supervision over inventories of goods belonging to the County;
 - i. Establish a Surplus Policy for the County to manage, sell, trade, transfer, or otherwise dispose of surplus County property.
 - ii. Allocate net proceeds from the sale, lease, or disposal of surplus goods back to the appropriate fund.

(3) Purchasing Regulations and Operational Procedures. Consistent with this Ordinance, and with the approval of the Financial and Administrative Committee of the County Board, the Purchasing Agent may establish purchasing regulations and operational procedures relating to the execution of his/her duties and monitor and update the Lake County Purchasing Ordinance as necessary.

ARTICLE 3 – PURCHASE ORDERS

3-101 GENERAL

Purchase Orders shall be the basis to authorize all procurement of goods, services, construction and professional services. Purchases authorized by County Board Resolution satisfy the requirements as set forth under this Ordinance for the Purchasing Division to issue a Purchase Order.

3-102 PROCEDURES

- (1) Department Purchase Order. The department, agency or County office shall approve and issue a purchase order for purchases less than \$5,000. Purchases shall be made in accordance with Lake County or other government contracts whenever possible.
- (2) Lake County Purchase Orders. Except as stated in 3-102 (1), the department shall forward a requisition to Purchasing Division requesting goods, services, construction or professional services for purchases greater than \$5,000.
 - i. The Purchasing Division shall issue all purchase orders for transactions either greater than \$5,000 but less than \$30,000 for goods, equipment and services, or less than \$35,000 for data processing and telecommunications equipment software and services, or less than \$50,000 for professional services in accordance with Article 6-104 Small Purchase Procurement.
 - ii. For purchases greater than \$30,000 for goods, equipment and service, or \$35,000 for data processing and telecommunications equipment, software and services, or \$50,000 for professional services the using department shall forward a requisition to encumber funds and direct the Purchasing Division to procure the goods or services through either a competitive bid or sealed proposal process, except as provided for in 6-102 and 6-103.

3-103 EXCEPTIONS

- (1) Examples of non-negotiable purchases that do not require a purchase order and, therefore, may be processed by voucher directly to Accounts Payable, include, but are not limited to:
 - (a) Books
 - (b) Subscriptions
 - (c) Copyrighted Material
 - (d) Membership and Registration Fees
 - (e) Travel
 - (f) Interdepartmental Reimbursements
 - (g) Employee Reimbursements
 - (h) Legal Services and Related Litigation Expenses
 - (i) US Post Office
 - (j) Intergovernmental Payments
 - (k) Bank Payments
 - (l) Settlement of Judgments & Claims
 - (m) Utility Payments for Sewer, Water, Gas and Electric, Telephone, and Cell Phone
 - (n) Refunds
 - (o) Hospital, Doctor and Dentist Expenses
- (2) Non-negotiable purchases shall be determined by the Purchasing Agent and approved by the Financial and Administrative Committee of the County Board.

ARTICLE 4 – COMPETITIVE BIDDING

4-101 GENERAL

An openly publicized competitive process for the procurement of goods, services, construction and professional services is the most effective means of determining the lowest cost from a responsible source and shall be used whenever possible. Purchases of goods, services and construction in excess of \$30,000 or multiple purchases of the same item or with a single vendor within a fiscal year are likely to exceed \$30,000 shall be subject to competitive sealed bidding. For data processing and telecommunications goods and services, these competitive provisions shall apply for purchases in excess of \$35,000 or multiple purchases of the same item or with a single vendor within a fiscal year are likely to exceed \$35,000. For Professional Services Contracts refer to Article 5.

4-102 PROCEDURES

(1) Invitation for Bids. An invitation for bids shall be issued and shall include specifications, and all contractual terms and conditions applicable to the procurement.

(2) Public Notice. Public notice of the invitation for bids shall be given not less than ten (10) calendar days prior to the date set forth therein for the opening of bids. Such notice shall include publication in a newspaper of general circulation within the County and internet posting on the County website. The public notice shall state the place, date, time of bid opening, and specifications for the invitation to bid or request for proposal.

(3) Standard Clauses and Their Modification. The Purchasing Agent, after consultation with the State's Attorney, may establish standard contract clauses for use in County contracts.

(4) Bid Security and Performance and Payment Bonds on Goods or Service Contracts. Bid and performance bonds or other security shall be requested for public contracts when provided by statute. Bid and performance bonds or other security for supply and service contracts may be requested as the Purchasing Agent deems advisable to protect the County's interests. Any such bonding requirements for supply and service contracts shall be set forth in the invitation to bid or request for proposal as established by the Purchasing Agent.

Acceptable forms of security which may be submitted are: an executed surety bond issued by a company or companies qualified to do business in the State of Illinois with an A.M. Best Rating of at least A-; cash, certified check or cashier's check made payable to Lake County; an irrevocable letter of credit; or any other form of deposit issued by a financial institution and acceptable to the County. Personal or company checks are not acceptable.

Bid Security shall be in an amount not to exceed ten (10) percent of the amount of the bid/offer.

