WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)

ILLINOIS NORTHERN STATELINE -

ECONOMIC DEVELOPMENT REGION 5 (EDR 5)

REGIONAL PLAN WITH LOCAL WORKFORCE INNOVATION AREA 3

(LWIA 3) LOCAL COMPONENT

YEARS 2024 – 2028

PROGRAM YEAR 2026 PLAN MODIFICATION

The Workforce Connection

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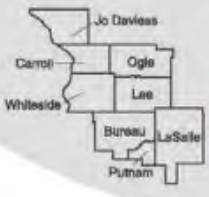

BEST, Inc.

Business Employment Skills Team

Serving Northwest Central Illinois

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INTRODUCTION AND OVERVIEW

The Workforce Connection Board (TWC) compiled this comprehensive local and regional workforce development strategic plan for 2024-2028. TWC is one of 22 local workforce boards established by the Governor of the State of Illinois pursuant to the federal Workforce Innovation and Opportunity Act (WIOA). Utilizing Federal and State funds, TWC works with employers to find skilled workers and access other services, including education and training for their current workforce in Boone, Stephenson, and Winnebago Counties. TWC also works with individuals to get employment, upskill, change careers, or become informed about sustainable living wage jobs in our region.

TWC is dedicated to cultivating a workforce that caters to the needs of the business community. This commitment is reflected in the comprehensive plan crafted through collaboration with key stakeholders from business, economic development, education, and workforce sectors. The plan is designed to synchronize efforts across the Northern Stateline Economic Development Region, encompassing Boone, Winnebago, Stephenson, and Ogle counties.

Together with partner organizations, TWC has formulated a regional strategy highlighting excellence in Diversity, Equity, Inclusion, and Belonging within the local business landscape. Additionally, the plan underscores collaborative workforce initiatives and endeavors to ensure that training programs yield tangible benefits for both employers and workers. Importantly, this regional plan fulfills a requirement of WIOA, the funding source for workforce development initiatives, and harmonizes efforts with the State Unified Plan.at is the Regional and Local Plan?

In keeping with state and federal guidelines, the Regional and Local Plan is broken into six chapters and delivered in a question and answer format. TWC would like to thank regional and local partners for their input and work on this plan, with a special thanks to Region 1 Planning Council for collaborating on the working of Chapter 1 which contains regional and local data.

CHAPTER 1: ECONOMIC AND WORKFORCE ANALYSIS

- **Note: updated data packet, Northern Stateline Regional Data Packet 2026 (Appendix 31), for 2026 Modification Reference**

A. Provide an analysis of the factors listed below:

1. Economic conditions, including existing and emerging in-demand industry sectors and occupations (§ 679.560(a)(1)(i));

a. What are the targeted industries, high-impact industry clusters, and in-demand occupations in the Region?

Targeted Industries include Manufacturing, Transportation Distribution Logistics (TDL), Construction, Travel and Tourism. The Region's legacy and growing industries help maintain and grow economic resiliency.

The top five High-Impact Industry Clusters as of 2020 include:

1. Educational and Health Services (39,237 jobs)
2. Transportation and Utilities (36,177 jobs)
3. Durable Goods Manufacturing Trade (27,353 jobs)
4. Health Care and Social Assistance (26,268 jobs)
5. Transportation, Warehousing, & Utilities (11,639 jobs)

In-Demand Occupations: The top five in-demand occupations requiring an associate's degree are Registered Nurses, Computer User Support Specialists, Dental Hygienists, Paralegals & Legal Assistants, and Radiologic Technologists. The top five In-demand and requiring a bachelor's degree are Elementary School Teachers, (Example: Special Education). Project Managers, Business Operations Specialists, Accountants & Auditors, and Secondary Teachers for (example: Special Education & Vocational). The top five in-demand industries are Nursing, Merchandising, Warehousing, Auditing, and Marketing.

b. What industries have favorable location quotients?

Per the U.S. Bureau of Economic Analysis, "A location quotient (L.Q.) (Appendix 3) is an analytical statistic that measures a region's industrial specialization relative to a larger geographic unit (usually the nation)." According to the data packet (Appendix 1**)** the Illinois Department of Employment Security (IDES) provided, "A value greater than 1.0 means that sector's employment is more heavily concentrated in the region than in the nation, while values less than 1.0 indicate employment is less concentrated than the nation."

According to the IDES, industries in the Northern Stateline Region with favorable location quotients (from Leading to Maturing) include Manufacturing, Other Services, Agriculture, Transportation & Warehousing, Utilities, Health Care & Social Assistance, and Retail. Leisure and Hospitality is the leading emerging industry.

NAICS Title	2020 Employment	Projected 2030 Employment	Change 2020-2030	Percent Employment Change	Concentration (Location Quotient)
Manufacturing	34,865	35,996	+1,131	3.2	2
Other Services	9,817	10,400	+583	5.9	1.3
Agriculture	4,056	4,129	+73	1.8	1.8
Transportation & Warehousing	10,001	11,306	+1,305	13	1.4
Utilities	1,638	1,686	+48	2.9	2.5
Health Care & Social Assistance	26,268	27,528	+1,260	4.8	1
Retail	18,158	18,999	+741	4.6	1

Source: IDES Long Term Industry Projections 2020-2030 (Appendix 2)

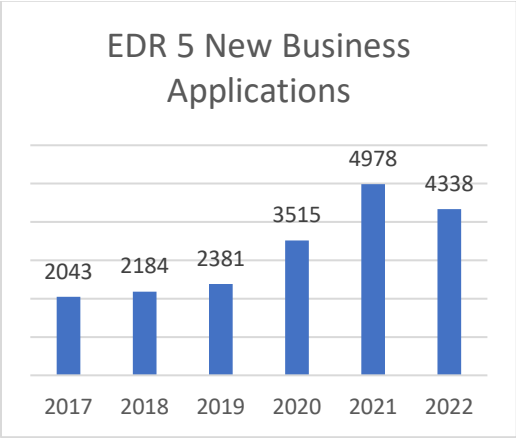
c. What industries and occupations have favorable demand projections based on growth?

In line with the IDES Economic Development Region (EDR) 5 2020-2030 projections (Appendix 2**)**, the following industries and occupations show promising demand for the future workforce:

Top 4 Industries with Favorable Growth:

1. **Transportation & Warehousing:** Industry expansion is expected, driven by a growing emphasis on efficient supply chains and the continued growth of Chicago Rockford International Airport (RFD).
2. **Leisure & Hospitality:** Expansion of leisure and entertainment options is expected. The Hard Rock Casino is under construction off of I-90 and Business 20 in Rockford, IL. The surrounding area will see an expansion of restaurants and hotels.
3. **Healthcare and Social Assistance:** This industry is experiencing growing demand due to an aging population and increased focus on well-being. The area has four healthcare systems: U.W. Health, OSF HealthCare, Mercy Health and Freeport Health Network (FHN).
4. **Professional & Business Services:** There has been a significant increase in the demand for professional services, especially in the consulting and IT sectors. This has been partly attributed to the rise in new business applications in 2021, with many

new or existing companies outsourcing technical or administrative work to specialists.



In-Demand Occupations:

1. Laborers/Freight/Stock & Material Movers
2. Fast Food & Counter Workers
3. Cooks & Restaurant
4. Truck Drivers & Light or Delivery Services
5. Waiters & Waitresses

d. What industries and occupations have favorable demand projections based on replacements?

According to projections from IDES EDR 5 2020-2030 (Appendix 2), some industries and occupations will likely experience high demand due to workforce replacements – employees hired to replace an employee who has resigned, retired, been terminated, or otherwise vacated the position. These projections align with the Region's primary industry clusters, where it is anticipated that employees will switch positions within these industries as they age and their personal circumstances change.

The top four industries in this regard are:

1. Transportation & Warehousing
2. Leisure & Hospitality
3. Manufacturing
4. Professional & Business Services

In-Demand Occupations for Replacements: In-demand occupations based on replacements refer to the projected employment openings in certain occupations due to exits and transfers.

1. Fast Food & Counter Workers
2. Laborers/Freight/Stock & Material Movers
3. Cashiers
4. Retail Salespersons

5. Misc. Assemblers & Fabricators

e. What industries are considered mature but still important to the economy?

According to the 2024 EDR 5 Regional Data Packet (Appendix 1), where Employment and Location Quotients by Sector are shown, the mature industries that are still important to the economy are the following:

- Utilities
- Transportation & Warehousing
- Retail
- Health Care & Social Assistance

f. What industries are considered emerging in the regional economy?

Industries which are considered emerging in the regional economy are:

- Leisure & Hospitality
- Construction
- Financial Activities
- Professional Services

g. What is the projected regional key in-demand occupations?

Key in-demand occupations per IDES Long-Term Occupational Projections 2020-2030 (Appendix 2) are Material Moving Workers, Food & Beverage Serving and Related Workers, Management Occupations, Education, Training, and Library Occupations.

h. What sources of supply and demand data were used to determine the targeted industries occupations and skills?

The supply and demand information sources are the State Data Packet (Appendix 1) and the Lightcast Q4 Data Set for Boone, Ogle, Stephenson, and Winnebago counties (Appendix 3).

2. Employment needs of employers in existing and emerging in-demand industry sectors and occupations (§ 679.560(a)(1)(ii))

Employment needs for existing and in-demand industry sectors Material Moving Workers, Food & Beverage Serving and Related Workers, Management Occupations, Education, Training, and Library Occupations include workers at all levels, encompassing workers at all skill levels and levels of educational attainment.

3. Knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations (§ 679.560(a)(2));

The abilities and expertise essential to fulfilling the demands of employers in the Region correspond to those necessary to engage in the area's top industry clusters. In every industry,

digital literacy is an increasing requirement. Soft skills are also mandatory for almost every employment opportunity, which matches the skills required to fulfill the needs of employers in the Region.

a. What are the targeted career pathway clusters in the region?

The targeted career pathways in the Region, as recognized on The Workforce Connection's website, are:

- Healthcare & Social Assistance: The healthcare and social assistance pathway focuses on medical and social service careers, providing vital support to community well-being.
- Transportation, Distribution, and Warehousing: The transportation, distribution, and warehousing pathway offers career paths in logistics, supply chain management, and efficient goods movement.
- Hospitality & Tourism: The hospitality and tourism pathway encompasses careers in the service industry, catering to the diverse needs of travelers and local patrons.
- Manufacturing: The manufacturing pathway involves careers in the production of goods, contributing to the Region's industrial and economic landscape.
- Construction: Construction pathway provides career opportunities in building and infrastructure development, shaping the Region's physical environment.
- Professional and Business Services: The professional and business services pathway includes diverse careers in fields such as finance, consulting, and information technology, contributing to the Region's economic growth and development.

b. What skills are in demand in the region?

According to Lightcast data for Boone, Ogle, Stephenson, and Winnebago (Appendix 3), the skills that are in demand are aligned with the Region's top industries: Nursing, Merchandising, Warehousing, Auditing, Marketing, Accounting, Project Management, Restaurant Operations and Machinery.

c. How well do the existing skills of job seekers match the demands of local businesses?

According to Lightcast data for Boone, Ogle, Stephenson, and Winnebago counties (Appendix 3), the Region's specialized skills match the in-demand industry sectors based on occupational employment concentration. The following industries have the highest workforce concentration and align with the Region's largest industry clusters: Production, Transportation & Material Moving, Community & Social Service, Healthcare Practitioners, Technical, Installation, Maintenance & Repair, Management, Food Preparation & Serving Related, Educational Instruction & Library, Architecture & Engineering, and Office & Administrative Support.

4. Regional workforce considering current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment4 (§ 679.510(a)(1)(iv) and § 679.560(a)(3))

a. How is the region changing in terms of:

- **demographics,**

- **labor supply and**
- **industry and occupational demand?**

As of 2022, the four-county Region's population was 430,320. Though the population decreased by 3,838 (0.9 percent) from 2017 to 2022, it was expected to increase by 3,775 (0.9 percent) by 2027, effectively unchanged.

The majority of the population is White (71.3 percent). Hispanics make up the next largest group (13.3 percent), followed by Black or African American people (9.81 percent). Multiracial people comprise three percent of the Region's population, and two percent identify as Asian. Less than one percent identify as "Other," American Indian, Alaskan Native, Native Hawaiian, and Other Pacific Islander.

Though the population held steady, jobs in the Region declined by 3.7 percent from 2017 to 2022, falling behind the nation's growth rate by 7.5 percent. In tandem with job loss, the labor force participation rate decreased from 63.7 percent to 59.3 percent during the same period.

Educational attainment is similar to the 2020-2024 regional plan. The level of residents holding a bachelor's degree is 14.9 percent, 5.9 percent lower than the national average. However, 9.9 percent have earned an Associate’s Degree, a full percentage point higher than the national average.

As of September 2023, unemployment increased to 6.57 percent, growing from 5.48 percent in September 2018.

b. What special populations exist in the region, what is their magnitude, and what are the policy and service implications to meet the needs of these individuals?

Veterans comprise 7.6 percent of the Region's population aged 18 and older. The most significant percentage of veterans are aged 65-74 and served in Vietnam. Of veterans younger than 65, 21.6 percent are 35-54 years old and served during the Gulf Wars. Most of the veteran population has at least a high school education; only 6.6 percent have less education. Veterans face three broad barriers to employment in the civilian sector:

- Personal barriers that relate to the veteran personally that may make return to work more challenging.
- Institutional barriers that constitute systemic challenges that impair return to work.
- Relational barriers are connected to how the veteran communicates in the work environment.

To address these issues, services must acknowledge veterans' unique experiences and skill sets. At the same time, employment specialists/counselors should be able to help identify what skills learned in a military environment are transferable to civilian employment. Civil and military policies should provide resources to help service members transition to civilian life and employment.

ALICE (Asset-Limited, Income-Constrained, Employed), as defined by the United Way, are persons with income above the poverty level who cannot meet the basic costs of living in their county. These costs include housing, childcare, food, transportation, healthcare, a

smartphone plan, taxes, and a small reserve for unanticipated one-time costs. These people struggle to make ends meet despite being employed.

As of 2021, 47,038 ALICE households are in the four-county Region; 66.98 percent are in Winnebago County. Childcare services and transportation are just two costs of living that may cripple ALICE families. Policy and services to reduce these costs should be studied. Solutions may include vouchers or subsidies and expanded service hours for daycare facilities and public transportation.

County	No. of ALICE Households	Income Threshold – Under Age 65	Income Threshold – Over Age 65
Boone	5,161	$60,000	$45,000
Ogle	5,341	$50,000	$45,000
Stephenson	4,939	$45,000	$40,000
Winnebago	31,507	$50,000	$40,000

Source: 2024 Regional Data Plan Packet: EDR 5 Northern Stateline (Appendix 1).

B. Describe how the Local Workforce Innovation Board and WIOA partners support the development and implementation of sector partnerships (employer collaboratives) using the US Chamber of Commerce Talent Pipeline Management (TPM) framework for in-demand industry sectors or occupations for the planning region (§ 679.510(a)(1)(iii)). Plans must answer the following questions in the context of the following definition of a sector partnership: A sector partnership is an industry-driven partnership comprising multiple employers within a regionally significant industry sector as well as other key education, workforce development, economic development, and community partners. A sector partnership implements sector strategies that a) address industry talent needs and thereby support employers' economic competitiveness; b) provide comprehensive programming that supports career pathways development and workers' economic well-being; and c) ensure vibrant and thriving local communities and economic regions.

1. How will the workforce partners use the TPM framework to convene or support the convening of regional employers, foundations, educational institutions and other stakeholders to create or maintain sector partnerships?

The Workforce Connection (TWC), in partnership with Region 1 Planning Council (R1), uses the Talent Pipeline Management (TPM) framework to convene and support employer-led sector partnerships across the Northern Stateline Region. TWC and R1 serve as neutral conveners by organizing structured employer engagement, facilitating data driven discussions, and aligning workforce, education, economic development, and community partners around shred talent needs.

Using the TPM framework, employers collectively identify workforce challenges, project hiring demand, define critical job competencies, and establish shared talent pipeline priorities. Workforce and education partners align programs, apprenticeships, and work-based learning opportunities to meet employer defined needs, with continuous feedback ensuring ongoing improvement and collaboration.

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2. **Identify established and active sector partnerships in the region (as defined above). If any regional sector partnerships, including TPM employer collaboratives exist, identify:**
    a. The sector
    b. The neutral convening organization
    c. The geographic area covered by the partnership
    d. If they are authentically business-led
    e. The LWIBs role in the partnership, if any. (Also list known partnerships that operate without ongoing involvement of the LWIB.)
    f. and what is their role in WIOA planning?

    Reference: Talent Pipeline Management (TPM) Framework Overview (Appendix 4)

Sector Partnership	Sector	Neutral Convener	Geographic Coverage	Business Led	LWIB Role (if any)	Role in WIOA Planning
Rock River Valley Tooling and Machining Association (RRVTMA)	Manufacturing	National Tooling and Machining Association (NTMA)	Northern Stateline Region	Yes, Employers define skill needs, apprenticeship development and implementation, and succession planning strategies.	Provides labor market data, supports funding alignment, and coordinates with Rock Valley College (RVC)	Apprenticeship expansion and support, training investment aligned with employer demand.
Rockford Area Aerospace Network (RAAN)	Aerospace/ Advanced Manufacturing	Greater Rockford Chamber of Commerce (GRCC)	Northern Stateline Region	Yes, employers guide training and workforce priorities.	Supports employer engagement and shares labor market data.	Shapes workforce training and education aligned with aerospace employer needs.
Project First Rate	Skilled Trades	Trade Union Partnership	Northern Stateline Region	Yes, union contractors and tradespeople define workforce needs.	Limited direct involvement coordination and alignment as appropriate.	Supports apprenticeship pathways and workforce board representation.
Winnebago County Mental Health Board	Behavioral Health and Social Services	Winnebago County Mental Health Board	Winnebago County	Yes, employers and system leaders define workforce and service needs.	Shares labor market data aligns funding, when possible, facilitates paid internship opportunities.	Supports development of career pathways and expansion of local training capacity for behavioral health occupations.
Think Big!	Entrepreneur-ship/Small Business/ Emerging industries	Think Big with Support of Region 1 Planning Council (R1) and The Workforce Connection	Northern Stateline Region	Yes, entrepreneur and employer driven.	Shares labor market data, aligns with workforce strategies to emerging employer needs, and support development of training and talking pipelines for start-up and growing businesses.	Supports development of career pathways and expansion of local training for entrepreneurs and workforce board representation.

3. What public-private partnerships exist in the region that could support sector strategies, and what is their role in WIOA planning?

Public and private partnerships in the Northern Stateline Region support employer-led sector partnerships by aligning workforce, education, and economic development efforts around shared regional priorities. Key partners include R1, Rock Valley College, Goodwill Industries of Northern Illinois, Think Big! and regional employers. Refer to table above in B.2. for specific WIOA planning roles.

4. What neutral conveners with the capacity to help establish sector partnerships exist in the region, and what is their roll in WIOA planning?

R1 provides regional planning leadership and labor market and economic data that inform sector strategies across multiple counties. The Workforce Connection supports sector partnerships by facilitating employer participation, sharing labor market information, aligning funding streams, and supporting the development of career pathways, apprenticeships, internships, and other work-based learning opportunities aligned with employer-defined needs.

These roles ensure sector partnerships remain employer-driven, data-informed, and integrated into WIOA planning while maintaining continuity and geographic reach across the region.

C. Describe economic opportunities in the region within the context of the workforce, education and economic development plans

RFD in Winnebago County is an economic engine and jobs producer for the Region. The airport's favorable landing and takeoff cycle (LTO) makes it attractive to a growing number of cargo carriers. RFD also includes a Foreign Trade Zone (FTZ). Several major retail distribution centers and North America's second-largest UPS air hub are adjacent to the airport. The airport is close to four major highways and railways, making it easy to move freight from the airport and distribution centers to its final destination. The airport also has a large Amazon Hub. Finally, RFD and RVC maintain an Aviation Maintenance Program at the airport. Educational development plans to support growth at the airport include partnerships with RVC and AAR Corp for mechanics, and Amazon and UPS for transportation and logistics.

Large projects from three multinational companies will come online in Boone County in the next five years. These projects will create thousands of jobs in distribution, manufacturing, and related industries.

Stellantis has announced plans to retool and reopen its Belvidere Assembly plant to produce electric vehicles. A related Mopar mega distribution center will be situated nearby. To round out this automotive hub, an electric battery plant by a manufacturer to be determined will be built adjacent to the assembly plant. TWC received Climate and Equitable Jobs Act (CEJA) grant money that will assist in developing education pipelines for Electric Vehicle (EV) maintenance and repair, and education and training for electric battery manufacturing and installation are being explored.

Walmart is building a 1.2 million-square-foot distribution center in Boone County, which it plans to open in 2027. The facility will be a hub for perishable goods such as fresh produce, frozen foods, and flowers. General Mills will open a new 1.3 million-square-foot distribution facility in the first half of 2024. This growth will bring about additional jobs for economic growth and opportunity in sectors including, but not

limited to, construction and childcare. Truck Driver education training programs exist in all counties, and ways to connect warehousing companies directly with these education programs are being facilitated.

The Ogle County Economic Development Corporation (OCEDC) was established in 2023 to promote industry expansion. This represents a concerted effort between municipalities in the County to attract economic development through public-private collaboration.

Opportunities for economic development within Stephenson County include Mill Race Crossing, a largely undeveloped industrial park. The Winnebago County and the City of Rockford are collaborating with others to extend water and sewer infrastructure to the county-owned park. The Greater Freeport Partnership facilitates a variety of incentives to attract development.

D. . Describe economic challenges in the region within the context of the workforce, education and economic development plans.

The Region faces broad challenges to enhancing the intersection of workforce, education, and economic development activity in Northern Illinois. Among the most significant challenges are the Region's low educational attainment, entrenched poverty, transportation barriers, and a significant lack of accessible childcare.

Low educational attainment contributes to a workforce with limited skills, hindering overall economic development. Eleven percent of the population in the Region (Boone, Ogle, Stephenson, and Winnebago Counties) over 25 does not have a high school diploma. An associate's degree is held by 10 percent of the population, while 24 percent has a bachelor’s degree or higher.

The prevalence of poverty further exacerbates these issues, creating barriers to educational opportunities and perpetuating a cycle of economic hardship. In 2022, the combined four-county Region of Boone, Ogle, Stephenson, and Winnebago had a 14 percent poverty rate, with 60,270 people living in poverty.

An examination of the Rockford Metropolitan Statistical Area (MSA) reveals a significant challenge for parents in securing affordable childcare. The struggle is evident, with only 2,581 childcare spots available for the city's 11,769 children under age five. The National Resource Network's "Equitable Recovery Assessment," commissioned by the City of Rockford in 2021 (Appendix 5), highlights that the average monthly cost for full-time childcare in Illinois is $670 for one child, constituting 30% of a minimum wage worker's income. This burden doubles to 60% for parents with more than one child needing care. Parents seeking to further their education experience the shortage of childcare deeply. Many childcare options only offer full time care and students seeking shorter timeframe care to attend classes face extreme difficulty finding options.

The lack of accessible childcare hampers parents' ability to work and creates a dilemma where childcare costs surpass potential wages. This financial imbalance discourages individuals from investing in childcare, impacting workforce participation and contributing to the Region's economic challenges. The Rockford MSA report analysis can be extrapolated to nearby communities facing similar issues.

If free or subsidized childcare were available, this challenge could be alleviated. As of early 2024, only some such services exist. The YWCA administers a Child Care Assistance Program (CCAP) in Boone, Stephenson, and Winnebago counties, and services are provided through Rockford Public Schools District 205 (RPS205) Roosevelt Community Education Center. The Goodwill Excel Center, slated to open by 2025, will also offer free childcare to students.

These issues perpetuate a continuous cycle of difficult circumstances for those seeking to enter or stay in the workforce or for those seeking to further their education Employers and educational institutions should seek to better understand these dilemmas. Solutions should be explored to offer more childcare options that will offer students and employees more flexibility.

E. Describe how responsiveness, inclusivity and accessibility (RIA) are incorporated into collecting and analyzing labor market information for this plan.

Integrating RIA into local planning requirements for collecting and analyzing labor market information involves a thorough and unbiased approach. It entails examining and addressing the disparities and inequities that exist in the labor market and ensuring that all individuals have equal access to opportunities.

This process involves collecting comprehensive data on labor market trends, including information on employment rates, job vacancies, and skills shortages. The data must be analyzed to consider the diversity of the local workforce, including factors such as race, gender, age, and disability status.

Furthermore, integrating RIA requires a commitment to implementing policies and programs that promote fairness in the labor market. This involves the continued development of training and education programs, creating job placement services, and supporting the growth of small businesses and industries that are underrepresented in the local economy.

Integrating RIA into local planning requirements for collecting and analyzing labor market information is a critical step toward building a more inclusive and equitable labor market that benefits all community members. TWC and its partners are actively working together to collect and analyze this data through various grant-funded programs.

CHAPTER 2: STRATEGIES FOR SERVICE INTEGRATION

A. Analyze workforce development activities, including education and training, in the Region. This analysis must include the strengths and weaknesses of workforce development activities and the capacity to provide workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment and the employment needs of employers (§ 679.560(a)(4)). The plan must address the following areas:

The workforce development system in the Northern Stateline Region Economic Development Region 5 (EDR 5) has a proven track record of effectively linking well-trained individuals with job opportunities. However, the challenges an aging workforce poses, a gap in middle-skilled jobs, and nationwide issues within the Manufacturing sector highlight the need for continued efforts. In the Workforce Innovation and Opportunity Act (WIOA) regional planning process context, partners have assessed the strengths and weaknesses of workforce development activities based on feedback from employers, customers, and stakeholders.

Recognizing the fluidity of the workforce across counties, Local Workforce Innovation Area 3 (LWIA 3) (Winnebago, Boone, and Stephenson Counties) and Local Workforce Innovation Area 4 (LWIA 4) (Ogle County, for the regional plan's purposes) are dedicated to collaborative efforts in all facets of workforce development. Potential areas of collaboration include partnering on apprenticeship opportunities, sharing pertinent data on provider training, collaborating with employers on Climate and Equitable Jobs Act (CEJA) training, employing CEJA participants, and maintaining regular communication regarding one-stop activities.

LWIA 3's The Workforce Connection (TWC) takes a proactive approach to outreach and recruitment, ensuring community awareness of available services. Utilizing a community-oriented strategy, TWC ensures it "meets people where they are". TWC staff actively participate in various community events, offering orientation, intake, enrollment, and case management at multiple community agencies, such as Goodwill, YouthBuild, High Schools, Alternative programs, Boys and Girls Club, Parole/Probation, and the Winnebago County Jail. The TWC Executive Director has been instrumental in collaborating with the Illinois Department of Commerce and Economic Opportunity (DCEO) to develop a successful plan for reopening a large automobile assembly plant in the Region. To stay attuned to regional employer needs, the TWC Executive Director actively engages as a member of several boards, including OSF St. Anthony, Growth Dimensions, and the Greater Rockford Chamber of Commerce (GRCC).

LWIA 4's Business Employment Skills Team, Inc. (BEST, Inc). has maintained contact with Highland Community College (HCC) to share referral information to reach as many potential customers as possible. BEST, Inc. will continue to request specific data on the number of students enrolled, specifically for Ogle County, for this plan. Similar efforts are being conducted with Kishwaukee Community College (KC). Printed information has been shared with these institutions to share with Ogle County residents on the services available from the BEST office in Oregon, IL.

BEST, Inc. also references the need to meet people where they are in their local plan and has implemented strategies of mobile case management, public meeting places like the local libraries, and utilizing electronic forms and signatures to ease the transportation barrier for individuals.

1. Analyze the strengths and weaknesses of workforce development activities in the Region.

<u>Strengths of the Regional Workforce System:</u>

- **Employer-Driven Initiatives:**
    - The workforce development system is recognized for its employer-driven initiatives, particularly within Targeted Industry clusters. This ensures that training programs align with local businesses' current and future needs.
- **Collaboration with Educational Institutions:**
    - The collaboration between The Workforce Connection Board (TWC Board) and the local community colleges Rock Valley College (RVC), HCC, and other educational institutions has resulted in longstanding partnerships with major manufacturers. This collaboration enhances training opportunities and expands the pool of accessible training providers.
- **Partnerships with Major Manufacturers and Hospitals:**
    - Longstanding partnerships with significant manufacturers and collaboration with hospitals demonstrate a proactive approach to addressing specific industry needs, fostering a symbiotic relationship between workforce development and critical employers. Some examples of partnerships include the Winnebago County Mental Health Board, the Rockford Area Aerospace Network (RAAN), and the Rock River Valley Tool and Machining Association (RRVTMA).
- **Private Sector Leadership and Engagement:**
    - The private sector demonstrates robust leadership and engagement with the workforce development boards. Business leaders actively participate in planning, identify workforce needs, and advocate for system improvements.
- **Active Involvement of Government Leaders:**
    - Chief Elected Officials (CEOs) on the Board actively participate in the workforce development system, providing valuable feedback on plans and policies. Their involvement ensures alignment of priorities with identified workforce needs.
- **Youth Development Programs:**
    - CareerTEC in Stephenson County and Career Education Associates of North Central Illinois (CEANCI) in Winnebago and Boone counties provide youth with diverse career-focused programs, offering dual credit opportunities with HCC and RVC. This helps bridge the gap between education and workforce readiness.
    - Local Area 4 has three contracts for youth services that offer High School Equivalency or credit recovery for high school diplomas. Additional services are offered with each contract to ensure that all the required elements are in place for the students.
- **Certification Programs and Dual Credit Opportunities:**
    - Educational institutions like RVC, HCC, Sauk Valley Community College (SVCC), and Whiteside Area Career Center (WACC) offer certification programs and dual credit opportunities, providing students with practical skills and credentials. Additionally, pre-apprenticeship programs with school districts provide exploration

and assistance in getting into the skilled trades.

- **Career Focus of Educational Institutions:**
    - The Region's educational institutions are committed to implementing the Illinois State Board of Education's Career Cluster Framework. Strong existing Career Pathways programming in manufacturing, food manufacturing, healthcare, transportation, distribution, and logistics enhances career-focused education.
- **Integrated Education and Training Models (ICAPS):**
    - Educational partners are actively involved in the Illinois Integrated Education and Training Models (ICAPS), addressing the needs of adults requiring a high school diploma and technical skills for the workplace. These short-term programs offer dual enrollment, industry certifications, and support services.
- **Pathways to Higher Education:**
    - The ICAPS programs include pathways for students to continue their education, leading to a degree. This approach encourages continuous learning and skill development beyond the initial training programs.
- **Innovative Partnership with Rock Valley College and Winnebago County:**
    - The co-location of the training program at the Winnebago County jail demonstrates a commitment to providing equal opportunities for returning citizens.
    - Offering manufacturing training specific to computer numerical machines and cold-forming machines addresses the needs of the local job market.
- **Collaboration with the Winnebago County Jail:**
    - Monthly visits by TWC to provide services at the Winnebago County jail show a proactive approach to supporting individuals in need.
- **Utilization of Customer Relationship Management (CRM) System for business services:**
    - Implementing a CRM system through Salesforce is a positive step to enhance data sharing and coordination among the business services team.

By capitalizing on these strengths, the regional workforce system can continue to evolve, effectively meeting the demands of the local job market and ensuring the success of both employers and individuals in the workforce development system.

<u>Weaknesses of the Workforce System:</u>

- **Lack of Coordination Between Workforce and Economic Development:**
    - Coordination between workforce development, economic development, and other partners, particularly in employer outreach, needs to be increased.
    - Employers feeling over-surveyed and needing clarification about organizational roles indicate a need for more straightforward communication and collaboration strategies.

- **Challenges in Meeting Skill Demands:**
    - Finding qualified workers in high-demand sectors, especially with specific skills, is difficult. This reflects a mismatch between the skills employers seek and those being developed.
    - The aging workforce and population decline further contribute to the challenge, suggesting a need for strategic planning to address the impending skills gap.
- **Perceived Disconnect Between Skills and Hiring Practices:**
    - A reported disconnect between the skills employers claim to seek and their actual hiring practices implies a need for better communication channels and alignment between workforce development efforts and industry requirements.
- **Unemployment Despite Program Resources:**
    - Despite the development of manufacturing-related programs, participants still need help finding jobs, indicating potential gaps in the effectiveness of these programs or a need for better linkage with employers.
- **Employer Outreach Concerns:**
    - Employers feeling overwhelmed by surveys and meetings signals a need for streamlining communication and engagement efforts to avoid redundancy and improve the overall effectiveness of workforce development initiatives.

Opportunities and Recommendations:

- **Enhance Coordination:**
    - Continue to enhance coordination between workforce and economic development entities, ensuring a clear understanding of roles and reducing redundancy in employer outreach.
- **Strategic Skills Development:**
    - Conduct a comprehensive skills gap analysis to align training programs with employers' needs. This will ensure that participants are equipped with the right skills for available job opportunities and that opportunities are accessible to participants.
- **Improve Communication Channels:**
    - Strengthen communication channels between employers and workforce development professionals to bridge the gap between perceived skills demand and actual hiring practices. Advocate and share information on best practices to alleviate concerns and reduce misconceptions.
- **Evaluate and Enhance Program Effectiveness:**
    - Assess the effectiveness of existing manufacturing-related programs to identify areas for improvement and ensure that participants are adequately prepared for the workforce.
- **Promote Regional Economic Development:**

- Leverage the TWC Board Executive Director's involvement in the Region 1 Planning Council (R1) to promote comprehensive economic development strategies that holistically address workforce challenges and opportunities.

2. **Analyze the capacity of the regional partners to provide workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment.**

Educational Institutions:

- **Community Colleges' Contribution:**
  - RVC, HCC, and other community colleges provide education and skills training. With 1,183 associate degrees and 859 certificates awarded in the 2020-21 school year, they significantly contribute to the regional workforce.
- **Partnership and Engagement:**
  - Collaboration with TWC Board showcases a commitment to addressing workforce needs. Including these institutions on the TWC Board indicates a strong partnership and alignment with regional workforce development goals.
- **Diverse Higher Education Landscape:**
  - The presence of four-year institutions, including Rasmussen University Rockford (RUR), Rockford Career College (RCC), Rockford University (RU), and Northern Illinois University (NIU), enriches the educational landscape. Additional flexible options for adults include online programs like MedCerts, and vocational programs, which add to the range of training adults can participate in. The involvement and number of possibilities extend the range of programs and resources available to individuals seeking higher education.

Economic Development Corporations:

- **Public/Private Partnerships:**
  - The involvement of economic development corporations such as the Greater Rochelle Economic Development Corporation, Growth Dimensions Economic Development, GRCC, Greater Freeport Partnership, and others demonstrates a collaborative effort between public and private entities in addressing workforce development needs.
- **Advocacy for Employers:**
  - These organizations provide businesses with an additional voice and actively engage in regional workforce development activities. Their participation in planning ensures that employers' needs are accurately identified and addressed.

Capacity to Address Barriers to Employment:

- **Diverse Programs for Specific Populations:**
  - Various programs target populations facing barriers to employment, including the long-term unemployed, individuals with disabilities, out-of-school youth, veterans, migrant and seasonal farmworkers, returning citizens, English Language Learners,

older individuals, low-literacy adults, and low-skilled adults. TWC has a Community Navigator on site to help individuals reduce barriers to enrollment in programming.

- **WIOA-Funded Workforce Programs:**
    - Workforce development programs funded by the WIOA cater to the unemployed, including long-term unemployed and those likely to exhaust Unemployment Insurance (UI) benefits (Dislocated worker, trade/rapid response) and individuals out of the workforce or who have not yet entered the workforce (Adult program) due to a myriad of reasons. This demonstrates a proactive approach to supporting individuals facing significant barriers.
- **Youth Programming:**
    - Comprehensive youth programming under WIOA includes career exploration, guidance, educational support, skills training, and pathways to further education or employment. Flexibility in programming ensures ongoing support based on the evolving needs of youth, particularly out-of-school/opportunity youth.
- **Priority for Veterans:**
    - Specialized assistance for veterans, including full-time on-site Veterans' service representatives, ensures prioritized support for this population in adult employment and training activities.
- **Services for Migrant and Seasonal Farmworkers:**
    - Specialized services for migrant and seasonal farmworkers by the Illinois Department of Employment Security (IDES), include staff-assisted services for job development, career guidance, and referral to training and supportive services to address the unique needs of this population.
- **Holistic Support for Returning Citizens:**
    - A targeted population standing committee focusing on individuals with barriers to employment, including returning citizens, demonstrates a commitment to addressing specific challenges. Developing workshops for citizens with criminal background issues is a positive step to support the reintegration process.
- **English Language Learners Support:**
    - Multiple options for English as a Second Language (ESL) classes, work readiness training, and work-based training for adult English Language Learners, funded by WIOA, showcase a comprehensive approach to support individuals with language barriers.
- **Programs for Older Individuals:**
    - Specialized services through the Senior Community Services Empowerment Program (SCSEP) for individuals aged 55 and up demonstrate an understanding of the unique challenges older job seekers face.
- **Literacy Programs for Low Literacy Adults:**

- Collaboration with literacy program providers, including The YWCA Literacy Council, RVC, HCC, Goodwill Industries, and Rockford Public Schools District 205 (RPS205), ensures support for low literacy adults, including those without a high school diploma.

- **Skilled Training for Low-Skilled Adults:**
  - Career services through American Job Centers (AJC) and access sites, along with occupational training programs offered by various community colleges, provide specialized training for low-skilled adults to enhance their fundamental and occupational-specific skills.

In conclusion, the regional partners, including educational institutions and economic development organizations, demonstrate a robust capacity to provide diverse and targeted workforce development activities. The comprehensive approach to addressing barriers to employment for various populations reflects a commitment to inclusivity and creating opportunities for everyone in the Region. Ongoing collaboration and flexibility in programming further enhance the effectiveness of the workforce development system in the Region.

3. **Analyze the capacity of the regional partners to provide activities to address the needs of employers.**

- **Collaboration Among Workforce Innovation Boards and Training Providers:**
  - The presence of two workforce innovation boards, TWC Board and Northwest Central Illinois (NCI) Works, along with multiple WIOA-approved training providers and community colleges, highlights a comprehensive network dedicated to workforce development.
  - Collaboration among these entities enhances the capacity to address the needs outlined in the Northern Stateline Region's workforce development and local plans.

- **Community College Engagement:**
  - The involvement of community colleges such as RVC, SVCC, HCC, and KU ensures a diverse range of educational resources and training opportunities for the Region.

- **Services for individuals with disabilities:**
  - The Department of Rehabilitation Services Vocational Rehabilitation (DRS-VR) provides services for individuals with disabilities who want to work in the community. DRS-VR coordinates with service providers to offer evaluation and assessment, guidance with job readiness skills, and help finding and keeping a job. A robust and diverse group of organizations provide services for individuals in this Region, including DRS-VR, RAMP, Goodwill, Bridgeway, and others. Many are partners with TWC and work collaboratively to serve this population.

- **Collaboration with Community Organizations:**
  - Partnerships with community organizations like Zion West, Awaken Foundation, and Think Big!, supported by DCEO CEJA grants, demonstrate a commitment to providing equitable training opportunities, particularly clean energy.
  - Partners regularly meet to share information, updates, and best practices and ensure ease of referrals. Over 50 agencies collaborate with the Partner Connection monthly meetings TWC holds. Agencies range from small local agencies to larger non-profits and are diverse in size, scope, and leadership. The collaboration expands

opportunities for underserved populations, aligning with a broader goal of inclusivity in workforce development.

- **Focus on Higher-Wage Jobs and In-Demand Occupations:**
  - The emphasis on getting individuals into higher-wage jobs and training for in-demand occupations and targeted industries aligns with regional economic needs. It ensures that workforce development efforts contribute to the growth of the local economy.
- **Expansion of Work-Based Training:**
  - Expanding work-based training, including On-the-Job Training, Apprenticeships, Customized Training, Transitional Jobs, Internships, and Work Experience, provides a holistic approach to skill development, catering to various learning styles and preferences.
- **Increased Incumbent Worker Training:**
  - The increased focus on Incumbent Worker Training demonstrates an understanding of the importance of upskilling existing employees to maintain competitiveness and productivity in the evolving business landscape.
- **Tracking Return on Investment (ROI):**
  - The ROI tracking, including wage growth for populations served, growth of Gross Regional Product in Targeted Industries, and required WIOA performance metrics, showcases a commitment to accountability and evidence-based decision-making.
  - Collaborative efforts to ensure goals are being met, and proactive communication with businesses about ROI contribute to the sustainability and success of training programs.
- **Proactive Communication with Businesses:**
  - Proactive communication with businesses, providing examples of ROI, supports continued investment in training programs. This transparent and proactive approach fosters strong partnerships between workforce development entities and local businesses.
- **Regional Impact and Measurement:**
  - The consideration of the impact on the Region as a whole and the measurement of ROI in terms of wage growth and economic metrics reflects a comprehensive approach to assessing the effectiveness of workforce development initiatives.
- **Ongoing Collaboration and Goal Monitoring:**
  - The commitment to ongoing collaboration among partners and the collective monitoring of goals ensures that workforce development efforts remain responsive to the Region's dynamic needs.
  - In conclusion, the workforce development system in the Northern Stateline Region is well-positioned to address the education and skill requirements of the workforce while contributing to the economic vitality of the region. This is attributed to its recognized strengths in collaboration, diverse training options, a dedicated focus on inclusivity, and a firm commitment to monitoring return on investment.

4. **How well do existing training programs in the Region and local areas prepare job seekers to enter and retain employment with regional businesses?**

All training programs approved for participant funding under the Region's WIOA must align with high-growth, high-demand industries. The Local Workforce Innovation Boards (LWIB) oversee the approval process for training programs, necessitating a thorough review of wage projections and job growth data. This ensures that the programs address employment demands in relevant industries. Initial approvals are granted for one year, during which the programs undergo rigorous assessment to verify quality and industry-relevant training delivery. Providers may be eligible for an additional two years of approval following this initial period and further analysis.

An essential requirement for training programs is that they must lead to an industry-recognized certification or a degree, such as an associate or bachelor's degree. This stipulation stems from employer feedback, emphasizing the need for individuals to be job-ready upon completing training programs. The ongoing scrutiny of training programs by LWIB ensures that career seekers are equipped to enter and sustain employment with regional businesses.

Disruptions in business momentum and negative impacts on organizational culture have been attributed to factors affecting organizations nationwide. Occupations such as material moving workers, food and beverage service workers exhibit some of the highest turnover rates across multiple industry sectors. Strategies to advance entry-level workers toward higher skills include incumbent worker training and work-based learning, both of which have demonstrated success. The Region is also actively focusing on expanding apprenticeship models as this type of learning is more accessible for adult customers who must work when most training programs operate. Leveraging the outreach methods outlined in this plan, TWC Board and BEST, Inc. consistently bring together industry leaders through board meetings to discuss trends and best practices. They offer employers retention services, such as Incumbent Worker Training, and provide accessible training and workshops to individuals, ensuring alignment with employer needs.

5. **Summarize the commitments of each program partner to implement the selected strategies described in the "Action Plan for Improving Service Integration in the Region."**

LWIAs' statewide were required to submit a Service Integration Self-Assessment to the DCEO by March 31, 2024. The action plan for improving service integration is as follows:

LWIA 3

Several strategies are being implemented to enhance collaboration and streamline operations among partners in the LWIA. These strategies include:

- **Offering Relevant Staff Development:**
  - Providing ongoing staff development opportunities for core and required partners to ensure they are well-equipped and informed about the latest practices and initiatives.
- **Increasing Career Pathway Knowledge:**
  - Facilitating a common understanding among partners by utilizing a shared language to enhance knowledge and communication related to career pathways.
- **Strengthening Sector Partnerships:**
  - Identify sector champions within each partner organization to lead industry efforts, fortify sector partnerships, and foster collaboration.
- **Administering Common Needs Assessments:**

- Implementing common needs assessments for all customers when applicable, ensuring a standardized approach to understanding and addressing the needs of individuals accessing services.

- **Regular Committee Meetings:**
  - The Program Operations Management Advisory Committee of the LWIB convenes WIOA Core and Required Partner leadership every other month. This forum informs partners about WIOA-related topics and initiatives.

- **Monthly Front-line Staff Convenings:**
  - The One-Stop Operator (OSO) convenes front-line staff from various partners monthly for cross-training, sharing program information, and discussing service resources.

- **Partner Guide and Training:**
  - Providing a comprehensive partner guide and training that shares information on all services offered by partners. This guide is regularly updated and distributed to all partners.

- **Informed Partner Connection Meetings:**
  - Ensuring that teams receive advance notice about guest speakers during Partner Connection meetings is essential. This enables the correct team members to effectively learn and apply the shared information.

- **Updated Referral Guide:**
  - Updating the referral guide, including a referral document, and distributing it throughout TWC. Partners will provide TWC with current contact information for distribution.

- **Quarterly Data Sharing:**
  - We are initiating quarterly data sharing among partners, with each partner sharing customer data based on the services provided. TWC will distribute the compiled data to all partners.

- **Universal Intake Process Discussions:**
  - A universal intake process and application must be improved due to the diverse services offered. Partners commit to follow-up meetings to discuss assessments for their organizations, addressing barriers such as assessment complexity, confidentiality, and different guidelines. The goal is to explore effective ways to streamline all partners' intake and assessment processes.

In LWIA 3, a dedicated effort to enhance service integration in the Region, the commitment of core and required partners. These partners have pledged to address the strategies outlined in the Service Integration Self-Assessment by actively participating in relevant board committees. These committees are the primary vehicles for implementing, tracking, and reporting the outlined strategies.

The Employer and Public Engagement Advisory Committee will mainly concentrate on fortifying sector partnerships, promoting registered apprenticeships, and fostering relationships with employers. The overarching goal is to bolster business initiatives and educate employers on how the workforce system can effectively meet their needs.

LWIA 3 benefits from a Community Navigator, whose position is partially funded through the WIOA and Job Training and Economic Development (JTED) grants. The Community Navigator is a valuable resource, always available to assist partners with various matters. A comprehensive directory of partner program descriptions and contact information is accessible to all partners and is regularly updated. The Community Navigator plays a crucial role in sharing programming information and, throughout the process, can aid customers in obtaining necessary documentation and verification. Moreover, the Community Navigator is equipped to assist with the cost of documents if needed, further enhancing support for the community.

LWIA 4

The creation of the Program Service Team (PST), which meets quarterly and conducts a deep dive into the training needs of all program partners.

- Share written information and educate front-line staff of all workforce partners.
- PST works very closely with the OSO and leadership team.
- PST meetings to share information.
- Created an electronic referral system and reports to the Oversight Committee of the workforce board.
- Training and implementation of follow-up procedures.
- Leadership team is developing an evaluation tool to show the effectiveness of referral and follow-up processes and procedures.
- Enhance engagement with NCI Works by developing and implementing an educational and interactive action plan involving partner staff and board members. The One Stop Partner Committee will be the front-line committee with the workforce board.

In LWIA 4, the workforce partners will use their PST to develop and implement service integration strategies. They will work through NCI Works and its appropriate committees to ensure compliance with the action plan's next steps as they progress.

The AJCs' will continue to convene cross-training for all partners and hold quarterly meetings on-site to engage all on-site partners and serve customers via direct linkage. The OSO will also focus on increasing the knowledge regarding career pathways. Through this process, team members will be better trained and able to share consistent information, and partners will better see the value of integrated services. Partners will also be more knowledgeable about in-demand career options.

B. Describe how transportation and other supportive services are coordinated within the Region 679.510(a)(1)(vi)). The plan must address the following sections:

1) What regional organizations currently provide or could provide supportive services?

Transportation Services:

- Rockford Mass Transit District (RMTD) provides fixed-route and limited demand-

response service for Rockford, Loves Park, and Machesney Park. RMTD's fixed-route service area is roughly 155 square miles, with a potential service population of just over 260,000. This includes 40 fixed-route buses over 17 routes Monday through Saturday. RMTD also makes four trips into Belvidere Monday through Friday and runs night routes Monday through Friday and five on Sunday (in Rockford only). Bus rides are $1.50, with discounts for veterans and senior citizens.

- The Paratransit service is an origin-to-destination service for persons with disabilities such that their disability limits their ability to ride the fixed route. Customers must sign up and have approval before making ride reservations.

- In addition to RMTD, the Boone County Council on Aging operates the Keen Age Center and Transportation service, which offers transportation to anyone living in Boone County. Reservations must be made, and each trip is $2.00. The service can help individuals connect with the RMTD lines.

- Stephenson County offers the Pretzel City Transit, which operates Monday through Friday from 6 a.m. to midnight and Saturday from 6 a.m. to 1 p.m. Currently, no Sunday service is provided. This demand-response service requires reservations and costs $3.00 per ride.

- RMTD is one of the policy committee members of the R1. R1 conducts transportation and transit planning for most of Winnebago and Boone counties and a portion of Ogle County, representing most of the Northern Stateline Region's population. R1 oversees a Coordinated Public Transit-Human Services Transportation Plan that assesses the transit needs and gaps for transit-dependent populations. R1's Mobility Subcommittee includes representatives of RMTD and other service and transportation providers. As such, R1 is a prime convener of coordinating transportation services in a large part of the Region.

- Transportation and supportive services are offered through WIOA programming, and LWIA 3 has implemented additional support through the Community Navigator. This position started through a service integration grant and is integral to the workforce system. The community navigator helps individuals connect to resources in the community, leveraging and maximizing all the resources the community offers and assisting individuals to navigate systems. The Community Navigator has been a critical addition to TWC team, which connects participants, partners, and the community, ensuring wrap-around support so the individuals can succeed once enrolled. The community navigator assists individuals in obtaining IDs and documents, helps with transportation assistance, helps complete forms, provides referrals, and connects individuals to programming and resources that meet their needs.

- Transportation is undoubtedly the most common barrier seen in the Region. Many programs provide basic assistance, including access to bus passes. The WIOA program has expanded options in recent years due to the needs of participants and the limitations of the public transit system. This includes providing bus passes, gas cards, car repair assistance, Uber/Lyft/rideshare support, and funding. In the regional area, even with various public transit options, some training locations and employers are challenging to get to through public transit.

- The Lee-Ogle Transportation System provides Ogle County demand-response service, while Pretzel City Area Transit serves Stephenson County. The workforce system OSO, partner agencies, and educational institutions provide information about the various

transit services and communicate regularly with the transit providers in their service territories.

Supportive Services:

- TWC Board coordinates supportive services in LWIA 3 through its Supportive Services policy (Appendix 20), which ensures the appropriate use of supportive services and that eligible individuals receive the supportive services necessary to enable them to participate in activities authorized under WIOA. This policy was updated in 2023 to ensure ease of use for staff and participants. The policy includes "not-to-exceed" payments toward childcare, transportation, and various supplemental support items for workplace success.

- In addition to the support services offered, the Community Navigator connects individuals to other programs to leverage other programs and services provided. This includes ensuring access to Community Action funding, housing support, Low Income Home Energy Assistance Program (LIHEAP) Utility support, and other local services to ensure we maximize funding and reduce duplication. Additionally, the JTED program, which TWC received barrier reduction funding from in 2022-2024, provided additional support for individuals enrolled in WIOA or other complimentary partner programs. This barrier reduction funding helped many individuals who otherwise could not attend or succeed in training, including assisting with rent and utilities, providing additional support for transportation outside of WIOA Limits, and helping with documentation and other needs. JTED served 173 individuals from 4/2022 through 1/2024, exceeding our goal of serving 100 customers.

- Supportive services are coordinated with AJC Partner programs and other community-based and faith-based organizations. If supportive services are not readily available through different organizations, WIOA workforce development funds are available to provide them for enrolled participants.

2) What policies and procedures will be established to promote coordination of supportive services delivery?

Various strategies are being implemented in the LWIA to enhance collaboration and understanding among partners. These include:

- **Customer Demographics Sharing:**

  - All partners collect customer demographics at intake for services using different systems as required by funding agencies. Partners have committed to sharing data and demographics at quarterly meetings to gain insights into the populations served and identify any gaps in services within the Region.

  - Partners will continue to collect necessary data, and with a release of information, will share data points between partners.

  Feedback Collection Methods:

  - Partners actively collect customer feedback and input through informal means, formal surveys, and secret shopper evaluations completed monthly for each site. This valuable feedback is incorporated into service improvements to meet customer needs

better.

- Partners continue to collect customer input in the Center and throughout the system. This feedback will be presented to the Oversight and One Stop Partner Committee.

- **Employer Services Evaluation:**

  - Employer services are systematically evaluated through surveys after specific events or services are utilized. This allows partners to assess the effectiveness of services offered to employers and make informed adjustments based on employer feedback. Partners have committed to sharing this feedback more regularly with one another.

  Data Sharing Agreement:

  - Partners agree to share data and information, with each partner responsible for providing the relevant data. TWC will compile this data and distribute the information to all partners, fostering a collaborative approach to understanding the impact of services.

  - LWIA 4 will continue to look toward obtaining funds to gather and collect data for all partners.

- **Committee Convenings:**

  - The LWIB's Program Operations Management Advisory Committee regularly convenes WIOA Core and Required Partner leadership every other month. These meetings serve as a platform to inform partners about WIOA-related topics and initiatives, ensuring alignment and coordinated efforts.

  - The NCI Works and Oversight Committee meets every other month, and the One Stop Partner Committee follows the same schedule. The OSO, PST, and Business Service Team (BST) meet management as they deem necessary.

- **Front-line Staff Convenings:**

  - The OSO convenes front-line staff monthly or quarterly for cross-training, sharing program information, and discussing service resources. This ensures that front-line staff are well-informed and can provide comprehensive customer support.

- **Partner Guide and Training:**

  - A partner guide and training program have been established to share information on all services offered by partners. This guide is regularly updated and shared with partners, providing a comprehensive resource for understanding the range of services available.

- **Informed Partner Connection Meetings:**

  - Partners have agreed to notify teams about guest speakers from partner agencies ahead of time during Partner Connection meetings. This ensures that appropriate team members are present to learn and apply the information provided.

- **Contact Information Sharing:**
    - Each partner will provide TWC with the most current contact information, and TWC will distribute the list to all partners. This facilitates effective communication and collaboration among partners.
- **Referral Guide Updates:**
    - The referral guide, including a referral document, will be updated and distributed by TWC. This ensures that partners have access to current and relevant information for effective referrals.

By implementing these strategies, partners in the LWIAs aim to create a collaborative and informed environment, ensuring that services are tailored to the needs of customers and employers in the Region.

C. Describe the coordination of services with regional economic development services and WIOA service providers (§ 679.510(a)(1)(vii)). The plan must address the following sections:

1) What economic development organizations, WIOA service providers, or businesses are actively engaged in regional planning?

The collaborative development of this plan involved input from diverse stakeholders representing economic development organizations, workforce representatives, government leaders, and private sector representatives across key sectors. Economic development organizations, including Growth Dimensions Economic Development of Boone County, Greater Freeport Partnership for Stephenson County, and the GRCC for Winnebago County, played a vital role in providing insights and feedback. Meetings were organized and attended by all partners and economic development organizations, fostering discussions on the regional plan with varying levels of engagement and valuable suggestions.

Furthermore, the Blackhawk Hills Regional Council’s Comprehensive Economic Development Strategy (CEDS) plan, encompassing Ogle and Stephenson Counties, added another layer to the collaborative effort. The CEDS plan specifically aims to strengthen collaboration with NCI Works "to find ways to economically train our existing and future advanced manufacturing workforce.”.

WIOA Core Partners are committed to cultivating and developing working relationships with economic development and education entities. This ensures that program and training offerings align with employers' expressed needs, as communicated through economic development retention and expansion activities, as well as the requirements of potential growth and attraction industries.

The representation of economic development corporations and workforce development agencies on each other's respective boards further emphasizes the commitment to continuous coordination and collaboration. This multi-stakeholder approach enhances the plan's effectiveness by incorporating diverse perspectives and aligning strategies with the evolving needs of the economic landscape. The Executive Directors of the LWIAs regularly engage with economic development agencies in the attraction and retention of business to the region. Most notably, in 2023, there was significant engagement in the retention of a large automobile assembly plant that

resulted in the corporation making a decision to remain in the region.

2) What economic development organizations, WIOA service providers, or businesses were invited to participate but declined?

During the planning process, the TWC Program Operations Management Advisory Committee engaged all providers to participate in various ways, including surveys and meetings. In LWIA 3, all partners attended meetings or completed the online survey.

D. Describe the coordination of administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate (§ 679.510(a)(1)(v)).

All required partners participating in the development of this Regional Plan have agreed that the strategies and goals identified for EDR 5 do not require coordination of administrative cost arrangements at this time. As specific projects and activities emerge, the pooling of funds for administrative costs will be addressed among partners. If projects require additional administrative support, partners will identify in-kind resources and grants (i.e., Community Foundation support) and pool administrative costs, as needed and appropriate, to implement the project and activity.

E. Describe how a responsiveness, inclusivity and accessibility (RIA) is or will be incorporated in the regional service integration strategies, including job seekers and employers.

Incorporating RIA into regional service integration strategies involves a deliberate and systematic approach to ensuring fair and inclusive practices for both job seekers and employers. This approach aims to address disparities in employment opportunities and outcomes among different demographic groups, such as race, gender, age, and socioeconomic status.

Ways in which the Region uses RIA includes:

- striving for inclusive policy development and implementation of policies that address systemic barriers to employment,
- ensuring that they do not disproportionately affect any particular group,
- ensuring that staff are equipped to understand and address the unique needs and challenges faced by diverse job seekers,
- providing additional support services, mentorship programs, and resources to marginalized groups to address specific barriers they may face,
- providing resources for employers to create equitable workplaces, including addressing biases in recruitment and promotion processes,
- pledge to work collaboratively with community organizations, advocacy groups, and employers to ensure that RIA is consistently applied and that strategies are responsive to the needs of the community**.**

CHAPTER 3: VISION, GOALS AND IMPLEMENTATION STRATEGIES

A. Describe the local strategic vision to support state and regional economic growth (§ 679.560(a)(5)). Describe how this aligns with the State of Illinois' vision and principles (page 1). Include a description of how the region and local areas will accomplish the local strategic vision and support state and regional economic growth.

Workforce development has emerged as a pivotal aspect in discussions centered around attracting employment opportunities to the region and facilitating residents' access to these jobs. The strategic vision for the Northern Stateline Region (Economic Development Region 5 (EDR 5)) extends beyond conventional workforce development goals and is committed to adapting regional and local strategies to foster state and regional economic growth. The vision statements below align along key metrics and support businesses and individuals in providing equitable, sustainable living wage employment.

State Vision Statement

"Illinois' workforce system will meet employers, job seekers, and community members where they are, centering the customer experience in an interoperable, equitable, and accessible manner to ensure all customers achieve their goals. We will support employers by building diverse, quality career pathways and provide effective training, education, and economic opportunities for job seekers and communities to thrive."

EDR 5 Vision Statement

"Provide a fully integrated and accessible workforce development system that balances the needs of individuals and businesses to ensure our region has a skilled workforce to effectively compete in the global economy."

The local vision aligns with the state vision in several key pillars that collectively contribute to a comprehensive and effective system. A demand-driven orientation ensures responsiveness to evolving needs, aligning education and career pathways with current market demands. Establishing strong partnerships with businesses at all levels fosters collaboration, ensuring educational initiatives are closely tied to real-world requirements. Pathways to careers of today and tomorrow emphasize the dynamic nature of career development, preparing individuals for evolving job landscapes. Cross-agency collaboration and connections facilitate a cohesive approach, breaking down silos to enhance the overall effectiveness of the system. Integrated service delivery streamlines processes, providing a seamless experience for individuals seeking education and career opportunities. Clear metrics for progress and success establish a framework for evaluation, allowing stakeholders to measure the impact of initiatives. Finally, focusing on continuous improvement and innovation drives the system's evolution, adapting to emerging trends and maximizing its effectiveness over time.

Various concerted efforts are undertaken at the regional and local levels to accomplish the local strategic vision and support state and regional economic growth in EDR 5. The region strongly emphasizes fostering economic development through collaboration and strategic planning. Local areas within the region work with regional entities to align their goals with broader state and regional economic objectives.

One key aspect involves cultivating a business-friendly environment, encouraging entrepreneurship, and attracting industries that align with the region's strategic vision. This may include offering incentives for businesses to establish or expand operations within the area, creating a favorable climate for investment and job creation.

Additionally, EDR 5 emphasizes workforce development initiatives to ensure the local labor force is equipped with the skills needed for emerging industries. This involves collaboration between educational

institutions, economic development agencies, businesses, and government entities to design and implement training programs that align with the demands of the evolving job market.

Infrastructure development is another crucial component, focusing on enhancing transportation, utilities, and other critical facilities to support the efficient movement of goods and services. This not only improves local connectivity but also contributes to the overall economic vitality of the region. Furthermore, EDR 5 actively engages in regional partnerships, collaborating with neighboring areas to address shared challenges and leverage collective strengths. This regional cooperation facilitates the exchange of ideas, resources, and expertise, fostering a more robust and interconnected economic landscape.

In summary, EDR 5 achieves its local strategic vision and contributes to state and regional economic growth through a multifaceted approach that includes fostering a business-friendly environment, investing in workforce development, enhancing infrastructure, and participating in collaborative regional initiatives.

B. Describe the local goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment) and goals relating to performance accountability measures based on performance indicators (§ 677.155(a)(1)). Include a description of how the region and local areas will accomplish these goals and goals relating to performance.

- **Regional Goal 1: Unite workforce partners around regional cluster strategies designed to enhance employers' ability to hire and retain skilled workers.**

  Regional cluster strategies will focus resources on the industries with the highest potential to add jobs and increase prosperity in regions across Illinois. These strategies combine each region's public and private sectors to build on their unique strengths.

  - **Strategy 1.1: Increase collaboration, communication, and shared resources between workforce, education, and economic development efforts to move the region's strategies forward.**

    - Activity 1.1A: Initiate and attend regular meetings between economic development and workforce development agencies to align and coordinate strategies on current and future workforce needs, including participation in business attraction and retention efforts as confidentiality allows, including sharing timely and relevant workforce data.

  - **Strategy 1.2: Increase communication between all partners.**

    - Activity 1.2A: Regional workforce development partners will collaborate to share resources and strategies and meet regional business service needs. Regional Local Workforce Innovation Areas (LWIAs) will lead this effort.

    - Activity 1.2B: American Job Center (AJC) staff will coordinate the appropriate resources for career seekers, including connecting them with the Illinois Department of Employment Security (IDES) and ensuring the participants have assistance with applying/certifying for unemployment as necessary, which strengthens the linkage between the AJCs and IDES.

- Activity 1.2C: All core partners will connect bi-monthly through LWIA committees to collaborate and support one another's programs.

- **<u>Strategy 1.3:</u> Strengthen sector partnerships by identifying sector champions to lead industry efforts.**

  - Activity 1.3A: Support industry initiatives related to regional workforce needs.

  - Activity 1.3B: Identify existing career pathways in identified regional clusters.

- **<u>Regional Goal 2:</u> Measure meaningful outcomes and continuous improvement using customer-centered and data-informed practices.**

  The emphasis on measuring outcomes that genuinely matter goes beyond merely considering dollars spent or the number of participants involved. Instead, it prioritizes the impact on the lives of individuals, the community, and the broader economy. This approach aligns with a results-oriented perspective, where the effectiveness of investments is assessed based on tangible and lasting benefits.

  - **Strategy 2.1: Improve data tracking and analysis to provide relevant information to measure progress with various metrics.**

    - Activity 2.1A: Conduct a data evaluation to analyze the efficacy of our data collection and program models.

    - Activity 2.1B: All compliance staff will receive updated training and reports on all grant activities.

  - **Strategy 2.2: Analyze and improve activities related to educating and supporting job seekers in navigating the labor market**.

    - Activity 2.2A: Educate career planners on current regional cluster strategies.

    - Activity 2.2B: Analyze results of customer services with the Memorandum of Understanding (MOU) partners through the LWIA Program Operations Committee.

  - **Strategy 2.3: The customer assessment tool and referral system will undergo a continuous improvement process through the LWIA Program Operations Management Advisory Committee.**

    - Activity 2.3A: Share best practices regarding assessments and referrals.

    - Activity 2.3B: Consider implementing a method of tracking referral sources through the Workforce Innovation Opportunity Act (WIOA) applications.

  - **Strategy 2.4: Work with employers to develop additional work-based employment models such as apprenticeships.**

- Activity 2.4A: The One-Stop-Operator (OSO) will promote and educate career-seekers on work-based models, specifically with General Educational Development (GED) students.

- Activity 2.4B: Apprenticeship Navigators and Business Services Teams (BST) will educate employers in our region on apprenticeships.

- **<u>Regional Goal 3</u>: Prepare Illinois workers for a career and employer's abilities to hire and retain skilled workers by providing excellence in customer service.**
  Regardless of background, life circumstances, or education level, Illinois workers can be prepared for high-demand careers by developing core academic, technical, and essential employability skills throughout their lifetimes.

  - **Strategy 3.1: Increase communication with all of the AJCs' Partners.**

    - Activity 3.1A: The AJCs will connect bi-monthly with all partners through a connection meeting to address issues and collaborate.

  - **Strategy 3.2: Support the implementation of the Illinois State Board of Education's Career Cluster Framework, which includes career clusters, career pathways, and programs of study.**

    - Activity 3.2A: Local Workforce Innovation Board (LWIB) committees will work on initiatives, projects, and marketing of career pathways and knowledge around them.

      - Tactic 3.2A(1): LWIB staff will provide updated career pathways information on Local Workforce Innovation Board 3 (LWIA 3)'s The Workforce Connection (TWC) website.

      - Tactic 3.2A(2): LWIB and program staff will inform career-seekers and employers of career pathway opportunities in targeted industries through regular communications of newsletters, social media posts, and website blogs.

  - **Strategy 3.3: Increase workforce skill level through bolstered education and training opportunities.**

    - Activity 3.3A: Provide training-choice guidance, career counseling, and virtual or in-person career services.

      - Tactic 3.3A(1): Career counseling will be provided to each individual as needed by career planners and job coaches.

      - Tactic 3.3A(2): Virtual presentations on high-growth and in-demand careers will be delivered.

    - Activity 3.3B: Offer the most relevant and accredited education and training options, which the LWIBs review and approve.

      - Tactic 3.3B(1): LWIBs will receive a rigorous assessment matrix to approve new training programs as they arise and vote to approve or re-approve training programs.

- **Strategy 3.4: Increase retention efforts for recently employed individuals to ensure long-term in the workforce.**

    - Activity 3.4A: Regular classes for career-seekers to build essential workplace skills will be offered regularly.

    - Activity 3.4B: Share employer best practices in monthly newsletters and at LWIB meetings.

- **Strategy 3.5: Better coordinate resources to address barriers to employment and education.**

    - Activity 3.5A: Services will continue to be offered within County jail(s) to provide easy access for re-entry individuals.

    - Activity 3.5B: "Train the Trainer" will be offered to partner organizations to ensure they can assist participants in navigating through services.

    - Activity 3.5C: The Community Navigator/Service Integration Specialist will continue to assist career-seekers with enrollment, transportation, housing, and other barriers to training and employment.

- **Strategy 3.6: Educate/inform career seekers on reliable transportation options to get employed and maintain employment.**

    - Activity 3.6A: "Train the Trainer" will be offered to partner organizations to ensure they can assist participants in navigating through available transportation assistance services.

- **<u>Regional Goal 4</u>: Promote responsiveness, inclusivity and accessibility (RIA) by connecting career seekers with employers.**

    Illinois businesses can find productive workers they need through more efficient training and better services for career seekers and employers.

- **Strategy 4.1: Promote cohort training models for targeted sectors to employers and employees.**

    - Two cohort trainings will be provided annually for targeted sectors.

- **Strategy 4.2: Increase outreach and engagement with small to mid-sized employers in identified high-growth sectors.**

    - Activity 4.2A: Hiring events and resource fairs will be offered monthly in collaboration with partners and businesses.

    - Activity 4.2B: The BST will engage or develop relationships with employers monthly.

- **Strategy 4.3: Partner and collaborate with business associations and business development agencies.**

- Activity 4.3A: The BST will develop a list of business associations each county can engage and collaborate with.

- **Strategy 4.4: Bridge the gap between employer expectations and the workforce pool to build trust between career seekers and employers.**

  - Activity 4.4A: Industry champions will be identified to facilitate the knowledge of their talent pipeline. These champions will be featured by speaking at meetings and highlighted in newsletters.

  - Activity 4.4B: Career-seekers will be developed to meet employer needs through classes and the Certificate of Essential Workplace Skills.

- **Strategy 4.5: Ongoing employer engagement to increase knowledge about state resources to support their efforts. (Incentives to work with special populations and Illinois Job Link to find qualified talent).**

  - Activity 4.5A: All employer contacts will be logged in the Customer Relationship Management (CRM) database to track metrics and conversion rates of efforts.

  - Activity 4.5B: OSO and LWIB staff will collaborate with economic development partners to enhance community knowledge about resources.

  - Activity 4.5C: Staff will be trained on engagement strategies and the tools available to businesses.

C. Provide a description of the regional and local strategies that will achieve the vision and principles. This section must include a description of the strategies and services that will be used in the local areas:

1. To facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations (§679.560(b)(3)(i));

Our region is committed to continually working with critical stakeholders in the community to assist in finding solutions to employment needs by connecting employers with highly trained individuals. The LWIAs have representatives from the following regional stakeholders on our LWIBs who can assist us in reaching out to employers in all industries in our region to develop apprenticeships: Chicago Rockford International Airport, Highland Community College, Rock Valley College, Growth Dimensions, Greater Freeport Partnership, Region 1 Planning Council, OSF Healthcare, Freeport Health Network, Belvidere Area Chamber of Commerce, Plumber and Pipefitters Local Union 23, Project First Rate, Rock River Valley Tooling & Manufacturing Association, Goodwill of Northern Illinois, Berner Food and Beverages, Bourn & Koch, LLC Custom Metal Works, Sinnissippi Centers, F.N. Smith Corporation, Blackhawk Hills Regional Council, Northwestern Illinois Community Action Agency and Area Health Education Center and other representatives of manufacturing, banking, education and community organizations.

2. To support a local workforce development system that meets the needs of businesses in the local area (§ 679.560(b)(3)(ii));

Both LWIAs (LWIA 3 and LWIA 4) in our Economic Development Region have extensive experience in the development and execution of work-based learning, including On-The-Job (OJT) training and Incumbent Worker Training (IWT). These programs assist businesses in filling vacant positions and allow individuals to receive the training they need to succeed in a high-growth, high-demand field. Career pathways will be developed with employers, education providers, and training providers. They will align in multiple directions across secondary education, adult education, workforce training and development, career and technical education, and post-secondary programs.

3. To better coordinate workforce development programs and economic development (§679.560(b)(3)(iii);

LWIA 3 continuously engages with economic development agencies in the region. The Executive Director sits on the LWIB of two of the three agencies and has a strong relationship with the third. Beyond meeting attendance, LWIA 3 has partnered with agencies to apply for relevant workforce development grants, including 3 Climate and Equitable Jobs Act (CEJA) grants. LWIA 3 played a prominent role in collaborating with the State, Region 1 Planning Council (R1), and Growth Dimensions in a year-long process to successfully retain a large automotive manufacturing company, saving over 1,000 jobs. LWIA 3 also participates in various business attraction events, providing workforce data from Lightcast and assisting with presentations when invited.

LWIA 4 also continuously engages with economic development. Northwest Central Illinois (NCI) Works and Business Employment Skills Team, Inc. (BEST) Cooperate Board has two members of Economic Development who regularly attend meetings. Training, planning sessions, and events are just a few information-sharing opportunities.

4. To strengthen linkages between the one-stop delivery system and unemployment insurance programs (§ 679.560(b)(3)(iv))

EDR 5 is committed to strengthening linkages between the one-stop delivery system and unemployment insurance programs through:

- Streamlining access to services by creating solid linkages ensures that individuals receiving unemployment benefits have seamless access to the comprehensive employment and training services of the one-stop delivery system. This streamlines the process for job seekers, making accessing the support they need more accessible.

- Targeted training and support are delivered by utilizing IDES workforce development data to better understand individuals' specific skills and training needs in the unemployment pool. This enables the delivery of targeted training programs and support services that match the labor market's demands.

- EDR 5 is committed to efficiently using resources by sharing data and insights to avoid duplication of efforts and allocate resources more effectively to address the diverse needs of job seekers. EDR 5 is also committed to unified support for economic recovery through rapid response events.

- Strengthening linkages becomes especially crucial during periods of economic downturns or crises. A coordinated approach ensures that individuals affected by job losses receive the support they need to re-enter the workforce, contributing to economic recovery efforts.

5. **To promote entrepreneurial skills training and microenterprise services (§ 679.560(b)(4));**

   EDR 5 is committed to promoting entrepreneurial skills training and microenterprise services in the following ways:

   - Collaborate with local organizations. Partner with local business associations, community colleges, and economic development agencies to create a network that supports entrepreneurs. These organizations may already have programs or resources that can be leveraged.

   - Organize and conduct workshops and training programs focused on entrepreneurial skills development. Cover topics such as business planning, financial management, marketing, and legal considerations. Work with experienced entrepreneurs or business professionals to lead these sessions.

   - Fostering a supportive community by encouraging networking and collaboration among local entrepreneurs. Host networking events, meetups, or forums where entrepreneurs can connect, share experiences, and support each other.

   - Promote success stories of local entrepreneurs who have benefited from our programs. Highlighting real-life examples that can inspire others and demonstrate the tangible impact of entrepreneurial skills training.

   - Exploring funding opportunities and grants that support entrepreneurship and small businesses. Securing financial support can help sustain and expand initiatives.

6. **To implement initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers (§ 679.560(b)(3)(v)).**

   - Conduct a thorough assessment of regional needs, analyzing the regional job market and industries to identify specific skill gaps and training needs. Engage with local employers, industry associations, and workforce development agencies to understand current and future skill requirements.

   - Utilize Effective Business Intermediaries by identifying and engaging business intermediaries such as industry associations, training providers, and workforce development boards. Leverage their expertise to connect employers with relevant training resources and services.

   - Support the creation of clear career pathways for individuals, outlining progression opportunities within industries. Provide guidance and support for individuals to navigate these pathways, including mentorship programs and career advising.

   - Assist employers with developing Incumbent Worker Training (IWT) programs focusing on upskilling and reskilling existing employees to meet evolving job requirements. Seek grant opportunities to offer employers incentives to invest in their workforce's continuous training and development.

- Facilitate OJT opportunities in collaboration with employers. Assist with the design of programs that allow individuals to gain practical experience while developing the necessary skills.
- Align training initiatives with specific industries and sectors that drive the regional economy. Stay informed about industry trends and workforce demands to adapt training programs accordingly.
- Commitment to continuous evaluation and improvement by using current systems to assess training programs' effectiveness. Gather feedback from employers, participants, and other stakeholders to make continuous improvements.

D. Describe regional strategies that will increase apprenticeship and other work-based learning opportunities.

- Continue to foster strong partnerships and collaboration between employers, industry associations, educational institutions, and government agencies through LWIB meetings and activities. The BST will collaborate with local businesses to understand workforce needs and tailor apprenticeship programs accordingly.
- Promotion and awareness through newsletters highlight the benefits of apprenticeships and work-based learning. Hosting informational events to inform all industry sectors of the benefits and return on investment of U.S. Department of Labor (DOL) Registered Apprenticeship Programs. Work with schools, community colleges, and career counselors to promote opportunities for students and job seekers while also informing students and job seekers of the advantages of apprenticeship programs.
- Assist with the alignment of apprenticeship programs with industry-recognized credentials and certifications. Work with DOL to ensure that completion of apprenticeships leads to tangible qualifications valued in the job market.
- Implement targeted outreach programs to encourage underrepresented groups, such as women and minorities, to participate in apprenticeship programs. Address barriers, including stereotypes and lack of information, to ensure inclusivity.
- Encourage the development of apprenticeship programs adaptable to emerging industries and technological advancements. Inform the community of industry trends to ensure that training remains relevant and up to date.
- Evaluation and continuous improvement by utilizing established mechanisms for evaluating the effectiveness of apprenticeship programs. Use feedback from employers, apprentices, and educational institutions to make continuous improvements.
- Continue organizing networking events and job fairs that connect apprentices with potential employers.

E. Describe initiatives to shorten the time from credential to employment and address how the area will work with the education system to begin putting training opportunities in place to meet this strategy.

- Support industry-aligned credential programs that directly match the skills and competencies demanded by employers. Collaborate with industry partners to identify credentials that hold value in the job market and communicate these to training partners.
- Support accelerated training programs that focus on delivering essential skills in a condensed timeframe to enable faster time to employment.
- In collaboration with employers, identify and prioritize in-demand skills that lead to immediate employment opportunities. Regularly update training partners to align with the evolving needs of the job market.
- Encourage programs to offer stackable credential programs that allow individuals to earn certifications incrementally. Communicate with employers to ensure that credentials obtained are recognized in the workforce, providing immediate employability benefits.
- Offer quality career advising services to help individuals make informed decisions about their education and training paths. Provide guidance on selecting credential programs that lead to quicker employment outcomes.
- Collaborate with educational institutions to encourage embedding industry-recognized certifications into degree programs. Encourage the creation of pathways for students to seamlessly transition from education to employment.
- Leverage LWIB committees that bring together representatives from education, business, and community organizations. Focus LWIB committees to strategize on aligning training opportunities with employment needs.

F. Describe the steps that will be taken to support the state's efforts to align and integrate education, workforce, and economic development, including:

1. Fostering the improvement and expansion of employer-driven regional sector partnerships to increase the focus on critical in-demand occupations in key sectors that are the engine of economic growth for the state and its regions.

The initiatives outlined, particularly the focus on apprenticeships and the role of the Apprenticeship Navigator, are key components of a comprehensive strategy, including:

- Continue to strengthen communication channels among secondary and post-secondary education, workforce organizations, and economic development representatives. Regular meetings and updates ensure alignment with regional initiatives.
- Ensure that diverse perspectives, including those from education, workforce, and economic development, are represented on LWIBs. This ensures a holistic approach to regional planning.
- Support and expand efforts to establish employer-driven sector partnerships. These partnerships will focus on critical in-demand occupations and key sectors identified as vital for economic growth.
- Leverage the Apprenticeship Navigator to actively engage with employers. This includes helping businesses understand the benefits of apprenticeship programs and providing guidance on program implementation. Work with the Apprenticeship Navigator to identify

and address barriers that may hinder the implementation of apprenticeship programs. This could include regulatory challenges, awareness gaps, or resource constraints.

- Collaborate closely with secondary and post-secondary education institutions to align curriculum with employers' needs. Ensure that educational programs prepare individuals for apprenticeships in critical sectors.
- Ongoing collection of metrics and evaluation criteria to assess the success of apprenticeship programs. This includes tracking the number of apprenticeships created, employer engagement levels, and the impact on workforce development.
- Work closely with economic development agencies to align apprenticeship programs with broader regional economic development goals. This ensures that workforce development efforts contribute directly to economic growth.
- Foster a culture of continuous improvement by regularly reviewing and updating apprenticeship programs based on feedback from employers, apprentices, and other stakeholders.

2. **Expanding career pathway opportunities through more accelerated and work-based training and align and integrate programs of study leading to industry-recognized credentials and improved employment and earnings.**
The initiatives outlined by EDR 5, particularly the focus on employer-driven regional sector partnerships and implementing an Apprenticeship Navigator, demonstrate a proactive approach to addressing workforce needs and enhancing career pathways. The examples provided, such as the IWT program at Swedish American Hospital, showcase effective strategies for creating career opportunities through accelerated and work-based training. Here's a closer look at key elements and potential recommendations:

- **Apprenticeship Navigator:**
  - **Engagement with Employers:**
    - The Apprenticeship Navigator's role in working directly with employers is crucial. Continue fostering solid relationships with businesses to understand their needs and tailor apprenticeship programs accordingly.
    - Facilitate ongoing communication to ensure that apprenticeship programs align with evolving industry demands.
  - **Barrier Removal:**
    - Identify and address barriers hindering the implementation of apprenticeship programs. This could involve regulatory challenges, awareness gaps, or resource constraints.
    - Collaborate with employers to develop solutions and streamline the apprenticeship process.
  - **Promoting Value of Apprenticeships:**
    - Assist businesses in understanding the value of apprenticeship programs for their organization. Highlight the long-term benefits, including workforce development, employee retention, and business growth.

        - Develop outreach materials and workshops to educate employers on the advantages of apprenticeships.

- **<u>Incumbent Worker Training (IWT) Program:</u>**
    - **Utilizing IWT:**
        - Continue leveraging IWT programs to upskill and advance existing employees. This can contribute to employee satisfaction, retention, and overall workforce development.
        - Explore opportunities to expand IWT initiatives to address broader skill gaps within key sectors.
    - **Building Apprenticeship Models:**
        - Building on the success of the IWT program, explore the development of apprenticeship models.
        - Collaborate with employers and training providers to create apprenticeship pathways that align with the training programs and address specific workforce needs.
    - **Dialogue on Apprenticeship Development:**
        - Maintain an ongoing dialogue with employers like Swedish American Hospital on developing apprenticeship models around successful training programs.
        - Identify opportunities for scaling apprenticeship initiatives within the region and adapting them to the needs of different industries.
    - **Documentation of Success Stories:**
        - Document success stories from the IWT program, showcasing the positive outcomes for employers and employees.
        - Use these success stories for promotional purposes to encourage other businesses to adopt similar training and apprenticeship models.
    - **Alignment with Regional Strategies:**
        - Ensure that the apprenticeship models developed align with the broader regional strategies for economic growth, focusing on critical in-demand occupations in key sectors.
        - Coordinate efforts with other stakeholders to create a cohesive and comprehensive approach to workforce development.
    - **Continuous Improvement:**
        - Establish mechanisms for continuous improvement based on feedback from employers, participants, and other stakeholders.
        - Regularly review and update training and apprenticeship models to remain responsive to changing industry needs.

By persistently expanding upon the achievements of these initiatives and upholding a robust commitment to engaging employers and developing the workforce, EDR 5 has the potential to make a substantial contribution to the economic growth of both the state and the region. The sustained success of these programs hinges on collaboration and continuous dialogue with

employers.

3. **Expanding career services and opportunities for populations facing multiple barriers to close the gap in educational attainment and economic advancement through career pathways and improved career services.**

- **Elevate and Life Launch Program:**
  - **Comprehensive Support:**
    - The collaboration between Elevate and the Life Launch program exemplifies a holistic approach by providing comprehensive services for youth with justice involvement and educational barriers. Case management, work experience, credential attainment, and employment placement assistance contribute to a well-rounded support system.
  - **Virtual GED Classes:**
    - Addressing the challenge of attending classes while needing to work is a crucial innovation. Offering virtual GED courses and creating a space at the work site with internet access reflects an understanding of the practical constraints faced by the youth.
  - **Adaptability and Flexibility:**
    - Recognize the diverse needs of youth and their varied circumstances. Adapting and flexibly providing services, such as virtual classes, is vital to overcoming barriers.
- **Elevate and YouthBuild Partnership:**
  - **Simultaneous Diploma and Training:**
    - Co-enrolling students in Elevate and YouthBuild to simultaneously pursue a high school diploma and vocational training in welding is a powerful strategy. This approach ensures that individuals complete their education and gain valuable skills that enhance their employability.
  - **Career Growth Opportunities:**
    - Emphasize the importance of career growth by integrating educational and vocational training programs. The partnership with YouthBuild provides a pathway for students to acquire credentials that directly lead to employment, fostering long-term career growth.
- **Career Readiness and Work Experience:**
  - **Contextualized Learning:**
    - Offering career readiness courses alongside job coaching during work experience creates a learning environment that is practical and directly applicable. Contextualizing learning within the workplace enhances understanding and prepares youth for success in future employment.
  - **Interpersonal Skills Development:**
    - Job coaching enhances technical skills and focuses on interpersonal skills, such as appropriate communication with co-workers and supervisors. This emphasis contributes to developing soft skills crucial for sustained career success.
- **Plans for expansion of services for populations with multiple barriers:**

- **Continuous Monitoring and Evaluation:**
  - Expand the system for monitoring and evaluating the effectiveness of these programs. Collect feedback from participants, employers, and partners to make continuous improvements.
- **Scalability and Replicability:**
  - Explore opportunities to scale these initiatives or replicate successful models in other regions, ensuring that the impact can be extended to a larger population.
- **Public Awareness and Advocacy:**
  - Promote the success stories arising from these partnerships to create awareness and advocate for the value of holistic support programs. This can attract additional support, resources, and partnerships to expand the reach and impact.

G. Describe how goals established in this plan will be monitored and evaluated.

The implementation of effective performance management involves several key steps. Firstly, it requires the establishment of Key Performance Indicators (KPIs) aligned with specific goals. These KPIs serve as quantifiable indicators, measuring progress and success. Secondly, a regular schedule for progress tracking is crucial, with intervals such as weekly, monthly, quarterly, or annually determined by the nature of the goals. Thirdly, continuous engagement of stakeholders is vital. This involves gathering feedback from team members, clients, and other relevant parties to gain diverse perspectives. Additionally, the implementation of performance reviews, both individual and team-based, is essential for assessing contributions and making necessary adjustments. Leveraging data analytics tools to analyze large datasets is the fifth step, providing insights into trends and patterns that inform decision-making. The sixth step emphasizes documenting and transparently communicating results to foster stakeholder accountability and trust. Continuous improvement is the seventh step, utilizing evaluation results to enhance future goal-setting strategies. Lastly, as mandated by EDR 5, external audits or reviews provide unbiased evaluations and insights, informing practice and continuous improvement throughout the region.

H. Describe how responsiveness, inclusivity and accessibility (RIA) are or will be incorporated in the implementation of regional workforce, education, and economic development strategies.

A comprehensive approach RIA is implemented through various strategies. Firstly, there is a commitment to continuous data collection and analysis, focusing on demographic data such as race, gender, age, socioeconomic status, and disability. This analysis aims to identify disparities in access, participation, and outcomes across different demographic groups, with transparent communication of findings to the region. Equity impact assessments form the second strategy, evaluating proposed policies, programs, and initiatives to understand their potential differential effects on demographic groups. Strategies are then adjusted based on these assessments to mitigate negative impacts and enhance positive outcomes. The third strategy involves meaningful and inclusive community engagement, ensuring diverse voices are heard in planning and decision-making processes. This includes collaboration with advisory groups and community organizations representing marginalized populations. Customized support services, such as childcare assistance and career advising tailored to individual challenges, constitute the fourth strategy. Inclusive hiring practices are encouraged as the fifth strategy, promoting RIA within the workforce through various channels. The sixth strategy promotes apprenticeship and training opportunities accessible to individuals from all backgrounds, collaborating with employers to create pathways for underrepresented groups. Continuous monitoring and evaluation, the seventh strategy, involves regular assessments of the impact of strategies on RIA goals and soliciting feedback from affected communities for ongoing responsiveness. Policy advocacy, the eighth strategy, focuses on regional-level policies that address systemic barriers and support inclusive economic and workforce development. Transparency and

accountability, the ninth strategy, involves maintaining transparency in reporting progress on RIA goals, holding organizations accountable, and publishing regular reports highlighting successes, challenges, and areas for improvement in workforce RIA.

CHAPTER 4: OPERATING SYSTEMS AND POLICIES

A. Coordination of Planning Requirements: The plan will incorporate the Memorandum of Understanding and Service Integration Action Plan. As part of this plan, the LWIA will complete a Service Integration Self-Assessment of its progress on service integration. A copy of the documentation associated with the self-assessment process will be submitted as an appendix to this plan. Additionally, this plan must include the following statements in this chapter:

1. ***The Local Workforce Innovation Area 3 Memorandum of Understanding provides a description of the one-stop delivery system, and other information that is essential to the establishment and operation of effective local workforce development systems as required by the WIOA Rule (20 CFR Part 678.705). The Memorandum of Understanding and any subsequent modifications is incorporated by reference into this plan.*** (Appendix 6*)*

2. ***The Local Workforce Innovation Area 3 Service Integration Self-Assessment Tool provides a description of how local workforce partners will align and coordinate services as required by the State of Illinois Service Integration Policy (WIOA Policy Chapter 1, Section 13). The Service Integration Self-Assessment Tool, and any subsequent modifications, are incorporated by reference into this plan.*** (Appendix 7)

B. Provide a copy of the following local policies and agreements:

1. **Chief Elected Official (CEO) Functions and Agreement Between Multiple Chief Elected Officials (WIOA Policy Chapter 1, Section 2)** (Appendix 8)

2. **CEO Delegation of Authority and Acknowledgment of Financial Liability (WIOA Policy Chapter 1, Section 3)** (Appendix 9)

3. **Local Workforce Innovation Board (LWIB) Certification and Recertification Requirements (WIOA Policy Chapter 1, Section 5)** (Appendix 10)

4. **One-Stop Operator (OSO) Procurement (WIOA Policy Chapter 1, Section 7)** (Appendix 11)

5. **Career Planning (WIOA Policy Chapter 4, Section 2)** (Appendix 12)

6. **General Follow-Up Services (WIOA Policy Chapter 4, Section 3)** (Appendix 13 & 14)

7. **Selective Service Registration Requirements (WIOA Policy Chapter 5, Section 1.1)** (Appendix 15)

8. **Youth Eligibility (WIOA Policy Chapter 5, Section 4)** (Appendix 16)

9. **Service Priorities (WIOA Policy Chapter 5, Section 6)** (Appendix 16)

10. **Veterans' Priority of Service Requirements (WIOA Policy Chapter 5, Section 7)** (Appendix 16)

11. I**ndividual Training Accounts (WIOA Policy Chapter 7, Section 2.1)** (Appendix 17)

12. **On-the-Job Training (OJT) (WIOA Policy Chapter 7, Section 2.2.1)** (Appendix 18)

13. **Incumbent Worker Training (IWT) (WIOA Policy Chapter 7, Section 2.2.3)** (Appendix 29)

14. **Work Experience (WEX) and Transitional Jobs (WIOA Policy Chapter 7, Section 2.5)** (Appendix 18)

15. T**raining Provider and Training Program Eligibility – Eligible Training Provider List (WIOA Policy Chapter 7, Section 3)** (Appendix 19)

16. **Supportive Services (WIOA Policy Chapter 7, Section 4)** (Appendix 20)

17. **Privacy and Security Personally Identifiable Information (PII) (WIOA Policy Chapter 8, Section 2.2)** (Appendix 21)

18. **Property Control for Property Purchased with WIOA Funds (WIOA Policy Chapter 8, Section 3.6)** (Appendix 22)

19. **Compliant and Grievance Procedures (Nondiscrimination) (WIOA Policy Chapter 8, Section 5)** (Appendix 23)

C. Describe how the use of technology and other alternative means of service delivery in the one-stop delivery system, including a description of:

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

   Individuals can inquire about, and begin applying for, career and youth services online. Access points throughout the area utilize Illinois workNet and Illinois Job Link resources and individuals at the sites can assist individuals with the online application.

   The Workforce Connection (TWC) has implemented lessons learned during COVID-19 about remote delivery into our Plan. The opportunity to have virtual appointments for those with technology will continue, as well as the opportunity for electronic signatures and other tools that enhance the ability to connect to the system. These tools are used in conjunction with digital skills training, access to tools and resources, and in-person services to choose the best method for the individual.

2. **How the local area is using multiple methods to provide orientations for customers, including but not limited to, virtual and asynchronous orientations.**
   TWC utilizes multiple methods to connect to customers and provide orientations and information. We deliver in-person orientations and information at scheduled times and on demand in all our Career Centers. Customers can walk in and get connected at any time or attend a group information session, depending on their needs. We also provide information sessions at many

community locations to ensure individuals can access the system and the Workforce Innovation Opportunity Act's (WIOA's) services. TWC also provides training and information to partners to ensure that partner staff know how to complete WIOA program applications and understand the process for enrollment.

In addition to the in-person methods, we have a recorded information session online that customers can watch and engage with at any time. Documents and forms can also be completed and submitted online through the online application and DocuSign for documents with Personally Identifiable Information (PII).

