

# Lake County Workforce Plan

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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 and further modification 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. The Northeast Regional Planning Area utilized the same process and methodology in modifying and updating the Regional Plan.

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 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 Lake County Workforce Development Board (the Board) has developed a new Strategic Plan to guide its efforts. The development of the Strategic Plan was rooted in the emerging concepts the Board derived from the initial process undertaken to become educated on WIOA, and through additional input from system partners and a wide variety of stakeholders. 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**

## The Board's Strategic Plan expands upon the priorities of the Board:

- Promote and advocate for services and resources to all areas of County (suburban and rural).
- Provide targeted industries with strategies to either attract or develop the skilled workers they need (e.g. address pain points).
- Ensure all Lake County residents have access to information on key industry sectors, careers, high growth jobs, education and training, and local openings.
- Maintain high local standards for training and credentials.
- Develop and retain a committed, results driven workforce board membership.

## And establishes 4 key strategic goals:

- Goal 1: Attract, develop and prepare a well-trained workforce to support the current economic base and promote future business growth.
- Goal 2: Support quality education in area institutions, build upon existing programs and delivery structures, and enhance training opportunities leading to a better prepared workforce.
- Goal 3: Facilitate greater collaboration among and between workforce partners and stakeholders.
- Goal 4: Strengthen Lake County's position as a workforce development leader.

The Board has approved this strategic plan and is prepared through Board committees and project based tasks forces to drive innovative projects.

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 5-8**

**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 Sections 5 and 6);**

There are a lot of positive activities going on with each partner in the system and at the Center(s). Individual job seekers and employers are able to access a wide variety of career services on-site 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 available through the Job 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 monthly for 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 be screened and assessed for program eligibility and suitability for training, education and employment. 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**

In Lake County, there is one comprehensive One-Stop Center; the Job Center of Lake County, and is located at 1 N. Genesee Street, Waukegan; and one satellite center located at the College of Lake County (CLC), 19351 W. Washington, Street, Grayslake, Building 4, Room 401.

The Job Center of Lake County offers career services and programs to adults, dislocated workers, youth, employers and other community members through the coordinated efforts of the core and required workforce system partners. The satellite center located at the CLC-Grayslake campus is located with the Adult Education Department, adult and dislocated worker programs and services. Career services and programs include: individualized assessment, career guidance and planning, access to labor market information, training services, employment and training opportunities, and access to skilled guidance on all aspects of the job search and job acquisition. Staff from the core partner agencies work in

collaboration to present information to community based providers, libraries and other types of agencies about what career services and programs exist and where they can be accessed. Career services and workshops are also offered at various community sites.

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 Title II, these are the locations observed. The CLC Adult Education staff also provides program information and services at the Job Center of Lake County.

Title III - Wagner-Peyser services and programming are offered by the Illinois Department of Employment Security (IDES). IDES is co-located at the Job Center of Lake County represented by two Wagner-Peyser staff. 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 and 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 above core partner services, 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 Innovation and Opportunity Act (WIOA), currently outlines the roles and responsibilities of the One-Stop Center Partners, including the four Core Partners of Workforce Development Department, Illinois Department of Employment Security, College of Lake County and Department of Rehabilitation Services. Pursuant to the provisions of WIOA, a new MOU has been negotiated that includes information on the roles and responsibilities of each partner to deliver career services but also contribute resources and funds for to the Job Center's 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 Job Center of Lake County and the satellite site at College of Lake County 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.). Both the Job Center and satellite site are open to the public. The Job Center is open from 8:30 a.m. to 5:00 p.m. Monday through Friday; and is easily accessible by auto and public transportation (bus and train). Career services currently available on-site, either full or part-time, at the Job Center include the following: Title IB Adult, Dislocated and Youth services, Adult Education, Wagner-Peyser, Trade Adjustment Assistance, Trade Readjustment Services, Veterans Services, and services for individuals with Disabilities. The Job Center 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. All other required services are available on-demand through use of phone or computer access consistent with WIOA requirements. Additionally, One-Stop Partners are working to promote the cross-training of staff members. The Partners will also be considering institution of access by webcam for customers visiting Partner locations.

- **Provide information regarding the One-Stop Operator and describe the methods for coordinated service delivery between operator and partners. (MOU, Section 7)**
  - **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 Job Center is operated under a consortium approved by the Lake County Workforce Development Board (the Board) and the Lake County Board Chairman, operating as CEO of the local workforce area. The consortium members

include the Workforce Development Department, Illinois Department of Employment Security and College of Lake County. As a consortium, they work to make career services available through the Job Center under the provisions of an MOU established pursuant to WIOA 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, has been negotiated and approved by the CEO and the Board.