Contract Performance and Payment Bonds: Upon receipt of the award letter the required performance bonds or payment bonds shall be delivered to the County and shall become binding on the parties upon the execution of the contract.

(5) Insurance Requirements on Goods or Service Contracts. The Purchasing Agent shall determine, in consultation with the Risk Manager, whether insurance coverage by the contractor shall be required, and, if so, the types and amounts of coverage that shall be required. The contractor shall have the County named as an additional insured as its interest may appear and furnish the Purchasing Agent with satisfactory evidence of said insurance.

(6) Cancellation or Rejection of Invitations for Bids or Requests. An invitation for bids, a request for proposals, or other solicitation may be canceled, or any or all bids or proposals may be

rejected in whole or in part as may be specified in the solicitation, when it is for good cause and in the best interests of the County. Each solicitation issued by the County shall state that the solicitation may be canceled by the Purchasing Agent and that any bid or proposal may be rejected in whole or in part for good cause when in the best interests of the County. The reasons therefor shall be made part of the contract file and shall be provided upon request by unsuccessful bidders or offerors.

(7) Bid Opening. Bids shall be opened publicly in the presence of one or more witnesses at the time and place designated in the invitation for bids. The amount of each bid, and such other relevant information as the Purchasing Agent deems appropriate, together with the name of each bidder shall be recorded on a bid tab. The bid tab shall be made available to the public.

(8) Late Bids. No bids received after the time specified in the Invitation for Bids will be considered, as it is the responsibility of the bidder to ensure the bid is delivered according to the requirements stated in the solicitation. All bids received after the specified time will be returned unopened to the bidder.

(9) Correction or Withdrawal of Bids; Cancellation of Awards. Correction or withdrawal of inadvertently erroneous bids before or after bid opening, or cancellation of awards or contracts based on such bid mistakes, may be permitted where appropriate. Mistakes discovered before bid opening may be modified or withdrawn by written, electronic or telegraphic notice received in the office designated in the invitation for bids prior to the time set for bid opening. After bid opening, corrections in bids shall be permitted only to the extent that the bidder can show by clear and convincing evidence that a mistake of a nonjudgmental character was made, the nature of the mistake, and the bid price actually intended. After bid opening, no changes in bid prices or other provisions of bids prejudicial to the interest of the County or fair competition shall be permitted. In lieu of bid correction, a low bidder alleging a material mistake of fact may be permitted to withdraw its bid if:

- (a) the mistake is clearly evident on the face of the bid document but the intended correct bid is not similarly evident; or
- (b) the bidder submits evidence which clearly and convincingly demonstrates that a mistake was made.

All decisions to permit the correction or withdrawal of bids, or to cancel awards or contracts based on bid mistakes, shall be supported by a written determination made by the Purchasing Agent.

In the event of a discrepancy between the unit price and the extended total, the unit price bid shall prevail.

(10) Bid Evaluation. Bids shall be evaluated based on the requirements set forth in the invitation for bids, which may include criteria to determine acceptability such as inspection, testing, quality, workmanship, experience, past performance, financial stability, delivery, and suitability for a particular purpose. The invitation for bids shall set forth the evaluation criteria to be used. No criteria may be used in bid evaluation which is not set forth in the invitation for bids. Alternate bids may be considered and accepted provided they are specifically provided for in the invitation for bids and meet the evaluation criteria set forth therein and are in the best interest of the County.

(11) Tie Bids. If two or more bids meeting the specifications and other requirements of the bid information are tied for low price, the bids will be treated as follows:

- (a) if there is significant difference in the responsibility of the bidders (including ability to deliver in the quantity and at the time required), the award will be made to the bidder who is deemed to be the most responsible.

- (b) if there is no significant difference in the responsibility of the bidders, but there is difference in the quality of the commodities of services offered, the bid offering the best quality of services will be accepted.
- (c) if there is no significant difference in the responsibility of the bidders and no difference in the quality of the items and service offered, the bid offering the earliest delivery time will be accepted in any case in which the bid information specified that the needs of the County require as early delivery as possible. In all other cases, delivery time will not be considered in making awards so long as the bidder states delivery will occur not later than time specified in the bid information as the latest acceptable delivery time.
- (d) if the bids quoting the same price are equal in every respect, the award may be made at the discretion of the Purchasing Agent or by lot.

(12) Determination of Non-responsibility of Bidder and Offerors. Determinations of non-responsibility shall be made by the Purchasing Agent and the bases for such determinations can include, but are not limited to: failure to perform, unsatisfactory performance documented on one or more prior County contracts; unreasonable failure of a bidder or offeror to promptly supply information or samples in connection with an inquiry with respect to responsibility; and/or debarment by the State of Illinois. If a bidder or offeror who otherwise would have been awarded a contract is found non-responsible, a written determination of non-responsibility, setting forth the basis of the finding, shall be prepared by the Purchasing Agent. A copy of the determination shall be sent promptly to the non-responsible bidder or offeror. The final determination shall be made part of the contract file.