3. **How the Local Board will facilitate access to services provided through the one-stop delivery system through the use of technology and other means, such as online meeting software and mobile workforce centers. (§ 679.560(b)(5)(ii)).**

   Services are provided through various means, including in-person and by utilizing technology. Customers can meet in person at a career center or access a site such as a community center or online using Zoom if a customer has access to a computer or smartphone. We give customers a choice of what works best for them and their needs to ensure we can meet them where they are. We will continue to explore a balance of in-person and virtual service delivery options to ensure the centers and services are accessible to those in need of them. The City of Rockford has launched its Rockford FiberCity project that will lay 1,300 miles of fiber optic cable to bring fast, affordable internet access to every residential and business address in Rockford. This project will bring access to those who are disadvantaged when it comes to remote learning and other vital services that require high-speed internet access and help to decrease the digital divide.

   TWC does not have mobile workforce centers. However, we bring services to many community access points, such as community centers, schools, and agencies. We will continue to find access points that effectively serve individuals.

   As technology evolves, we will continue to invest in technology that increases customer accessibility in all aspects of our service area.

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

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

   Expanding access to employment, training, education, and supportive services for eligible individuals, especially those facing barriers to employment, involves implementing comprehensive strategies. Local Workforce Innovation Area 3 (LWIA 3) does this in a variety of ways. Some unique collaborations include connecting with mature workers through information booths at job fairs and distributing flyers at various agencies. The Senior Community Service Employment Program (SCSEP) conducts workshops and sets up information tables within the Centers, providing individuals with insights into available programs and opportunities. Mature workers enrolled in the SCSEP program receive training in employment-related skills, including assistance with interviews and resume writing. Employers in high-growth, high-demand fields benefit from access to skilled and pre-screened workers through this program, ensuring they acquire dependable and competent new hires with demonstrated proficiencies.

   Another example of expanding access is our work within the County Jail, bringing information and services into the jail for those who will be released so they can easily connect. This initiative

has increased the number of individuals with justice involvement who can connect to services after release.

Recruitment efforts for all services offered by core partners extend across various platforms to reach a diverse audience, including the underemployed. Social media platforms such as Facebook, Twitter, Constant Contact, and LinkedIn serve as channels for recruitment. Information about upcoming job fairs, events, weekly and monthly workshop schedules, and employer visits can be found in the American Job Centers (AJCs) and on TWC's website. Additionally, flyers are distributed through email for posting at various social service and non-profit agencies in the region that assist individuals seeking to enhance their job readiness skills and find employment.

2. **Scaling up the use of Integrated Education and Training models to help adults get their State of Illinois High School Diploma and work on other essential skills and English language acquisition while earning credentials and industry-recognized credentials that lead to in-demand occupations;**

   All individuals are welcome at TWC career centers, whether they have completed their high school diploma/General Educational Development (GED), have limited English speaking skills, or any other barrier they may have to finding living wage employment. TWC offers help with services like completing and developing skills for career advancement. As individuals are assessed, we work to connect them to resources that will give them better access to essential employment skills and opportunities. Both youth and adult program staff connect individuals to adult basic education or English as a Second Language (ESL) classes.

   Most significantly, we assist individuals in finding the most suitable programming and classes tailored to their preferences, encompassing factors such as class times, durations, work schedules, transportation, bus routes, and various other considerations.

   Furthermore, we offer support services aimed at fostering success in classes. This support may involve helping individuals with transportation, aiding them in securing employment or facilitating paid work experiences that align with their class schedules. In our region, numerous service providers cater to adult basic education/GED and ESL. We eagerly anticipate collaborating with new partners as innovative programs emerge. This collaboration extends to our partnership with Goodwill Industries of Northern Illinois (Goodwill), particularly as they launch the Excel Center, set to become the first adult high school in the State of Illinois, opening in Rockford in 2024.

3. **How the core programs in the local area will leverage their business services to provide more holistic support to employers;**

   The Region’s core partners continue to join forces to ensure that training and upskilling initiatives can be customized to meet the precise needs of local employers, thus cultivating a skilled workforce aligned with industry requirements. Regional partners are particularly dedicated to developing internship programs and apprenticeships in sectors such as culinary arts, engineering, healthcare, and other high-demand occupations. These initiatives not only benefit businesses by providing them with access to a pool of skilled workers, but also contribute to the overall growth and prosperity of the community.

   The region boasts several key collaborators who consistently work together to keep local employers informed about the diverse workforce support options available. An effective approach involves local programs teaming up with businesses to create workforce development initiatives that specifically target skill gaps within the community. For example, a collaboration between LWIA 3, The Greater Rockford Chamber of Commerce (GRCC), Rock Valley College (RVC), and various local manufacturing companies resulted in the implementation of a short-term

training program for the region's manufacturers. This collaborative effort has successfully placed numerous individuals in employment within the past year.

4. **Increasing the awareness of the services the workforce development system offers to both individuals and employers in the local area;**
   Sustained collaboration remains pivotal in ensuring a heightened awareness of workforce development services throughout the region. Local businesses are informed about available services that link employers with qualified candidates through job placement assistance. Financial incentives and grants, when accessible, are widely promoted to businesses, encouraging them to prioritize local hiring and invest in training initiatives. An ongoing campaign led by our Apprenticeship Navigator actively communicates incentives, such as tax credits for employing apprentices, aimed at supporting businesses in expanding their workforce or implementing employee development programs.

   The City of Rockford and Growth Dimensions' business service teams consistently partner with TWC for business attraction visits. Additionally, local partners regularly coordinate networking events, conferences, and industry-specific gatherings to facilitate meaningful business connections. These networking opportunities foster collaborations, partnerships, and a more resilient business ecosystem within the community. Noteworthy among these events is the Rockford Area Aerospace Network (RAAN) yearly conference, attended by businesses, educational institutions, state workforce representatives, and others from across the state. This event serves as a platform to showcase unique industry and education collaborations, such as the possibility of earning a bachelor's degree in engineering on a community college campus while participating in a paid engineering internship.

5. **Determining the most effective marketing methods and messages for informing college and university students about Prior Learning Assessments**
   Every educational institution autonomously oversees information pertaining to Prior Learning Assessment (PLA). K-12 Districts distribute details to students via counseling and by advocating Advanced Placement (AP) classes. Community colleges and universities display various traditional approaches for students to accrue credits through PLA on their individual websites. In the regional career pathway mapping, a deliberate utilization of PLA is discernible, with a specific emphasis on its importance for Engineering majors. Promotional efforts predominantly underscore PLA's ability to accelerate the journey to graduation, enabling a swifter transition into the workforce.

6. **How targeted marketing will be used to reach various segments of the labor force, such as mature workers and the underemployed, who may not require extensive education or training to qualify for jobs in high-demand occupations, as well as younger job seekers who do not yet have a plan for a post-high school career.**
   TWC has a multi-pronged strategy for outreach to ensure that information reaches customers needing our services. Outreach will be done in person, virtually, and in various formats.

   Ongoing strategies include the following:

   - Open access to all sites and open house/information session events to welcome the community;

   - Robust social media, including success stories, events, and information sharing with paid boosts as needed to reach more in the community;

   - Outreach and active participation with high schools, district-level staff, and alternative education centers with regular visits to share program information;

- Weekly email newsletter to share information with community partners and customers;

- Monthly Partner Connection meetings for frontline staff of all core and required partners, as well as optional partners to keep updated on access and services;

- Hosting Hiring and Resource Events in each county to share information and provide services and information at different community sites;

- Community engagement at events in various neighborhoods and community centers to share information;

- Engagement with different specialty groups to share information and access to services.

TWC utilizes a multi-faceted marketing approach to reach targeted audiences for training and education. Traditional weekly posts are made to all social media outlets and distributed to various community partners. This ensures that a broad audience has the information and can distribute it to specific targeted populations within their scope, as appropriate. Additionally, information is shared at LWIA 3's Local Workforce Innovation Board (LWIB or TWC Board) Committee meetings. These committees are comprised of community partners who directly work with a wide variety of targeted workforce populations (such as mature individuals). Career advisors are routinely educated about programs, services, and special initiatives for all populations, highlighting special initiatives designed to reach targeted groups for specific employment needs.

7. **Facilitating the development of career pathways and co-enrollment, as appropriate, in core programs (§ 679.560(b)(2)(ii));**
Through intentional partnerships and communication, the Board assists in the facilitation of co-enrollments in core programs as appropriate.

Through the TWC Board Program Operations Management Advisory Committee meetings and the Partner Connection meetings, strong partnerships have been formed around all the required partners. Referrals are done both to and from partners on a weekly, if not daily basis.

For example,

- WIOA Youth program partners with YouthBuild and performs all Comprehensive Adult Student Assessment System (CASAS) test assessments for YouthBuild candidates. Results are shared and candidates enrolled in YouthBuild are co-enrolled in the WIOA Youth program to maximize and not duplicate the benefits of both programs. Candidates not chosen for the YouthBuild program, are enrolled in the WIOA Youth program and assisted with their career and educational goals.

- The Illinois Department of Employment Security (IDES) and WIOA staff refer eligible individuals, particularly dislocated workers, who need training or work experience to find employment success.

- WIOA staff go on-site to several Title II programs to share the benefits of WIOA programming with eligible individuals in adult, basic education, and GED programs. This includes RVC, Rockford Public Schools (RPS 205)/Roosevelt Community Education Center, YWCA Literacy Council, Highland Community College (HCC), and other partners.

TWC actively participates in career pathway development in a variety of ways. We serve on operating and advisory boards of postsecondary institutions. We work with community

organizations that provide training and education in many different employment sectors. Recently, we were designated as a finalist for the Climate and Equitable Jobs Act (CEJA) hub grants where we actively developed 6 clean energy career pathways with our partners. We also actively support the establishment of cohorts for pre-apprentice and apprenticeship programs in several high-impact sectors by braiding WIOA resources for Work Based Learning experiences and On the Job Training (OJT) or Incumbent Worker Training (IWT). TWC will explore ways to co-enroll participants from CEJA with the Core Programs.

8. **Improving access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable) (§ 679.560(b)(2)(iii)).**
   Our Region has actively been involved with the development of stackable credentials in areas like CNC manufacturing, automotive maintenance, e-vehicle maintenance, culinary and hospitality, engineering, and mechatronics. These career pathways often start in the high schools and go through to bachelor's degrees or beyond. TWC actively works with employers, K-12 districts, and post-secondary institutions to identify workforce needs and craft industry-recognized pathways that allow for multiple access points to job seekers. Job seekers who attend events or come to the One-Stop centers are informed and educated about the significance of industry-relevant education and training.

E. Describe how local strategies will be coordinated with the state (including the Illinois' WIOA State Plan), regional and local partners to enhance services and avoid duplication of activities, including a description of the following:

Collaboration and engagement with all partner entities are initiated at the governance level of TWC Board, where representation from all core partner programs is ensured. Additionally, TWC Board has instituted a Youth Advisory Committee and a Program Operations Management Advisory Committee, both consisting of designated members from partner programs and agencies.

The Youth Advisory Committee is responsible for formulating and overseeing strategies that foster connections between education and career opportunities for youth and young adults. It also provides supervision for WIOA and other funded programs, including the selection and evaluation of youth service providers and the coordination of youth services. Comprised of TWC Board members, school district representatives, career and technical education program representatives, and community stakeholders with expertise in youth services, this Committee plays a crucial role in shaping youth-focused initiatives.

On the other hand, the Program Operations Management Advisory Committee concentrates on the local service delivery system. This body develops and implements strategies to establish a coordinated and integrated workforce development system across all partner programs, catering to diverse populations that mirror our present and future workforce. The Committee, consisting of TWC Board members and representatives from all AJC Partner Programs, is instrumental in crafting system measures for the service centers and overseeing the One-Stop Operator (OSO) and Operations.

1. **Adult, Dislocated Worker and Youth employment and training activities under WIOA Title I (§679.560(b)(6)).**
   The employment and training activities for Adult, Dislocated Workers, and Youth under WIOA Title I involve sub-recipients selected through a competitive procurement process. These services are provided on-site at the AJCs and are designed to be customer-centered, aligned, and integrated with partner services. High-quality basic career services are a focal point, encompassing activities such as basic assessment, career counseling, and job search assistance. Coordination with Core and other AJC Partners is employed to leverage supportive services, basic education offerings, and training opportunities.

Individualized career services go a step further, encompassing detailed assessments, individual goal planning, and connections to training opportunities and supportive services. Training options may include tuition assistance through Individual Training Accounts (ITAs), OJTs, Apprenticeships, or other work-based learning alternatives. Consistent coordination with Partner programs is a priority, often resulting in co-enrollment of career seekers to address customer needs and optimize resource utilization.

WIOA Title I staff actively engage in the Business Services Team (BST) and collaborate with local community-based organizations to address poverty through neighborhood programs. They work towards connecting returning citizens with supportive services and employment/training opportunities, and also play a key role in developing and implementing customized programs for target populations.

Collaboration and engagement with all partner entities are initiated at the governance level of TWC Board, where representation from all core partner programs is ensured. Additionally, the Board has instituted a Youth Advisory Committee and a Program Operations Management Advisory Committee, both consisting of designated members from partner programs and agencies. Both the Youth Advisory Committee and Program Operations Management Advisory Committee engage in ongoing assessments of service delivery and coordination strategies among partner programs to enhance services. Regular committee meetings facilitate active discussions on services and prevent duplication of activities.

2. **Adult education and literacy activities under WIOA Title II. This description must include how the Local Board will review local applications submitted under Title II consistent with WIOA Secs. 107(d)(11)(A) and (B)(i) and WIOA Sec. 232 (§ 679.560(b)(12)).**
TWC collaborates with Title II providers through WIOA and Adult Education activities and planning. It attends the Area Planning Committee meetings annually, contributes to the Plan's development, and reviews it once submitted. An Adult Education and Literacy representative of the Area Planning Council #511 holds a seat as a Core Partner on TWC Board.

   Providers are active as part of the Program Operations Management Advisory Committee and through Memorandum of Understanding (MOU) activities with the AJC. Referrals are actively made to and from the TWC team to ensure adults have access to Title II services and that those in adult education classes know about the workforce services and how to access them. Duplication of activities will be avoided by providing time during the bi-monthly committee meetings for each MOU partner to provide detailed information about salient activities they are conducting. Agendas from these meetings are posted on the TWC website and shared out with all committee members for individuals that may not be able to attend meetings.

3. **Wagner-Peyser Act (29 U.S.C. 49 et seq.) services (§ 679.560(b)(11)).**
IDES has been housed at AJC-Rockford since the inception of the Workforce Investment Act (WIA). Currently, under the WIOA, Wagner-Peyser staff provide labor exchange assistance and services for career-seekers and local employers. IDES representatives have actively participated in regional planning, local service planning, and MOU negotiations. IDES (Wagner-Peyser) is represented on TWC Board and the Program Operations Management Advisory Council. IDES staff provides staff and community training on IllinoisJobLink.com, the primary labor exchange medium for TWC Partners. Duplication of activities will be avoided by providing time during the bi-monthly committee meetings for each MOU partner to provide detailed information about salient activities they are conducting. Agendas from these meetings are posted on the TWC website and shared out with all committee members for individuals that may not be able to attend meetings.

Wagner-Peyser funds are used by the Illinois Department of Employment Security (IDES) to provide employment services to all job seekers and employers seeking qualified individuals. Those services are provided online through the state's labor exchange system, Illinois JobLink or by IDES staff located in AJCs and include, but are not limited to, career services, job readiness, employer outreach, employer seminars, employment retention services, labor market information, career information, employment plans, and referrals to training, educational opportunities, and supportive services. Employment services offered include assessments for job placement, job search assistance, and online job application processing. Employment Security is responsible for increasing community awareness about the services provided via job fairs, community collaborations, onsite recruitments, resource linkage and presentations to both job seekers and employers. Wagner-Peyser Employment Services are available for all U.S. citizens and those eligible to work in the U.S. IDES also employs dedicated staff who conduct outreach to migrant and seasonal farmworkers to inform them of services available in the AJCs, their employment rights, and how to file any employment-related complaints. IDES also employs an MSFW State Monitor Advocate who monitors whether MSFWs are receiving equitable services as required under Wagner-Peyser.

4. **Vocational rehabilitation service activities under WIOA Title IV (§ 679.560(b)(13)).**
The Illinois Department of Human Services (IDHS)-Division of Rehabilitation Services (DRS) is represented on TWC Board as a Core Partner. Representatives from the Rockford and Freeport offices also comprise the Youth Advisory Committee and Program Operations Management Advisory Committee. The Program Operations Management Advisory Committee addresses the coordination of services for individuals with disabilities with DRS and other community-based organizations. DRS will assist TWC Board in identifying organizations in the three counties to participate actively on the Committee. Duplication of activities will be avoided by providing time during the bi-monthly committee meetings for each MOU partner to provide detailed information about salient activities they are conducting. Agendas from these meetings are posted on the TWC website and shared out with all committee members for individuals that may not be able to attend meetings.

5. **Relevant secondary and postsecondary education programs and activities with education and workforce investment activities (§ 679.560(b)(9)).**
Representing postsecondary education on TWC Board are the Vice President of Human Resources at HCC and the President of RVC. This enables TWC Board to maintain strong working relationships with education systems in the three-county area.

   Coordination with regional school districts, including representatives on board committees, ensures alignment with secondary programs. Collaborative efforts with organizations such as CareerTEC and Career Education Associates of North Central Illinois (CEANCI), focusing on dual credit and career preparation programs in high school, are common. Many K-12 districts in the area adopt a career pathways model and actively engage in collaborations involving apprenticeships and pre-apprenticeships.

   TWC Board plays a pivotal role in addressing postsecondary educational programming and credentials. This includes approving the Eligible Training Provider List (ETPL) of programs and supporting employer-led initiatives facilitated by TWC Board staff. An illustrative example of successful employer collaboration in the workforce is the Northwest Health Care Collaborative, addressing healthcare workforce needs since 2005. Regular interactions between the Health Care Collaborative and educational entities occur to discuss regional programming and credentials. Duplication of activities will be avoided by providing time during the bi-monthly committee meetings for each MOU partner to provide detailed information about salient activities they are conducting. Agendas from these meetings are posted on the TWC website and shared out with all committee members for individuals that may not be able to attend meetings.

6. **How the Local Board will support the state strategies identified under § 676.105 and work with the entities carrying out core programs and other workforce development programs, including programs of study and career pathway programs under the Strengthening Career and Technical Education for the 21st Century Act authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.) to support service alignment and needs identified in regional or local level assessments including the Perkins Comprehensive Local Needs Assessment (§ 679.560(b)(1)(ii)).**
The staff of TWC Board engages in close collaboration with secondary Perkins programs in LWIA 3, specifically CareerTEC and CEANCI. Representatives from CareerTEC and CEANCI play active roles as members of TWC Board's Youth Advisory Committee, which orchestrates events to facilitate information sharing and strategy development, fostering coordination among organizations serving youth in the region.

   CEANCI and CareerTEC take the initiative to organize employer roundtable discussions, seeking valuable input for program development with the active support of AJC Partners. Concurrently, TWC Board staff and Partners establish robust connections with postsecondary Perkins programs at RVC and HCC. They tailor programs to meet the region's needs and address college readiness.

   This collaborative effort ensures alignment with the Regional Workforce Plan and Perkins V. by utilizing identical data packets provided by IDES, all entities develop training programs and career pathways based on the same information. This synchronization allows postsecondary programs to seamlessly align with those approved by the local workforce board, with the overarching goal of developing programs and pathways that match the needs of employers in high-growth, high-demand occupations.

   Local secondary and postsecondary institutions actively participate through stakeholder meetings and committee discussions in shaping the Regional Workforce Plan. As Perkins V plans are finalized, staff members from TWC remain actively engaged at all levels. This collective endeavor ensures a cohesive and strategic approach to workforce development, aligning education and training with the dynamic needs of the regional labor market.

   Duplication of activities will be avoided by providing time during the bi-monthly committee meetings for each MOU partner to provide detailed information about salient activities they are conducting. Agendas from these meetings are posted on the TWC website and shared out with all committee members for individuals that may not be able to attend meetings.

7. **Provide a copy of the local supportive service policies and describe how the Local Board will coordinate the provision of transportation and other appropriate supportive services in the local area (§ 679.560(b)(10)) and include information on the supportive services by each local program as appropriate.**
TWC Board's approved Supportive Services Policy (Appendix 20) for LWIA 3 is found in the Appendix Table of Contents. Career-seeking customers are given access to high-quality AJC and affiliate sites that connect them with a full range of community services. Career Planners and Navigators work with career-seeking customers to overcome barriers to training and employment.

   WIOA Title IB funds are available to provide supportive services if they are not readily available through other organizations. Supportive services are coordinated with AJC Partner programs, specifically Community Service Block Grant (CSBG), Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), and other community-based and faith-based organizations.

   Duplication of activities will be avoided by providing time during the bi-monthly committee meetings for each MOU partner to provide detailed information about salient activities they are

conducting. Agendas from these meetings are posted on the TWC website and shared out with all committee members for individuals that may not be able to attend meetings.

F. Describe how the local area will provide adult and dislocated worker employment and training activities including:

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

The provider of WIOA Adult and Dislocated Worker employment and training activities is competitively procured in conjunction with the procurement for the AJC OSO. Goodwill and RVC will provide the services. Goodwill is the primary provider of Title I adult and dislocated worker services, with adult career planning services provided as part of a subcontract with RVC.

TWC Board provides guidance and oversight to the service providers. Adult and Dislocated Worker employment and training activities are provided through the AJC. Services provided include:

- Basic Career Services as identified previously.
- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include:
    - Diagnostic testing and use of other assessment tools
    - In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
- Develop an Individual Employment Plan (IEP) to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals. Provide information on eligible providers of training services and career pathways to attain career objectives.
- Group counseling.
- Individual counseling.
- Career planning.
- Short-term prevocational services, including the development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training.
- Internships and work experiences that are linked to careers.
- Workforce preparation activities.

- Financial literacy services.

- Out-of-area job search assistance and relocation assistance.

- English language acquisition and integrated education and training programs.

- Referrals to:
    - Adult Basic Education and HSE preparation activities
    - Bridge Programs
    - Occupational Training (Eligible Training Providers and Programs);

- Ongoing Case Management and Coaching.

- Unsubsidized Job Development and Placement Assistance and Access to the following Training Services.
    - On-the-Job Training
    - Customized Training
    - Occupational Skills Training

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

TWC Board holds oversight over the Title IB service provider's role in collaborating with the State to deliver Rapid Response services. Service provider staff closely collaborate with the Illinois Department of Commerce and Economic Opportunity (DCEO) of personnel and other partners, including IDES, to address local layoffs. The array of services provided encompasses:

- Leveraging and coordinating community and public resources for layoffs, including establishing connections with AJC partners and Trade Act programs, and ensuring seamless service delivery to impacted businesses and employees.

- Implementing strategies to promote Rapid Response awareness, ensuring that all parties involved in dislocation events are informed and can fully utilize available re-employment services.

- Responding to all Rapid Response requests in accordance with the designated times and processes outlined by DCEO’s Rapid Response procedures and policy.

- Offering services at locations and times convenient for affected workers.

- Providing on-site contact with employers, representatives of affected workers, and the local community whenever possible, including assessing layoff plans and employer schedules.

- Assessing the potential for averting layoffs in consultation with state, regional, and local economic development agencies, including private sector economic development entities.

- Developing a plan for the background and likely assistance needs of affected workers, re-employment prospects in the local community, and available resources to meet the short and

long-term assistance needs of affected workers.

- Supplying information and access to unemployment compensation benefits, workforce services/system services, and employment and training activities, including details about the Trade Adjustment Assistance (TAA) program.

- Assisting the local Board and CEO's in coordinating a response to the dislocation event, and if necessary, securing additional funding for Rapid Response Services.

- Scheduling a local response when a layoff event involves less than 500 workers.

- Preparing for an early start based on media, social media, and private sources or by employer request, involving multiple visits to the employer before the layoff to ensure affected employees understand the available services through the local workforce board and its partners.

- When on-site access is not permitted, using regular IDES services as a last resort to provide information about TAA services directly to affected workers seeking employment services.

- Collaborating with area community colleges and other eligible training providers to disseminate information about services to affected workers seeking training options.

G. Describe how the local area will provide youth activities including:

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

TWC Board procures providers of WIOA Title IB Youth services and activities for eligible youth, ages 14 to 24, in Boone, Stephenson and Winnebago Counties. Both in-school and out-of-school youth are served. The Youth Advisory Committee is responsible for formulating and overseeing strategies that foster connections between education and career opportunities for youth and young adults. It also provides supervision for WIOA and other funded programs, including the selection and evaluation of youth service providers and the coordination of youth services. Comprising TWC Board members, school district representatives, career and technical education program representatives, and community stakeholders with expertise in youth services, this Committee plays a crucial role in shaping youth-focused initiatives.

Services include:

- Outreach, Recruitment, and Orientation

- Intake/ initial WIOA eligibility determination

- Comprehensive assessment of eligible youths' current educational/work-readiness skills and abilities

- Individual Service Strategy development

- Ongoing Case Management—one case manager follows a youth throughout their WIOA Youth services enrollment. Case management includes the provision of solid guidance and

counseling for the youth. (Case management activities are documented in frequent, detailed case notes).

- HSE/GED, Adult basic education and tutoring activities, as applicable
- Career Exploration, Work Readiness Skills, Life Skills/Soft Skills, Financial Literacy Education, Entrepreneurial Skills Training, Leadership Development, Mentoring programming component
- Bridge Programs
- Vocational training, as appropriate
- Use of incentives for youth in specified activities
- Referrals to community services, as needed
- Work-based training (paid and unpaid) and academic and occupational education are offered concurrently with work-based training through Work Experiences, Job Shadowing, Internships, Pre-apprenticeship programs, and On-the-Job Training opportunities.
- Job Development and Placement Assistance, coordinated with TWC's BST
- Supportive Services
- Follow-up of youth who have left the program
- Comprehensive Guidance and Counseling

The primary focus of youth programming is to implement and deliver services that provide education, skill development, and support necessary for youths to successfully transition to further education, careers, and productive adulthood. This is achieved through the implementation of the 14 program elements required by WIOA Section 129(c)(2). With a vision for serving youth in an integrated manner, the process commences with career exploration and guidance, providing ongoing support for educational attainment and basic skill development. It further offers opportunities for skills training in in-demand industries and occupations, ultimately leading to a promising job along a career pathway, enrollment in postsecondary education, or participation in a Registered Apprenticeship.

The local Youth Service model is strategically crafted to enhance overall Youth Program Outcomes. At its core, a robust case management component acts as the linchpin of the service delivery system, seamlessly connecting all programming elements. This involves work-based learning that combines academic/occupational training and work experiences. Enrollment in program services follows an ongoing, open enrollment process. The Youth Service system emphasizes work-based learning with a significant job placement/exposure component, connecting youth to internships, work experiences, on-the-job training, job shadowing, and unsubsidized employment to hone their job-seeking and job-keeping skills. The activities/services of the WIOA Youth Service model are also closely coordinated with other community services and activities catering to youth. Connection to IDHS/DRS Vocational Rehabilitation programming for individuals with disabilities and co-enrollments for training, work, experience, and assistance with accommodations for workplace success.

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

The focus of WIOA Youth services is on out-of-school youth, with 75% or more of the local WIOA formula funds budgeted to provide out-of-school services. The local workforce area recognizes the current waiver in place for the State of Illinois, allowing up to 50% of youth enrolled in programming to be in-school youth. In coordination with the program provider of youth services, TWC will monitor the current employment and education landscape to ensure money allocated to youth services is spent appropriately on strategies for ensuring that a minimum of 50% of the money is spent on out of school youth, including:

- Robust outreach and recruitment activities with alternative learning centers that primarily serve out-of-school youth,
- Services on-site at community agencies where youth receive GED/HSE programming,
- Regular review of participant census to ensure minimum expenditures align with requirements,
- Co-enrollment as appropriate in programs such as Youth Build, Job Corps, or the WIOA adult program services.

3. The design framework for youth programs in the local area, including how the 14 program elements will be made available within that framework (§ 681.460).

The youth program has been designed to meet the needs of youth and develop their potential to ensure that youth meet the workforce's needs, now and in the future. The program design is human-centered, strength-based, and built to provide the 14 elements needed for youth development.

The 14 elements and how they are made available withing the framework are offered as below:

- Tutoring, Study Skills Training, Instruction, and Dropout Prevention

  These services are offered to all youth to ensure they can stay in high school and graduate or are provided in conjunction with adult education classes. Depending on the needs of the youth, services are provided by WIOA staff and through Partners.

- Alternative Secondary School and Dropout Recovery Services

  These serves are provided to ensure that youth who have dropped out have options to continue their education, either through adult education, alternative programs, or credit recovery programs.

- Paid and Unpaid Work Experience

  Local employers, in conjunction with TWC OSO Goodwill, provide paid work experiences to give youth structured learning experiences in the workplace. Opportunities are provided in various industries, allowing youth to explore careers and develop skills.

- Occupational Skills Training

Occupational skills training is provided for youth who want to continue their education in pursuit of high-demand careers. Training programs are approved in advance and on the ETPL to ensure outcomes, employment, and high-quality training.

- Education Offered Concurrently with Workforce Preparation

  Education can and must be offered concurrently, as many youth want to pursue education and need workforce skills. The youth program can provide multiple ways to do this, including workshops and career exploration, work experience, paid internships, or other services offered while a youth is in secondary, alternative, or vocational training.

- Leadership Development Opportunities

  Leadership development opportunities are provided to youth in various ways. These opportunities encourage responsibility, confidence, employability, self-determination, and other positive social behaviors in youth. These could be through workshops, focus groups, formal opportunities, and work experiences that provide the training with a chance to lead.

- Supportive Services

  Supportive services are a critical element of the youth program to ensure success. Supportive services are varied and can include assistance with transportation, equipment or tools, technology, medical needs, and other items that ensure youth can participate in WIOA activities.

- Adult Mentoring

  Mentoring is done through formal channels and informal channels in the program. This is done through job shadows, work experience, and a strong relationship with the Career Planner to guide, mentor, and advise.

- Follow-up Services

  All youth are provided follow-up services for one year after exit. These services ensure that youth have the resources they need to maintain their employment, continue to succeed in the postsecondary education pathways, or connect to resources they need. Staff follow up with youth quarterly to check in and provide resources.

- Comprehensive Guidance and Counseling

  Guidance and counseling are provided to every youth, ensuring that they have the resources they need, including individual counseling, resources, and referrals. This includes providing counseling to participants and referrals to drug/alcohol and mental health counseling through partner agency programs.

- Financial Literacy Education

  All youth are provided with financial literacy education, including, but not limited to, workshops on basic budgeting, personal finance, education finance, and completing the Free Application for Federal Student Aid (FAFSA).

- Entrepreneurial Skills Training

Youth have access to entrepreneurial skills training through our partner programs, including connecting young adults with training through Think Big!, a local entrepreneurial program, and the Small Business Development Center (SBDC) for those with advanced ideas.

- Services that Provide Labor Market Information

  All youth have access to and a connection to labor market information. Youth are shown how to find and access labor market information to see different career opportunities, wages, and openings to make career decisions. This is done both one-on-one and in workshop settings.

- Postsecondary Preparation and Transition Activities

  All youth receive assistance with preparing for and transitioning to postsecondary education and training. This includes one-on-one assistance and workshops that help youth prepare, including life skills, study skills, and career readiness.

H. Provide a description of how the local area will provide services to individuals with barriers to employment and training as outlined in Illinois' WIOA State Plan:

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

Upon intake and enrollment, every person undergoes an assessment for various factors and barriers. This procedure guarantees preferential treatment for individuals with a designated priority of service, as their details are recorded, and they receive precedence over those without such priority. LWIA 3 specifically prioritizes low-income veterans and individuals with inadequate basic skills. To illustrate, during periods when LWIA 3 faced a training waiting list, individuals with a priority of service were attended to prior to those lacking such priority for training funding. In cases where WIOA funding is not available, collaboration with our partners is pursued to ensure individuals still receive the necessary services.

Some examples of partners for key populations include:

- WIOA-funded workforce boards and service providers are dedicated to serving the long-term unemployed and individuals likely to exhaust Unemployment Insurance (UI) benefits.

- Priority service is extended to low-income adults and those receiving public assistance by workforce boards and training providers.

- The DRS staff prioritizes serving individuals with disabilities, including youth with disabilities, and has established priority status for WIOA Title 1B programs. The DRS Vocational Rehabilitation Step-Up program is accessible in schools for transition-age students.

- Out-of-school youth are provided services that align with WIOA requirements.

- Veterans receive the utmost priority for adult employment and training activities. IDES veterans' service representatives are on-site full-time, offering specialized assistance. Additionally, Northwest Central Illinois (NCI) Works has instituted a Targeted Population

standing committee to address the needs of individuals facing barriers to employment, specifically individuals with disabilities, returning citizens, and veterans.

- Migrant and Seasonal Farmworkers benefit from specialized services focused on employment, education, and opportunities for economic self-sufficiency and stability. IDES provides staff-assisted services to migrant and seasonal farmworkers including job development, career guidance, and referral to training and supportive services. Staff will also provide Labor Market Information to educate clients on the current employment outlook and determine if further training will be necessary to enhance employment opportunities. Clients may be directed to work-readiness workshops or referred to partner agencies and/or supportive services, depending on the needs of the client.

- Returning citizens (ex-offenders) receive assistance through various programs, including WIOA Title IB and IDES programs. The TWC Board, under the Strong Cities, Strong Communities designation, has received technical assistance from the U.S. Department of Labor (DOL) to enhance and develop services for returning citizens. Additionally, NCI Works maintains a Targeted Population standing committee to address the needs of individuals with barriers to employment, including individuals with disabilities, returning citizens, and veterans.

- English Language Learners have diverse options for ESL classes, training, and materials available in Spanish. Using WIOA Title IB Adult funds, the TWC Board has secured a contractor to provide work readiness and work-based/place training for adult English Language Learners. NCI Works and its partners offer English language acquisition and integrated education and training programs.

- Older individuals receive specialized services through the Senior Community Services Empowerment Program (SCSEP), which trains qualified seniors aged 55 and older with the skill sets needed to re-enter the workforce. Seniors not qualifying for the program are referred to other employment services or a Senior Services center. National Able Network and National Asian Pacific Center on Aging (NAPCA) provide program coordination, information, and referral services for eligible customers.

- Low-literacy adults, including those without a high school diploma, have access to multiple literacy programs. The YWCA-Literacy Council provides tutoring and specialized services for low-literacy adults. Adult basic education classes, high school equivalency classes, transitional services, bridge programs, and Integrated Career and Academic Preparation System (ICAPS) are offered by RVC, HCC, RPS 205, and Roosevelt Community Education Center.

- Women and communities of color are addressed in alignment with findings from the "Women and Minorities in the Illinois Workforce" 2022 progress report from IDES, highlighting an overall increase in labor force participation rates for both genders and nearly all racial/ethnic groups in 2021, with exceptions noted for African-American men and women.

- Low-skilled adults can access specialized training to enhance basic skills and acquire occupational-specific skills. WIOA Title IB provides Career Services, while specific training services are offered by local eligible training providers such as RVC, HCC, and others.

2. Provide information on local programs, policies, and procedures to address and mitigate barriers to employment and training.

TWC has many different programs, policies, and procedures to address and mitigate barriers to employment. Some of them include the following:

- Community Resource Navigator who connects individuals to community programs resources and ensures they have assets needed to enroll in programs such as Identification Cards.

- Supportive service policies (Appendix 20) and procedures that are updated to reflect equitable practices that reduce and do not create new barriers for participants.

- Staff and programs that are up to date on resources in the community to ensure participants have their needs met holistically.

TWC connects individuals to other local programs, and doing so ensures that we have access to funding and programs that align with our programs to serve our individuals effectively and equitably. This includes Job Training and Economic Development (JTED) funding, which provides barrier reduction services for participants, and the Quality Jobs Equity Strategy and Training (QUEST) grants, which provide training and support services.

Policies and procedures continue to be reviewed to ensure they are impactful and reduce barriers to participants.

3. **How the local workforce areas will ensure equitable access to workforce and educational services through the following actions:**
   The local workforce area will ensure equitable access to workforce and educational services through various strategies. These strategies include:

   a. **Disaggregating data by race, gender, and target population to reveal where disparities and inequities exist in policies and programs.**

      TWC has a Performance and Accountability Committee (PAC), which disaggregates data and makes recommendations to program providers based on all available data. TWC regularly monitors data to ensure that it is consistent with regional population metrics.

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

      The local workforce board engages in collaboration with youth providers in the region, along with CareerTEC in Stephenson and CEANCI in Boone, Ogle and Winnebago Counties. These organizations have a specific focus on introducing high school students to various career opportunities and promoting careers in Science, Technology, Engineering and Math (STEM) and related fields within the local high schools. The aim is to foster awareness and interest among students in these areas. Additionally, there is a commitment to ensuring that programs like the JTED program incorporate barrier reduction services. This initiative seeks to level the playing field for individuals facing significant barriers, allowing them equal access to opportunities and support. Young women and minorities are exposed to STEM through various exploration programs sponsored by K-12 districts and community colleges. These programs include opportunities to take part in STEM related site visits. There are multiple STEM summer camps offered by HCC and RVC. Outreach for these summer programs, sponsored with Perkins

funding, is tailored for underrepresented populations. The region, known as an aerospace industry hub, participates in Manufacturing Day every October and dozens of high tech manufacturing companies open their doors to K-12 students. Between 300 – 600 students attend this each year. Many of them young woman and minorities.

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

In coordination with economic development and other program partners, the local workforce board will work with local businesses with openings in high-growth, high-demand fields to recruit mentors to assist individuals transitioning into these careers. TWC plans to explore securing mentors for adult displaced workers who participate in our Work based Learning Experiences through outreach to our Board members and our MOU partners. Providing mentorship for individuals who are in paid work experiences will provide participating adults with the scaffolding that is needed for a successful transition to a new career.

d. Ensuring workforce services are strategically located in relation to the populations in most need.

Every TWC site is strategically situated for easy access to public transportation. In Winnebago County, the location is strategically placed in the heart of an area with a significant concentration of individuals representing the highest-need population. However, in Boone and Stephenson counties, which are more rural compared to Winnebago, determining a central location is somewhat challenging. In these counties, the selection of a location directly on a bus line with regular routes is a crucial factor in deciding the site's placement.

4. Describe any efforts in the local area to support immigrants and migrants through appropriate and allowable workforce services.

The Workforce Connection Business Services team has been working threefold to promote aid to immigrants and migrants.

a. Working directly with the participants through barriers to find them gainful employment. This could include assisting with Selective Service documentation, reducing language barriers, and providing education on work authorizations.
b. Working directly with businesses to reduce barriers for employing immigrant and migrant populations. We offer education on the hiring process, language assistance, and matching participants with the best fit at each business.
c. Working with Title II programs to assist any immigrant or migratory persons with meaningful employment, training, or work experience through referral systems, presentations to ESL classes, and partner relations and communications.

5. Describe efforts in the local area to support SNAP program recipients.

Aligning with the new work requirements for SNAP, The Workforce Connection works directly with participants to get them into training for living-wage careers and to help them find meaningful work through a work experience or on-the-job training with an employer as they receive training. We work with participants to assist them with balancing their daily lives of finances, education, and work. The goal is to help them find

viable and sustainable trades and careers that will support them throughout their lives.

6. **Describe plans in the local area to coordinate services with recipients of Workforce Pell Grants beginning with the 2026-2027 academic year.**
   The local area (including TWC) has formed a group of all relevant educational and workforce institutions to monitor and analyze the implementation of changes to Pell. TWC has also attended webinars hosted by the ICCB and will continue to stay informed to determine how this will impact and intersect with WIOA.

I. Describe how the local area will utilize a customer-centered approach to its service delivery model, including the following:

1. **How a customer-centered or human-centered approach will be used over the course of this Plan to improve local service delivery methods.**

   In the past five years, the career centers in LWIA 3 have been reimagined and adjusted using human-centered design, and we will continue to update and improve their flow and design. Over the past several years, we have updated the site's process flow, sign-in, and aesthetics, but there is still work to improve continually.

   Over the next few years, we will continue to listen to the voice of the customer and ensure that we:

   - simplify sign-in processes,
   - simplify intake, enrollment, and assessment processes,
   - ensure that the flow and aesthetics of sites is pleasing, professional, and uplifting,
   - ensure that we are providing a true one-stop experience, with direct linkage and partners on-site, and
   - ensure that customer feedback is solicited on a regular basis and that feedback is integrated into the design.

2. **Any efforts to provide services to customers in the spaces where they commonly visit (i.e., using a bus or other mobile solution to provide services outside of the one-stop center or having a local workforce representative available at a public library at set times).**
   LWIA 3 consistently offers services across various locations, with a commitment to maintaining and expanding this network. Presently, these locations encompass the Winnebago County Jail, probation and parole facilities in Stephenson County, several community centers such as the Boys and Girls Clubs in Rockford and Freeport, the Rockford Rescue Mission homeless shelter, and numerous training providers, including community colleges. In Boone County we offer services at the Salvation Army, Belvidere GoodGRADS classes, as well as both District 100 high schools. Additionally, we have a strong partnership with Growth Dimension and the Belvidere Area Chamber of Commerce. As requests for access emerge from new community sites or customers express interest in different locations, we remain responsive to these needs. Our goal is to ensure accessible service points throughout all areas within our region.

3. **Any efforts to review and update the referral process, including creating a universal referral process, utilizing an electronic referral management system, expansion of**

referral pathways, etc. If there are obstacles to updating the local area's referral process, describe them here.

LWIA 3 has established a robust referral process facilitated through warm handoffs, which can occur through multiple channels such as partner referral forms, telephone calls, emails, or walk-in services via the community resource navigator. The navigator plays a crucial role in ensuring that customers receive comprehensive information and assistance with applications and enrollments in other programs, preventing any gaps between referrals. This approach aims to effectively connect customers with various programs and ensures diligent follow-up with referrals.
In addition to the existing referral methods, LWIA 3 partners are actively exploring the implementation of the Illinois Research Information Service (IRIS) referral system, already in use for other human services in the community. Presented at a recent Workforce Connection partner meeting, the system may soon be adopted by several partners due to its built-in information release, compliance with PII safety, and encryption requirements. Notably, there is no cost associated with the system, as it has been widely adopted by another entity in the community.

While there are currently no discussions about universal intake, the partner referral form collects basic information requested and utilized by all partners. Furthermore, all partners are presently sharing CASAS assessment scores and Arizona self-sufficiency assessment scores, enhancing collaboration and information sharing among stakeholders.

J. Describe training activities in the local area, including the following:

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

LWIA 3 boasts a significant track record in work-based training and learning initiatives, specifically emphasizing OJT, work experience programs for both adults and youth, internships, and tailored training. In the case of youth, work-based training, particularly through work experiences, is integrated with academic and occupational training. The anticipated outcomes of such experiences include exposure to career and occupational fields, the application of job readiness skills, the acquisition of marketable skills, and enhanced employability.

For Adults and Dislocated Workers, customized training and participation in work-based training activities aim to elevate occupational skills and lead to employment opportunities. Work experience and transitional jobs serve as crucial work-based training activities for program participants, contributing to the acquisition of marketable job skills and an overall boost in employability.

Transitional jobs are specifically designed for individuals facing barriers to employment due to chronic unemployment or inconsistent work history. These jobs provide a platform for individuals to establish a solid work history, demonstrate success in the workplace, and develop skills conducive to securing unsubsidized employment. The transitional jobs initiative is complemented by comprehensive career services and supportive services to facilitate a holistic approach to employment success.

2. How local areas will provide training and professional development opportunities to staff regarding access, trauma-informed care, and other topics concerning a customer-centered approach to service delivery.

Staff and partners have access to a variety of training opportunities to equip them for effective engagement with customers and the delivery of impactful services. The onboarding training is comprehensive, covering essential aspects such as the individual's role, system functionalities,

partner information, and other critical topics, including responsiveness, inclusivity and accessibility (RIA), trauma-informed approaches, Accessibility and Equal Employment Opportunity Commission (EEOC) compliance, and customer service, among others.

Throughout the year, staff can participate in community-provided training, such as the Rockford Area Case Management Training, where Goodwill and TWC play foundational and steering committee roles. This training incorporates bi-monthly case management empowerment sessions and community of practice events, addressing diverse topics like serving the LGBTQIA+ community, Ableism training, re-entry services, effective approaches for youth, and more. Additionally, we ensure that staff have both access to and time for attendance at various professional events and training sessions, including WIOA Wednesday events, One-Stop events, Workforce 180, National Association of Workforce Development Professionals (NAWDP), and collaborations with other professional partners. Each staff member undergoes an annual Individual Development Plan (IDP) creation to outline training and goals for the year. Subsequently, the Plan is regularly reviewed quarterly by both the staff member and manager to uphold accountability and track progress.

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

   TWC Board-approved Individual Training Account (ITA) Policy can be found in (Appendix 17). ITAs are designated exclusively for funding vocational (occupational skills) training programs. To access ITAs, all participants must apply for the FAFSA and other relevant grant assistance, providing proof of application for this aid. Pell Grant funding received by a participant must be allocated towards tuition and other education-related expenses.

   If the necessary funding exceeds available grant funds (such as PELL grants, WIOA funds, etc.), participants are obligated to secure additional financial aid or opt for a more cost-effective training program. Approved programs will have WIOA cover the reasonable costs of participants' required books and special supplies, including uniforms and tools. Supportive Services for ITA-eligible training program participants will be determined on an individual basis, tailored to participants' specific needs. Collaboratively, the participant and their WIOA career planner must formulate a plan to complete the training, including prerequisite courses, within a reasonable timeframe. It's important to note that WIOA Title IB funds are not available for participants to retake classes.

   A cap of $13,000 per participant is applied to the ITA, covering the total Training and Training-related costs for approved Eligible Training programs, prerequisite courses, and other courses. However, this cap excludes Basic Skills Upgrading/HSE Preparation courses, ESL upgrading courses, and transportation/childcare costs. The Training and Training-related costs covered under the $13,000 ITA cap encompass tuition, fees, required books, supplies, tools, uniforms, and any items necessary for the training outlined in the class syllabus. Additionally, credentialing exam fees and license fees are included in the covered costs.

4. **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; and**

The Eligible Training Provider and Program Approval Policy can be found in (Appendix 19). LWIA 3 is fortunate to collaborate with high-quality and forward-thinking Eligible Training Providers (ETP) in the area, including institutions such as RVC, HCC, Rockford University (RU), Northern Illinois University (NIU), and Rasmussen University Rockford (RUR), among others. These ETP, along with TWC Board, prioritize delivering in-demand training by identifying regional needs and providing education, training, and credentials aligned with employer requirements. The ETPL serves as a guide for training customers to explore various provider options.

Customers are actively encouraged to visit training providers, ask questions, and gather information before making decisions about program enrollment. Comparative cost analysis is facilitated, and in adherence to WIOA's performance reporting requirement, customers have the opportunity to review performance data related to program completers.

TWC Board diligently monitors the performance of ETP, investigates complaints, and consistently convenes educational representatives to discuss skill needs and formulate strategies to address employer requirements while enhancing educational attainment in the region. Continuous improvement efforts will be evaluated through data analysis, including metrics such as credential attainment, placements, and customer satisfaction.

5. **How the local area tracks non-enrolling basic services provided to reportable individuals**

TWC tracks all services, including basic services provided in the Career Centers. Staff at the Career Center reception area have all customers sign in on a paper sheet with key demographic information and the reason for their visit. This information is input into IWDS for tracking purposes. The sheets are shredded once the information is input into IWDS.

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

1. **To transfer funds between the adult and dislocated worker funding streams.**
On an annual basis, TWC Board will consider transferring funds between Title IB adult and dislocated worker funding streams, potentially transferring the maximum 100% from either funding stream to the other. Factors that will be considered for transferring funds will include:

   - Formula funds allocation reductions based on economic conditions;
   - Outreach, recruitment, and eligibility of customers seeking services (customer demand);
   - Integration of program services and
   - Quality and efficiency of service delivery.

2. **To use funds for incumbent worker training as outlined in WIOA Sec. 134(d)(4)(A)(i).**

IWT will be provided in accordance with WIOA requirements and State policy. As utilization of this training activity depends on the needs of local employers, TWC Board will utilize up to 20% of the program funding from the Title IB Adult and Dislocated Worker funding streams. All IWTs will focus on targeted industry sectors identified in the Regional Plan.

3. **To use funds for transitional jobs as outlined in WIOA Sec. 134(d)(5).**
   As discussed previously, Transitional Jobs is a work-based training activity designed for individuals with little or no work experience, with the expected outcomes of career and occupational exposure, application of job readiness skills, attainment of marketable skills, and employability. Annually, TWC Board and Title IB service providers will assess the customer need for this activity. As discussed in this Plan, service priority is given to individuals with barriers to employment – individuals with disabilities, low basic skills, low income, returning citizens, among others - and transitional jobs as a work-based learning activity are very appropriate for priority populations. TWC Board reserves the ability to determine, on an annual basis, the amount of funding, up to the maximum of 10% of Title IB adult and dislocated worker program funds, to be budgeted and utilized for Transitional Jobs.

4. **To use funds for pay for performance contracts as outlined in WIOA Sec. 133(b)(2-3).**
   Currently, TWC Board does not plan to utilize funds for pay for performance contracts as outlined in WIOA Section 133(b)(2-3).

L. Describe how responsiveness, inclusivity and accessibility (RIA) are or will be incorporated in the operating systems and policies as part of the Local Workforce Innovation Areas (LWIAs).

TWC/LWIA 3 will continue to monitor and evaluate RIA to ensure equitable access to career and employment opportunities. As issues are identified, TWC will modify its policies and operating systems. LWIA 3's Human Resources Committee of TWC Board continues to evaluate and address issues.

CHAPTER 5: PERFORMANCE GOALS AND EVALUATION

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

1. WIOA Performance Measures

Local Workforce Innovation Area 3 (LWIA 3) has historically met or exceeded all negotiated performance measures and will continue to meet or exceed measures negotiated. (Appendix 24 and Appendix 30)

2. Additional State Performance Measures

Eligible service providers under The Workforce Innovation Opportunity Act (WIOA) Title I Subtitle B are required to meet or exceed WIOA Common Performance Measures as negotiated and the service levels as established in the sub-awards. Service providers are also evaluated on customer satisfaction.

LWIA 3's American Job Center (AJC) Partners, Local Workforce Innovation Board 3 (LWIB 3)/The Workforce Connection Board (TWC), and the Chief Elected Officials (CEOs) establish goals or specific benchmarks for the one-stop delivery system. The immediate goals include:

- Attainment of 2024 One-Stop Center Recertification.
- Increase referrals and utilization of Partner programs.
- Ongoing professional development for all AJC Partners and development of training videos.
- TWC Board plans to continue outreach and community communications to increase awareness of services among community-based organizations, stakeholders, the business community, and the general public.
- Continue to develop an integrated Business Services Team (BST) and expand support of apprenticeships.

B. Describe how the current and planned evaluation activities and how this information will be provided to the Local Board and program administrators as appropriate.

TWC Board will:

- Continue to monitor the performance of program providers as they are brought forward for re-approval.
- Examine the aforementioned performance metrics, taking into account cost implications and how well they align with job prospects in rapidly expanding and in-demand industries.
- Continue to research training programs not currently approved locally but operated by

approved Illinois training providers. These programs will be cost-effective and show measurable outcomes in terms of completion, certification, and employment outcomes. These training programs will include weekend-only training programs in high-growth, high-demand fields, allowing individuals to work during the week and take their training on the weekend. These programs will also include online training programs that enable participants to have similar flexibility in continuing to work and promptly obtaining industry-recognized certifications.

- Measure the training, placement, and wages available for participants to ensure all programming results in jobs that lead to life-sustaining wages.

- Review whether these individuals are retaining employment once hired.

1) What existing service delivery strategies will be expanded based on promising return on investment?

TWC Board will begin a review of On-the-Job Training (OJT), Incumbent Worker Training (IWT), and apprenticeship agreements with employers and measure their effectiveness and the retention rates of participants with these companies. TWC Board will use these reviews to measure return on investment (ROI) with regional employers to ensure programmatic goals meet regional employers' needs.

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

TWC Board will assess all endorsed training programs to ensure they result in certifications or degrees sought by employers in our local area, aligning with high-growth and high-demand sectors in our region. Approval will only be granted to programs categorized as high-growth/high-demand training programs. As part of the approval evaluation process for all training programs, past performance metrics, including completion percentage, placement percentage, average wage, and credential attainment, will be scrutinized to ensure the effectiveness and relevance of each program in meeting the needs of, both, local employers and individuals.

3) What new service strategies will address regional educational and training needs based on a promising return on investment?

The TWC Board will analyze demographic information within the Illinois Workforce Development System (IWDS) or other state and local information management systems to assess the populations served by our programs and services. Additionally, data will be scrutinized from the regional plan to identify the demographics of individuals in our area requiring education and training services, including factors such as age, race, gender, and poverty.

By comparing demographic and income data from the regional plan to the available IWDS data for individuals enrolled in our programs, the TWC Board can evaluate the ROI for all service recipients. This evaluation aids in determining whether those in greatest need of our services are receiving the necessary training and education.

The assessment of ROI for education and training programs will involve examining completion rates, certification attainment rates, placement rates, and analyzing average hourly wage. Programs and services demonstrating a high ROI will receive approval from the TWC Board, while those providing little to no return will no longer be offered to individuals.

a) What return on investment and qualitative outcome data for various education and training programs will be collected to identify barriers to enrollment?

To identify barriers to enrollment, it is essential to collect both ROI and qualitative outcome data for various education and training programs. Currently, consideration is being given to completion and degree or certificate attainment rates for all individuals in the training program, not just WIOA participants. The percentage of program graduates successfully placed in related employment or further education is assessed, and the average hourly wage earned by program graduates in their respective fields is analyzed.

Additionally, TWC Board is exploring reliable and practical ways to collect the following qualitative outcome data to analyze according to demographic and socioeconomic data to identify any disparities in enrollment among different demographic groups.

- Participant Feedback: Collect participant feedback through surveys or interviews to understand their experiences, challenges, and suggestions for improvement.
- Employer Feedback: Gather input from employers who have hired program completers to gauge their satisfaction and identify areas for enhancement.
- Career Advancement: Track the career progression of program completers, including promotions and advancements within their chosen fields.
- Retention in Employment: Monitor the duration of employment for program completers to measure job retention.
- Accessibility and Inclusivity: Examine how accessible and inclusive the programs are for individuals from diverse backgrounds and demographics.
- Community Impact: Assess the broader impact of the programs on the community, considering factors like local economic development and workforce responsiveness, inclusivity and accessibility (RIA).

b) What are the most cost-effective approaches to overcoming those barriers or helping residents overcome them?

TWC Board will continue to work with all sub-award recipients to determine the barriers for residents in the area and work on solutions to remove as many barriers to providing services as cost-effectively as possible. Some of these methods include:

- Ensuring the registration process for programs does not require numerous visits to the AJC so residents do not get frustrated by the length and complexity of the registration process.
- Ensuring all information regarding training and education programs is available online so residents can access the information from their personal electronic devices.
- Continue to research and approve high-quality training programs that are available online so that residents who have transportation challenges can still complete training and earn industry-recognized certifications.
- Through our One-Stop Memorandum of Understanding (MOU), we continue to work

with partners to ensure individuals have access to all services they might need at the AJC by having representatives from various agencies available either on-site or via direct linkage. These agencies include the Illinois Department of Human Services (IDHS) Division of Rehabilitation Services (DRS), Illinois Department of Employment Security (IDES), other core and required partners, local employers, and local post-secondary institutions.

C. Describe how a lens of responsiveness, inclusivity and accessibility (RIA) are or will be incorporated in the analysis of performance goals and implementation of evaluation activities.

Incorporating RIA into analyzing performance goals and implementing evaluation activities requires a deliberate and inclusive approach. Key steps that LWIA 3 will take to integrate a RIA perspective include defining goals and objectives within the context of performance goals and setting specific targets related to RIA outcomes.

Additionally, data collection and disaggregation by demographic factors such as race, gender, age, ethnicity, and socioeconomic status enable a detailed understanding of how different groups experience workforce programs. TWC Board is promoting cultural awareness training for staff to foster a deeper understanding of diverse perspectives and promote a respectful environment.

TWC Board is committed to continuous monitoring mechanisms to track the progress of identified metrics with regular reviews and adjustments to strategies and interventions as needed. TWC Board recognizes that the intersectionality of individuals' identities and experiences is essential, and interventions should be tailored to address multiple disadvantages. By establishing feedback loops with participants and stakeholders, we will gather insights on the perceived equity of program delivery, allowing for prompt refinement of strategies and addressing identified issues.

Finally, LWIA 3 has secured two Climate and Equitable Jobs Act (CEJA) grants, with a third grant pending approval. These grants are a testament to the organization's proactive efforts to address climate issues in collaboration with community-based organizations. LWIA 3 is committed to meticulously collecting data and closely monitoring the outcomes of these grants.

CHAPTER 6: TECHNICAL REQUIREMENTS AND ASSURANCES

A. Fiscal Management

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

The Workforce Connection (TWC) is the designated fiscal agent for Local Workforce Innovation Area 3 (LWIA 3) and, as such, is responsible for the disbursal of grant funds at the direction of TWC as described in the Workforce Innovation and Opportunity Act (WIOA) Sec. 107(d)(12)(B)(i)(III).

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

A copy of LWIA 3's Procurement Policy (Appendix 11) is contained in the Appendix Table of Contents. Service provider sub-awards and contracts for service vendors are awarded through an open, competitive process in response to a Request for Proposal (RFP) or a Request for Bids (RFB) as specified in the Procurement Policy (Appendix 11). The RFP is issued at an early stage in the procurement process, where an invitation is presented to suppliers, often through a bidding process, to submit a proposal on a specific commodity or service. This process will structure the procurement decision and allow the risks and benefits to be identified upfront. The RFP may dictate the exact structure and format of the supplier's response to varying degrees. RFPs will reflect the strategy and short/long-term program objectives, providing enough detail for potential suppliers to offer a matching perspective

All procurement transactions shall be conducted to provide open and accessible competition to the maximum extent possible. TWC Board shall be alerted to organizational conflicts of interest and noncompetitive practices among Operators/Providers/Contractors that may restrict or eliminate competition. Awards shall be made to the Bidder whose bid or offer is responsive to the solicitation and is most advantageous to TWC Board when comparing price, quality, and other factors considered. Solicitations shall set forth all requirements that the Bidder shall fulfill for evaluating the bid or offer. Any and all bids or offers may be rejected when it is in TWC Board's best interest to do so.

RFPs are issued to procure program services. The RFP will describe the services being solicited and provide proposal submission requirements. Notice of the RFP's availability is distributed to all appropriate vendors on the current list of potential vendors and published in a local newspaper. The RFP is also posted on TWC Board's website www.theworkforceconnection.org. The RFP identifies at least the following: project duration, submission information, detailed description of all services solicited, targeted groups to be served, proposal evaluation criteria, and budget information requirements.

Request for Proposal (RFP) Distribution

A notice regarding the availability of a *Request for Proposals* and, if scheduled, the date of the Bidders' Meeting is placed in the Legal Notices section of the *Rockford Register Star* or *Freeport Journal-Standard*, as applicable. Notice of the availability of a RFP and the Bidders' Meeting (if scheduled) is also sent to a list of potential bidders for the particular programming sought and posted on TWC Board's website, www.theworkforceconnection.org.

Potential bidders may attend the Bidders' meeting if scheduled, at which time electronic copies of the RFPs are distributed. Otherwise, potential bidders will be sent an electronic copy of the RFP upon their request, or they may download the RFP from TWC Board's website www.theworkforceconnection.org, where all RFPs are posted. Hard copies are not being mass-mailed and are only sent by request.

Bidders' Meetings

Bidders' Meetings are often held to distribute and discuss the RFPs. (Whether or not a Bidders' Meeting is held usually depends on the complexity of the RFP, the programming changes being made, etc.). At the Bidders' meetings, staff will 1) review selected areas of the RFP, including, as applicable, the changes in the RFP from previous years; 2) discuss important topics relating to the programming sought (e.g., performance measures, budget development); and 3) answer initial questions. A second bidders' meeting may be held for the specific purpose of answering potential bidders' questions. The questions/responses are then posted on TWC Board's website www.theworkforceconnection.org.These meetings are and will continue to be held virtually.

Proposal Review and Evaluation

The proposal review process for Title I-B programming follows the Proposal Evaluation process identified below:

- **Proposal Evaluators**

  Proposals will be evaluated by a team of TWC Board members and community members who have no conflict of interest with any bidding organization. One team will review all proposals submitted in response to a specific RFP.

- **Proposal Evaluation Review Levels**

  - **Level 1: Technical Review of Proposals**

    - Staff will perform a technical review of each proposal before being distributed to a review team. The technical review will determine if the proposal is complete and meets all the submission guidelines in the RFP. Proposals that are incomplete or fail to fulfill all the submission guidelines stated in the RFP will be rejected. Bidders will be notified regarding the status of their proposals after the technical review.

    - Bidders may appeal the technical review results. TWC Board will accept only appeals relating to the technical review of a proposal.

    - TWC Board staff will notify bidders via email of the technical review results of their proposals. Bidders may then request a debriefing of their proposal's technical review. TWC Board Executive Director must receive this request via email within two working days of the day the Bidder was emailed notification of the technical review results of their proposal.

    - The debriefing will be held within two working days of TWC Board Executive Director's receipt of the Bidder's request for a debriefing of their proposal's technical

review.

- After the debriefing, the Bidder will have three working days to present a written appeal of any aspect of their proposal's technical review to TWC Board Executive Director.

- TWC Board Chair or designee will review the written appeal and make the final decision regarding any action on the appeal.

- The Bidder will be notified in writing within three working days of TWC Board Chair or designee's decision regarding the appeal.

- This will complete the Bidder's appeal process at the Local Workforce Innovation Board 3 (LWIB 3) level.

- **Level 2: Evaluation of Proposals by Review Team**

  - The Proposal Review Team members will receive information regarding the programming sought through the Request for Proposals, the proposal review process, and the use of the Evaluation Tool. A team facilitator will assist the team in reaching a consensus regarding each proposal's Evaluation Tool scoring and priority for funding.

  - All team members will review all proposals using the Evaluation Tool. During this initial review, review team members may suggest a score in response to each item on the Evaluation Tool.

  - Team members will meet and discuss each proposal, arriving at a consensus score for each item on the Evaluation Tool. The proposal Evaluation Score will total all the item scores on the Evaluation Tool.

- **Level 3: Evaluation of How Well Proposed Program Meets TWC Board's Strategic Objectives and Priorities**

  - The review team will then discuss how well the proposed program meets one or more of TWC Board's strategic objectives or priorities. Chief Elected Officials (CEOs) included in this discussion will consider the Bidder's ability to deliver the proposed programming, past success in attaining the WIOA Performance Standards, service provision for the total Boone, Winnebago, and Stephenson County area, connection/collaboration with the One-Stop Center/System, and the proposed program's ability to further TWC Board's strategic initiatives.

  - Budgets, program size, and other aspects of a proposed program may be negotiated as necessary. Review teams will consider the reasonableness of bidders' proposed budgets about the proposed program and available funds.

  - The review team will then prepare its funding priority recommendations. Bidders will not necessarily be recommended for funding based on their evaluation scores relative to the evaluation scores of other bidders.

- **<u>TWC Board/CEO Action on the Recommendations of the Evaluation Teams</u>:**

- The funding priority recommendations of the Proposal Review Team will be presented to the appropriate TWC Board Committee, which will then prepare funding recommendations for TWC Board and CEO action.

- TWC Board and CEOs will act on the program funding recommendations. Bidders will be notified of TWC Board and CEO's action.

- Bidders may contact TWC Board Executive Director and request a debriefing of their proposal's evaluation.

    - **Cost/Price Analysis:**

        - The TWC Fiscal Manager will review all the proposals' budgets, performing a **cost/price analysis** (using a specific cost/price analysis instrument) for each proposed budget. Any concerns resulting from the cost/price analysis will be discussed with the review team when they meet to prepare funding priority recommendations.

B. Physical and Programmatic Accessibility

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

TWC Board conducts an Equal Opportunity (EO) compliance assessment annually for all American Job Centers (AJC). The AJC-Rockford and affiliate sites in Belvidere and Freeport maintain a culture of inclusiveness in compliance with Section 188 of WIOA, the Americans with Disabilities Act (ADA) of 1990, and all other applicable statutory and regulatory requirements.

Additionally, indoor and outdoor facilities' physical characteristics shall meet compliance with 29 CFR Part 37, the 2010 or most recent ADA standards for Accessible Design, and the Uniform Federal Accessibility Standards. Services are offered in convenient, high-traffic, and accessible locations. The AJC-Rockford is a public bus transportation stop; the bus transit center is three blocks from the AJC. Parking for individuals with disabilities is marked on the lower level of the public parking deck connected to the AJC and near the third-floor deck entrance.

It is the Equal Opportunity policy (Appendix 25) of TWC Board that its staff, Partners, and funded agencies will not discriminate in their employment practices or services based on gender, age, race, color, creed, religion, national origin, disability or veteran status, or based on any other classification protected under state or federal law. This policy requires TWC Board and its Partners to take reasonable steps to ensure that individuals with limited English proficiency have meaningful access to services and training and full access to the workforce system for individuals with disabilities. The Partners and Sub-Recipients provide assurances that they have policies and procedures to address these issues and have disseminated those to their employees and otherwise posted as required by law. The Partners and Sub-Recipients further assure that they are currently in compliance with all applicable state and federal laws and regulations regarding accessibility, and they are unaware of any claims currently pending against them before any court or administrative body relative to alleged violations of such laws.

All Partners and Sub-Recipients will cooperate with compliance monitoring conducted at the local level to ensure that all comprehensive one-stop centers, programs, services, technology, and materials are accessible and available to all. These services will be provided "on demand" and in "real-time" in the physical comprehensive AJC in-person or through technology consistent with the "direct linkage" requirement as defined in WIOA (WIOA Section 212(b)(1)(A) and Section 678.305(d) of the draft Notice of Proposed Rulemaking). Additionally, Partner and Sub-Recipient staff members will be trained to provide services to all, regardless of the range of abilities, mobility, age, language, learning ability, intelligence, or education level. An interpreter will be provided "in real time" to any customer with a language barrier. Additionally, assistive devices, such as screen-reading software programs and assistive listening devices, are available.

2. **Provide copies of executed cooperative agreements (as applicable) that 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, concerning efforts that will enhance the provision of services to individuals with disabilities (§679.560(b)(13)). This may include cross-training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.**

   The following documents are included in the Appendix Table of Contents section of our regional and local plan as follows:

   - The Memorandum of Understanding (MOU) (Appendix 6) will identify goals and strategies for integrating services to ensure accessibility for all populations, including individuals with disabilities. When completed for PY2024, the Appendix Table of Contents Section will be updated with the current MOU.

   - One-Stop-Operator and Career Planning Sub-Award Agreement (Appendix 26)

   - Boone and Winnebago Counties Youth Sub-Award Agreement (Appendix 27)

   - Stephenson County Youth Sub-Award Agreement (Appendix 28)

C. Plan Development and Public Comment

1. **Describe the process used by the Local Board to provide a public comment period before submission of the plan, including an opportunity to have input into the development of the local plan, particularly for representatives of businesses, education, and labor organizations (§ 679.560(b)(19)).**

   The WIOA Regional Plan for the Northern Stateline Economic Development Region (EDR 5) and the Local Plan for Boone, Winnebago, and Stephenson Counties (LWIA 3) were initially available for public comment between February 16, 2024, and March 16, 2024. The following mechanisms were used to notify the public of the availability of the Plans:

   - A press alert was sent out on February 16, 2024, regarding posting the plan for public comment for 30 days.

   - A notice of the availability of the Plans for public review and comment was posted on The

Workforce Connection website on February 16, 2024, www.theworkforceconnection.org/2024-regional- plan-public-comment/

- A notice that the Plans are available for review and comment was sent to all One-Stop Partners, Regional Planning Partners, TWC Board members which includes representatives of business, education, and labor organizations, and CEOs.

- Regional presentations were made available to share information on the regional plan and encourage public comment.

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

No public comment was received.

3. Provide information regarding the regional and local plan modification procedures.

For all modification requirements, revisions are made available on our website www.theworkforceconnection.org for public comment for at least 30 days. The following mechanisms are also used to engage with stakeholders and alert the public:

- A press alert is sent out regarding posting the plan for public comment.

- A notice of the availability of the Plans for public review and comment is posted on The Workforce Connection website www.theworkforceconnection.org.

- A notice of the plans' availability for review and comment is sent to all One-Stop Partners, Regional Planning Partners, TWC Board members which includes representatives of business, education, and labor organizations, and CEOs, and a link is provided in our newsletter.

- Revisions are announced in our committee meetings, external meetings with partners, and our regional business services team meetings with core and outside partners and posted on our social media pages.
  Additionally, any modifications required for compliance by the WIOA Interagency Technical Assistance Team will be due within 30 days of receipt of the letter and must follow the guidelines addressed. These guidelines do not include a 30-day public notice before submission but encourage the public to view the revised documents. Upon any changes to our regional and local plan from required modifications, the day we submit the revised plan to the state, we will also post the revised plan on our website www.theworkforceconnection.org to replace the existing document.

  Other circumstances when a modification may be necessary are when a two-year economic snapshot is due, when a major regional economic event occurs, or when the LWIB formally adopts a significant shift in strategies to do things differently than described in the plan. If and when those modifications occur, the revised plan will be available on our website, announced on our social media channels, and communicated during board and committee meetings.

D. Describe how responsiveness, inclusivity and accessibility (RIA) are or will be incorporated to meet the administrative requirement of the Workforce Innovation and Opportunity Act programs.

LWIA 3 will continue to monitor and respond to all WIOA RIA requirements and we are committed to continuing adherence to best practices in all areas.

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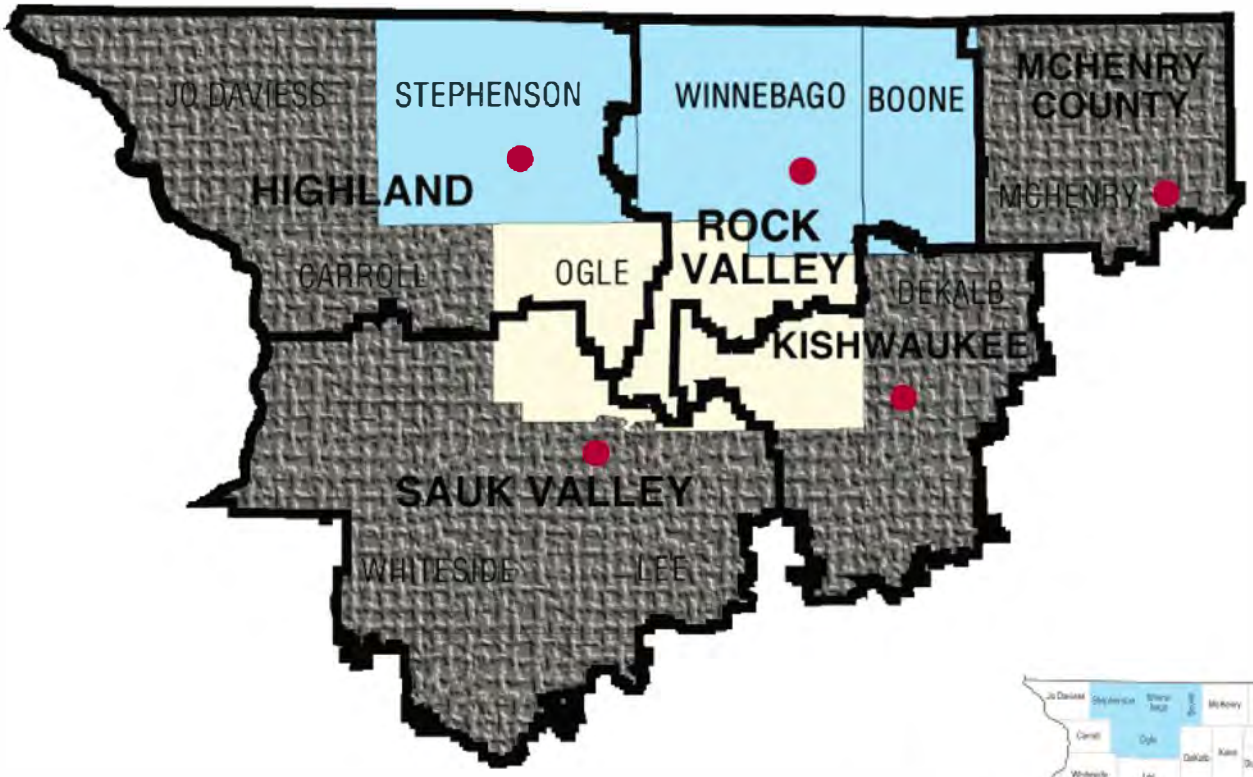
2024 Regional Plan Data Packet

EDR 5 - Northern Stateline



LWIA 4

LWIA 3

Community College District Boundaries & Locations

Demographic Overview

- Total Population Over Time
- Age
- Race & Ethnicity
- Educational Attainment
- Bachelor's Degree Fields
- Largest Cities in Region
- Language
- Disabilities
- Veterans
- Income for Families With Children
- Income by Race/Ethnicity
- Poverty Rate
- Counts of Population Below Poverty Level
- Asset-Limited, Income-Constrained, Employed (ALICE) Status
- Target Populations

Total Population Over Time

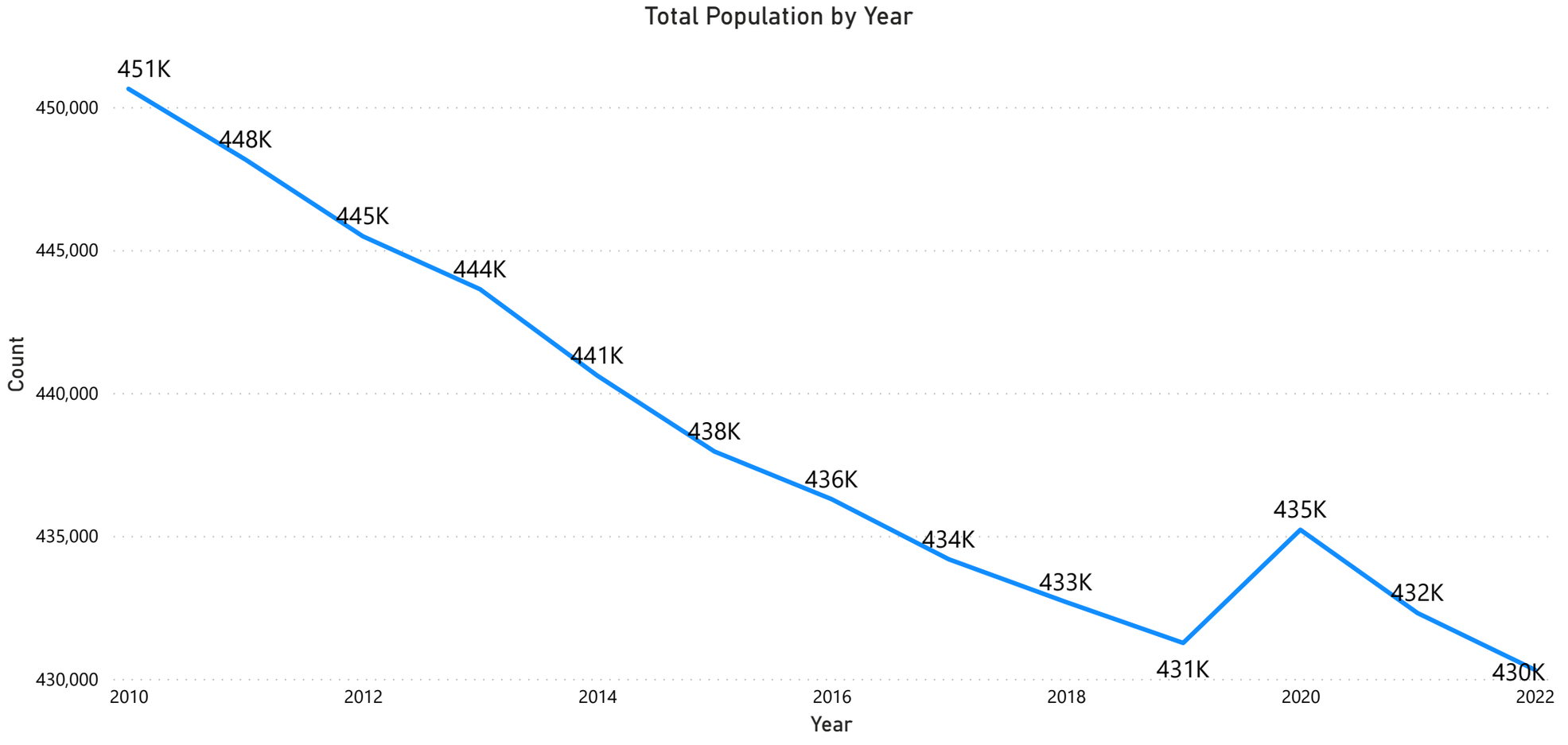
Illinois has a population of 12,582,032 and is the 6th largest state in the nation. Below are the estimated total population and share of total population over time, along with the 2022 population for each county in the region.

Care must be taken when comparing population for 2019 and 2020, as the 2019 estimate was based on migration and aging adjustments from the 2010 census, and 2020 was a full count of the population. The Census Bureau did not revise previous population estimates to reconcile with the 2020 full counts.

Region

Northern Stateline

County	2022 Population
Boone	53,154
Ogle	51,351
Stephenson	43,627
Winnebago	282,188
Total	**430,320**



3.5%

Share of State in 2010

3.4%

Share of State in 2022

Source: U.S. Census Bureau, Population Estimates Program, 2010-2019 & 2020-2022.

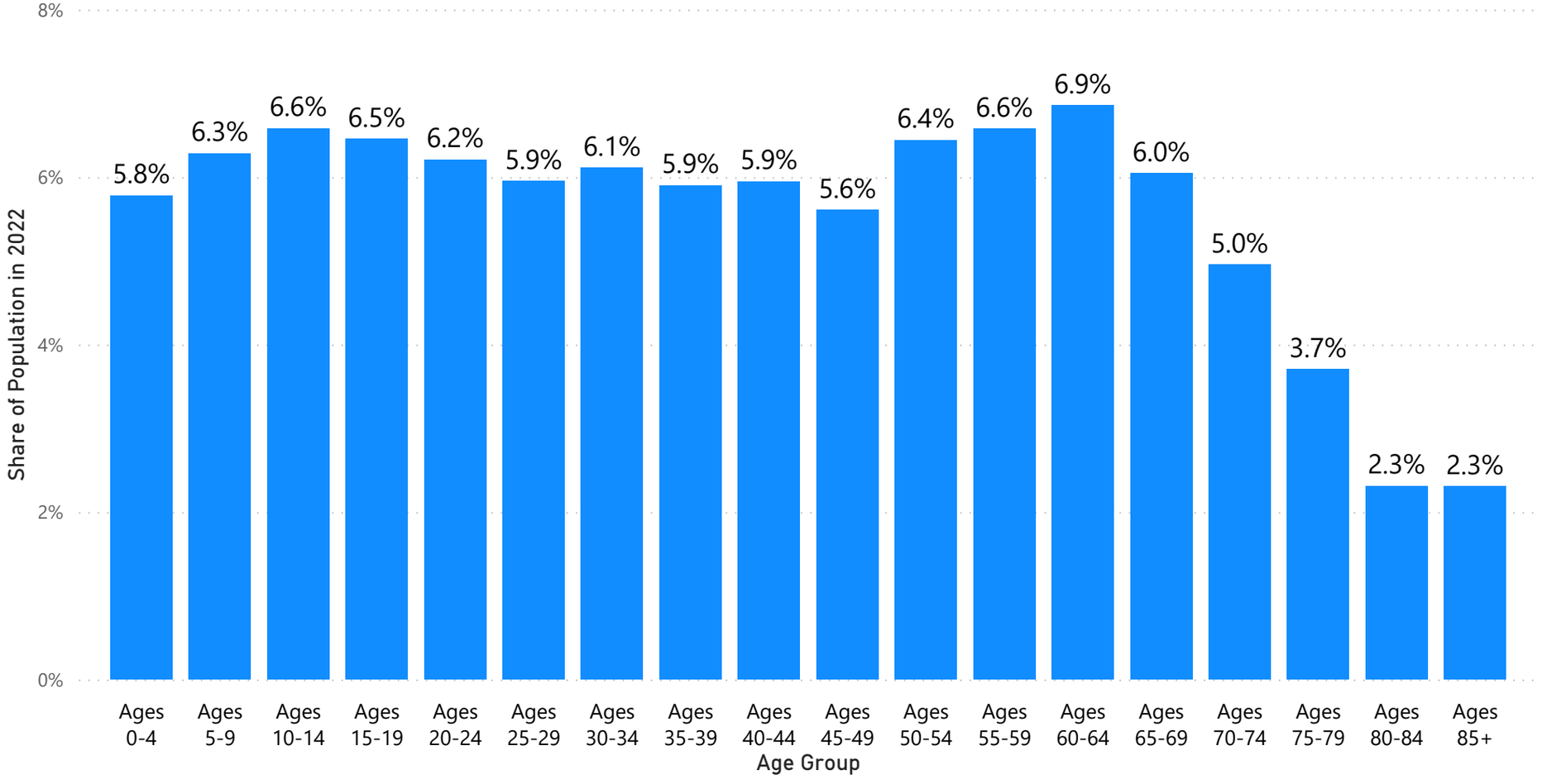
Age Composition in 2022

Region

Northern Stateline

The median age in Illinois has been steadily increasing over the past decade. In 2022, the median age was 39.2 compared to 36.6 in 2010. Statewide, just over 17% of Illinois residents are age 65 and over. Below is the composition of population by age in the region.

Population by Age Group



Age Group	Count in 2022
Ages 0-4	24,860
Ages 5-9	27,037
Ages 10-14	28,317
Ages 15-19	27,774
Ages 20-24	26,704
Ages 25-29	25,600
Ages 30-34	26,291
Ages 35-39	25,385
Ages 40-44	25,582
Ages 45-49	24,132
Ages 50-54	27,722
Ages 55-59	28,292
Ages 60-64	29,494
Ages 65-69	26,008
Ages 70-74	21,323
Ages 75-79	15,934
Ages 80-84	9,945
Ages 85+	9,920
Total	**430,320**

Source: U.S. Census Bureau, Annual County Resident Population Estimates, 2022.

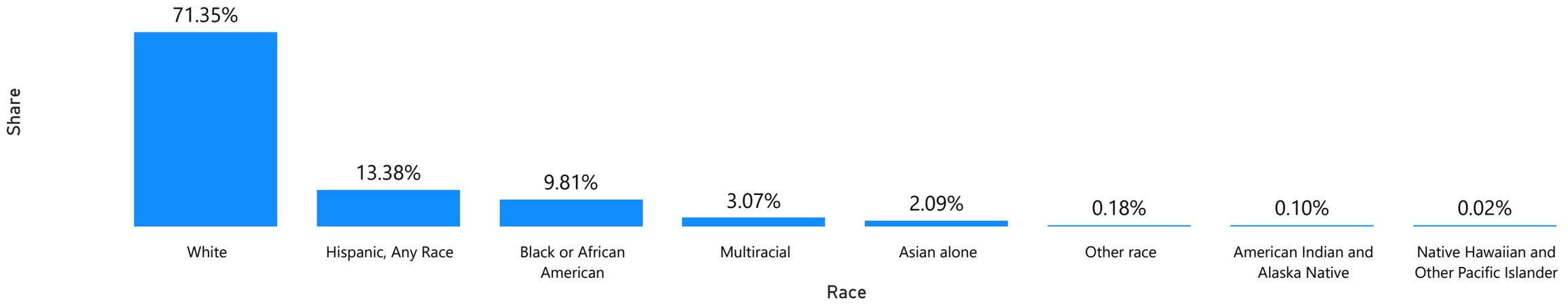
Population by Race / Ethnicity

Region

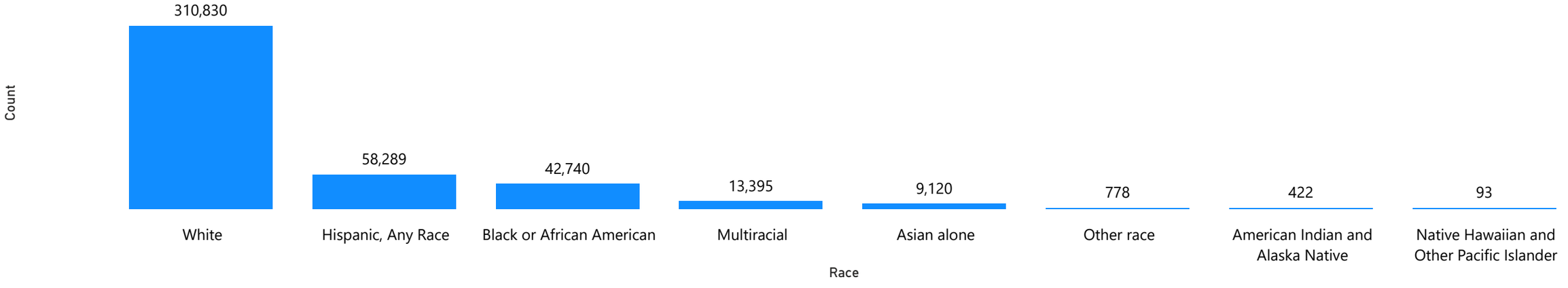
Northern Stateline

Statewide, about 60% of the population is white, 17% is Hispanic, and 14% is African American. Below is the composition of the population in the region by race and ethnicity, along with estimated population levels for 2017-2021. On this page, Hispanic ethnicity includes all races, and all other categories are non-Hispanic.

Share of Population by Race/Ethnicity



Count of Population by Race/Ethnicity



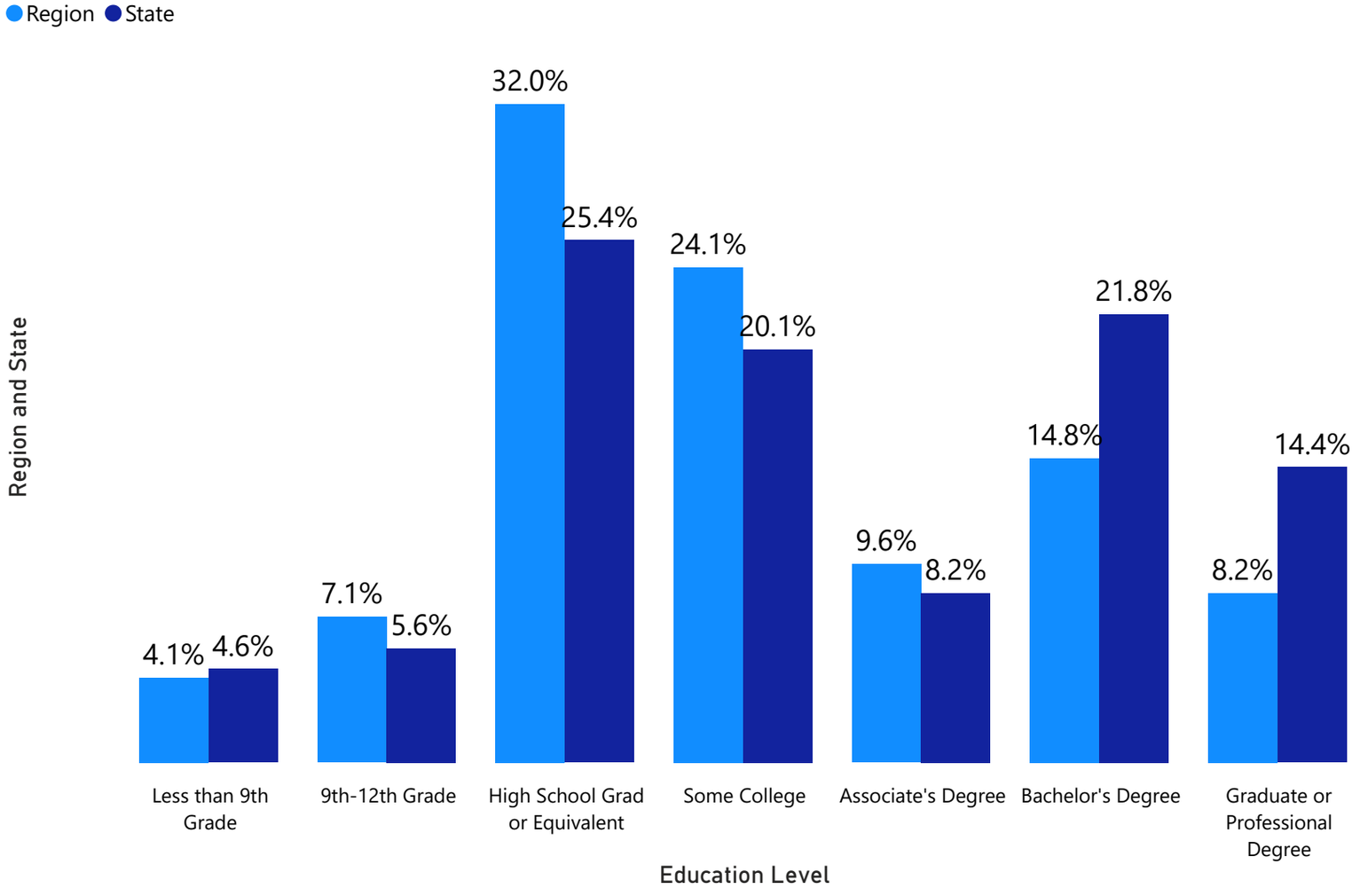
Source: U.S. Census Bureau, 2017-2021 American Community Survey, Table DP05.

Education Attainment of Population 25 & Over

Region
Northern Stateline

Over 64% of Illinois residents 25 & over continued education past high school. Below are the educational attainment characteristics of the region compared to the state.

Share of Population Age 25+ by Education Level



Group	Count Ages 25+
Less than 9th Grade	12,316
9th-12th Grade	21,084
High School Grad or Equivalent	95,338
Some College	71,649
Associate's Degree	28,716
Bachelor's Degree	44,034
Graduate or Professional Degree	24,547
Total	**297,684**

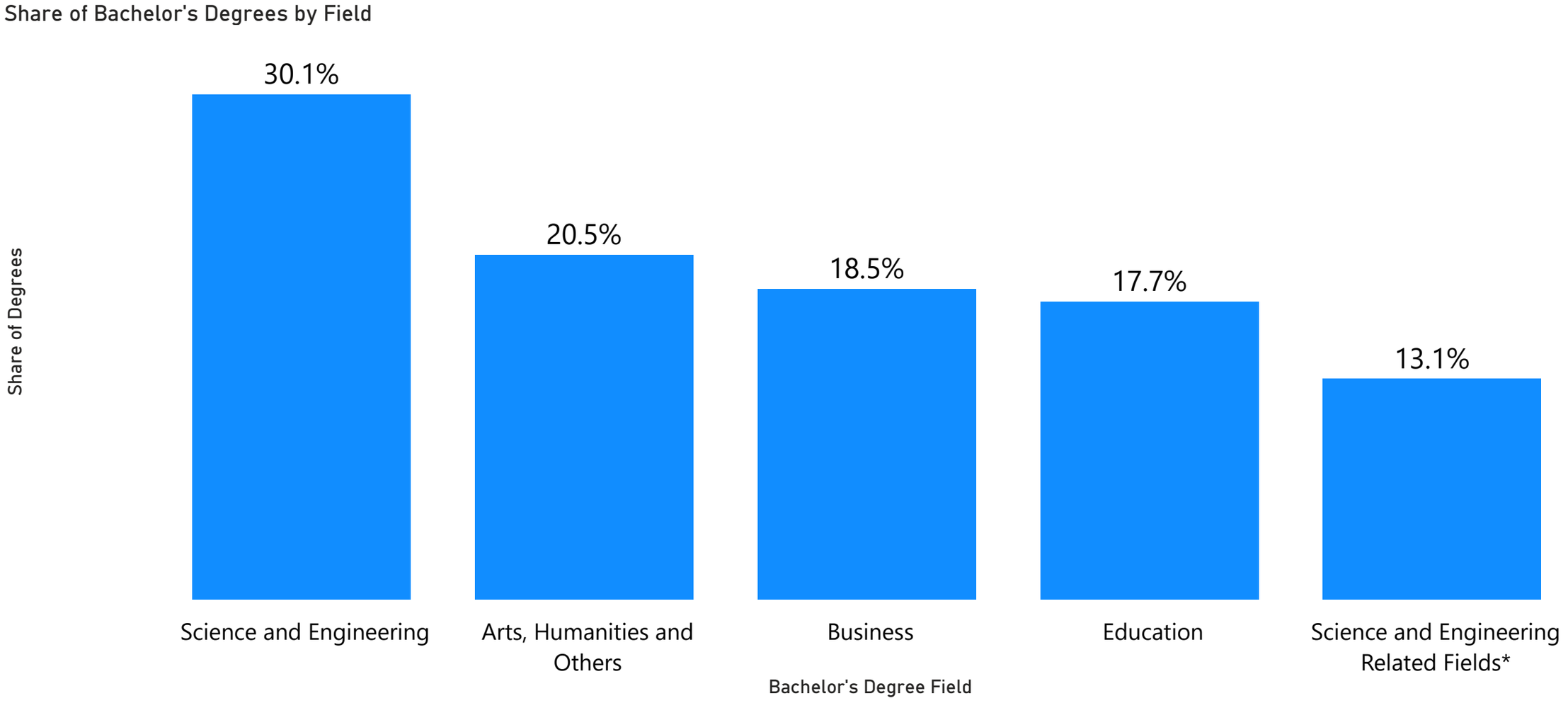
Source: U.S. Census Bureau, 2017-2021 American Community Survey, Table S1501.