The Workforce Board has initiated a process with the Lake County Purchasing Division to procure a one-stop operator by the federally required deadline of June 30, 2017. That process entails compliance with all applicable federal, state and local procurement regulations. The Workforce Board will be following the guidance of the Department of Labor as noted in TEGS No. 15-16, published January 17, 2017, to have an outside entity conduct the competitive procurement process to avoid a conflict of interest.

- **Describe the local operator's role and responsibility for coordinating referral among required partners. (MOU, Section 8)**

Currently, the Partners work jointly to refer customers to other agencies given the technology and application constraints that exist within the state-wide workforce system. The Job Center has a referral process in place that utilizes a direct manual referral mechanism that includes at a minimum, the agency name and phone number. The Partners will be improving this process initially through use of a paper based system and ultimately through development of an electronic referral document. The Partners are looking at tools that are readily available and currently in use by a partnering agencies or other community agency that can be modified or updated to accommodate an electronic referral system among the partners.

With respect to referrals on the employer/business side, implementation of a CRM application has been customized and implemented with key partners. Salesforce has been functional among workforce development, economic development and the community college to house information on employer contacts and services and has proven effective in sharing information and coordinating delivery of programs and services to employers.

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 Workforce Board 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 and tracking trends and corresponding data to improve upon services.

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

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

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 and retention. 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.

The core partners are working together to identify the most immediate and effective way to share information on shared customers. The first step in the process in identifying the common information that can be collected on each customer utilizing services throughout the one-stop system. The partners will then determine if there is a tool that can best capture this information to be shared across partners for the common customers. Unique information for specific partner programs and protected information will be captured by each partner in the partner's unique system.

The partners utilizing Salesforce will continue to work together to keep the data-base most up to date and effective. The core partners continue to explore how to share in business outreach activities across partners and utilize the tools. This is



ongoing dialogue that will require some systemic changes with how core partners work with employers and is established as a critical continuous improvement effort. As the WIOA employer customer satisfaction measures are further established, Salesforce will have the ability to capture and track measures.

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.

- **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. (Sec.679.560(b)(5)(ii))**

The the Board and LCWDD currently provide information on programs and services through a website administered by Lake County government. The current website provides links to Job Center Partners. The website provides information and connections to all the partners and partners' programs. The core and required partners will continuously be engaged to provide information and program activities to keep the website up to date and relevant with the most current program and contact information. The website will be an opportunity for individuals in remote areas to find assistance with career services.

The core/mandatory partners will continue to reach out to a network of relationships in remote areas to assist individuals in accessing services. For example, LCWDD will continue to work with libraries and townships in rural locations. The Board will explore other options for conducting outreach and facilitating access. For example, many public health programs have a community outreach component, coordinating communication with these programs can get the word out about available workforce and education programs in the more rural communities. Similarly, both CLC and Lake County have cable channels that can be used to provide information on WDD programs and services. Effort will be undertaken to facilitate access to other Job 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. Lake County government has regular newsletters distributed by County board members and WDD information, events and services are often included in these newsletters that are emailed to constituents.

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

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

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

The Board recognizes the importance of accessibility of programs and services to all eligible individuals, including individuals with barriers to employment. To that end, the Board works with and encourages its workforce partners to establish new opportunities to serve workforce customers. The Board's Operation's Committee is specifically responsible for working with workforce system partners to develop new accessibility strategies and opportunities.

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

A number of career pathways are available to workforce system customers, with recent focus on healthcare and IT career pathways. Information is available on career pathways through workforce system partners and is also available on Illinois WorkNet. This information can be presented to customers by workforce system professionals including career planners and employment specialist. The Board encourages workforce system partners to incorporate additional career pathways.

The Board also encourages co-enrollment by workforce system partners. Collaboration between partners has been used successfully to assist customers in obtaining needed career skills and ultimately employment. The WDD had successfully partnered with CLC in the past to provide training opportunities to TANF recipients in health care occupations as well as

long-term unemployed in manufacturing. Co-enrollment opportunity continues to be proven successful through the Disability Employment Initiative (DEI) where co-enrollment between WDD, Department of Rehabilitation, CLC and community based agencies worked together to integrate resources to assist individuals to transition through training into employment. WDD has initiated a program with CLC AE where collectively the two partners identify AE students ready for employment and work together to provide job readiness and connections to employment opportunities. Additional efforts to co-enroll program participants are under discussion and have the Board's support.