(13) Award. The contract shall be awarded by appropriate written notice to the lowest responsive and responsible bidder whose bid best meets the requirements and criteria set forth in the invitation for bids, if the bid is within the amount of funds appropriated. The Purchasing Agent is authorized to negotiate a decrease in the bid price with the low responsive and responsible bidder, without changing the specifications of the bid.

- (a) The Purchasing Agent shall request the State's Attorney to review prior to award all contracts in excess of \$100,000. This review shall not be required when the form and content of the contract documents has previously been approved by the State's Attorney.
- (b) Except as provided in subsection (c), the Standing Committee in charge of the using agency and the Financial and Administrative Committee shall jointly submit their recommendation on the award of a contract of \$30,000 or more, by Resolution for goods or capital equipment and contracts of \$35,000 or more for data processing and telecommunications equipment, services and software, to the County Board for its consideration at its next meeting. After award by the County Board, contracts shall be signed by the Purchasing Agent.
- (c) Notwithstanding the provisions of subsection (b), the Purchasing Agent is authorized to award and to sign contracts, other than sole source or emergency contracts, for the purchase of goods or capital equipment within the amount specifically authorized in the budget, without submitting these contracts for committee and board approval.
- (d) Notwithstanding the provisions of subsection (b), department heads are authorized to award and sign professional services contracts, pursuant to Article 5, of less than \$50,000 (fifty thousand dollars).

(14) Right to Inspect Plant. The County may, at reasonable times, inspect the part of the plant, place of business, or worksite of a contractor or subcontractor at any tier which is pertinent to the performance of any contract awarded or to be awarded by the County.

(15) Right to Audit Records.

- (a) Audit of Contract Costs. The County may at reasonable times and places, audit the books and records of any contractor to the extent that such books, documents, papers, and records are pertinent to a County contract. Any person, who receives a contract, shall maintain such books, documents, papers, and records that are pertinent to the contract costs for three years from the date of final payment under the contract. To ensure this provision, language shall be included in the invitation to bid and contract.
- (b) Contract Audit. The County shall be entitled to audit the books and records of a contractor or a subcontractor at any tier under any negotiated contract or subcontract other than a firm fixed price contract to the extent that such books, documents, papers, and records are pertinent to the performance of such contract or subcontract. Such books and records shall be maintained by the contractor or subcontractor for a period of three years from the date of final payment.

(16) Reporting of Anti-competitive Practices. When for any reason collusion or other anticompetitive practices are suspected among any bidders or offerors, a notice of the relevant facts shall be transmitted to the State's Attorney.

(17) County Procurement Records

- (a) Contract File. All determinations and other written records pertaining to the solicitation, award, and performance of a contract shall be maintained for the County in a contract file in the Purchasing Division.
- (b) Retention of Procurement Records. All procurement records shall be retained and disposed of by the County in accordance with records retention guidelines and schedules approved by the State of Illinois Local Records Commission.

(18) Multi-Step Sealed Bidding. When it is considered impractical to initially prepare a purchase description to support an award based on price, a multi-step sealed bid may be used if the Purchasing Agent determines the following:

- (a) Available specifications or purchase descriptions are not sufficiently complete to permit full competition without technical evaluations and discussions to ensure mutual understanding between the bidder and the County.
- (b) Definite criteria exist for evaluation of technical offers.
- (c) More than one technically qualified source is expected to be available.
- (d) A fixed unit price contract will be used.

Multi-Step Sealed Bidding shall be conducted in two phases and priced bids shall be considered only in the second phase from bidders whose non-priced technical offers are found acceptable in the first phase. Non-priced technical offers shall be evaluated solely in accordance with the criteria set forth in the Invitation to Submit Technical Offers and shall be determined to be either acceptable or potentially acceptable for further consideration or unacceptable. A determination that a non-priced technical proposal is unacceptable shall be in writing, state the basis of the determination, retained in the

procurement file, and notification sent that the bidder shall not be afforded an opportunity to amend its technical offer.

Upon completion of phase one, an Invitation to Bid shall be issued under the provisions of Article 4 – Competitive Bidding, except that the Invitation for Bid shall be issued only to bidders whose technical offers were determined to be acceptable in phase one.

(19) Electronic Reverse Auctions. The Purchasing Agent may procure materials, equipment, and services with an electronic reverse auction company, in accordance with the Local Government Electronic Reverse Auction Act (30ILCS 500/20-10j), when deemed to provide the best value or all purchasing methods provide equal value to the County. Vendors interested in participating in the reverse auction shall be pre-qualified to meet the specifications and agree to the County's terms and conditions for the bid prior to the start of the auction. During the auction, a bidder's price shall be disclosed to other bidders and those participating bidders shall have an opportunity to reduce their bid prices during the auction. At the conclusion of the auction, the record of the bid prices received and the name of each bidder shall be open to public inspection.