Bachelor Degree Population by Field

Region

Northern Stateline

In Illinois, 36% of individuals 25 or older hold at least a Bachelor's degree, which is higher than the national figure of 32%. Below is the share of bachelor's degree holders in the region by field of study.



*E.g., pre-med, engineering technology.

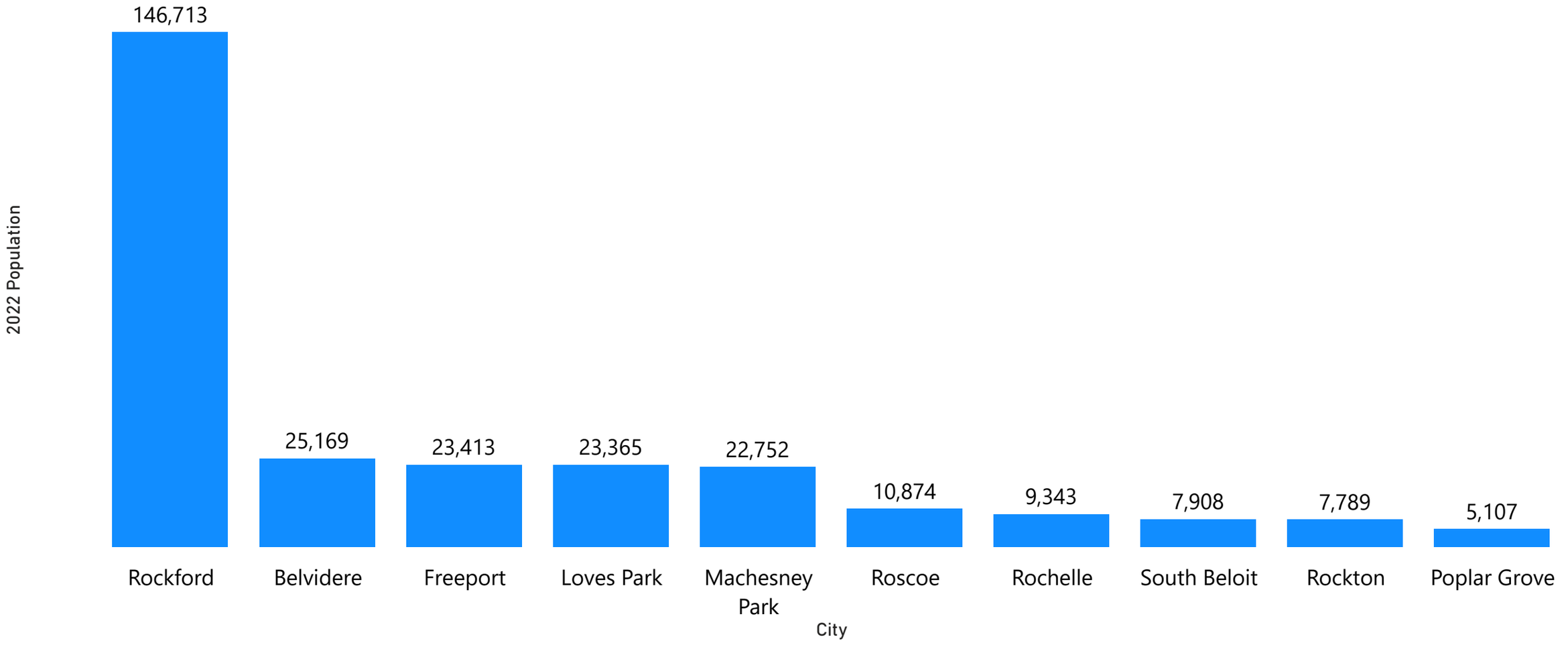
Source: U.S. Census Bureau, 2017-2021 American Community Survey, Table S1502.

Population by Largest Cities in Region

Region
Northern Stateline

Below are the 2022 population estimates for the 10 largest cities in the region. These population counts differ from American Community Survey data which shows average population over a multi-year period.

2022 Population by City



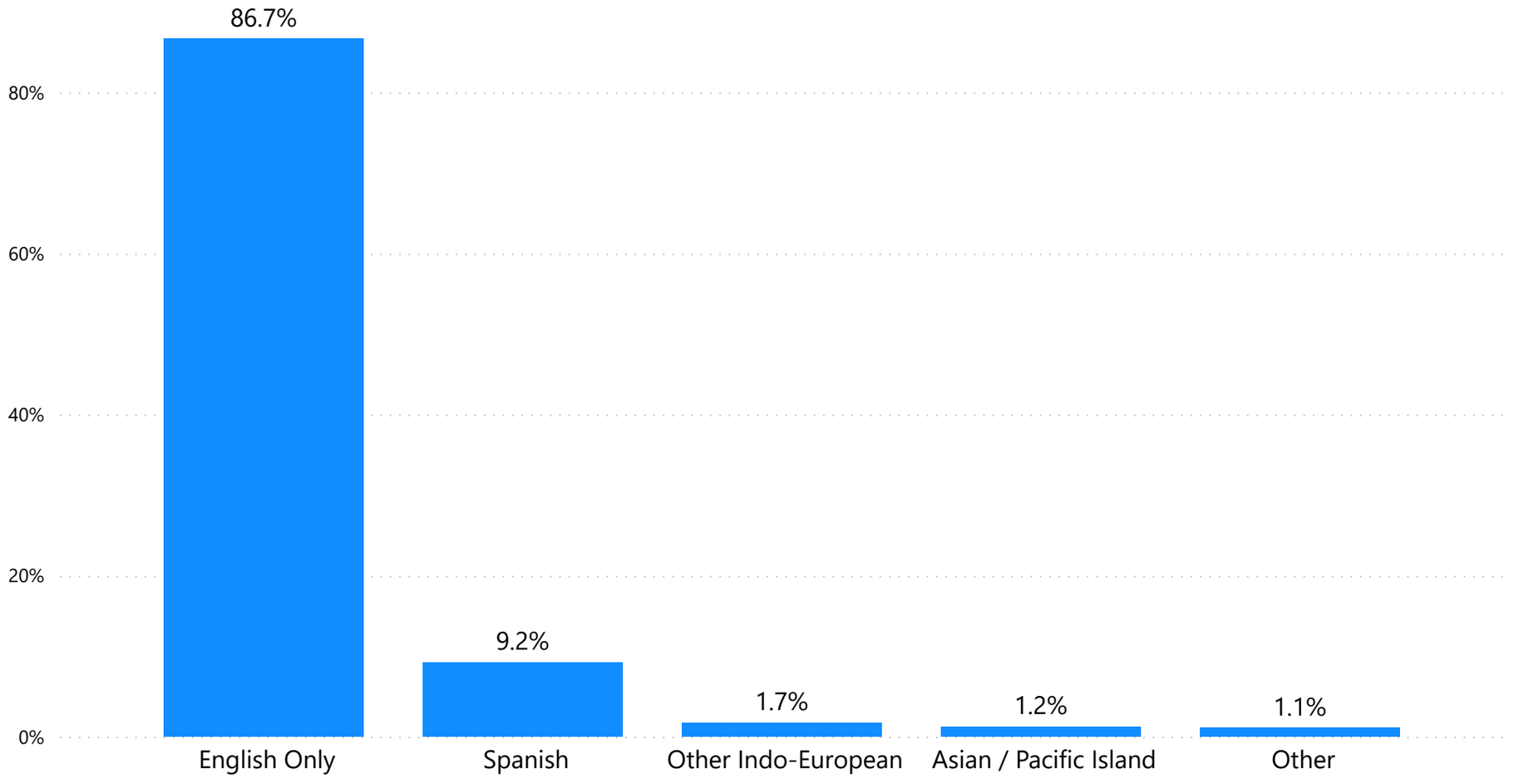
Source: U.S. Census Bureau, 2022 Population Estimates. City-to-region crosswalk based on GIS analysis by the Center for Governmental Studies at Northern Illinois University.

Population Ages 5+ by Language Spoken At Home

Region

Northern Stateline

Statewide, 23.2% of Illinois residents speak a langauge other than English at home. On the national level, 21.7% of the population speaks a language other than English at home. Below is the composition of population in the region by language spoken at home.



Language Type	Count, Ages 5+
English Only	355,012
Spanish	37,844
Other Indo-European	7,077
Asian / Pacific Island	5,102
Other	4,521
Total	**409,556**

Source: U.S. Census Bureau, 2017-2021 American Community Survey, Table S1601.

Population with Disabilities by Age and Type

Region

Northern Stateline

60,864

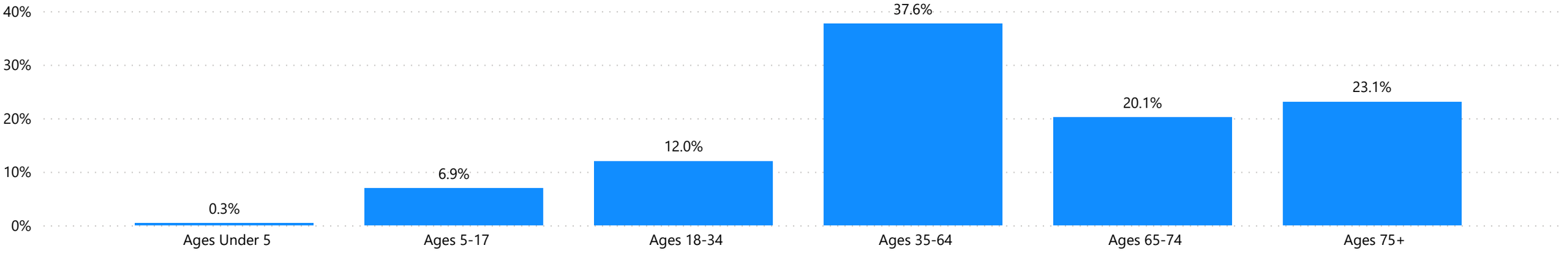
Persons with Disabilities in Region

14.1%

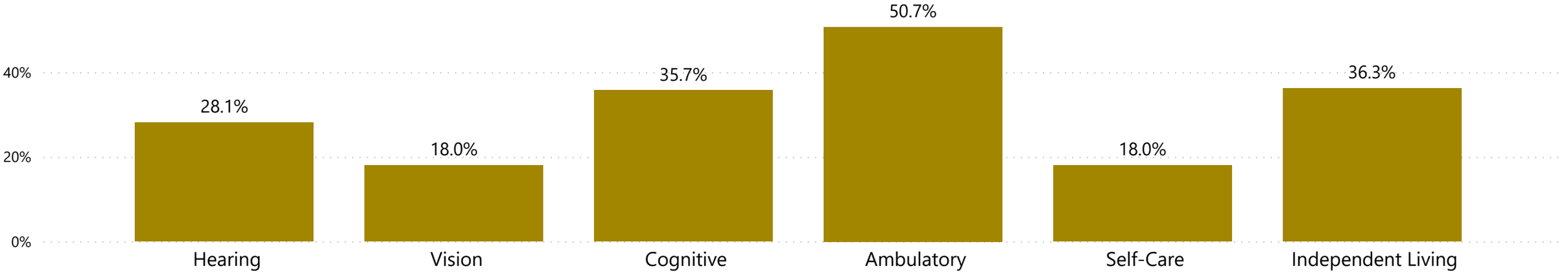
Share

Approximately 11% of the population (or 1.4 million people) in Illinois have some type of disability. The most prominent disabilities include ambulatory and the inability to live independently. Below is the composition of persons with disabilities in the region by age and by type of disability.

Share of Persons with Disabilities by Age



Share of Persons with Disabilities by Type*



*Sum of percentages can exceed 100 due to persons with multiple disabilities.

Source: U.S. Census Bureau, 2017-2021 American Community Survey, Table S1810.

Veteran Population by Age, Type, Race, & Education

Region: Northern Stateline

25,430

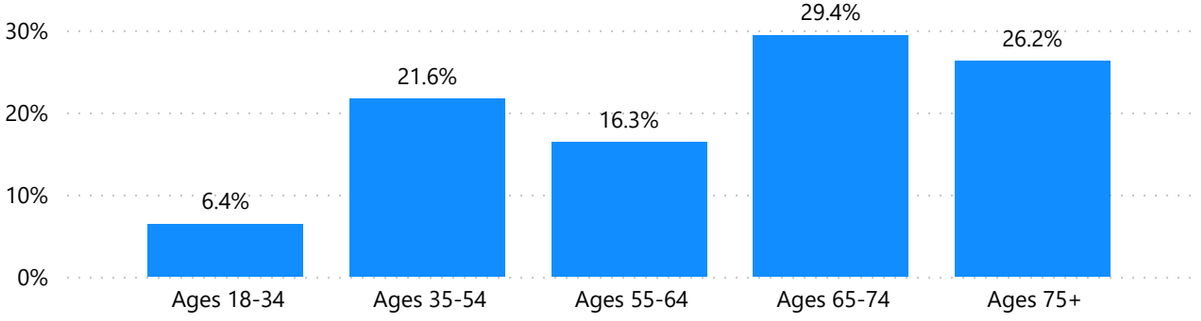
Veterans in Region

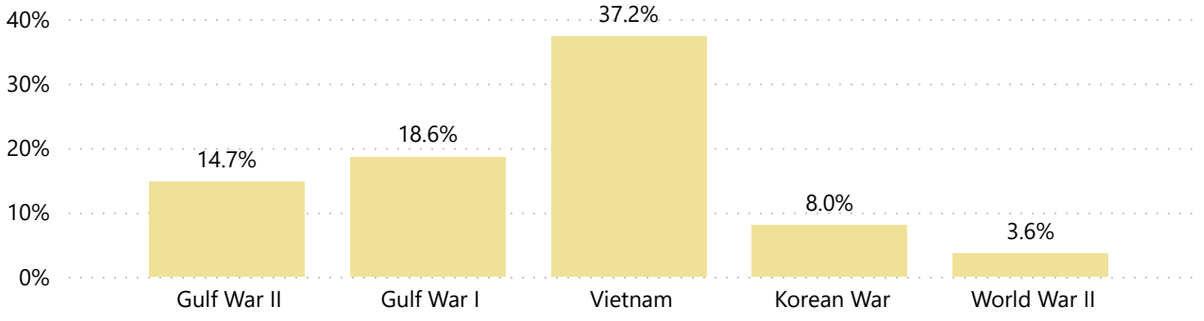
7.6%

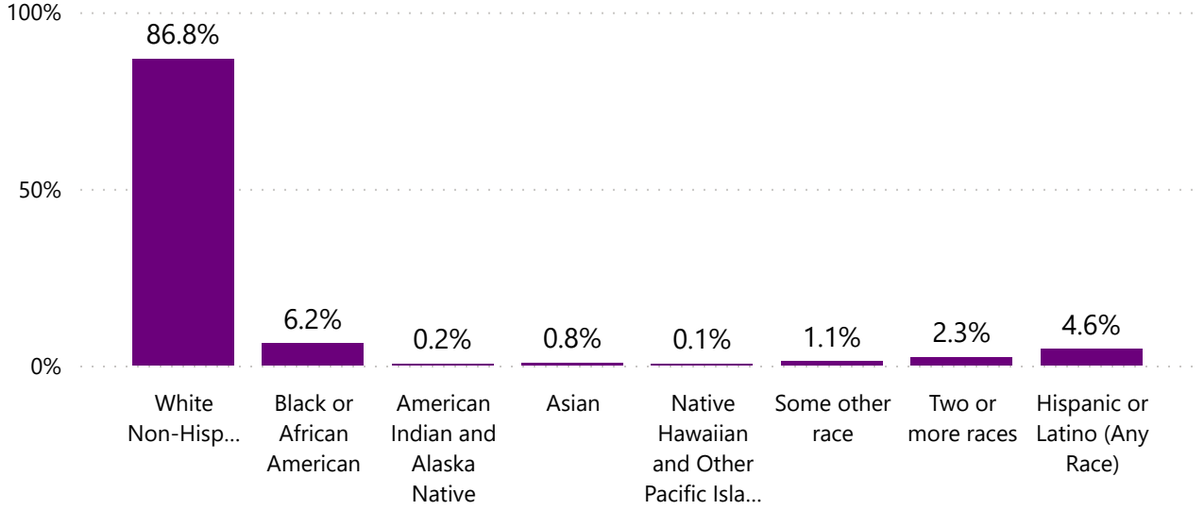
% of Population Ages 18+

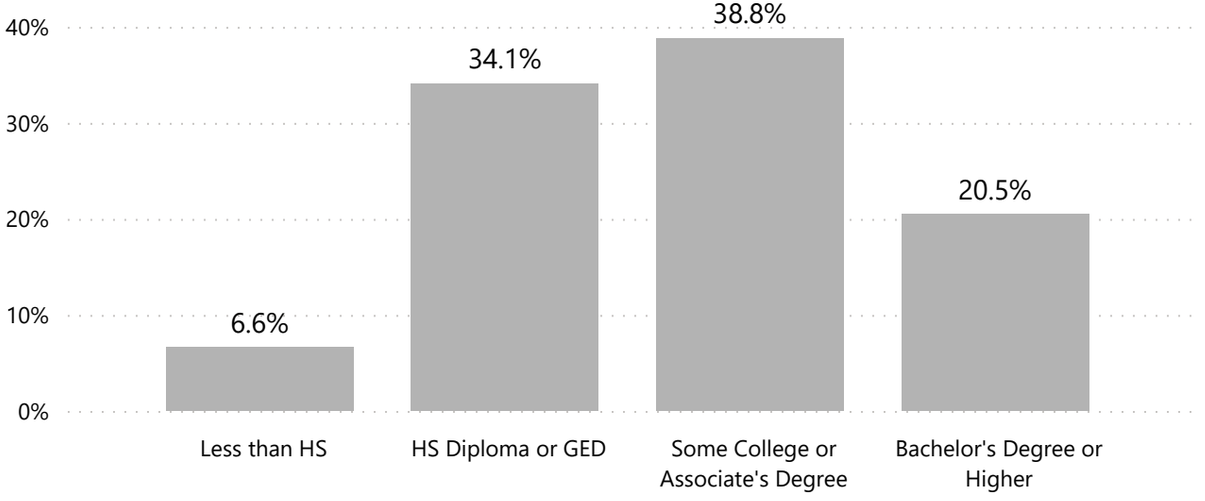
Statewide, there are 537,552 veterans in Illinois, which is about 5% of the total population. On the national level, veterans represent about 6% of the total population. Below is some information on the share of the veteran population in the region by age, race, period of service, and educational attainment.

Periods of service do not total 100% because not all categories are included in the American Community Survey. Race/Ethnicity exceeds 100% because Hispanic ethnicity includes all races.









Source: U.S. Census Bureau, 2017-2021 American Community Survey, Table S2101.

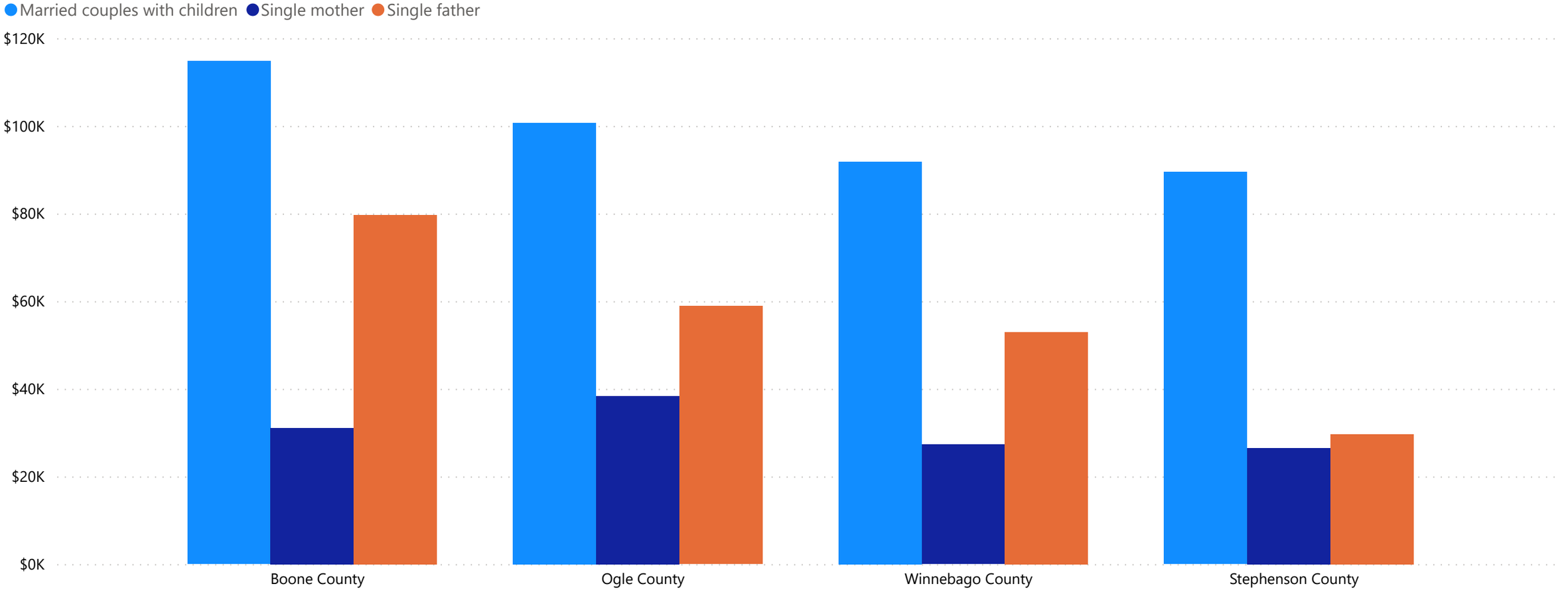
Median Income by County- Households with Children

Region

Northern Stateline

The statewide median income for all households was $72,563, which is 5% higher than the national level of $69,021. In Illinois, the median income was $110,026 for married couples with children, $32,586 for single mother households, and $50,942 for single father households.

Median Income by Household Type

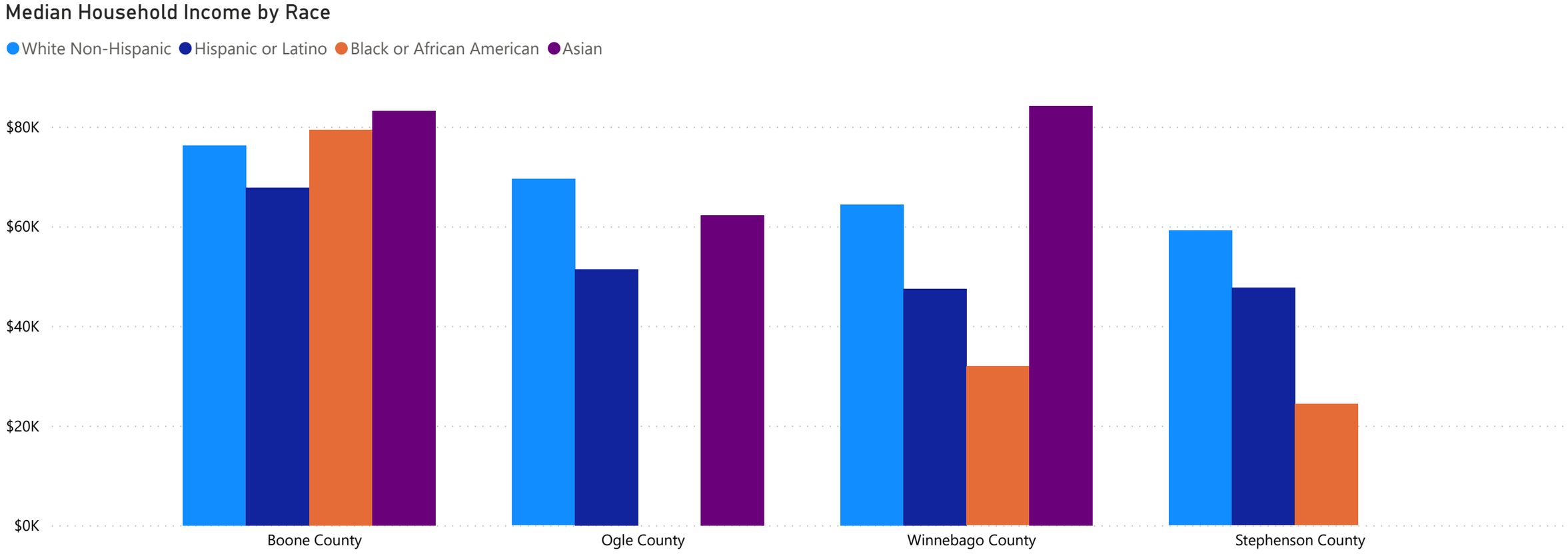


Source: U.S. Census Bureau, 2017-2021 American Community Survey, Table S1903.

Median Income by County and Race

Region
Northern Stateline

Statewide, the median income for African American households is $46,401, Asian households is $98,367, Hispanic households is $58,791, and White households is $73,533. Below are the American Community Survey responses for household income by race in each county of the region. *Care must be taken when comparing income, as some counties do not have sufficient American Community Survey responses regarding income for some racial and ethnic groups. It is not possible to compute a region-wide median income in the American Community Survey data provided.*



Source: U.S. Census Bureau, 2017-2021 American Community Survey, Table S1903.

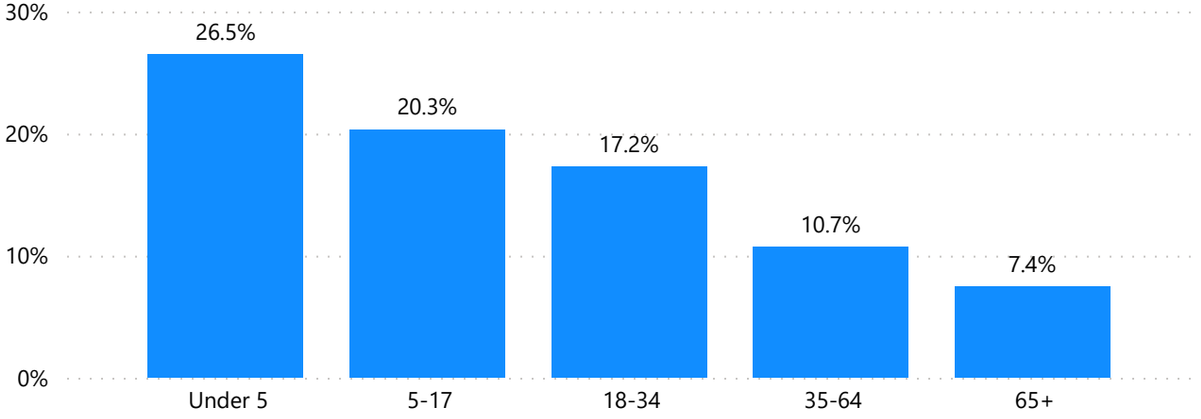
Poverty Rates by Age, Sex, Race/Ethnicity, and Education

Region

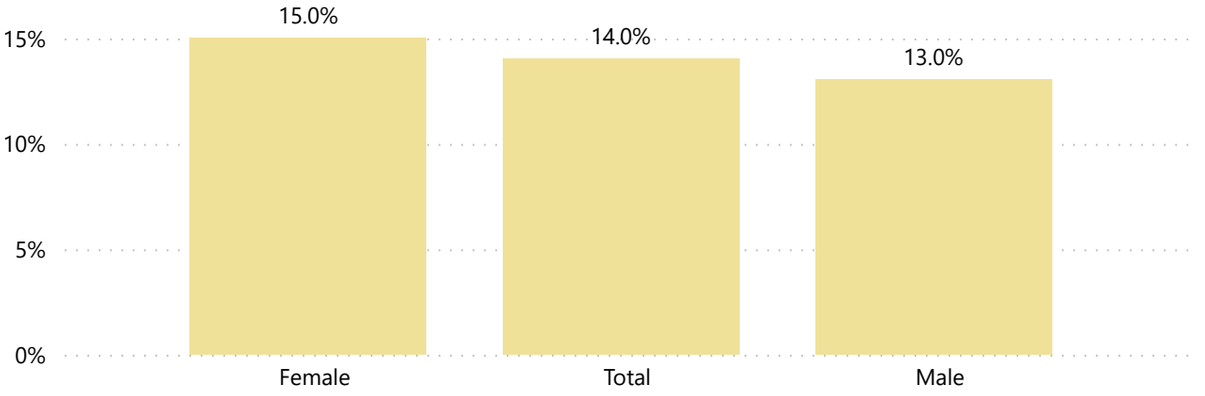
Northern Stateline

Roughly 1.5 million Illinois residents live below poverty. Children under the age of 5 (17%), females (13%), African Americans (25%), and individuals lacking a high school diploma or equivalent (22%) are more likely to live below poverty. Below are the percentage or residents in the region experiencing poverty by several characteristics. *Percentages are to their total populations in the region*- e.g., the percentage of all males, the percentage of all females, etc. *For this reason, percentages do not total 100.*

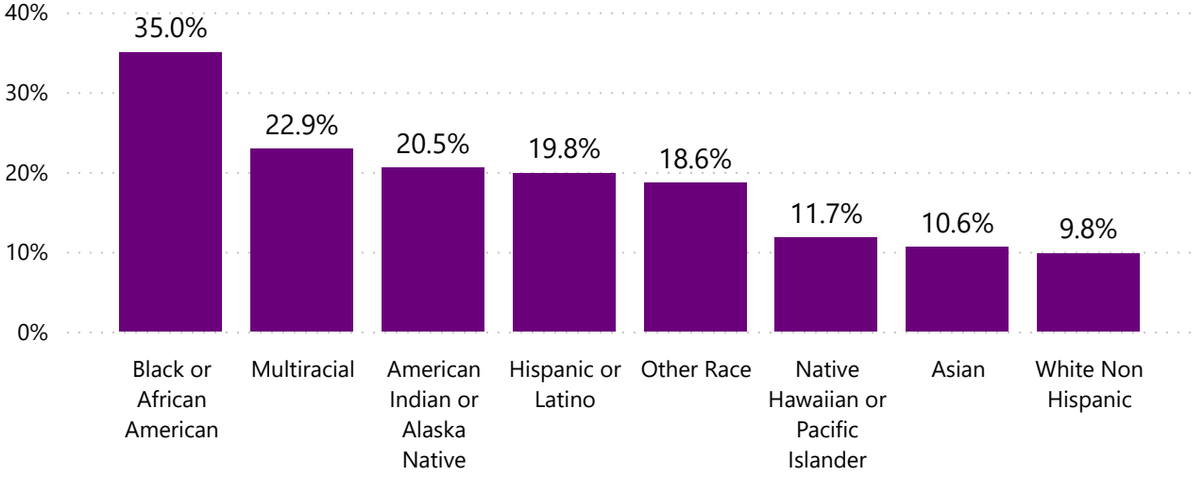
By Age

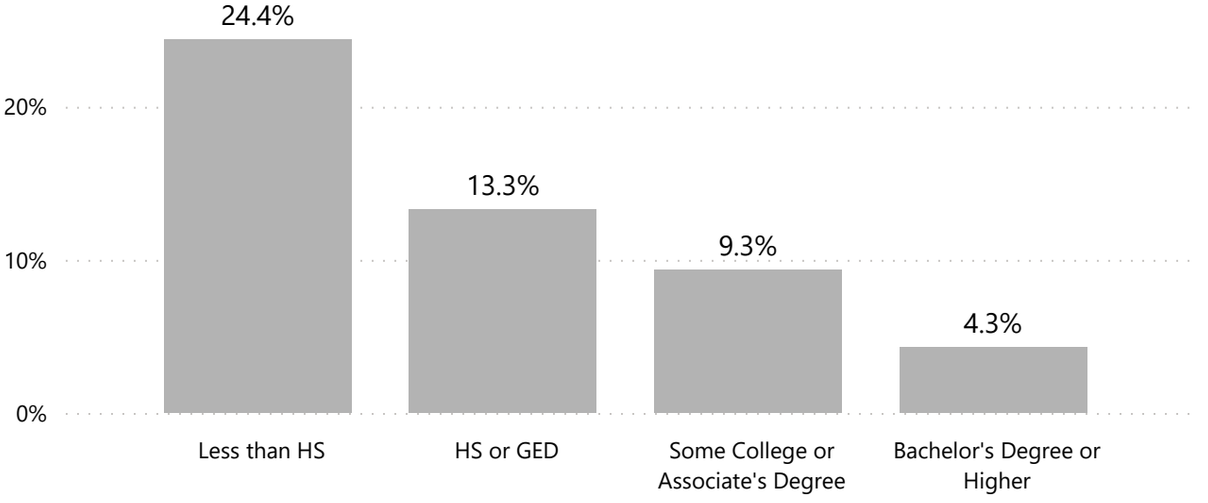


By Sex



By Race/Ethnicity





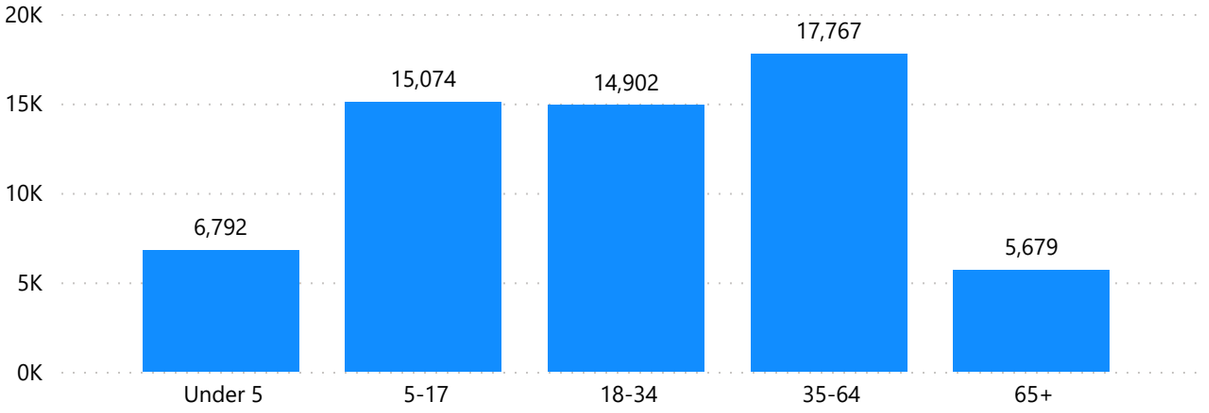
Source: U.S. Census Bureau, 2017-2021 American Community Survey, Table S1701

Counts of Population Below Poverty Level

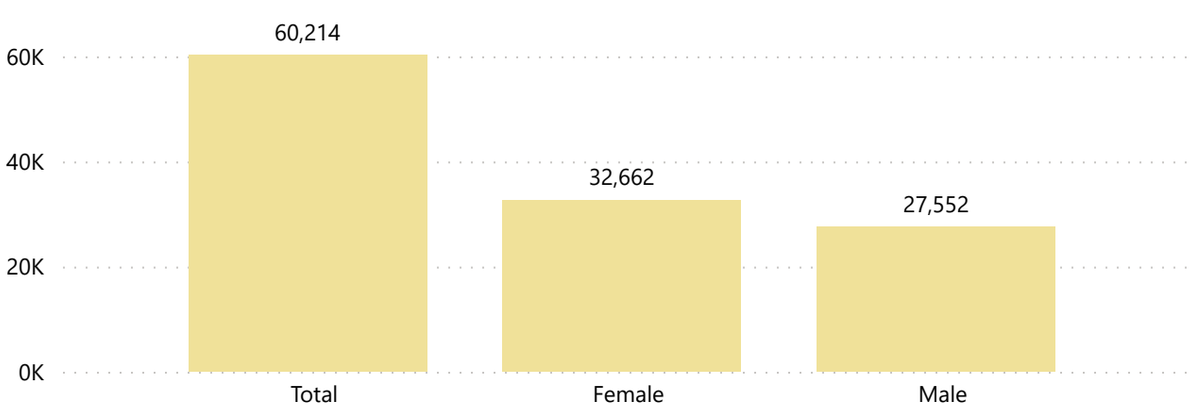
Region
Northern Stateline

Roughly 1.5 million Illinois residents live below poverty. Children under the age of 5 (17%), females (13%), African Americans (25%), and individuals lacking a high school diploma or equivalent (22%) are more likely to live below poverty. Below counts of the population in the region with income below poverty level by various characteristics.

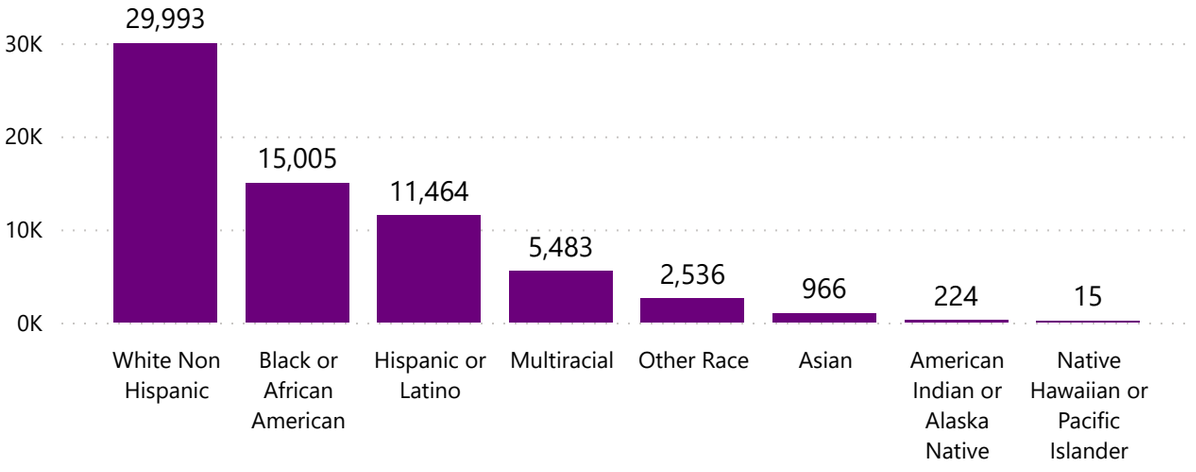
By Age



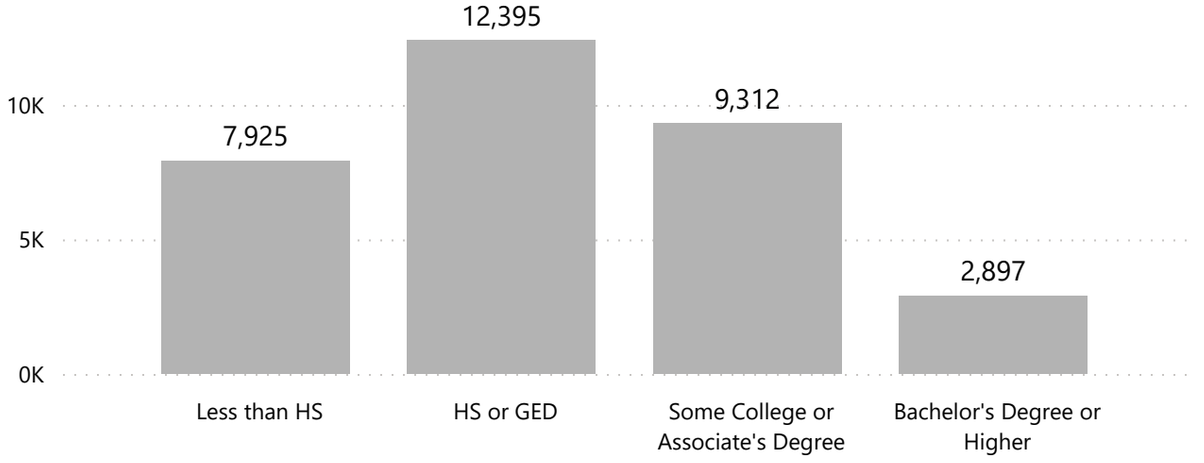
By Sex



By Race/Ethnicity



By Educational Attainment



Source: U.S. Census Bureau, 2017-2021 American Community Survey, Table S1701

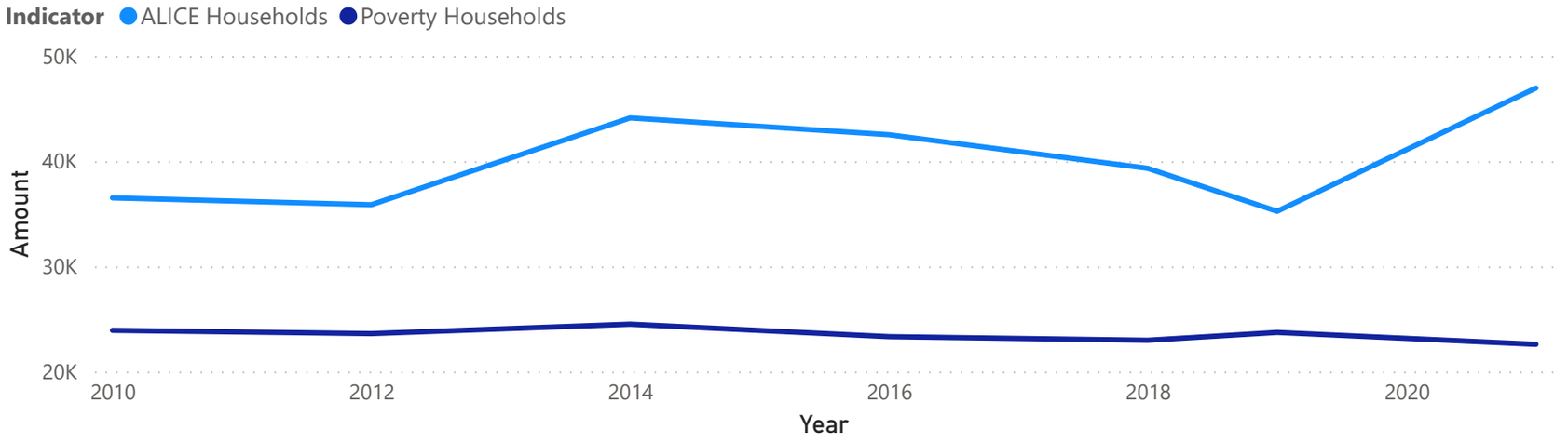
ALICE Population

Asset-Limited, Income-Constrained, Employed persons

Region: Northern Stateline

The United Way identified an ALICE threshold for persons with income above poverty level, but who nonetheless cannot meet basic costs of living in their counties. The ALICE threshold is based on a household survival budget that includes housing, childcare, food, transportation, healthcare, a smartphone plan, taxes, and a modest reserve for unanticipated one-time costs. Below is a summary of the ALICE population in the region over time and by county.

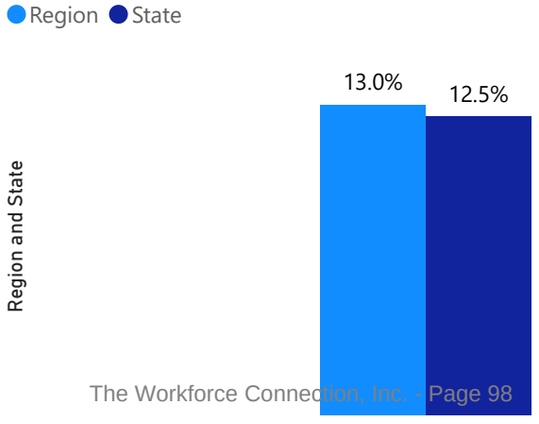
Count of ALICE & Poverty Households



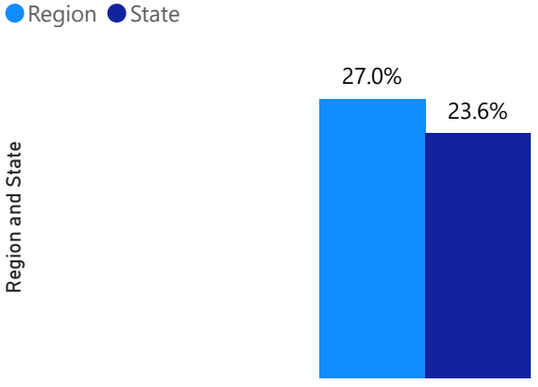
ALICE Threshold by County, 2021

County	ALICE Households	Threshold - Under 65	Threshold-Over 65
Boone	5,161	$60,000	$45,000
Ogle	5,341	$50,000	$45,000
Stephenson	4,939	$45,000	$40,000
Winnebago	31,507	$50,000	$40,000

Share of Households Below Poverty Level, 2021



Share of Households Above Poverty Level but Below ALICE Threshold, 2021



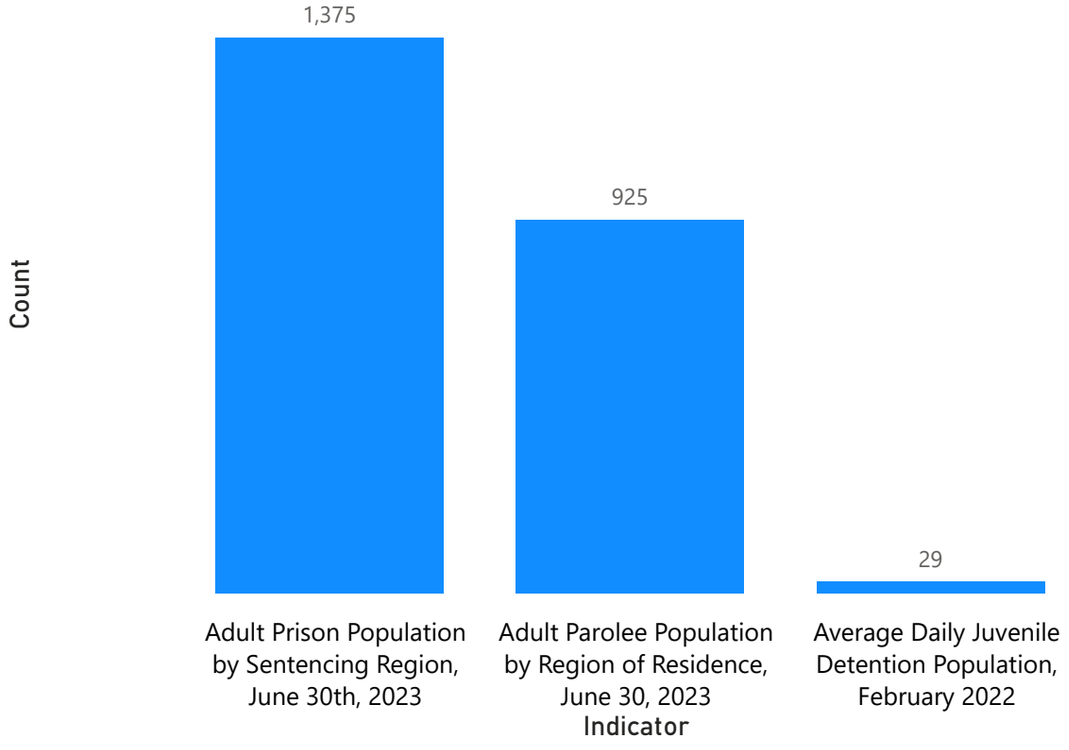
Source: United Way of Illinois, 2021 ALICE Dataset.

Target Population Characteristics

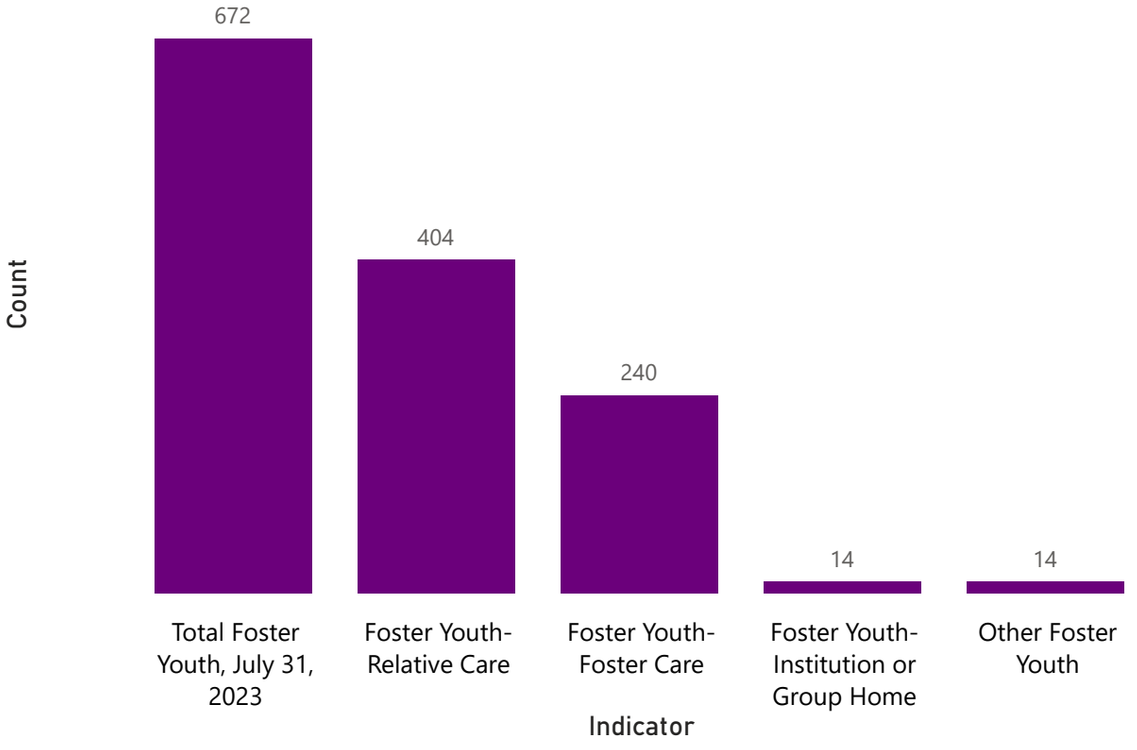
Region
Northern Stateline

Below are some counts of various target populations in the EDR. Please note that timing of the counts varies by indicator, due to the data being reported at different times by several agencies. All data were most recent available at time of writing in August 2023.

Justice-Involved Populations



Foster Care Indicators



Data Sources

Justice-Involved Populations

Prison Population- Illinois Department of Corrections, Prison Population Data Set, 6/30/2023
Parolee Population- Illinois Department of Corrections, Parole Population Data Set, 6/30/2023
Juvenile Population- Illinois Juvenile Justice Commission, JMIS Monthly Data Report, February 2022

Foster Care Indicators

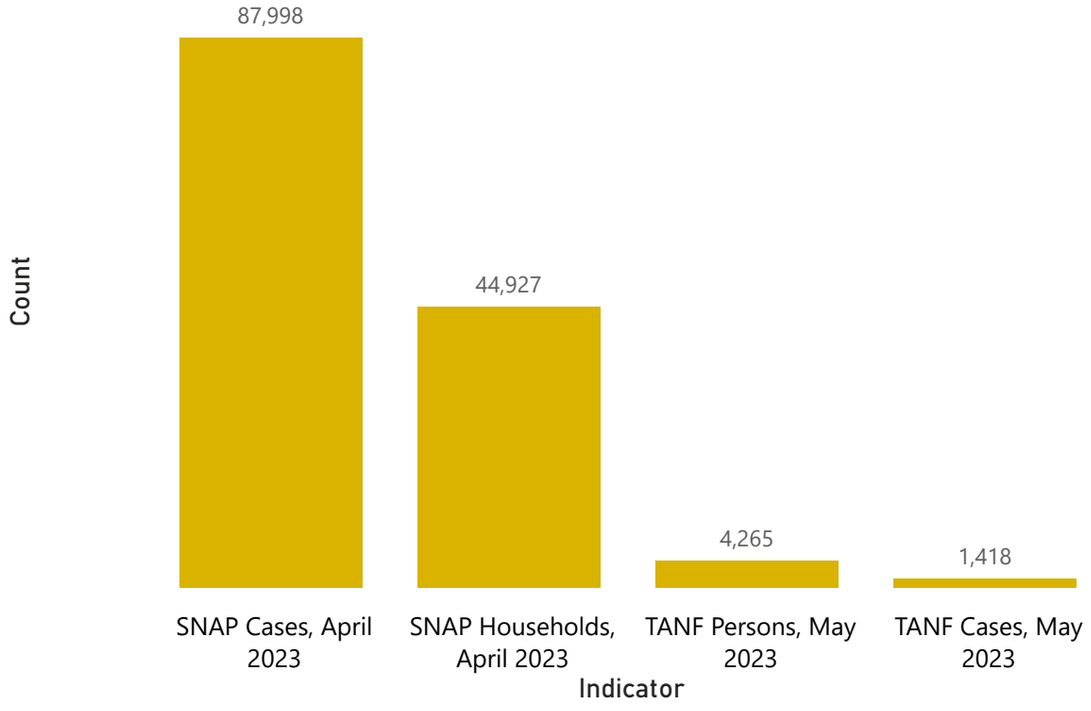
Illinois Department of Children & Family Services- Youth in Care by County, July 31, 2023.

Target Population Characteristics (Continued)

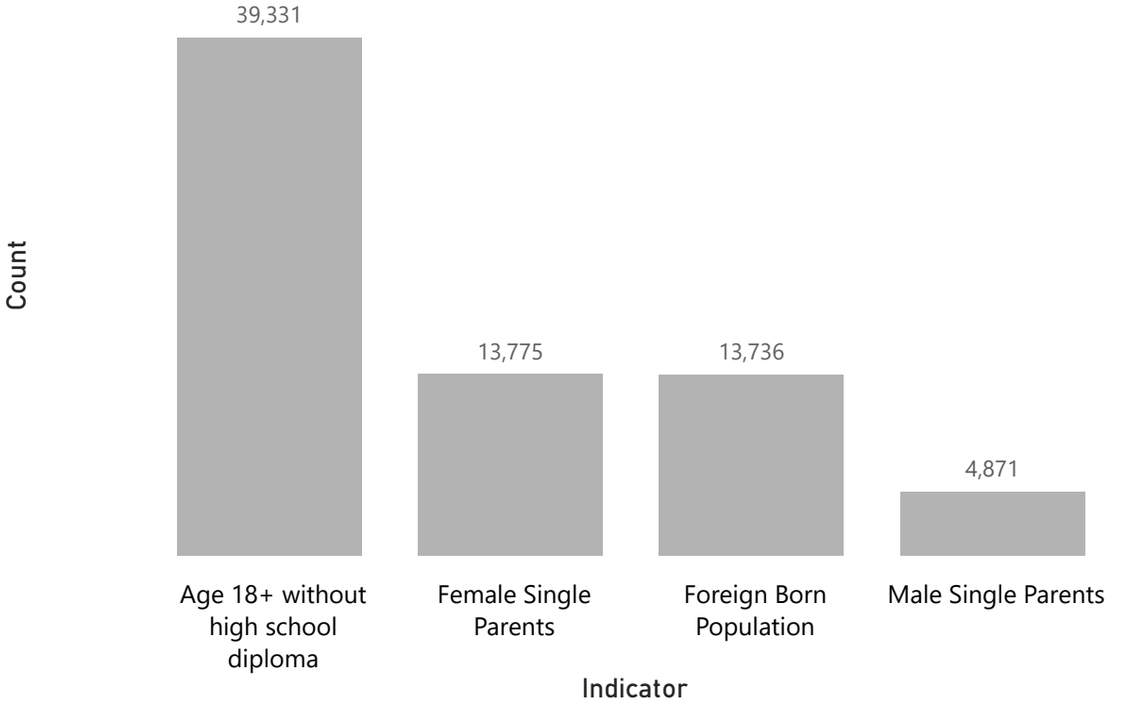
Region
Northern Stateline

Below are some counts of various target populations in the EDR. Please note that timing of the counts varies by indicator, due to the data being reported at different times by several agencies. All data were most recent available at time of writing in August 2023.

Low-Income Indicators



Other Indicators



Data Sources

Low-Income Indicators

Illinois Department of Human Services, SNAP Data by Servicing Office, April 2023
Illinois Department of Human Services, TANF Cases & Persons by Office of Service, May 2023

Other Indicators

Foreign-born population- U.S. Census Bureau, 2017-2021 American Community Survey, Table DP02
Age 18+ without high school diploma- U.S. Census Bureau, 2017-2021 American Community Survey, Table S1501
Single parents- U.S. Census Bureau, 2017-2021 American Community Survey, Table S1903

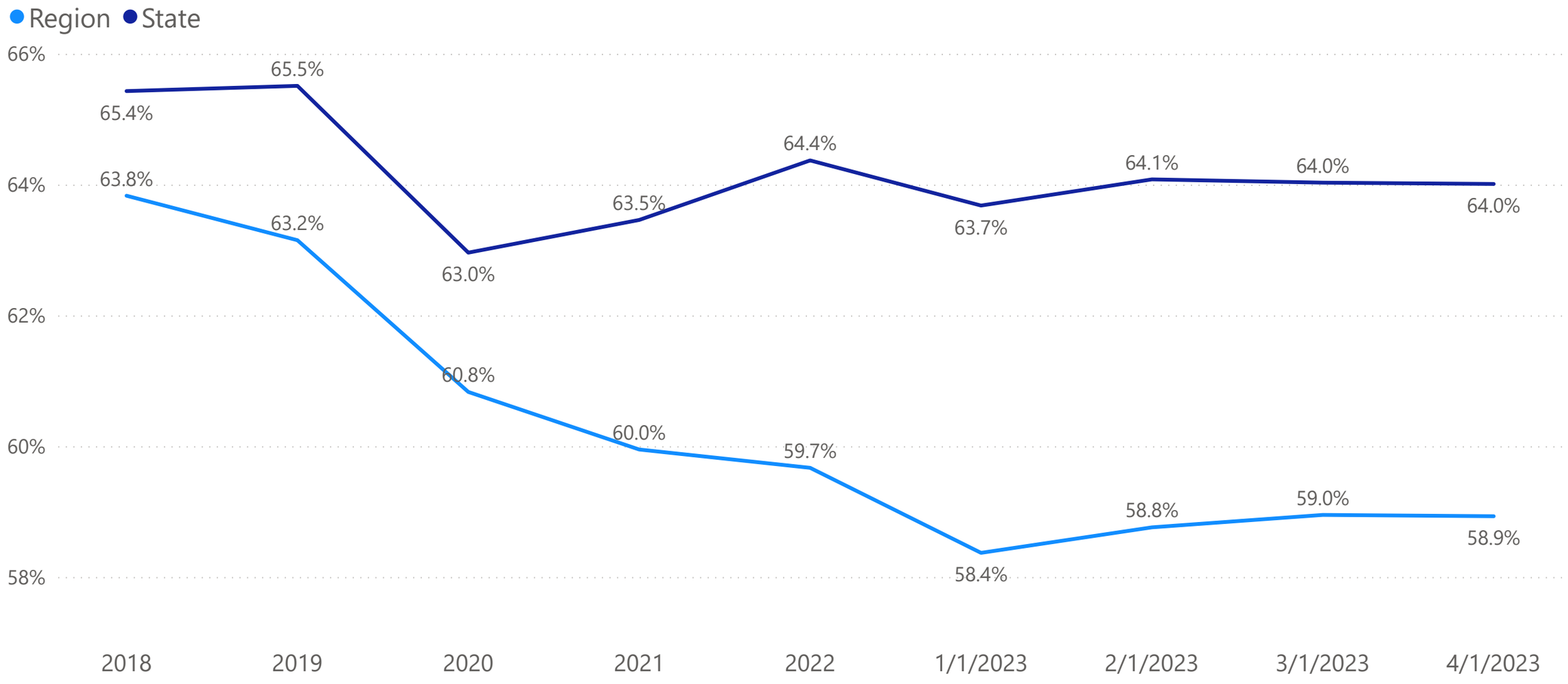
Recent Employment Trends

- Labor Force Participation
- Unemployment Over Time
- Total Employment Relative to 2019
- Leading, Emerging, and Maturing Sectors
- Sectors Relative to 2019
- Sector Employment by Quarter, 2019-2023 Q2
- Year-Over-Year Employment Change by Sector (July 2022 - July 2023)
- Location Quotients and Annual Employment Changes *Within* Regions

Labor Force Participation Rates Over Time, 2018- April 2023

Region
Northern Stateline

Below is the trend in labor force participation rates for the region and Illinois since 2018. Statewide, labor force participation decreased in 2020 and remained below 2019 levels as of April 2023.



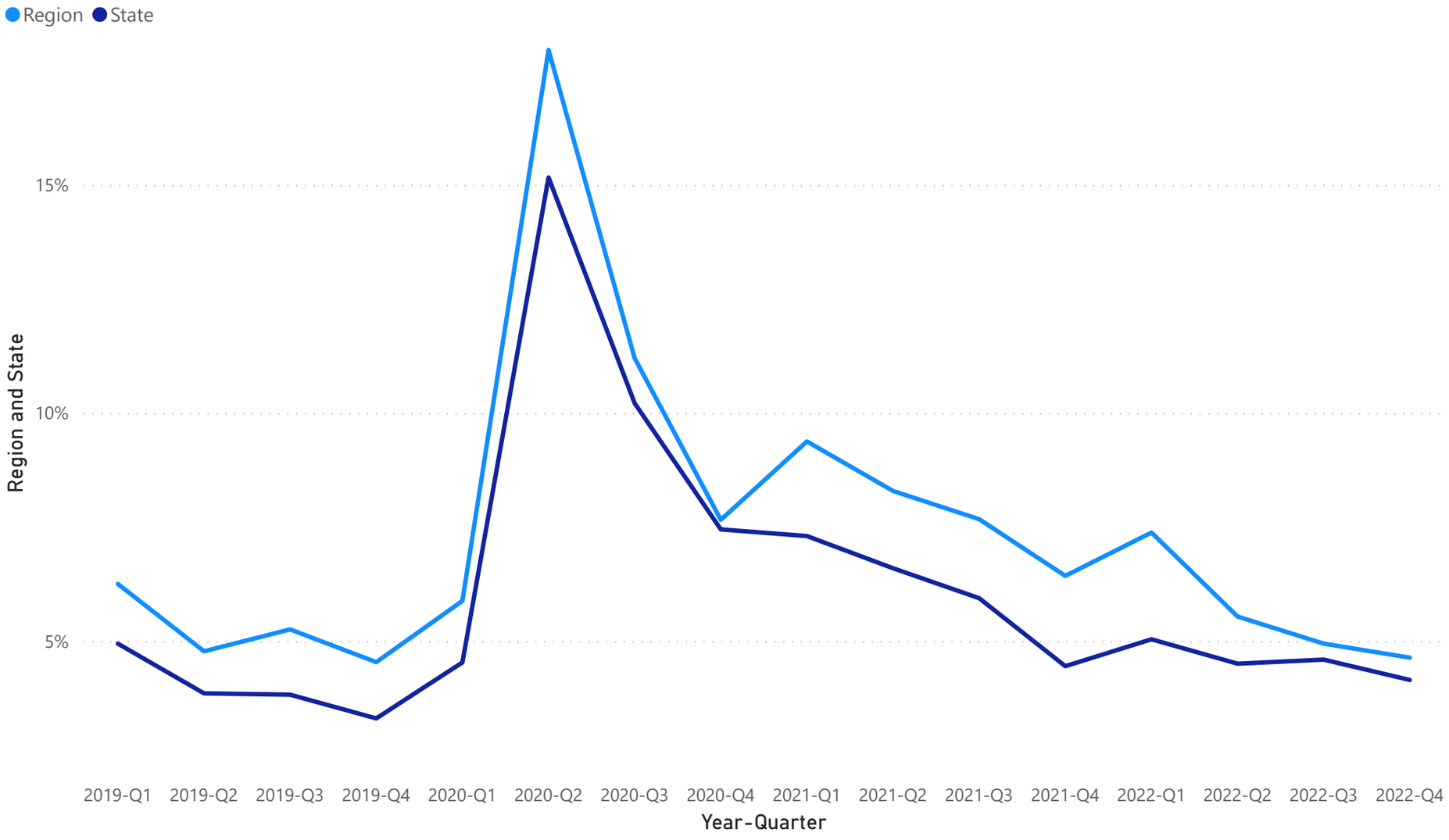
Source: Estimates by Lightcast, 2023.

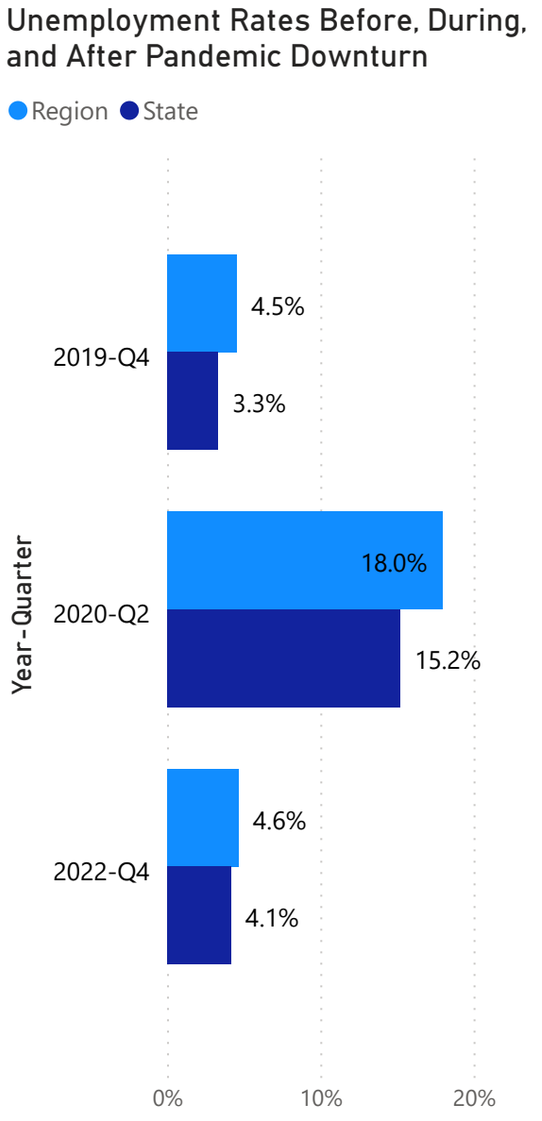
Unemployment Rates Over Time, 2019-2022

Below are the quarterly unemployment rates over time for the region and the state. On the right are unemployment rates for selected time frames before, during, and after the pandemic downturn.

Region

Northern Stateline

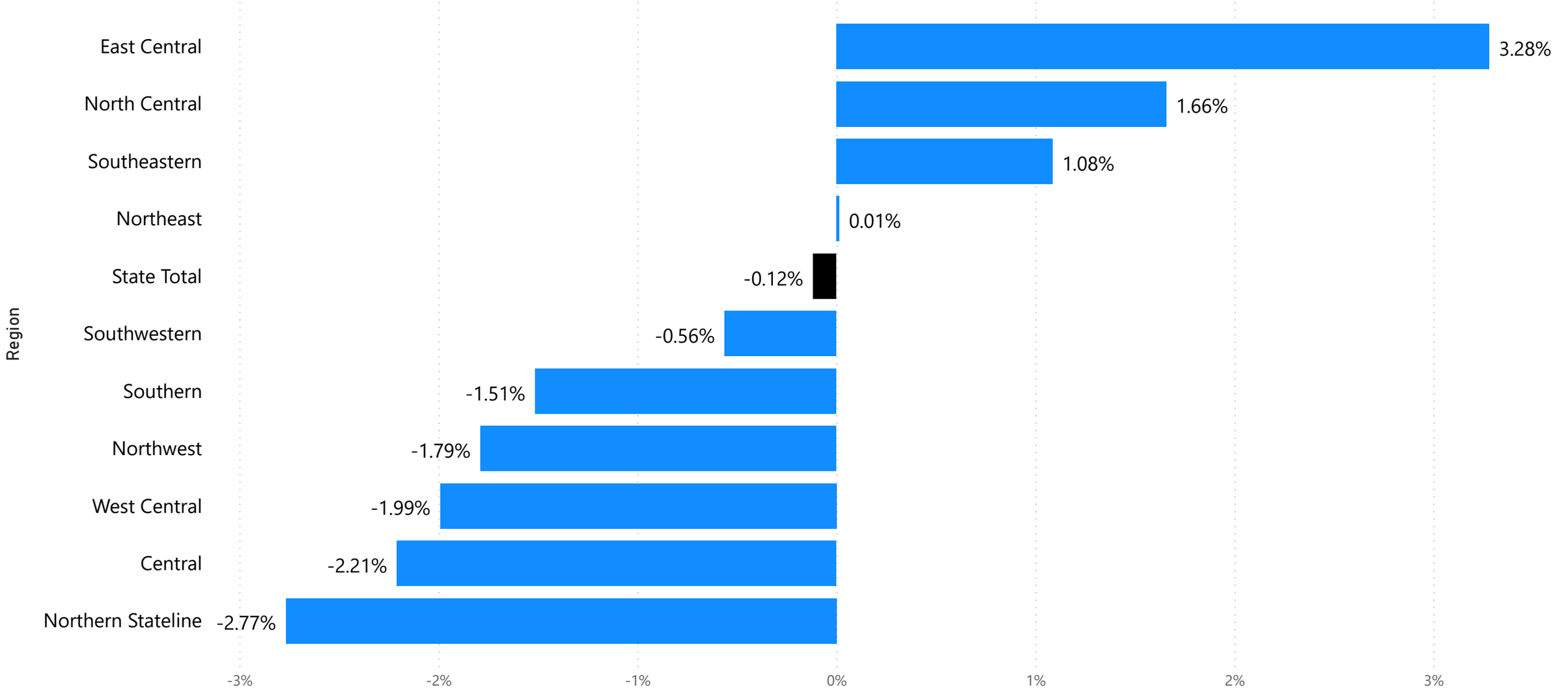




Source: Illinois Department of Employment Security, Local Area Unemployment Statistics, respective years.

% Change in Total Nonfarm Employment, Q2 2019 - Q2 2023 (Not Seasonally Adjusted)

Below is a high-level comparison of total employment by region for Q2 2019 (pre-pandemic) vs Q2 2023 (latest available at time of writing). Regions are sorted by size of employment growth/declines. Statewide, total employment in Q2 2023 was 0.12% lower than in Q2 2019. In six of ten regions, employment was lower in Q2 2023 than in Q2 2019.



Source: Illinois Department of Employment Security, Current Employment Statistics, respective years.

Sectors, Industries, and Clusters

The terms "sector", "industry" and "cluster" are sometimes a source of confusion, and can be an unnecessary source of debate among various stakeholders.

Sector describes a large segment of the economy, while **Industry** refers to a much more specific group of companies or businesses. The terms industry and sector are often used interchangeably to describe a group of companies that operate in the same segment of the economy or share a similar business type. *In this regional data packet, sector refers to a broad industry category while Industries refer to components of those sectors. For example, Food Manufacturing is an industry within the Manufacturing Sector.*

A **cluster** is a regional concentration of related industries in a particular location. Clusters are a striking feature of economies, making regions uniquely competitive for jobs and private investment. Adding to the confusion, the education community established a national framework of 16 "career clusters", which links programs of study to occupations with similar knowledge and skill requirements. *Industry clusters are typically considered in economic development strategic plans.*

The table on the upper left is a standardized list of Industries from the North American Industry Classification System (NAICS) at its highest, "2-digit" sector level. Within each of these sectors, the NAICS groups similar companies into ever-increasing levels of granularity, down to the "6-digit" level. The table on the lower right shows how this works in the Construction sector, with just a partial list of more detailed codes. There are literally thousands of 6-digit NAICS codes, which may be viewed at naics.com/search. For our purposes, 2-3 digit NAICS codes provide sufficient detail.

NAICS is the standard used by Federal statistical agencies in classifying business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. business economy. Like all data, NAICS does have some limitations and caveats. For example, NAICS classifies businesses based on their primary activities, but a specific business may have significant activity in other sectors. For example, Wal-Mart's primary activity is a retailer, but it employs thousands of workers focused on Transportation /Distribution / Logistics at its distribution centers and in-house trucking division.

Readers are cautioned to not make assumptions on the types of businesses or occupations implied by high level groupings. For example, the NAICS "Information" sector primary includes industries focused on publishing and telecommunications. Occupations requiring "information technology" skills are embedded in companies from all sectors. We must look beyond the Information sector to discern the full extent of the supply and demand for jobs and workers needing IT skills. There are significant numbers of tech workers spread across manufacturing, finance, government and many other sectors. Likewise, "Energy" is not a sector in the NAICS model, but energy-related industries and occupations are found in sectors such construction, manufacturing, and professional services.

Code	Sector Title	Number of US Entities
11	Agriculture, Forestry, Fishing and Hunting	376,065
21	Mining	33,725
22	Utilities	52,025
23	Construction	1,564,895
31-33	Manufacturing	667,833
42	Wholesale Trade	719,282
44-45	Retail Trade	1,893,740
48-49	Transportation and Warehousing	733,597
51	Information	386,163
52	Finance and Insurance	806,762
53	Real Estate Rental and Leasing	947,112
54	Professional, Scientific, and Technical Services	2,576,732
55	Management of Companies and Enterprises	97,749
56	Administrative and Support and Waste... Services	1,641,698
61	Educational Services	439,219
62	Health Care and Social Assistance	1,724,350
71	Arts, Entertainment, and Recreation	397,633
72	Accommodation and Food Services	928,144
81	Other Services (except Public Administration)	1,986,470
92	Public Administration	259,365

NAICS Code	Industry Title
▼ 23	Construction
▼ 2361	Residential Building Construction
236115	New Single-Family Housing Construction (except For-Sale Builders)
236116	New Multifamily Housing Construction (except For-Sale Builders)
236117	New Housing For-Sale Builders
236118	Residential Remodelers

Regional Sector Analysis

Change in Employment and Location Quotient

The maps on the following pages show the "where" for selected economic data at the regional and county levels. This view allows readers to more easily see how each county contributes to the overall economic engine in a region and how regions as a whole compare to other areas of the state.

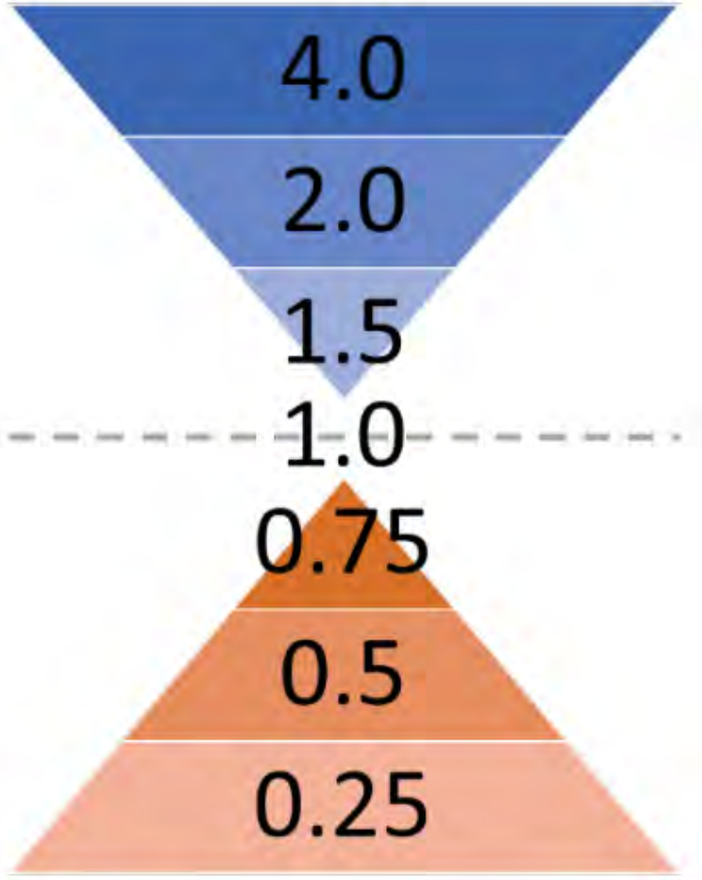
The **Employment Change** maps indicate the level of gain or loss of employment between Q4 2021 and Q4 2022 (latest available at time of writing). These maps can be used to understand where gains and losses occurred, and identify targets of opportunity where skilled workers may be in greater demand, or identify areas which may be in need of attention from regional workforce and economic development agencies.

The **The Location Quotient (LQ)** maps indicate counties where sector employment is most and least concentrated as of Q4 2022. The LQ value indicates how concentrated employment in a given sector compares to the nation.

An LQ of 1.0 means employment is in line with the overall national employment for that sector. A value greater than 1.0 means that sector's employment is more heavily concentrated here than in the nation, while values less than 1.0 indicate employment is less concentrated than the nation. The farther away from 1.0, the greater the difference between what is happening in the county than the nation. For example, if a sector represents 40% of employment in a county and that sector nationally represents 10% of employment, it would have an LQ of 4.0, or a concentration of employment that is 4 times higher than the nation.

Note: Some maps on the following pages have counties shaded black, indicating an insufficient number of workers to reach federal employment reporting thresholds. This data is suppressed to protect the privacy of employers and workers in those counties. We use 2-digit NAICS level data to minimize the instances of data suppression.

The maps on the following pages can be used to quickly see where sector-based employment is concentrated and the degree to which it is above or below the national level. Areas with high LQs might have an inherent advantage, while areas with low LQs might have an inherent disadvantage for supporting a particular sector's businesses with skilled workers.

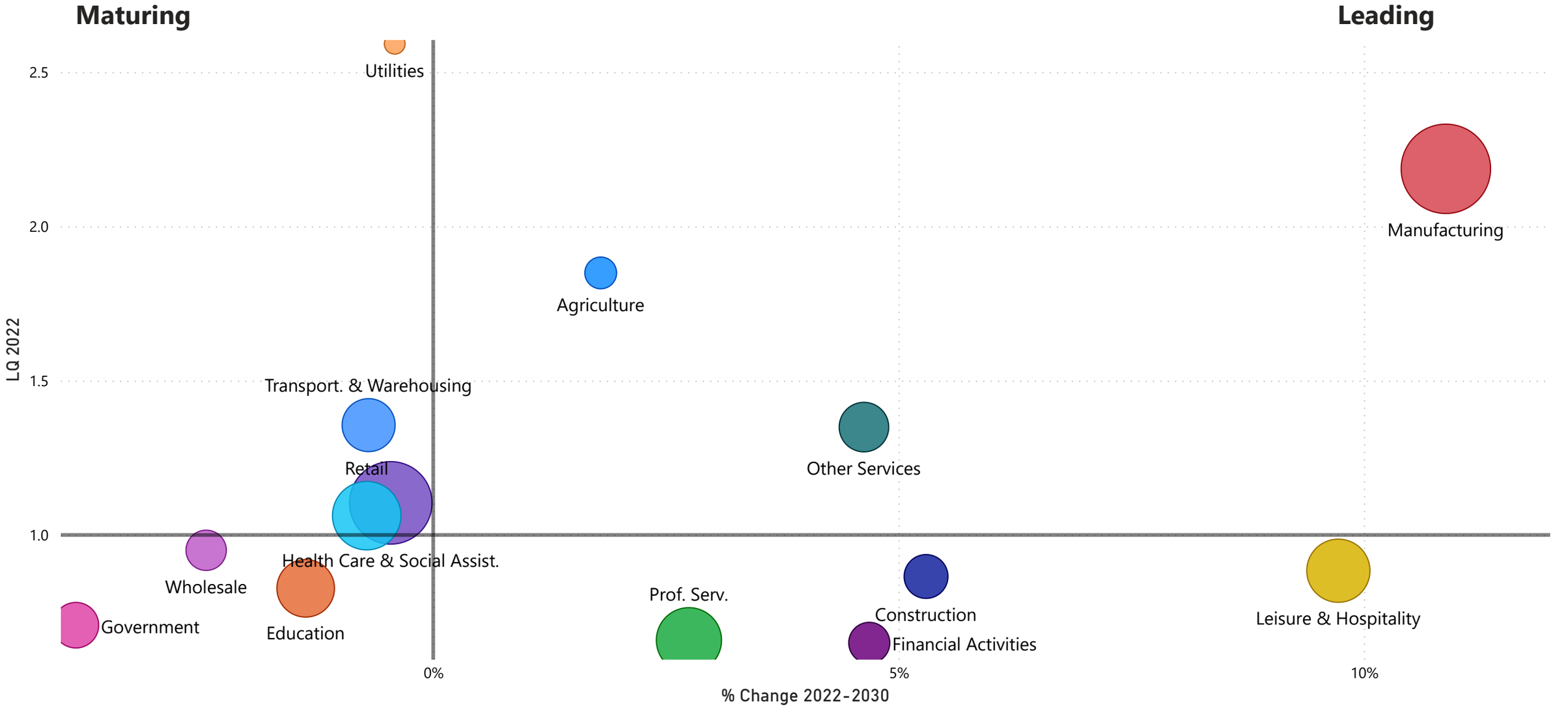


Employment and Location Quotients by Sector

Region

Northern Stateline

Bubble size corresponds to total employment in 2022. Some sectors excluded in lower left quadrant due to disproportionately low location quotients and employment declines. Education includes public and private, and government excludes education.



Source: Illinois Department of Employment Security, unpublished 2022-2030 employment forecasts.

Notes on Bubble Charts

The bubble chart on the previous page compares sectors by their projected employment change, for 2022-2030, their employment location quotient, and their total employment size in 2022. The X axis shows percent changes, the Y axis shows location quotients, and the size of the bubbles corresponds to total employment size in 2022.

- The upper right quadrant of the chart shows *leading sectors*- those with location quotients greater than 1 and projected employment growth.
- The upper left quadrant shows *maturing sectors*- those with large location quotients, but projected employment declines.
- The lower right quadrant shows *emerging sectors*- those with location quotients below 1, but with growing employment.
- The lower left quadrant shows sectors with low location quotients and declining employment.

Some sectors are excluded in the bubble charts for clarity. We exclude some sectors in the lower left quadrant when they have disproportionately low location quotients or disproportionate employment declines in the region (e.g., LQ of 0.25 when the next lowest is 0.5, employment loss of 30% when next lowest is 10%).

The information in this chart was generated as part of a one-time initiative by the IDES, due to issues in the timing of data publications relative to the WIOA planning timeline. At the time of writing, the most recent employment forecasts available were for 2020 - 2030. In preliminary analyses of this data, nearly all sectors could have been classified as Emerging, due to sectors re-hiring after the 2020 downturn. *The IDES updates their long-term employment forecasts every two years, and forecasts for 2022 - 2032 were unavailable at the time of writing.* For the purposes of this report, the IDES developed preliminary employment estimates in 2022, for comparison with the projected employment levels in 2030. This data is intended to *reframe* the 2020-2030 employment forecasts, based on the recovery that is reflected in 2022 employment counts. *The 2022-2030 forecasts are meant to control for the portion of employment growth that was due to rehiring.*

Although several other federal data sources offer counts of employment for 2022, they are not meant for direct comparison with the IDES forecasts. For example, the Quarterly Census of Employment and Wages includes public school employment in Government rather than Educational Services. The bubble charts show relative employment size differences (e.g., there are more jobs in health care than in natural resources and mining), but total employment counts from this one-time initiative are not directly compatible with other data products.

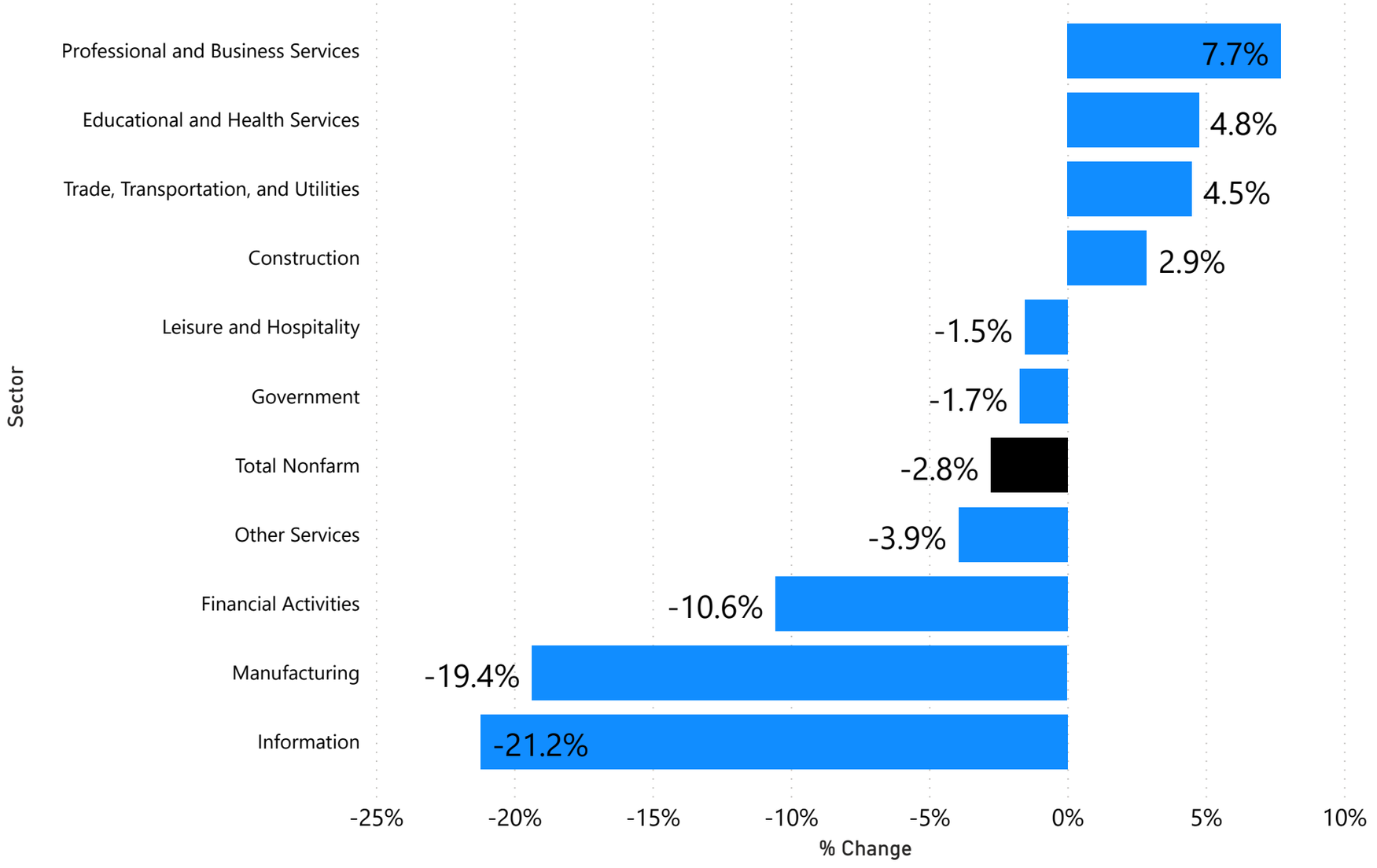
The following pages show changes in regional sector employment for 2019-2022 and location quotients by county for 2022.

% Change in Regional Sector Employment, Q2 2019 - Q2 2023 (Not Seasonally Adjusted)

Below is a high-level comparison of total employment by sector in the region for Q2 2019 (pre-pandemic) vs Q2 2023 (latest available at time of writing). Sectors are sorted by size of % employment change. On the right are total jobs in Q2 2023 by sector, sorted by employment size.

Region

Northern Stateline



Total Employment in Q2 2023

Sector	Count of Jobs
Total Nonfarm	180,070
Trade, Transportation, and Utilities	37,601
Manufacturing	30,718
Educational and Health Services	30,260
Government	21,346
Leisure and Hospitality	17,379
Professional and Business Services	17,245
Other Services	9,834
Construction	7,872
Financial Activities	6,245
Information	1,521
Natural Resources and Mining	

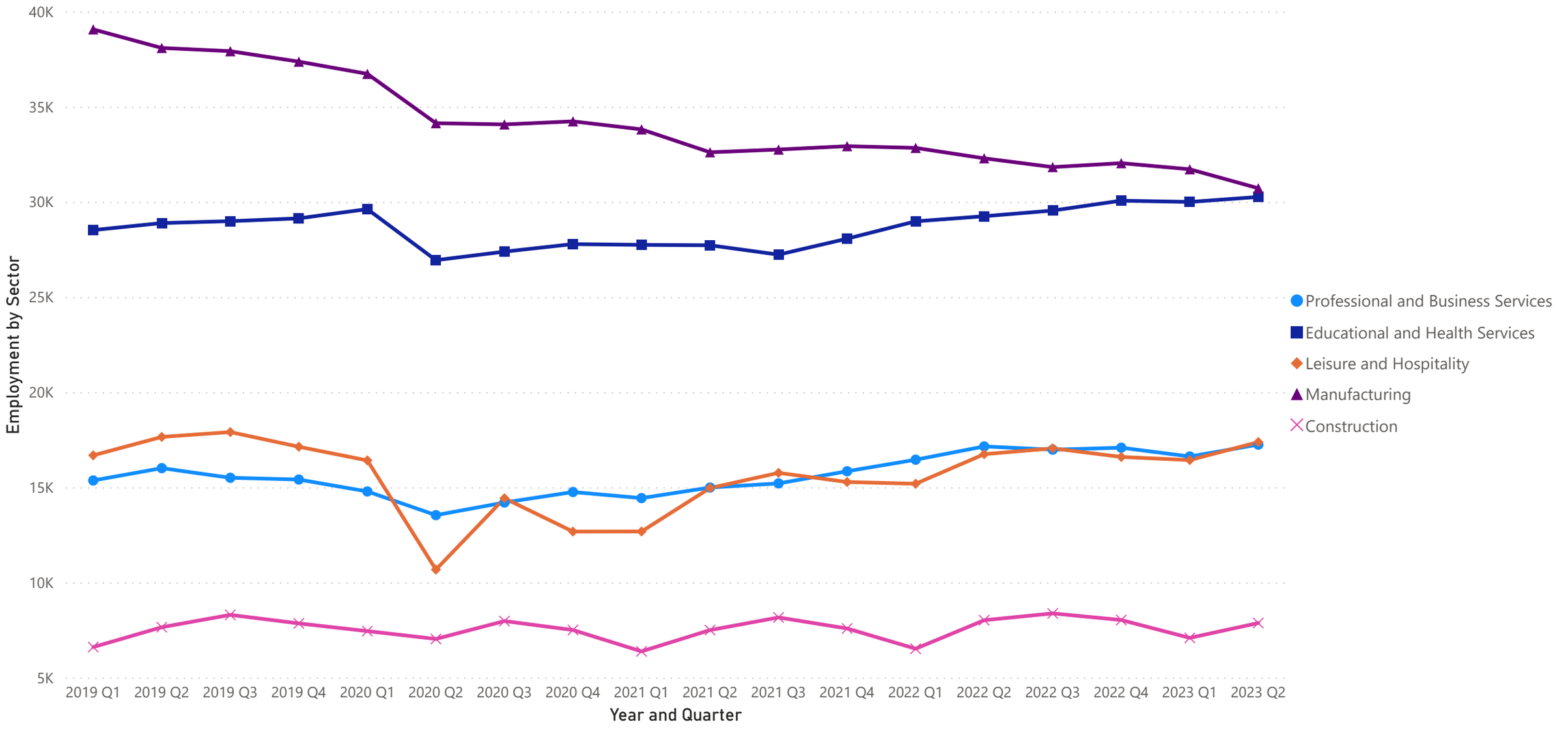
Source: Illinois Department of Employment Security, Current Employment Statistics, respective years.