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

The Board strongly promotes pursuit of a post-secondary credential by all workforce system participants. CLC has been working to expand its offerings in short-term career programs. Working with CLC and other public and private educational institutions within Lake County, the Board encourages the attainment of a certificate or credential. Stackable credentials are discussed with program participants and with local employers, with particular emphasis on those areas identified within high demand industries within Lake County.

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

- **Adult, Dislocated Worker and Youth employment and training activities under WIOA Title 1. (Sec. 679.560(b)(6))**

The Lake County Workforce Development Department (WDD), as supported by the Board, has responsibility for provision of the WIOA Title 1 Adult, Dislocated and Youth programs and services. The LCWDD Director is a member of the Board and makes regular reports to the Board. WDD provides full-time, on-site staff at the Job Center, and is a partner in the partnership consortium that serves as the one-stop operator of the Job Center.

- **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 Board membership contains a representative of the Lake County Area Planning Council (APC). The Area Planning Council represents three (3) organizations: the College of Lake County, Mundelein High School and Highland Park High School. The APC's representative on the Board is the Dean of the College of Lake County's adult education program. The representative is also a member of the Board's Operations Committee (One-Stop System Committee) and as one of the partners in the partnership consortium that serves as the one-stop operator, has been extensively involved with discussions for local implementation of WIOA and development of the required MOU for the Job Center.

To further enhance collaboration with adult education, a staff person from Adult Education is co-located at the Job Center and conversely, staff from WDD are co-located at the affiliate site in the Adult Education department at CLC. The Board will work with the partners to maximize the value to the partnership of the staff being co-located at each location.

In March 2016, the APC made a presentation to the Board regarding the APC's Title II application submitted 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. The Board will annually review the APC Title II Plan for alignment with local workforce plans.

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

Title III Wagner Peyser Act services are provided by the Illinois Department of Employment Security (IDES). Two (2) staff members from IDES are located permanently at the Job Center and provide Wagner-Peyser assistance to individuals. Duplication of services has been greatly reduced by the location of these IDES staff members at the Job Center. To ensure that local coordination of Wagner-Peyser programs and services is further enhanced and that duplication of services are minimized to the greatest extent possible, an IDES manager serves on the Board.

Other IDES staff members co-located at the Job Center include two (2) staff members providing services and programming to veterans; and a Business Services representative who works out of the Job Center on day a week.

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

Coordination with the Illinois Department of Human Services Division of Rehabilitation Services (DRS) is promoted and enhanced through the membership of the DRS Local Office Manager on the Board. This individual has participated in meetings with core and required workforce system partners to enhance coordination of programs and encourage referrals throughout the workforce system.

Coordination within the workforce system was also enhanced by the successful application for a Disability Employment Initiative (DEI) grant. This grant enabled the hiring of two (2) staff members who have focused on the coordination and alignment of programs and services across the workforce system for individuals with disabilities. Staff from workforce system organizations have been developing a training program for cross-training of staff members specifically focused on assisting individuals with disabilities.

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

Lake County is home to many excellent secondary and post-secondary education institutions, including Rosalind Franklin University of Medicine and Science, the University Center of Lake County (representing 21 universities and colleges across Illinois), the College of Lake County and numerous award winning local education systems. The Board has representatives from secondary and post-secondary education systems, including the county-wide elected Regional Superintendent of Schools, the President of the College of Lake County and the owner of a proprietary school serving both youth and adults clients. As noted previously, the Dean of the Adult Education and Family Literacy Program at the College of Lake County also serves on the Board.

The Board, working with and through its Youth Council, and the WDD have a long history of working with local education institutions. New workforce initiatives are developed through the collaborative work of members from partner agencies coordinated under the auspices of the Board.

- **How the Local Board will support the strategy identified in the State Plan under Sec. 676.105 and work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.) to support service alignment. (Sec.679.560(b)(1)(ii))**

The College of Lake County (CLC) is the provider of Perkins career and technical education services within LWIA 1 – Lake County, and is an active and important member of the Job Center. Coordination efforts have been greatly enhanced through regular meetings between workforce development and CLC leadership. Staff representing CLC are located on-site at the Job Center. In addition, CLC staff are available through the affiliate site located on the CLC campus. CLC works with workforce development partners to coordinate delivery of services and promote provision of career education opportunities for the partners' customers.

- **Other services provided in the one-stop delivery system including but not limited to the programs outlined in WIOA Sec. 121.**

A wide array of services and programs are offered by workforce partners. Information regarding delivery of these services and programs is available in the Job Center of Lake County MOU. The Board also ensures that information regarding career service programs and services is available through the Lake County United Way website – Find Help Lake County.

- **Provide a copy of the local supportive service policy and describe how the Local Board will coordinate the provision of transportation and other appropriate supportive services in the local area (Sec.679.560(b)(10)); and**

The Board Supportive Service Policy is included as an attachment.