ARTICLE 5– PROFESSIONAL SERVICES AND COMPETITIVE SEALED PROPOSALS

5-101 GENERAL

(1) Department Heads, Agencies and/or Elected Officials shall have the authority to award Professional Services Contracts of less than \$50,000.00 and may determine, in their discretion, whether such contracts will be awarded on the basis of competitive sealed proposals. Professional Services Contracts for \$50,000.00 or greater or where multiple Professional Services Contracts for the same item and/or with a single vendor within a fiscal year are likely to exceed \$50,000.00 will be subject to the competitive sealed proposals provisions pursuant to Article 5-102, unless they meet one of the exceptions and/or requirements enumerated in Article 6, or unless they fall within the scope of subparagraph (3) of this article. All Contracts that fall within the scope of subparagraph (3) of this article shall be awarded on the basis of qualification-based factors rather than price and will follow the Statement of Interest procedures according to the Local Government Professional Services Selection Act (50 ILCS 510/1 et seq.) rather than a competitive bid or a competitive sealed proposal.

(2) For Professional Services Contracts for \$50,000.00 or greater, the respective Department Head and the Purchasing Agent shall present a joint recommendation to the County Board for consideration and approval.

(3) All Professional Services Contracts relative to engineering, architectural and land surveying services will be governed by the requirements of the Local Government Professional Services Selection Act (50 ILCS 510/1 et seq.). In the event Lake county does not have a satisfactory relationship with one or more firms, a Statement of Interest shall be issued for the initial selection of engineering, architectural or land surveying services with evaluation based on qualifications such as ability of professional personnel, past record and experience, performance data on file, willingness to meet requirements, location, workload of the firm, work on similar projects, past performance and other applicable qualification-based factors but excluding consideration of price or compensation. Responders are then ranked in order of preference and contract negotiations are initiated with the firms individually in order of preference. A Request for Statement of Interest is not required for contracts up to \$25,000 regardless of the existence or nonexistence of a satisfactory relationship with one or more firms. In all cases, a written description of Scope of Services to be provided shall be prepared and used as the basis of contract negotiations.

(4) Contracts, other than professional services contracts, in which the Purchasing Agent determines that competitive sealed bidding is neither practical nor advantageous, may be entered into by a competitive sealed proposal.

5-102 PROCEDURES

Competitive Sealed Proposals shall be initiated and created in accordance with the procedures for Competitive Sealed Bidding as enumerated in Article 4 except as follows:

(1) Proposals shall not be publicly opened and the register of proposals shall be available for public inspection only after contract execution.

(2) Fair and equal treatment with respect to any opportunity for discussion and revision of proposals and such revisions may be permitted after submissions and prior to award for the purpose of obtaining best and final offers.

ARTICLE 6 – PURCHASES EXEMPT FROM COMPETITIVE SEALED BIDDING

6-101 GENERAL

This section applies to and details the requirements for the purchases that, for various reasons, may be exempt from the competitive sealed bid process. Despite the exemptions, competitive pricing shall be encouraged and/or a cost or price analysis shall be conducted prior to award of contracts under this section whenever possible.

6-102 REQUEST FOR PROPOSAL

If and when a department head conducts a good faith review of available sources and determines that the contract by its very nature is not suitable to competitive bids or proposals, he or she shall forward an exemption request to the Purchasing Agent. The Purchasing Agent will review and approve all Exempt requests. The Purchasing Agent may consult with ad hoc groups of county staff in making his or her determination with regard to a particular procurement. If the Purchasing Agent reviews and approves the department head's recommendation that the procurement is exempt from competitive bids or proposals, the department is not required to employ the competitive proposal or bidding process to enter into a contract. A written determination for the basis for the bid exemption shall be made by the Purchasing Agent and included in the contract file. Examples of contracts which may not be suitable for competitive bids or proposals are;

- (a) There is only one source for the required goods, service, or construction item.
- (b) There exists a long standing, successful relationship for professional services, and the knowledge gained through this relationship adds value integral to the services provided.
- (c) A sole supplier's item is needed for trial use or testing.
- (d) The purchase is for used equipment.
- (e) The purchase is made at auctions.

6-103 EMERGENCY PROCUREMENT

Notwithstanding any other provisions of this Ordinance, the goods, services, or construction items when there exists a threat to public health, welfare, or safety, or to prevent or minimize serious disruption of government services, shall be considered an "emergency." Emergency procurements shall be made with such competition as is practicable under the circumstances. A written determination of the basis for the emergency and for the selection of the particular contractor shall be certified by the appropriate department head, forwarded to the Purchasing Agent, and included in the contract file. A confirming Resolution, along with the written determination, shall be submitted to the County Board for all emergency procurements of \$30,000 or more for goods, equipment and services; \$35,000 or more for data processing and telecommunications equipment, software and services; and \$50,000 or more for professional services.

6-104 SMALL PURCHASE PROCUREMENT

Small purchases shall be made in accordance with Lake County or other government contracts whenever possible. For non-contract purchases, competitive quotations for purchases of goods, services or construction up to \$5,000, or up to \$50,000 for professional services, are encouraged by the Department Head or their designee to determine the source that is in the County's best interests.

For Purchases greater than \$5,000 the Purchasing Agent or the agent's designee shall document quotations from at least three vendors whenever feasible for purchases up to \$30,000 for goods, services,

and construction and \$35,000 for data processing and telecommunications equipment, software and services.