Sector Employment by Quarter, 2019-2023 Q2 (*not seasonally adjusted)*

Below are quarterly employment levels by sector in the region. Some sectors with lower statewide employment are excluded for simplicity.

Region

Northern Stateline

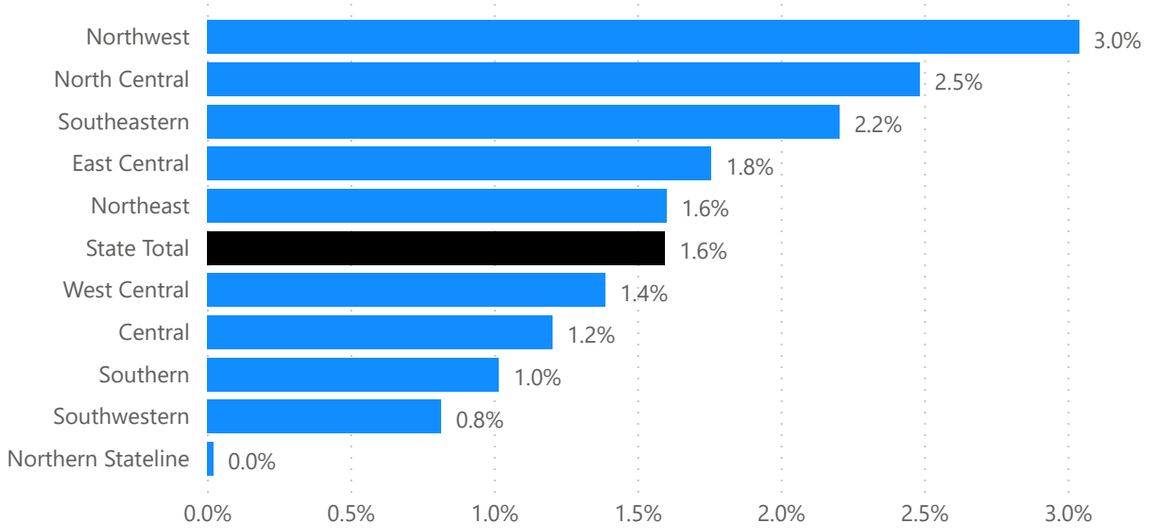


Source: Illinois Department of Employment Security, Current Employment Statistics, respective years.

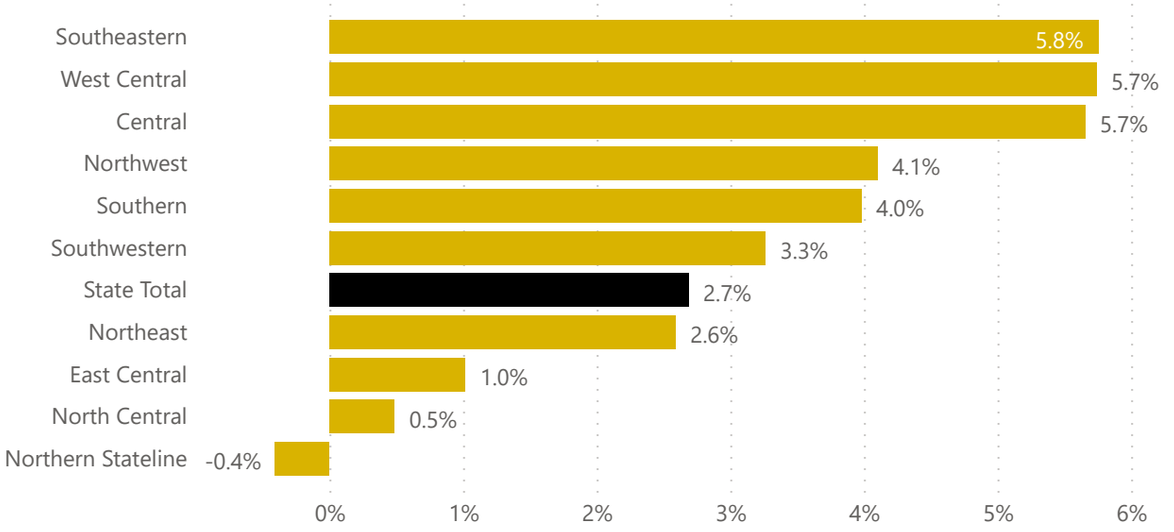
Employment Change by Sector, July 2022 vs July 2023 (Not Seasonally Adjusted, 1 of 3)

Below are comparisons of *year-over-year* employment changes by sector and region. *Regions and the state are sorted by % change in employment.*

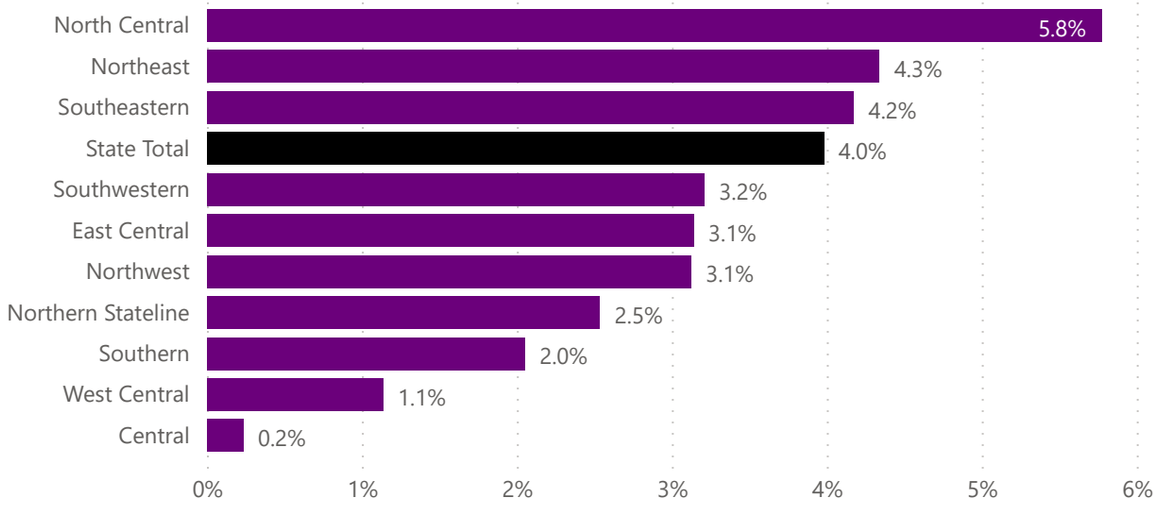
Total Nonfarm



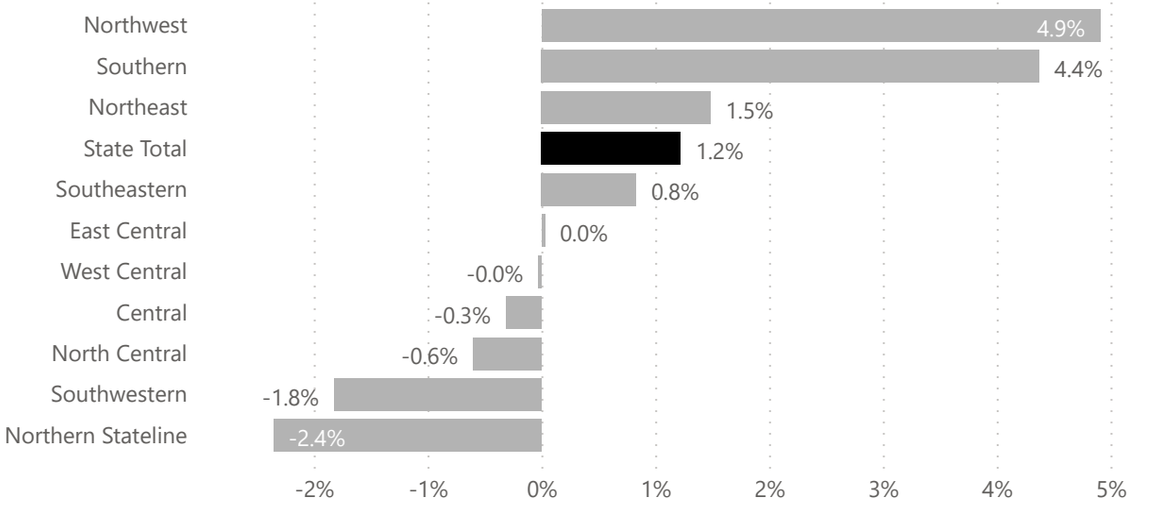
Construction



Education & Health Services



Financial Activities

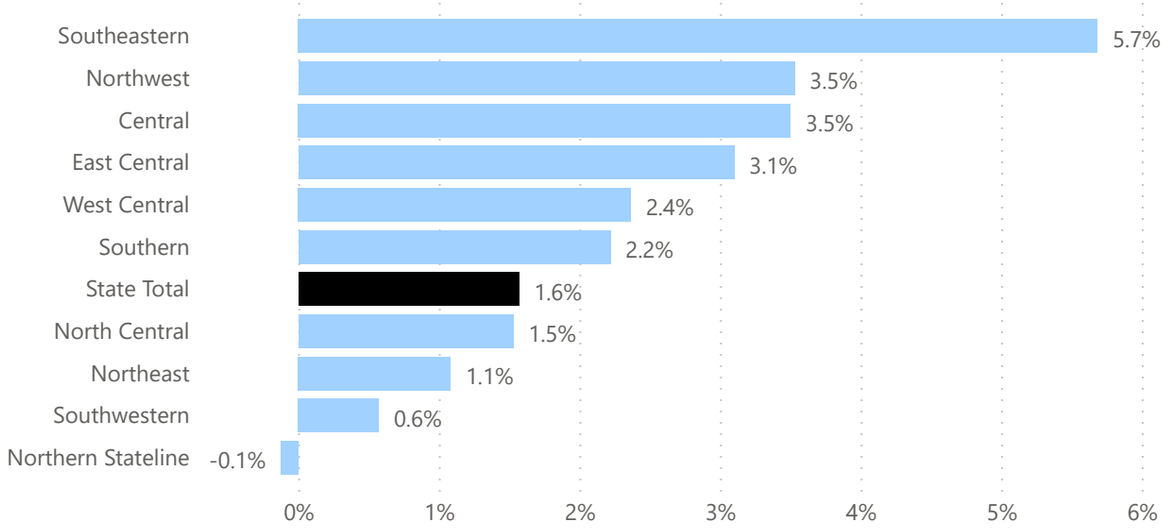


Source: Illinois Department of Employment Security, Current Employment Statistics, respective years.

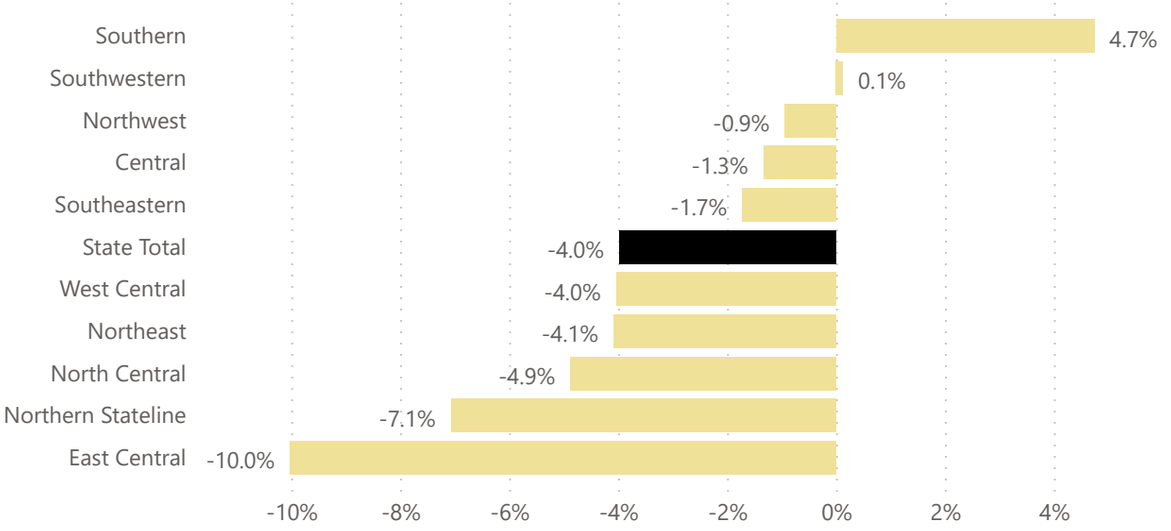
Employment Change by Sector, July 2022 vs July 2023 (Not Seasonally Adjusted, 2 of 3)

Below are comparisons of year-over-year employment changes by sector and region. *Regions and the state are sorted by % change in employment.*

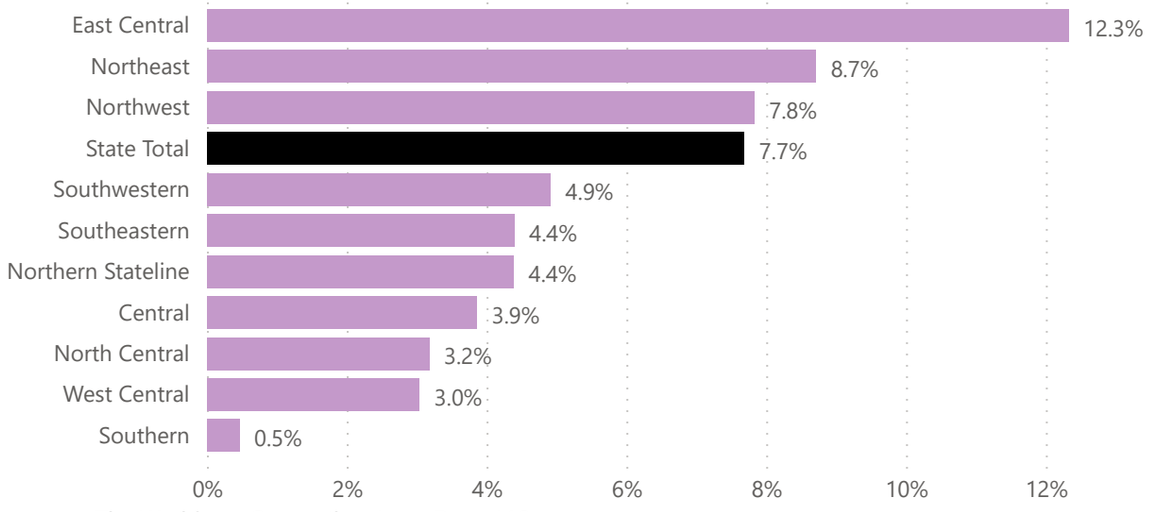
Government



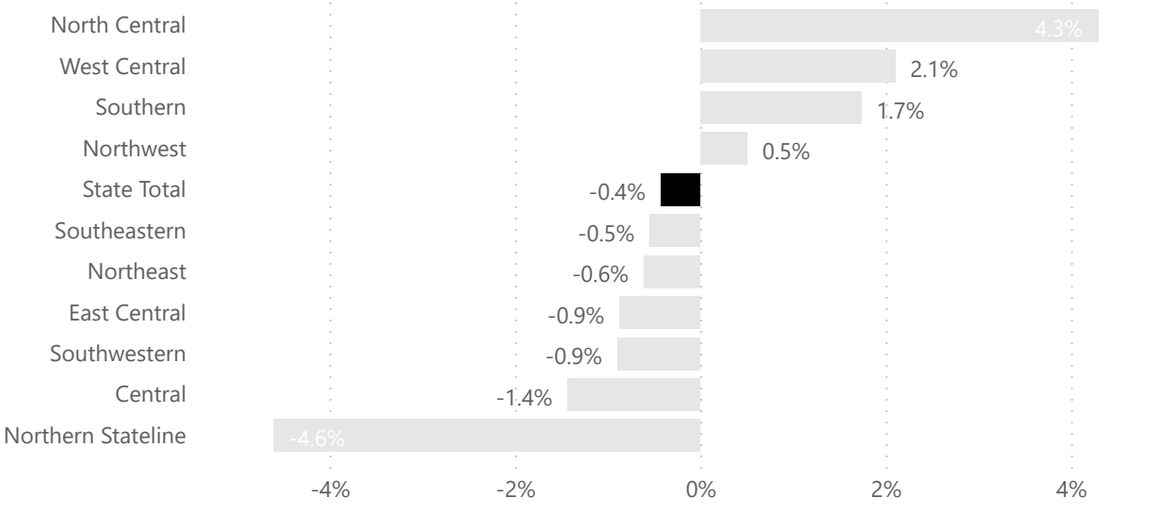
Information



Leisure & Hospitality



Manufacturing

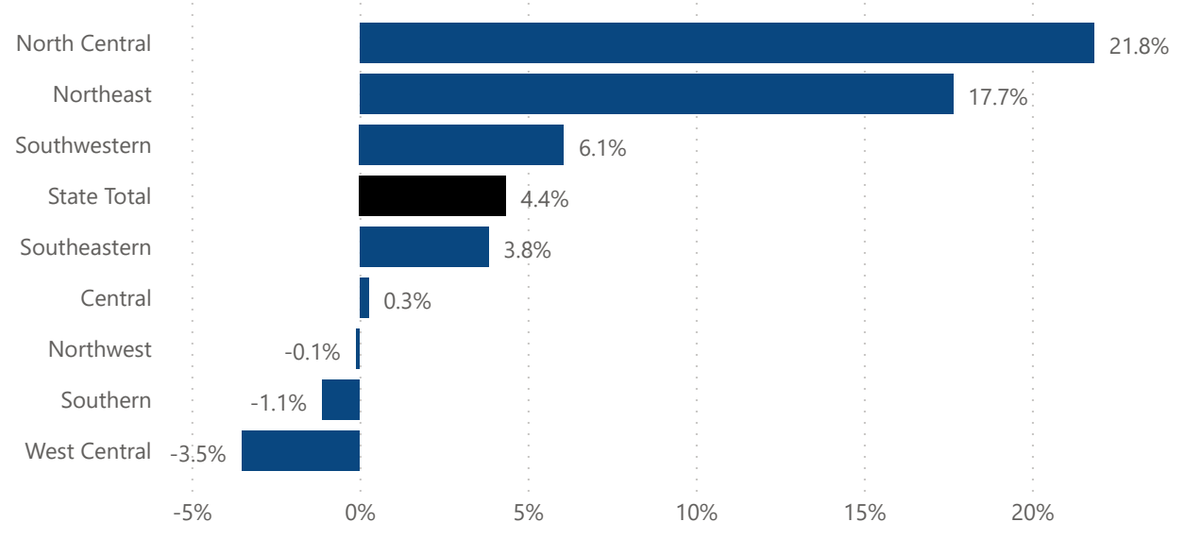


Source: Illinois Department of Employment Security, Current Employment Statistics, respective years.

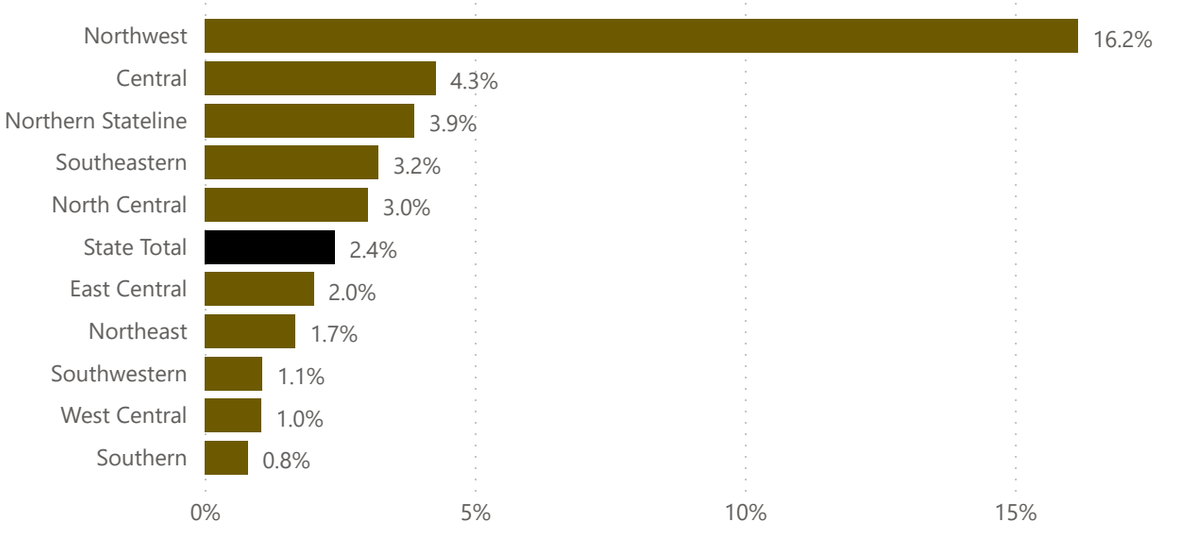
Employment Change by Sector, July 2022 vs July 2023 (Not Seasonally Adjusted, 3 of 3)

Below are comparisons of year-over-year employment changes by sector and region. *Regions and the state are sorted by % change in employment.*

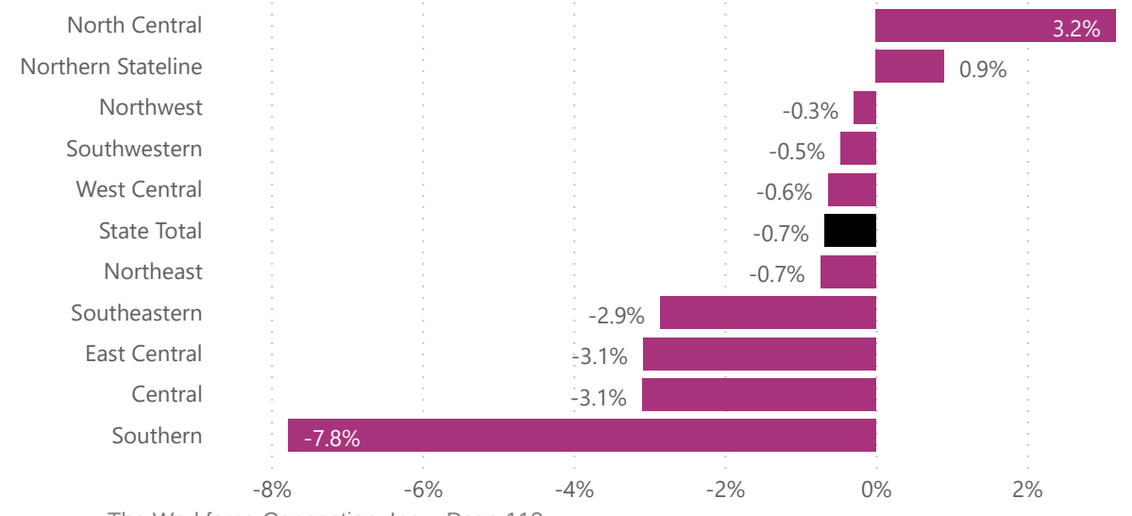
Natural Resources and Mining



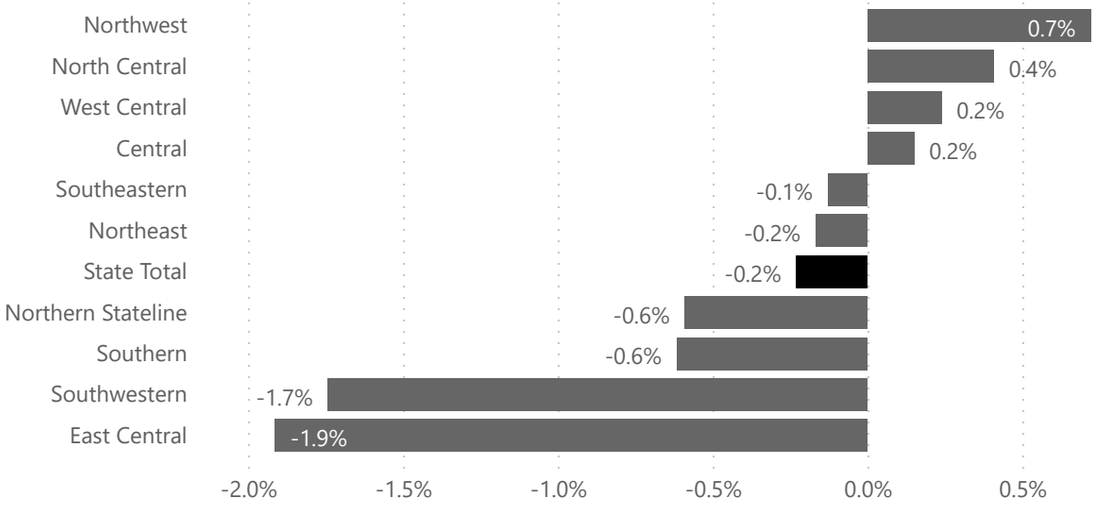
Other Services, excl. Government



Professional and Business Services



Trade, Transportation, and Utilities



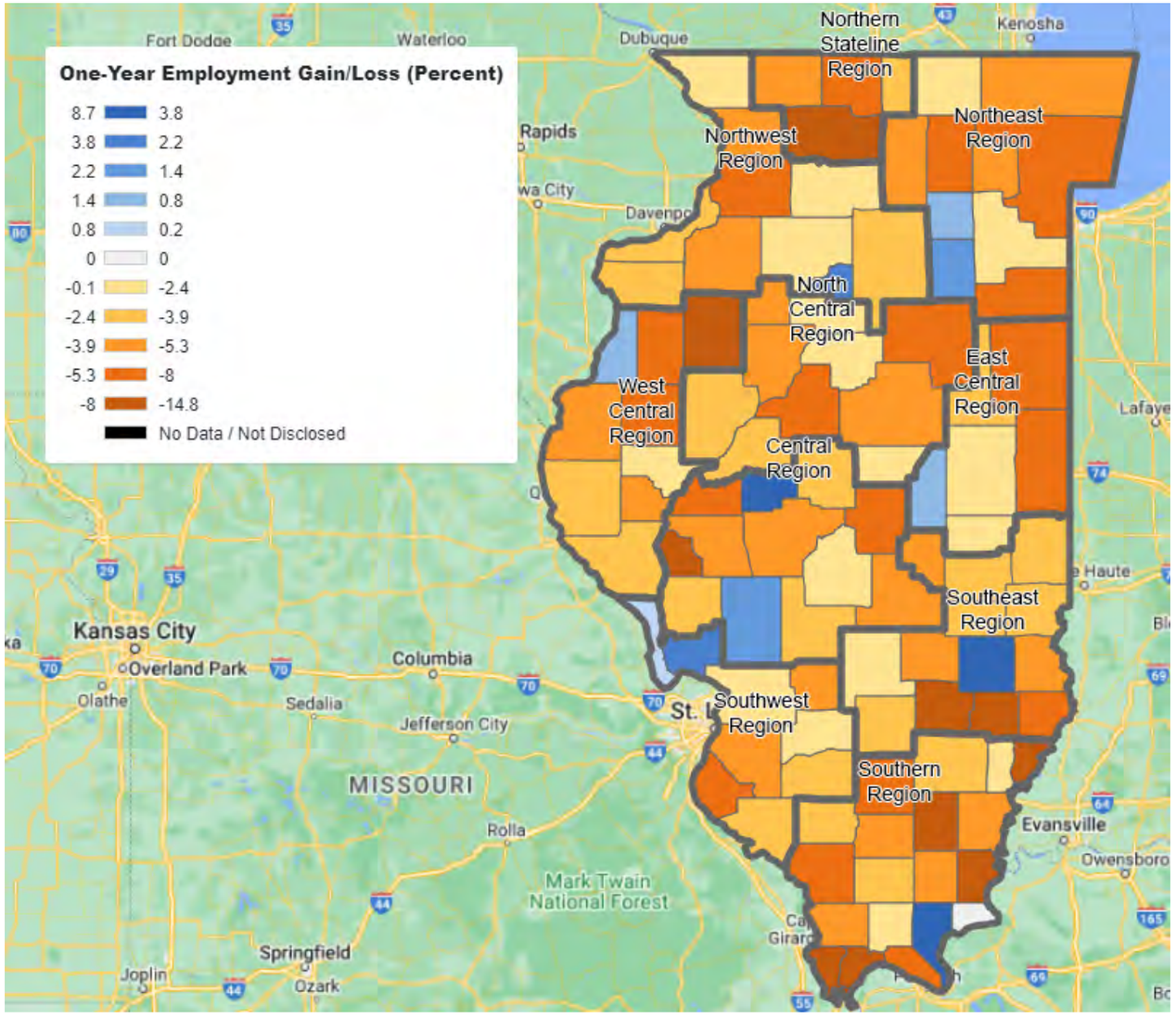
Source: Illinois Department of Employment Security, Current Employment Statistics, respective years.

Total Employment Change by County, Q4 2021 - Q4 2022

In this map and the maps on the following pages, darker orange indicates more employment declines over the past year, while darker blue indicates more employment growth. Region-level employment changes do not reflect the employment churn that occurs *within* some regions.

Care must be taken when comparing percentage changes, as they are relative to the employment size of each county. For example, some of the largest percentage employment changes were in counties along the Southern border with smaller total employment sizes.

The following pages offer more detail by sector and by county within each region.



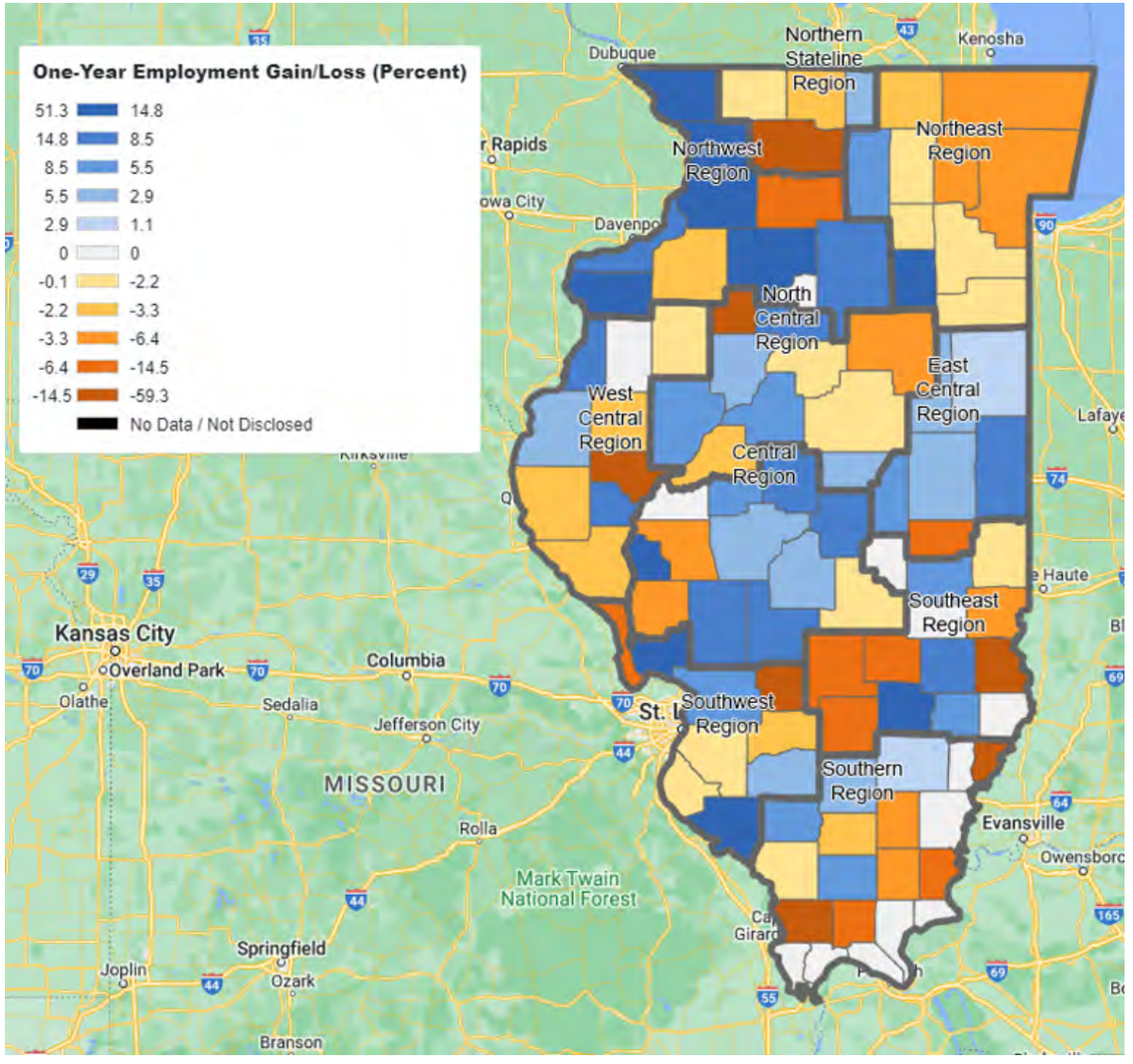
Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Q4 2021 & Q4 2022. Retrieved from the Illinois Employment Business System on Illinois WorkNet.

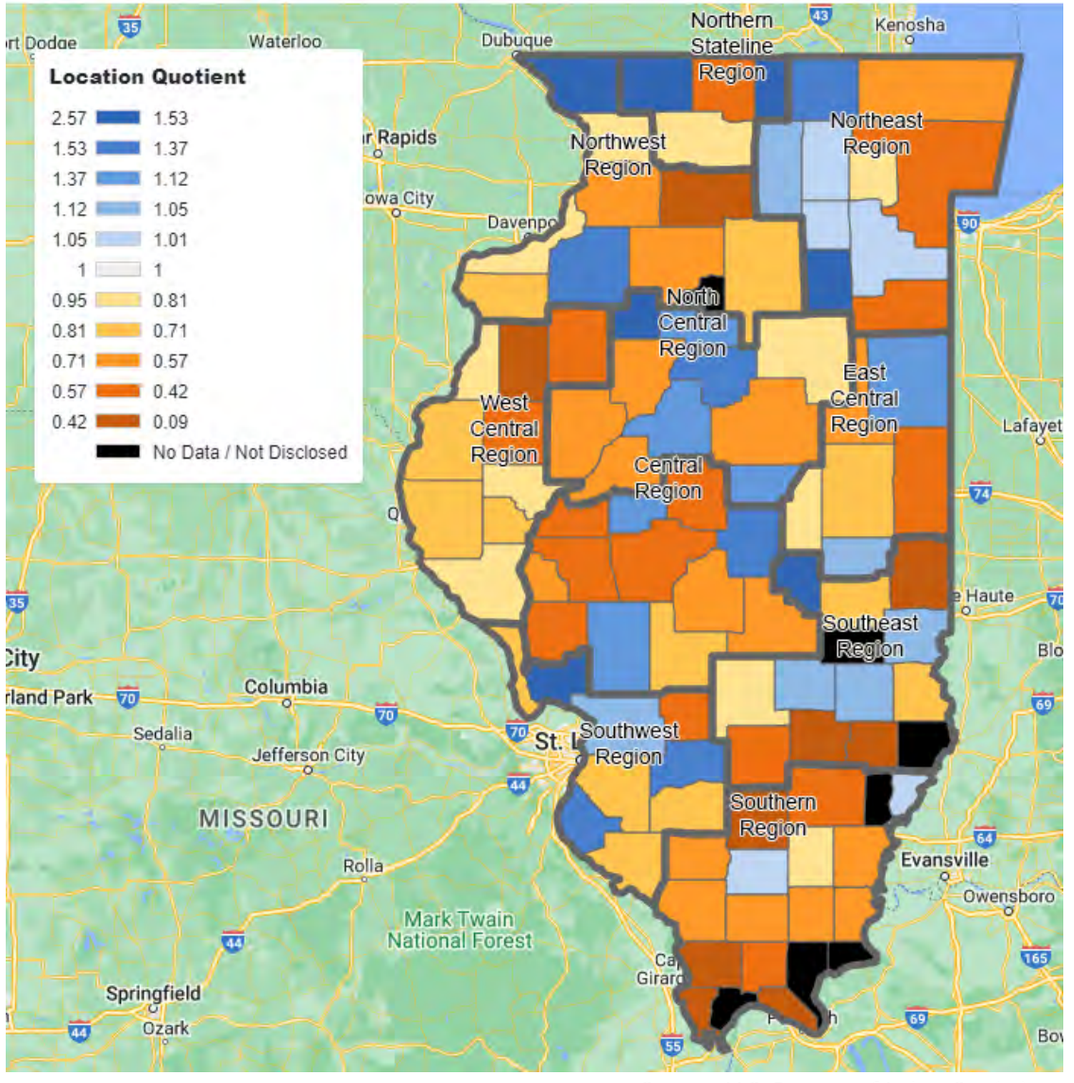
Construction Sector

Q4 2021- Q4 2022 % Employment Change & Q4 2022 Employment Location Quotient

Component Industries of Construction Sector (NAICS 23)

- Construction of Buildings- NAICS 236
- Heavy and Civil Engineering Construction - NAICS 237
- Specialty Trade Contractors - NAICS 239





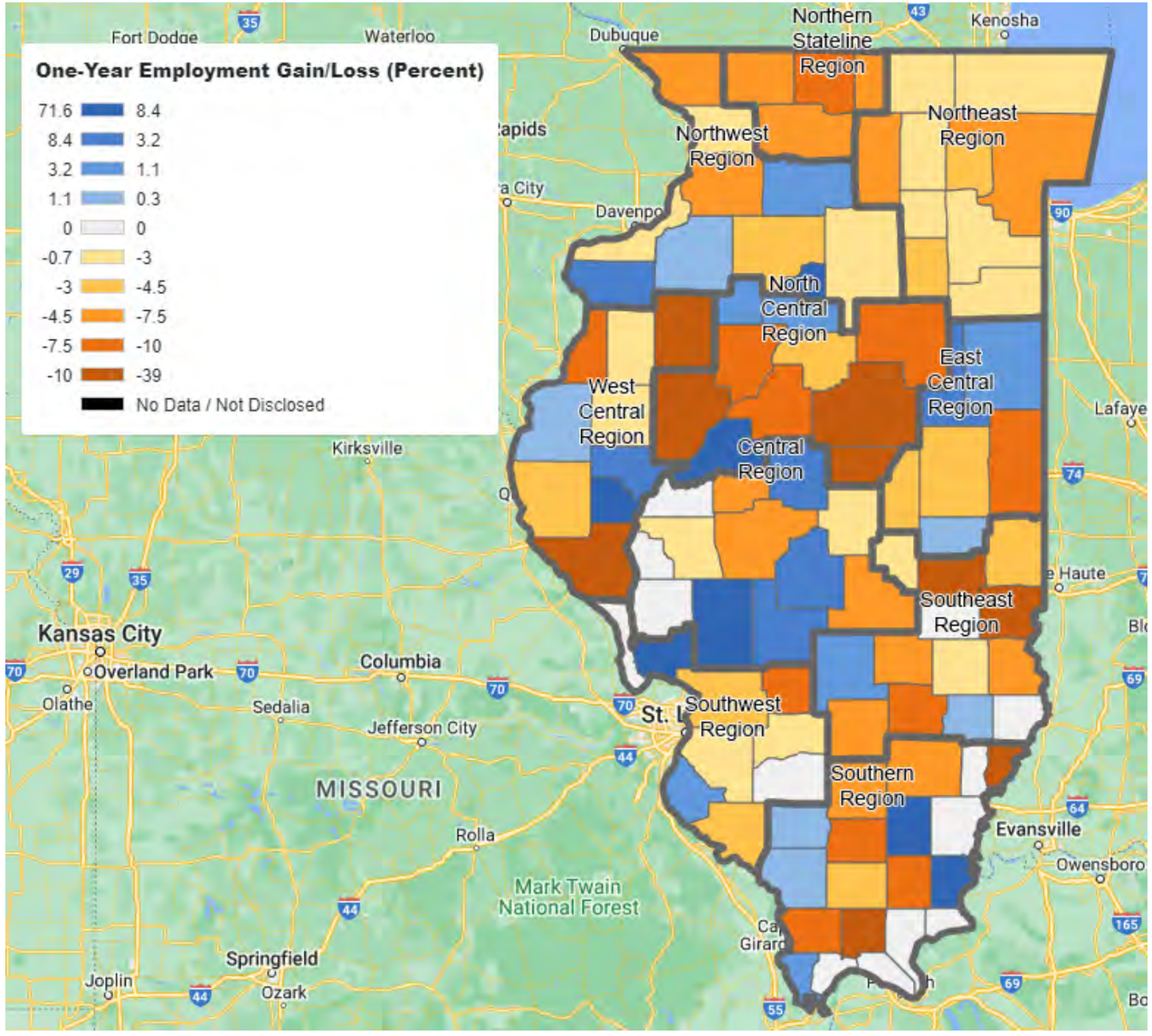
Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Q4 2021 & Q4 2022. Retrieved from the Illinois Employment Business System on Illinois WorkNet.

Manufacturing Sector

Q4 2021- Q4 2022 % Employment Change

Component Industries of Manufacturing Sector (NAICS 31-33)

- Food Manufacturing (NAICS 311)
- Beverage and Tobacco Product Manufacturing (NAICS 312)
- Textile Mills (NAICS 313)
- Textile Product Mills (NAICS 314)
- Apparel Manufacturing (NAICS 315)
- Leather and Allied Product Manufacturing (NAICS 316)
- Wood Product Manufacturing (NAICS 321)
- Paper Manufacturing (NAICS 322)
- Printing and Related Support Activities (NAICS 323)
- Petroleum and Coal Products Manufacturing (NAICS 324)
- Chemical Manufacturing (NAICS 325)
- Plastics and Rubber Products Manufacturing (NAICS 326)
- Nonmetallic Mineral Product Manufacturing (NAICS 327)
- Primary Metal Manufacturing (NAICS 331)
- Fabricated Metal Product Manufacturing (NAICS 332)
- Machinery Manufacturing (NAICS 333)
- Computer and Electronic Product Manufacturing (NAICS 334)
- Electrical Equipment, Appliance, and Component Manufacturing (NAICS 335)
- Transportation Equipment Manufacturing (NAICS 336)
- Furniture and Related Product Manufacturing (NAICS 337)
- Miscellaneous Manufacturing (NAICS 339)



Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Q4 2021 & Q4 2022. Retrieved from the Illinois Employment Business System on Illinois WorkNet.

Manufacturing Sector

Q4 2022 Employment Location Quotient

Component Industries of Manufacturing Sector (NAICS 31-33)

- Food Manufacturing (NAICS 311)
- Beverage and Tobacco Product Manufacturing (NAICS 312)
- Textile Mills (NAICS 313)
- Textile Product Mills (NAICS 314)
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- Leather and Allied Product Manufacturing (NAICS 316)
- Wood Product Manufacturing (NAICS 321)
- Paper Manufacturing (NAICS 322)
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- Petroleum and Coal Products Manufacturing (NAICS 324)
- Chemical Manufacturing (NAICS 325)
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- Nonmetallic Mineral Product Manufacturing (NAICS 327)
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- Fabricated Metal Product Manufacturing (NAICS 332)
- Machinery Manufacturing (NAICS 333)
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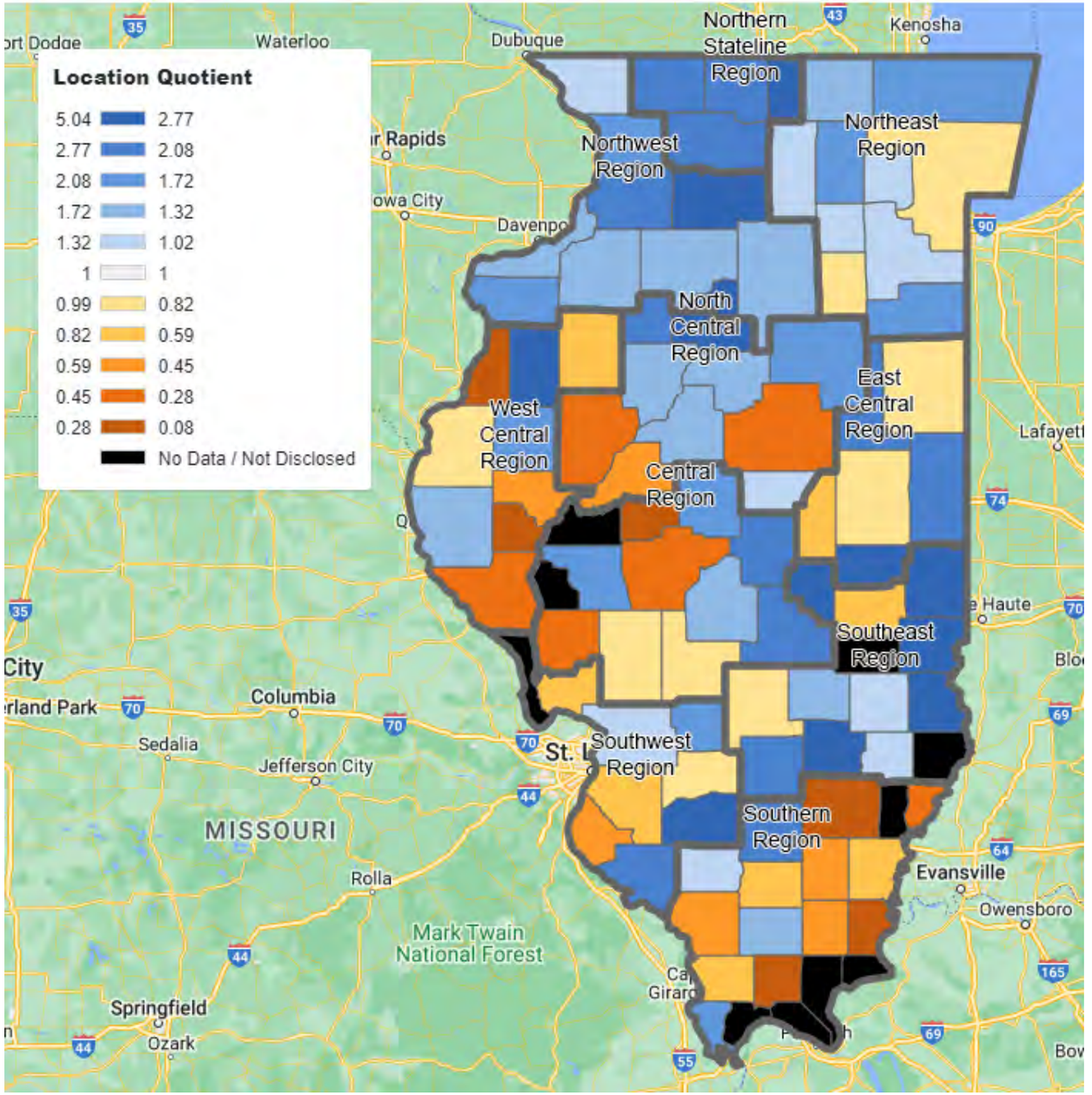
- Electrical Equipment, Appliance, and Component Manufacturing (NAICS 335)
- Transportation Equipment Manufacturing (NAICS 336)
- Furniture and Related Product Manufacturing (NAICS 337)
- Miscellaneous Manufacturing (NAICS 339)



Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Q4 2021 & Q4 2022. Retrieved from the Illinois Employment Business System on Illinois WorkNet.

Trade, Transportation, and Utilities Sector

Q4 2021- Q4 2022 % Employment Change

Component Industries of Trade, Transportation, and Utilities Sector (NAICS 22, 42, 44-45, 48-49)

Utilities (NAICS 22)

Wholesale Trade (NAICS 42)

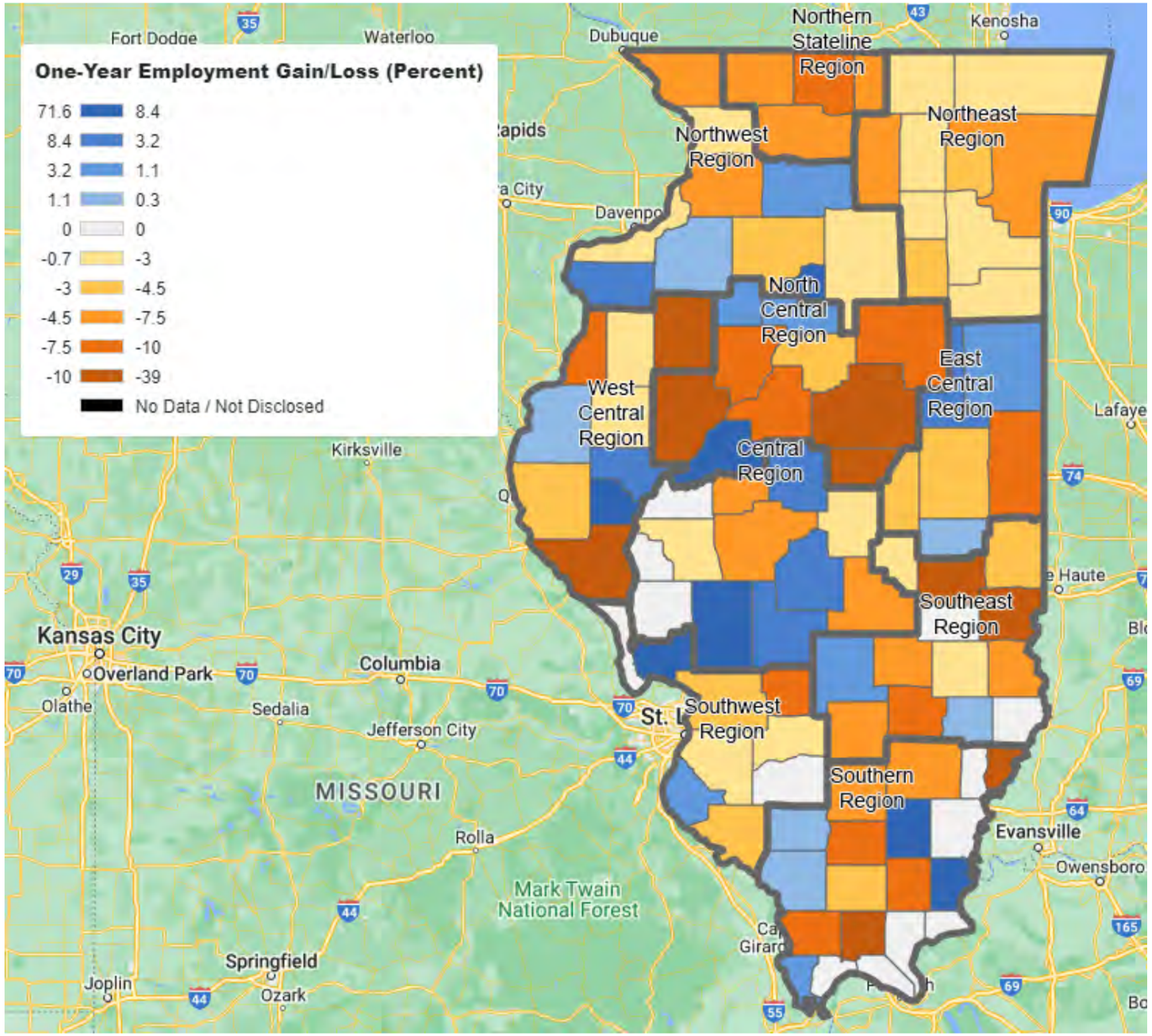
- Merchant Wholesalers, Durable Goods (NAICS 423)
- Merchant Wholesalers, Nondurable Goods (NAICS 424)
- Wholesale Electronic Markets and Agents and Brokers (NAICS 425)

Retail Trade (NAICS 44-45)

- Motor Vehicle and Parts Dealers (NAICS 441)
- Furniture and Home Furnishings Stores (NAICS 442)
- Electronics and Appliance Stores (NAICS 443)
- Building Material and Garden Equipment and Supplies Dealers (NAICS 444)
- Food and Beverage Stores (NAICS 445)
- Health and Personal Care Stores (NAICS 446)
- Gasoline Stations (NAICS 447)
- Clothing and Clothing Accessories Stores (NAICS 448)
- Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)
- General Merchandise Stores (NAICS 452)
- Miscellaneous Store Retailers (NAICS 453)
- Nonstore Retailers (NAICS 454)
- Miscellaneous Store Retailers (NAICS 453)
- Non-store Retailers (NAICS 454)

Transportation and Warehousing (NAICS 48-49)

- Air Transportation (NAICS 481)
- Rail Transportation (NAICS 482)
- Water Transportation (NAICS 483)
- Truck Transportation (NAICS 484)
- Transit and Ground Passenger Transportation (NAICS485)
- Pipeline Transportation (NAICS 486)
- Scenic and Sightseeing Transportation (NAICS 487)
- Support Activities for Transportation (NAICS 488)
- Postal Service (NAICS 491)
- Couriers and Messengers (NAICS 492)
- Warehousing and Storage (NAICS493)



Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Q4 2021 & Q4 2022. Retrieved from the Illinois Employment Business System on Illinois WorkNet.

Trade, Transportation, and Utilities Sector

Q4 2022 Employment Location Quotient

Component Industries of Trade, Transportation, and Utilities Sector (NAICS 22, 42, 44-45, 48-49)

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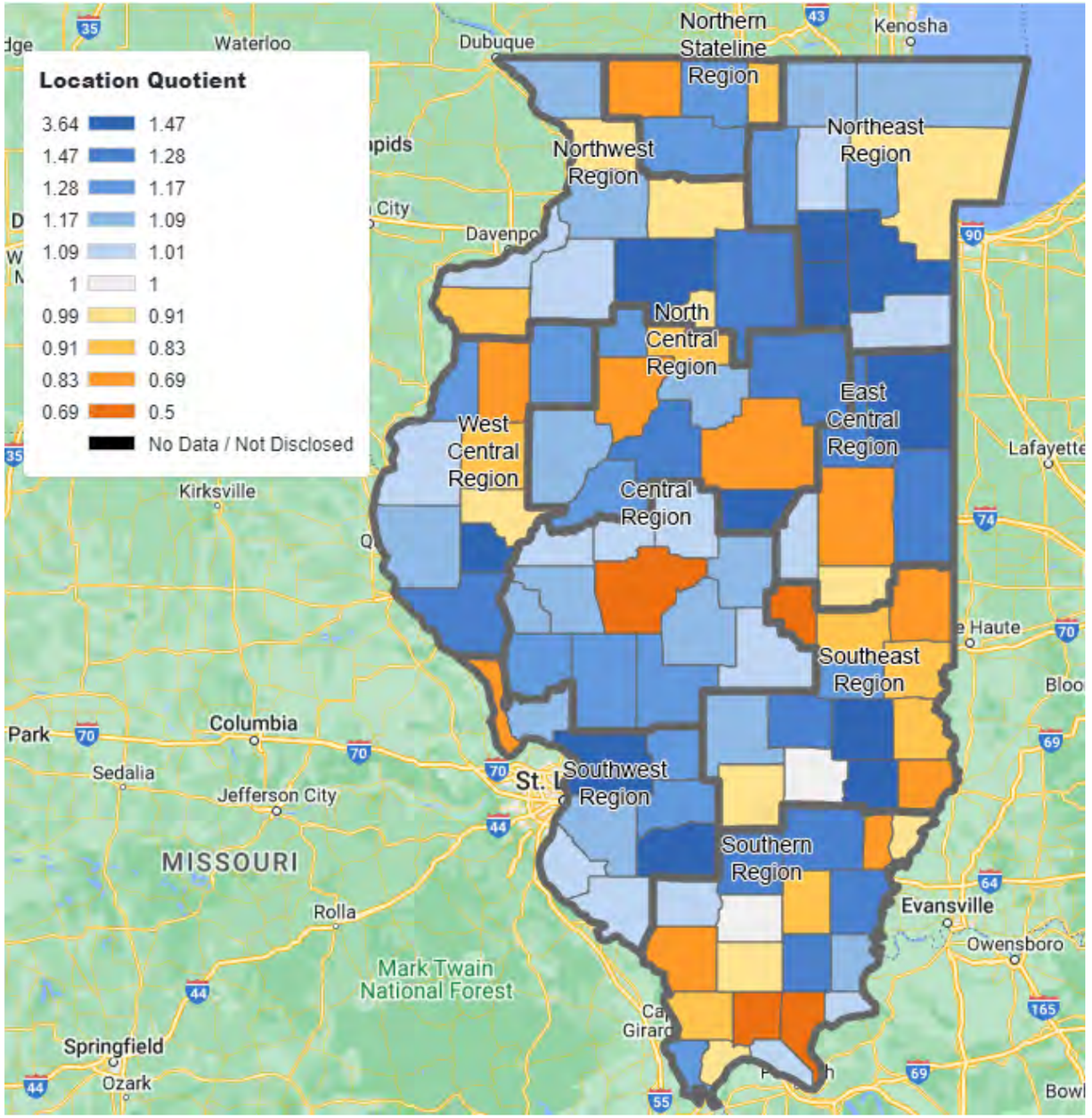
- Couriers and Messengers (NAICS 492)
- Warehousing and Storage (NAICS493)



Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Q4 2021 & Q4 2022. Retrieved from the Illinois Employment Business System on Illinois WorkNet.

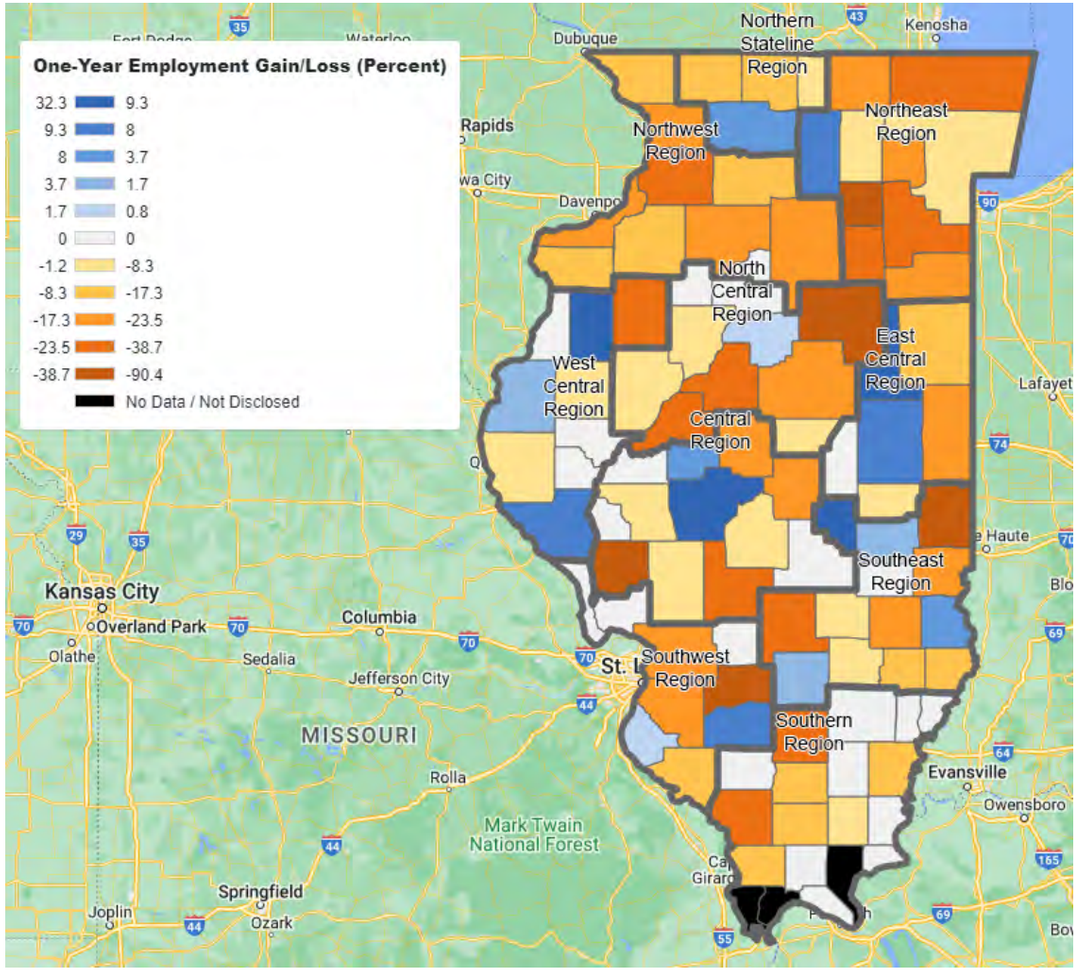
Information Sector

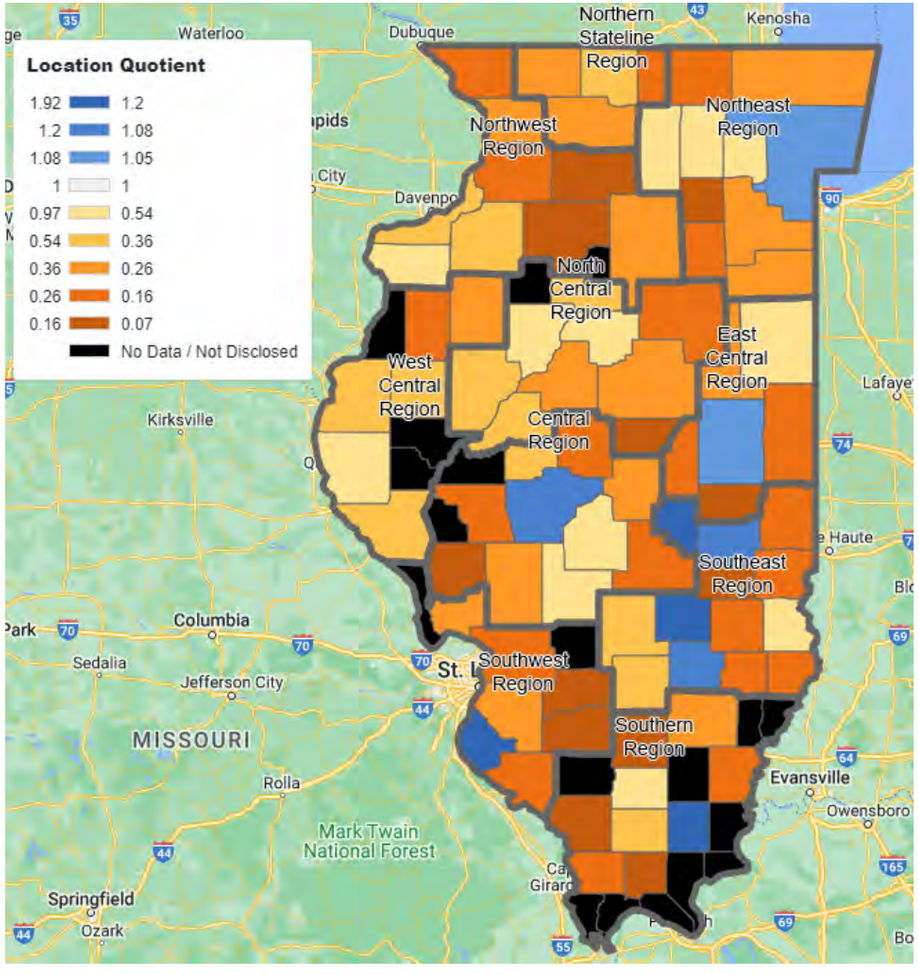
Q4 2021- Q4 2022 % Employment Change & Q4 2022 Employment Location Quotient

Component Industries of Information Sector (NAICS 51)

- Publishing Industries (except Internet) (NAICS 511)
- Motion Picture and Sound Recording Industries (NAICS 512)
- Broadcasting (except Internet) (NAICS 515)
- Internet Publishing and Broadcasting (NAICS 516)
- Telecommunications (NAICS 517)
- Data Processing, Hosting, and Related Services (NAICS 518)
- Other Information Services (NAICS 519)

Note: Most Information Technology *occupations*, e.g., software developers, are employed outside of the Information *industry*.





Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Q4 2021 & Q4 2022. Retrieved from the Illinois Employment Business System on Illinois WorkNet.

Financial Activities Sector

Q4 2021- Q4 2022 % Employment Change & Q4 2022 Employment Location Quotient

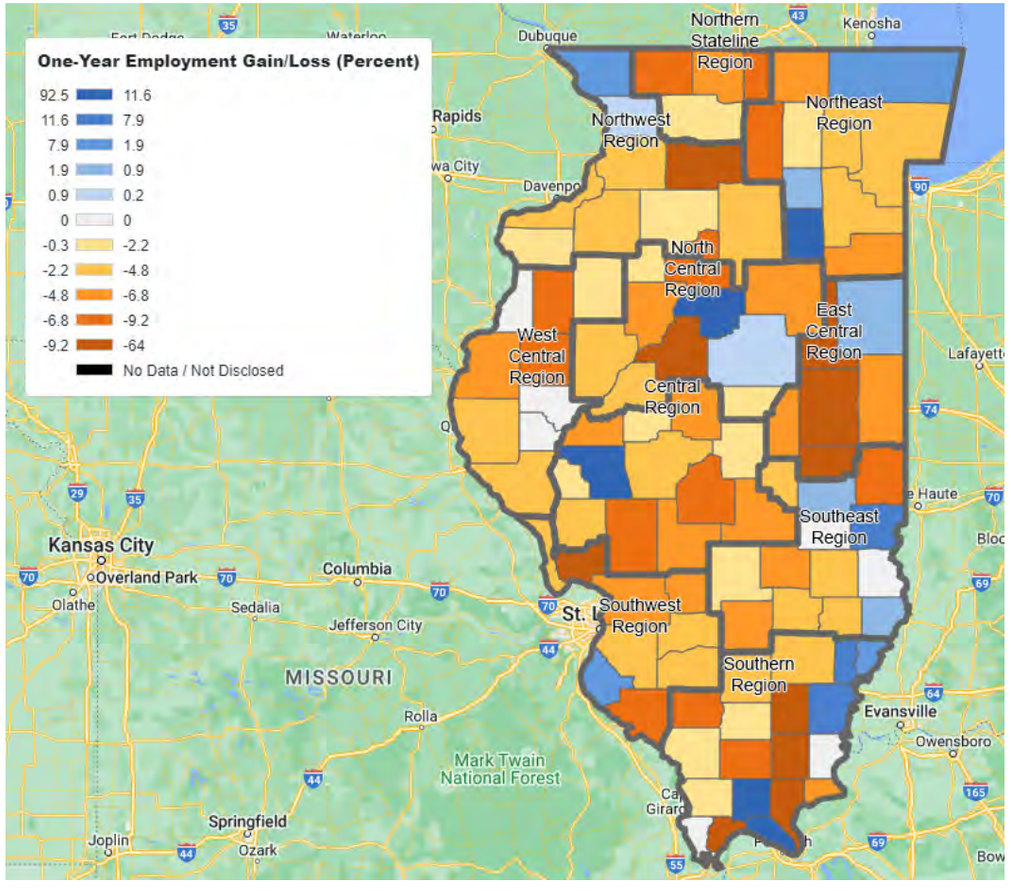
Component Industries of Financial Activities Sector (NAICS 52-53)

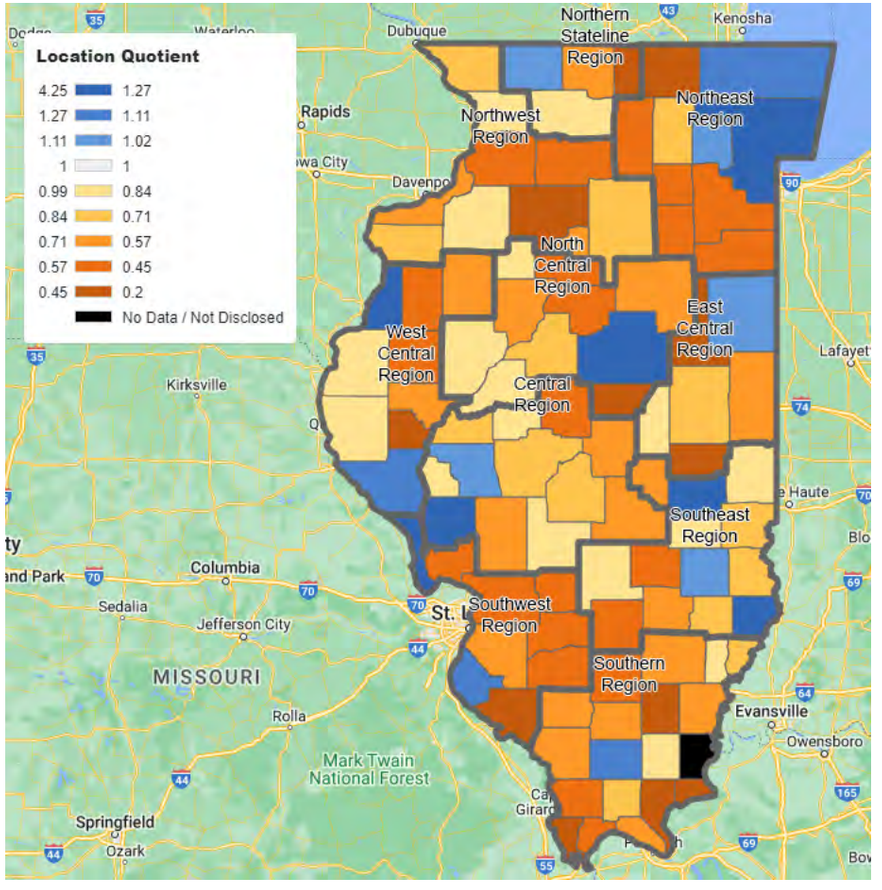
Finance and Insurance (NAICS 52)

- Monetary Authorities - Central Bank (NAICS 521)
- Credit Intermediation and Related Activities (NAICS 522)
- Securities, Commodity Contracts, and Related Activities(NAICS 523)
- Insurance Carriers and Related Activities (NAICS 524)
- Funds, Trusts, and Other Financial Vehicles (NAICS 525)

Real Estate, Rental, and Leasing (NAICS 53)

- Real Estate (NAICS 531)
- Rental and Leasing Services (NAICS 531)
- Lessors of Nonfinancial Intangible Assets, e.g. IP (NAICS 533)





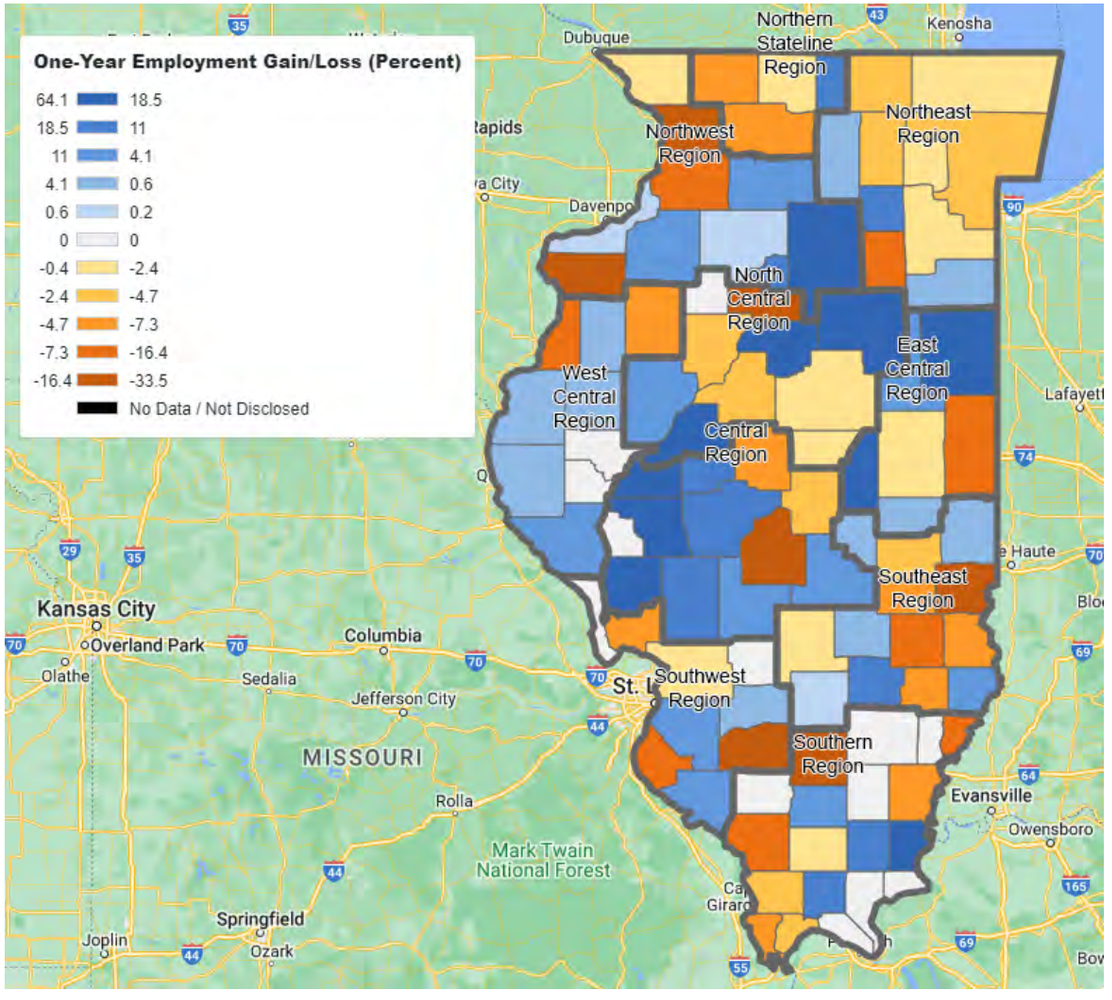
Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Q4 2021 & Q4 2022. Retrieved from the Illinois Employment Business System on Illinois WorkNet.

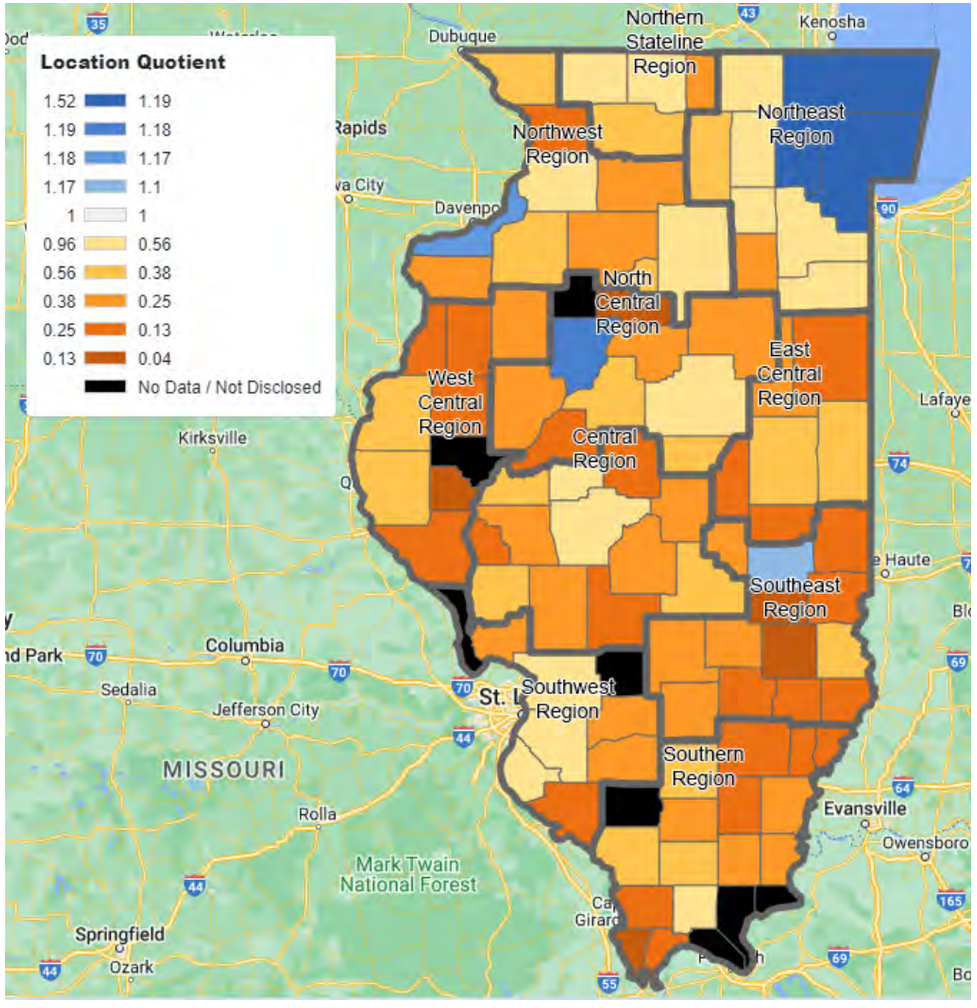
Professional & Business Services Sector

Q4 2021- Q4 2022 % Employment Change & Q4 2022 Employment Location Quotient

Components of Professional and Business Services Sector (NAICS 54-56)

- Professional, Scientific, and Technical Services (NAICS 54)
- Management of Companies and Enterprises (NAICS 55)
- Administrative and Support and Waste Management and Remediation Services
- (NAICS 56)
- Administrative and Support Services (NAICS 561)
- Waste Management and Remediation Services (NAICS 562)





Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Q4 2021 & Q4 2022. Retrieved from the Illinois Employment Business System on Illinois WorkNet.

Education and Health Services Sector

Q4 2021- Q4 2022 % Employment Change & Q4 2022 Employment Location Quotient

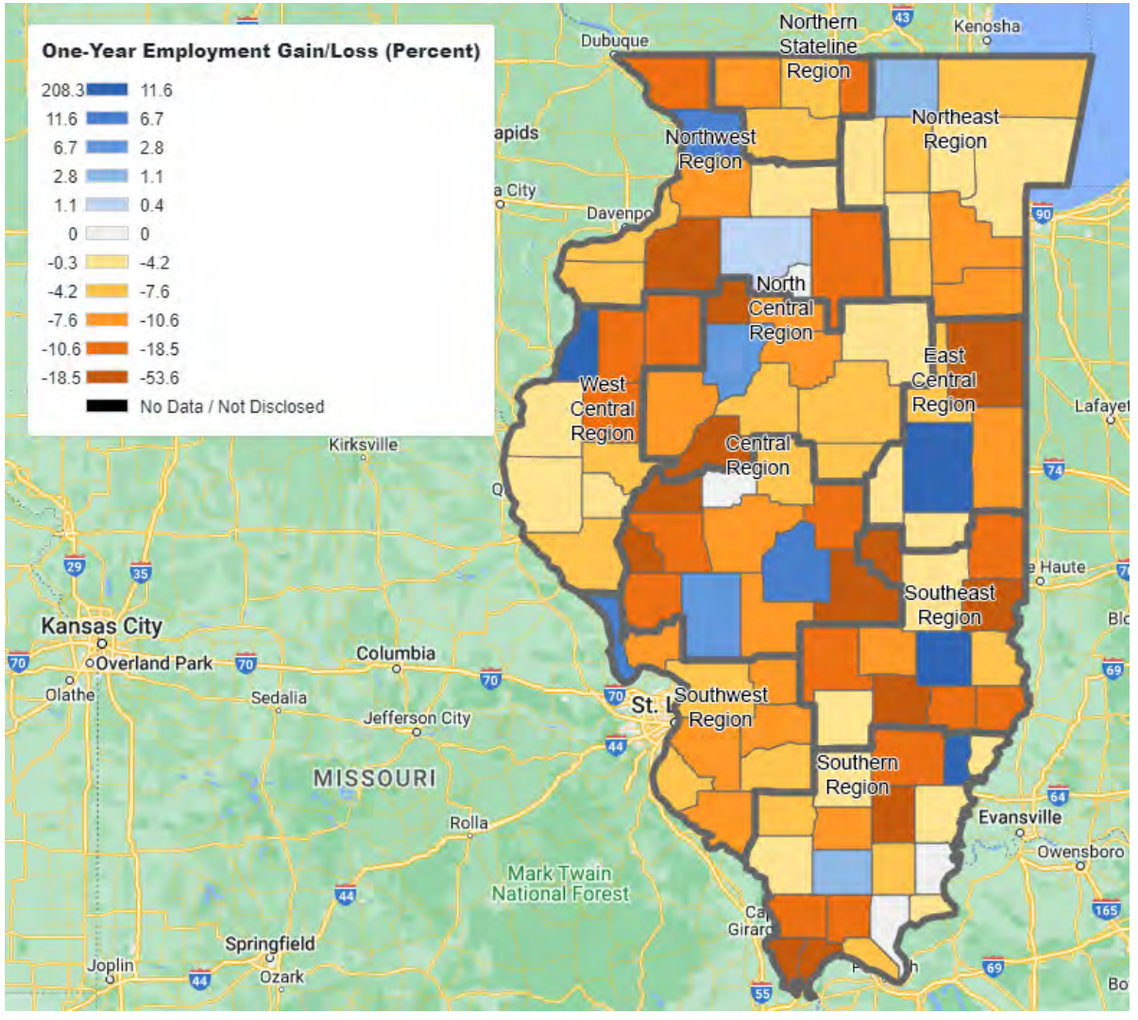
It is not possible to dissect this sector into health care or education alone in some counties, due to suppression.

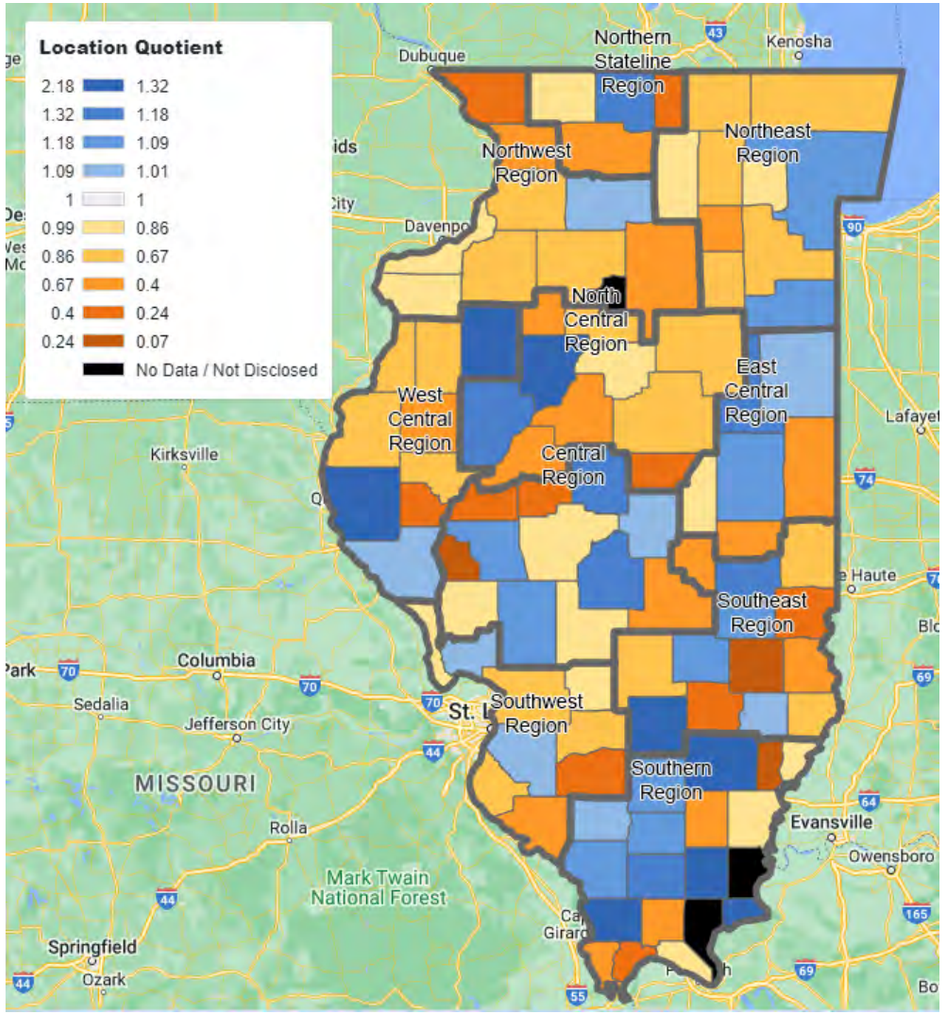
Components of Education and Health Services Sector (NAICS 61-62)

Educational Services (NAICS 61)

Health Care and Social Assistance (NAICS 62)

- Ambulatory (i.e., outpatient) Health Care Services (NAICS 621)
- Hospitals (NAICS 622)
- Nursing and Residential Care Facilities (NAICS 623)
- Social Assistance (NAICS 624)





Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Q4 2021 & Q4 2022. Retrieved from the Illinois Employment Business System on Illinois WorkNet.

Leisure and Hospitality Sector

Q4 2021- Q4 2022 % Employment Change & Q4 2022 Employment Location Quotient

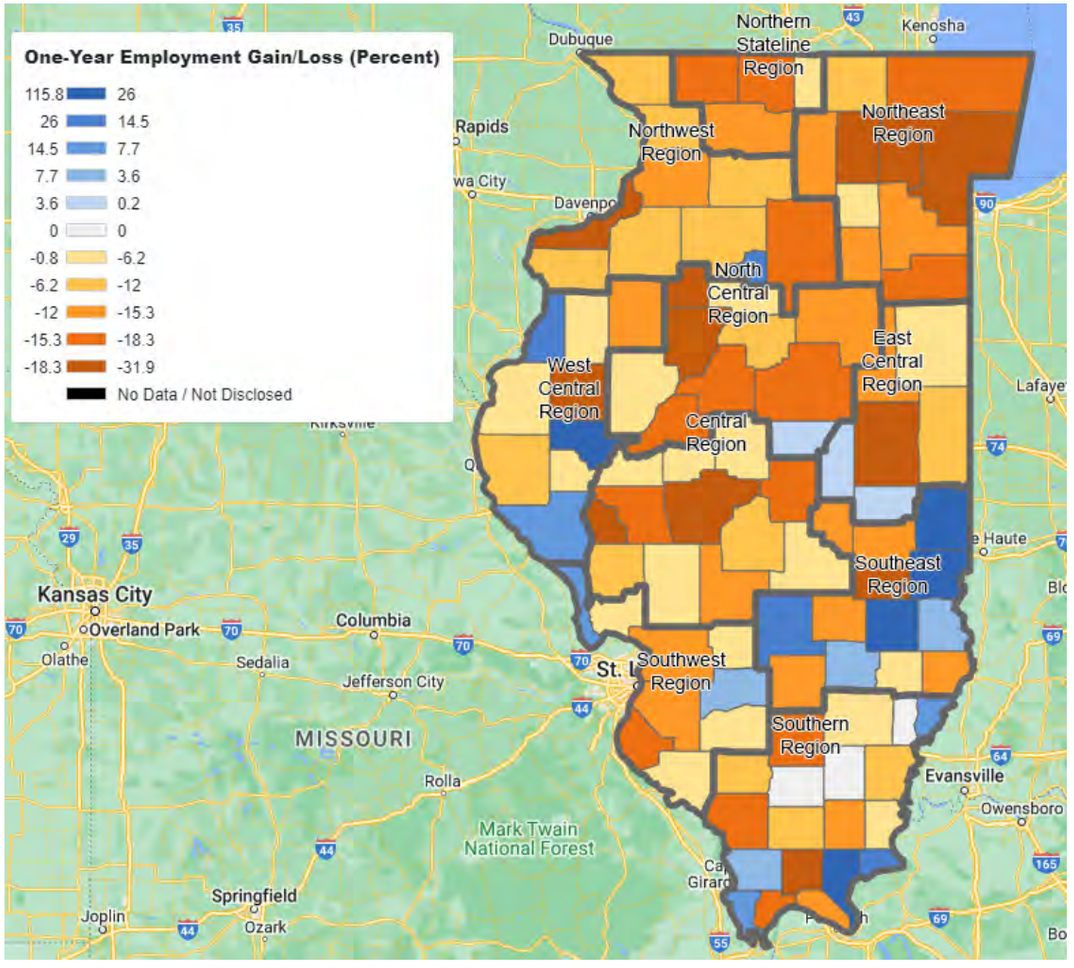
Components of Leisure and Hospitality Sector (NAICS 71-72)

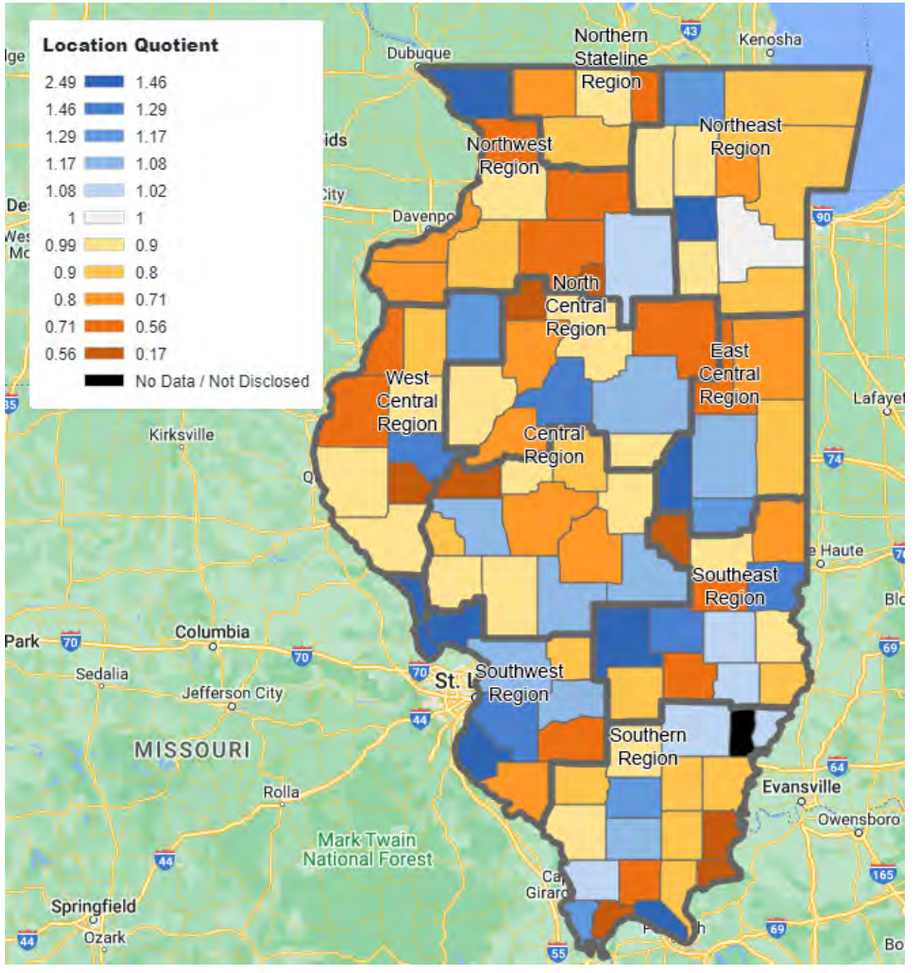
Arts, Entertainment, and Recreation (NAICS 71)

- Performing Arts, Spectator Sports, and Related Industries (NAICS 711)
- Museums, Historical Sites, and Similar Institutions (NAICS 712)
- Amusement, Gambling and Recreation Industries (NAICS 713)

Accommodation and Food Services (NAICS 72)

- Accommodation (NAICS 721)
- Food Services & Drinking Places (NAICS 722)





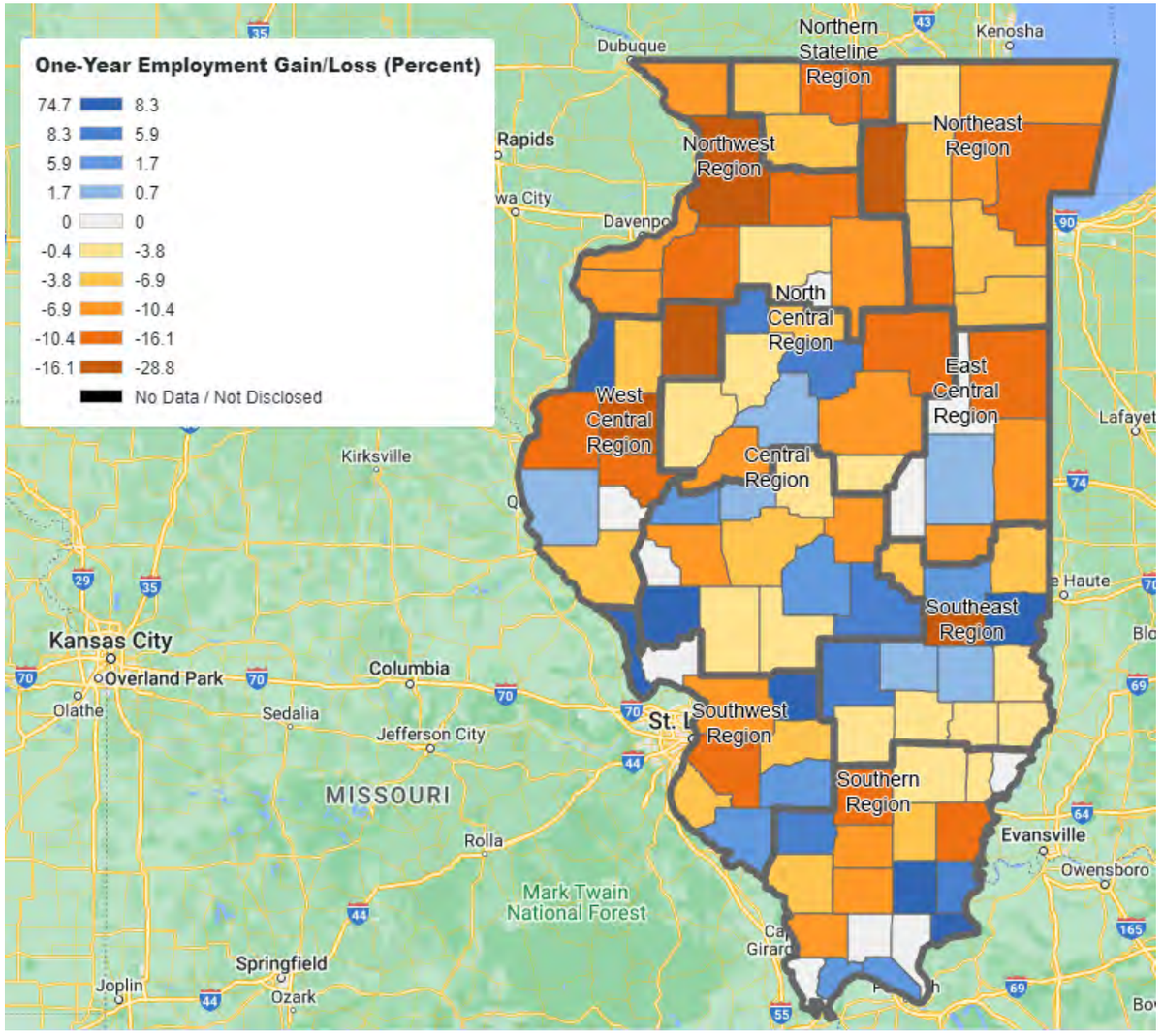
Source: U.S.Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Q4 2021 & Q4 2022. Retrieved from the Illinois Employment Business System on Illinois WorkNet.