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. The Board policy and budget authorizations reflect transportation as the only supportive service where grant funds are available to support.

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 work with partners to meet the needs through policy and leveraged resources. 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 (MOU Section 8).**
  - **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 work to develop a new MOU with Job Center Partners, the Board and WDD negotiated 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, Asian Human Services, YouthBuild Lake County, and Youth Conservation Corps. Referrals between the partners currently are completed on an individual basis. The use of technology to effectively make referrals between agencies is being explored. Tools that are currently in use and can be easily modified and updated for use by the core and required partners in the Job Center are being looked at and considered. The goal is to implement a quick solution using minimal resources as a more formal process for referrals is being discussed among the core and required partners as well as at the state level.

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 Board will be keenly interested in participating in development and implementation of a new system that would make data sharing and referrals easier system-wide.

**E. Provide a description of how the local area will provide Adult and Dislocated Worker Employment and Training Activities including:**

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

The Board ensures that a wide array of information on career services and training opportunities are available as required pursuant to WIOA and state guidance. At the Job Center, a resource room serves to provide individuals access to computers and information on job search activities, training opportunities, and labor market information. Also available are books, DVDs on career and job searches, access to fax machines and printers. Staff assistance from workforce system partners is also available to provide customers with guidance and assistance in unique partner programs and activities. Workshops provide information on careers, educational opportunities, and financial management among others. One of the most popular, Five Steps to Your Next Job, is delivered by staff members from workforce system partners monthly.

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 Board has a high priority occupation list for ITAs. The list is associated with the industry sectors on which the Board 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.

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 Board will consider some flexibility in its priorities and policies while new strategies are being piloted, and program data is reviewed in conjunction with Job Center Partners to understand what works best.

The Board has also placed additional emphasis on work based learning opportunities. To aid in development of these initiatives, the Board 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 Board will be focusing on the success of LCP in promoting these work-based learning opportunities.

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

Currently on behalf of the Board, 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 impacted workers prior to the actual layoff and at the employer site, WDD sets up a meeting for the impacted workers at the Job Center or affiliate site and contacts the impacted worker using e-blast s the information through IDES. When an employer provides access to the impacted workers prior to the actual layoff, WDD provides an overview of services and meets individually with those interested in the services. After separation, WDD targets laid off workers with IDES e-blasts and holds job fairs with similar employers hiring in like positions. WDD will continue with this highly successful strategy around rapid reemployment and when applicable reach out to other partners to help with recruitment and assist with identifying employers. WDD has also recognized the need to expand the network to regional local areas and has included employers from surrounding areas in the job fairs to maximize the re-employment efforts.

**F. Provide a description of how the local area will provide Youth Activities including:**

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

The Board 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 that has been successful 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 Board Talent pipeline committee 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.

In addition to the contracted youth programs, additional services are provided by WDD to eligible out of school youth who are assessed to engage in career pathway activities and have access to ITAs for occupational training and work-based learning opportunities. WDD has launched a pilot program with Lake County Partners to identify employers in key industry sectors that can implement youth internships and work experiences. Based on the outcome of this business outreach program, WDD will work with employers and the youth to align training opportunities with work-experience initiatives to better prepare the youth along a career pathway leading to high wage, high demand occupations.

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 Board 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 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 Board 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.

As part of continuous improvement, the WDD and the Board 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.

The Board/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 Board's/Youth Council's Strategic Planning process this idea and others will be discussed as opportunities where the Board members could get more involved.

The contracted youth program model is a good one for the youth who can get into the slots available; unfortunately, contracted program slots fill up quickly. 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 Board 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 youths 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 Board 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 Board will know early on if a trend toward not meeting the requirement is occurring for whatever reason and adjustments can be made.

**G. Provide a description of how the local area will provide services to priority populations as outlined in the Unified Plan:**

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

WDD leadership and staff meet regularly to review that individuals in those groups are given priority in compliance with the Board direction. The Board will be provided regular updates through the Operations Committee (One-Stop System Committee). Additionally, the upcoming Strategic Planning sessions will be an opportunity for the Board 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 Board will comply with all applicable requirements regarding determination of priority populations. Current priority populations identified by the Board include individuals who are basic skills deficient, special needs populations and veterans. There are a variety of other special populations in Lake County that need assistance as well. The Board and the Job Center Partners will need to determine how access is offered, how specific needs are prioritized and addressed, and how resources are prioritized. The success of the local workforce system implementing a recent Disability Employment Initiative grant provides an excellent example of progress in developing collaborative efforts. The Board strongly encourages the local workforce system to build upon this success.