6-105 PROCEDURES

(1) Solicitation Factors. Three quotations shall be received whenever possible prior to the contract. Circumstances may exist where the Purchasing Agent or the agent's designee determines that it is not feasible to secure three quotations. In other situations, the Purchasing Agent or the agent's designee may determine that it is in the best interests of the County to consider only one supplier who has previous expertise relative to a procurement. Whenever the Purchasing Agent or the agent's designee determines that it is not feasible, or is not in the County's best interests to satisfy the minimum quotation requirements of this section, the reason for this determination shall be indicated in writing and retained in the contract file. The Purchasing Agent shall conduct negotiations, as appropriate, as to price, delivery and terms.

(2) Evaluation Factors. Evaluation factors which may justify an award to a vendor who has not provided the lowest quotation include, but are not limited to, delivery requirements, quantity requirements, quality, and past vendor performance. Whenever the Purchasing Agent or the agent's designee determines that it is in the County's best interests to award a small purchase contract to a vendor who did not submit the lowest quote, the reason for this determination shall be indicated in writing and retained in the contract file.

(3) Award. Award shall be made to the vendor offering the lowest responsive and responsible quote who best meets the specifications. Adequate records to document the competition solicited and award determination made shall be retained in the contract file. A quote that exceeds the \$30,000 bid limit shall not be eligible for award under this Section. In a situation where all responsible quotations exceed the bid limit, all quotes shall be rejected and formal bidding procedures shall be followed.

ARTICLE 7 – CONTRACT ADMINISTRATION AND CONTRACT TERM

7-101 GENERAL

A Contract Administration system is designed to insure that the contractor is performing in accordance with the terms and conditions of the contract. Contract administration results may be used by the Purchasing Agent for vendor evaluation.

(1) It is the using department's responsibility to match contract terms and prices with invoices, and to otherwise monitor compliance with the contract terms. The using department is also responsible to determine the imminent need for and to begin processing a change order where appropriate.

(2) The Purchasing Division will maintain a database of executed contracts and work with the using departments to monitor renewal options, compliance with terms and conditions and satisfaction with overall contract performance.

(3) Using departments finding any dissatisfaction with a vendor shall submit a written request to the Purchasing Agent to evaluate compliance with contract terms and conditions. The Purchasing Agent or agent's designee shall communicate with said vendor and either makes a written finding of compliance or recommendation for corrective action.

(4) Invoices must be identified to an existing contract or purchase order before payment is issued.

7-102 CONTRACT TERM

(1) Specified Period. Unless otherwise provided by law, a contract for goods or services may be entered into for any specified period of time deemed to be in the best interests of the County, provided the term of the contract and conditions of renewal or extension, if any, are included in the solicitation and funds are available for the first fiscal period at the time of contracting. However, the total contract term for any contract, including the time periods by which the contract is extended due to renewal, shall not exceed five (5) years, unless a unique capitol investment or other extenuating factors necessitate a longer contract period and it is approved by Board resolution. Payment and performance obligations for succeeding fiscal periods shall be subject to the availability and appropriation of funds therefor.

(2) Cancellation Due to Unavailability of Funds in Succeeding Fiscal Periods. When funds are not appropriated or otherwise made available to support continuation of performance in a subsequent fiscal period, the contract shall be canceled.

ARTICLE 8 – CONTRACT CHANGES

8-101 CHANGE ORDERS AND CONTRACT MODIFICATIONS

(1) When the total of change orders, contract modifications or price adjustments on any contract approved by Resolution of the County Board exceeds ten percent (10%) of the original contract amount, approval of the Standing Committee in charge of the using agency and the Financial and Administrative Committee is required.

(2) When a change order or series of change orders authorize or necessitate an increase or decrease in either the cost of a contract by a total of \$10,000 or more, or the time of completion by a total of 30 days or more, the authorized employee or official shall make a determination in writing that;

- (a) the circumstances said to necessitate the change in performance were not reasonably foreseeable at the time the contract was signed, or
- (b) the change is germane to the original contract as signed, or
- (c) the change order is in the best interests of the County and authorized by law.

The written determination and the written change order resulting from that determination shall be retained in the contract file which shall be open to the public for inspection.

The Purchasing Agent is authorized to sign all change orders and to consent to contract assignments. Additionally, the County Engineer is authorized to sign change orders for projects relating to planning, design, construction and maintenance of highways, bridges, and culverts. The Superintendent of Public Works is authorized to sign change orders relating to planning, design, construction and maintenance of water and sewer projects. The Facilities Manager is authorized to sign change orders relating to planning and design and such other projects he is assigned by the County Administrator to administer. Planning and design contracts that are included are those relating to services provided by engineers, architects and land surveyors pursuant to the Local Government Professional Services Selection Act (510 ILCS 510/1et seq).

(3) When a change order for any public works contract necessitates any increase in the contract price that is 50 percent (50%) or more of the original contract price or that authorizes or necessitates any increase in the price of a subcontract under the contract that is 50 percent (50%) or more of the original subcontract price, then the portion of the contract that is covered by the change order must be resubmitted for bidding in the same manner for which the original contract was bid. (50 ILCS 525/) Public Works Contract Change Order Act.