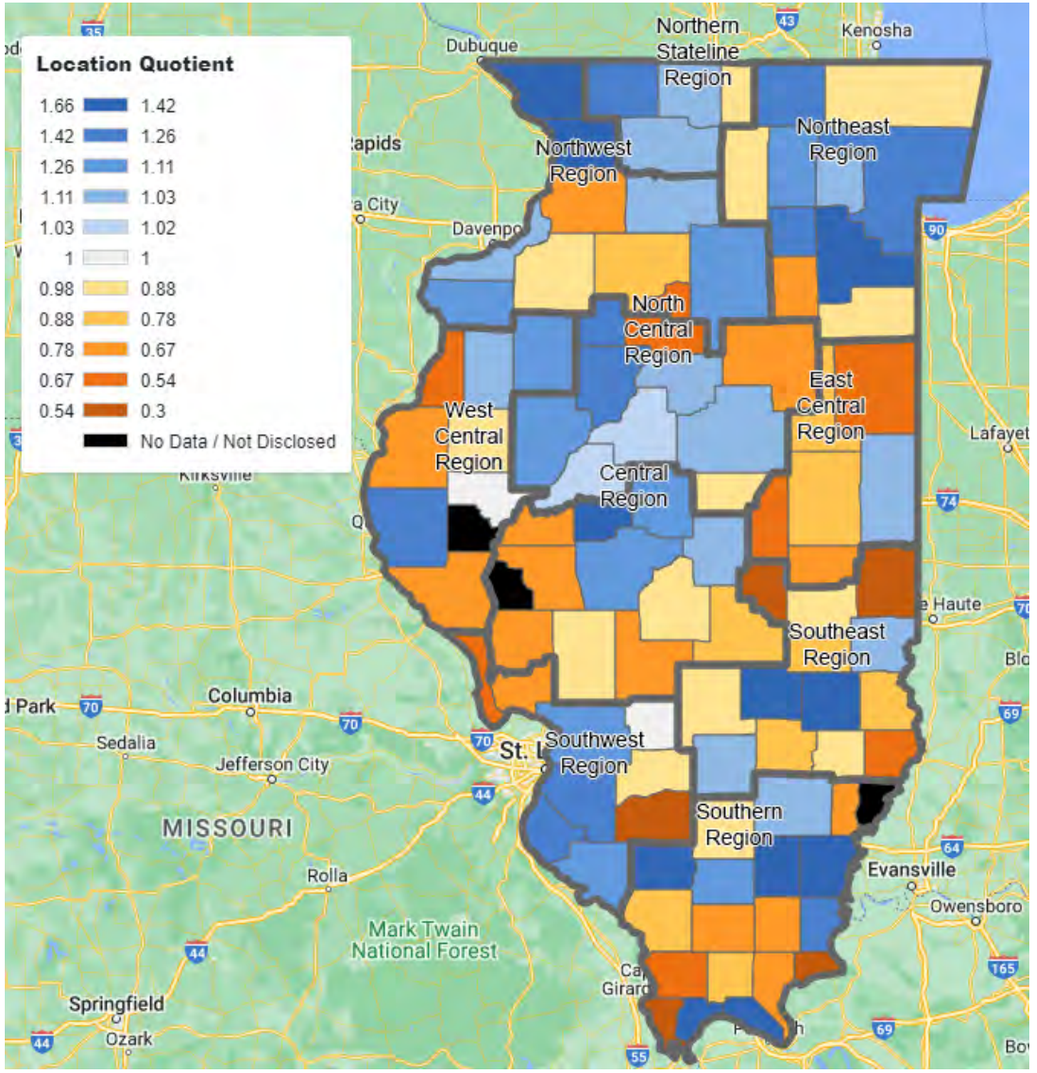
Other Services Sector

Q4 2021- Q4 2022 % Employment Change & Q4 2022 Employment Location Quotient

Components of Other Services Sector (NAICS 81)

- Repair and Maintenance (NAICS 811)
- Personal and Laundry Services (NAICS 812)
- Religious, Grantmaking, Civic, Professional, and Similar Organizations (NAICS 813)
- Private Households (NAICS 814) e.g.- private gardeners





Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Q4 2021 & Q4 2022. Retrieved from the Illinois Employment Business System on Illinois WorkNet.

Labor Market Alignment

Demand Occupations
- Typical Education Level
- Projected Annual Openings
- Skill Requirements

Enrollments and Completions for Bachelor's Degrees, Master's Degrees, and Doctorates

Community College Enrollments

Community College Completions
- Career & Technical Education
- By Type of Program
- By Career Cluster

Supply Gaps for Demand Occupations

Region

Northern Stateline

Demand Occupations Requiring a Certificate or License

Occupation	Projected Annual Openings	Skills	Hourly Entry Wage	Hourly Experienced Wage
Nursing Assistants	263	Service Orientation, Active Listening, Social Perceptiveness	17.57	18.41
Fitness Trainers & Aerobics Instructors	109	Instructing, Service Orientation, Social Perceptiveness	16.47	21.71
Automotive Service Techs/Mechanics	95	Equipment Maintenance, Repairing, Troubleshooting	22.28	27.35
Medical Secretaries	78	Speaking, Active Listening, Service Orientation	18.03	19.69
Hairdressers/Hairstylists/Cosmetologists	68	Active Listening, Speaking, Service Orientation	16.69	21.61
Licensed Practical & Vocational Nurses	58	Service Orientation, Active Listening, Coordination	28.80	30.41
Preschool Teachers, Ex. Special Education	48	Speaking, Learning Strategies, Instructing	17.19	22.30
Bus/Truck/Diesel Engine Mechanics	31	Repairing, Troubleshooting, Operation & Control	29.39	32.22
Emergency Medical Techs & Paramedics	30	Critical Thinking, Active Listening, Coordination	21.67	23.77
Library Technicians	21	Reading Comprehension, Speaking, Active Listening	15.02	18.36

Demand Occupations Requiring an Associate's Degree

Occupation	Projected Annual Openings	Skills	Hourly Entry Wage	Hourly Experienced Wage
Registered Nurses	265	Active Listening, Social Perceptiveness, Service Orientation	37.62	42.49
Computer User Support Specialists	32	Active Listening, Speaking, Reading Comprehension	24.62	33.52
Dental Hygienists	25	Speaking, Active Listening, Critical Thinking	38.49	41.19
Paralegals & Legal Assistants	24	Reading Comprehension, Active Listening, Critical Thinking	23.71	28.90
Radiologic Technologists	22	Active Listening, Monitoring, Social Perceptiveness	30.47	32.44
Calibration & Eng. Techs, Ex. Drafters, All Other	20	Active Listening, Critical Thinking, Reading Comprehension	28.26	32.34
Computer Network Support Specialists	17	Critical Thinking, Active Listening, Judgement/Decision Making	30.52	38.13
Computer Occupations, All Other	17	Critical Thinking, Reading Comprehension, Active Listening	37.06	50.07
Physical Therapist Assistants	15	Reading Comprehension, Active Listening, Speaking	31.46	33.22
Health Info Techs/Registrars/Surg Asst, AO	7	Active Listening, Critical Thinking, Reading Comprehension	24.14	32.34

Source: Illinois Department of Employment Security,
Long-Term Occupational Employment Projections, 2020-2030, Occupational Employment and Wage Statistics, 2022, Learn More, Earn More, 2022.

Region

Northern Stateline

Demand Occupations Requiring a Bachelor's Degree

Occupation	Projected Annual Openings	Skills	Hourly Entry Wage	Hourly Experienced Wage
Elem. School Teachers, Ex. Special Ed.	136	Instructing, Speaking, Learning Strategies		
Project Mgt & Bus Op Spec., All Other	116	Active Listening, Critical Thinking, Reading Comprehension	28.24	38.21
Accountants & Auditors	106	Active Listening, Mathematics, Reading Comprehension	30.80	39.00
Secondary Teachers, Ex. Spec/Voc. Ed.	96	Instructing, Learning Strategies, Speaking		
Software Developers & QA Analysts/Testers	87	Programming, System Analysis, System Evaluation	50.84	61.23
Insurance Sales Agents	86	Active Listening, Reading Comprehension, Speaking	22.73	53.75
Market Research Analysts & Specialists	86	Reading Comprehension, Active Listening, Complex Problem Solving	29.36	38.52
Human Resources Specialists	78	Active Listening, Speaking, Reading Comprehension	28.48	35.14
Computer Systems Analysts	36	Critical Thinking, Active Listening, Reading Comprehension	39.41	50.24

Demand Occupations Requiring Education Beyond a Bachelor's Degree

Occupation	Projected Annual Openings	Skills	Hourly Entry Wage	Hourly Experienced Wage
General & Operations Managers	320	Active Listening, Coordination, Monitoring	40.91	66.36
Clergy	82	Speaking, Active Listening, Service Orientation	25.83	29.61
Financial Managers	78	Active Listening, Critical Thinking, Monitoring	55.14	73.12
Sales Managers	57	Persuasion, Active Listening, Speaking	58.76	76.55
Management Analysts	55	Active Listening, Critical Thinking, Reading Comprehension	38.88	65.31
Medical & Health Services Managers	50	Speaking, Critical Thinking, Active Listening	50.52	71.25
Marketing Managers	40	Active Learning, Active Listening, Critical Thinking	50.97	71.45
Administrative Services & Facilities Mgrs	39	Speaking, Active Listening, Coordination	38.99	49.78
Lawyers	33	Active Listening, Speaking, Reading Comprehension	48.35	69.37
Computer & Information Systems Managers	29	Critical Thinking, Active Listening, Reading Comprehension	62.13	75.52

Source: Illinois Department of Employment Security, Long-Term Occupational Employment Projections, 2020-2030, Occupational Employment and Wage Statistics, 2022, Learn More, Earn More, 2022.

Notes on Demand Occupations

Each year, the Illinois Department of Employment Security (IDES) identifies a top-ten list of occupations at each education level with a large number of projected annual job openings and high pay for their education categories. These occupations are reported in the Learn More, Earn More publication and this report shows those demand occupations from the 2022 edition.

All demand occupations are selected based on projected number of annual job openings, not necessarily by growth. Occupations can have job openings even with projected total employment declines, due to replacements. The IDES provides long-term occupational forecasts for all occupations, but care must be taken when comparing percentage growth rates for occupations with fewer jobs in the base year.

The IDES also identifies demand occupations that typically provide on-the-job training. In this report, they are excluded in the interest of simplicity.

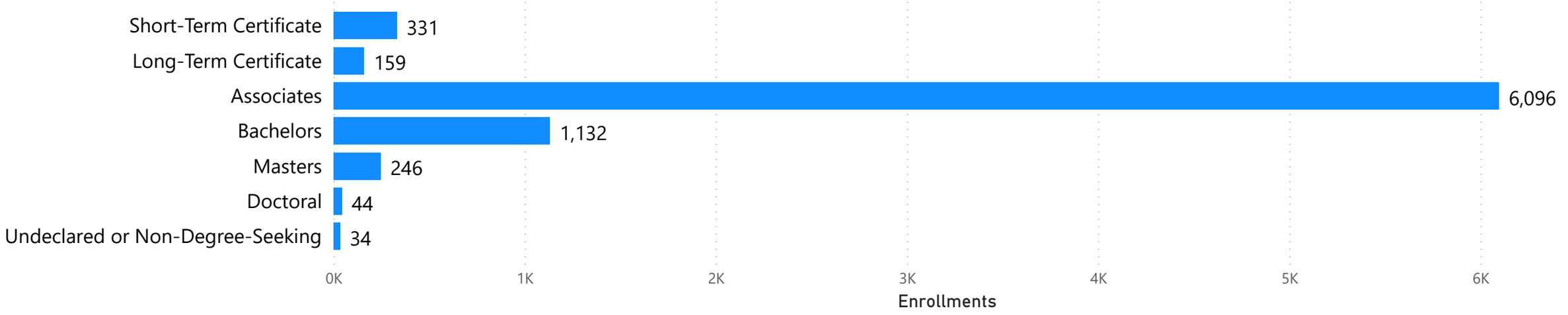
Total Enrollments and Completions by Degree Level, 2022

Region

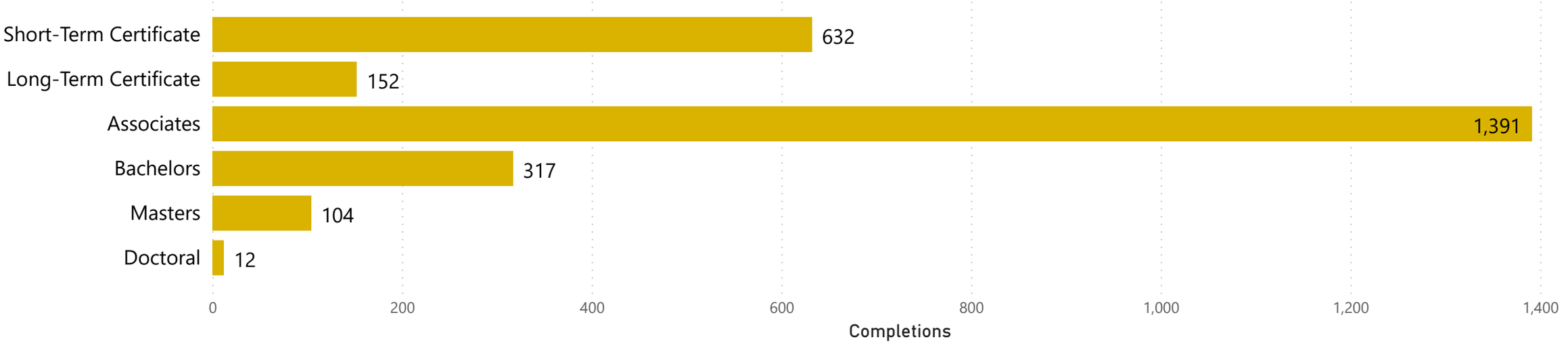
Northern Stateline

Note: Enrollments and graduations are two separate cohorts- e.g., those enrolled in long-term programs in 2022 do not graduate in 2022. Enrollment in some programs might not persist from year to year. Completions in some programs might not correspond directly to labor availability, given that some international students return to their home countries.

Enrollments by Degree Level



Completions by Degree Level



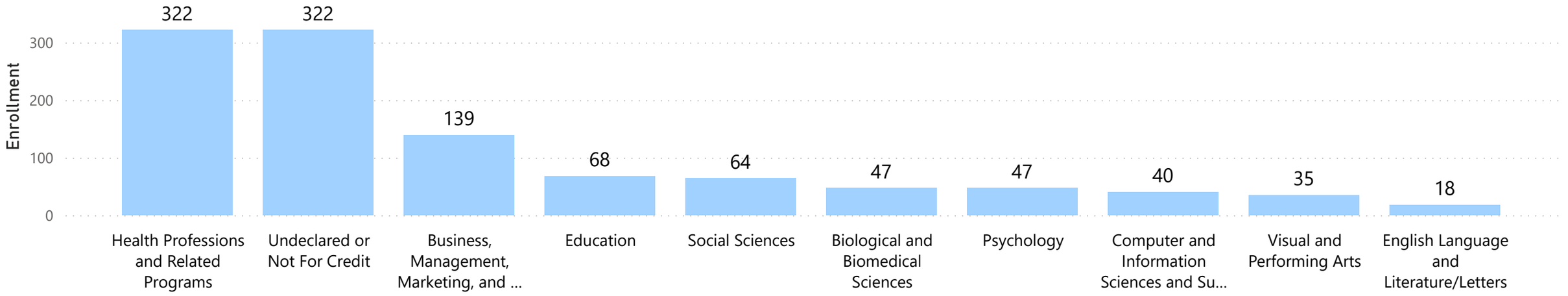
Source: Illinois Board of Higher Education, 2022.

Bachelor's Degree Enrollments and Completions by Curriculum Category, 2022

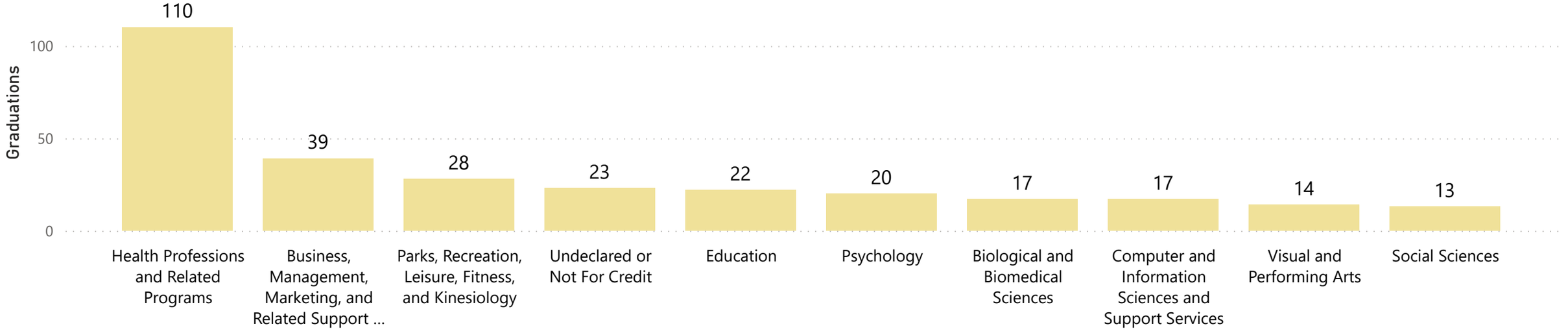
Region: Northern Stateline

Note: Enrollments and graduations are two separate cohorts- e.g., those enrolled in long-term programs in 2022 do not graduate in 2022. Enrollment in some programs might not persist from year to year.

Top 10 Programs by Enrollment



Top 10 Programs by Graduations



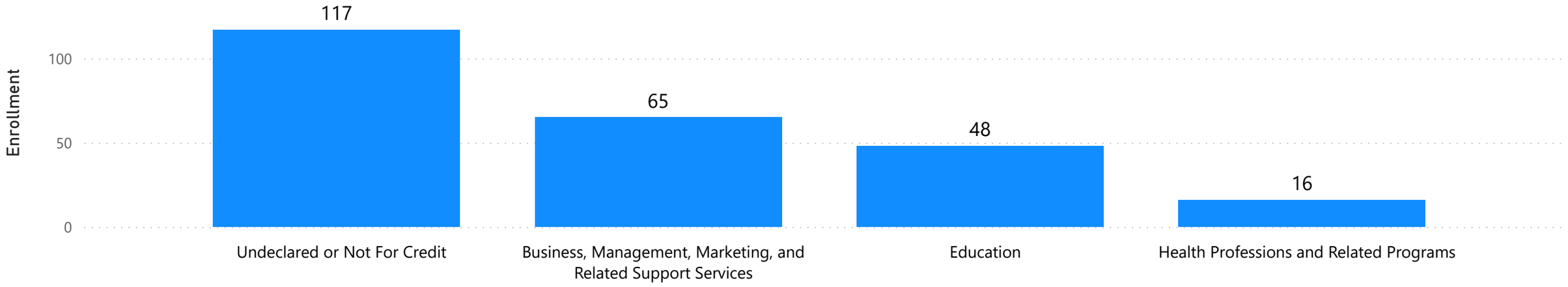
Source: Illinois Board of Higher Education, 2022.

Master's Degree Enrollments and Completions by Curriculum Category, 2022

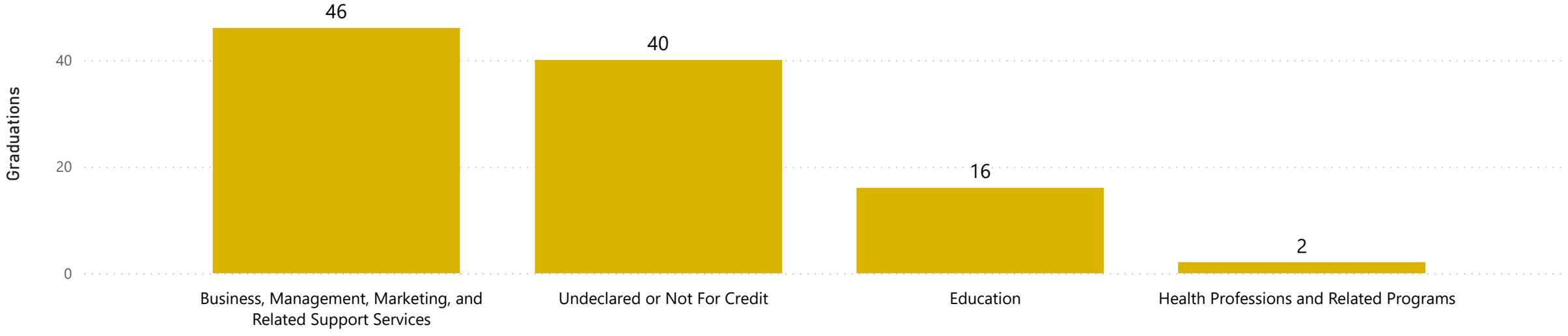
Region: Northern Stateline

Note: Enrollments and graduations are two separate cohorts- e.g., those enrolled in long-term programs in 2022 do not graduate in 2022. Enrollment in some programs might not persist from year to year.

Top 10 Programs by Enrollment



Top 10 Programs by Graduations



Source: Illinois Board of Higher Education, 2022.

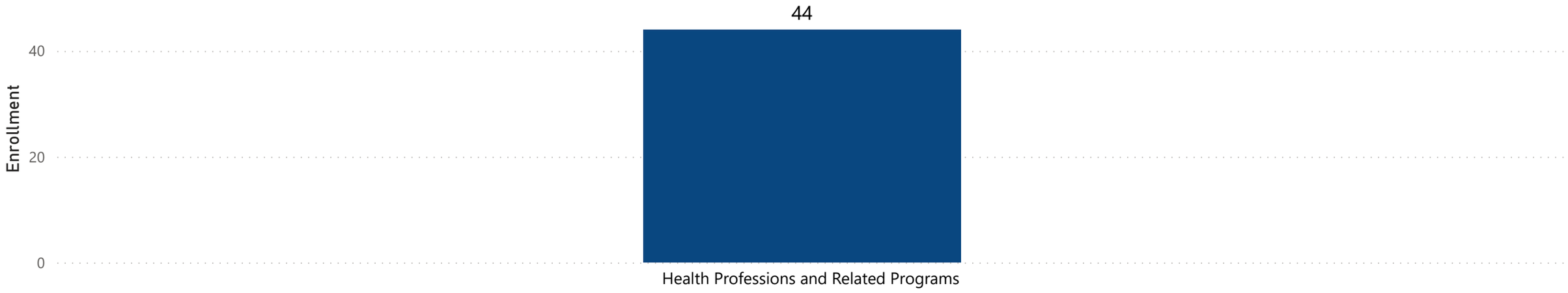
Doctoral Enrollments and Completions by Curriculum Category, 2022

Region

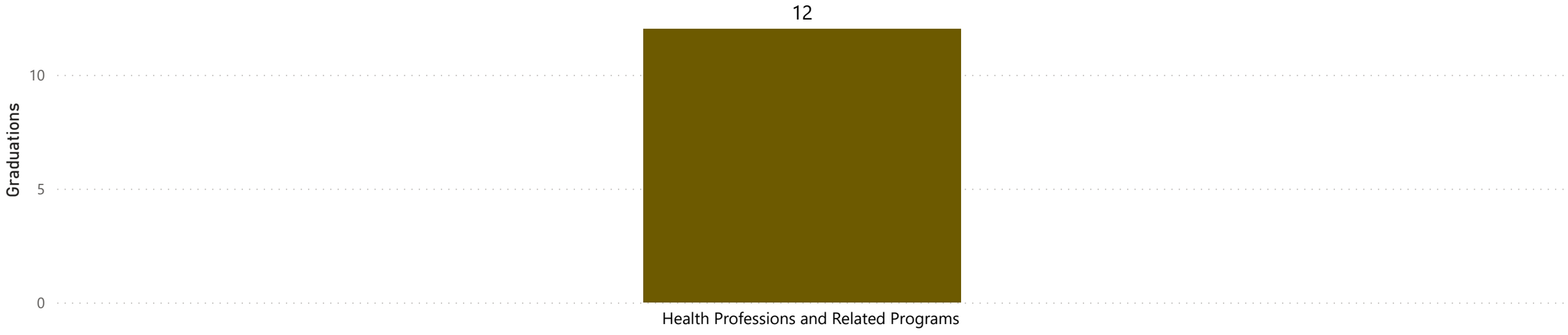
Northern Stateline

Note: Enrollments and graduations are two separate cohorts- e.g., those enrolled in long-term programs in 2022 do not graduate in 2022. Enrollment in some programs might not persist from year to year.

Top 10 Programs by Enrollment



Top 10 Programs by Graduations



Source: Illinois Board of Higher Education, 2022.

Detailed Community College Enrollments by Program Classification

Region

Northern Stateline

Below is a summary of recent *unduplicated* for-credit and non-credit enrollments in community college districts that are primarily located in the region. Examples of non-credit programs include professional development workshops, custom trainings for employers, and hobby/recreational offerings.

District ID	College Name	Adult Basic Education	Adult Secondary Education	Baccalaureate/ Transfer	Career and Technical Education	English as a Second Language	General Studies	General Associate	Credit Total	Noncredit Total
51101	Rock Valley	233	256	6,356	1,771	343	0	1	9,175	5,859
51901	Highland	49	35	1,995	487	24	53	67	2,754	472
Northern Stateline Total	Region Total	282	291	8,351	2,258	367	53	68	11,929	6,331
State Total	State Total	14,248	3,914	221,791	99,977	17,871	741	22,577	396,958	106,621

Source: Illinois Community College Board, Fiscal Year 2022 Summary of Graduates and Enrollments & ICCB Databook, Tables III-3 and III-9.

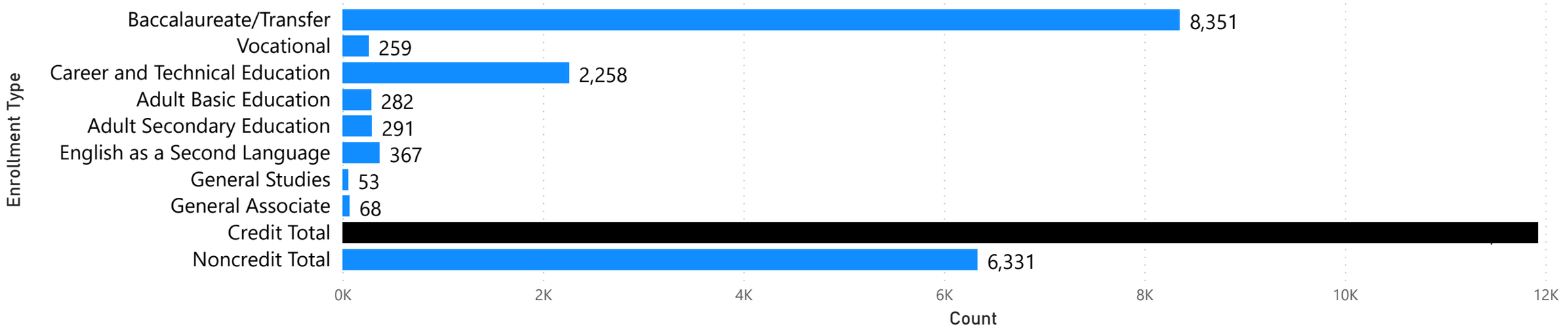
Community College Enrollments in Region

Below is a summary of total community college enrollments in the region for FY2022, including total counts and the share of total statewide enrollments.

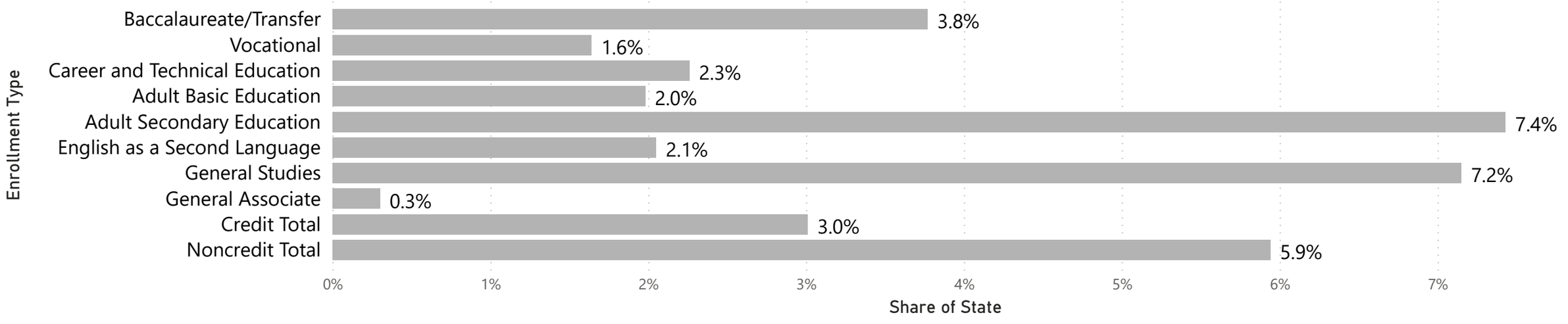
Region

Northern Stateline

Count by Enrollment Type



Share of State by Enrollment Type



Source: Illinois Community College Board, Fiscal Year 2022 Summary of Graduates and Enrollments & ICCB Databook, Tables III-3 and III-9.

Career & Technical Education Completions, FY2022

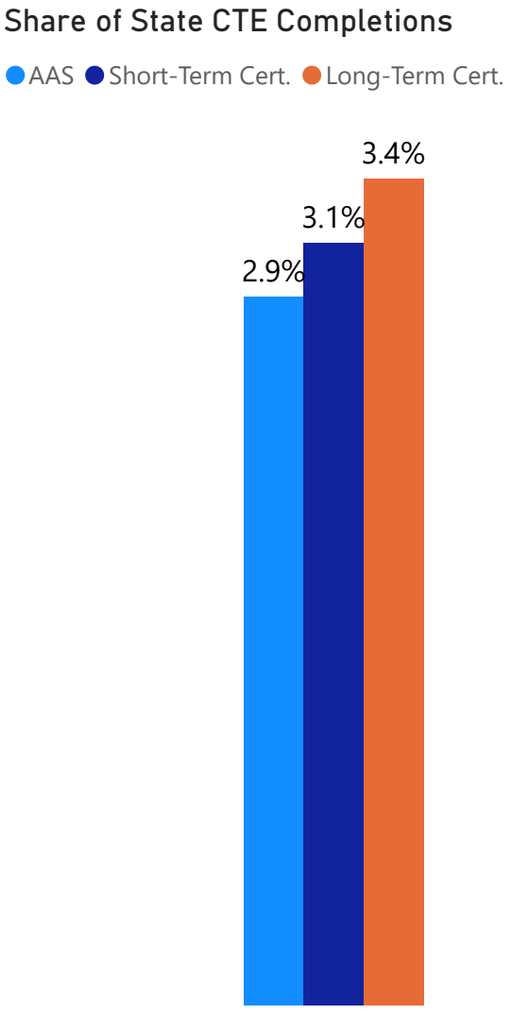
Below is a summary of recent CTE completions in community college districts that are primarily located in the region.

Region

Northern Stateline

Career and Technical Education Completions

District ID	College Name	Associates in Applied Science	Certificates of Less than One Year	Certs of One Year or More	Total
51101	Rock Valley	209	429	150	788
51901	Highland	61	234	25	320
Northern Stateline Total	Region Total	270	663	175	1,108
State Total	State Total	9,375	21,391	5,215	35,981



Source: Illinois Community College Board, Fiscal Year 2022 Summary of Graduates and Enrollments & ICCB Databook, Tables III-3 and III-9.

Community College Completions by Career Cluster

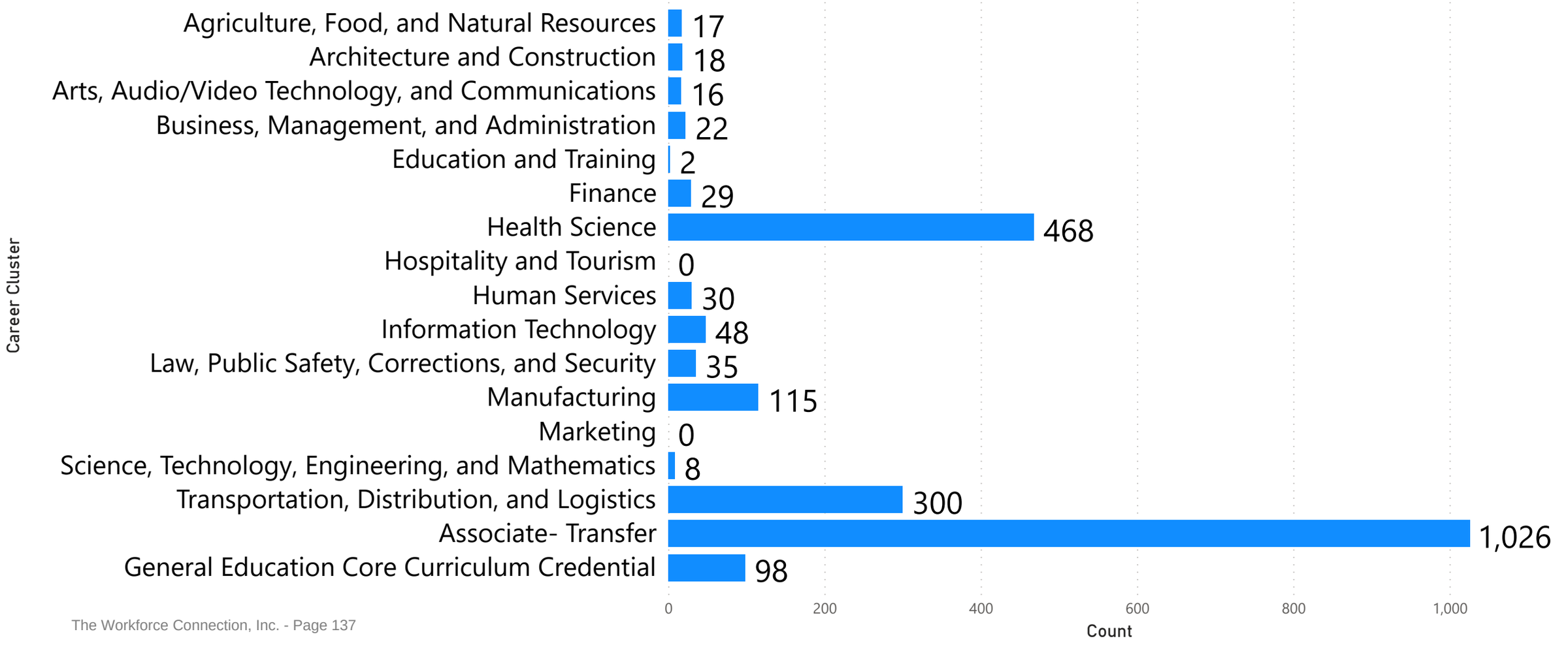
Below is a summary of recent graduations in community college districts that are primarily located in the region.

Region

Northern

2,232

Total Regional Completions in FY22



Community College Transfer and General Education Completions

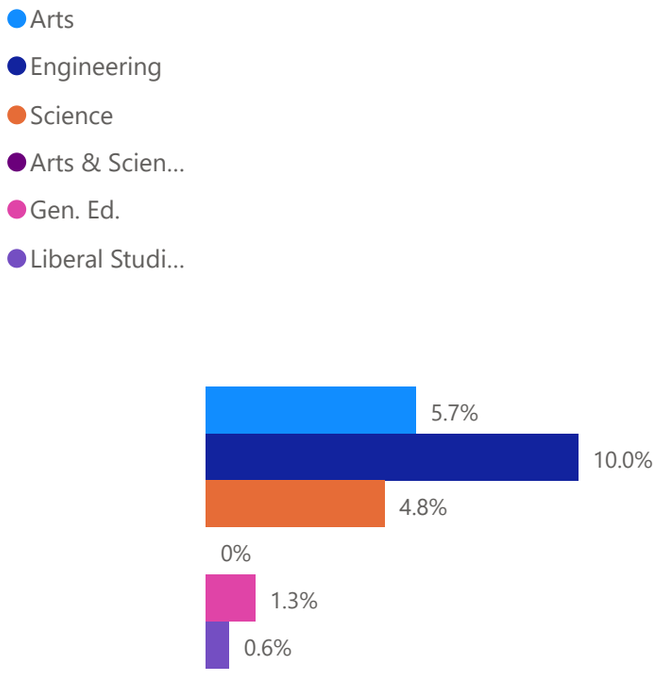
Below is a summary of recent completions in community college districts in the region. Some categories are omitted for space, and due to less than 200 completers statewide.

Region

Northern Stateline

District ID	College Name	Associate in Arts	Associate in Science	Associate in Engineering Science	Associate in Arts and Science	General Education Core Curriculum Credential	Associate in Liberal Studies & General Education
51101	Rock Valley	639	170	32	0	0	1
51901	Highland	103	62	3	0	98	16
Northern Stateline Total	Region Total	742	232	35	0	98	17
State Total	State Total	13098	4817	349	354	7361	2709

Share of State Completions



Arts, Engineering, Science, Arts & Sc...

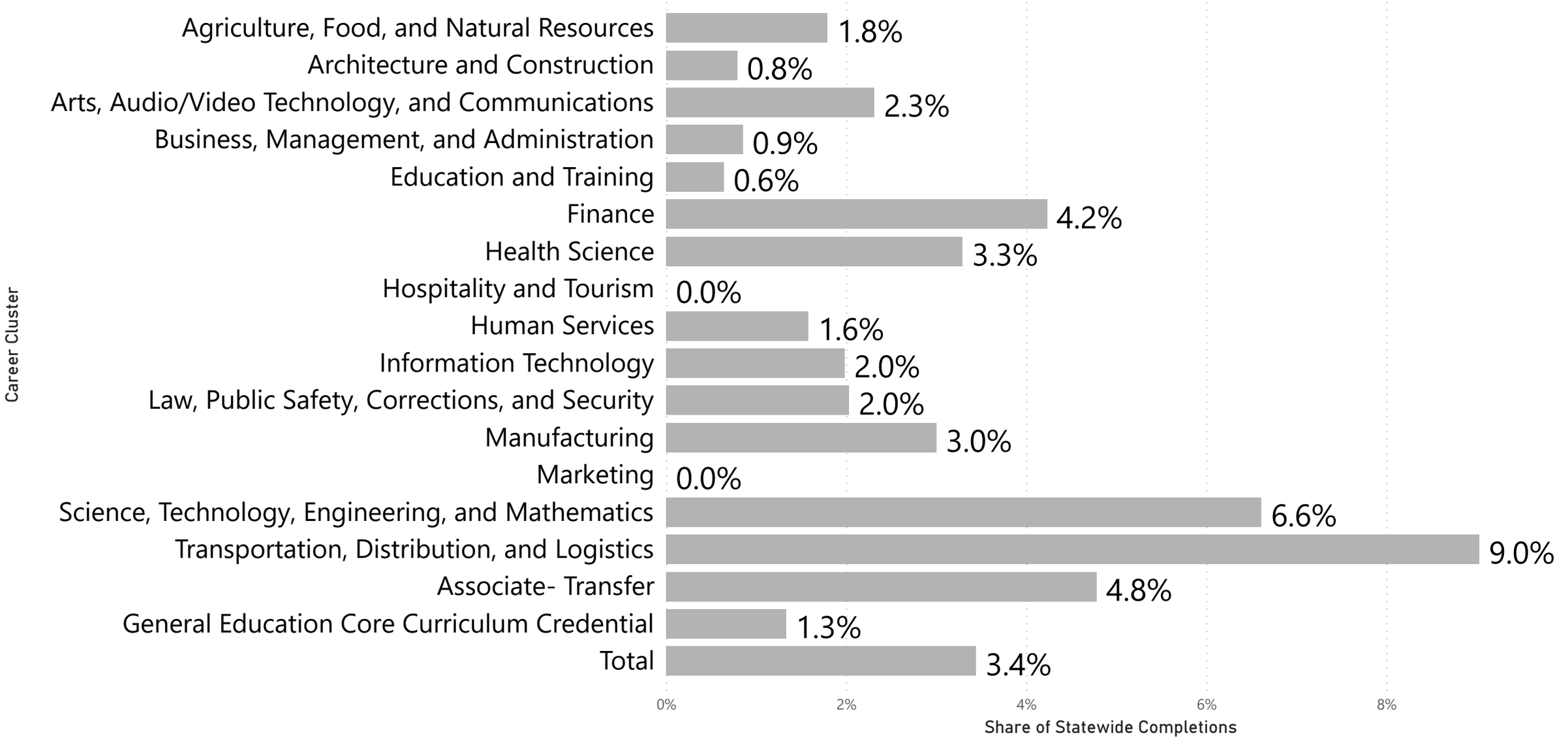
Source: Illinois Community College Board, Fiscal Year 2022 Summary of Graduates and Enrollments & ICCB Databook, Tables III-3 and III-9.

Share of State Community College Completions by Career Cluster

Below is a summary of recent graduations in community college districts that are primarily located in the region.

Region

Northern



Source: Illinois Community College Board, Fiscal Year 2022 Summary of Graduates and Enrollments & ICCB Databook, Tables III-3 and III-9.

Community College Completions by Career Cluster

Region

Northern Stateline

Below is a summary of recent graduations in community college districts that are primarily located in the region. Several categories are excluded in the interest of space, due to not matching to career clusters or having less than 500 completers statewide. *The next two pages show region totals for all categories, including some not on this page.*

District ID	College Name	Agriculture, Food, and Natural Resources	Arts, Audio/Video Technology, and Communications	Architecture and Construction	Business, Management, and Administration	Health Science	Human Services	Information Technology	Law, Public Safety, Corrections, and Security	Manufacturing	Finance
51101	Rock Valley	0	16	18	20	329	15	46	29	85	13
51901	Highland	17	0	0	2	139	15	2	6	30	16
Northern Stateline Total	Region Total	17	16	18	22	468	30	48	35	115	29
State Total	State Total	951	694	2285	2575	14246	1904	2424	1726	3830	685

Source: Illinois Community College Board, Fiscal Year 2022 Summary of Graduates and Enrollments & ICCB Databook, Tables III-3 and III-9.

Notes on ICCB Completer Data

Care must be taken when viewing educational program data, given that program completions do not necessarily correspond to the number of individuals. Some credentials are stackable, meaning that the same person completes multiple programs. In this report, *enrollments* are unduplicated, but completions are not. In other words, enrollments show counts of individuals while completions show counts of degrees or credentials.

In previous years, these regional data packets included information for all community college districts that intersected the region boundaries. Previously, community college districts on the border of two regions were included in the data for *both* regions. In this report, we instead show information from community college districts *primarily located in the region*. In some regions, this might look like a decrease in enrollments and completions over the previous report, because a bordering community college district was included in another region.

Below is a summary of all community college districts that were affected by this change in methodology:

- The Central report used to include Lewis & Clark (district ID 53601). It is now found in the Southwestern report.
- The East Central report used to include Kankakee (52001). It is now found in the Northeast report.
- The Northwest report used to include Highland (51901). It is now found in the Northern Stateline report.
- The Southwestern report used to include Kaskaskia (50101). It is now found in the Southwestern report.
- The Southern report used to include Illinois Eastern (529). It is now found in the Southeastern report.

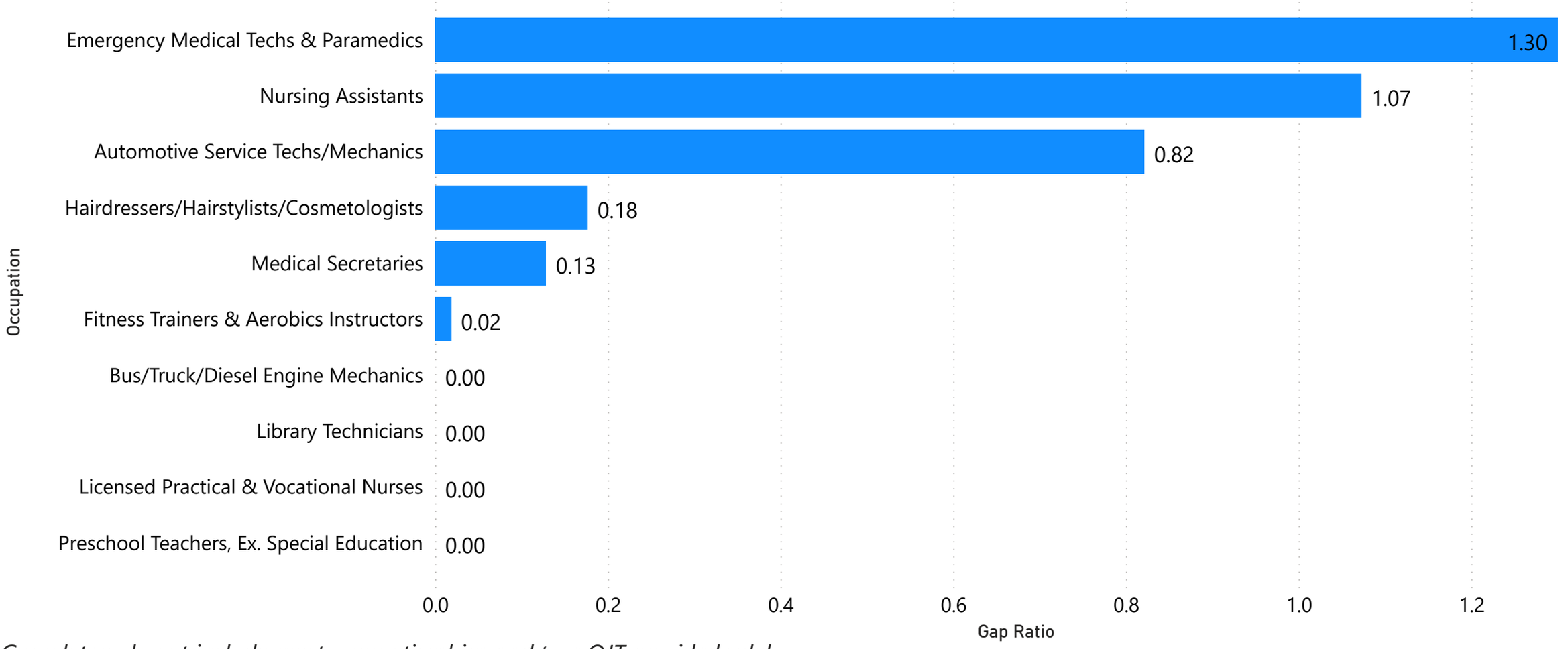
More detailed information for all community colleges is available in the ICCB Databook, available at: https://www2.iccb.org/data/data-characteristics/.

Supply Gap Analysis for Occupations Requiring a Certificate or License

Region

Northern Stateline

The supply gap ratio is a proxy measure the provides insight on how closely supply aligns with demand for selected occupations. The calculation of the ratio is supply / demand. In this case, the supply is the number of program completions in the region associated with the occupation and the demand is the estimated number of regional job openings. A gap ratio of one indicates one completer per projected job opening. Gaps lower than one indicate more job openings than completers, and gaps greater than 1 indicate more completers than openings.



Completers do not include most apprenticeships and true OJT provided solely by employers.

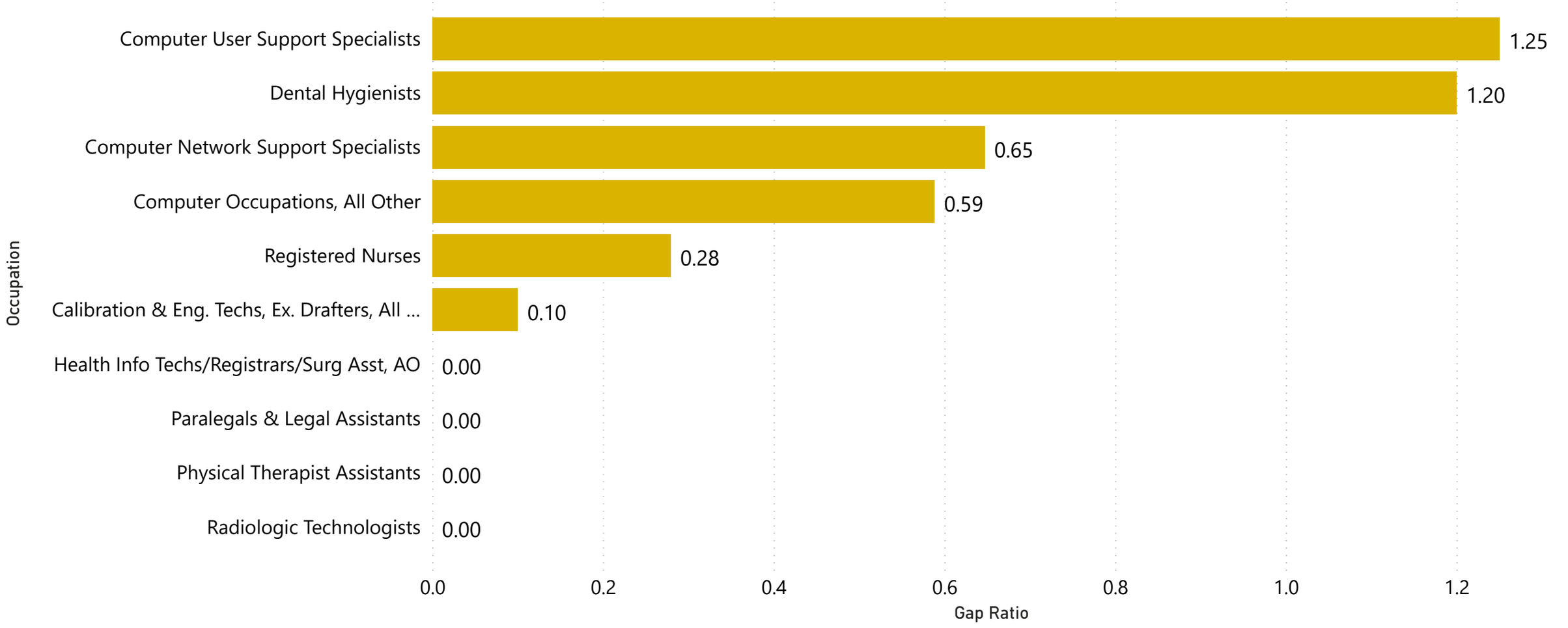
Source: Illinois Department of Employment Security, Illinois Board of Higher Education, & Lightcast, 2023.

Supply Gap Analysis for Occupations Requiring an Associate's Degree

Region

Northern Stateline

The supply gap ratio is a proxy measure the provides insight on how closely supply aligns with demand for selected occupations. The calculation of the ratio is supply / demand. In this case, the supply is the number of program completions in the region associated with the occupation and the demand is the estimated number of regional job openings. A gap ratio of one indicates one completer per projected job opening. Gaps lower than one indicate more job openings than completers, and gaps greater than 1 indicate more completers than openings.



Completers do not include most apprenticeships and true OJT provided solely by employers.

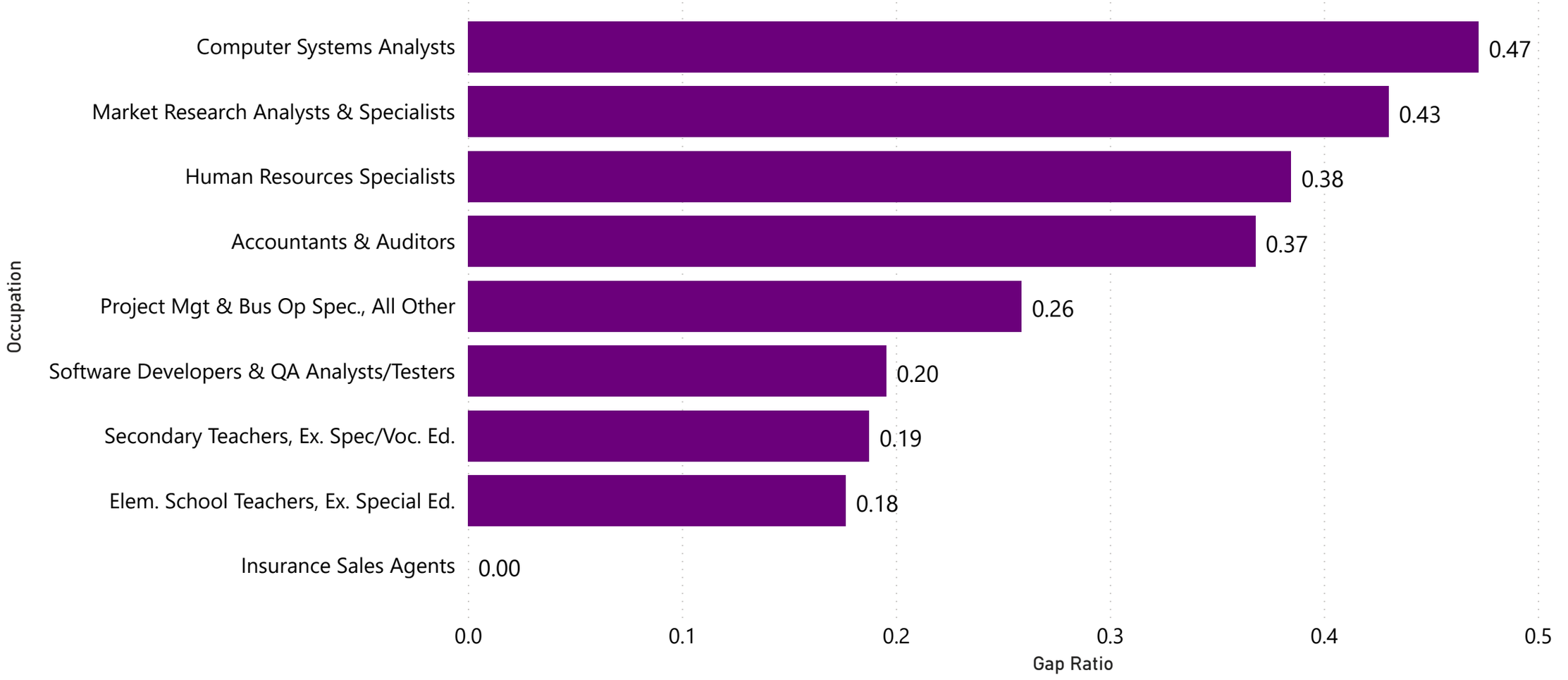
Source: Illinois Department of Employment Security, Illinois Board of Higher Education, & Lightcast, 2023.

Supply Gap Analysis for Occupations Requiring a Bachelor's Degree

Region

Northern Stateline

The supply gap ratio is a proxy measure the provides insight on how closely supply aligns with demand for selected occupations. The calculation of the ratio is supply / demand. In this case, the supply is the number of program completions in the region associated with the occupation and the demand is the estimated number of regional job openings. A gap ratio of one indicates one completer per projected job opening. Gaps lower than one indicate more job openings than completers, and gaps greater than 1 indicate more completers than openings.



Completers do not include most apprenticeships and true OJT provided solely by employers.

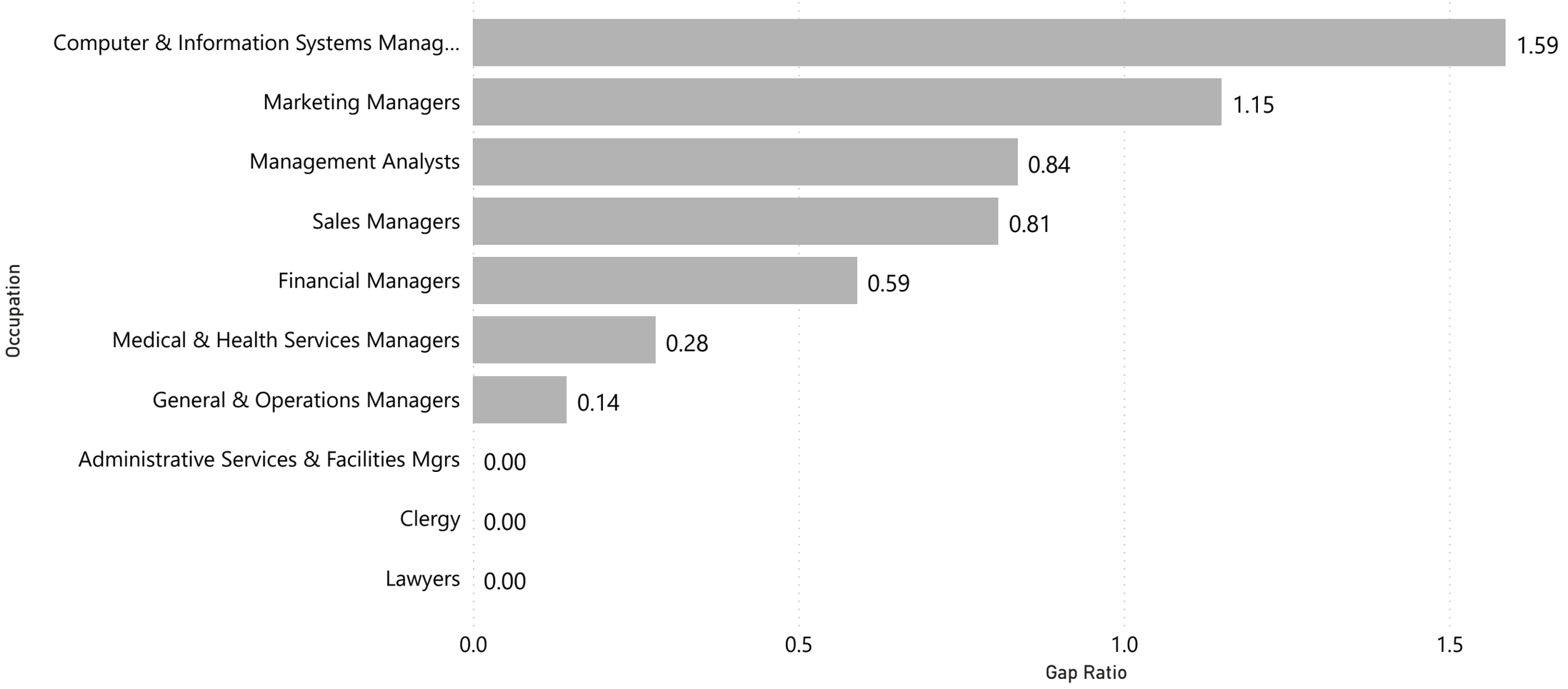
Source: Illinois Department of Employment Security, Illinois Board of Higher Education, & Lightcast, 2023.

Supply Gap Analysis for Occupations Requiring Education Beyond a Bachelor's Degree

Region

Northern Stateline

The supply gap ratio is a proxy measure the provides insight on how closely supply aligns with demand for selected occupations. The calculation of the ratio is supply / demand. In this case, the supply is the number of program completions in the region associated with the occupation and the demand is the estimated number of regional job openings. A gap ratio of one indicates one completer per projected job opening. Gaps lower than one indicate more job openings than completers, and gaps greater than 1 indicate more completers than openings.



Completers do not include most apprenticeships and true OJT provided solely by employers.

Source: Illinois Department of Employment Security, Illinois Board of Higher Education, & Lightcast, 2023.

Caveats and Limitations of Gap Analysis

The gap ratio is not intended to provide a comprehensive measure of labor market alignment- it shows an initial comparison of suitable completers in the most recent year available to the projected annual job openings in an occupation.

Suitable completers are identified via a crosswalk of curriculums to occupations developed by Lightcast. This crosswalk is based on data from the National Center for Educational Statistics and Lightcast's experience serving as a consultant for educational and workforce development agencies. It shows the types of curriculums typically completed by employees in a given occupation.

We use Lightcast's crosswalk of occupations to curriculums to identify potential target curriculums for each occupation, and then match that to counts of completions at the appropriate degree level for each occupation. For example, the gap ratios for occupations requiring a certificate or license do not consider bachelor's degree completions, and the bachelor's degree occupations do not consider associate's-degree completions in the same fields.

The gap ratio provides a conservative comparison of recent completions to annual openings. A gap ratio less than 1 (i.e., fewer suitable completers than openings) might not necessarily indicate inability for employers to fill positions. Below are several potential scenarios where job openings could be filled with persons other than recent educational completers:

- The employer provides true on-the-job training.
- Employees are qualified for the job due to past work experience or apprenticeships.
- Workers completed a suitable educational program in the past and are currently underemployed, but could qualify for a new job opening.
- The job is held by a commuter from outside the region, or someone who would move into the region for the job.

Similarly, gap ratios greater than 1 might not necessarily translate to employers easily filling job openings. Below are some examples of scenarios where job openings could remain despite a surplus of recent completers in the region.

- Job turnover, due to a mismatch of expectations as completers transition from education to the workplace.
- Completers find employment outside of the region, either by commuting out or relocating.
- Completers pursue stackable credentials or more advanced degrees before entering the labor market.
- Some programs attract international students who return to their home countries after completing their program.

For More Information

For general questions about these data packets, please contact:

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For more detailed questions about your region, please contact your IDES Regional Economist.

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Northern Stateline	Tom Austin, MA, MPA	Labor Market Economist	815-395-6680	tom.austin@illinois.gov
Statewide	Marty M. Johnson, MBA	Manager, Workforce Analysis & Dissemination	217-557-1869	marty.johnson2@illinois.gov

Appendix. Energy Employment Activities

Employment in clean energy is difficult to quantify at a regional level, due to limitations in the standard state/federal data collections by industry and occupation. The standard data products do not clearly or consistently distinguish businesses involved in renewable energy as compared to non-renewable. For example, the Automobile and Light Duty Motor Vehicle Manufacturing industry includes both electric vehicles and gasoline-powered cars. Similarly, most clean-energy occupations are included in occupational categories that include other activities. For example, supervisors of energy efficiency construction projects are included in a category that includes supervisors for other construction projections. Any estimate based on the standard industry/occupation classifications is likely to overestimate clean energy employment, as the categories are not necessarily limited to clean energy.

The next two pages show some conservative estimates of energy sector employment in the region, based on data from the U.S. Department of Energy, *2023 U.S. Energy & Employment Jobs Report*. The data is based on a national survey of employers, with results published by state and by county. The data in this survey differs from the standard industry and occupational classifications in other federal data collections.

The county data is susceptible to suppression for business activities with less than 10 employees in the county. As a result, the data might somewhat undercount employment in regions. An employment count of zero in this data might not reflect reality. Regardless, these data might offer a **starting point** for discussions regarding the alignment of workforce and economic development plans with potential opportunities related to clean energy.

The full county-level dataset from the Department of Energy is available at: https://www.energy.gov/policy/us-energy-employment-jobs-report-useer
Historical county-level survey data is available from the Department of Energy, but we advise against using it for a time series analysis, due to inconsistent data availability in some counties.

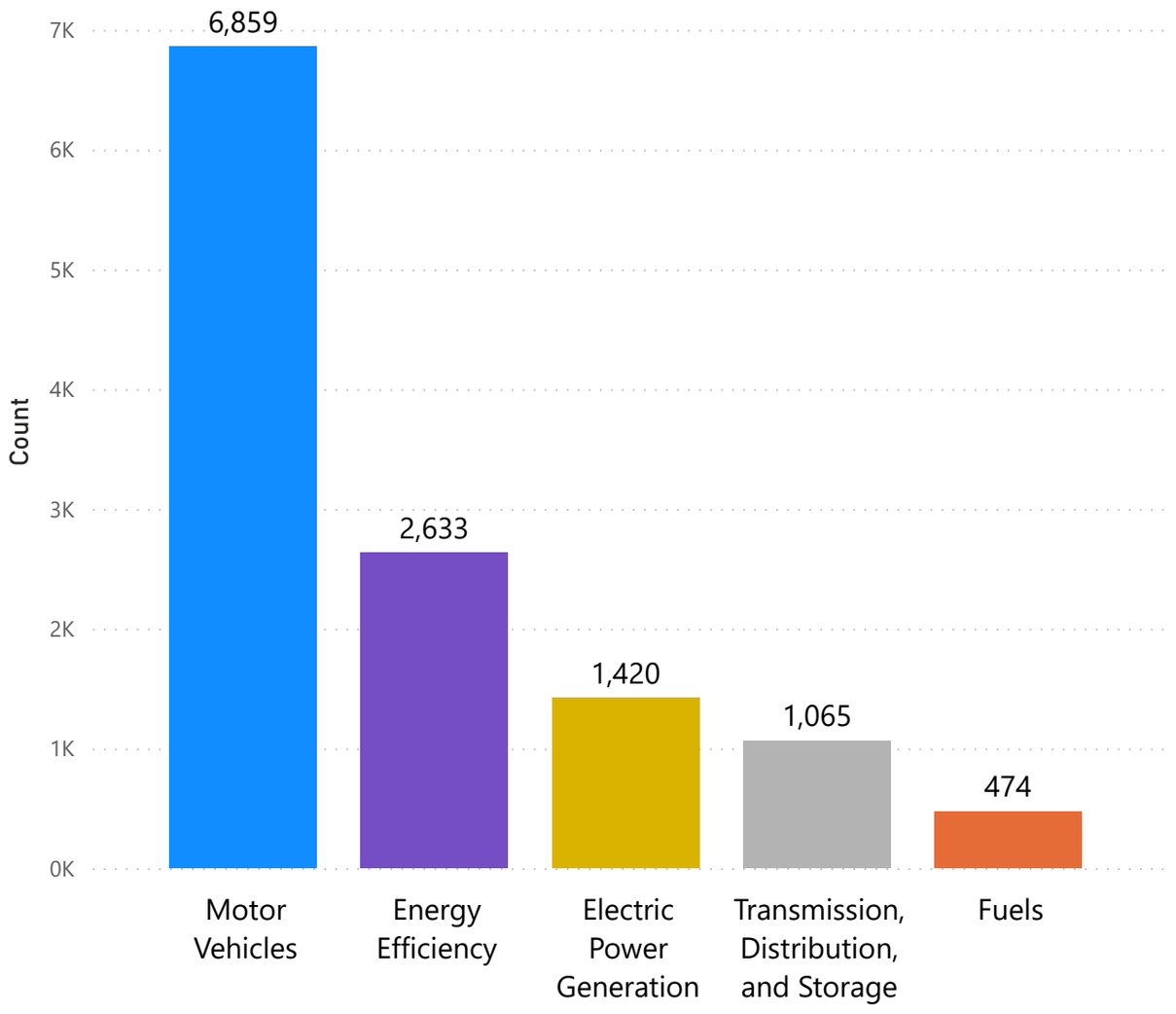
Energy Employment in 2022 (1 of 2)

Below are estimated counts of employment in businesses related to energy. Some of these activities might involve fossil fuels. These estimates are susceptible to suppression at the county level, and so employment might be undercounted for some activities.

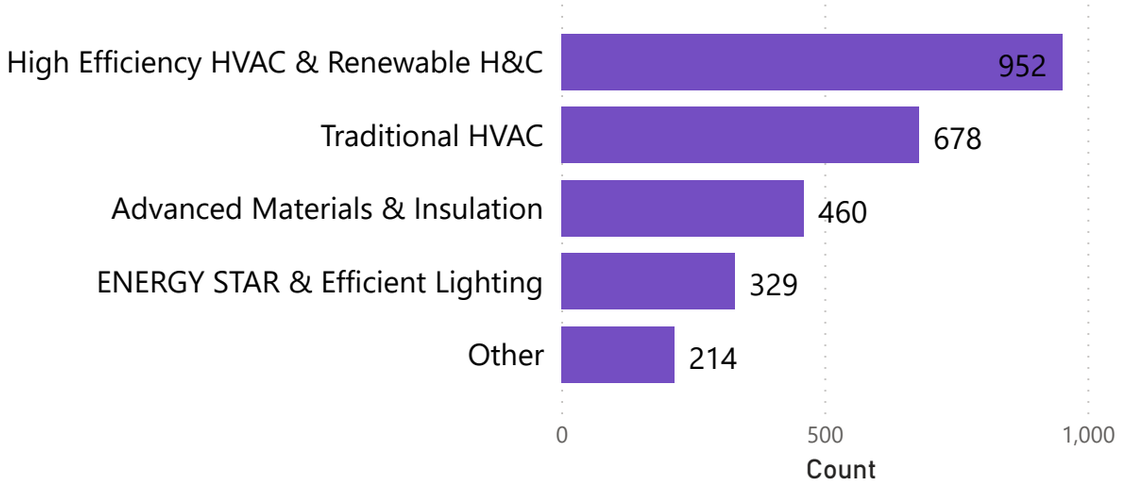
Region

Northern Stateline

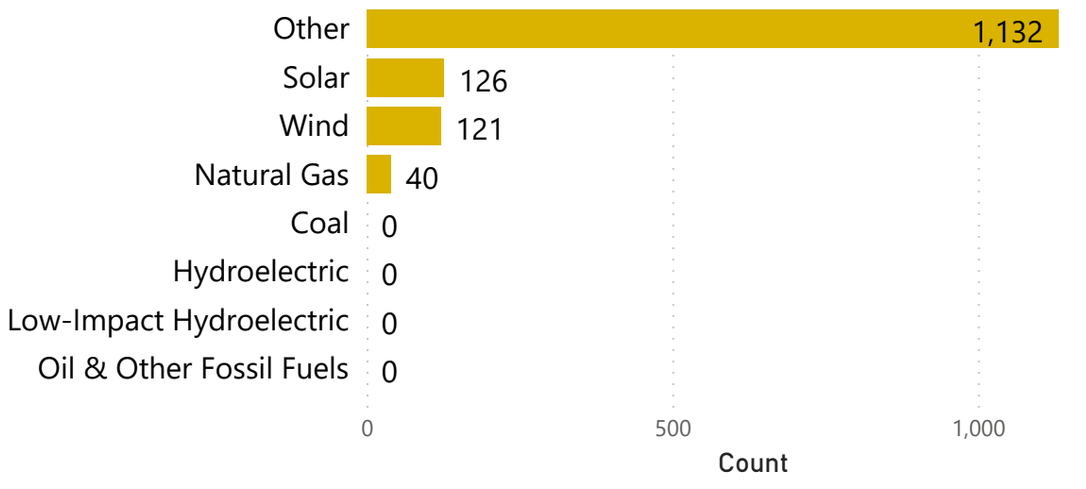
Energy Employment by Activity (Components unavailable for motor vehicles)



Energy Efficiency by Type



Electric Power Generation by Type



Source: U.S. Department of Energy, 2023 U.S. Energy and Employment Report, County-Level USEER Data.

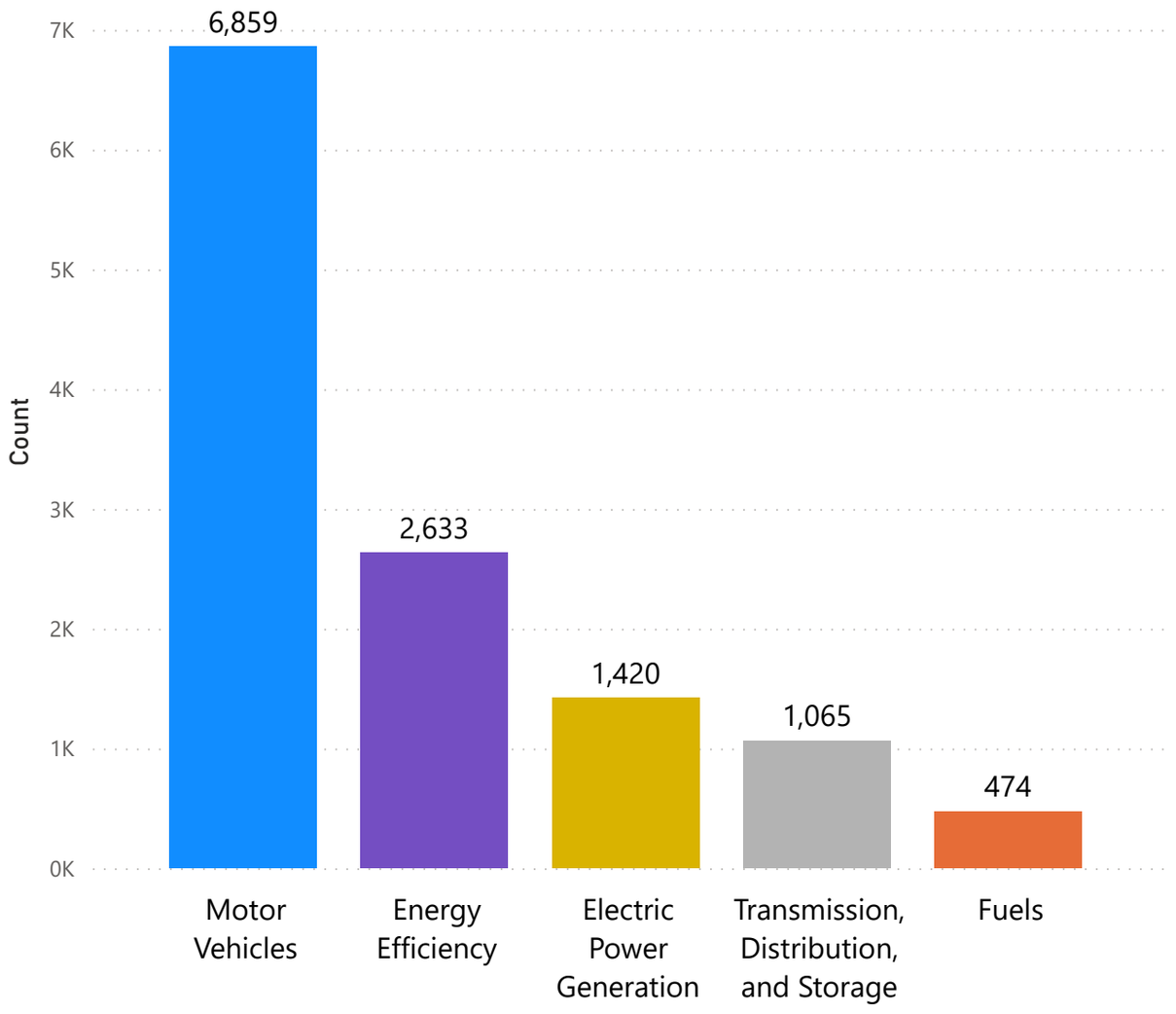
Energy Employment in 2022 (2 of 2)

Region

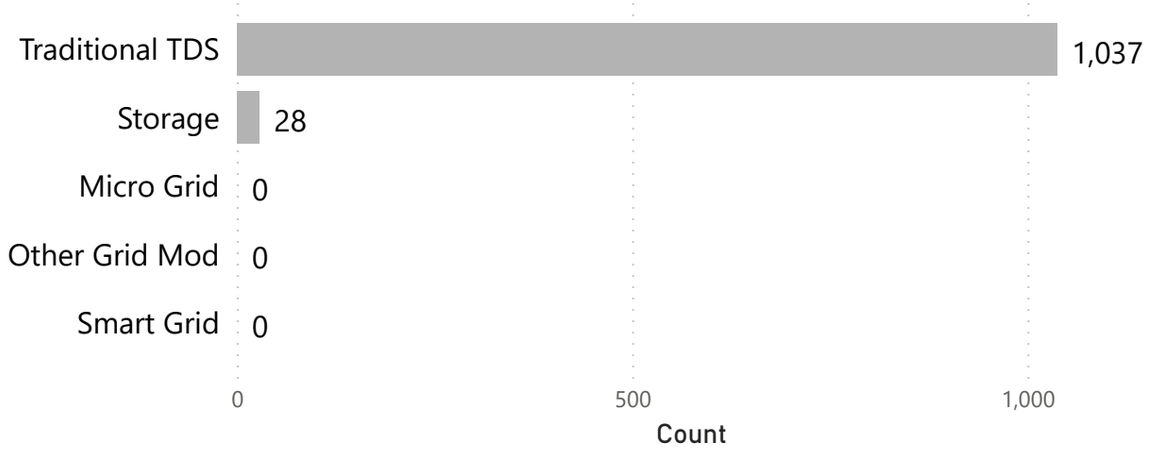
Northern Stateline

Below are estimated counts of employment in businesses related to energy. Some of these activities might involve fossil fuels. These estimates are susceptible to suppression at the county level, and so employment might be undercounted for some activities.

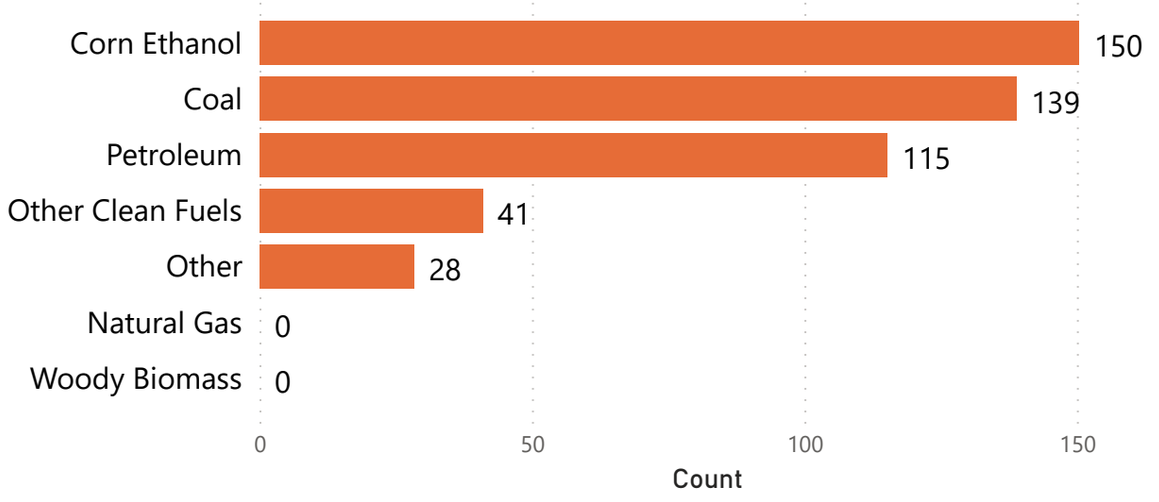
Energy Employment by Activity (Components unavailable for motor vehicles)



Transmission, Distribution, and Storage (TDS)



Fuels by Type



Source: U.S. Department of Energy, 2023 U.S. Energy and Employment Report, County-Level USEER Data.

State of Illinois
Industry Employment Projections (Long-term)
2020-2030

North American Industrial Classification System (NAICS) Code	Title	Base Year Employment 2020	Projected Year Employment 2030	Change 2020-2030	Annual Compound Growth Rate
000000	**TOTAL, ALL INDUSTRIES**	**184,966**	**197,367**	**12,401**	**0.65**
100000	Self Employed Workers	8,385	7,698	-687	-0.85
110000	Agricultural Production, Total	4,056	4,129	73	0.18
120000	Total Nonfarm	172,525	185,540	13,015	0.73
210000	Natural Resources and Mining	50	51	1	0.20
230000	Construction	7,469	8,173	704	0.90
236000	Construction of Buildings	1,107	1,148	41	0.36
237000	Heavy and Civil Engineering Construction	1,045	1,096	51	0.48
238000	Specialty Trade Contractors	5,317	5,929	612	1.10
300000	Manufacturing, Total	34,865	35,996	1,131	0.32
310000	Non-Durable Goods Manufacturing, Total	7,512	8,032	520	0.67
311000	Food Manufacturing	4,400	4,931	531	1.15
312000	Beverage and Tobacco Product Mfg.	95	106	11	1.10
313000	Textile Mills	28	27	-1	-0.36
314000	Textile Product Mills	48	41	-7	-1.56
315000	Apparel Manufacturing	*	*	*	*
316000	Leather and Allied Products	*	*	*	*
321000	Wood Product Manufacturing	397	402	5	0.13
322000	Paper Manufacturing	309	324	15	0.48
323000	Printing & Related Support Activities	413	299	-114	-3.18
324000	Petroleum and Coal Products Mfg.	56	58	2	0.35
325000	Chemical Manufacturing	850	905	55	0.63
326000	Plastics and Rubber Products Mfg.	890	906	16	0.18
326900	Durable Goods Manufacturing, Total	27,353	27,964	611	0.22
327000	Nonmetallic Mineral Product Mfg.	614	616	2	0.03
331000	Primary Metal Mfg.	660	726	66	0.96
332000	Fabricated Metal Product Mfg.	7,217	7,777	560	0.75
333000	Machinery Mfg.	8,014	8,285	271	0.33
334000	Computer and Electronic Product Mfg.	983	932	-51	-0.53
335000	Electrical Equip, Appliance & Comp. Mfg.	716	585	-131	-2.00
336000	Transportation Equipment Mfg.	8,451	8,346	-105	-0.12
337000	Furniture and Related Product Mfg.	387	378	-9	-0.24
339000	Misc. Manufacturing	311	319	8	0.25
400000	Trade, Transportation, and Utilities	36,177	38,290	2,113	0.57
420000	Wholesale Trade	6,380	6,399	19	0.03
423000	Merchant Wholesalers, Durable Goods	4,290	4,452	162	0.37
424000	Merchant Wholesalers, Nondurable Goods	1,619	1,491	-128	-0.82
425000	Wholesale Electronic Markets/Agts/Brokers	471	456	-15	-0.32
440000	Retail Trade	18,158	18,899	741	0.40
441000	Motor Vehicle and Parts Dealers	2,005	2,054	49	0.24
442000	Furniture and Home Furnishings Stores	740	987	247	2.92
443000	Electronics and Appliance Stores	276	255	-21	-0.79
444000	Building Material & Garden Equip. Stores	1,673	1,798	125	0.72
445000	Food and Beverage Stores	3,517	3,512	-5	-0.01
446000	Health and Personal Care Stores	1,163	1,100	-63	-0.56
447000	Gasoline Stations	1,785	1,753	-32	-0.18
448000	Clothing and Clothing Accessories Stores	657	781	124	1.74

Source: Illinois Department of Employment Security, Economic Information & Analysis Division
Note: * = Data suppressed due to confidentiality requirements.

State of Illinois
Industry Employment Projections (Long-term)
2020-2030

North American Industrial Classification System (NAICS) Code	Title	Base Year Employment 2020	Projected Year Employment 2030	Change 2020-2030	Annual Compound Growth Rate
451000	Sporting Goods,Hobby,Book & Music Stores	456	466	10	0.22
452000	General Merchandise Stores	4,949	5,241	292	0.57
453000	Miscellaneous Store Retailers	800	818	18	0.22
454000	Nonstore Retailers	137	134	-3	-0.22
460000	Transportation, Warehousing & Utilities	11,639	12,992	1,353	1.11
221000	Utilities	1,638	1,686	48	0.29
481000	Air Transportation	76	92	16	1.93
482000	Rail Transportation	562	595	33	0.57
483000	Water Transportation	*	*	*	*
484000	Truck Transportation	2,218	2,464	246	1.06
485000	Transit & Ground Passenger Transportation	196	165	-31	-1.71
486000	Pipeline Transportation	3	4	1	2.92
487000	Scenic and Sightseeing Transportation	*	*	*	*
488000	Support Activities for Transportation	639	766	127	1.83
491100	Postal Service	736	713	-23	-0.32
492000	Couriers and Messengers	3,315	4,137	822	2.24
493000	Warehousing and Storage	2,256	2,370	114	0.49
510000	Information	1,346	1,191	-155	-1.22
511000	Publishing Industries (except Internet)	344	307	-37	-1.13
511100	Newspaper, Periodical, Book & Dir. Pubs	324	276	-48	-1.59
511200	Software Publishers	20	31	11	4.48
512000	Motion Picture & Sound Recording Ind.	80	84	4	0.49
515000	Broadcasting (except Internet)	313	285	-28	-0.93
517000	Telecommunications	*	*	*	*
518000	Internet, Web & Data Processing Services	*	*	*	*
519000	Other Information Services	126	150	24	1.76
519900	Financial Activities	7,208	7,128	-80	-0.11
520000	Finance and Insurance, Total	5,665	5,451	-214	-0.38
521000	Monetary Authorities-Central Bank	0	0	0	0.00
522000	Credit Intermediation & Related Activities	2,303	2,063	-240	-1.09
523000	Securities,Commodities & Financial Acti.	471	508	37	0.76
524000	Insurance Carriers & Related Activities	2,886	2,874	-12	-0.04
525000	Funds,Trusts & Other Financial Vehicles	5	6	1	1.84
530000	Real Estate and Rental and Leasing	1,543	1,677	134	0.84
531000	Real Estate	904	965	61	0.66
532000	Rental and Leasing Services	*	*	*	*
533000	Lessors of Nonfinancial Intangible Ass.	*	*	*	*
539900	Professional and Business Services	14,716	17,689	2,973	1.86
540000	Professional, Scientific & Tech. Services	4,160	4,372	212	0.50
541000	Professional, Scientific & Tech. Services	4,160	4,372	212	0.50
541100	Legal Services	686	682	-4	-0.06
541200	Accounting,Tax Prep.& Payroll Services	657	753	96	1.37
541300	Architectural & Engineering Services	752	738	-14	-0.19
541400	Specialized Design Services	131	147	16	1.16
541500	Computer Systems Design Related Serv.	372	492	120	2.84
541600	Management, Scientific & Tech. Services	276	257	-19	-0.71
541700	Scientific Research & Development Serv.	312	323	11	0.35

Source: Illinois Department of Employment Security, Economic Information & Analysis Division
Note: * = Data suppressed due to confidentiality requirements.

State of Illinois
Industry Employment Projections (Long-term)
2020-2030

North American Industrial Classification System (NAICS) Code	Title	Base Year Employment 2020	Projected Year Employment 2030	Change 2020-2030	Annual Compound Growth Rate
541800	Advertising and Related Services	211	210	-1	-0.05
541900	Other Professional, Scientific/Tech. Serv.	763	770	7	0.09
550000	Management of Companies and Enterprises	153	124	-29	-2.08
551000	Management of Companies and Enterprises	153	124	-29	-2.08
560000	Administrative & Waste Mngmnt. Services	10,403	13,193	2,790	2.40
561000	Administrative and Support Services	10,306	12,970	2,664	2.33
561100	Office Administrative Services	586	637	51	0.84
561200	Facilities Support Services	*	*	*	*
561300	Employment Services	3,967	6,383	2,416	4.87
561400	Business Support Services	692	605	-87	-1.33
561500	Travel Arrangement & Reservation Services	207	98	-109	-7.20
561600	Investigation and Security Services	710	644	-66	-0.97
561700	Services to Buildings and Dwellings	2,449	2,491	42	0.17
561900	Other Support Services	*	*	*	*
562000	Waste Management & Remediation Services	97	223	126	8.68
600000	Educational and Health Services	39,237	40,774	1,537	0.38
610000	Educational Services, Private & Public	12,969	13,246	277	0.21
611000	Educational Services	12,969	13,246	277	0.21
611100	Elementary and Secondary Schools	11,189	11,335	146	0.13
611200	Community & Junior Colleges	1,037	1,045	8	0.08
611300	Colleges, Universities & Prof. Schools	*	*	*	*
611400	Business Schools & Computer/Mgt.Training	*	*	*	*
611500	Technical and Trade Schools	80	76	-4	-0.51
611600	Other Schools and Instruction	338	458	120	3.08
611700	Educational Support Services	63	87	24	3.28
620000	Health Care & Social Assistance	26,268	27,528	1,260	0.47
621000	Ambulatory Health Care Services	8,850	10,036	1,186	1.27
621100	Offices of Physicians	4,023	4,382	359	0.86
621200	Offices of Dentists	1,362	1,576	214	1.47
621300	Offices of Other Health Practitioners	935	954	19	0.20
621400	Outpatient Care Centers	553	573	20	0.36
621500	Medical and Diagnostic Laboratories	62	75	13	1.92
621600	Home Health Care Services	1,524	2,038	514	2.95
621900	Other Ambulatory Health Care Services	391	438	47	1.14
622000	Hospitals	9,558	9,749	191	0.20
623000	Nursing and Residential Care Facilities	5,470	5,475	5	0.01
624000	Social Assistance	2,390	2,268	-122	-0.52
624100	Individual and Family Services	1,406	1,196	-210	-1.60
624200	Food,Housing & Emergency Relief Services	114	99	-15	-1.40
624300	Vocational Rehabilitation Services	425	471	46	1.03
624400	Child Day Care Services	445	502	57	1.21
700000	Leisure and Hospitality	13,491	17,782	4,291	2.80
710000	Arts, Entertainment and Recreation	1,695	3,480	1,785	7.46
711000	Performing Arts, Sports & Related Ind.	474	867	393	6.22
712000	Museums, Historical Sites & Institutions	115	108	-7	-0.63
713000	Amusements, Gambling & Recreation Ind.	1,106	2,505	1,399	8.52
720000	Accommodation and Food Services	11,796	14,302	2,506	1.95

Source: Illinois Department of Employment Security, Economic Information & Analysis Division
Note: * = Data suppressed due to confidentiality requirements.

State of Illinois
Industry Employment Projections (Long-term)
2020-2030

North American Industrial Classification System (NAICS) Code	Title	Base Year Employment 2020	Projected Year Employment 2030	Change 2020-2030	Annual Compound Growth Rate
721000	Accommodation	592	439	-153	-2.95
722000	Food Services and Drinking Places	11,204	13,863	2,659	2.15
800000	Other Services	9,817	10,400	583	0.58
810000	Personal & Other Services	9,817	10,400	583	0.58
811000	Repair and Maintenance	1,957	2,110	153	0.76
812000	Personal and Laundry Services	1,354	1,254	-100	-0.76
813000	Religious, Civic & Professional Orgs.	5,709	6,158	449	0.76
814000	Private Households	797	878	81	0.97
900000	Government, Total	8,149	8,066	-83	-0.10
910000	Federal Government, exc. US Post Office	480	581	101	1.93
920000	State Government, exc. Educ. & Hosp.	1,203	1,276	73	0.59
930000	Local Government, exc. Educ. & Hosp.	6,466	6,209	-257	-0.40

Source: Illinois Department of Employment Security, Economic Information & Analysis Division
Note: * = Data suppressed due to confidentiality requirements.