**H. 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 Board and WDD comply with the State requirement that a minimum of 40% of local expenditures be for direct training costs. The Board 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 Board has been encouraging the use of OJT and Work Experience opportunities as successful work-based learning strategies. As noted previously, the Board is also promoting the use of Incumbent Worker Training with an allocation from Adult and Dislocated Worker WIOA formula funding. The LCP engagement with local employers will create the all important connection to employers interested in workforce solutions around work-based learning including incumbent worker training. The Board has created a focus on work-based learning strategies in the Strategic Plan including exploring apprenticeship program.

- **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 (Sec.679.560(b)(18)); and**

The Board 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 for a training program is available to eligible adults and dislocated workers who are assessed as suitable to receive an ITA for occupational training and have identified a training program and provider that aligns with the employment and training plan developed with a WDD career specialist. The selected occupational training must be in an occupation identified by the Board as High Priority Occupation as noted in the Board's policy.

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 employer needs. Contracts for training can 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 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, the Board will explore negotiating classroom "quantities of training" with that vendor to maximize grant funds. The Board 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. 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 Board'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 Board's list of High Priority Occupations and their targeted sectors. Currently the Board has set no additional criteria for certifying training provider programs beyond the State's requirements. The Board is interested, however, in exploring whether regional 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 Board will explore options with regional workforce boards 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

**I. Describe a planned or existing approach regarding which local strategies 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 Board will annually analyze the use of funding to set budget policy for the next program year. The Board will take into consideration the expenditure trends in direct training and the type of training programs that were most effective in achieving performance measures. As part of budget policies, the Board will consider local strategies, transfers between adult and dislocated worker funding streams and the use of funds for incumbent worker training. 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.



**J. Describe a plan explaining for which region the LWIA will associate with.**

LWA 1 is part of Northeastern EDR 4 and, as outlined in both this Local Plan and the Regional Plan, will continue to associate with that region through its membership in the Workforce Partners of Metropolitan Chicago. LWA 1 is already active in efforts to implement activities of the Regional Plan.

**CHAPTER 5: PERFORMANCE GOALS AND EVALUATION – LOCAL COMPONENT**

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

**A. Provide information regarding the projected local service levels.**

LWA 1 projected local service levels is established based on the annual allocation and priority of services determined by the Board. It is planned that 200 adults will receive services under WIOA Title IB; 200 dislocated workers; and 175 youth through sub-recipient and WDD programs.

- **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.(Sec.679.560(b)(16))**

WIOA Common Measures

The Board will comply with the performance levels negotiated with the State.

Performance Measure	PY 2016/2017 Performance Goal
<b>ADULT</b>	
Employment Rate 2 <sup>nd</sup> Quarter after Exit	67%
Employment Rate 4 <sup>th</sup> Quarter after Exit	63%
Median Earnings	\$3,900
Credential Attainment	71%
<b>DISLOCATED WORKERS</b>	
Employment Rate 2 <sup>nd</sup> Quarter after Exit	69%
Employment Rate 4 <sup>th</sup> Quarter after Exit	69%
Median Earnings	\$7,500
Credential Attainment	74%
<b>YOUTH</b>	
Employment Rate 2 <sup>nd</sup> Quarter after Exit	58%
Employment Rate 4 <sup>th</sup> Quarter after Exit	66%
Credential Attainment	80%

- Additional State Measures

The Board will comply with the performance of additional state measures.

## CHAPTER 6: TECHNICAL REQUIREMENTS AND ASSURANCES – LOCAL COMPONENT

This chapter includes the technical requirements and assurances that are required by the Workforce Innovation and Opportunity Act. (WIOA Sec. 121 (c)(2)(iv), MOU Sec.9)

### 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). (Sec.679.560(b)(14))**

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 works within the Board's budget policies.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-recipients and contracts in the local area for activities carried out under WIOA Title I are pursuant to the Lake County procurement policies and procedures. When the Board bid's out the In-school and Out-of-school Youth Programs, the Board works with Lake County Purchasing and follows the County's 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. (Sec. 679.560(b)(5)(iii))**

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

To ensure core partners and providers in Lake County are aware of providing appropriate accommodations for people with disabilities and referring or serving them, including adults and youth with disabilities, the Board 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 (as applicable) which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop system, with respect to efforts that will enhance the provision of services to individuals with disabilities. (Sec.679.560(b)(13))**
  - **This may include cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers and other efforts at cooperation, collaboration and coordination.**
  -

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 by June 30, 2017.

### **C. Plan Develop & Public Comment**

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

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 by the CEO, partners and local board in the final plan.**

No comments were received.

- **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.