ARTICLE 9 - APPEALS AND REMEDIES FOR VENDORS

9-101 GENERAL

This section provides a forum for bidders or offerors who seek a contract with the County, and believe that either a contract has been or is about to be awarded in violation of the Lake County Purchasing Ordinance. Remedies are also provided for vendors who have been contracted by the County to dispute contract claims.

9-102 BID PROTESTS

(1) Right to Protest. Any actual or prospective bidder, offeror, or contractor who is aggrieved in connection with the solicitation or award of a contract may protest to the Purchasing Agent. Any protest must be submitted in writing within ten calendar days from either the issuance of the solicitation, addendum, notice of award or other written decision by the Purchasing Division.

(2) Procurement Process During Pendency of the Bid Protest. In the event of a timely protest under Subsection (1) of this Section, the Purchasing Agent, after consulting with the State's Attorney, shall determine whether it is in the best interest of the County to proceed with the solicitation or award process relative to the invitation to bid or award of the contract.

(3) Authority. The Purchasing Agent is authorized to attempt to settle any bid protest regarding the solicitation or award of a County contract. If the bid protest is not resolved by mutual agreement, the Purchasing Agent shall promptly issue a written decision which shall be transmitted either electronically or via U.S. mail to the protestor. The decision shall state the reasons for the decision reached and shall inform the protestor of his or her appeal rights under Subsection (4) of this Section. If the Purchasing Agent does not issue a written decision regarding the bid protest on or before the ten day deadline, or within such longer period mutually agreed to by the parties, then the protestor may proceed as if an adverse written decision had been received.

(4) Purchasing Agent Decision Final and Protestor's Right to Appeal. The Purchasing Agent's decision shall be final and conclusive unless, within ten calendar days from the date of receipt of the written decision, the Chairman of the Financial and Administrative Committee receives a written appeal from the protestor.

(5) Appeal. Any actual or prospective bidder, offeror or contractor may appeal a decision of the Purchasing Agent regarding bid protests or contract claims to the Financial and Administrative Committee. Said appeal shall be made in writing no later than ten calendar days from the date of receipt of the decision from the Purchasing Agent. The appeal will be heard at the next scheduled meeting of the Financial and Administrative Committee and the protestor shall be notified of said meeting and be afforded a reasonable opportunity to state his or her position. Any party whose interest may be adversely affected by a protest or appeal shall also be notified and have the right to appear for the purpose of protecting those interests.

(a) Decision. After hearing the appeal, the Financial and Administrative Committee shall promptly issue a decision. If the decision has occurred prior to the award of the contract, the decision shall be referenced with a Resolution for award of the contract to the County Board for its consideration. If the decision has occurred after the award of the contract, the decision of the Finance and Administrative Committee shall be final.

- (b) Entitlement to Costs. If the contract has already been awarded but the bid protest is sustained and it is determined that the protesting bidder should have been awarded the contract under the solicitation but was not, then the protesting bidder shall be entitled to only their reasonable bid preparation and response costs, excluding attorneys fees.

9-103 CONTRACT DISPUTES

(1) Right to Dispute. All claims by a contractor against the County relating to an existing contract, except bid protests (see Section 9-102), shall be submitted in writing to the Purchasing Agent. The contractor may request a conference with the Purchasing Agent on the claim. Claims include, but are not limited to, disputes arising from such issues as breach of contract, mistake, misrepresentation, or other cause for contract modification and/or revision.

(2) Authority. The Purchasing Agent is authorized to attempt to settle any dispute. If the dispute or claim is not resolved by mutual agreement, the Purchasing Agent shall promptly issue a decision in writing and it shall be immediately transmitted electronically and/or sent via U.S. mail to the disputing party.

(3) Purchasing Agent's Decision Final; Right to Appeal. The Purchasing Agent's decision shall be final and conclusive unless, within ten calendar days from the date of receipt of the written decision (or such other date to which the parties mutually agree), the Chairman of the appropriate Standing Committee of the Board, receives a written appeal from the disputing contractor.

(4) Appeal; Settlement of Monetary Claim. The disputing contractor's appeal will be heard at the next scheduled meeting of the Finance & Administrative Committee at which the disputing contractor will be given a reasonable opportunity to present his or her position. The Purchasing Agent, after consulting with the State's Attorney and the Director of Finance and Administrative Services, is authorized to make recommendations on the settlement of any monetary claim to the Financial and Administrative Committee.

(5) Decision. Any and all decisions made by either the Standing Committee and/or Financial and Administrative Committee shall be issued promptly and be final and conclusive.

9-104 REMEDIES FOR SOLICITATIONS OR AWARDS IN VIOLATION OF LAW

If, after an award, the Purchasing Agent, after consultation with the State's Attorney, determines that a solicitation or award of a contract was in violation of applicable law, then:

- (a) the contract may be modified to comply with the law, provided it is determined that doing so is in the best interests of the County; or
- (b) the contract may be terminated and the contractor shall be compensated for the actual costs reasonably incurred under the contract prior to notification.