4 Illinois Counties

The Workforce Connection

The Workforce Connection
An Illinois workNet Center
A proud partner of the American JobCenter network

303 N. Main
Rockford, Illinois 61101

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In-Demand Skills 30

Report Parameters

4 Counties

17007	Boone County, IL	17177	Stephenson County, IL
17141	Ogle County, IL	17201	Winnebago County, IL

Class of Worker

QCEW Employees, Non-QCEW Employees, and Self-Employed

The information in this report pertains to the chosen geographical areas.

Economy Overview

430,320

Population (2022)

Population **decreased by 3,838** over the last 5 years but is projected to **grow by 3,775** over the next 5 years.

186,101

Total Regional Employment

Jobs **decreased by 7,079** over the last 5 years but are projected to **grow by 5,932** over the next 5 years.

$65.9K

Avg. Earnings Per Job (2022)

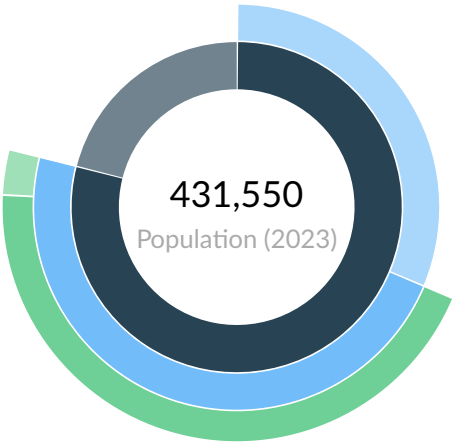
Regional average earnings per job are **$14.9K below** the national average earnings of $80.8K per job.

Takeaways

- As of 2022 the region's population **declined by 0.9%** since 2017, falling by 3,838. Population is expected to **increase by 0.9%** between 2022 and 2027, adding 3,775.
- From 2017 to 2022, jobs **declined by 3.7%** in 4 Illinois Counties from 193,180 to **186,101**. This change **fell short of the national growth rate of 3.8% by 7.5%**. As the number of jobs declined, the **labor force participation rate decreased from 63.7% to 59.3% between 2017 and 2022**.
- Concerning educational attainment, **14.9% of the selected regions' residents possess a Bachelor's Degree** (5.9% below the national average), and **9.9% hold an Associate's Degree** (1.0% above the national average).
- The top three industries in 2022 are Restaurants and Other Eating Places, Education and Hospitals (Local Government), and General Medical and Surgical Hospitals.

	Population (2023)	Labor Force (Sep 2023)	Jobs (2022)	Cost of Living	GRP	Imports	Exports
Region	431,550	205,465	186,101	98.4	$24.05B	$30.47B	$29.13B
State	12,593,617	6,455,372	6,507,219	99.8	$1.01T	$705.44B	$844.14B

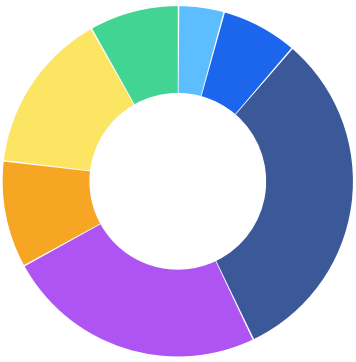
Sep 2023 Labor Force Breakdown



	Population
16+ Civilian Non-Institutionalized Population	340,457
Not in Labor Force (16+)	134,992
Labor Force	205,465
Employed	191,959
Unemployed	13,506
Under 16, Military, and institutionalized Population	91,094

Educational Attainment

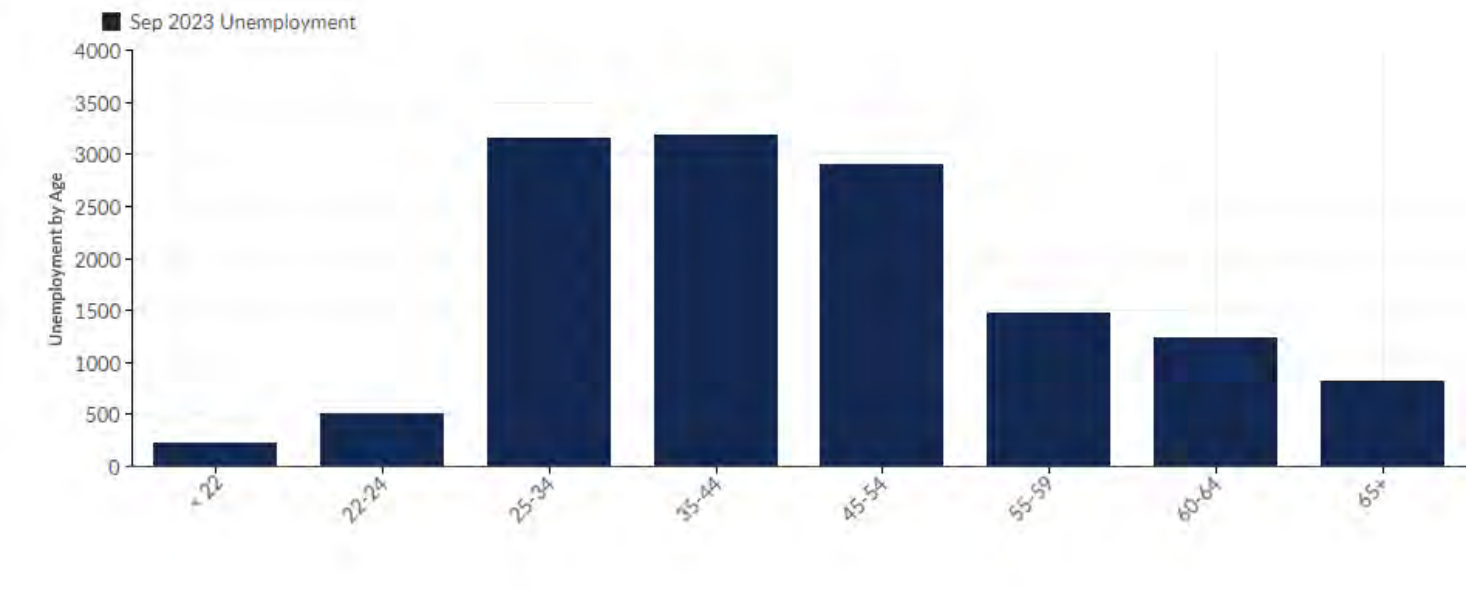
Concerning educational attainment, **14.9% of the selected regions' residents possess a Bachelor's Degree** (5.9% below the national average), and **9.9% hold an Associate's Degree** (1.0% above the national average).



	% of Population	Population
Less Than 9th Grade	4.2%	12,409
9th Grade to 12th Grade	7.0%	20,804
High School Diploma	31.6%	93,417
Some College	24.1%	71,227
Associate's Degree	9.9%	29,171
Bachelor's Degree	14.9%	44,156
Graduate Degree and Higher	8.3%	24,443

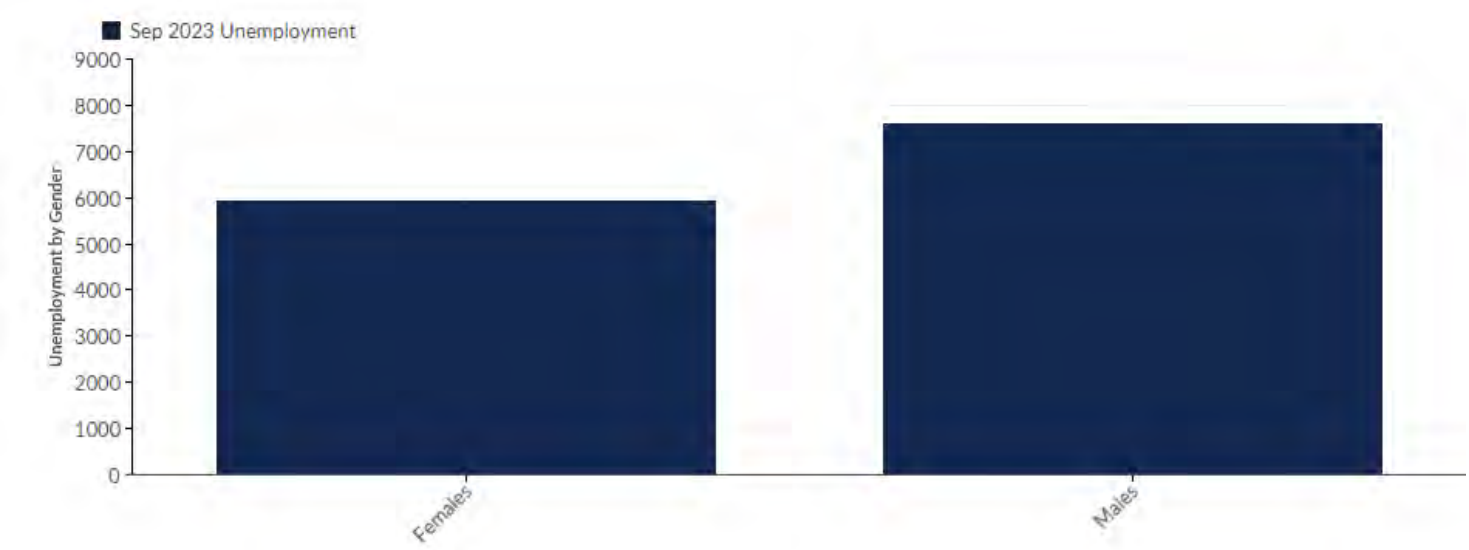
Unemployment by Demographics

Unemployment by Age



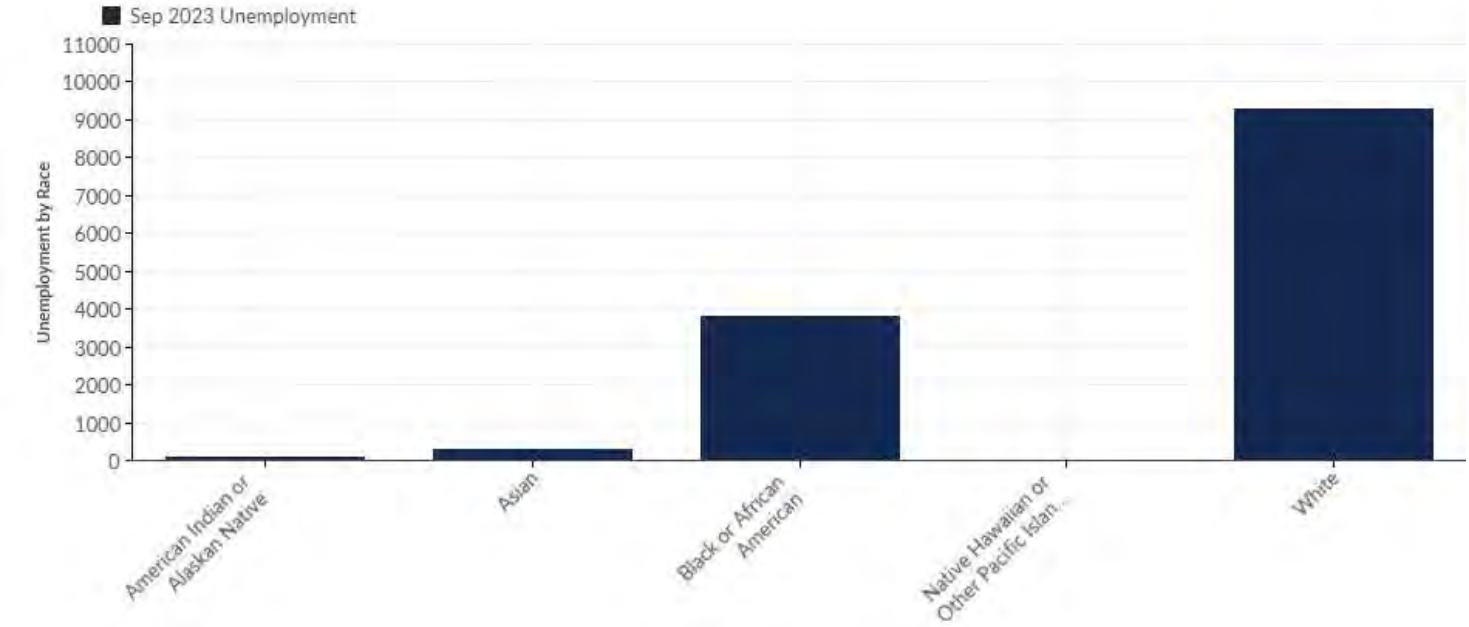
Age		Unemployment (Sep 2023)	% of Unemployed
< 22		219	1.62%
22-24		503	3.72%
25-34		3,153	23.35%
35-44		3,188	23.60%
45-54		2,904	21.50%
55-59		1,477	10.94%
60-64		1,241	9.19%
65+		821	6.08%
	Total	13,506	100.00%

Unemployment by Gender



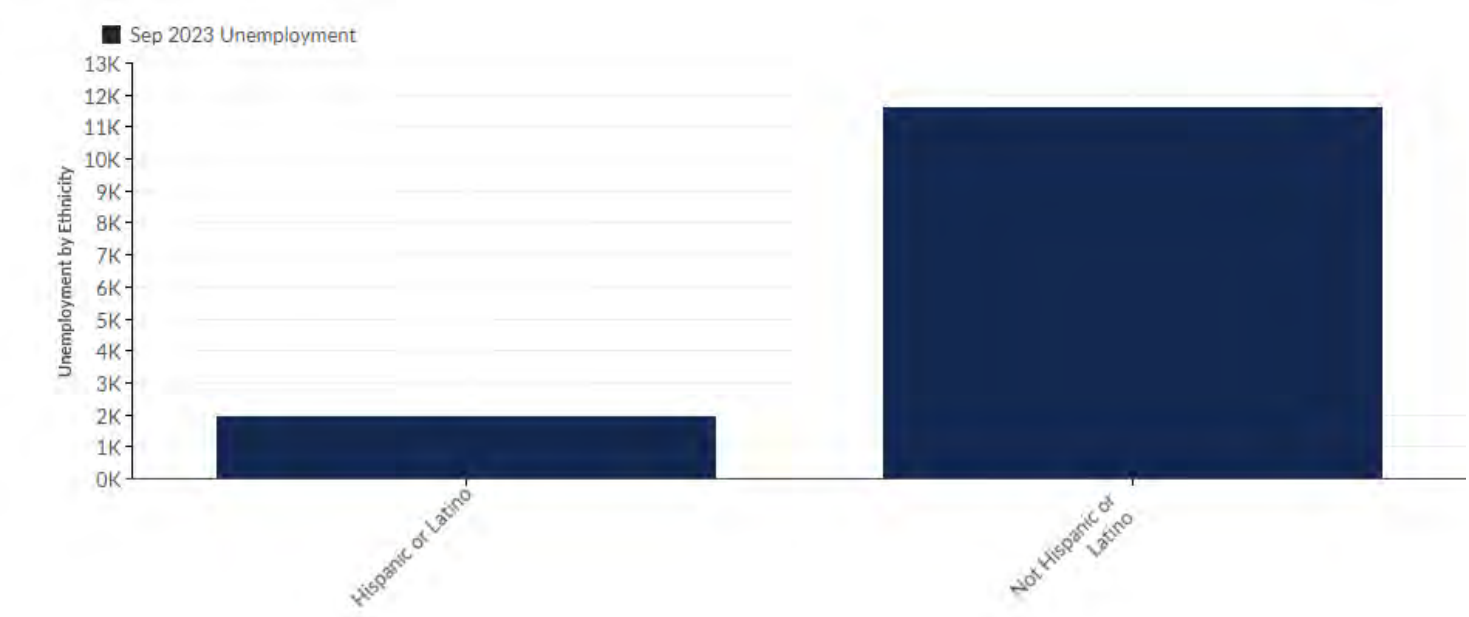
Gender		Unemployment (Sep 2023)	% of Unemployed
Females		5,915	43.80%
Males		7,591	56.20%
	Total	13,506	100.00%

Unemployment by Race



Race	Unemployment (Sep 2023)	% of Unemployed
American Indian or Alaskan Native	81	0.60%
Asian	304	2.25%
Black or African American	3,821	28.29%
Native Hawaiian or Other Pacific Islander	20	0.15%
White	9,279	68.70%
Total	13,506	100.00%

Unemployment by Ethnicity

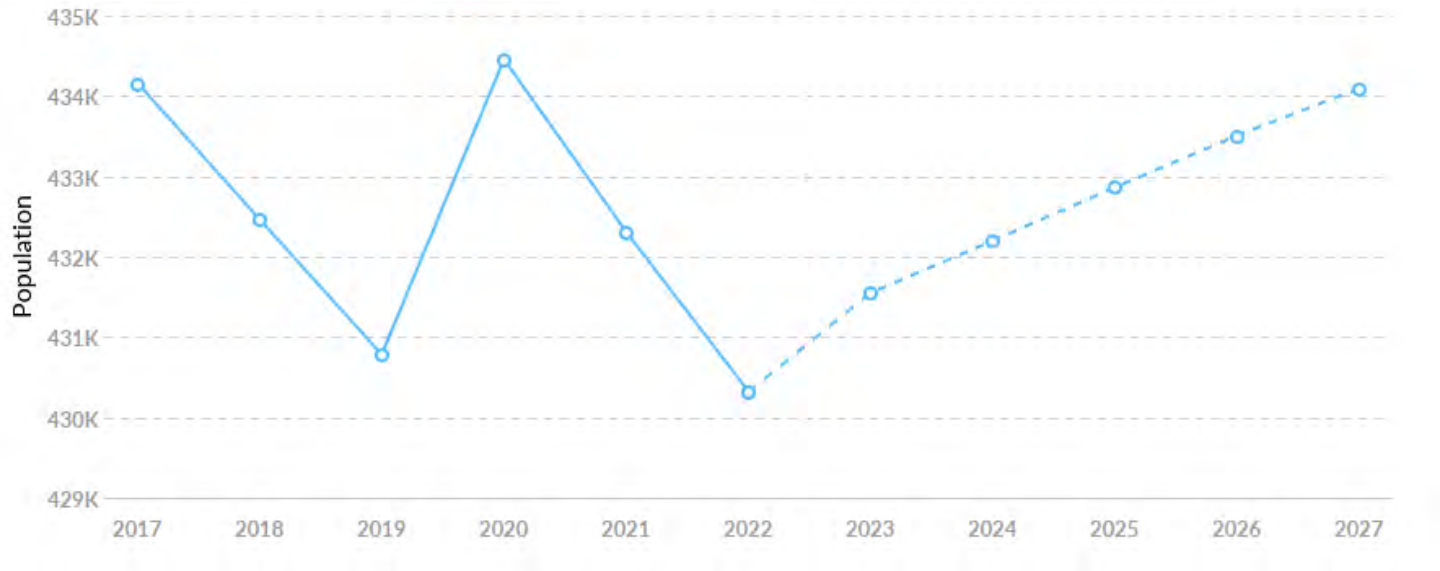


Ethnicity		Unemployment (Sep 2023)	% of Unemployed
Hispanic or Latino		1,913	14.16%
Not Hispanic or Latino		11,593	85.84%
	Total	13,506	100.00%

Historic & Projected Trends

Population Trends

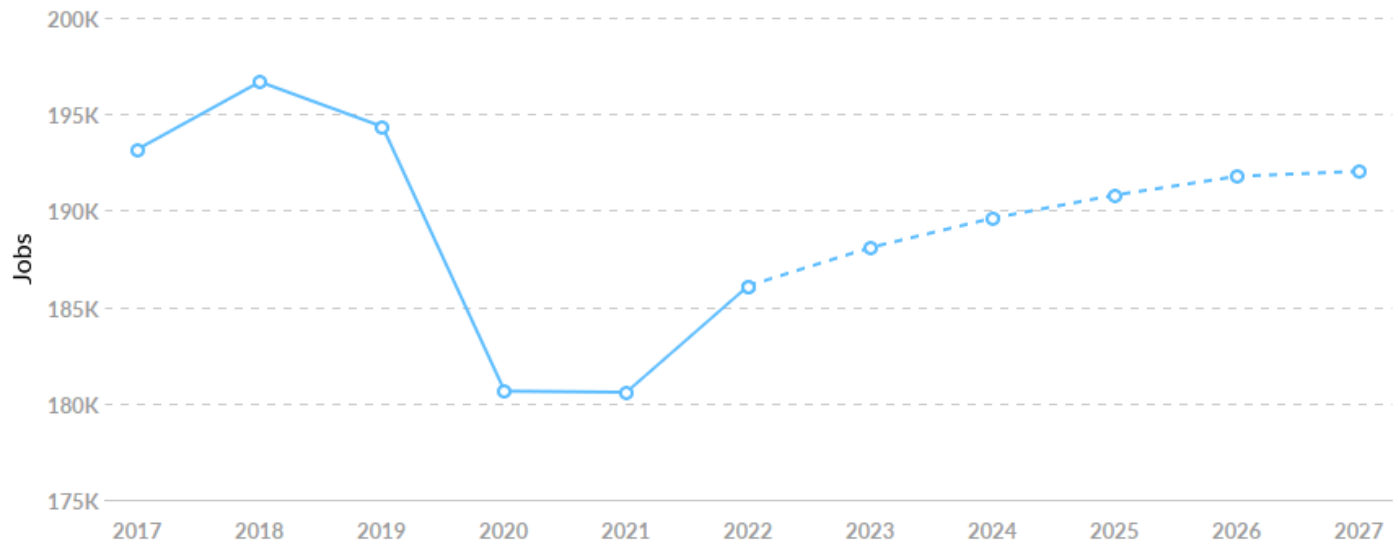
As of 2022 the region's population **declined by 0.9%** since 2017, falling by 3,838. Population is expected to **increase by 0.9%** between 2022 and 2027, adding 3,775.



Timeframe	Population
2017	434,158
2018	432,460
2019	430,777
2020	434,449
2021	432,303
2022	430,320
2023	431,550
2024	432,199
2025	432,863
2026	433,508
2027	434,095

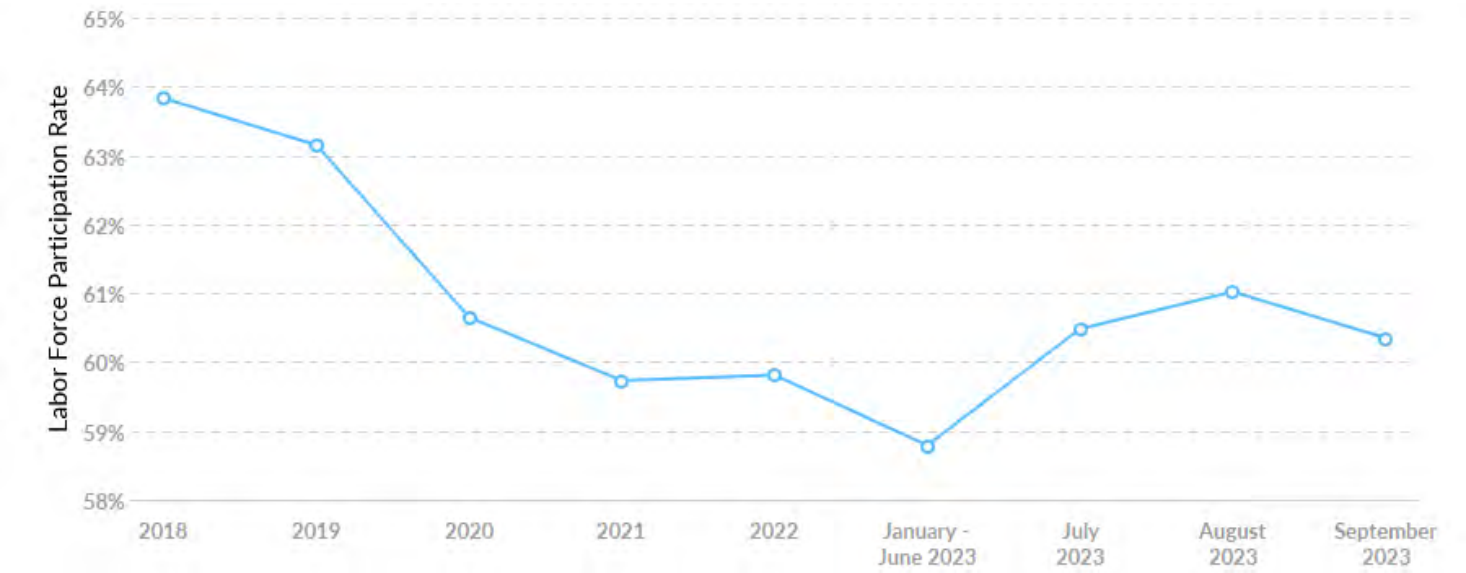
Job Trends

From 2017 to 2022, jobs **declined by 3.7%** in 4 Illinois Counties from 193,180 to **186,101**. This change **fell short of the national growth rate of 3.8% by 7.5%**.



Timeframe	Jobs
2017	193,180
2018	196,673
2019	194,354
2020	180,632
2021	180,573
2022	186,101
2023	188,083
2024	189,605
2025	190,799
2026	191,774
2027	192,033

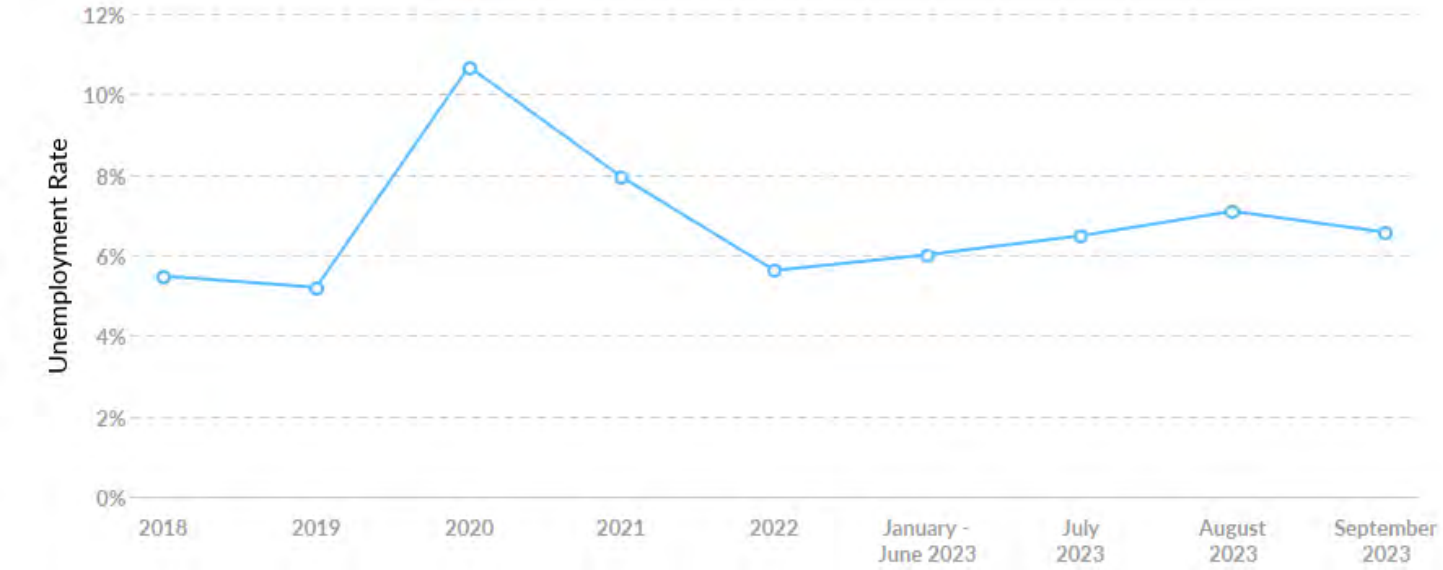
Labor Force Participation Rate Trends



Timeframe	Labor Force Participation Rate
2018	63.83%
2019	63.15%
2020	60.65%
2021	59.73%
2022	59.81%
January - June 2023	58.79%
July 2023	60.48%
August 2023	61.02%
September 2023	60.35%

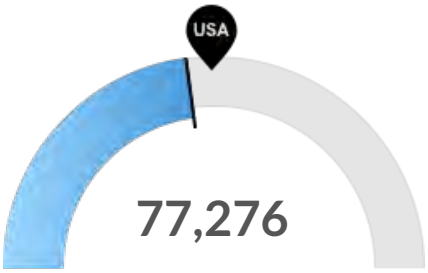
Unemployment Rate Trends

Your areas had a September 2023 unemployment rate of 6.57%, **increasing from 5.48%** 5 years before.



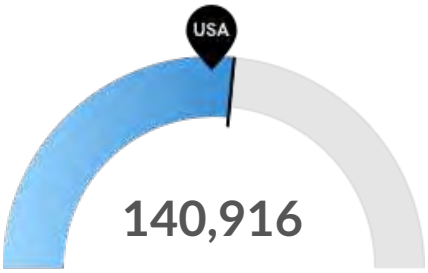
Timeframe	Unemployment Rate
2018	5.48%
2019	5.20%
2020	10.68%
2021	7.94%
2022	5.62%
January - June 2023	6.01%
July 2023	6.48%
August 2023	7.09%
September 2023	6.57%

Population Characteristics



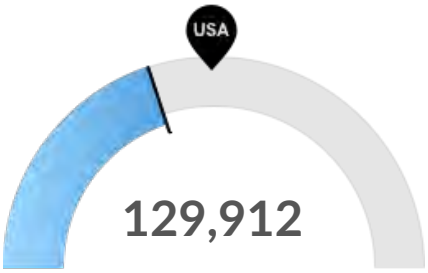
Millennials

Your area has 77,276 millennials (ages 25-39). The national average for an area this size is 87,499.



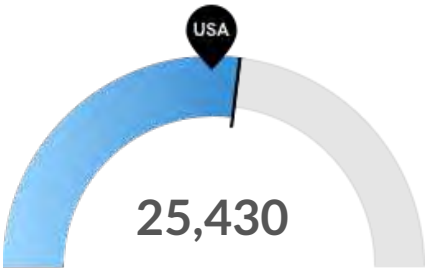
Retiring Soon

Retirement risk is about average in your area. The national average for an area this size is 128,959 people 55 or older, while there are 140,916 here.



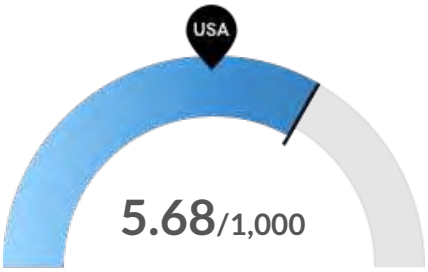
Racial Diversity

Racial diversity is low in your area. The national average for an area this size is 176,965 racially diverse people, while there are 129,912 here.



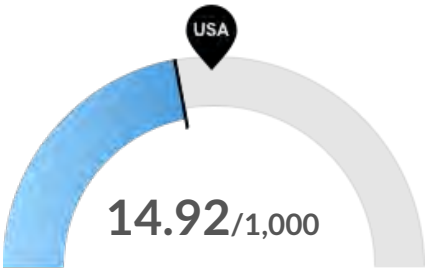
Veterans

Your area has 25,430 veterans. The national average for an area this size is 22,695.



Violent Crime

Your area has 5.68 violent crimes per 1,000 people. The national rate is 3.59 per 1,000 people.

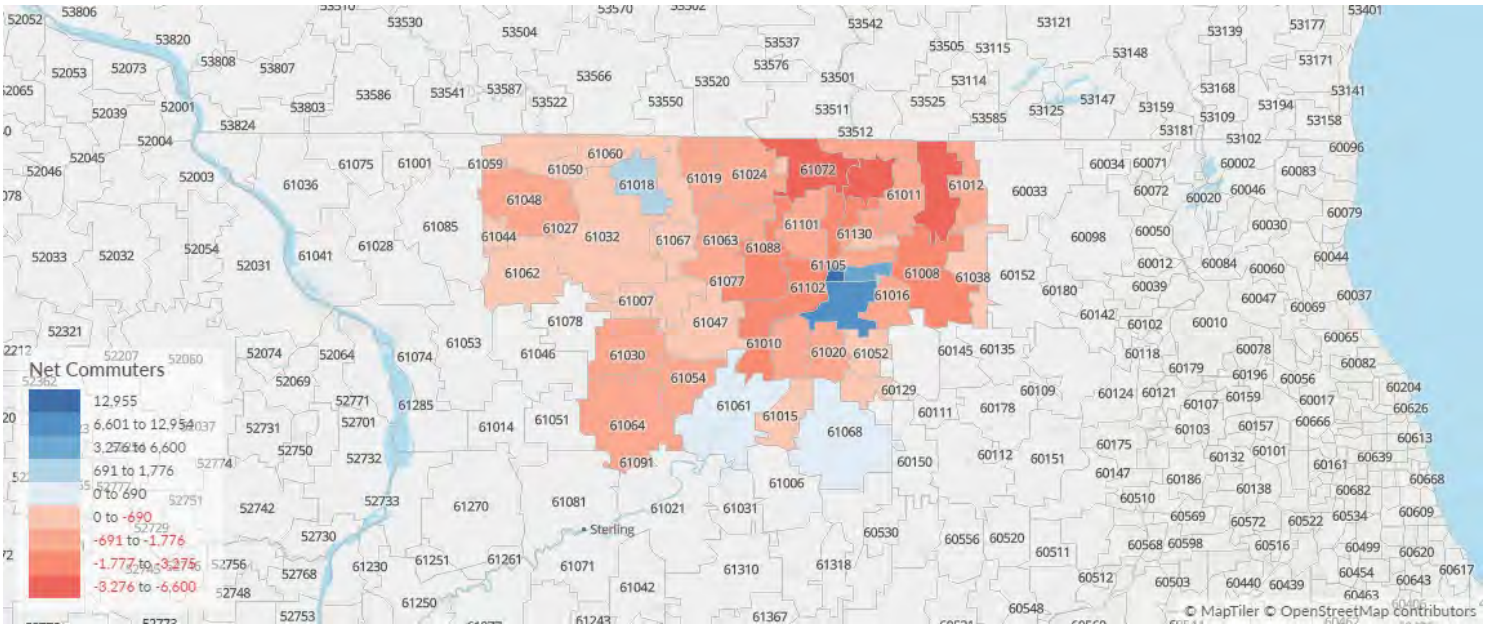


Property Crime

Your area has 14.92 property crimes per 1,000 people. The national rate is 17.8 per 1,000 people.

Place of Work vs Place of Residence

Understanding where talent in the region currently works compared to where talent lives can help you optimize site decisions. For example, the #1 ranked ZIP for employment ranks #13 for resident workers. The top ZIP for resident workers is 61008.



Where Talent Works

ZIP	Name	2022 Employment
61104	Rockford, IL (in Winneb...	19,660
61109	Rockford, IL (in Winneb...	18,735
61108	Rockford, IL (in Winneb...	17,027
61032	Freeport, IL (in Stephen...	13,493
61107	Rockford, IL (in Winneb...	12,763

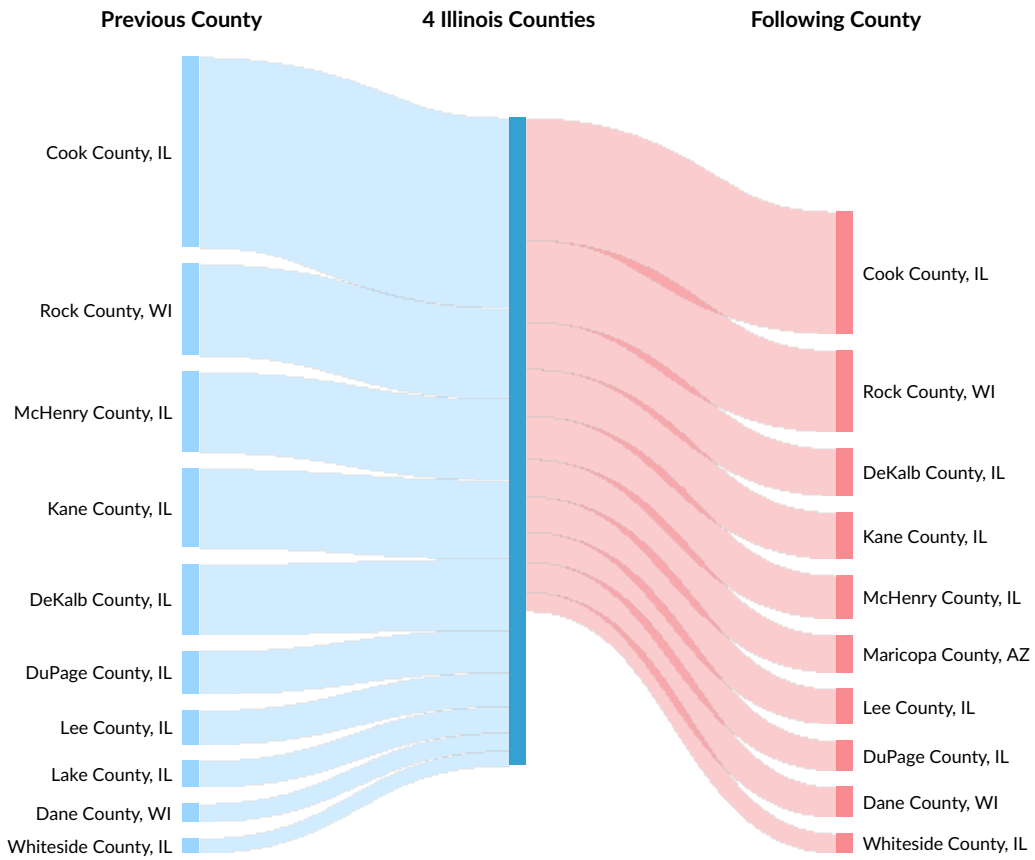
Where Talent Lives

ZIP	Name	2022 Workers
61008	Belvidere, IL (in Boone c...	14,244
61032	Freeport, IL (in Stephen...	13,941
61107	Rockford, IL (in Winneb...	13,931
61108	Rockford, IL (in Winneb...	12,465
61111	Loves Park, IL (in Winne...	12,223

Inbound and Outbound Migration

The table below analyzes past and current residents of 4 Illinois Counties. The left column shows residents of other counties migrating to 4 Illinois Counties. The right column shows residents migrating from 4 Illinois Counties to other counties.

As of 2020, 1,640 people have migrated from Cook County, IL to 4 Illinois Counties. In the same year, 1,053 people left 4 Illinois Counties migrating to Cook County, IL. The total Net Migration for 4 Illinois Counties in 2020 was -1,709.



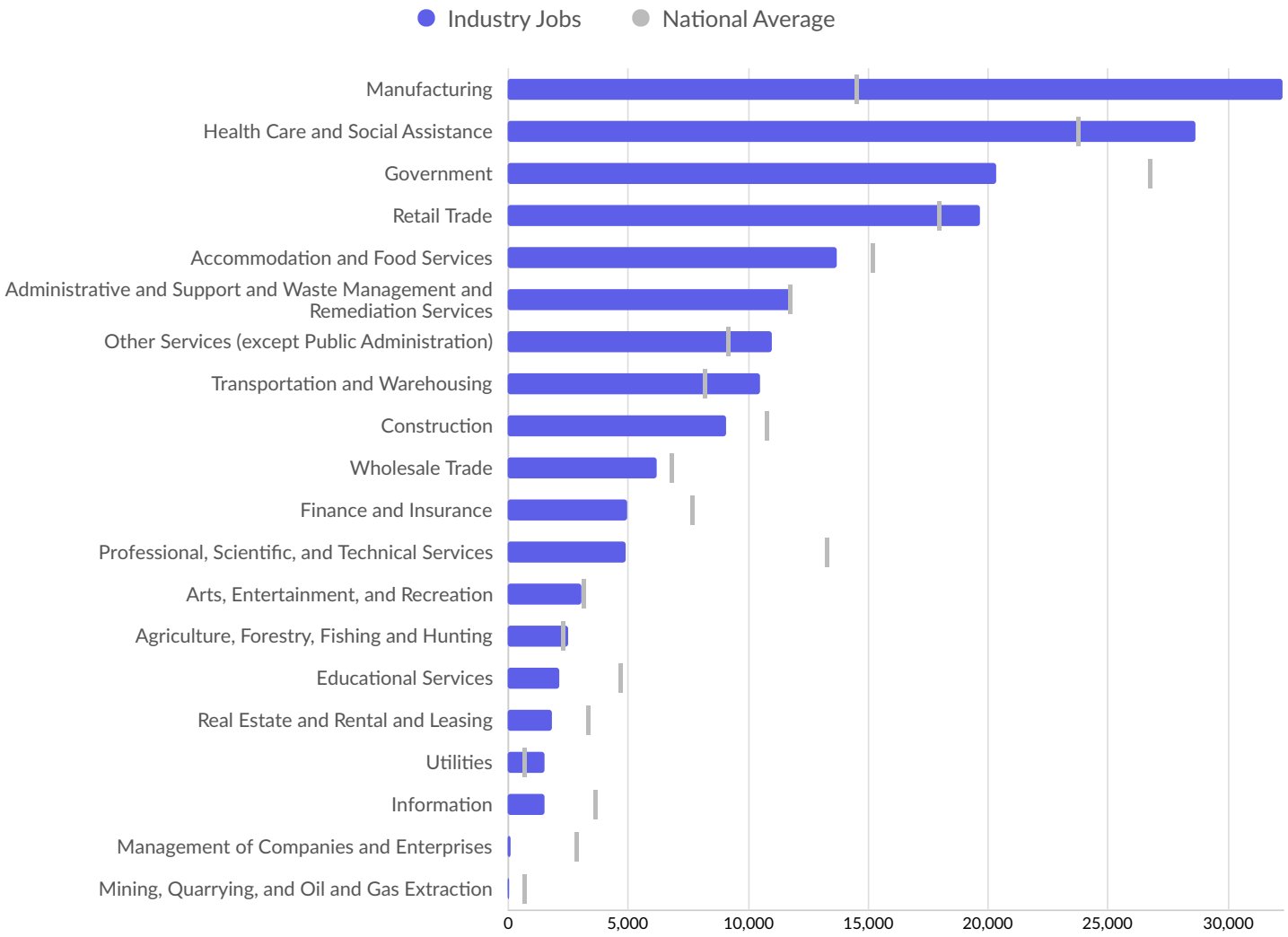
Top Previous Counties	Migrations
Cook County, IL	1,640
Rock County, WI	788
McHenry County, IL	694
Kane County, IL	680
DeKalb County, IL	608
DuPage County, IL	369

Top Previous Counties	Migrations
Lee County, IL	293
Lake County, IL	227
Dane County, WI	156
Whiteside County, IL	128
Will County, IL	127
Maricopa County, AZ	119
Carroll County, IL	103
Green County, WI	95
Milwaukee County, WI	89

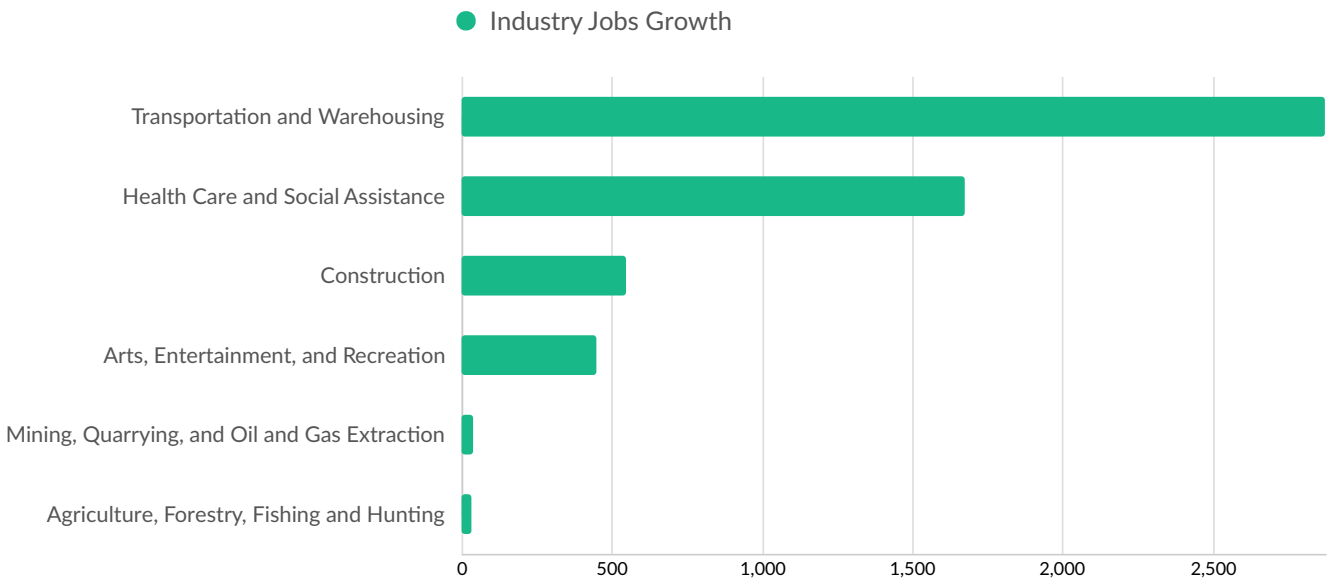
Top Following Counties	Migrations
Cook County, IL	1,053
Rock County, WI	705
DeKalb County, IL	407
Kane County, IL	403
McHenry County, IL	373
Maricopa County, AZ	322
Lee County, IL	303
DuPage County, IL	259
Dane County, WI	259
Whiteside County, IL	167
Milwaukee County, WI	161
Lucas County, OH	157
Lee County, FL	125
Lake County, IL	117
Will County, IL	116

Industry Characteristics

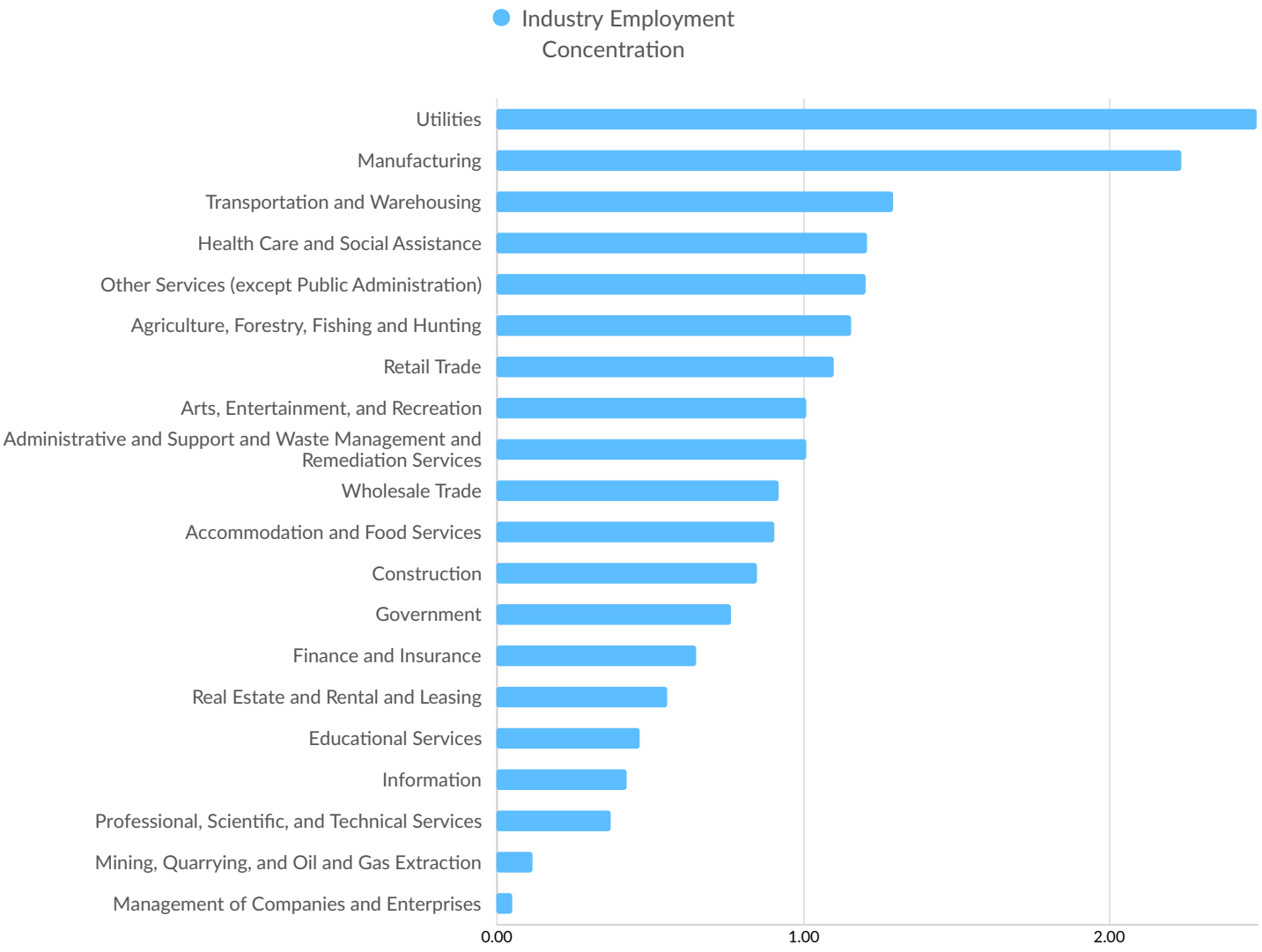
Largest Industries



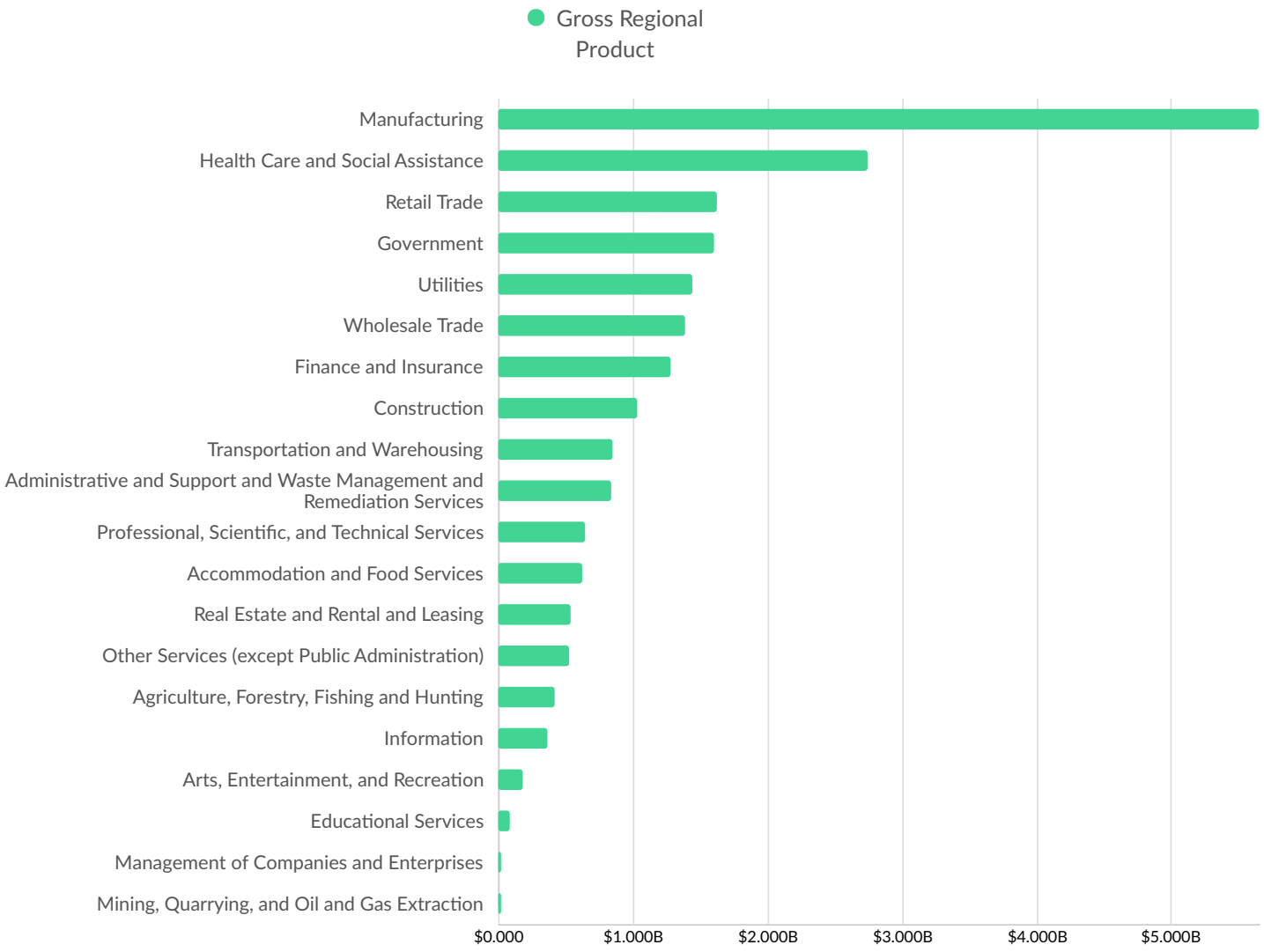
Top Growing Industries



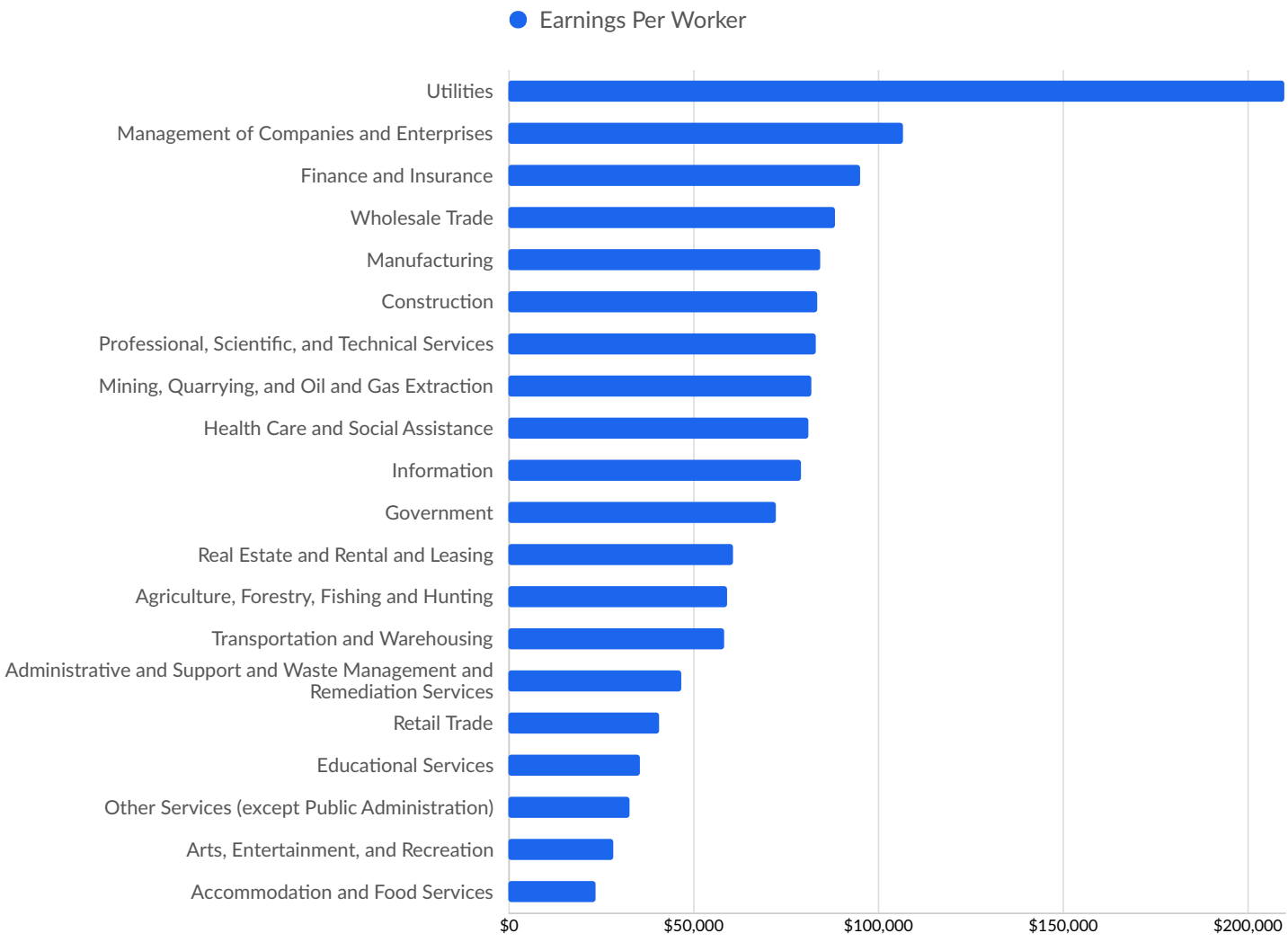
Top Industry Employment Concentration



Top Industry GRP



Top Industry Earnings



Business Characteristics

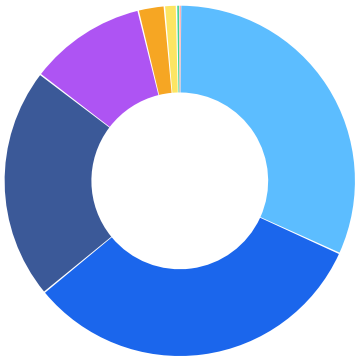
29,457 Companies Employ Your Workers

Online profiles for your workers mention 29,457 companies as employers, with the top 10 appearing below. In the last 12 months, 4,449 companies in your area posted job postings, with the top 10 appearing below.

Top Companies	Profiles
Raytheon Technologies	1,406
Rps 205	1,038
Woodward	1,002
SwedishAmerican Health System	983
Rockford Public Schools	864
Stellantis	853
Pci Pharma Services	768
Rock Valley College	716
OSF Healthcare System	686
Walmart	657

Top Companies Posting	Unique Postings
Rosecrance	2,127
Mercy Health	829
Aerotek	769
OSF Healthcare System	634
Rockford Public Schools	628
Stoughton Trailers	580
Raytheon Technologies	411
Staff On Site	384
Walmart	383
Securitas	294

Business Size

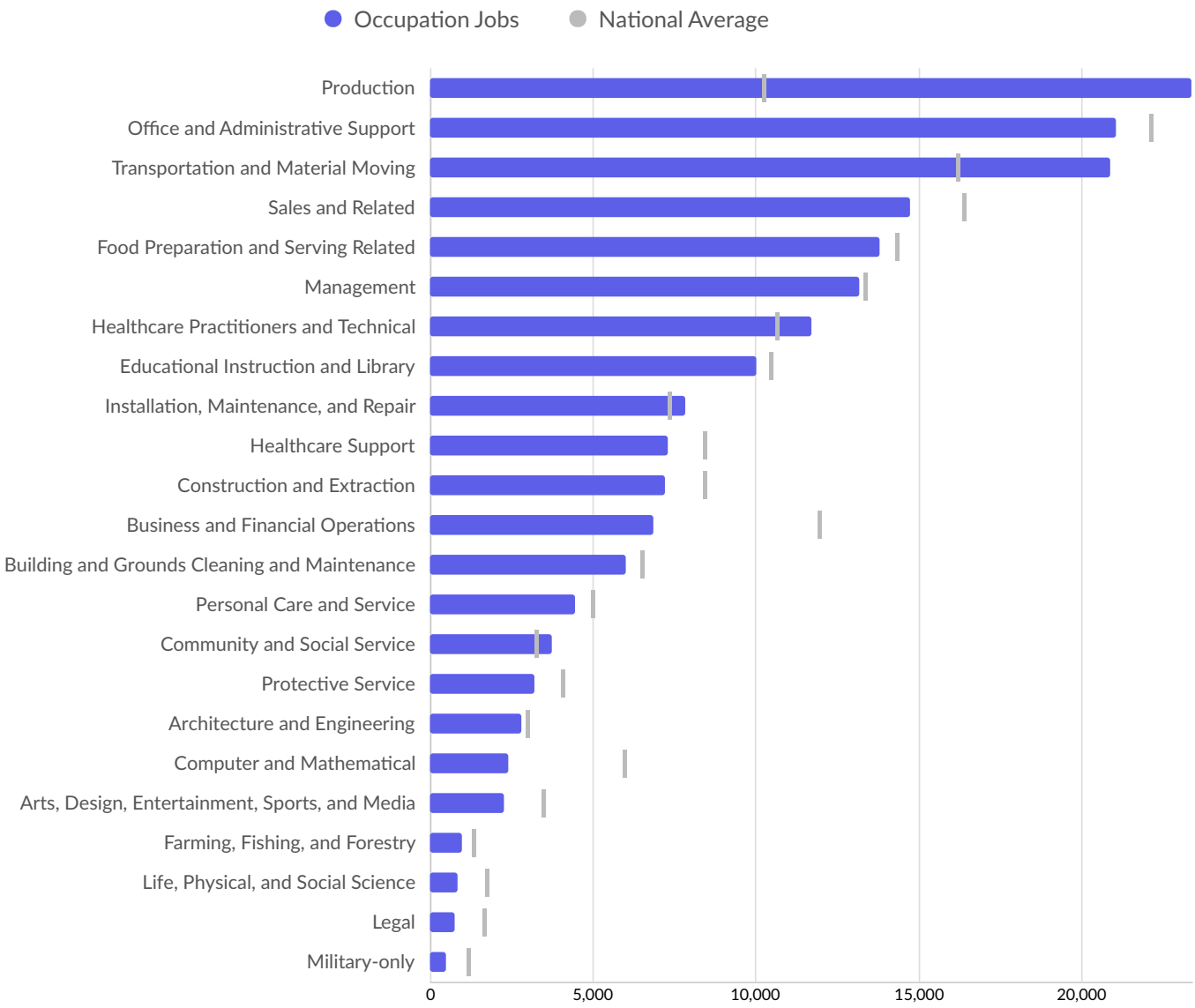


	Percentage	Business Count
1 to 4 employees	31.7%	4,836
5 to 9 employees	32.3%	4,918
10 to 19 employees	21.3%	3,253
20 to 49 employees	10.8%	1,647
50 to 99 employees	2.4%	368
100 to 249 employees	1.1%	169
250 to 499 employees	0.3%	44
500+ employees	0.1%	12

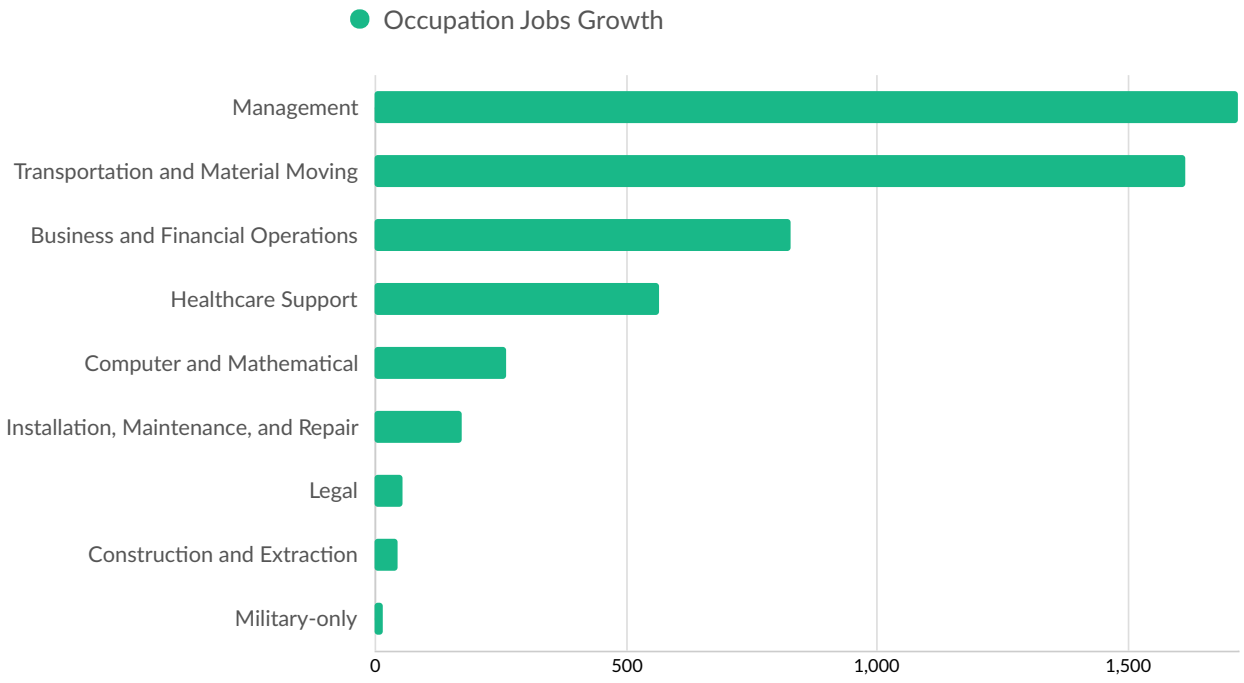
**Business Data by DatabaseUSA.com is third-party data provided by Lightcast to its customers as a convenience, and Lightcast does not endorse or warrant its accuracy or consistency with other published Lightcast data. In most cases, the Business Count will not match total companies with profiles on the summary tab.*

Workforce Characteristics

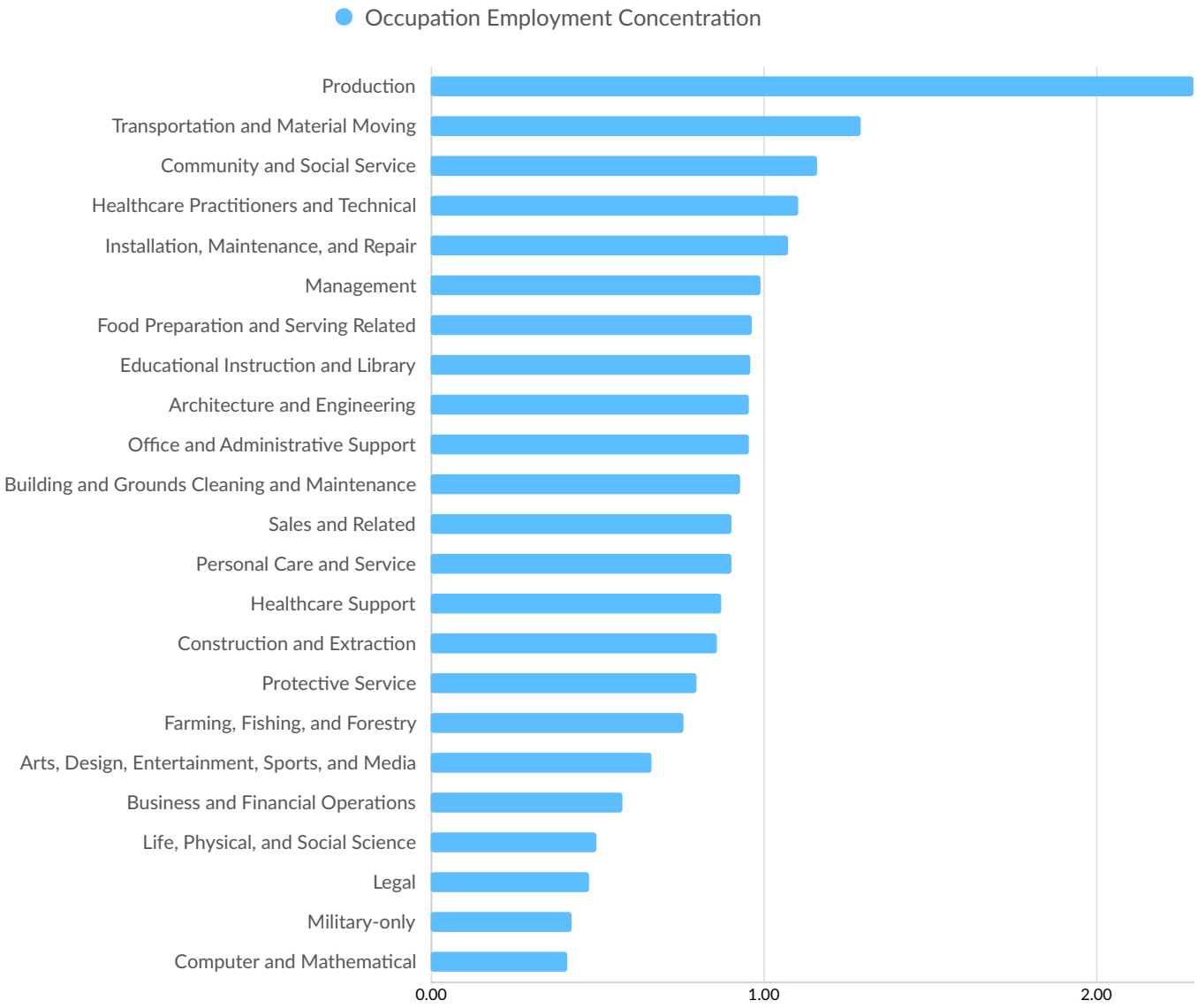
Largest Occupations



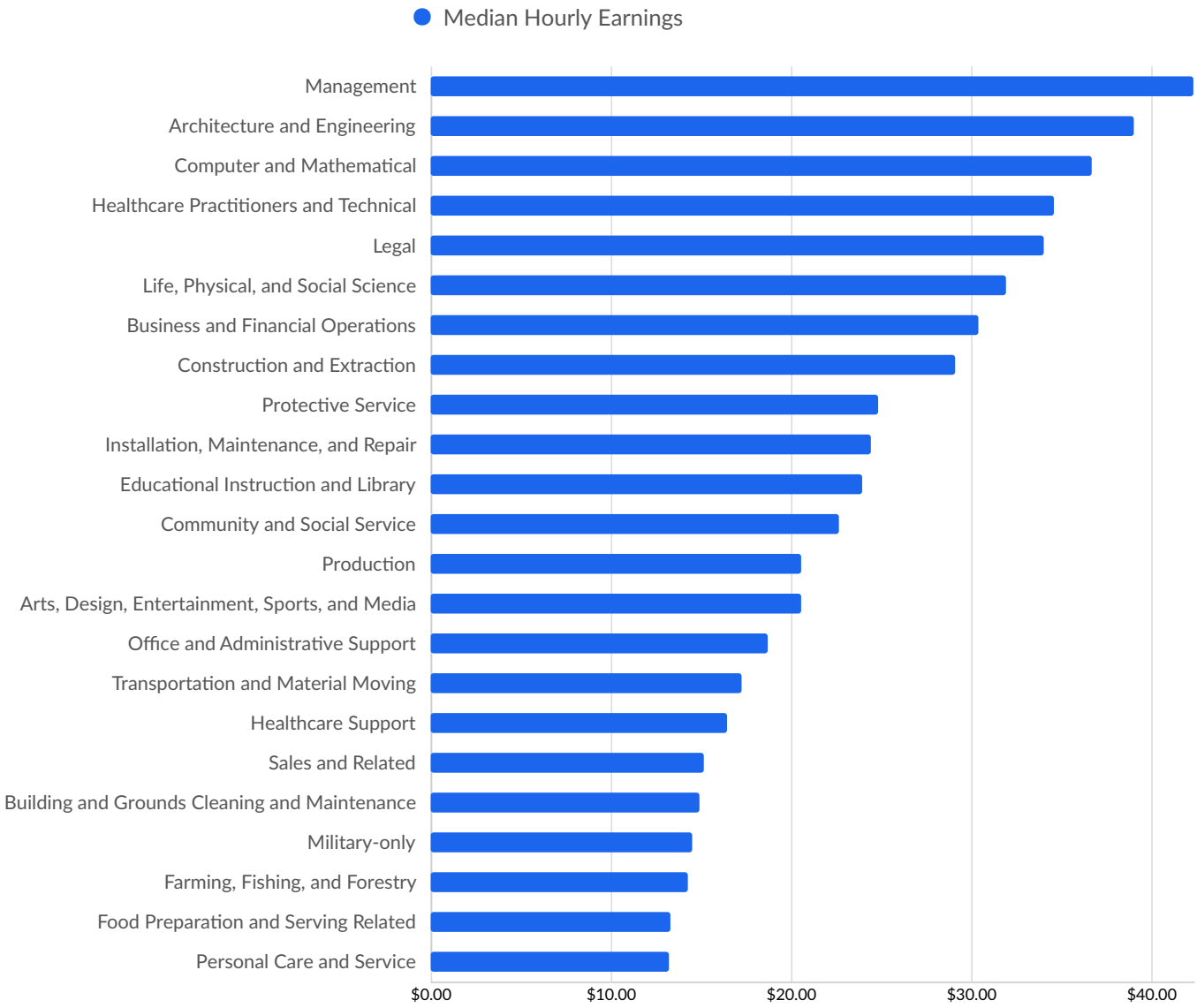
Top Growing Occupations



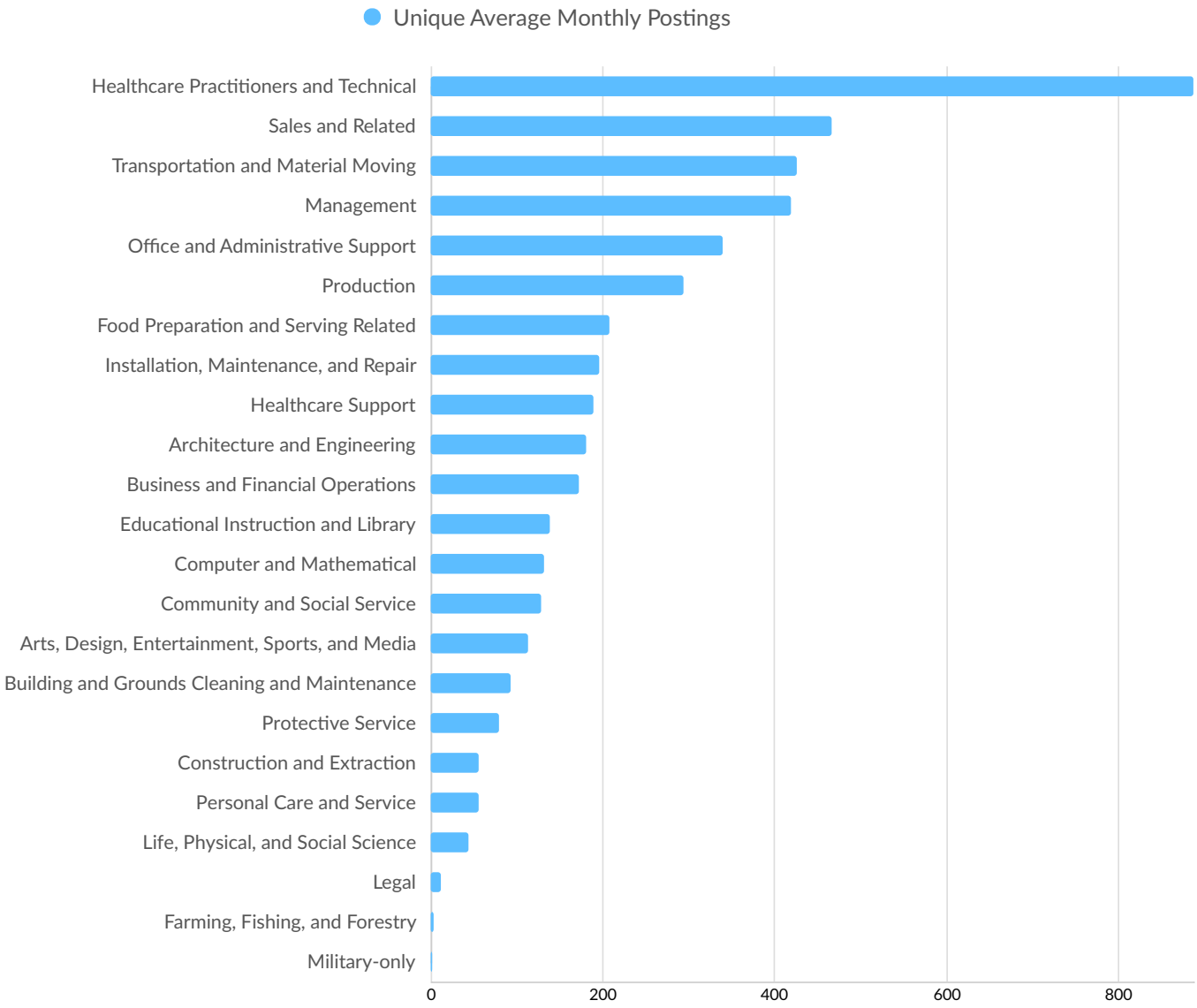
Top Occupation Employment Concentration



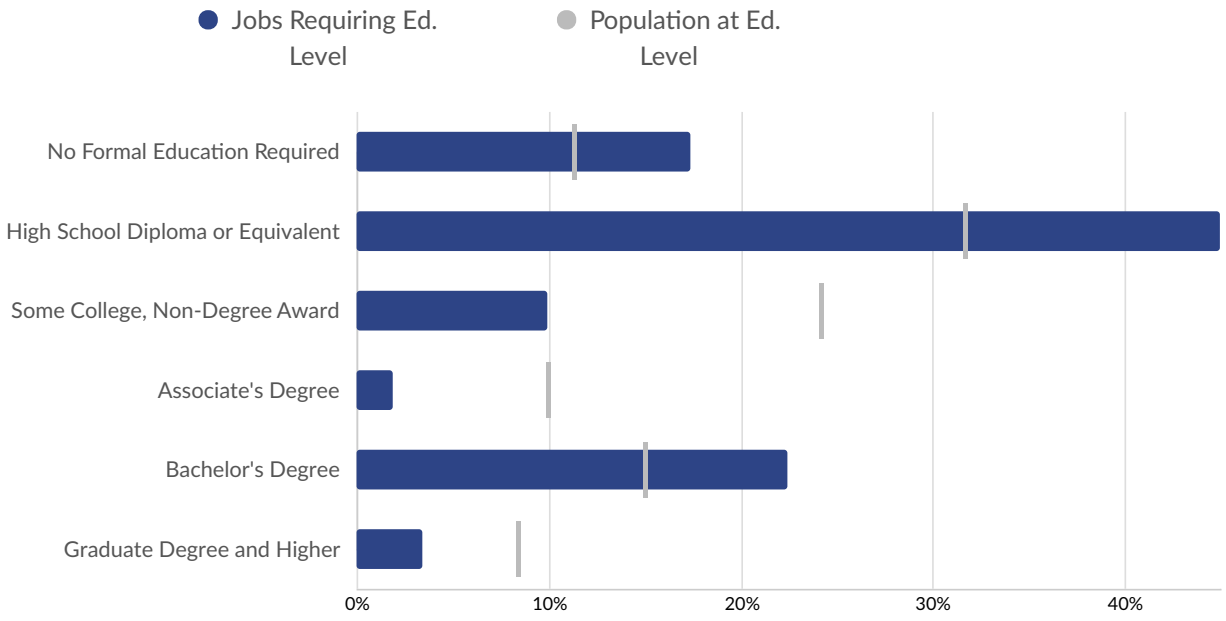
Top Occupation Earnings



Top Posted Occupations

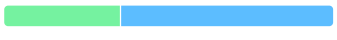
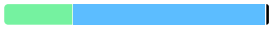


Underemployment



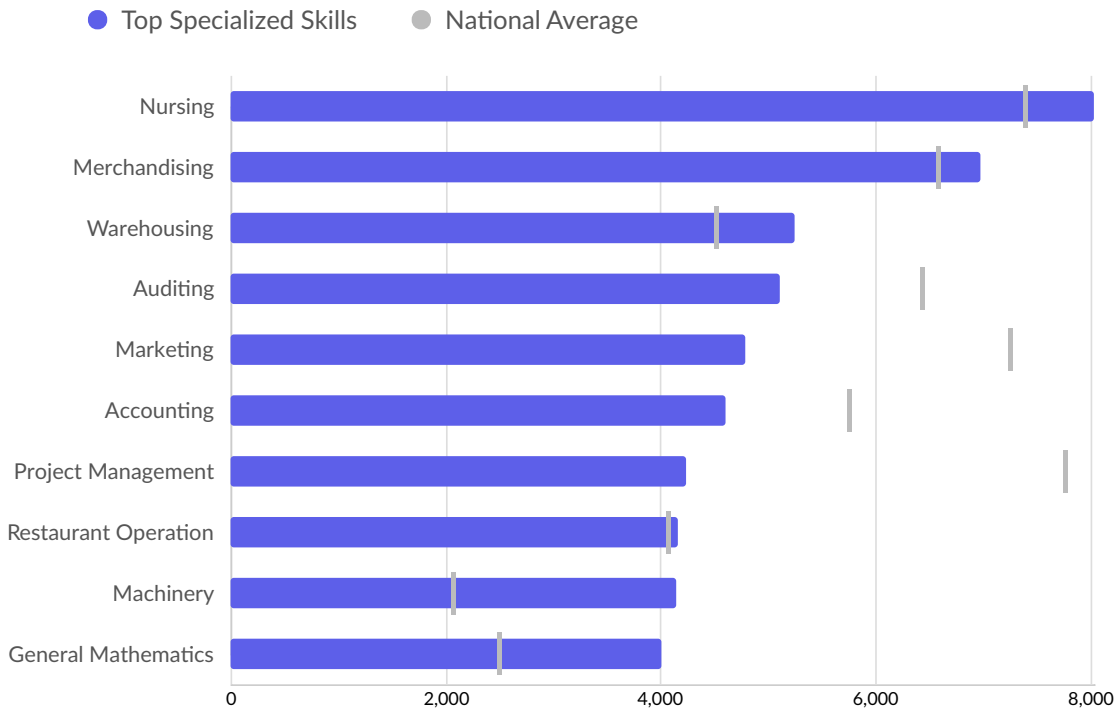
Educational Pipeline

In 2022, there were 4,563 graduates in 4 Illinois Counties. This pipeline has grown by 13% over the last 5 years. The highest share of these graduates come from "Liberal Arts and Sciences/Liberal Studies" (Associate's), "Registered Nursing/Registered Nurse" (Associate's), and "Nursing Assistant/Aide and Patient Care Assistant/Aide" (Certificate).

School	Total Graduates (2022)		Graduate Trend (2018 - 2022)
Rock Valley College	1,630		
Rasmussen University-Illinois	1,312		
Highland Community College	602		
Stautzenberger College-Rockford Career College	435		
Rockford University	357		
Tricoci University of Beauty Culture-Rockford	117		
Saint Anthony College of Nursing	76		
Educators of Beauty College of Cosmetology-Rockford	34		
Madison Media Institute-Rockford Career College (not current)	0		

Certificate Associate's Bachelor's Master's or Higher

In-Demand Skills



Talent Pipeline Management (TPM) Framework Overview

Talent Pipeline Management® (TPM) is an employer-led, demand-driven framework developed by the U.S. Chamber of Commerce Foundation to help employers collaboratively identify, plan for, and address critical workforce needs. TPM applies principles of supply chain management to talent development, positioning employers as end-customers of talent pipelines and education and workforce partners as providers.

TPM as an End-to-End Talent Solution

TPM provides a structured, end-to-end approach that enables employers to organize, communicate, and manage their talent needs more effectively. The framework emphasizes shared accountability, data-driven decision-making, and continuous improvement across education and workforce partnerships.

TPM Core Principles

- Employers drive value creation as end-customers of talent pipelines.
- Employers organize and manage talent pipelines in collaboration with preferred partners.
- Employer-defined measures and incentives drive performance and continuous improvement.

TPM Framework: Strategy Overview

TPM Component	Purpose
Orientation	Determine readiness and introduce TPM concepts
Strategy 1	Organize for employer leadership and collaboration
Strategy 2	Project critical job demand
Strategy 3	Align and communicate job requirements
Strategy 4	Analyze talent supply
Strategy 5	Build talent supply chains
Strategy 6	Continuous improvement and resiliency planning

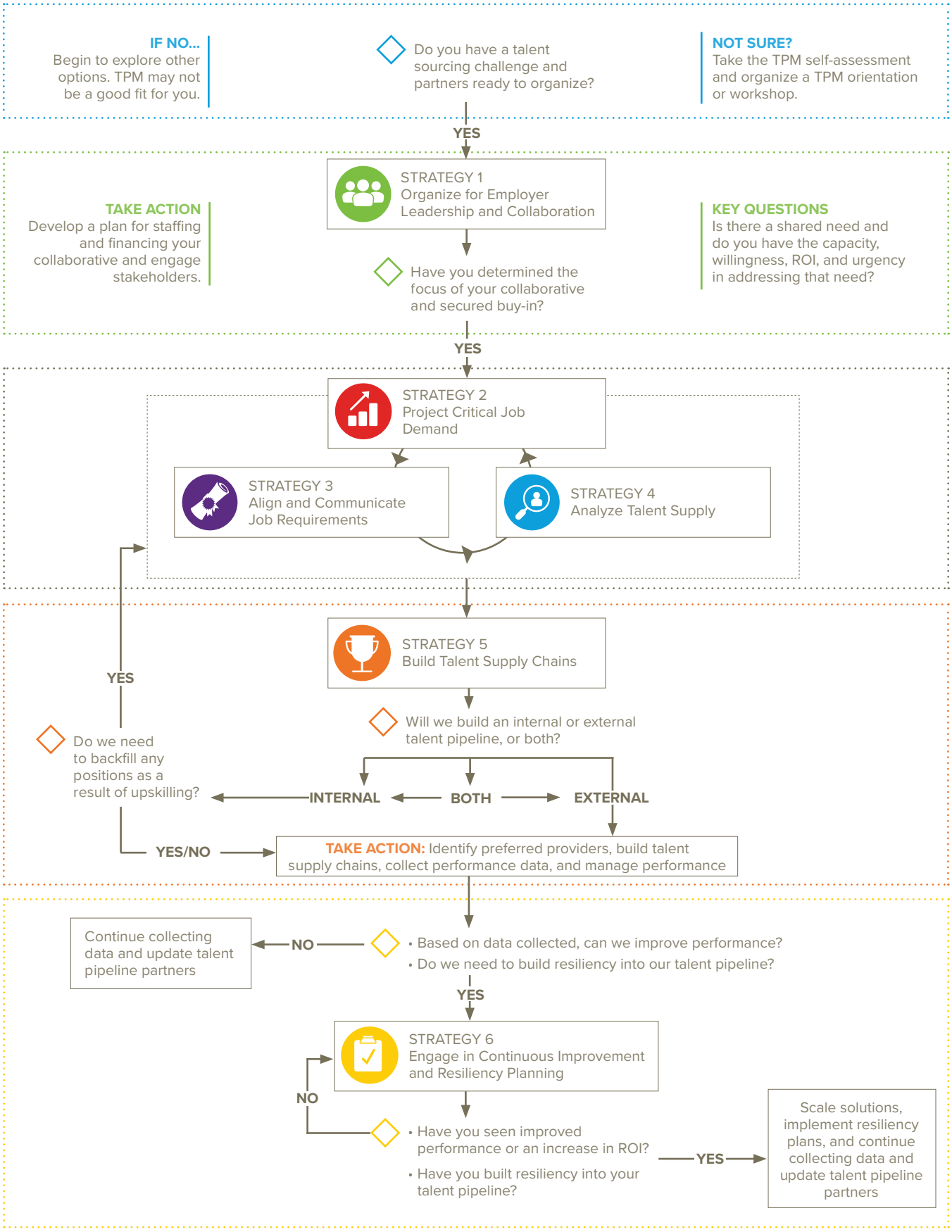
This appendix provides a high-level overview of the TPM framework. Detailed implementation guidance, tools, and activities are outlined in the full TPM Academy Curriculum.

See Figure 1 for a closer look at the order in which you pursue each of the strategies. Take notice of the recommendation to execute Strategies 2, 3, and 4 together so your collaborative is producing all the information necessary to make decisions (as part of Strategy 5) about which talent pipeline solution is a best fit for them.

Figure 1: TPM Basic Flow Chart

See Figure 2: TPM Advanced Flow Chart for a comprehensive view of the order in which you pursue each strategy and the key decision points you are asked to make as you progress through the framework. This flow chart also shows when you need to go back to collect more data based on the decisions your collaborative is making. For example, if your collaborative chooses to pursue an internal talent pipeline solution, then you may need to revisit Strategies 2, 3, and 4 to backfill those positions you are upskilling.

Figure 2: TPM Advanced Flow Chart



TPM Action Plan

INPUTS

- Employer leadership and participation
- TPM framework
- TPM web tools
- State and local stakeholders and resources

ACTIVITIES

1. Organize for employer leadership and collaboration
2. Project critical job demand
3. Align and communicate job requirements
4. Analyze talent supply
5. Build talent supply chains
6. Engage in continuous improvement and resiliency planning

OUTPUTS

- Launch of new or improvement of existing employer collaboratives
- Number and performance of internal and/or external talent pipelines
- New data on workforce projections; in-demand competencies and credentials; and analysis of existing or potential talent flows

EMPLOYER OUTCOMES & ROI

- Reduced number of unfilled job openings and increased number of qualified job candidates
- Reduced onboarding and upgrading costs
- Improved career advancement and increased retention
- Increased employee diversity and opportunity to achieve DEI goals

SHARED VALUE CREATION

- Improved career guidance and job placement
- Improved career advancement and employment stability
- Increased job placement rate for education and training partners
- Improved graduate earnings and loan repayment rates

The TPM Action Plan can be used to help TPM practitioners track activities and progress. There is an action plan associated with each of the six strategies, which can be found after each strategy's learning objectives. Those participating in the TPM Academy can use the TPM web tool to store their data and share their progress via their online Action Plan.

Key TPM Terms and Definitions

In this section you will find a list of key terms and definitions frequently used in TPM. Because TPM is a paradigm shift in how we understand employer leadership in education and workforce partnerships, we use language in new and creative ways to describe how TPM is different. This initial list of terms will enhance your understanding of the TPM process and movement. The Appendix includes a longer and more complete glossary of TPM terms.

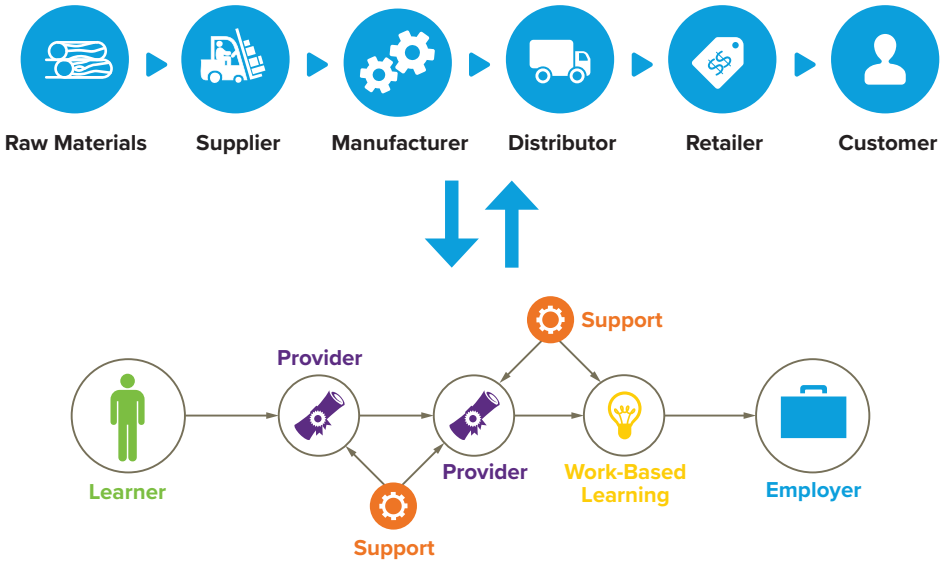
For those who are newer to workforce development, reading through the Chamber Foundation's *Managing the Talent Pipeline* white paper and *Building the Talent Pipeline* implementation guide is a helpful first step in familiarizing yourself with TPM and a talent supply chain approach. As you progress through the TPM Academy curriculum, you will dig deeper into the concepts and terms presented in those resources. For more seasoned workforce professionals, a review of TPM's principal concepts and terms can be useful in distinguishing it from other workforce development approaches.