9-105 ELECTED COUNTY OFFICIALS

Decisions and determinations made under these Sections 9-102, 9-103, and 9-104, if applicable, are subject to the review and approval of elected county officials as provided by Illinois statutes.

ARTICLE 10 - COOPERATIVE JOINT PURCHASING

10-101 COOPERATIVE JOINT PURCHASING AUTHORIZED

Subject to applicable state statutes, Lake County may either participate in, sponsor, conduct, or administer a cooperative purchasing agreement for the procurement of goods, services, construction, or professional services with one or more public procurement units in accordance with an agreement entered into between the participants. Such cooperative purchasing may include, but is not limited to, joint or multi-party contracts between public procurement units and open-ended state public procurement unit contracts, which are made available to other public procurement units.

10-102 SALE, ACQUISITION, OR USE OF GOODS

Lake County may sell to, acquire from, or use any goods belonging to another public procurement unit independent of the requirements stated herein.

10-103 COOPERATIVE USE OF GOODS AND SERVICES

Lake County may enter into an agreement independent of the requirements stated herein with any other public procurement unit for the cooperative use of goods or services under the terms agreed upon between the parties.

10-104 JOINT USE OF FACILITIES

Lake County may enter into agreements for the common use or lease of warehousing facilities, capital equipment, and other facilities with another public procurement unit under the terms agreed upon between the parties.

ARTICLE 11 – DEBARMENT

11-101 AUTHORITY TO DEBAR.

After reasonable notice to the person involved and reasonable opportunity for that person to be heard, the Purchasing Agent, after consulting with the States Attorney, is authorized to debar a person for cause from consideration for award of contracts. The debarment shall be for a period of not more than three years. The causes for debarment include:

- (a) criminal conviction for an incident related to obtaining or attempting to obtain a public or private contract or subcontract, or in the performance of such contract or subcontract;
- (b) State or federal conviction for embezzlement, theft, forgery, bribery, falsification or destruction of records, receiving stolen property, or any other offense indicating a lack of business integrity or business honesty which currently, seriously, and directly affects responsibility as a County Contractor;
- (c) conviction under state or federal antitrust statutes arising out of the submission of bid or proposals;
- (d) violation of contract provisions, of a character which is regarded by the Purchasing Agent to be so serious as to justify debarment actions as follows:
 - (i) deliberate failure to perform the specifications of or within the time limit provided in the contract; or
 - (ii) a recent record of failure to perform or to unsatisfactorily perform the terms of one or more contracts, excluding situations in which the lack of performance is caused by acts beyond the control of the contractor.
- (e) any other cause the Purchasing Agent determines to be so serious and compelling as to affect responsibility as a County contractor, including debarment by any other governmental entity and for any other cause listed in this Ordinance; and
 - (i) for violation of the ethical standards set forth in Article 12 (Ethics in Public Contracting) of this Ordinance.

11-102 DECISION TO DEBAR

The Purchasing Agent shall issue a written decision to debar. The decision shall state the reasons for the action taken and inform the debarred person involved of its rights concerning administrative review and;

- (a) A copy of the decision required by this Section shall be mailed or otherwise furnished immediately to the debarred person.
- (b) A decision to debar under this Article shall be final. The debarred person has ten (10) calendar days after receipt of the decision to submit a written appeal to the Chairman of the Financial and Administrative Committee for consideration by the full committee.

ARTICLE 12 – ETHICS IN PUBLIC PURCHASING/CONTRACTING

12-101 STATEMENT OF POLICY

Public employment is a public trust. Proper conduct by Lake County officers and employees inspires confidence in the work of Lake County. County officers and employees involved directly or indirectly in Lake County's various procurement activities have a responsibility to perform their duties in a manner that will insure the integrity of Lake County's purchasing transactions.

This Article is intended to provide principles and guidelines to maintain the highest ethical standards in Lake County's Purchasing/Contracting Policies, Procedures and Systems.

12-102 APPLICABILITY

(1) The policies and guidelines expressed in this Article shall apply to all employees, officers and agents of Lake County involved in any procurement procedure with or on behalf of Lake County or any of its divisions or departments, excepting in those sections which expressly state to whom the section applies.

12-103 GENERAL ETHICAL STANDARDS

(1) It shall be unethical for individuals and organizations to use their positions to manipulate Lake County's Purchasing/Contracting Ordinance, policies and procedures for personal gain or profit.

(2) It shall be unethical for an individual to attempt to influence any involved individual or organization to violate the ethical standards for Lake County Purchasing/Contracting activities.

(3) Individuals involved in Lake County's Purchasing/Contracting activities shall conduct their activities in good faith and shall use the resources, property and funds under their control wisely and in accordance with ethical standards and legal requirements.

(a) All county employees and officers shall, at all times, comply with any and all rules and regulations enacted by the County as defined in the Lake County Ethics Ordinance which was adopted May of 2004 and is incorporated herein by reference. With respect to any provisions of this paragraph which overlap and/or conflict with the above described ordinance the stricter of the two provisions shall govern.

(b) To the extent that violations of the ethical standards of conduct set forth in this article constitute violations of state statutes, they shall be prosecuted and punishable as provided therein. Such penalties shall be in addition to the civil sanctions set forth in this Article. Criminal, civil and administrative sanctions against individuals, which are in existence on the effective date of this Ordinance, shall not be impaired.

(4) Individuals involved in Lake County's Purchasing/Contracting activities shall conduct their activities to avoid the appearance of attempting to influence others or of being influenced by others to violate the ethical and legal standards for Lake County's Purchasing/Contracting standards.

12-104 EMPLOYEE CONFLICT OF INTEREST/BIAS

(1) County Employees shall not participate directly or indirectly or influence or attempt to influence any procurement, contract, purchase order or invoice decision when the county employee knows or has reason to know that:

- (a) the county employee or any member of the county employee's immediate family has a financial interest related to the said procurement, contract, purchase order or invoice, decision or activity; or
- (b) the county employee or a member of a county employee's immediate family is negotiating for or already has an arrangement concerning employment with an individual or organization involved in the said procurement, decision or activity.

(2) County employees who discover an actual or potential conflict of interest, relative to a procurement, contract, purchase order, or invoice decision shall immediately disclose said conflict and file a written statement of disqualification with their department head or the Purchasing Agent and shall withdraw from further participation in the transaction.

(3) County employees involved directly or indirectly in the procurement process shall not become contemporaneous employees of any person or organization with whom the county is contracting.

(4) The Financial and Administrative Committee may grant a waiver from the employee conflict of interest provision (Section 11-104(2); Employee Conflict of Interest) or the contemporaneous employment provision (Section 11-104(3); Contemporaneous Employment Prohibited) upon making a written determination that:

- (a) the contemporaneous employment or financial interest of the County employee has been publicly disclosed;
- (b) the County employee will be able to perform his/her procurement functions without actual or apparent bias or favoritism; and
- (c) the award will be in the best interests of the County.

(5) Individuals shall not engage in unlawful discrimination or prejudice based on race, religion, national origin, language, gender, political affiliation, disability, or age when involved in a procurement, contract, purchase order or invoice decision.

12-105 GIFTS OR FINANCIAL GAIN

Individuals involved either directly or indirectly in the procurement process are prohibited from the following activities:

(1) accepting financial gratuities, gifts, offers of employment expense paid trips, private vacations, or other special financial treatment and favors from any person or organization in connection with any direct or indirect involvement in a procurement activity or decision, excluding the acceptance of nominal gifts including, but not limited to, advertising samples.

(2) participating in or allowing situations in which any form of payment, gratuity or offer of employment is made by or on behalf of any contractor or subcontractor in an effort to influence the award of a contract with Lake County.

(3) accepting a commission, percentage, brokerage or contingent fee in exchange for assisting individuals or organizations to secure a Lake County contract, purchase or invoice.

Individuals involved either directly or indirectly in the procurement process are NOT prohibited from the following activities:

(1) accepting food or refreshment not exceeding \$75 per person on a single calendar day in the course of conducting business with an individual or organization with whom Lake County is involved in business activities, provided the food or refreshment is (i) consumed on the premise from which it was purchased or prepared or (ii) if it is catered.

(2) accepting only nominal gifts similar to advertising samples, from an individual or organization with whom Lake County is involved in procurement activities.

(3) attending conferences, trainings or professional events at the expense of an individual or organization with whom Lake County is involved in procurement activities to which all customers or suppliers and/or the general public is also invited,

12-106 CONFIDENTIALITY

(1) Individuals are prohibited from using confidential or proprietary information received in the course of their jobs to give any other individual or organization unfair advantage in Lake County's procurement process.

(2) Individuals are prohibited from using confidential information received in the course of their procurement-related duties for personal gain, including, but not limited to financial gain.

(3) Individuals have a duty to protect confidential information, gained through procurement activities, from being disclosed to other parties.

12-107 DUTY TO REPORT

(1) An employee shall immediately report to his or her supervisor or department head any attempt by any other individual or organization to induce him or her to violate any of the ethical principles and guidelines in this Article.

(2) A non-employee shall immediately report to the Purchasing Agent any attempt by any other individual or organization to induce him or her to violate any of the ethical principles and guidelines in this Article.

12-108 SANCTIONS

(1) An employee who violates the ethical principles and guidelines of this Article may be subject to discipline up to and including the termination of employment pursuant to the Lake County Personnel Policies and Procedures Ordinance. Employees may also be subject to sanctions under the Lake County Ethics Ordinance.

(2) A non-employee, non-officer who violates the Ethical Principles and Guidelines is subject to the applicable state statutes and the following penalties as determined by the Financial and Administrative Committee after consulting with the Purchasing Agent;

- (a) written warning or reprimand;
- (b) termination of contract;
- (c) determination as a non-responsible contract bidder;
- (d) recovery by Lake County of the value of anything given or received in violation of the Ethical Principles and Guidelines of this Article, including, but not limited to, monetary gifts; gratuities and kickbacks.