Talent Pipeline Management (TPM)
An end-to-end talent management approach that is implemented by employers to source and develop talent for jobs critical to their competitiveness and growth. TPM is built on three principles and a six-strategy process (see Table 1: TPM Academy Curriculum) for building high-performing education and workforce partnerships that perform well in a cost-benefit analysis and deliver a measurable return on investment for employers and learners:

- **Employers Drive Value Creation:** Employers play a new leadership role as end-customers in closing the skills gap for jobs most critical to their competitiveness.
- **Employers Organize and Manage Pipelines:** Employers organize and manage flexible and responsive talent pipelines in partnership with other employers and their preferred providers.
- **Employer Measures and Incentives Drive Performance:** Employers work collaboratively with one another to develop measures and incentives designed to reinforce and improve performance across all partners.

TPM as a Supply Chain Solution
TPM draws on the insights, strategies, and tools of supply chain management. Talent pipelines can best be seen as talent supply chains in which employers, working through employer collaboratives, play the role of end-customers in a series of customer-supplier relationships with preferred providers (see Figure 3: TPM as a Supply Chain Approach).

Figure 3: TPM as a Supply Chain Approach



Comprehensive End-to-End Talent Pipelines

TPM promotes a comprehensive approach to building talent pipelines based on a value stream map. The value stream map (Figure 4) includes the internal side of the talent pipeline—the upskilling of current employees—as well as the external side of the pipeline—involving new hires. Internal and external pipelines should be coordinated so that no matter where you start your TPM process you have an end-to-end approach for new hires and upskilled workers.

Figure 4: Value Stream Map

Why Are They Different?

There are distinctions and benefits of employer collaboratives compared with other public-private partnerships. See Table 1.1: Comparing Public-Private Partnerships with Employer Collaboratives, for a side-by-side comparison of how employers engage differently in a TPM employer collaborative.

Table 1.1: Comparing Public-Private Partnerships with Employer Collaboratives

Feature	Public-Private Partnerships	Employer Collaboratives	Benefits of Employer Collaboratives
Employer Objectives	• Corporate social responsibility • Corporate citizenship • Address talent needs	• Address talent needs	• Collaboratives provide more meaningful employer engagement and focus on solving member talent needs.
Members	• Businesses • Business and industry associations • Labor unions • Education • Government • Nonprofit organizations	• Businesses • Business and industry associations	• Employer members can speak more openly about their needs and which providers can best address their needs.
Governance	• Multi-stakeholder board with business representation, but playing a largely advisory role	• Business member board or committee making all strategic decisions	• Employers control key decision making within the collaborative.
Functions	• Strategic planning • Labor market research • Advocacy • Develop and manage public-private initiatives	• Determine critical shared workforce needs • Jointly communicate hiring needs and requirements • Broker workforce solutions with providers • Collaborate on upskilling opportunities • Measure performance and give incentives to providers	• Employers focus only on those “value-adding” activities that directly address their talent needs and solve their talent shortages.
Finance	• Government grants • Foundation grants • Business donations • Shared and leveraged public funding	• Business member dues • Business donations • Seed funding from government, foundations, and business associations	• Employer members have “skin in the game” and will focus on those activities that provide a return on investment.
Management Support	• Government agency • Neutral third-party intermediary	• Business-led organizations chosen by collaborative members	• Staff works for and is directly responsive to employer members.

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City of Rockford Equitable Recovery Assessment

NATIONAL RESOURCE NETWORK

DECEMBER 2021

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I. Executive Summary

In May 2021, the City of Rockford, Illinois responded to a request for applicants by the National Resource Network (Network) to participate in a pilot program to assess equitable recovery following the economic downturn triggered by the COVID-19 pandemic. Following a review of the City's application and a subsequent intake call with City staff, Rockford was selected to participate in an equitable recovery assessment. The assessment process took place between June and August 2021 and included 60 interviews with stakeholders representing the City of Rockford, Rockford Public Schools, local community and economic development organizations, local foundations, and residents. Through these interviews, the Network was able to learn about immediate responses to the COVID-19 public health and economic crises, as well as key priority initiatives aimed at improving the quality of life in Rockford.

Since 2017, the City of Rockford has partnered with the National Resource Network to address critical fiscal concerns and to identify strategies to address long-standing community challenges. In 2018, the Network worked with the City to complete a seven-year multi-year financial plan to guide investment in fiscal solvency. The plan included recommendations to conduct a neighborhood revitalization strategy to help the City invest strategically in its neighborhoods and to improve the overall quality of life for residents. In 2019, the Network completed a neighborhood revitalization strategy and neighborhood typology that included targeted analysis to prioritize improvements, strengthen community partnerships and mitigate blight encroachment. Highlighted accomplishments include:

- **Northern Illinois Community Development Corporation (NICDC) Housing Initiative:** the City is participating as an equity partner to purchase and improve foreclosed homes in Rockford, with the intent to improve homes in reasonable stable neighborhoods where a renovated home will generate a profit and contribute to a strong neighborhood.
- **Northern Illinois Land Bank:** the City is one of multiple local governments that are part of the Land Bank, which provides both traditional land banking services and acts as the Winnebago County Trustee. In Rockford, the Trustee has sold 387 parcels for $1.2 million in total sales, while the Land Bank has sold four parcels for a total of nearly $91,000.
- **Community Development Financial Institution (CDFI) Exploration:** the City is exploring opportunities to develop and launch a local CDFI to provide additional investment opportunities in housing and local economic development.
- **Rockford Family Peace Center:** a City-funded effort led by the Mayor's Office, the Family Peace Center is a multi-agency initiative to address domestic violence in Rockford, through emergency services for domestic violence victims, counseling, food and housing services. A pioneering city-funded initiative, the City is expanding the initiative to include juvenile crime prevention and intervention.

Despite funding and staffing constraints, and legacy challenges related to economic decline over past decades, the City of Rockford has made considerable progress in implementing needed programs and partnerships to address critical community concerns. But change takes time, and the economic impacts of the global COVID-19 pandemic threaten to undermine recent positive advances toward its recovery. Already working to avoid further deficits, the City experienced substantial revenue losses during the pandemic. Looking ahead, the City will need to balance stabilizing core municipal services with very real community needs to ensure that it emerges from the pandemic stable and primed for recovery.

This equitable recovery assessment report represents the Network's third partnership with Rockford and is a testament to the City's commitment to driving positive change as it emerges from the COVID-19 pandemic. It is intended to provide the City of Rockford with an equity baseline, as well as insights into existing strengths, assets, challenges and opportunities to advance racial and social equity. It includes next steps to support an equitable recovery from the COVID-related economic downturn, and analyses of existing conditions and key areas of need. Each chapter details priority recommendations for next steps by the City and its partners across four impact areas: housing stability, local economic development, workforce development, and education and youth services – critical areas where COVID-19 has illuminated and exacerbated long-standing inequities. Analysis and recommendations for next steps in each of the focus areas are included in the following chapters of this report. This assessment is intended to be a starting point for Rockford as it leads the city out of this pandemic, providing strategies, key considerations and next steps to drive towards equity in the years ahead.

The American Rescue Plan Act (ARPA) includes funding to support state and local governments in recovering from the health and economic impacts of COVID-19. Approximately $55 million allocated to the City of Rockford can have a tremendous impact on the community by directly enhancing the City's public health, community development, and economic recovery efforts. Recovery funding can also be leveraged through cross-sector partnerships to address critical needs in the community. Many of these needs are not new, but the COVID-19 pandemic has exacerbated and illuminated them in a way that underscores the need to take decisive and cross-cutting action to address root causes and entrenched inequities. Federal recovery funding provides a unique opportunity for the City to meet urgent needs and strategically focus resources on programs that maximize impact to address longstanding racial and economic disparities. **Although ARPA is a once-in-a-generation infusion of federal funding to support much needed economic recovery, it is still insufficient for the City to do it alone. Collective action across all community partners is essential to realize both Rockford's economic recovery and racial and social equity for all Rockfordians.**

Equitable Recovery Assessment Pilot Overview

The National Resource Network is a consortium of best-in-class organizations delivering cross-cutting technical assistance to economically challenged communities. The Network model leverages expertise and resources from the public and private sectors to help cities comprehensively tackle their most pressing challenges. The Rockford assessment team included representatives from the following organizations:

- **Enterprise Community Partners:** Enterprise Community Partners is the only national nonprofit that addresses America's affordable housing crisis from every angle, combining 40 years of experience, thousands of local partners, and the expertise of over 1,100 employees nationwide. Enterprise has introduced solutions through public-private partnerships with financial institutions, governments, community organizations, and other partners to make home and community places of pride, power and belonging, and platforms for resilience and upward mobility for all.

- **Strive Together:** Strive Together leads a network of communities to work together and evolve to advance equity so local success stories can become the reality for every child, everywhere. Strive transforms failing systems with a collaborative improvement methodology that directs data from small changes to inform adjustments in the community.

The Network team used a systematic approach to the assessment process that included data collection, interviews with key leaders, and the development of a tailored set of findings and preliminary recommendations for Rockford. Our holistic approach builds on each Network consortium member's expertise and provides cross-disciplinary insights in four areas: housing and community development, economic development, workforce development, and education and youth services.

The Network's approach to equitable recovery for cities is built on six key principles:

- **Equitable recovery places black and brown communities**, seniors, small businesses and children at the center. It begins with respect, works to gain trust, and builds on community priorities and strengths. Many of these communities have been hardest hit – often deemed essential, yet economically vulnerable and relegated.
- **Equitable recovery is built on cross-sector solutions.** These crises impact multiple sectors – from housing and food security, to employment and local businesses, to mental health and city budgets. The challenges compound each other, and effective solutions are integrated.
- **Equitable recovery builds on successful emergency response activities** and any equitable pre-COVID practices, and these successes are integrated into standard practice moving forward.
- **Equitable recovery addresses acute fiscal challenges** in communities, as recovery requires solvency. Effective financial planning invests in equitable outcomes.
- **Equitable recovery leverages and aligns funding so** that each dollar has multiple impacts – supporting food secure households better connecting through improved broadband access in healthy homes, more accessible to good schools and jobs, in thriving communities.
- **Equitable recovery addresses pre-existing inequities** that led African American, Latinx and other groups to be more vulnerable to the negative health and economic impacts of COVID-19. Equitable recovery does more than just return to the pre-COVID baseline.

COVID-19 in Rockford

The City of Rockford the fifth largest city in Illinois, with a population of approximately 147,000 residents. The City's population is 67.7% White, 21.6% Black, 3.4% Asian, 0.3% Native American, and 4.3% multiracial. Further, 18.4% of residents identify as Hispanic or Latino, and 11.8% of the population is foreign born. In 2019, 22.3%of City residents lived below the poverty line, compared to 15.6% for Winnebago County and 12.5% for the state of Illinois. More than one-third of Rockford's children live below the poverty line. Black residents are more than twice as likely as White residents to live below the poverty line, and Hispanic residents are 75% more likely to live below the poverty line than Non-Hispanic White residents. **Equitable recovery in Rockford must confront racial inequities head-on and prioritize solutions that provide greater access to opportunity for Black, Latinx and other marginalized communities.**

Incorporated in 1839, Rockford is the county seat for Winnebago County. The City operates under a Mayor-Alderman form of government and is the largest non-home-rule City in Illinois. The City's General Fund budget for Fiscal Year 2021 is $168.5 million and the total budget across all funds is $295.3 million. The largest sources of revenue for the City government are property taxes (20.5% of revenue across all funds), sales taxes (20.1%), intergovernmental revenue (22.6%), and charges for services (20.7%). Employee salaries and benefits account for more than half of the City's expenses (52.9%), while contracts and supplies (23.6%) and capital projects and equipment (12.6%) comprise other major categories of City spending. The City's fund balance policy requires a fund balance equal to or higher than 20% of the adopted General Fund budget appropriation. At the end of 2020, the City's General

Fund balance was $43.1 million, 25.6% of the 2021 adopted General Fund budget. The City's budget outlook to 2027 projects shortfalls starting in 2023, which underscores the need to continue its focus on shoring up the core municipal services despite an infusion of federal funding to support broad community investments in programs and infrastructure.

2021 Budgeted Revenues (All Funds)		
Property Taxes	$60.4 million	20.5%
Sales Taxes	$61.9 million	21.0%
Intergovernmental Revenues	$66.8 million	22.6%
Service Charges	$61.0 million	20.7%
Licenses & Fines	$7.8 million	2.6%
Interest Income	$19.2 million	6.5%
Other Revenues	$18.2 million	6.1%
Total Revenues	**$295.2 million**	**100%**

2021 Budgeted Expenses (All Funds)		
Salaries	$86.0 million	29.1%
Fringe Benefits	$70.3 million	23.8%
Contracts & Supplies	$69.7 million	23.6%
Capital Projects & Equipment	$37.1 million	12.6%
Other Expenses	$32.3 million	10.9%
Total Expenses	**$295.3 million**	**100%**

Projected City Budget Revenues and Expenses, 2022-2027

	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Revenue	$ 181,590,923	$ 181,487,690	$ 183,896,684	$ 186,372,295	$ 188,916,544	$ 191,528,807
Expense	$ 181,556,231	$ 182,968,009	$ 186,535,298	$ 191,119,255	$ 195,344,496	$ 200,223,789
Net	$ 34,692	$ (1,480,319)	$ (2,638,614)	$ (4,746,960)	$ (6,427,952)	$ (8,694,982)
Cumulative		$ (1,445,627)	$ (4,084,241)	$ (8,831,201)	$ (15,259,153)	$ (23,954,135)

Like most communities around the nation, the City of Rockford experienced major economic challenges due to the COVID-19 pandemic. At the height of the pandemic, unemployment in the Rockford metropolitan area increased to 22.5% in April 2020, compared to 7.5% in January of that year. Between 2019 and 2020, the City saw revenue from sales tax revenue decline by about 6%, with notable shortfalls in hotel and motel tax revenue compared to budgeted amounts. The City's 2021 budget for sales tax revenue is about 16% lower than the amount budgeted in 2020. In addition to the fiscal and economic impacts of COVID-19, the pandemic also brought social and psychological impacts that are more difficult to measure locally, but nonetheless profoundly challenging for City residents. These challenges are disproportionately borne by residents in the City's low-income communities.

The City has received recovery funds through various federal programs to respond to the COVID-19 pandemic and its negative health and economic impacts. A sample of federal funding awards includes:

- $2.3 million in Community Development Block Grants – Coronavirus (CDBG-CV) under the CARES Act
- $1.8 million in Emergency Solutions Grants – Coronavirus (ESG-CV) under the CARES Act
- $54.8 million in State and Local Fiscal Recovery Funds (SLFR) under ARPA

These funding programs create a unique opportunity for Rockford to enhance local recovery efforts while also addressing long-standing disparities in health, economic, and social outcomes. Additional federal funding programs that may result from pending legislation also have the potential to impact resources available for equitable recovery in Rockford, either through direct allocation of funding to the City or through advocacy and collaboration with the State of Illinois or other local public agencies.

Equitable Recovery Impact Areas

Rockford's economic recovery will require cross-sector collaborations and a shared commitment to achieving equitable outcomes. The Network's experience working with cities across the country has led us to identify critical impact areas where cross-sector investment and collaboration will be essential to Rockford's equitable recovery. As Rockford looks ahead to recovering equitably, there is need for collective action to address the following impact areas:

- **Housing Stability**: COVID-19 has exacerbated Rockford's housing challenges and underscored disparate impacts on neighborhoods and residents. In addition to immediate relief, equitable recovery presents an opportunity to rethink the City's long-term housing strategies.
- **Equitable Access to Child Care & Youth Services:** Childcare access affects a household's ability to participate in education and employment. Further, early education and childcare providers are an often-vulnerable population whose income stability has been shaken by the pandemic. In addition to the economic challenges created by COVID-19, children are also particularly vulnerable to the social, emotional, and psychological impacts of the pandemic. Expanded access to early education as well as learning, social, emotional, and mental health support services for school-aged youth will be critical to equitable recovery in Rockford.
- **Equitable Access to Quality Jobs:** COVID-19 displaced and interrupted education and career pathways for many individuals, particularly those in low-wage or hourly jobs such as hospitality, retail and food service. Those working in jobs designated as '"essential" often experienced greater impacts on the health and stability of individuals and families during closures. Immediate relief is needed to support and reskill those displaced while work is done to develop accelerated pathways to obtain valuable skills and quality jobs for future resilience.
- **Sustaining Small Businesses:** COVID-19 has had a detrimental impact on small businesses, particularly retail, personal care and restaurants, including many minority and New American-owned businesses. Minority and immigrant-owned small businesses often face barriers to receiving federal and local financial support. Reaching underserved business owners and entrepreneurs will require intentional efforts to build relationships, trust and credibility. Partnership with community organizations and affinity groups is critical to sustaining small businesses through recovery.

Cross Cutting Themes

The following chapters of the assessment report detail key observations and recommendations in each of the four critical impact areas (housing, education, workforce, and economic development). The Network's assessment also surfaced several recurring themes that emerged across all impact areas. These include the following:

- **Collaboration:** Across all four impact areas, the need for cross-sector collaboration was clear. The City will need to effectively engage and maintain strong working relationships with partners in housing, education, and private business to promote an equitable recovery in Rockford. Despite past challenges with cross-sector partnerships, they are critical to sustaining Rockford's economic recovery and it is imperative that Rockford undertake a collective approach to achieving equitable outcomes. **This City cannot do this alone. Achieving equity will require collective cross-sector commitment to action.**

- **Building on success:** Despite many challenges, Rockford has successes that present models for future recovery and local practices to create real and lasting change. Rockford was the first city

in the country to achieve **0% veteran homelessness**. This important work demonstrates the possibility inherent in tackling entrenched – seemingly intractable – social realities and affecting positive changes that contribute to equitable outcomes. Similarly, Rockford has prioritized collective and collaborative efforts to confront domestic violence and youth violence in the community through the launch of the **Family Peace Center**, a ground-breaking approach that is a model for other cities seeking to address and heal community trauma. These efforts are models for cross-sector and inter-agency collaboration that will be essential to Rockford's equitable recovery. **They demonstrate the City's ability to positively impact community concerns in spite of limited capacity and funding – and point to strong precedents for implementation to support equitable recovery.**

- **Public engagement:** As the City plans for enhanced programming to support an equitable recovery, it will be important to engage directly with residents, workers, and business owners to fully understand the needs and priorities of those most directly impacted by the pandemic. Active outreach and authentic engagement are essential to ensuring that new solutions are surfaced to address long-standing challenges.

- **Diversity and representation:** Representation is a critical element of equity in any community. While engaging partner organizations and the public in planning for recovery, the City will need to ensure diverse representation reflective of the diversity found in the community. The City's recovery programs should maintain an emphasis on diversity and equity and intentionally strive to identify and address long-standing disparate impacts across all four impact areas. Racial inequity in Rockford has deep roots over many decades – addressing critical equity concerns will require collective commitment and a focus on building trust that the future can look different than the past. The City has an opportunity to improve trust through modelling inclusivity and a making a visible commitment to equity through pursuing its own internal diversity, equity and inclusion (DEI) analysis, and being transparent in efforts to remedy disparities.

- **Access to local data:** Acquiring and maintaining neighborhood-level data on the effects of COVID-19 across all impact areas will allow the City to be better able to identify and address disparate impacts and target recovery funding in the areas of greatest need. The SLFR funding program allows funds to be used to enhance the efficacy of recovery programs through improved data collection and analysis. Enhanced data access will also allow the City to evaluate the impact of federal recovery funds as well as local resources, to track progress over time, and to course-correct where needed. Data is essential to understanding the recovery impacts of programs and policies, as well as highlighting opportunities for course correction and innovation. **Data provides needed information to ensure that equity impacts are being realized.**

- **Strategic use of federal recovery funds:** The City has access to federal recovery funds through various programs authorized under the CARES Act and ARPA. While all of recovery funding programs are intended to support local recovery from the pandemic, each program has specific requirements and timelines that should be considered.

  For example:
  - Funding received through the ESG-CV program can be used to prevent eviction and homelessness related to the COVID-19 pandemic;

- Funding received through the CDBG-CV program can be used for a wide range of CDBG eligible activities that help to prevent, prepare for, or respond to the pandemic; in general, the restrictions that apply to traditional CDBG funding would also apply to these resources, with certain flexibilities explicitly outlined in federal guidelines;
- ARPA-SLFR funding can be used to support households, businesses, and communities that have experienced adverse health or economic impacts from the pandemic; for many of the activities eligible for SLFR funding, COVID impact is presumed when the activity is targeted to a qualified census tract (census tract with 50% of the population at or below 60% AMI, or a 25% our higher poverty rate); and
- ARPA-SLFR Revenue Loss funding can be used to replace revenues lost due to the pandemic and can be used by the City with far more flexibility.

In planning for an equitable recovery, the City should strategically sequence and deploy its federal funding to maximize the impact these resources will have on the community. A strategic funding approach will also enable the City to absorb and deploy future federal resources effectively to further equity.

Equitable Recovery Recommendations

Specific observations and recommendations across each of the four major impact areas are outlined in the following chapters. Recommendations are broad and reflect the assessment approach of this pilot effort. The assessment process was designed to highlight key strengths, critical disparities and important opportunities for next steps to address historic inequities as part of the City's recovery planning. The following recommendations present broad next steps for consideration as the City moves forward. For additional depth of analysis, prioritization and sequencing, the City should undertake a full strategic planning process. The following table provides a summary of recommendations included in each of the sections of this assessment report:

Housing and Community Development
Coordinate Housing Partners around a City-led Strategic Response: Pursue strategic outreach, public engagement, and capacity building opportunities with local service providers (community-based organizations, affinity groups, places of worship, etc.) to bring new partners and community voices to the table and coordinate a cross-sector recovery strategy
Improve Data Collection and Sharing: Develop early warning systems that track indicators of neighborhood change and allow stakeholders to adapt their responses to meet the specific needs of communities
Increase Housing Support Services to Promote Racial Equity: Implement affirmative outreach and marketing strategies to promote support services and housing opportunities to target communities; evaluate existing city programs and applications for potential biases or barriers to application/program completion
Promote Property Improvements and Good Landlord Incentives: Structure loans, grant programs, and financial products to provide funding for improvements to substandard housing for both owner-occupants and investors; Introduce additional landlord requirements and tenant-friendly policies
Revisit the National Resource Network's 2019 Neighborhood Revitalization Strategy: Implement strategic code enforcement policies with a focus toward establishing a culture of compliance; continue demolition of unsafe structures
Education
Shared Outcomes, Policy Agenda: Develop a set of shared outcomes – from access to quality childcare and preschool to school readiness rates to early literacy and middle school math to postsecondary success; develop a shared policy agenda and mobilize partners and the community around the changes that will have the most impact on children and families
Investing in Childcare, Learning Loss, Health: Invest in initiatives that address the shortage of childcare seats, getting students back on track in school, and making sure children are getting the mental and behavioral supports they need; invest in a network of supports to address learning loss
Publish and Address Disparities: Task a team of leaders with collecting and publishing disparities data; develop an action plan to address disparities with cross-sector buy-in from the community
Workforce Development
Strengthen Coordination Across the Workforce Ecosystem: Develop local diversity hiring practices; Support soft-skill training and the expanded role of local community colleges in supporting these programs; partner with existing workforce development organizations to create prisoner re-entry and workforce programs for non-violent offenders; build on job stabilization by upskilling and reskilling in growing trade, transportation, utilities, and manufacturing jobs

Improve Public Transit: Re-envision transit planning focused on equity and inclusivity; elicit input from residents and other users of public transit to inform transit planning decisions; develop partnerships with major employers to establish transit lines to major employment centers
Improve Community Infrastructure, Internet Access and Public Information: Continue to pursue investment in expanding broadband to neighborhoods, particularly in West Rockford; develop small workforce hubs and/or reopen libraries in neighborhoods with high unemployment and underemployment
Lessen Cost Burden of Childcare: Develop a childcare voucher or subsidy program for low-income and middle-income families; invest in an entrepreneurship and TA program to nurture an increase in the volume of small childcare businesses in Rockford
Improve Workforce Health Care Concerns: Create a certification program for businesses to meet specific health and safety standards so the workforce will feel more comfortable returning to work
Improve Wage Disparities: Develop a living wage to encourage more employers in Rockford to provide better, more sustainable wages to their workers
Address 'Middle Skills' Gap: Invest in 'middle skills' training by developing more apprenticeship and 'paid internship' models with local employers
Economic Development
Demonstrate leadership in inclusivity and racial equity by modeling equitable business and workplace practices – conduct an internal diversity, equity and inclusion (DEI) audit; set diversity hiring targets; ensure that every City task force, committee and working group is inclusive of Rockford's diversity and includes representatives from the Black, Latinx and immigrant communities.
Leverage its role to lead inclusive public procurement to support MWBE business growth – leverage stimulus funding to commission a disparity study on the City's utilization of MWBEs; host MWBE outreach and education sessions to help Rockford-based MWBEs successfully apply for and win City contracts
Commission a Small Business and Entrepreneurship Assessment and Action Plan – gain insight into the local small business ecosystem, with a particular emphasis on MWBE businesses, provide guidance to address disparities, barriers and opportunities.
Prioritize data-driven decision-making to increase access to market opportunities and capital for minority, immigrant and women-owned businesses – develop data-sharing agreements between the City, GRGP, RLDC, the SBDC and others to provide a centralized data bank on local businesses in Rockford
Leverage stimulus funds and private sector dollars to launch a Small Business and Entrepreneurship investment fund to close racial wealth divide for entrepreneurs and small business owners of color
Expand efforts to invest in Black, Latinx, immigrant and women-owned businesses – target federal small business relief funds to historically disadvantaged businesses through education, outreach and connections to non-traditional lenders, where possible
Strengthen its childcare business sector to support equitable economic recovery – provide tailored outreach and programming to meet the specific needs of the childcare industry

II. Housing and Community Development

Overview

The City of Rockford, IL experiences several challenges related to housing and community life. The significant decrease in population over past decades has resulted in city-wide vacancies, a weakened real estate market, and a surplus of aging structures leading to lead and mold exposure.

Rockford is also one of the most segregated cities in Illinois, particularly between Black and white communities, which reflects a decades-long history of inequitable investment, structural racism is federal, state, and local policies, social isolation, and fragmented service delivery.[1] Rockford's history of racial inequity presents challenges to community quality of life and safety across the city, but particularly in the west and south side neighborhoods.

However, recent efforts to improve the quality of life for residents, and spur investment and rehabilitation have started to show success and promising signs of a recovering real estate market. The City has made multi-year investments to support community development and empowerment, specifically through the creation of the Family Peace Center and an expanded focus on domestic and community violence, mental health services, and youth programming.

In 2018, Rockford reached "Functional Zero" in unsheltered homelessness for homeless veterans, as well as people with disabilities experiencing chronic homelessness. Several west side neighborhoods that have faced decades of disinvestment have been approved for multi-million-dollar physical improvements, most recently along West State Street and Auburn Street. As these initiatives expand, and with the support of local partner agencies, the City has been able to better leverage resources to address the instances of vacancy and blight that remain visible across the city.

Table 1: Rockford, IL Data Snapshot

Population Demographics	Rockford	Winnebago County
Total population (2015-2019)	147,070	284,819
Median household income	$44,252	$54,489
Immigration Data/"Foreign Born"	11.84%	8.4%
Unemployment Rate (April 2021)	9.7%	9.7%
Poverty Rate	22.28%	15.56%
Population in Subsidized Housing (2020)	6.92%	3.89%
Estimate of Homeless Population (2018)	-	256
Household Trends		
Median Home Value	$91,600	$120,400
Owner Occupancy Rate	54.25%	65.86%
Rental Occupancy Rate	45.75%	34.14%
Vacancy Rate (Residential)	10.41%	8.69%
Vacancy Rate (Businesses)	18.31%	15.39%
Eviction Filing Rate (2016)	4.55% (+2.21 U.S. average)	3.81% (+1.47 U.S. average)
Percent Households that are Doubled-up	-	11%
Population in Subsidized Housing (2020)	6.92%	3.89%
Percent of Households Who Rent by Race (2015-2019)		
White	37.41%	28.19%
Black	72.34%	68.61%
Asian	39.56%	33.88%
Hispanic or Latino	47.56%	45.63%

Source: Rockford Data Snapshot by Enterprise Community Partners, retrieved from 2021 POLICYMAP, U.S. Census Bureau, American Community Survey, Census Reporter.

[1] Maciag, Mike. "Illinois Residential Segregation Data." Governing. Jan 8, 2019. https://www.governing.com/archive/illinois-residential-segregation-data-trends-for-metro-areas.html.

Reflecting Rockford's stabilizing real estate market, foreclosure rates have steadily decreased, and vacancy rates (including both owner and renter units) have decreased over the last 7 years from a high of 12.9% in 2013 to a low of 10.4% in 2019.[2] In partnership with the Northern Illinois Land Bank and Winnebago County Trustee program, the City is conducting targeted blight removal, converting over 390 parcels and producing over $1.29 million in total sales, that establish a replicable model for property acquisition and affordable housing preservation. Home list and sale prices have been rising since 2014 and rents have similarly increased over time.[3] 2017 data indicate that Rockford's population has stabilized and employment in Winnebago County has rebounded from lows following the Great Recession. In contrast, homeownership rates in Rockford have fallen slightly since 2000 from a high of 60.5% in 2010 to a low of 54.2% in 2019.[1]

Since the pandemic, there has been an increased volume in housing activity with individuals looking to refinance, purchase properties, or make home improvements that have been driving local real estate market price increases. In interviews to support this assessment, community representatives expressed some concern that most of this activity has not been from first-time homebuyers, rather more experienced buyers who had easier access to capital and could place offers quickly.[4] While smaller development efforts have taken place across the city, downtown Rockford has seen considerable investment in recent years to attract investors and support local small business ventures. While community displacement due to rising rents and gentrification do not appear to be immediate threats to residents and community stakeholders, there is real concern about the lack of genuine wealth building opportunities in housing for lower income families who saw little to no return or equity creation for investing in necessary rehabilitation and maintenance improvements. The City of Rockford has planned and implemented several large-scale efforts in recent years, particularly focused on improving infrastructure and blight remediation in west side communities. However, the pandemic has the potential to further destabilize many of the communities that have not yet seen the results of recent investment.

COVID-19 and Housing Insecurity

Rockford faces many of the same housing and community development challenges it did prior to the pandemic – an abundance of low-quality housing stock often disconnected from community resources, poor physical infrastructure, and one of the highest eviction rates in the state.[5] As activity in the downtown area slowed due to COVID-19 social distancing and shelter in place mandates, the disparities in access between west and east side neighborhoods became more apparent. Many family services, youth programming, and community supports were forced to stop operations abruptly and despite reopening the following year, many programs have lost contact with the individuals and households

[2] U.S. Census Bureau (2010, 2013, 2019). Vacancy Status, Occupancy Characteristics. American Community Survey 5-year estimates. Retrieved from https://data.census.gov/cedsci/table?q=homeownership%20Rates%20rockford%20il&tid=ACSDP5YSPT2010.DP04&hidePreview=false.

[3] Redfin COVID-19 Weekly Housing Market Data. "Median Sale Price in Rockford, IL Metro Area." https://www.redfin.com/news/data-center/.

[4] Kolomatsky, Michael. "First-Time Home Buyers Struggle". New York Times. https://www.nytimes.com/2021/08/12/realestate/first-time-home-buyers-struggle.html.

[5] Housing Action Illinois: Eviction in Illinois during COVID-19. https://housingactionil.org/what-we-do/policy-advocacy/eviction/.

who needed their services. Community members reported declines in social and emotional health as individuals navigated the stress, isolation, and frustrations of an on-going pandemic. For many renters the impact of decreased services came at the same time as large-scale layoffs; in March 2020 Rockford's unemployment rate jumped from 7% to 23% and many laid off workers fell behind in rent payments and increased cost of living expenses.

Although updated data are unavailable, anecdotal reports suggest that a significant number of households owe back rent, have not been in communication with their landlords or have not pursued the available rent relief programs to address the lack of payment (see below). Although the true reason for varied participation is unclear, housing professionals believe that either a lack of awareness of existing programs or the somewhat routine practice of eviction in Rockford neighborhoods has discouraged many households from fighting to stay in their housing.

Although many of Rockford's service providers adapted quickly to provide support to their existing clients, there is limited information available about the scale of need projected after COVID restrictions and protections expire. As of August 2021, $9.4 million of COVID assistance has been spent or awarded within Rockford to provide rental assistance and shelter, housing supportive services, homelessness prevention, and housing stability. This ability to maintain some sort of stability within households is an incredible accomplishment and speaks to the willingness across agencies and service providers to revise programs and approaches to meet the needs of residents in real time. However, the lack of data and visibility into the number of households who are currently ineligible for financial assistance but will likely need additional support in the oncoming months or year has the potential to overwhelm the City and its partner agencies, as well as further destabilize neighborhoods that have long struggled with community development.

HUD-Assisted Housing

The Rockford Housing Authority (RHA) responded flexibly to the needs of clients and staff during initial COVID response – ensuring the safety and availability of caretakers and service providers, providing personal protective equipment, coordinating food and transportation access, and maintaining resident social networks. The agency focused attention on improving resident services, Low Income Public Housing and Housing Choice Voucher program management, as well as recruitment for the Family Self-Sufficiency program. RHA's 2021 Annual Plan reports a current waiting list of 8,379 unduplicated applications and a waiting period of one to twelve months depending on the family size.[6] In collaboration with the City of Rockford, RHA has been working to streamline the application process for those currently on the chronically homeless list and will continue those efforts throughout the upcoming year.

Although RHA was able to decrease rents for many of their clients during the pandemic, many families and individuals receiving rental assistance, including subsidized Public Housing and Housing Choice Voucher (Section 8) assistance, still faced additional hardship due to loss of income but were not eligible for CARES Act relief. Landlords participating in the Housing Choice Voucher program who accepted Illinois Housing Development Authority Emergency Rental Assistance funding could potentially jeopardize their Housing Assistance Payment (HAP) contract and would be required to return any funds

[6] Rockford Housing Authority PHA 2021 Annual Plan. https://www.rockfordha.org/wp-content/uploads/2021/05/Annual-Plan-2021-for-Web.pdf

received. During assessment interviews, RHA staff expressed particular concern that private entities would not re-enroll in the HCV program following the end of the eviction moratorium and they expect to see several housing opportunities go offline. Although landlord income is secured through the program, staff worried it would not be enough to attract landlords to the opportunity to commit to serving low-income tenants.

Renters

Renters in Rockford struggle with a variety of housing challenges including deteriorating housing stock, delayed repairs, absentee landlords, and fair housing complaints. Although most of the city is considered affordable compared to regional housing markets, the availability of safe, high-quality housing remains out of reach for many low-income residents. Several city and county programs were created in recent years to address these concerns, however support for increased affordable housing options in higher opportunity neighborhoods has remained as elusive, with rehabilitation financing particularly challenging to fund.[7]

Interviewees reported that Rockford's response to COVID-related housing instability has effectively addressed the needs of residents living in poverty and facing eviction. Service providers report that any household directly impacted by COVID-19 can access rent relief or other assistance programs, and that any remaining housing insecurity that may exist is not a result of the pandemic. The extension of the Illinois' eviction moratorium continues to provide some stability to vulnerable households; however, the threat of eviction remains for those unable to meet program requirements or receive legal counseling. Eviction is devastating in and of itself, but for many families the stress, loss of community, disruptions in education, and impact on young people can be especially unsettling. With the upcoming availability of federal funding for community support services, housing providers have an opportunity to examine their existing programs, organizational operations, and approach to address gaps and opportunities for improvement.

In March 2021, an $8.3 million Emergency Rental Assistance Grant was made available to Winnebago County residents living in qualified census tracts to provide financial help in paying arears due to COVID-19 hardships.[8] Renters could apply for coverage to pay up to 12 months of past due housing bills, including electric, gas, water, wastewater or sewer, trash removal and internet services. Winnebago County partnered with the City's Health and Human Services Department to distribute these funds; however, the level of coordination and capacity necessary to administer the program proved to be a challenge for the County, and the City of Rockford terminated their inter-agency agreement in order to service their residents directly. Several agencies such as HomeStart and the Community Action Agency partnered with City offices to support the launch of the rental assistance program during initial rollout before developing their own response programs as funds became available.

Homeowners & Landlords

Most recent housing trends indicate signs of a recovering real estate market for the City of Rockford. Many of the neighborhoods identified as "Middle" during the National Resource Network's 2019 study

[7] Parker, Molly. "Inside Illinois' problem public housing." The Southern Illinoisan, ProPublica. https://www.rrstar.com/news/20191214/inside-illinois-problem-public-housing.
[8] WIFR Newsroom. "Winnebago Co. tenants, landlords can apply for funding to pay past due rent." Apr. 5, 2021. https://www.wifr.com/2021/04/05/winnebago-co-tenants-landlords-can-apply-for-funding-to-pay-past-due-rent/

have experienced an increase in demand over the last year.[9] The amount of time units are on the market has significantly decreased and higher value homes have recovered to pre-2008 prices.[3] Community members interviewed throughout the assessment did not express particular concern for potential displacement or gentrification in Rockford; rather stakeholders continue to champion rehabilitation targeted at older neighborhoods with a greater presence of substandard housing, deferred maintenance, or a lack of personal funds to manage home repairs.

While there have been signs of improvement, the real estate market remains weak for many areas of the city. The pandemic has increased barriers to neighborhood stability as code enforcement inspections stalled, first-time homebuyers struggled to win bids on quality housing against buyers with greater access to capital; increased construction costs have slowed housing rehab programs, and apartment owners have been unable to make mortgage payments or invest in property improvements due to a lack of rental income from tenants. The long-term effect of outstanding arears and rental payments is still unclear. However, the potential for widespread housing insecurity to spread throughout the city could undo years' worth of housing progress, allowing structures to deteriorate even further and many community connections to be lost.

Although Rockford's response to COVID-19 has focused primarily on rent relief, physical investments in infrastructure, small business supports, and community building remain top priorities for residents. To date, the City has been very intentional about developing a strategic response to these community challenges and has positioned itself to expand programs like the Northern Illinois Community Development Corporation's (NICDC) Housing initiative to purchase vacant or foreclosed residential properties to renovate and sell for a profit that contributes to a stronger neighborhood with improved service provision. Expanding the impact of these investments will take firm leadership and coordination with key partners – such as HomeStart and Rockford Housing Authority – who can bring potential buyers and financing products to the table. The equitable recovery goal of this coordination should be long-term stability and progress for Rockford's hardest hit communities.

Homelessness and Homelessness Prevention

Rockford has made real progress in addressing homelessness in recent years, achieving Functional Zero for Veteran and Chronic homeless populations at the end of 2019.[10] The Department of Health and Human Services also reported that Rockford recently reached Functional Zero for families with children and is using the same strategies for case management to provide wrap around services using federal Emergency Solutions Grants in coordination with funding from community partners.

While the City and its partner agencies have been able to administer their emergency relief allocations, there is concern that the existing tenant advocacy groups and legal support services will be overwhelmed once the eviction moratorium ends and court proceedings resume. Several evictions - legal and illegal – have taken place over the last year. However, housing partners launched widespread outreach to all residents to ensure they had updated information on rent relief and eligibility requirements for assistance.

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[9] National Resource Network. "City of Rockford: Neighborhood Revitalization Strategy." https://nationalresourcenetwork.org/resources_post/city-of-rockford-neighborhood-revitalization-strategy/.
[10] Ranney, Kaitlyn. Rockford, IL: Functional Zero Case Study. Community Solutions. Jul 13, 2020. https://community.solutions/case-studies/case-study-rockford-illinois-reaches-and-sustains-functional-zero-for-veteran-and-chronic-homelessness/.

COVID Policy & Program Response

According to Illinois Governor J.B. Pritzker, the statewide ban on evictions will be phased out by August 31, 2021. The Governor's moratorium no longer prohibits the filing of new eviction actions and initial court dates and status dates may be heard although physical evictions cannot take place until the CDC's eviction moratorium expires on October 3, 2021. Updates to the moratorium have also introduced more narrow definitions of Covered Persons who meet eligibility requirements.[11] Based on the new CDC order, the Illinois Supreme Court may issue a new amended order so this situation is tentative and may continually change. Nothing in the moratorium forgives a tenant's obligation to pay their rent, rather it provides renters with stable housing until the moratorium lapses. For Rockford residents, some evictions have already started to take place. The City resumed water shutoffs in January 2021 but has more than doubled its regular annual assistance program, from approximately $40,000 to $87,600 over the course of 2021 in an attempt to prevent shutoffs for those who suffered due to the pandemic. Although eligible individuals continue to be priority recipients for emergency assistance, the threat of housing instability for households caught in between program requirements is of great concern.

Before Congress passed the COVID relief package at the end of 2020, the Illinois Housing Development Authority (IHDA) managed the largest rental assistance program in the country, distributing more than $230.6 million in Coronavirus Relief Funds (CRF) and becoming the only state to fully disburse its funds by the December 30, 2020 deadline.[12] With demand for rental assistance exceeding that for mortgage assistance, available funding was redistributed to prioritize emergency rent relief. By the end of 2020, the program funded all eligible and complete applications, distributing nearly twice as much rental assistance as the other top five largest statewide programs in the country. Throughout assessment interviews, practitioners believed that this early and quick injection of funds into the most vulnerable households is what curbed many of Rockford's housing instability concerns and allowed service providers to better manage cases as the pandemic continued and additional relief packages were awarded.

Within the City, Mayor Tom McNamara developed industry-specific rebound groups during March and April 2020 to address key topic areas during the pandemic. While some groups have disbanded or merged with others, several have continued to work towards identified goals and have become a launching point for long-term planning on community challenges. Although one of the leading priorities for the city has been to provide rental assistance, several other awards (e.g., CDBG, Individual Development Accounts) have been combined to extend outreach to marginalized community members facing additional cultural, language, and capacity barriers when seeking government assistance.

Although the flexibility of relief packages such as the CARES Act and ARPA have increased opportunities for robust outreach and active partnership with community organizations, streamlined application processing, inclusivity, and responsiveness to ongoing guidance and legislation, several gaps still exist

[11] Illinois Courts. Special Rules Regarding Eviction Cases During the Pandemic. https://www.illinoiscourts.gov/forms/approved-forms/forms-approved-forms-circuit-court/eviction#:~:text=Illinois%20Supreme%20Court,protected%20by%20the%20Governor's%20Moratorium.

[12] Nair, Neetu and Alfonzo L. Mendoza. "Emergency Rental Assistance Case Study: Illinois Housing Development Authority's 2020 Emergency Rental Assistance Program. National Low Income Housing Coalition. July 22, 2021. https://nlihc.org/sites/default/files/Illinois_Emergency-Rental-Assistance-Case-Study.pdf.

within COVID-19 response efforts. For those eligible for rental assistance, completing the enrollment process presented its own challenges as program administrators reported applicant dropouts due to an inability to gather documentation (income streams, formal lease documents, Social Security benefits, etc.), contact the applicant, engage the applicant's tenant or landlord, or complete the initial intake form.[13] From the most recent round of funding, IHDA received nearly 81,000 completed applications as of July 2021, approved 15,700, and paid out $129 million to 14,150 affected households.[14] Local funding data is unavailable at the time of this report, but if local trends mirror those at the state level, then there are likely many households in Rockford that remain unassisted to the full extent of assistance for which they may be eligible. An inability to disburse funding or attract eligible applicants means that program administrators must take additional steps to adjust and promote existing programs to meet resident needs.

Housing Partnerships

Although the City has developed strong equity frameworks across their community programs, limited departmental capacity and staffing has prevented the City from being able to lead many of these innovative housing solutions. An equitable recovery for Rockford will rely on the willingness of local community partners to step forward and champion a new approach to pre-existing housing challenges. The City of Rockford has begun the process of launching a community development finance institution (CDFI) in partnership with Rockford Local Development Corporation and the NICDC to further facilitate the production of quality, affordable housing at a larger scale across the region. Beyond housing production and preservation, the City has also expressed interest in partnership opportunities that promote household stability and eviction/foreclosure prevention, and to strategically allocate city funding for rehabilitation of dilapidated properties.

Across assessment interviews, a genuine willingness to protect Rockford's most vulnerable residents was clearly present. There was also some concern about programmatic competition or lack of coordination between some community-focused organizations. While initiatives like the Family Peace Center coming out of the Mayor's office appear to gain traction, similar progress has not materialized within the community development sector as many partners struggle to adapt or have differing opinions about how to achieve desired outcomes. Although, several initiatives, working groups, and projects are underway, implementation timing and effectiveness varies based on internal capacity, financial resources, and clarity of direction. Guided coordination and sequencing within Rockford's housing sector may result in more impactful community improvement projects, creating communication between groups independent of personal or historical relationships.

Interviewees also voiced concern mental health services and community engagement are underrepresented in current housing and community development efforts. Although increased communications and social media planning have resulted in greater participation from more rural populations in Winnebago and Boone County, local Latinx and resettlement communities struggle to access existing services and relief funds. Several community-based organizations and nonprofits, such as the United Way and Catholic Charities, have come forward during the pandemic to request partnerships

[13] Housing Crisis Research Collaborative. "Learning from Emergency Rental Assistance Programs – Lessons from Fifteen Case Studies." https://nlihc.org/sites/default/files/ERA-Programs-Case-Study.pdf.
[14] 13 WREX Newsroom. "Rental assistance available in Illinois as eviction moratorium nears end." WREX. Jul. 14, 2021. https://wrex.com/2021/07/14/rental-assistance-available-in-illinois-as-eviction-moratorium-nears-end/.

and MOUs to expand social services and provide an opportunity to increase resident participation in program design and delivery. Community organizations are often better equipped to address cultural barriers, shed light on previously unidentified challenges, and help residents access assistance than larger municipal or county administrators.

Across program types and disbursement processes, COVID-19 has revealed the importance of considering racial and ethnic equity in the design and implementation of emergency relief as communities of color continue to be disproportionately affected. Future response efforts should target vulnerable populations and monitor program outcomes, build internal capacity and administrative infrastructure, and develop a partnership network with nonprofit organizations to improve local offerings.[10]

Recommendations for Equitable Recovery

Many of the following proposed recommendations apply new approaches to reoccurring problems, potentially using ARPA funds for eligible responses and reallocating pre-existing dollars to non-COVID related housing concerns. As identified in the Network's 2019 Neighborhood Revitalization Strategy[8] and the City's FY 2020-2024 Neighborhood Revitalization Strategy[15], Rockford has a clear list of actions to improve neighborhood conditions, many of which would not be feasible if not for the early investment in foundational support services established in recent years. Specific to COVID-19, Rockford should continue to focus response efforts on preventing evictions and improving the quality of existing housing, primarily via landlord or homeowner investment. As additional funding becomes available, either through ARPA or the Infrastructure Bill, the City should prepare to leverage flexible funding to fill financing gaps and adjust programs to respond to new opportunities as they arise.

The City should lead the coordination of housing and community development initiatives if any significant progress is to be made on addressing the rate of housing instability experienced by residents. **The City is well positioned to facilitate coordination across the region and leverage available funds as an investment tool for direct services, however community partners will be instrumental in executing short- and long-term plans for equitable recovery.** Now is the time to grow partnerships that think more strategically about direct service provision and affordable housing production beyond the typical financing tools.

Coordinate Housing Partners around a Collaborative Strategic Response

- Address organizational hierarchies, generational differences, and instances of racial bias that hinder effective coordination and partnership efforts in community development
- Pursue strategic outreach, public engagement, and capacity building opportunities with local service providers (community-based organizations, affinity groups, places of worship, etc.) to bring new partners and community voices to the table
- Convene key partners to review recovery strategies and coordinate a cross-sector response to immediate housing instability and service delivery
- Implement programs around community-identified needs to increase the likelihood of program uptake and success. Introduce additional priority criteria that targets vulnerable

[15] City of Rockford. Neighborhood Revitalization Strategy Area FY 2020-2024. https://rockfordil.gov/wp-content/uploads/2019/12/City-of-Rockford-NRSA-Executive-Summary-DRAFT-12-16-19.pdf.

households – ex. disadvantaged census tracts with high rates of COVID infections, unemployment, households with fewer assets, etc.

Improve Data Collection and Sharing

- Facilitate data sharing across community partnerships to develop early warning systems that track indicators of neighborhood change and allow stakeholders to adapt their responses to meet the specific needs of communities (e.g., landlords and homeowners facing foreclosure, overcrowded and unsafe housing units, unlawful evictions, etc.)
- Share rental market data on a regular basis (monthly or quarterly) to ensure that funding and programmatic decisions are evidence-based and reflect community needs. Key data points include:
    - Number of landlords renting property in the city, total units by landlord
    - Estimated number of landlords at risk of foreclosure due to COVID-related non-payment of rent
    - Estimated number of affordable units at risk of becoming unaffordable due to expiring affordability requirements or rent increase

Increase Housing Support Services to Promote Racial Equity

- Implement affirmative outreach and marketing strategies to promote support services and housing opportunities to target communities – new Americans and resettlement communities, ESL speakers, and low-income Black and Brown households
- Utilize ARPA funding to close financing gaps and provide direct assistance to households' ineligible for traditional housing relief programs due to CDBG or ESG income requirements[16]
- Co-design policies and flexible program models with organizations that have direct ties to target populations. Evaluate existing city programs and applications for potential biases or barriers to application/program completion
- Make the case to additional funders (private, nonprofit, institutional) about specific community needs that may not fall under federal program guidelines regarding provisions such as income limits, fair market rent (FMR), and tenure
- Allocate funding to tenant advocacy and eviction/foreclosure prevention programs (ex. Prairie State Legal Services) to expand and promote intervention services

Promote Property Improvements and Good Landlord Incentives

- Structure loans, grant programs, and financial products to provide funding for improvements to substandard housing for both owner-occupants and investors
- Introduce additional landlord outreach to improve deployment of emergency rental assistance funding, and to promote tenant-friendly housing practices, such as streamlined inspection processes for high quality units; encouraging payment plans with fractional payment schedules that accommodate an unpredictable job market; waving late fees; or promising not to move forward with eviction for a specified length of time.

[16] Johnson, Kim and Rebecca Yae. "Best Practices for state and Local Emergency Rental Assistance Programs." National Low Income Housing Coalition. https://nlihc.org/sites/default/files/Best-Practices-for-State-and-Local-Emergency-Rental-Assistance-Programs.pdf.

Revisit the National Resource Network's 2019 Neighborhood Revitalization Strategy

- The City should continue to implement strategic code enforcement policies with a focus toward establishing a culture of compliance and continue demolition of unsafe structures. In areas where there are real concerns of blight encroachment, the City should prioritize demolition and rapid tactical reuse of the resulting vacant lots as gardens, gathering areas, mini-parks, and arts venues. Where clusters of vacant lots provide opportunities to create larger development sites, the City should prioritize parcel assembly and marketing to infill developers.
- Promote homebuyer assistance and down payment programs in target neighborhoods
- Increase outreach to services, programs and volunteer groups that can assist with age-in-place and accessibility upgrades that create safer housing conditions
- Neighborhood associations should prioritize inclusivity and diversification of membership and leadership

Funding Considerations

- CDBG-CV funds allocated to Rockford under the CARES Act can be used for any CDBG-eligible activity that prevents, prepares for, or responds to COVID. Examples of CDBG-CV eligible activities aligned with the above recommendations include:
    - Responding to living conditions (such as mold, lead-based paint, and poor ventilation) associated with more severe coronavirus disease or poorer post-COVID health outcomes by rehabilitating multi-family rental buildings to comport with standard building codes and public health advice.
    - Responding to residential over-crowding associated with coronavirus spread and with more severe coronavirus disease and poorer post-COVID health outcomes by converting a vacant or abandoned commercial structure to affordable housing.
    - Responding to residential over-crowding associated with coronavirus spread and with more severe coronavirus disease and poorer post-COVID health outcomes by acquiring property for new construction of affordable housing funded from another source.
    - Respond to residential over-crowding associated with coronavirus spread and with more severe coronavirus disease and poorer post-COVID health outcomes by constructing affordable housing as part of a neighborhood revitalization project carried out by a Community Based Development Organization (CBDO).
    - Gathering data and developing non-project specific coronavirus recovery and economic revitalization plans for communities and neighborhoods affected by coronavirus.
    - Providing up to six consecutive months of emergency subsistence payments (for example, for rent, mortgage, or utilities) to a provider on behalf of a family to prevent eviction or stabilize LMI neighborhoods affected by economic disruption since January 2020.
- ESG-CV funds allocated to Rockford under the CARES Act can be used to prevent, prepare for, or respond to COVID among individuals or families who are homeless or at risk of becoming homeless. Examples of ESG-CV eligible activities aligned with the above recommendations include:
    - Providing landlord incentives up to three times the rent charged for the unit to help avoid homelessness through eviction.

- SLFR funds allocated to Rockford under ARPA can be used to assist individuals, families, and communities adversely affected by the health and economic impacts of COVID. SLFR eligible activities aligned with the above recommendations include:
    - Development of affordable housing.
    - Remediation of lead paint or other lead hazards to reduce risk of elevated blood lead levels among children.
    - Providing access to housing services to support healthy living environments and neighborhoods conducive to mental and physical wellness.
    - Note that activities supported by SLFR funding generally need to be in response to a demonstrated COVID impact. **For many activities, COVID impact is presumed when the activity is targeted to a qualified census tract.** Further SLFR funding specifically designated as recovery of lost revenue can be used for general government service provision.
- The City should ensure that all activities supported by federal recovery funds follow all regulatory requirements and guidelines issued by the relevant federal agencies.

III. Education

Overview

As Rockford rebuilds from a global pandemic and ongoing economic uncertainty, children and parents – and the organizations and institutions that serve them – will need significant and sustained support. Rockford's system of childcare, as is the case in most every other city, has been hit hard. While we don't know the exact number, the reports of seats lost suggest that the number is likely staggering. Also, many children will return to schools this fall behind, and many may not return at all. Plus, the toll this pandemic has had on children and parents will require an unprecedented mental and behavioral health response from a network of providers.

Rockford has unique assets and opportunities to meet the needs of its children and parents. Strong leadership and community partners have come together as part of *Alignment Rockford and* have provided private funding to support *Rockford Promise*. While we will recommend further investments in this coordinated effort, the Rockford partnership can serve as the conduit for deeper and strategic work to support children and parents. The American Recovery Plan Act (ARPA) funding will allow the City and Rockford Public Schools to invest in measures to tackle the big challenges mentioned above, especially if jurisdictions and partners work together to ensure these dollars have the most impact possible. And while there real racial and geographic divisions in Rockford, this crisis presents an opportunity to address inequities and begin to build bridges across those racial and geographic divides.

As such, we recommend that Rockford come together around children and parents, leveraging the infrastructure of *Alignment Rockford*, to establish a shared vision for rebuilding with shared and measurable outcomes for children and parents. This work should produce a shared policy agenda to which ARPA resources – both City and RPS allocations – and other supports can be aligned. Included in this shared work should be a real commitment to rebuilding an often overlooked yet absolutely essential system of childcare. Also included should be a coordinated effort to address learning loss and to reengage students that may not re-enroll when schools begin this fall. Of course, this agenda should also include the necessary mental and behavioral health supports that many if not most will need. Finally, we recommend that Rockford use this moment to dig into and ultimately publish the racial and geographic disparities data, especially for children and parents, and double down on efforts to eliminate these disparities to ensure a more equitable recovery.

Impacts of COVID-19

Arguably everything in Rockford related to children and education was impacted by COVID-19. That said, this assessment identified three areas where the impacts of the pandemic and resulting economic pain and uncertainty are particularly harmful and urgent: the loss of childcare seats, the learning loss for tens of thousands of children, and growing mental and behavioral health needs.

Loss of Childcare Seats: As we talked to various leaders in Rockford, it became clear that a major area of concern is the loss of childcare seats. Childcare providers, especially those that serve lower income families, have always struggled to maintain healthy budgets and retain staff. There was always a shortage of seats for children and parents, but the pandemic has made this far worse than maybe many realize. Programs shuttered classrooms during the pandemic and do not have the resources or staff to reopen them. Understanding where these loses have occurred and what specific help Rockford childcare

providers need will be critically important to reopening classrooms and helping parents find the childcare they need to get back to work.

Learning Loss: Similar to the pandemic-related damage to Rockford's childcare system, we don't know how far behind children will be – nor how difficult it will be to reengage those students that were altogether "lost" during the pandemic. In speaking to leaders, it is clear that this is a major concern but not at all unique to Rockford. While the district has plans to address these losses, partners coming together to support schools will be as important as ever. Coordinated after school programming, helping to recruit tutors, accessing additional funding for in-school intervention specialists, and bringing partners together to support the district and its students and parents will all be immediate and likely multi-year needs. Partners should include the Family Peace Center, the Rockford Park District and other organizations that are well positioned to connect with families and reconnect with young people who have fallen behind.

Mental and Behavioral Health Needs: A third overarching concern had to do with the mental and behavioral wellbeing of both children and their parents. Between the isolation and anxiety brought on by the events of the past 18 months, the need for mental and behavioral health could be significant. These issues have a huge impact on academic success, and most schools alone cannot provide the individual supports that children and their families may need. While the district does have supports, it will likely be insufficient. Similar to the issue of learning loss, schools will need a coordinated effort inclusive of many partners to provide the help needed. There is no doubt that students will need help, and the sooner that help arrives the better not only for young people but also for their teachers and schools.

Opportunities

Not dissimilar to the unprecedented challenges Rockford faces, the city's opportunities are historic. The infrastructure of *Alignment Rockford*, and the reliable participation of so many cross-sector leaders, is unique and presents an enormous opportunity for the city to further come together around children and families. The ARPA funding that the city, school district, and county received is enormous and flexible. Its intent is to support those who have struggled the most during the pandemic, and there is no question that includes children and their parents. There is additional ARPA money to support childcare investments and other supports to lift up children and families outside of what local municipalities received. And when there is a shared crisis, there is always the opportunity to tackle historic divisions that have stalled or stunted progress. In Rockford, as is the case in many U.S. cities, those divisions are largely racial and geographic. Bridging these divides is an opportunity upon which to be seized.

Investing in *Alignment Rockford*: The cross-sector partnership on children and families has staff and reliable participation. This is a significant asset. Leveraging this partnership to build a shared vision for the recovery, with shared (and measurable) outcomes, will help to ensure resources and partners are aligned to the work that matters most and will have the most impact on children and parents. Helping to build out the staff's ability to convene partners, facilitate shared work, provide valuable data analytics, and to help mobilize students, parents and community leaders will make an immediate difference. Explore opportunities to connect Alignment Rockford with partners such as the StriveTogether Network to strengthen collective leadership capacity to sustain broad systems level change for young people. If sustained, this infrastructure and shared support can support ongoing improvements to child-related outcomes in Rockford.

Leveraging Unprecedented Federal Supports: The school district is set to receive $220 million in ARPA funding, the city will receive $54 million and the county $54 million. While much of this will be held back by these entities to cover budget shortfalls through 2024, millions will go to external partners. Again, these dollars are intended to support those who have suffered the most during the pandemic. How communities leverage these dollars to invest in what children and families need will be key to a more speedy and equitable recovery. Bringing these entities together to work through investments plans, especially as it relates to the three big challenges listed above, could have a lasting impact on the well-being of Rockford's children.

Bridging Racial and Geographic Divides: Most cities are in the midst of a racial reckoning, and Rockford appears to be no different. We believe that cities – and city leaders – that lean into this (as opposed to shying away from it) will have greater success in implementing the right reforms and investments to rebuild Rockford equitably. It's been said that crisis should never be wasted, and this pandemic and economic aftermath is no different. The impact of COVID-19 was uneven with lower income and Black and Brown communities hit hardest. There is a real opportunity to bridge the divides in Rockford, but it will require leadership and intentionality. We believe this is one of the biggest opportunities for Rockford to ensure that all children and families in the city, east and west, do better and share in future growth and prosperity.

Recommendations for Equitable Recovery

In light of the most pressing challenges and opportunities that emerged from our discussions with Rockford leaders, we offer three high-level recommendations to better support children and their parents as the city recovery. First, and leveraging *Alignment Rockford*, Rockford should further build out a set of shared outcomes for the recovery and a shared policy agenda to achieve these outcomes. This shared agenda should focus on investing in childcare and addressing learning loss and the mental and behavioral health issues that many students will have. Finally, but arguably most importantly, ensuring an equitable recovery begins with the data on the racial and geographic disparities in outcomes for children. Publishing and addressing these disparities will help to transform Rockford as it emerges from the pandemic.

Shared Outcomes, Policy Agenda

With the convening and facilitation support of partners, and leveraging the *Alignment Rockford* infrastructure, Rockford leaders should develop a set of shared outcomes – from access to quality childcare and preschool to school readiness rates to early literacy and middle school math to postsecondary success. Non-academic outcomes such has access to social and emotional supports to positive school cultures should also be considered. These shared outcomes will help to organize the work of partners, creating shared accountability for the results that matter most for children. These outcomes will also inform a shared policy agenda, which can help mobilize partners and the community around the changes that will have the most impact on children and families, especially those who have struggled the most.

Investing in Childcare, Learning Loss, Health

There are many areas in which Rockford should invest as it relates to children and parents, but at the top of the list should addressing the very serious shortage of childcare seats, getting students back on track in school, and making sure children are getting the mental and behavioral supports they need. Childcare is not only critical for positive child development, it's also necessary for many parents hoping

to return to work. Leaders should also keep in mind that many of these childcare programs are small business that are in desperate need of cash to get back on their feet and reopen classrooms. The issue of learning loss will not be fully understood for months, but most believe this will be a serious issue for most all children. As stated above, aligning ARPA dollars and other supports to this work, supporting the district and schools in what they need most, will make a big difference. One of the barriers to getting students back on track will be the social and mental challenges that many will be dealing with. Investing in a network of supports to address this will be important.

Publish and Address Disparities

Whether it's *Alignment Rockford* or other community partners, tasking a team of leaders with collecting and publishing disparities data – in the most inclusive way possible – will put Rockford on a new, much more promising trajectory. The data will only reveal and affirm what many already know to be true about the racial and geographic disparities that hold Rockford back. With the data published, action plans to address the disparities can be developed. These plans will need to have cross-sector and deep buy-in from the community, as well as real funding. This work will take years, if not decades, but we do believe that communities that tackle this work fully will experience real change in the disparities that have held children and families – and their neighborhoods – back for far too long.

Funding Considerations

- CDBG-CV funds allocated to Rockford under the CARES Act can be used for any CDBG-eligible activity that prevents, prepares for, or responds to COVID. Examples of CDBG-CV eligible activities aligned with the above recommendations include:
    - Increasing the capacity and availability of daycare or after-school services serving low/mod areas in which parents have dropped out of the workforce since January 2020 to enable workers to rejoin the workforce.
- SLFR funds allocated to Rockford under ARPA can be used to assist individuals, families, and communities adversely affected by the health and economic impacts of COVID. SLFR eligible activities aligned with the above recommendations include:
    - Providing new or expanded high quality childcare.
    - Addressing social, emotional, or mental health needs of students.
    - Providing new or enhanced early learning services to address educational disparities.
    - Providing tutoring, afterschool, or summer programs to address educational disparities.
    - Note that activities supported by SLFR funding generally need to be in response to a demonstrated COVID impact. For many activities, COVID impact is presumed when the activity is targeted to a qualified census tract. Further SLFR funding specifically designated as recovery of lost revenue can be used for general government service provision.
- The City should ensure that all activities supported by federal recovery funds follow all regulatory requirements and guidelines issued by the relevant federal agencies.

IV. Workforce Development

Overview

Rockford has a long history as an industrial and manufacturing center in Illinois. During the late 20th century, Rockford – like many other Rust Belt cities in the northern Midwest – struggled to maintain its economic prowess. As manufacturing and industry left, Rockford saw a decline in jobs and increased unemployment and poverty. In 2021, Rockford retains its manufacturing focus but has diversified its economy over time.

The 2008 Great Recession had a devastating impact on Rockford and its predominately working-class population. In 2010, the unemployment rate hit 19%, and close to 25% of the population fell below the poverty line.[17] Illinois Policy Watch estimates that Rockford suffered a net loss of 24,200 private-sector jobs during the recession. Post-recession, other sources have postulated that Rockford's manufacturing sector has led a majority of the recovery with well-paid jobs.[18] Since 2008, Rockford has been successful in diversifying its economy to include healthcare, transportation services, education, retail, and hospitality. Although these industries have grown in size, many do not meet the same wage levels as manufacturing, leading to the aggregate workforce making less than it did 20 years ago.

A closer examination of key industries shows that Rockford had a total of 13,594 workers employed in the trade, transportation, and utility industry sectors before the pandemic (Appendix A).[19] These industry sectors comprise a large portion of private-sector employment and a wide range of industry activities in Rockford, such as retail, wholesale, transit, warehousing, power, gas, water, and sewage. Of the total, 10,277 workers (76%) commuted into the city to jobs in these sectors. Notably, only 3,317 workers (24%) lived and worked in the city. Conversely, 9,144 workers in these sectors who live in Rockford commute elsewhere for work, representing 73 % of people commuting out of the city for work. These figures underscore how interconnected Rockford's employment circumstances are with the surrounding region, and how local workforce development efforts should closely integrate with to broader regional economic efforts.

Similarly, goods-producing industries also contributed to Rockford's economic vitality. These industry sectors include agriculture, manufacturing, and construction sectors. Of the 14,389 workers in the city's goods-producing industry sectors, more than half (9,207 or 64% of workers) commute into the city from other places to jobs in Rockford (Appendix A). About one-third – 36% or 5,182 – of the remaining share of workers live and work in the city of Rockford. Moreover, about 8,960 of 14,142 residents who live in Rockford commute elsewhere for work, representing 63% of people who live in the city and work in goods-producing jobs in other places.

Analyses conducted prior to start of the pandemic show little measurable difference comparing the number of workers who commute to Rockford for work in the trade, transportation, and utilities, and goods-producing industries – to workers who live in the city and commute elsewhere for work. Notably during the same period, few workers in these industry sectors live and work in Rockford. This suggests that the City of Rockford and its workers rely primarily on regional jobs and business activity to support the local workforce and economy. Today, both the Trade, Transportation, and Utilities and Good Producing (Manufacturing) industry sectors account for nearly 40 % of Illinois' total labor force.[1] Despite

[17] https://data.census.gov/cedsci/table?q=2010%20poverty%20rate%20rockford%20il&tid=ACSST1Y2010.S1701W

[18] https://www.rrstar.com/news/20180522/manufacturing-remains-strength-for-rockford-region

[19] U.S. Census Bureau: On the Map, 2018.

steep job losses statewide that resulted from the pandemic, trade, transportation, and utility jobs maintained stable growth with only a slight decline in the good producing industry; therefore, important to Rockford's COVID recovery planning both locally and regionally.

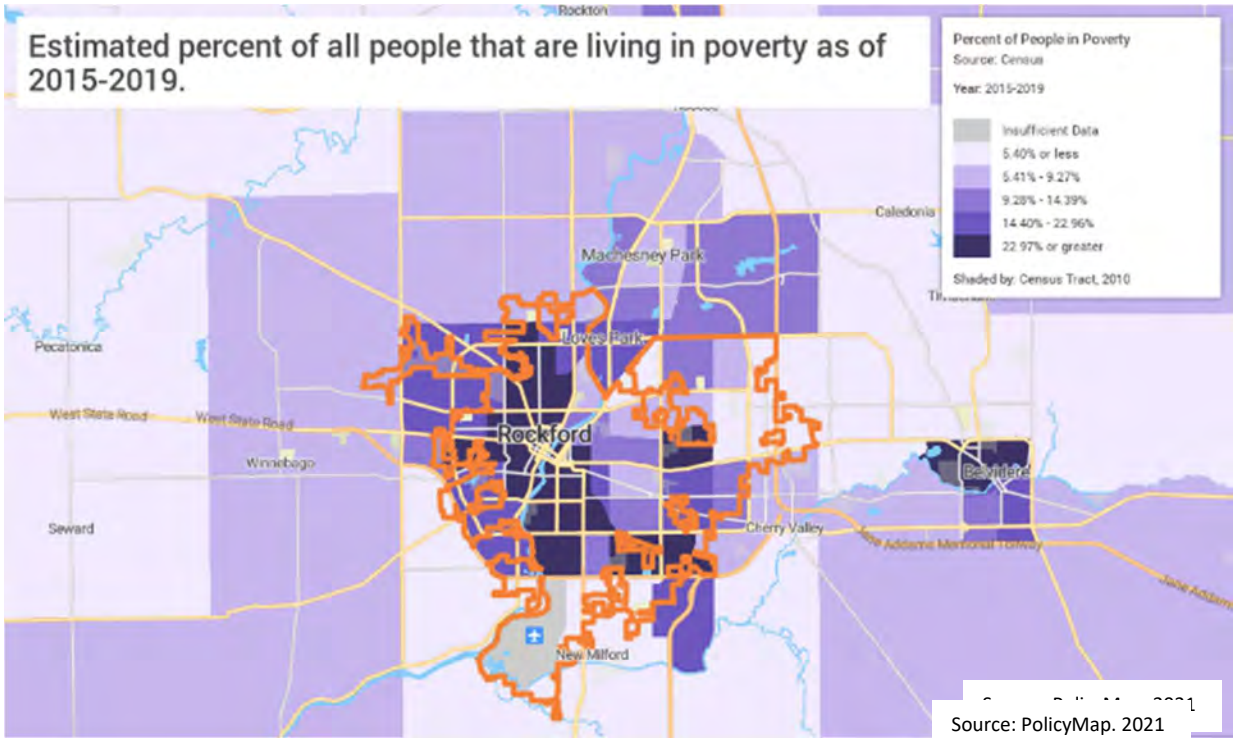
COVID Impact on Vulnerable Workers

The unprecedented onset of the COVID-19 pandemic has impacted the workforce across the U.S. Businesses have closed, particularly in retail, hospitality, and restaurants, and unemployment in Rockford soared to 22.7% at the beginning of April 2020.[20] Fortunately, as of June 2021, unemployment has settled to 9.5%, which is still above the Illinois unemployment rate of 7.1% and the U.S. unemployment rate of 5.9% for June 2021 and remains an issue for Rockford. Other concerns that loom for unemployed populations during the pandemic, include issues involving health, childcare, and low wages. Across the country, these concerns are barriers to workers and increase reluctance in returning to work; Rockford is no different. To better understand the impact of COVID on Rockford's workforce, in Spring 2020 Mayor McNamara instituted several working groups focused on COVID-19 recovery called Rebound Rockford. These working groups focused on a myriad of pressing concerns for Rockford, including transportation, economic development and workforce development.[21] The Rebound Rockford workforce group has met several times and is relatively new to tackling some of the challenging problems facing Rockford's workforce. We provide specific recommendations for formalizing and giving structure to this group below.

Rockford currently has a population of about 147,000 people (see Appendix B for the most recent demographics calculated from the 2020 Census). Additionally, 18.87% of the population identifies as Hispanic or Latino. Approximately 58.36% of the population is of working age between the ages of 18-64, and nearly 23% of the population lives under the poverty line. Figure 4 shows a marked difference in people living in poverty between east and west Rockford, with west Rockford having a significantly higher poverty rate. Figure 5 shows this is especially true for African American households who live in west Rockford. African American families have a poverty rate of 39.93%, nearly double the overall poverty rate in Rockford

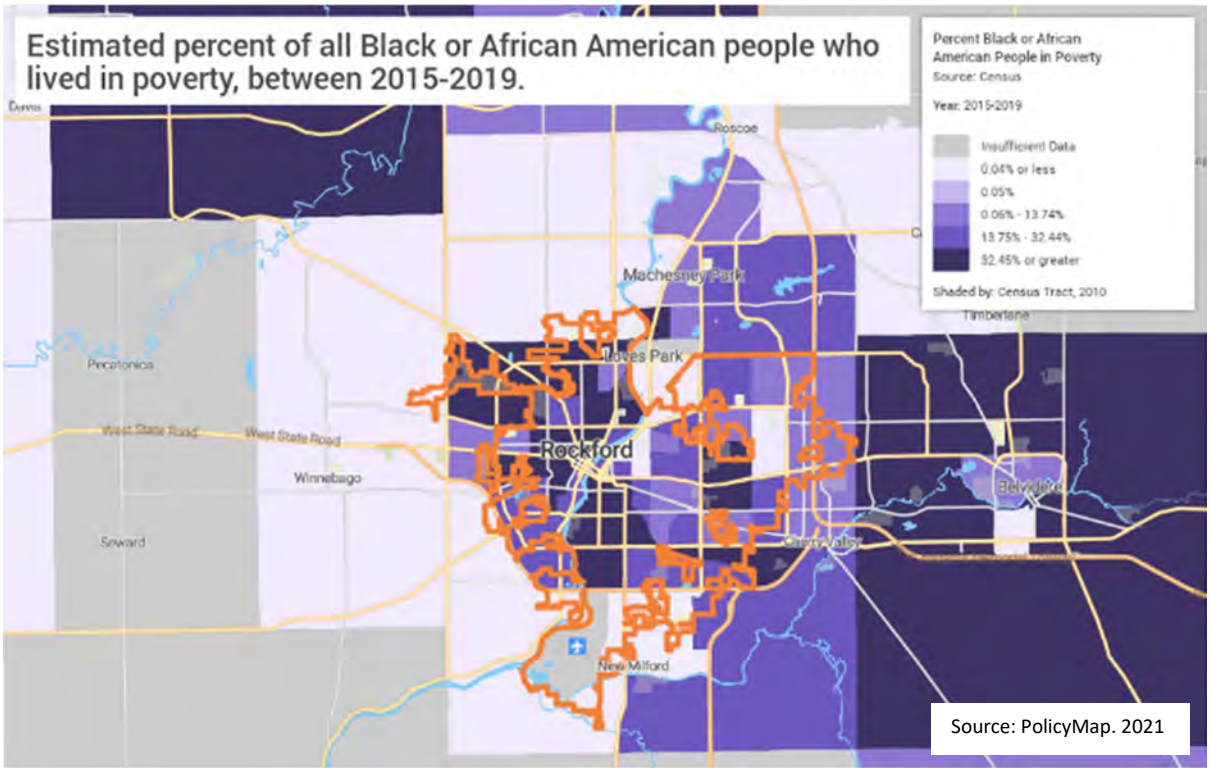
[20] https://www.wifr.com/2021/05/27/rockford-unemployment-rate-drops-from-225-to-97-since-april-2020/
[21] https://www.rrstar.com/news/20200425/mayor-forming-rsquorockford-reboundingrsquo-working-groups

Figure 1



Source: PolicyMap. 2021

Figure 2



Source: PolicyMap. 2021

Labor Market Challenges and Barriers

Limited Coordination Across the Workforce Ecosystem

There are numerous workforce development organizations in Rockford that work with diverse populations, from adults to high schoolers. Discussions with stakeholders across the community development spectrum found that although many organizations employ practices to foster job opportunity and advance workforce development there seems to be little formalized structure for all these entities to communicate, share best practices, collaborate, troubleshoot, and consult with one another about workforce challenges in Rockford.

One particularly important challenge noted by several stakeholders is the increasing need from opportunities to participate in the workforce by the ex-prisoner population in Rockford. There are few collaborative efforts identified working to connect job opportunities to returning citizens . This is a significant challenge for Rockford with 87% of released prisoners in Winnebago County returning to the city. [22] Additionally, Winnebago County's criminal justice system found that 56% of ex-prisoners will reoffend within 3 years, costing the county taxpayers millions of dollars every year. The cause of ex-prisoners reoffending can be partially attributed to a lack of economic opportunity for these populations. Ex-felons are often barred or disregarded when seeking jobs because many employers have policies that bar hiring individuals with a criminal record. African American men are five times more likely to be incarcerated during their lifetime than white men.[23] This creates a population of African American men who cannot find jobs or be economically independent, which then lead to reoffending and reentering the criminal justice system.

Comments from stakeholders throughout the interview process stated that there is very little cross-collaboration between all organizations involved in workforce development. However, the Mayor took steps to address this issue through development of the Rebound Rockford workforce working group during the COVID-19 pandemic. This group has met several times throughout the pandemic to align workforce strategies and identify priorities for the workforce. As this group continues, continued collaboration is key to success. Establishing a formal network to better align workforce objectives and actions can lead to more creativity and collaborative solutions to Rockford's most pressing workforce issues.

Limited Public Transportation

Rockford recognizes the importance of public transportation and is actively exploring ways to improve public transit options in the city. For community members without personal transportation, the public transit system is often the only method of travel available. Rockford operates a mass transit district with bus service that operates on a centralized model, which means that all transfers take place at a downtown facility. In interviews for this assessment stakeholders mentioned that the central transfer station model results in workers and students travelling nearly two hours by bus to travel across town. Community stakeholders suggested a review of BRT, transit lines, and the central transit node. In designated neighborhoods, particularly in west Rockford, the City should conduct a study of transit stops and connections to major employers, including opportunities to improve last mile connectivity (e.g., bike share, scooter share, shuttle buses, etc.). Public transportation is vital to connecting isolated neighborhoods and households to economic opportunity, workforce training, and education.

[22] https://wincoil.us/media/197424/2018_02_22_winnebago_county_cjcc_report.pdf
[23] https://www.sentencingproject.org/publications/color-of-justice-racial-and-ethnic-disparity-in-state-prisons/

Limited Community Infrastructure, Internet Access, and Public Information

Rockford has a diverse group of neighborhoods throughout its fourteen wards. Stakeholders in Rockford mentioned that they need more community facilities like libraries to serve as critical access points for resources and information for community members. Library closures in high percentage minority neighborhoods on the northwest, southwest and northeast side have contributed to reduced safe study spaces for students, adult learners, and job seekers. These closures have also decreased digital access to the internet in places where household internet availability is already limited.

Internet access is increasingly indispensable to the modern workforce and providing quality high speed access is essential to support job seekers and community members' needs for both employment opportunities and education. Most job applications are now completed online, and[24] increasingly education and workforce training are also provided online, particularly during the COVID-19 pandemic. Many Rockford educational institutions were forced to transition completely online when infection rates were high. Students who didn't have access to the internet found their learning experiences challenging, and many fell behind in their schooling.

According to Policy Map's 2019 data, on average, 18.49% of households in Rockford are without internet access. However, there are parts of west Rockford where houses without internet access exceed 30%, primarily impacting lower-income households and lower-income neighborhoods. Providing internet access to these neighborhoods remains critical to increasing access to jobs, training, and education. Rockford is actively pursuing contracts with a local internet service provider to increase access and ensure internet connectivity in all parts of Rockford. This is huge step forward to providing equitable internet access to community members who would not typically have access.

Communication between the public sector and its citizens is a challenge for many communities. Rockford stakeholders have stated that communication between city officials and residents is often lost in various communication channels, which limits sharing of information and resources. It would benefit Rockford to considering streamlining or developing new strategies to open the lines of communications with residents. Stakeholders have mentioned developing a formal system of neighborhoods councils to communicate directly with their Alderman. Improving communications via the City's website – and through community partners and influencers – can help improve communications between community members and the government.

The Cost Burden of Childcare

Childcare costs continue to be a considerable expense for families of all economic levels and is a national conversation that touches early childhood education, workforce development and economic development. Rockford's challenges are like many communities. The current average price for one child in a childcare program is around $670 per month in Illinois. For a minimum wage worker, $670 per week is over 25% of their income for just one child. If a family has multiple children, a minimum wage worker would pay 50% or more of their income. This is often an expense that many families cannot absorb when other needs are considered (e.g.: rent, food, utilities).

[24] According to a Georgetown University report, an estimated 80-90% of job postings are solely online. Jobs have also become more technology-centric, making technological literacy an essential skill set needed by the current workforce. (https://cew.georgetown.edu/wp-content/uploads/2014/11/OCLM.Tech_.Web_.pdf)

Workforce Healthcare Concerns

Return to work for many offices in Rockford has been a slow process. A primary concern for those workers who are hesitant to return is their health. This is even more true for those front-facing service workers who interact with the general public. In Winnebago and Boone County as of August 2021, only 46.5% of the population is fully vaccinated.[25] New highly transmissible variants of COVID-19 have been shown to have a certain level of vaccine breakthrough are becoming more prevalent in the U.S. Public-facing workers fear getting sick themselves or potentially infecting unvaccinated children or vulnerable family members. These fears are not unique to Illinois. A U.S. census survey in March of 2021 found that over 4 million workers are currently not looking for jobs because of concerns of COVID-19.[26] After the expiration of unemployment benefits, workers will have to make difficult decisions about their health and their budgets. There will likely be an increase in labor participation after this date, but the fears these workers have are valid and should be considered in solutions to better meet the workforce's needs.

Wage Disparities

Several workforce development professionals commented on low wages being another barrier in Rockford. As a proxy for wages and in the absence of business-level data on wages, median income can provide a scale for the amount of capital households can access. The minimum wage in Illinois is $11/hour with an annual income of about $23,000. The median income for all households in Rockford is $44,252. As of 2019, the household median income in the U.S. was $68,703 – Rockford currently sits at 35% less income in a typical household than the rest of the nation. Appendix C shows the majority of households in Rockford make less than $50,000 and the national average.

When disaggregated by race, the median income for African American and Black households is reduces to $30,000, which is significantly lower compared to other races across the city. Income disparities are starker when comparing east to west Rockford (Figures 3 and 4). Some west Rockford census tracts show a median income of less than 20,000.[27] The median income of these west Rockford census tracts is also below the annual income of a minimum wage job. From these metrics, we can infer that wages in Rockford are most likely lower than in other parts of the U.S. Figure 4 illustrates that low wages are especially true for African American and Black households and the more diverse neighborhoods of west Rockford.

[25] https://www.dph.illinois.gov/covid19/vaccinedata?county=Winnebago
[26] https://www.wsj.com/articles/the-other-reason-the-labor-force-is-shrunken-fear-of-covid-19-11618163017
[27] Census Tracts: 17201003200, 17201002600, 17201003100, 17201002900, 17201002100

Figure 3

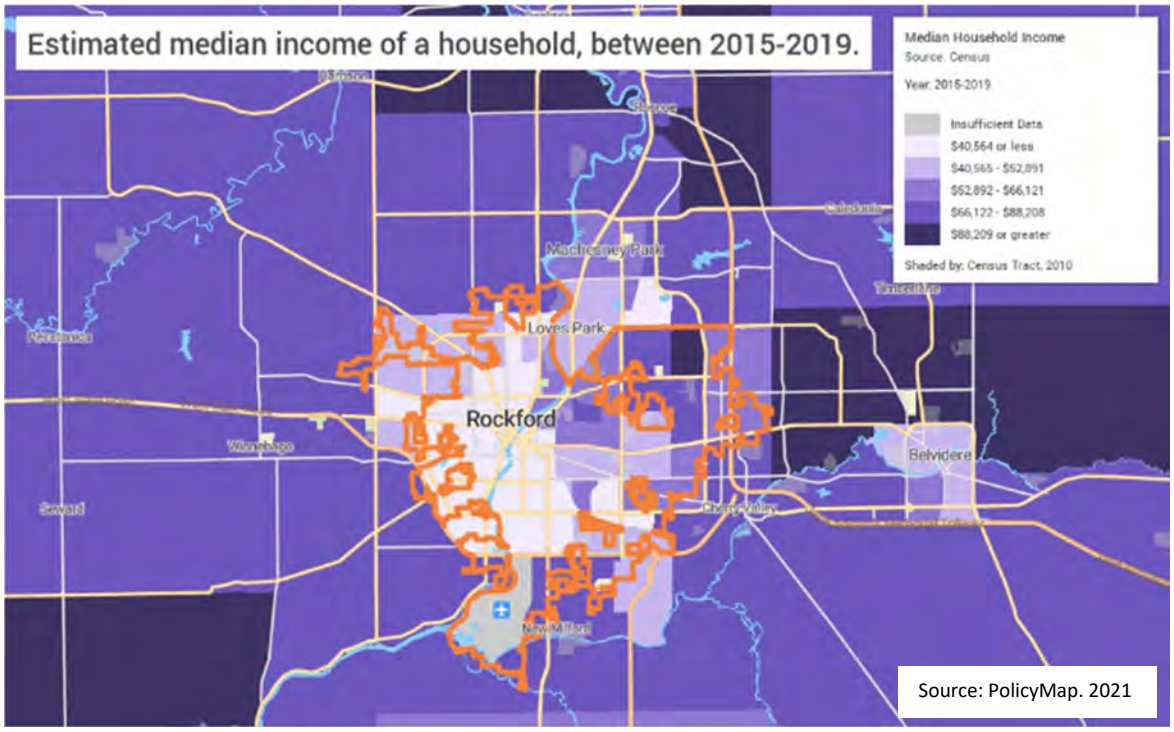
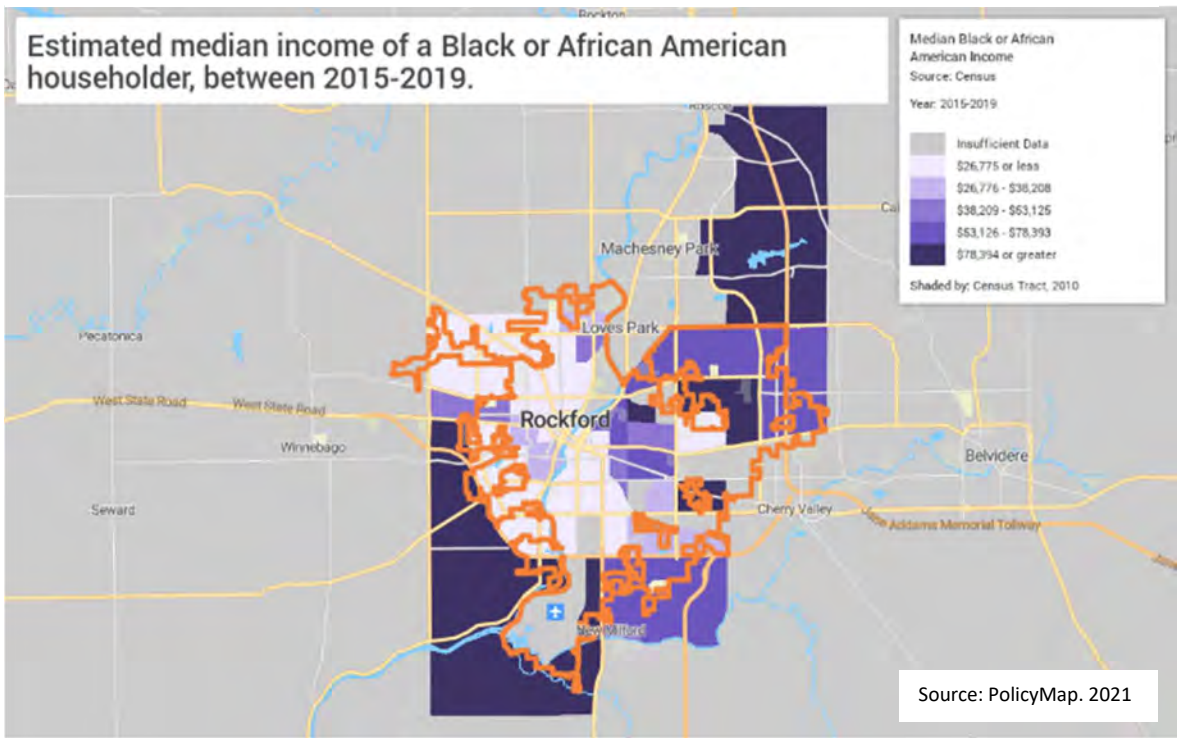


Figure 4



The "Missing Middle" of Skills Training

Stakeholders also described the need for job skills training in key trades in Rockford. Referred to as the "missing middle" by workforce professionals, Rockford needs to close the gap between the kinds of jobs needed in robust industry sectors and resident skill levels to fill needed positions. The "missing middle" of skills training is represented by jobs that need post-secondary technical education of some kind and college-level math. These include computer technology, high skill manufacturing, HVAC, Environmental Science Technicians and many others. Although Rockford has many workforce training programs focused on initial skill-building and training for a specific job and trade. There seems to be a lack of organization linking initial positions to long-term growth and career pathways. There also seems to be a less organization around apprenticeships, paid internships and programs that build towards these middle-skill jobs. Stakeholders mentioned that they see opportunities for more career building and career pathways work with Rockford Public Schools and other youth-based organizations. They also see more opportunity to build apprenticeship and paid internship programs with more employers to meet the growing need of middle-skilled work. [28]

Recommendations for Equitable Recovery

Strengthen Coordination Across the Workforce Ecosystem

Support soft-skill training and the expanded role of local community colleges by either subsidizing these programs or actively engaging with local funding partners about supporting these programs. Educational leaders in Rockford commented that the role of community colleges continues to shift from strictly hard skill training to providing increased soft skill training nationally but especially in Rockford. However, hard skills (e.g.: engineering, accounting) remain an essential course of study at these institutions. Many local company partners have stated the need for soft-skill training (e.g.: interpersonal communication, time management). Credit-based training like traditional hard skills is paid for through federal funding and other typical college funding sources. However, soft skills are not currently funded and are often a resource drain on community colleges. This seems to be an essential set of skills that current Rockford employers are seeking in employees. Community colleges in the area have also experienced a shift to support hiring needs of employers resulting from the pandemic. Community colleges are now expected to serve as job centers, providing job/career fairs and technical education and skills training tailored for immediate hiring needs.

Partner with existing workforce development organizations to create prisoner re-entry and workforce programs for non-violent offenders. Ex-prisoners and particularly non-violent offender, former felons, need opportunities to be self-sufficient for themselves and their families. Developing workforce development programs for ex-prisoner populations can reduce crime and recidivism while also providing increased economic activity in Rockford.

- **Promising Practice:** The Minneapolis Federal Reserve Bank recently cited the importance of prisoner re-entry programs and provided examples of city-based programs. (https://www.minneapolisfed.org/article/2013/development-programs-help-exoffenders-join-the-workforce)

[28] Harvard Business Review - " Who Can Fix the Middle-Skills Gap" - https://hbr.org/2012/12/who-can-fix-the-middle-skills-gap

Institutionalize and expand the Rebound Rockford workforce development group or develop a task force for the workforce in the city. Comments from stakeholders throughout the interview process seems to point to few collaborative systems between all organizations involved in workforce development. There seems to be some disconnect between traditional economic development entities like the Rockford Chamber of Commerce and the community college system. The city should provide a clear structure and directives to the Rebound Rockford group and seek to include traditional education and economic development organizations in Rockford like the Family Peace Center, Rockford University, Alignment Rockford, Rockford Promise, the Chamber of Commerce and Rockford Public Schools. To implement this recommendation, allocate sustained, long-term funding that strengthens capacity of an identified organization to lead coordination and a shared vision for the entire workforce ecosystem. This sponsored entity would be in charge of delivering the organizational infrastructure, regular communication, develop policy priorities, and plan convenings.

- **Promising Practice:** The Philadelphia Federal Reserve developed a program called the Research in Action Lab that provides an outline of how communities can attack challenging multidisciplinary economic problems in more systemic and sustainable ways. (https://www.philadelphiafed.org/community-development/research-in-action-labs-local-solutions-to-economic-problems)

Encourage City and Regional Employers to Increase Job Stability Through Upskilling and Reskilling in Growing Trade, Transportation, Utilities, and Manufacturing Jobs. Economic stability in trade, transportation, utilities, and manufacturing during COVID suggests a positive impact on Rockford's economic growth goals[2] in these industry sectors. Inflow/outflow patterns offer opportunities that can be leveraged to build on regional connectivity with businesses linked to job growth; as well as retain and grow local talent to increase local workers in these industry sectors. Convene a task force made up of business leaders, nonprofits, community colleges, K-12 school systems, labor unions, and the public sector. The task force can be assembled to address the significant skills gap for "middle-skills" jobs – advanced technical careers that require education and skill development beyond high school but less than a four-year college degree.

- **Promising Practice**: UpSkill Houston is an employer-led, cross-sector initiative to develop Houston's talent pipeline to meet the needs of employers and residents. (http://upskillhouston.org/global-pages/upskill-houston-partners/)

Develop local diversity hiring practices. The City should commit itself to implementing hiring practices that focus on hiring a diverse group of residents, particularly those who have completed local training programs with transferable skills (e.g., public works, administration, outreach, etc.).

- **Promising Practice:** The Local and Regional Government Alliance on Racial Equity released a report outlining how the public sector can update its hiring practices to focus on racial equity. (https://racialequityalliance.org/wp-content/uploads/2015/02/Public-Sector-Jobs-Final1.pdf)

Improve Public Transit

Re-envision transit planning focused on equity and inclusivity. Comprehensive planning efforts should connect major employers or job centers to targeted neighborhoods where transportation is currently limited and presents a barrier to jobs and training centers. Many cities have embarked on human-centered design processes in developing a more robust transit plan (see Inclusive Transit). This includes

working directly with residents who utilize transit and focusing on user experience, design, and management of the system that most benefits the end-users. **Elicit input from residents and other users of public transit to inform transit planning decisions.** This ensures that the transit system considers inclusive and equitable practices and potentially improves employment access to jobs for local residents in the long-term.

- **Promising Practice:** The Transit Center, a transit policy think tank, released a report on Inclusive Transit planning that may be helpful for the city to consider while embarking on the planning process. (https://transitcenter.org/wp-content/uploads/2018/07/Inclusive-1-1.pdf)

Develop partnerships with major employers to establish transit lines to major employment centers. Employers have a vested interest in making sure their workforce has a safe and timely commute without significant delays. A challenge for many transit systems is the "last mile" problem where transit lines end a couple miles away from certain employers forcing employs to walk or find other methods of transportation to get to work. To mitigate these challenges for employers, some have chosen to provide shuttles, ride shares or other types of 'micro transit' that connects employee to their workplace efficiently.

Improve Community Infrastructure, Internet Access and Public Information

Continue to pursue investment in expanding broadband to neighborhoods, particularly in West Rockford. The new U.S. infrastructure bills currently making its way through congress puts special emphasis on increasing broadband access. Rockford should study the final infrastructure bills and apply for funding to improve and increase access in community. One option is to consider developing a municipal broadband service. Municipal broadband can ensure equitable distribution of internet access. Additionally, Rockford could consider subsidy programs with traditional internet providers similar to those for water and energy offered to low-income families. Broadband is an essential service and should be treated similarly to other essential utilities.

- **Promising Practice:** During the COVID-19 pandemic, more cities are considering municipal broadband programs. The first city to accomplish this type of infrastructure overhaul successfully was Chattanooga, TN. (https://qz.com/1996234/the-best-broadband-in-the-us-is-in-chattanooga-tn/)

Improve community infrastructure and challenges with public information by developing small workforce hubs and/or reopen libraries in neighborhoods with high unemployment and underemployment. These workforce hubs could be situated in empty retail or commercial spaces. They could hold job searching services, a computer lab with internet access, and potentially soft-skills training provided by non-profits or community college partners.

Lessen Cost Burden of Childcare

Develop a childcare voucher or subsidy program for low-income and middle-income families. Vouchers and subsidy amounts should be offered on a sliding scale according to the size of the family and family income. Childcare subsidies will remove a critical barrier to the current workforce going back to work.

- **Promising Practice:** There are several cities considering subsidizing childcare costs, including Seattle (http://www.opportunityinstitute.org/blog/post/how-proposition-1a-will-put-seattle-on-the-road-to-high-quality-early-learning/) & Boston (https://bostonabcd.org/service/childcare-choices-of-boston/).

Invest in an entrepreneurship and TA program to nurture an increase in the volume of small childcare businesses in Rockford. This recommendation is further explored in the Economic Development section.

Improve Workforce Health Care Concerns

Healthcare fears are a huge barrier to workforce re-entry post-COVID. **Create a certification program for businesses to meet specific health and safety standards so the workforce will feel more comfortable returning to work.** Depending on political will, the program can be entirely voluntary. Additionally, the City could require this new health and safety certification to use public funding programs, discretionary economic development incentives, or zoning approvals. The employers who go through the certification program can be placed on an online list of 'health safe employers or potentially have documentation like certificates or stickers outside the establishment.

Improve Wage Disparities

Develop a living wage to encourage more employers in Rockford to provide better, more sustainable wages to their workers. Living wage coalitions are typically a group of businesses that pledge to provide living wages to their employees. They are entirely voluntary but have been effective in pushing certain firms to increase wages to meet the needs of the current workforce.

- **Promising Practice:** Durham, North Carolina developed a living wage coalition, and it has provided great marketing for the city in attracting young workers. (https://www.durhamlivingwageproject.org/)

Address 'Middle Skills' Gap

Invest in 'middle skills' training by developing more apprenticeship and 'paid internship' models with local employers. This allows workers to have 'on-the-job' training and build skills while also receiving a wage. The workforce is also able to build relationships with their employers on a temporary educational basis to see if they are the correct fit for that employer.

Funding Considerations

- CDBG-CV funds allocated to Rockford under the CARES Act can be used for any CDBG-eligible activity that prevents, prepares for, or responds to COVID. Examples of CDBG-CV eligible activities aligned with the above recommendations include:
    - Providing job training in communities or neighborhoods affected by coronavirus-related job loss since January 2020 to revitalize affected labor force and business sectors or to help workers re-train for expanding sectors.
- SLFR funds allocated to Rockford under ARPA can be used to assist individuals, families, and communities adversely affected by the health and economic impacts of COVID. SLFR eligible activities aligned with the above recommendations include:

    - Providing job training to workers who have become unemployed due to the pandemic or were unemployed prior to the pandemic and have remained unemployed due to the pandemic.
    - Providing Internet access and digital literacy training to households facing negative impacts of COVID.
    - Note that activities supported by SLFR funding generally need to be in response to a demonstrated COVID impact. For many activities, COVID impact is presumed when the activity is targeted to a qualified census tract. Further, SLFR funding specifically designated as recovery of lost revenue can be used for general government service provision.
- The City should ensure that all activities supported by federal recovery funds follow all regulatory requirements and guidelines issued by the relevant federal agencies.

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V. Economic Development

Overview

At the start of 2020 Rockford was experiencing economic optimism. After a decade of slow recovery following the 2008 Recession, Rockford's economy was building positive momentum. Real estate and home prices were stabilizing, and in some cases rising. Downtown revitalization efforts were starting to pay off, with new businesses, housing and hotels locating in the area. Although Rockford lost population between 2010 and 2019 overall, 2020 census data estimates indicate that the city gained nearly 3,000 new residents in 2020 – a positive sign of a stabilizing economy. And while the economies of both the region and city continued to lag other areas, at the start of 2020 City leaders were optimistic that the city had turned a corner and would be able build on the momentum.

As the COVID-19 pandemic took hold in March 2020, Rockford's economy followed national trends and struggled as it adjusted to global policy shifts. Businesses of all sizes and ages contracted, unemployment skyrocketed to from 5% to 23% during the month of March 2020.[29] City and local business leaders feared the worst – that hard-earned gains in business development and revitalization would reverse and undo the efforts of so many over the last ten years. While larger regional industries felt the downturn, small businesses were hit particularly hard, in particular those characterized as "shut down sectors": hospitality, restaurants, retail, and personal services.

Rockford leaders responded launching an emergency small business loan fund, providing flexible permitting for businesses to operate outdoors, and expediting the deployment of federal CARES Act funding. The City also realized that bolstering the recovery and resilience of local small businesses would be integral to the City's overall economic rebound from the economic impacts of COVID. Recognizing that it's Black, Latinx and minority communities experienced the highest COVID infection rates; that many of its small businesses are both minority owned and employ minority workers; and that the United States is in the midst of a reckoning with racial disparity following the murder of George Floyd, Rockford will need to make clear and intentional efforts to integrate racial equity into its broader economic recovery efforts if it hopes to emerged from this crisis stronger and more resilient to future shocks.

For this assessment, Enterprise Community Partners, as part of the National Resource Network, conducted interviews with city leaders, residents, business owners, neighborhood groups, institutions to gain insight into the extent of COVID's impacts on the local economy and opportunities to recover equitably. Following is an analysis of COVID's impact on Rockford's economy and businesses, the City's local economic development response efforts to date, and recommendations to support equitable recovery in coming months, years and decades.

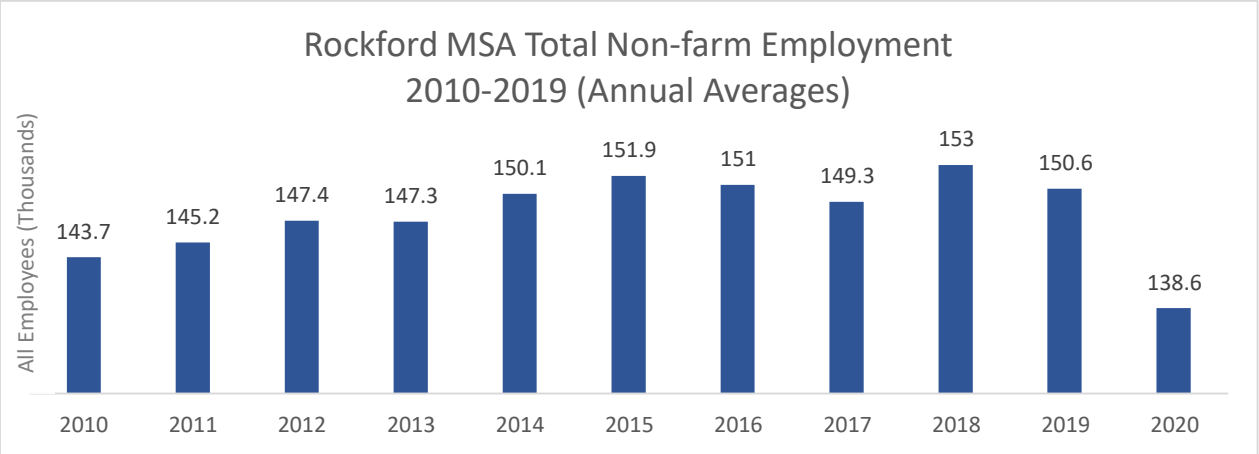
COVID Impacts

INDUSTRY AND EMPLOYMENT

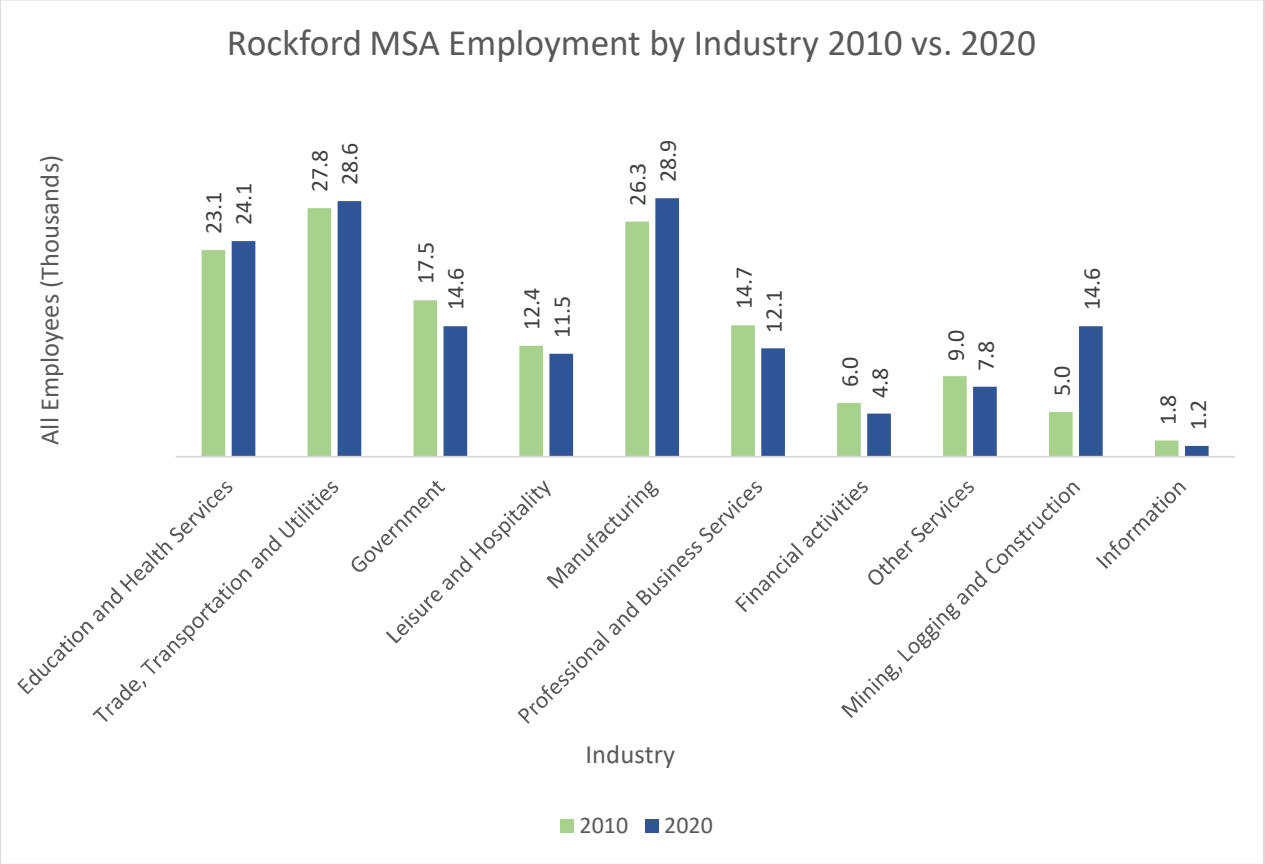
The Rockford Metropolitan Area includes the City of Rockford, Winnebago County and Boone County. The metro area has seen weak employment growth since the Great Recession. Between 2010 – 2020, nonfarm payroll employment increased in driven by increases in Construction (192%), Education and Health Services (4.3%) and Manufacturing (9%). However, employment in other industries declined dramatically, with decreased in Government (-17%), Professional and Business Services (-18%) and

[29] U.S. Bureau of Labor Statistics, 2021

Other Services (13%). Industries with the greatest number of jobs in 2020 were Manufacturing (28.9k), Trade, Transportation and Utilities (28.6k) and Education and Health Services (24.1k)



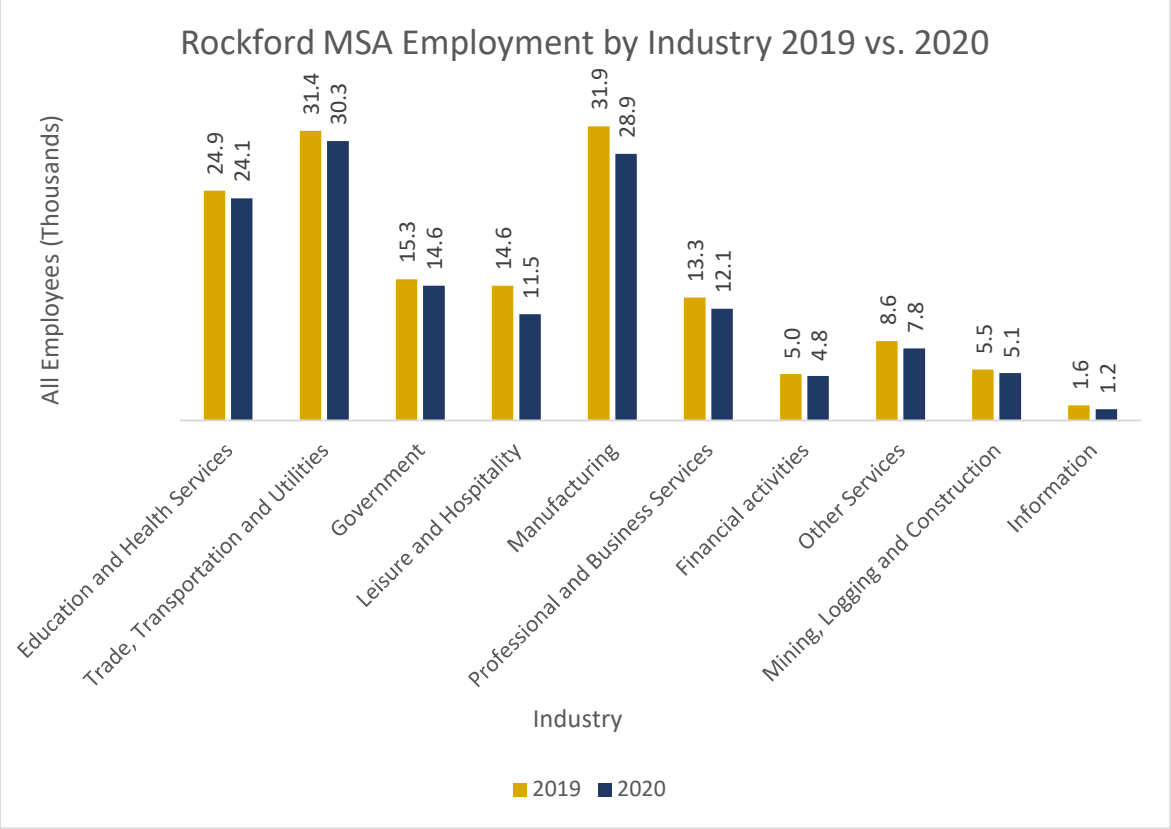
Source: Bureau of Labor Statistics, Current Employment Statistics (Not Seasonally Adjusted)



Source: Bureau of Labor Statistics, Current Employment Statistics (Not Seasonally Adjusted)

The COVID-19 pandemic resulted in year over year decreases in employment across all industries due to a variety of factors, including but not limited to depressed consumer demand, government-mandated

business closures, and supply-chain issues. Comparing the annual change in employment by industry from 2019 to 2020, the most impacted industries in Rockford by percentage of employees lost were Leisure and Hospitality (-21.2%), Manufacturing (-9.4%), Other Services (-9.3%) and Professional and Business Services (-9.0%).



Source: Bureau of Labor Statistics, Current Employment Statistics (Not Seasonally Adjusted)

The Rockford MSA registered approximately 12,000 fewer jobs in 2020 than in 2019, an 8% loss overall. With increasing vaccination rates across the country and lifting restrictions, most sectors are expected to rebound; however, the pace of recovery remains unclear, as well as long-term implications for vulnerable sectors and businesses.

2021 COVID-RELATED ECONOMIC IMPACTS TO DATE

2021 employment data by industry are unavailable at the time of this report, but preliminary estimates indicate that Rockford metro's overall employment rate increased by 1.2% between June 2020 and June 2021, suggesting that a modest recovery is underway.[30] Tying regional employment estimates to recent local business establishment data is challenging as publicly available estimates are not available at the time of this report. As a non-Home Rule jurisdiction, Rockford is unable to require business licenses, a regulatory measure that affords city governments the ability to track local business births, deaths, employment and ownership details that provide granular insight into local business conditions. However,

[30] Bureau of Labor Statistics, Employees on nonfarm payrolls by state and metropolitan area, not seasonally adjusted. Published July 28, 2021

a comparison of quarterly sales tax revenues collected by the Illinois Department of Revenue provide a proxy that suggests broadly what COVID's impact on local business was by category. Sales tax data indicate that between the last quarter of 2019 and the first quarter of 2021 total combined sales taxes decreased by 1.4%, marked by significant decreases in General Merchandise; Drinking and Eating Places; Lumber, Building and Hardware; and Manufacturers.

Rockford City Quarterly Sales Tax 2019 Q4 and 2021 Q1

	2019 Q4		2021 Q1		Percent Change Between	
	Tax Types (a)		Tax Types		2019 Q4 and 2020 Q1	
Categories	**MT**	**NHMR**	**MT**	**NHMR**	**MT**	**NHMR**
General Merchandise	$1,057,041	$714,004	$894,118	$610,114	-15.4%	-14.6%
Food	$999,410	$406,633	$993,299	$408,828	-0.6%	0.5%
Drinking and Eating Places	$814,644	$792,493	$694,402	$686,361	-14.8%	-13.4%
Apparel	$178,424	$178,076	$167,645	$167,318	-6.0%	-6.0%
Furniture & H.H. & Radio	$323,852	$321,478	$313,185	$311,916	-3.3%	-3.0%
Lumber, Bldg, Hardware	$384,935	$384,785	$314,732	$314,342	-18.2%	-18.3%
Automotive & Filling Stations	$1,092,090	$488,192	$1,126,320	$449,513	3.1%	-7.9%
Drugs & Misc. Retail	$897,348	$467,160	$1,270,558	$777,939	41.6%	66.5%
Agriculture & All Others	$660,604	$603,401	$612,975	$541,153	-7.2%	-10.3%
Manufacturers	$76,437	$73,643	$54,339	$53,174	-28.9%	-27.8%
Totals	$6,484,786	$4,429,863	$6,441,573	$4,320,657	-0.7%	-2.5%
Total Combined	$10,914,649		$10,762,230		-1.4%	

(a) Tax types include Municipal Tax (MT) and Non-Home Rule Tax (NHMR) applicable to Rockford as a non-Home Rule jurisdiction.

Source: Illinois Department of Revenue; Enterprise Community Partners

To gain an understanding of local recovery conditions and ongoing impacts on local businesses, the Network conducted interviews with City economic development staff, local employers, and representatives of the Rockford economic development community. Interviewees agreed that recovery is underway in Rockford, but cite ongoing concerns related to businesses' ability to operate at full capacity. Some remarked that persistent vaccine hesitancy and fear of the COVID on the part of many patrons were creating new challenges for those seeking to reopen at full capacity, in particular restaurants, retail, entertainment and hospitality venues. Most critically, businesses cited hiring challenges, and a shortage of workers across a number of industries. Anecdotal evidence indicates that business owners have responded by increasing starting wages, many to $15 or more per hour, and providing more flexibility in terms of hours and leave. One observed that a that local fast-food restaurant advertised openings with increased wages, hiring bonuses, and next-day payment programs to entice workers back to work. A number of business community representatives interviewed for this report expressed confusion about why so many job postings remained unfilled despite continued unemployment concerns. Anecdotal evidence suggests that many businesses are not reopening fully due to unfilled positions.

SMALL BUSINESSES

Rockford's small businesses provide valuable wealth building opportunities for business owners and are an important source of local jobs and neighborhood amenities. According to interviewees, COVID-19 has had a detrimental impact on Rockford's small businesses, particularly retail, personal care, and restaurants, and many owned by minority and immigrant business owners.

The City of Rockford has an emerging small business support system ecosystem, including financing, technical assistance, and workforce development resources. The City's Economic Development Division provides one-stop referral and support services for small businesses and leads engagement with local start-ups and entrepreneurs seeking to locate in Rockford. With only two economic development staff, the City relies heavily on assistance from local partners to provide financing services to businesses seeking loans and COVID relief funds. At the start of the COVID-19 shutdowns, the City's Economic Development Department led local business recovery response in partnership with the Rockford Local Development Corporation (RLDC), a nonprofit economic development agency that provides financing to support business growth in the Rockford region, and the Rockford Small Business Development Corporation (SBDC), an affiliate of the Greater Rockford Growth Partnership (see below).

In March 2020, the City responded to the immediate shut down of businesses by launching the Small Business Emergency Loan Fund, a $2.2 million business relief funds established through partnership with the Northern Illinois CDC and managed by the RLDC. The fund provided microenterprise loans to local small businesses with five or fewer employees on a first-come-first-served basis to provide sustaining funds during the shutdown. The City also provided assistance to businesses seeking federal Paycheck Protection Program (PPP) funds to businesses of all sizes to slow layoffs and protect workers' jobs.

In addition, the City also used federal CARES Act funding to launch the $900,000 Hospitality Grant Program in November 2020 to provide up to $7,500 assistance to restaurants and bars experiencing COVID-related financial constraints. The City also modified policies and permitting to expand outdoor dining and curbside pickup in the public right-of-way, as well as reduced collections on food and beverage and hotel-motel taxes for qualified businesses. Without local data, the City does not have a clear picture of how many of the businesses receiving assistance are minority or women-owned businesses, which makes it difficult to assess the equity impacts of these awards.

MINORITY, WOMEN, AND IMMIGRANT OWNED BUSINESSES (MWBES)

National data shows that businesses owned by people of color faced disproportionate barriers to accessing federal CARES act funding due to the program's initial reliance on depositary institutions and banks which have a history of racially discriminatory lending practices. In response, Rockford identified communication and education gaps as major barriers to reaching communities of color and hired a local economic development coordinator to improve engagement with Rockford's local business community.

Despite these efforts, business owners and City staff highlighted continued communication gaps between the City and black and immigrant communities and business owners. They recognize that Rockford's long-seated barriers for minority, immigrant and women-owned businesses – lack of capital, engagement with regional organizations and procurement opportunities – were only further exacerbated by the pandemic. In addition, entrepreneurs with home-based businesses were not eligible for local relief programs due to lack of formal documentation.

CHILDCARE: THE SMALL BUSINESSES BEHIND ROCKFORD'S BUSINESSES

The Network interviewed Rockford residents about COVID's impacts on neighborhoods and everyday life. When asked about why businesses report hiring challenges despite persistent high unemployment, they responded that the lack of affordable and safe childcare is one reason some of their neighbors have not returned to work. They reported anecdotally that childcare spots – both in licensed care centers and in-

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home family care centers – were hard to find. With schools closed and affordable childcare unavailable, many of their neighbors were opting not to take open positions, particularly those that lack wages and flexibility needed to meet parenting needs at home. They speculated that some may go back to work once schools have reopened and there is confidence that they will consistently remain open through the remainder of the pandemic.

The childcare sector includes businesses of many forms, ranging from formally licensed centers with accreditation to unlicensed informal arrangements between neighbors or family members in the care provider's home. Nationally, 92% of the workforce is comprised of women, and many are immigrants and women of color. The sector was showing serious signs of strain prior to the pandemic, characterized by low wages, and rising workforce poverty rates. In 2019, the median hourly wage for childcare workers in Illinois was $11.16, which represented a 1% decreased since 2017. During this same period, childcare center directors – often MWBE small business owners themselves – earned a median hourly wage of $24.44, representing a 3% decrease since 2017. Nationally, Black early educators are paid on average $0.78 less per hour than their White peers.[31] As the pandemic continues, centers that have remained open incur additional costs related to cleaning, safety protocols and staff health absences. The pandemic has highlighted the reality that childcare workers' poverty wages, lack of health insurance and paid sick leave are symptoms of a strained and unsustainable business sector. **They are the workforce behind the workforce, and they are struggling.**

Rockford Child Care Centers and Family Child Care Centers, 2019 (a)

Type of Center	Number of Sites	
	Serving Children ages 0-5	Serving School-age Children providing before/after school care
Licensed Child Care Centers	18	11
License-exempt Child Care Centers	4	16
Licensed Family Child Care Centers	85	70
Unlicensed Care Centers	n/a	n/a
Total	107	97

Notes: (a) State of Illinois definitions of licensed care facilities and total allowed capacities can be found on the Illinois Early Childhood Asset Map website: https://iecam.illinois.edu/

Source: Illinois Early Childhood Asset Map, 2021

The historically informal nature of the childcare sector meant that COVID restrictions, social distancing and fear of transmission due to the intimate nature of home-based services resulted in many childcare services – licensed, licensed-exempt, licensed family and unlicensed – closing for weeks or months during the pandemic. Some have reopened, some have remained closed. Working families across Rockford have had to make hard adjustments and choices to stay safe and take care of their children. Even as the economy reopens, there are fewer options available to those looking for childcare services to support full workforce participation. With limited supply, costs will likely increase, and Rockford's low-income workforce will be hard pressed to find spots needed to return to work outside the home. The COVID-19 pandemic has highlighted how essential childcare businesses are to supporting the local workforce and centers the sector as foundational to an equitable recovery.

[31] Center for the Study of Child Care Employment, University of California, Berkeley. Early Childhood Workforce Index. Illinois State Profile. 2021.

Economic Development Strategies

Regional Job Attraction and Retention

Despite headlines that highlight Rockford's struggles as a post-industrial "legacy city", more than one in five Rockford residents still work in manufacturing industries. Regional economic development efforts in the Rockford metro area largely focus on job attraction in a number of key industries: automotive, aerospace/defense, health care, machine tool, heavy machinery, advanced manufacturing, and logistics and distribution.[32] Regional economic development planning and marketing is led by the Greater Rockford Growth Partnership (GRGP), a recently merged organization comprised of the Rockford Chamber of Commerce and the Rockford Area Economic Development Council. The GRGP identifies the greater Rockford Region as consisting of Boone, Ogle, Stephenson and Winnebago counties in Northern Illinois.

Regional economic development representatives and stakeholders articulate that cross-sector partnerships are important to Rockford's economic growth into the future. However, collaboration has been limited, with regional organizations focusing on job attraction across the larger region as opposed to prioritizing marketing the city. Some interviewed expressed concern that the challenges Rockford is facing – economic recovery and racial reckoning – require new solutions that traditional tactics may not address. The City, GRGP and other regional economic development organizations should embrace the opportunity to approach recovery in new ways, in particular actively inviting new and diverse voices to the table to drive conversations and actions about how to equitably recovery and grow the region. In addition to traditional economic development approaches that prioritize job attraction and retention, regional economic development advocates should identify equitable opportunities to grow from within and tap into communities and stakeholders that have been marginalized from more traditional economic development efforts. **Most importantly, GRGP and other regional entities must commit to tackling the region's legacies of segregation and racial inequity as they advocate for the its future.**

Local Economic Development Strategies

Local economic development presents a strong opportunity for Rockford to drive investment to businesses that will have a greater likelihood of hiring residents; it is an area where the City can be targeted in its investment approach and provide supports needed to grow the local business ecosystem. There are a number of strategies that Rockford can use to lead the City's economic recovery efforts and to partner effectively with regional economic development partners.

DATA-DRIVEN TARGETED INVESTMENT

Because Rockford is not able to require business licenses, the City does not have granular data about its local business community, nor can it track changes over time to allow for course correction or guide new program development. As the City moves out of immediate COVID response into a longer-term economic recovery finding solutions to fill the data gap are needed. Collecting and updating local business data will enable the City to target resources – funding, staff time, program development – to focus on areas where the City can have the greatest leverage and impact. This will be particularly important when reaching out to small businesses, entrepreneurs and MWBEs who are not as active in the region's more traditional business advocacy and networking circles.

[32] Policy Map. Rockford Community Profile Report, 2021

To ensure that Rockford's businesses recovery and recover equitably, the City will need to convene cross-sector partners and develop a shared understanding of the role that data can play in growing Rockford's economy. The City should initiate data-sharing agreements between GRGP, RLDC, SBDC and other business advocacy groups to gather the information needed to support targeted approaches to growth – a **Rockford Business Data Trust**. Data collection should include racial and ethnic data, as well as the value of financial lending and types of services extended to businesses. While not a perfect solution to the City's inability to collect data through licensing, this will enable the City and economic development partners to gain a clear understanding of the local business ecosystem and disparities that exist. With a more nuanced understand of disparities, the City can target resources to support equitable outcomes.

In interviews, there was broad concern at the entrenched siloes in Rockford's business development space. Past efforts to engage in cross-sector partnerships have proven frustrating, and some business owners expressed hesitance to engage in collective action and an overarching lack of trust. Notably, some businesses and entrepreneurs expressed that entrenched race assumptions and legacy business turf concerns have fostered an exclusive business environment in Rockford that has resulted in fewer opportunities for MWBEs. Strengthening and sustaining access to opportunity for small businesses, start-ups and entrepreneurs in Rockford will require a cross-sector approach, and data can provide objectivity to break down entrenched beliefs to foster collective intention, accountability and action to equitably growing Rockford's economy.

EXPANDING MARKET OPPORTUNITY AND CAPITAL FOR MINORITY, IMMIGRANT AND WOMEN OWNED BUSINESSES

In 2021, the City of Rockford employs 1,097 people and has an average annual procurement contracts and supplies get of $69.7 million. Through its contracting and hiring processes, it can be a leader in modelling commitment and accountability to equitable outcomes. While the City has expressed support for MWBE contracting and hiring, it currently has a Responsible Bidder ordinance in place that gives preference to vendors who pay prevailing wages on City contracts. While this is popular among pro-union groups in Rockford – and supports local employees' economic stability, more broadly – it has resulted in only an estimated 2%- 5% of City contracts going to MWBEs – firms which tend to be younger, smaller and less capable of paying prevailing wages. The City should conduct an MWBE disparity study to enable it to better target procurement policies and capacity building around specific gaps and opportunities (see recommendations). In addition, it would allow the City to be held accountable for addressing disparities in access to contracting opportunities.

To support an equitable recovery the City should ensure that local businesses owned by people of color can expand and thrive during recovery and beyond. In partnership with the private sector, Rockford should launch a city-wide effort to increase access to capital, capacity-building, and procurement opportunities for these business owners (see recommendations). The effort should be informed by a Small Business and Entrepreneurship Assessment as well as a MWBE disparity study to understand the existing landscape and address disparities, barriers and opportunities.

INVESTING IN MINORITY ENTREPRENEURS AND START UPS

In multiple interviews, Rockford residents described the pandemic inspiring local entrepreneurs to start their own businesses, either as a replacement for full time work or as a "side hustle". They described a number of different businesses selling handmade items – artists, makers, and selling other talents and services. Many are small, pop-up businesses, including catering, books, artwork, clothing, jewelry and other retail. Interviewees reported that many of these businesses could benefit for increased funding, coaching, partnering and networking to help them take their hobby and successfully turn it into a business. However, even as new businesses were launched during the pandemic, many others closed shop and were unable to make the transition to a remote business, or they didn't have the resources to ride out the slow economy. Many of these businesses are owned by Black, Latinx and other business owners of color; many are women owned. Interviewees reported that minority owned businesses in Rockford are not always included in more traditional business development efforts in the city. Rockford has an opportunity to invest in these businesses to grow its economy from within and provide equitable access to resources for those who feel excluded from existing financing and support programs.

Rockford has recently begun discussions with Think Big, a Rockford-based 501(c)3 that seeks to provide needed incubation, coaching, business education and support networks to minority entrepreneurs in the city. In 2019 Think Big hosted the region's first expo for business entrepreneurs, including business networking education sessions and coaching, music, food and entertainment. The expo had an estimated 820 attendees over a two-day free event. Although plans for a 2020 expo were cancelled due to COVID, Think Big intends to host future events to meet clear demand in the Rockford business community. Think Big is in discussions with the City to launch a small business and entrepreneurship incubator to provide support for Rockford's start-up business community, with an explicit focus on supporting MWBEs and others who have felt excluded from more traditional groups, such as the Chamber of Commerce. Partnering with Think Big is a strong first step in diversifying the City's economic development outreach and services and holds promise as a model for helping the local business community grow equitably.

REBUILD AND EXPAND CHILDCARE BUSINESS SECTOR

Investing in local small businesses is important to Rockford's economic recovery; investing in the sustainability and quality of childcare businesses is essential to Rockford's equitable economic recovery. Childcare is the small business sector that is behind every other business sector's recovery. As noted previously, the childcare industry was struggling before the pandemic, and COVID has fueled a crisis. In 2019 there were over 11,000 children under five living in Rockford; within this population approximately 2,700 lived in families with two working parents and 6,027 lived in families with one working parent. Presumably, childcare services are needed to help many, if not most, of these parents go to work. However, in 2019, there were only 2,500 reported spots available to Rockford families, with an unknown number unreported and supported by an informal and/or unlicensed childcare sector. These figures do not account for school-age children who need care before and after school hours, and for whom childcare spots are even more limited.

Rockford Children 5 and Under in Working Families, 2019 Estimate	
Children 5 and under living in families	11,769
Children 5 and under living with two parents	4,746
Children 5 and under living with two working parents	2,709
Children 5 and under living with one parent	7,023
Children 5 and under living with one working parent	6,027
Children 5 and under living with one non-working parent	996
Source: Illinois Early Childhood Asset Map, 2021	

Rockford Total Capacity Child Care Centers and Family Child Care Centers, 2019 (a)		
	Capacity	
Type of Center	Serving Children ages 0-5	Serving School-age Children (before/after school care)
Licensed Child Care Centers	1914	361
License-exempt Child Care Centers (reported capacity)	135	680
Licensed Family Child Care Centers	532	339
Unlicensed Child Care Centers	n/a	n/a
Total	2581	1380
Notes: (a) State of Illinois definitions of licensed care facilities and total allowed capacities can be found on the Illinois Early Childhood Asset Map website: https://iecam.illinois.edu/		
Source: Illinois Early Childhood Asset Map, 2021		

In partnership with cross-sector employers and supporters, the City should invest in and develop the childcare business sector to support equitable recovery. This support should fall in line with other entrepreneur and small business efforts, but also be tailored to the specific needs of childcare businesses. For instance, childcare services are most often needed during workday hours when many small business workshops, meetups and networking events take place. Similarly, many childcare businesses are home-based businesses that will require additional outreach to attract participation. Lastly, many childcare businesses are owned and operated by women of color and immigrants who may need additional resources, language or cultural supports to be encourage them to participate, particularly where accreditation and licensing is required. The City should partner with local childcare agencies and seek guidance from best practices in the field to develop a small business support program tailored to the needs of childcare center owners (see recommendations).

CITY LEADERSHIP OF REGIONAL COMMITMENT TO EQUITY

The City should lead the region's reckoning with racial disparities and planning to move the business community forward. The pandemic has not so much created new economic problems in Rockford as it has exacerbated them, and it has brought new attention to racial disparities that have been unacknowledged for decades. The City has an opportunity through its own actions – internal and external – to provide leadership in a regional effort to rebuild trust and promote equitable businesses and workplaces that drive meaningful progress towards community-wide equity goals.

Working with business and institutional leaders across the Rockford region, Rockford can launch a regional Equity Pledge to strengthen the local business community, diversify companies and local institutions, develop new vendor relationships, build more diverse and inclusive workplaces and challenge leaders to change the status quo. The Pledge can focus on equity as a driver of innovation and collaboration, and a

way to ensure that Rockford's economy prospers and grows. This effort should be the start of a longer-term regional commitment to equity grounded in cross-sector efforts to invest in Rockford's future even while focusing on immediate COVID-related concerns.

Although this is not an easy task, there is precedent in Rockford that effective partnerships are possible and cross-sector engagement can tackle seemingly intractable community issues. The Equity Pledge effort should build on the precedent set by the Family Peace Center and cross-sector efforts to address domestic and youth violence in Rockford. Similar equitable economic development pledge efforts are underway in other regions across the county, with local governments partnering with regional economic development agencies to advocate for change.[33] The City can encourage local businesses to commit to supplier diversity efforts focused on expanding opportunities for businesses and entrepreneurs of color. **A collective and intentional cross-sector approach is critical to ensuring that Rockford can develop sustainable positive outcomes for businesses and entrepreneurs of color.**

Recommendations for Equitable Recovery

The City of Rockford has stated a strong commitment to a vision of inclusive economic growth. City staff express openness and support for innovative approaches to supporting equitable business recovery. However, it currently lacks data-driven indicators and performance measures to ensure successful outcomes. To achieve inclusive economic development, the City should prioritize collaborative efforts with local stakeholders to partner with the private sector and business organizations to develop goals, metrics and priorities to support the vision. These efforts should prioritize robust input from minority business owners and be supported by transparency in reporting outcomes to measure progress. The City must lead a process of rebuilding trust in the community, explicitly leading the hard conversations about race, segregation and collective accountability to action. Federal American Rescue Plan Act (ARPA) funding presents an opportunity for the City to invest resources in critical measures to support recovery and racial equity, but the funds must be distributed equitably and effectively to strengthen trust.

The City should build on local successes and national best practices to ensure that historically disadvantaged businesses can expand and thrive during recovery and beyond. In partnership with the private sector, Rockford should lead a city-wide effort to increase access to capital, capacity-building, and procurement opportunities for minorities, women and immigrant entrepreneurs and business owners. This type of intentional focus and collective action will be critical to ensuring that Rockford's recovery is inclusive and trust in a collective future is rebuilt. The City cannot do this alone.

The City should lead in inclusivity and racial equity.

Rockford's legacy of historic racism and segregation have resulted in persistent distrust and division between economic development leaders, minority business owners and community stakeholders. Interview comments such as "all the investment is Downtown and that's not for us" reflect deep distrust that threatens Rockford's economic recovery. Sustained recovery will require business innovation and new solutions to drive local growth; distrust and division will stifle the creativity needed to build positive momentum. The City should expand its leadership of the region's reckoning with racial disparities to drive

[33] CenterState CEO near Syracuse, New York is a model of regional economic development leadership in equitable growth and offers resources to businesses to help drive internal equity initiatives and broader regional equity collaboration (https://www.centerstateceoequity.com).

local economic growth. Through internally and externally focused efforts, the City should model equitable business and workplace practices to drive meaningful progress.

- Conduct an internal diversity, equity and inclusion (DEI) audit of City workplace and hiring practices and commit to leading internal racial equity dialogues. Provide transparency through regular public reports about the City's efforts to strengthen community trust.
- Lead through example in diversifying the City's workforce, set diversity hiring targets across all City departments and establish metrics to track progress. Provide quarterly public reports of progress and course correction measures, as needed.
- Ensure that every City task force, committee and working group is inclusive of Rockford's diversity and includes representatives from the Black, Latinx and immigrant communities.
- Explore national best practices in regional cross-sector equity partnerships – such as the CenterState CEO Equity Pledge – and lead efforts to expand racial equity in workplaces across the region, including private businesses, public agencies, local colleges and large institutions.

The City should leverage its role to lead inclusive public procurement to support MWBE business growth.

- Leverage stimulus funding to commission a disparity study on the City's utilization of MWBEs in City contracting to inform procurement policies, targets, and business support moving forward.
- Explore opportunities to expand the definition of Responsible Bidder to include contracting and subcontracting to Rockford-based MWBEs.
- Set MWBE procurement targets and metrics; publish data regularly to support transparency and trust building with the business community.
- Host MWBE outreach and education sessions to help Rockford-based MWBEs successfully apply for and win City contracts; publicize events broadly, through multiple channels that can reach underrepresented business groups. Share outreach results and participation data publicly to support trust build and to model inclusive procurement practices for regional institutions and private businesses.
- Consider increasing the City's informal RFP threshold for local businesses to reduce barriers to entry and allow the City to conduct more targeted outreach to MWBEs for these opportunities. Bypassing the formal RFP process could provide increased opportunities for MWBEs to increase their capacity and apply for larger contracts in the future. (See Philadelphia's Local Business Purchasing initiative).
- The City should model and encourage local businesses to commit to supplier diversity efforts focused on expanding opportunities for Rockford businesses and entrepreneurs of color.

The City should commission a Small Business and Entrepreneurship Assessment and Action Plan.

- Commission a Small Business and Entrepreneurship Assessment and Action Plan to provide needed insights into the local small business ecosystem, with a particular emphasis on MWBE businesses; in tandem with the recommended MWBE disparity study, this assessment will provide greater understanding of the local business landscape and provide guidance to address disparities, barriers and opportunities.
- Assemble a Small Business taskforce made up of City representatives, GRGP, RLDC , anchor institutions, large companies, service providers, CDFIs, contractors, diverse small business owners, and entrepreneurs to inform and advance Small Business Assessment and Action Plan.

- Regularly publish taskforce findings and recommendations publicly to foster transparency and build trust in the community.

The City should prioritize data-driven decision-making to increase access to market opportunities and capital for minority, immigrant and women-owned businesses.

- Develop data-sharing agreements between the City, GRGP, RLDC, the SBDC and others to provide a centralized data bank on local businesses in Rockford. Ensure that data are disaggregated by race, ethnicity, gender, lending amount and type of loan, as well as geographic location (e.g., census tract, ward, etc.) so that data can further broader equity initiatives to reduce racial and ethnic disparities in lending.
- Encourage RLDC, GRGP and the SBDC to conduct parallel diversity and disparity assessments in their programming and lending practices, and to develop targets and metrics to monitor progress.

The City should leverage stimulus funds and private sector dollars to launch a Small Business and Entrepreneurship investment fund to close the racial wealth divide for entrepreneurs and small business owners of color.

- Develop an investment fund to meet capital gaps for minority, women and immigrant owned small businesses and entrepreneurs through partnership with corporations, philanthropic foundations, financial institutions, non-profits, community, health, educational, and faith-based institutions.
- Identify target recipients based on the Small Business and Entrepreneur Assessment findings on capital disparities by ownership type, sector, stage of growth, etc. Pair capital support with technical assistance and coaching when applicable.
- Based on the capital gaps assessment and disparity analysis, consider a range of financial instruments including character-based loans, forgivable loans, credit enhancements, convertible debt, equity, purchase order finance, royalty finance and grants targeted at those business/entrepreneurs most in need (See Boston Impact Initiative for a range of integrated capital tools).

The City should expand efforts to invest in Black, Latinx, immigrant and women-owned businesses.

- Target federal small business relief funds to historically disadvantaged businesses through education, outreach and connections to non-traditional lender, where possible.
- Use findings from Small Business and Entrepreneur Assessment to deploy ARPA funds to ensure that funds reach small businesses truly in need.
- Continue to partner with Think Big to help launch a Black-owned business incubator and business support outreach to minority owned businesses. Provide patient funding, as appropriate, to support robust and sustainable growth and to help the organization establish a strong foundation for future growth.
- Encourage cross-sector partners and economic development agencies to partner with Think Big to reshape and redesign Rockford's business support infrastructure. Emphasize the need for bridging to connect Rockford's minority-owned businesses to the established economic development organizations. Encourage partners to identify targets and metrics to demonstrate continued commitment to bridging over time and encourage them to publish findings regularly to help build trust in the community.

- Develop a centralized list of partner organizations that support business development and regularly update on City website.
- Leverage ARPA funding to bolster and expand small business support networks through grants to community-based non-profits and entrepreneurship support organizations (see SBA's Community Navigator Pilot Program).
- Partner with third-party service providers to translate public documents/small business resources and connect ESOL business owners and entrepreneurs to language education programs.

The City should strengthen its childcare business sector to support equitable economic recovery.

- Leverage ARPA and other federal funding to bolster and expand the childcare business sector.
- Connect efforts to other entrepreneur and small business support efforts, but also provide tailored outreach and programming to meet the specific needs of the childcare industry.
- Commission a study to gain a better understand of childcare businesses in Rockford, including unlicensed and informal businesses, geographic distribution and quality measures to provide needed data to inform program design and outreach approaches.
- Partner with local childcare agencies and explore national best practices to inform program design and partnerships needed to grow new childcare businesses:
    - Women's Business Development Center, Chicago, Illinois – provides broad entrepreneurship and small business supports for women, with additional programming specific to childcare business start-ups.
    - Montgomery County, Maryland – Childcare Business Starter Kit
    - Women's Housing and Economic Development Corporation (WHEDCo), Bronx, New York – Home-based Childcare Network and Training Institute

Funding Considerations

- CDBG-CV funds allocated to Rockford under the CARES Act can be used for any CDBG-eligible activity that prevents, prepares for, or responds to COVID. Examples of CDBG-CV eligible activities aligned with the above recommendations include:
    - Providing grants or loans to support entrepreneurs or existing businesses to acquire, convert, construct, or reconstruct commercial spaces to revitalize communities and local economies affected by business or job losses resulting from COVID.
    - Providing working capital assistance to small businesses or entrepreneurs to enable creation and retention of jobs held by low- and moderate-income persons.
    - Providing technical assistance, grants, loans, and other financial assistance to establish, stabilize, and expand microenterprises to revitalize communities and local economies affected by coronavirus or to prepare for and prevent future outbreaks.
- SLFR funds allocated to Rockford under ARPA can be used to assist individuals, families, and communities adversely affected by the health and economic impacts of COVID. SLFR eligible activities aligned with the above recommendations include:
    - Providing loans and grants to small businesses to mitigate financial hardships related to the pandemic.
    - Providing loans and grants to small businesses for COVID prevention or mitigation.
    - Providing direct aid to private businesses in COVID-impacted industries, such as tourism, travel, and hospitality.

    - Providing direct aid to private businesses in target industries that closed during the pandemic or were forced to delay expansion due to the pandemic.
    - Note that activities supported by SLFR funding generally need to be in response to a demonstrated COVID impact. For many activities, COVID impact is presumed when the activity is targeted to a qualified census tract. Further, SLFR funding specifically designated as recovery of lost revenue can be used for general government service provision.
- The City should ensure that all activities supported by federal recovery funds follow all regulatory requirements and guidelines issued by the relevant federal agencies.

Appendices

Appendix I: Interview Participants

Individuals interviewed for this assessment:

City of Rockford

- **The Honorable Tom McNamara**, Mayor, City of Rockford
- **Todd Cagnoni**, City Administrator, City Administrator
- **Carrie Hagerty**, Finance Director, Finance Director
- **Karl Franzen**, CED Director, Community & Economic Development
- **Kyle Saunders**, Public Works Director, Public Works Director
- **Francisca French**, ED Diversity & Procurement Coordinator, Community & Economic Development
- **Deb Dorsey**, Housing & Program Manager, Community & Economic Development
- **Andrea Hinrichs**, Grants Compliance Supervisor, Community & Economic Development
- **Barb Chidley**, City Neighborhood Specialist, City of Rockford
- **Jennifer Cacciapaglia**, Manager, Mayor's Office on Domestic and Community Violence Prevention
- **Ald. Kevin Frost**, Alderman, 4th Ward, City Council
- **Ald. Aprel Prunty**, Alderman, 6th Ward, City Council
- **Ald. Karen Hoffman**, Alderman, 8th Ward, City Council
- **Ald. Bill Rose**, Alderman, 9th Ward, City Council
- **Ald. Frank Beach**, Alderman, 10th Ward, City Council
- **Ald. Gina Meeks**, Alderman, 12th Ward, City Council
- **Ald. Mark Bonne**, Alderman, 14th Ward, City Council

Health and Human Services

- **Aqunette Parham**, Director, City Health & Human Services
- **Jennifer Jaeger**, Director of Community Services, City Health & Human Services
- **Mike Chamberlain**, Chief Executive Officer, Community Action Agency

Housing and Community Development

- **Dan Ross**, President, Community Foundation of Northern Illinois
- **Jim Keeling**, Fordham Forward & Transform Rockford
- **Cira Richardson**, Program Director, Great Neighborhoods
- **Gwen Laschock**, Signal Hill Neighborhood, Neighborhood Association President
- **Sandy Tower**, Alpine Ridge Neighborhood, Neighborhood Association President
- **Lisa Jimenez**, Haight Village Neighborhood, Neighborhood Association President
- **Maureen Kirschmann**, Prairie Hill Neighborhood, Neighborhood Association President
- **Bliss Sterling**, Southwest Rockford Neighborhood, Neighborhood Association President
- **Vic Rivera**, Southwest Rockford Neighborhood, Neighborhood Association President
- **Steve Booth**, ORCHID Neighborhood, Neighborhood Association President
- **Vicki Fogel**, North End Square Neighborhood, Neighborhood Association President
- **Laura Snyder**, Chief Executive Officer, Rockford Housing Authority

- **Odessa Walker**, Director of Human Services, Rockford Housing Authority
- **Owen Carter**, Director of Housing Operations, Rockford Housing Authority
- **Sarah Brinkmann**, Executive Director, HomeStart
- **Luz Ramirez**, Executive Director, La Voz Latina/YWCA
- **Kristian Wanland**, Quality Specialist, La Voz Latina/YWCA
- **Diego Valdivia**, Immigrant Services Supervisor, La Voz Latina/YWCA

Economic Development

- **Einar Forsman**, President & CEO, Rockford Chamber of Commerce/Greater Rockford Growth Partnership
- **Jerry Sagona**, VP Business Development, Rockford Area Economic Development Council/Greater Rockford Growth Partnership
- **Edward Caceres**, Director, Small Business Development Center
- **Andrew Jury**, Loan Officer, Rockford Local Development Corp.
- **Marvin Keys**, Corporate Counsel, First Midwest Group

Workforce Development

- **Dr. Eric Fulcomer**, President, Rockford University
- **Lisa Bly**, Executive Director, Workforce Connection
- **Courtney Geiger**, Director of Mission Services, Goodwill Industries of Northern Illinois
- **Dr. Howard Spearman**, President, Rock Valley College
- **Dr. Laurie Borowicz**, President, Kishwaukee College
- **Chris Kuberski**, President and Executive Officer, Highland Community College
- **Tiana McCall**, VP of Community Outreach and Strategic Partnerships, Rock Valley College

Education & Youth Services

- **Nikki Lynch**, Project Manager, Rockford Park District
- **Lamont Jones**, Manager of Youth Sports, Rockford Park District
- **Brent Pentenburg**, Director, YMCA of Rock River Valley
- **Keishonda Williamson**, Executive Director, Kikifer's Entrepreneurial Academy
- **Michelle Jahr**, CFO, Rockford Public Schools
- **John Johnson**, Associate Director, Youth Services Network
- **Anisha Grimmett**, Executive Director, Alignment Rockford/Ready to Learn
- **Angel Brown**, Head Start Policy Council - Parent
- **Markayla Herbert**, Head Start Policy Council - Parent
- **Jerimiah Griffin**, Head Start Policy Council - Community Member

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Appendix II: Summary Matrix of Recommendations

The following list offers a brief summary of recommendations related to each of the analyses included in this report. Many of responses identified are not new, but federal recovery funding provides a unique opportunity for the City to meet urgent needs and strategically focus resources on programs that maximize impact to address longstanding racial and economic disparities.

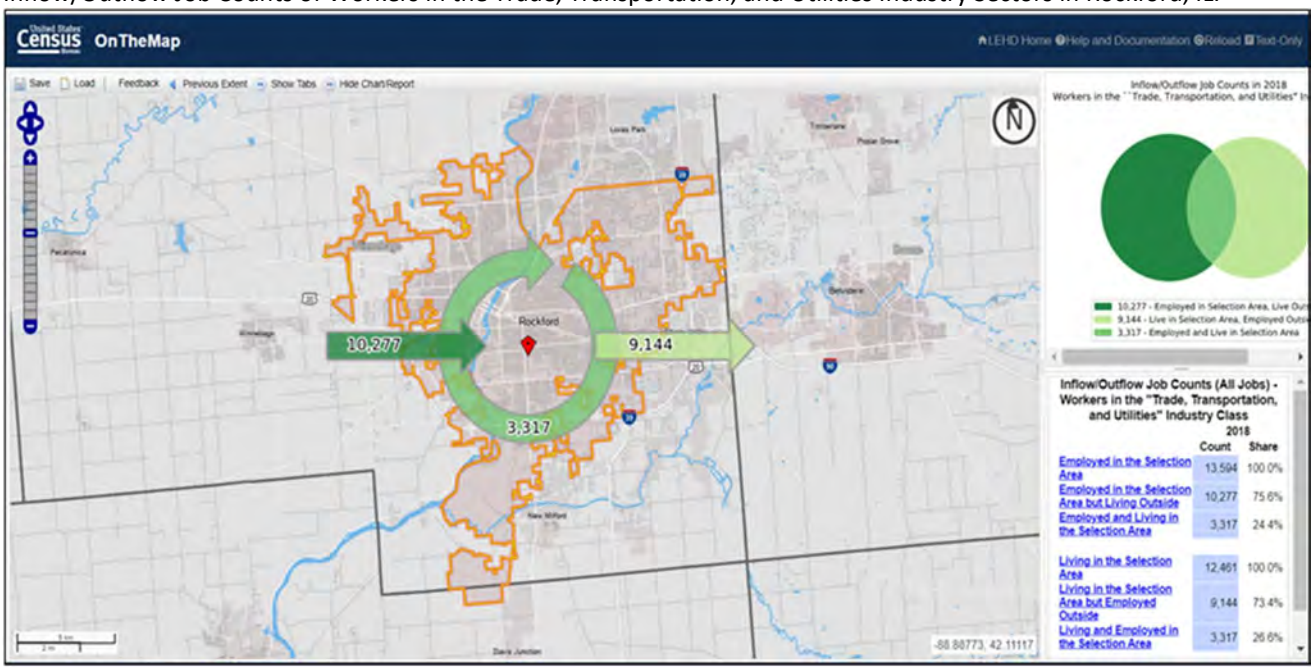
Housing and Community Development
Coordinate Housing Partners around a City-led Strategic Response: Pursue strategic outreach, public engagement, and capacity building opportunities with local service providers (community-based organizations, affinity groups, places of worship, etc.) to bring new partners and community voices to the table and coordinate a cross-sector recovery strategy
Improve Data Collection and Sharing: Develop early warning systems that track indicators of neighborhood change and allow stakeholders to adapt their responses to meet the specific needs of communities
Increase Housing Support Services to Promote Racial Equity: Implement affirmative outreach and marketing strategies to promote support services and housing opportunities to target communities; evaluate existing city programs and applications for potential biases or barriers to application/program completion
Promote Property Improvements and Good Landlord Incentives: Structure loans, grant programs, and financial products to provide funding for improvements to substandard housing for both owner-occupants and investors; Introduce additional landlord requirements and tenant-friendly policies
Revisit the National Resource Network's 2019 Neighborhood Revitalization Strategy: Implement strategic code enforcement policies with a focus toward establishing a culture of compliance; continue demolition of unsafe structures
Education
Shared Outcomes, Policy Agenda: Develop a set of shared outcomes – from access to quality childcare and preschool to school readiness rates to early literacy and middle school math to postsecondary success; develop a shared policy agenda and mobilize partners and the community around the changes that will have the most impact on children and families
Investing in Childcare, Learning Loss, Health: Invest in initiatives that address the shortage of childcare seats, getting students back on track in school, and making sure children are getting the mental and behavioral supports they need; invest in a network of supports to address learning loss
Publish and Address Disparities: Task a team of leaders with collecting and publishing disparities data; develop an action plan to address disparities with cross-sector buy-in from the community
Workforce Development
Strengthen Coordination Across the Workforce Ecosystem: Develop local diversity hiring practices; Support soft-skill training and the expanded role of local community colleges in supporting these programs; partner with existing workforce development organizations to create prisoner re-entry and workforce programs for non-violent offenders; build on job stabilization by upskilling and reskilling in growing trade, transportation, utilities, and manufacturing jobs
Improve Public Transit: Re-envision transit planning focused on equity and inclusivity; elicit input from residents and other users of public transit to inform transit planning decisions; develop partnerships with major employers to establish transit lines to major employment centers
Improve Community Infrastructure, Internet Access and Public Information: Continue to pursue investment in expanding broadband to neighborhoods, particularly in West Rockford; develop small workforce hubs and/or reopen libraries in neighborhoods with high unemployment and underemployment

Lessen Cost Burden of Childcare: Develop a childcare voucher or subsidy program for low-income and middle-income families; invest in an entrepreneurship and TA program to nurture an increase in the volume of small childcare businesses in Rockford
Improve Workforce Health Care Concerns: Create a certification program for businesses to meet specific health and safety standards so the workforce will feel more comfortable returning to work
Improve Wage Disparities: Develop a living wage to encourage more employers in Rockford to provide better, more sustainable wages to their workers
Address 'Middle Skills' Gap: Invest in 'middle skills' training by developing more apprenticeship and 'paid internship' models with local employers
Economic Development
Demonstrate leadership in inclusivity and racial equity by modeling equitable business and workplace practices – conduct an internal diversity, equity and inclusion (DEI) audit; set diversity hiring targets; ensure that every City task force, committee and working group is inclusive of Rockford's diversity and includes representatives from the Black, Latinx and immigrant communities.
Leverage its role to lead inclusive public procurement to support MWBE business growth – leverage stimulus funding to commission a disparity study on the City's utilization of MWBEs; host MWBE outreach and education sessions to help Rockford-based MWBEs successfully apply for and win City contracts
Commission a Small Business and Entrepreneurship Assessment and Action Plan – gain insight into the local small business ecosystem, with a particular emphasis on MWBE businesses, provide guidance to address disparities, barriers and opportunities.
Prioritize data-driven decision-making to increase access to market opportunities and capital for minority, immigrant and women-owned businesses – develop data-sharing agreements between the City, GRGP, RLDC, the SBDC and others to provide a centralized data bank on local businesses in Rockford
Leverage stimulus funds and private sector dollars to launch a Small Business and Entrepreneurship investment fund to close racial wealth divide for entrepreneurs and small business owners of color
Expand efforts to invest in Black, Latinx, immigrant and women-owned businesses – target federal small business relief funds to historically disadvantaged businesses through education, outreach and connections to non-traditional lenders, where possible
Strengthen its childcare business sector to support equitable economic recovery – provide tailored outreach and programming to meet the specific needs of the childcare industry

Appendix III: Supporting Materials

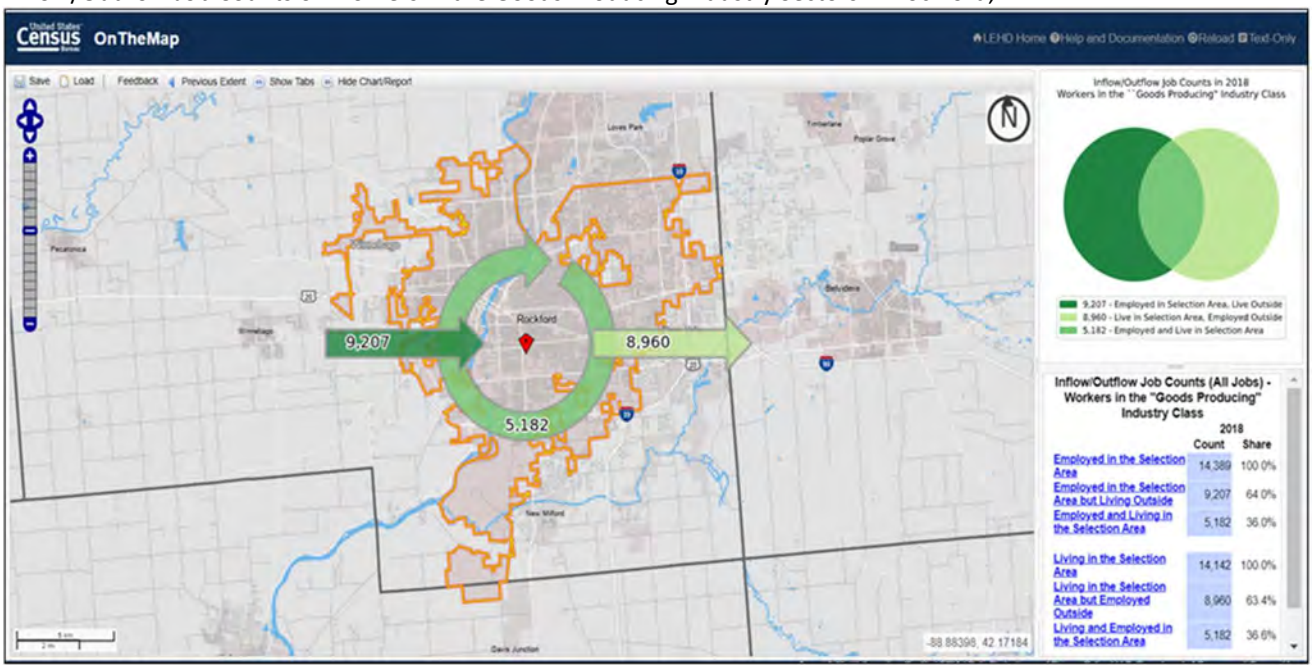
Appendix III-A: Inflow/Outflow Analysis

Inflow/Outflow Job Counts of Workers in the Trade, Transportation, and Utilities Industry Sectors in Rockford, IL.



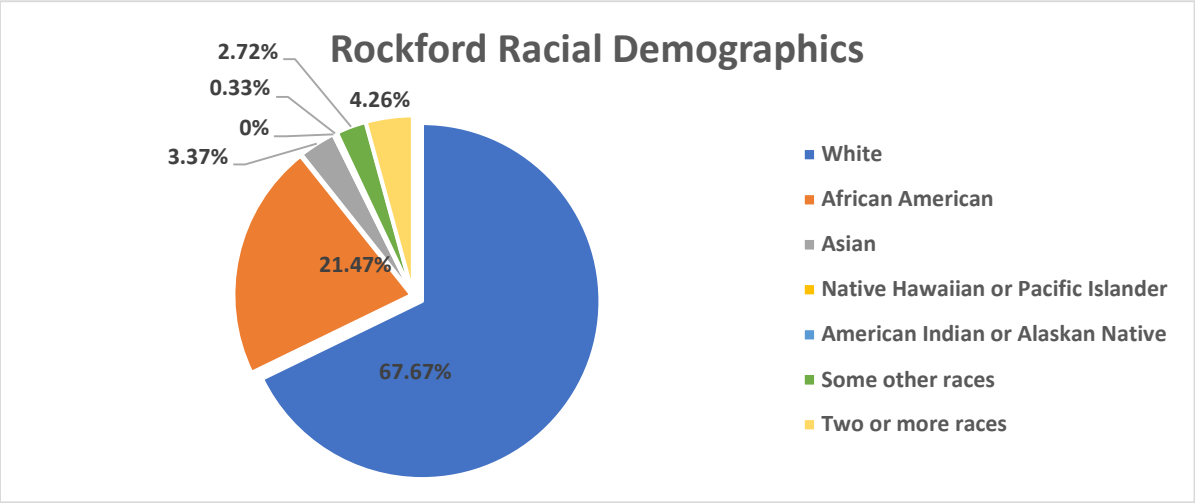
Source: City of Rockford Trade, Transportation and Utilities Industry Sectors: One the Map, U.S. Census Bureau, 2018

Inflow/Outflow Job Counts of Workers in the Goods Producing Industry Sectors in Rockford, IL.



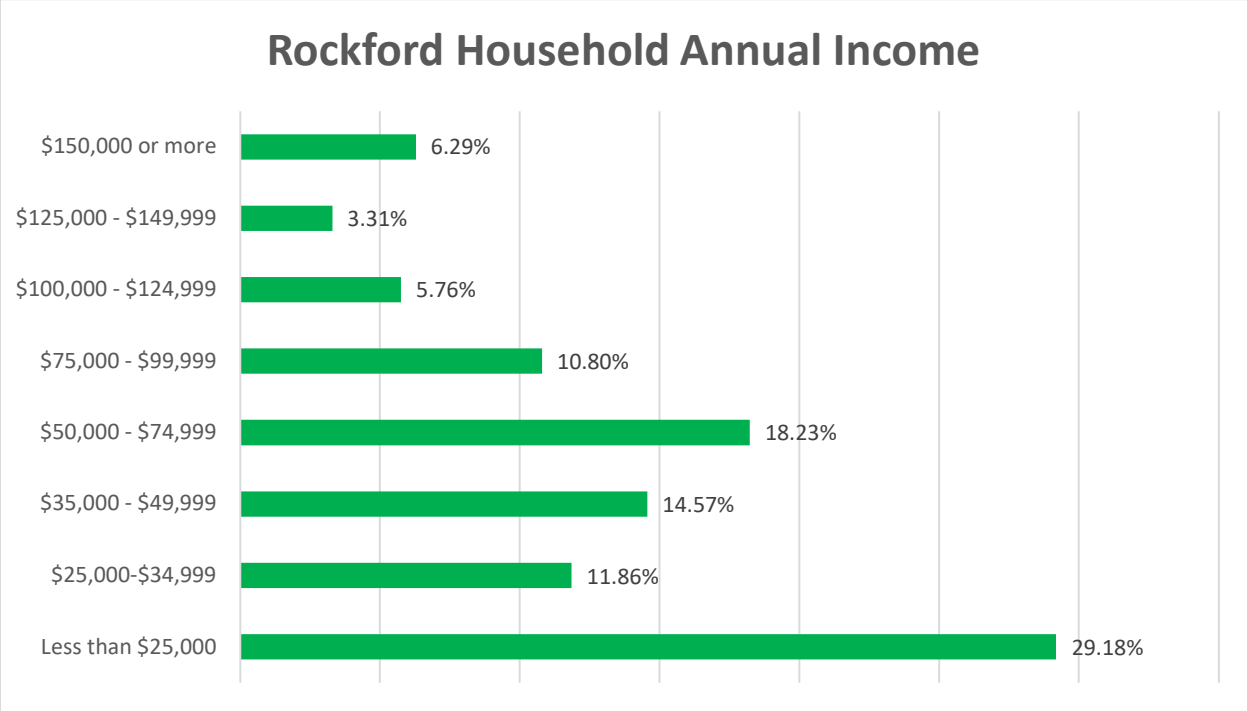
Source: City of Rockford Goods Producing Industry Sectors, Inflow/Outflow Analysis: One the Map, U.S. Census Bureau, 2018

Appendix III-B: Rockford Demographics



Source: PolicyMap 2021

Appendix III-C – Rockford Annual Household Income Brackets

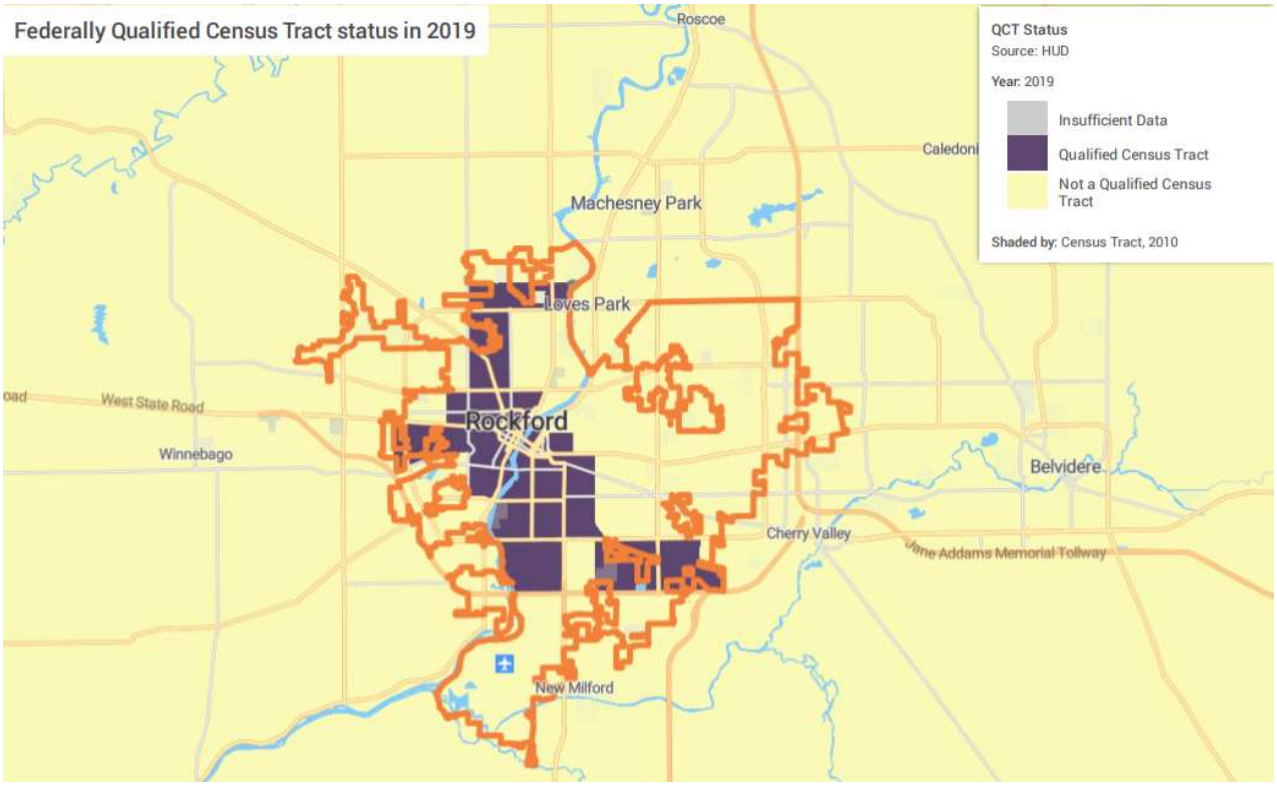


Source: PolicyMap, 2021

Appendix IV: Qualified Census Tracts

Qualified Census Tracts in Rockford:

17201000800, 17201001000, 17201001100, 17201001200, 17201001300, 17201001400, 17201001800, 17201002000, 17201002100, 17201002400, 17201002500, 17201002600, 17201002700, 17201002800, 17201002900, 17201003100, 17201003200, 17201003300, 17201003602, 17201003605, 17201003708, 17201003709



Source: PolicyMap, 2021

LWIA #03 MOU

LOCAL MOU TEMPLATE

MEMORANDUM OF UNDERSTANDING
BETWEEN
LOCAL WORKFORCE INNOVATION BOARD #03
AND
LOCAL WORKFORCE AREA #03 ONE-STOP PARTNERS

Gina Caronna	*GCaronna@theworkforceconnection.org*
Individual designated by the Local Board Chair to lead MOU negotiations	**Email address**
Dan White	*DWhite@theworkforceconnection.org*
Impartial individual designated by the Local Board Chair to lead annual budget negotiations	**Email address**

1. PARTIES TO MOU (SEC. 121 (C)(1)) (Governor's Guidelines, Section 1, Item (b))

- *List the required partner providing services in the local area.*
- *List the partner agency providing services of each required partner.*

Note: Please ensure abbreviations and acronyms are accurate and up to date for each required partner and partner agency.

PARTIES TO MOU	TYPED NAME
Local Workforce Innovation Board Chair	Michelle Cassaro
Chief Elected Official	Thomas P. McNamara
Chief Elected Official	
Chief Elected Official	
Chief Elected Official	
Chief Elected Official	
Chief Elected Official	
Chief Elected Official	
Chief Elected Official	
Chief Elected Official	
Chief Elected Official	
Chief Elected Official	
Chief Elected Official	
Chief Elected Official	
Chief Elected Official	
Chief Elected Official	

REQUIRED PARTNERS AS PARTIES TO MOU	ENTITY (NOT NEGOTIATOR) ADMINISTERING PROGRAM TYPED NAME[1]
Title I: Adult, Dislocated Worker, Youth	City of Rockford
Title II: Adult Education and Literacy	Rock Valley College; Rockford Public Schools; YWCA Literacy Council; and Highland Community College
Title III: Employment Programs under Wagner-Peyser	IL Department of Employment Security
Title IV: Rehabilitation Services	IL Department of Human Services – Department of Rehabilitation Services
Perkins/Post-secondary Career & Technical Education	Rock Valley College and Highland Community College
Unemployment Insurance	IL Department of Employment Security
Job Counseling, Training, Placement Services for Veterans	IL Department of Employment Security
Trade Readjustment Assistance (TRA)	IL Department of Employment Security
Trade Adjustment Assistance (TAA)	City of Rockford
Migrant and Seasonal Farmworkers	IL Department of Employment Security
Community Services Block Grant (CSBG)	City of Rockford Health and Human Services Department; and Northwest Illinois Community Action Agency
Senior Community Services Employment Program (SCSEP)	National Asian Pacific Center on Aging and National Able Network
TANF	IL Department of Human Services
Second Chance	Not applicable

OTHER REQUIRED PROGRAMS OFFERED IN THIS LOCAL AREA AS PARTIES TO MOU		IF MARKED YES, LIST THE ENTITY ADMINISTERING PROGRAM
National Farmworker Jobs Program	☐ Yes ☒ No	
Housing and Urban Development Employment and Training Activities	☒ Yes ☐ No	*Rockford Housing Authority*
Job Corps	☐ Yes ☒ No	
Youth Build	☒ Yes ☐ No	*Comprehensive Community Solutions*

ADDITIONAL PARTNERS AS PARTIES TO MOU	ENTITY ADMINISTERING PROGRAM

2. DURATION OF AGREEMENT (Sec. 121(c)(2)(v)) (Governor's Guidelines, Section 1, Item 10) (§ 678.500(b)(5))

- *Provide the effective date of the MOU (not the MOU Amendment).*
- *List the agreed upon expiration date (cannot exceed three years).*
- *Confirm the purpose of the umbrella MOU.*

[1] Insert only the name(s) of the program(s) in this space. The names of individual negotiators are not needed.

The effective date of the original MOU: July 1, 2023
The effective date of the MOU Amendment: not applicable
Termination date of the MOU: June 30, 2026

Purpose of the umbrella MOU:
The purpose of this MOU is to define workforce services the WIOA required Partners will provide in Local Workforce Innovation Area 3 (Boone, Winnebago, and Stephenson Counties), methods Partners will use to provide these services, and roles and responsibilities of all Partners related to service delivery. The local MOU will be used as an essential tool for achieving integration of services expected in WIOA, the alignment, and integration of programs to better serve customers, and to achieve coordination that maximizes the limited resources available; all aimed at optimizing quality and accessibility of services.

An additional explanation of the MOU:

The Workforce Connection Board and Partners enter into this agreement with the following general objectives:
1. Implement the vision for the local one-stop delivery system;
2. Determine the amount of contribution by each partner for infrastructure and shared system costs to support the one-stop delivery system;
3. Establish procedures and tracking methods for referrals between partners;
4. Provide assurance of physical and programmatic accessibility, specifically addressing individuals with disabilities, low-income individuals, adults, dislocated workers, youth, and other individuals with barriers to employment;
5. Identify data sharing methods and options between Partners to measure achievement of performance goals;
6. Describe the process by which disputes will be resolved; and
7. Identify the manner in which this agreement may be amended, modified, and renewed.

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

- *Describe the shared vision for the system and the role of the local board and required partners to a high-quality local workforce delivery system (vision must be consistent with Federal, State, regional, and local planning priorities, as well as the Governor's Guidelines).*

As a shared vision "the Partners of The Workforce Connection will advance the economic vitality of the region by providing a fully integrated and accessible workforce development system that balances the needs of individuals and businesses to ensure our region has a skilled workforce to effectively compete in the global economy."

The Workforce Connection Partners agree to establish and maintain a workforce delivery center and access sites designed to facilitate the coordination of resources, the alignment of programs and the integration of services; provide high-quality services with enhanced participation and performance of customers served through the system; focus on accessibility for all; be accountable and transparent; and establish guidelines for creating and maintaining a cooperative relationship.

The Workforce Connection Partners are committed to the following principles:

- The needs of business and career seekers will drive workforce solutions;
- One-Stop Center will provide excellent customer service to career seekers and employers and focus on continuous improvement; and
- The workforce system will support a strong regional economy and play an active role in community and workforce development.

4. SERVICE INTEGRATION (Illinois Service Integration: Overview and Self-Assessment Guide)

- *Identify commitments that required partners will make within the term of this MOU to implement strategies described in the area's Service Integration Action Plan, which is hereby incorporated into this MOU.*

Note that this section will change in future years of the MOU as more state guidance becomes available.

As Partners of The Workforce Connection, we are committed to coordination of services and integration to the extent possible to maximize resources, ensure accessibility to services, address target and under-served populations, meet the needs of our residents, and continuously improve our service delivery and overall effectiveness. We are committed to achieving the vision as established in this document. We will achieve that vision by addressing the goals, strategies, and actions established in the Northern Stateline (EDR) Regional Plan and the Local Plan for LWIA 3. To address integration specifically, Goal 1 of the Regional Plan is to unite workforce partners around regional cluster strategies. Regional cluster strategies will focus resources on the industries with the highest potential to add jobs and increase prosperity in regions across Illinois. These strategies bring together the public and private sectors in each region to build on their unique strengths. Strategy 1.1: Increase collaboration, communication, and shared resources between workforce, education, and economic development efforts to move the region's strategies forward.

(Note: Regional clusters are the target industries identified in the regional plan – manufacturing, healthcare, IT, transportation/distribution/logistics, and hospitality and leisure.)

As partner agencies, we are committed to providing the best possible services to career seeking customers and businesses. We realize that integration of services and collaboration among the agencies is absolutely essential to success. Collaboration will be provided in a number of ways including in person, electronically (e-mail, Zoom, or other electronic means), and via telephone. Partners will work together to refer customers to programs, as well as track referrals and report to the One Stop on referrals given and received. Additionally, partners will share program information and updates to ensure appropriate referrals are made. Staff coordination and training activities is provided by and with all partner agencies. Responsibilities for coordination of efforts are incorporated into the duties of the one-stop operator.

5. MOU DEVELOPMENT (Governor's Guidelines, Section 1, Items 3-8)

- *Fully describe the process and efforts of the Local Workforce Innovation Board and required partners to negotiate the MOU, including draft and final versions of MOUs and annual amendments.*
- *Explain the process to be used if consensus on the MOU is not reached by partners during MOU negotiations.*
- *Explain the process and roles for conflict resolution in daily operations, including the protocol and authority of each entity in decision-making (e.g., leaseholders, one-stop operators, LWIB, State program administrators and local program partners).*
  - ○

During the negotiation and decision-making process, we utilized a "consensus decision-making process" involving the following steps:
1. Partners reviewed the proposed budget and had the opportunity to provide thoughts about items to include and what items to leave out.
Partners had the opportunity to review the draft Appendix J-MOU Narrative and draft Appendix K-Budget and indicate any changes needed or objections to any part of Appendix J or Appendix K of the MOU.
2. If there are no changes or objections to any part of Appendix J or Appendix K then a consensus among the majority of Partner entities is determined to have been made. If not, the consensus-building process would be repeated.
If an impasse is determined, the issue would be elevated to the Executive Committee and/or full Board and CEOs to determine the next steps.

3. The Workforce Connection, Inc. (LWIB) and the Illinois Department of Employment Security are the sole leaseholders of the One-Stop Center. The One-Stop Operator, working with the IDES Local Office Manager when necessary, is responsible to address any conflict that may arise in daily operations. The One-Stop Operator works with local program partners and State program administrators to reach a mutual agreement. Any conflicts in daily operations can also be brought to the attention of the One-Stop Operator and addressed by the local program partners and or the State program administrators along with the One-Stop Operator in the monthly MOU Stakeholder meeting. Should the group not be able to reach a mutual agreement, the matter would be escalated to the LWIB. The LWIB will facilitate a resolution and seek guidance from the State DCEO if needed.

Active involvement and equal opportunity to provide input by all core and required partners was demonstrated during this MOU negotiation process and is reflected in the MOU. All required Partners have had the opportunity to participate in MOU discussions and meetings (via electronic means). The results of this MOU negotiation will be reported to the Office of the Governor through Appendix Item G of the Governor's Guidelines - Revision 4 and Supplemental Guidance for PY2023.

6. NAME AND LOCATION OF ALL SERVICE LOCATIONS (Governor's Guidelines, Section 1, Item 8(d)) (§ 678.310, § 678.315 and § 678.320)

- *Provide the name and address of the comprehensive one-stop center(s) in the local service delivery system.*
- *Clearly identify and list any designated affiliate sites and specialized centers, clearly indicating which type of site has been designated.*[2]

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

Comprehensive One-Stop Center(s)	Designated Affiliate Sites	Designated Specialized Centers
The Workforce Connection – Rockford 303 North Main Street Rockford, Illinois 61101		

7. DESCRIPTION OF COMPREHENSIVE ONE-STOP SERVICES (Sec. 121 (c)(2)(i)) (Governor's Guidelines, Section 1, Items 8(e)-(g)) (§ 678.500(b)(1))

- *In the spaces provided below:*
  - *Explain the programs and services that correlate with the boxes checked in the Career Service Matrices.*
  - *For each program, describe the staffing plan around which services will be provided by in-person staff, cross-trained partner staff (included the partner's name) or contract provider (include the provider's name), or direct linkage (include the specific method of direct linkage).*
  - *Describe how each required program's services are provided in real time in all service locations during all regular business hours.*

Designated staff will welcome the career-seeking customer and a needs-based assessment will determine the customers' next steps in the service delivery process. It is then determined by appropriate staff if a referral to another agency is needed. Local partners who will have staff at the center include Title I contracted service contracted service providers of TAA fulltime; IDES Veterans' Services fulltime; IDES Unemployment Insurance staff fulltime; IDES TRA staff as needed;; IDES Migrant Seasonal Farmworker staff as needed. All other partner program services are available through direct linkage.

Title I (Adult, Dislocated Worker, and Youth) –Title I programs will offer all services on a full-time basis through the comprehensive one-stop center, The Workforce Connection at 303 North Main Street, Rockford, IL and the access sites at 600 S. State Street, Belvidere, IL and 307 W. Main St., Freeport,

[2] All designated affiliate sites and specialized centers must be included in the Infrastructure Funding Agreement.

IL. Access points will be established with partner organizations as needed to ensure accessibility for all. Basic career services, individualized career services, and training services are provided with priority for serving low-income individuals, recipients of public assistance, as well as individuals who are basic skills deficient. Adult, Dislocated Workers, and Youth will integrate services with the partners of WIOA. Title I offers co-enrollment as an opportunity to maximize resources and provide a comprehensive approach to serving our common customers. Title I funds may be leveraged to supplement services/participation in partner programs. These funds may be used for training and supportive services. Title I will also collaborate with the WIOA partners to offer common intake/information sessions as appropriate. Title I staff will be trained to understand the services provided by the partners. These staff will participate in delivering basic career services and coordinate referrals to all partner programs. Title I staff will be assigned to work with the integrated business service team to deliver comprehensive and seamless services to area businesses.

Title II (Adult Education and Literacy) –Title II program basic career services are provided through direct linkage by service providers – Rock Valley College, Rockford Public Schools Roosevelt Community Education Center, YWCA-Literacy Council, and Highland Community College. Program classes are offered at various community locations to be accessible to students. The primary locations are as follows:
Rock Valley College Downtown – 99 E. State Street, Rockford IL
RPS 205 Roosevelt Community Education Center – 978 Haskell Avenue, Rockford, IL
YWCA-Literacy Council – 4990 E. State Street, Rockford IL
Highland Community College – 2998 W. Pearl City Road, Freeport, IL

Title II (Adult Education & Family Literacy) is committed to integrating services to provide comprehensive service to all customers. As customers enroll in Adult Education services, an assessment of barriers to employment is conducted. Based on the results of that assessment, customers will be referred to partner providers for co-enrollment. A staff member has been assigned to work with those individuals to ensure a smooth co-enrollment and continuity of services. The identified staff member will be available via direct linkage through Video conferencing, and telephone to a designated person. Additionally, career-focused workshops will be held at provider sites, in collaboration between WIOA Title 1, One-Stop Partner staff and Adult Education staff.

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

Illinois Job Link, available to all American Job Center partners, and is one of the tools that facilitate service coordination.

Employment Services under Wagner-Peyser are offered on-site at The Workforce Connection Comprehensive One Stop Center.

Title IV (Rehabilitation Services) –Title IV basic career services are provided via direct linkage to the comprehensive one-stop center – The Workforce Connection at 303 North Main Street, Rockford, IL to the primary office locations of ILDHS, DRS at 171 Executive Parkway, Rockford, IL and 1828 South

West Avenue, Freeport, IL via telephone to a designated staff person. Vocational Rehabilitation, under Title IV of WIOA, seeks to improve integration with WIOA service partners through: co-enrollment of participants as appropriate; coordinated outreach and recruitment; blending and braiding of funding to address career seeker needs; and providing fulltime, on-demand staff assistance, through direct linkage.

Perkins/Post-Secondary Career and Technical Education –Perkins Post-Secondary Career and Technical Education basic career services are provided through direct linkage to primary service locations:
Rock Valley College – 3301 Mulford Road, Rockford, IL
Highland Community College – 2998 West Pearl City Road, Freeport, IL

Perkins/Post-Secondary Career and Technical Education is committed to coordinated service delivery. Students enrolled in Career & Technical Education programming will be referred to partner agencies for co-enrollment should barriers to employment be identified. Coordinated training opportunities between college staff and one-stop partner/WIOA Title I staff are being developed to ensure consistent service is being provided. Collaboration regarding internships and apprenticeships is also being initiated in order to strengthen services to both customers and area businesses. Services are provided at the One-Stop Center through Direct Linkage via real-time web-based communication using Video Conferencing applications.

IDES/Unemployment Insurance (UI) –
The Unemployment Insurance program, administered by IDES, is designated to contribute to the state's overall economic stability by partially protecting eligible workers against loss of income during periods of unemployment. Eligible workers who become unemployed and meet all requirements set forth in the UI Act may receive benefits for the maximum number of weeks payable under the law or until the worker finds employment or becomes otherwise ineligible.
Unemployment Insurance services are offered (on-site) at The Workforce Connection Comprehensive One-Stop Center.

IDES/Job Counseling, Training and Placement Services for Veterans –
IDES provides veterans priority of service over all other job applicants, actively promotes and develops employment opportunities, and provides placement and vocational guidance services. Veteran's Representatives work in conjunction with Wagner-Peyser staff to assess the needs of veterans, and assistance is then provided to ensure that the veteran is job-ready. If significant barriers to employment (SBEs) are identified, the veteran receives intensive service from a Veteran's Representative. Those with SBEs work one-on-one with a Veteran's Representative to overcome their barriers in order to become job-ready. Priority is given to veterans when referring candidates to open employment positions and dedicated staff continually do outreach with local employers to find current employment opportunities in the community that are suitable for job-ready veterans. Individualized labor market information is provided to veterans to help determine if additional training is needed to obtain employment that provides sufficient earnings. Referrals to supportive and/or partner services will be made as needed.

Job Counseling, Training, and Placement Services for Veterans are offered (on-site) at The Workforce Connection Comprehensive One-Stop Center.

IDES/Trade Readjustment Assistance –IDES administers Trade Readjustment Assistance, a benefit under the TAA program, providing income support to persons who have exhausted unemployment compensation and whose jobs were affected by foreign imports.
TRA services are offered (on-site) at The Workforce Connection Comprehensive One-Stop Center.

Trade Adjustment Assistance (TAA) –Basic services are available on a full-time basis through the comprehensive one-stop The Workforce Connection at 303 North Main Street, Rockford, IL, and the access sites at 600 S. State Street, Belvidere, IL, and 307 W. Main St., Freeport. Trade staff will co-enroll trade-eligible customers into WIOA Title I as appropriate to leverage staff resources and supportive services. TAA will integrate services with WIOA partners to maximize resources, efficiencies, and effectiveness in serving the common customer. TAA staff are trained on partner programs and resources. These staff will participate in delivering basic career services and coordinate referrals to all partner programs.

IDES/ Migrant & Seasonal Farmworkers (MSFW) –IDES provides staff-assisted services to migrant and seasonal farmworkers including job development, career guidance, and referral to training and supportive services. Wagner-Peyser staff will assist with the intake process by assessing the client's needs, assisting with UI claims, and registering with Illinois Job Link in order for the client to immediately begin searching for work. Staff will also provide Labor Market Information to educate clients on the current employment outlook and determine if further training will be necessary to enhance employment opportunities. Clients may be directed to work-readiness workshops or referred to partner agencies and/or supportive services, depending on the needs of the client.
MSFW services are offered on-site at The Workforce Connection Comprehensive One-Stop Center.

National Farmworker Jobs Program (NFJP) –N/A

Community Service Block Grant (CSBG) –Community Service Block Grant basic career services are provided through direct linkage for the comprehensive one-stop center in Rockford and the access sites in Belvidere and Freeport. Primary service locations are:
City of Rockford Human Services Department – 612 North Church Street, Rockford, IL
Northwest Illinois Community Action Agency (NICAA) – 27 S. State Street, Ste. 201, Freeport, IL.

Community Service Block Grant administering agencies will demonstrate commitment to service integration by co-enrolling participants as appropriate to ensure participants are receiving a full continuum of service options and needed supportive services, service locations will serve as access points for information and referrals to Partner programs, and Zoom video conferencing connections or other electronic means are established to ensure immediate access to services and information.

Senior Community Services Employment Program (SCSEP) –Through direct linkage technology National Asian Pacific Center on Aging (NAPCA) and National Able Network will assist with outreach, intake, and orientation of eligible customers during normal business hours. This will be accomplished through telephone during regular business hours of 8:00 a.m. to 5:00 p.m.

- National Able Network/NAPCA will provide program coordination and referral services for eligible customers.
- National Able Network/NAPCA will provide information about the availability of supportive services and referral to these services.
- National Able Network/NAPCA will be knowledgeable about all services that are provided via the Illinois workNet Centers through cross-training.
- National Able Network/NAPCA agrees to contribute a proportionate share of costs (by cash, in-kind, or other mutually agreeable contribution) to support the services and operation of the local one-stop system contingent on the availability of funding from the Department of Labor.

NAPCA and National Able Network will be available in real time via technology at the one-stop center via phone-based communication. NAPCA/National Able Network will be available during normal business hours (Monday through Friday, 8:00 a.m. – 4:00 p.m.). If access to services via phone is unavailable at the time of contact, customers will have the option of leaving a voicemail. A

prescreening will be taken for those individuals interested in SCSEP. If determined eligible for services, a face-to-face meeting will be scheduled. If a customer is ineligible, referrals will be made to appropriate agencies.
NAPCA's primary contact for SCSEP referrals is Bruce Adams, SCSEP Case Manager (phone: 872-270-0871; email: bruce@napca.org). The secondary contact is Stacey Parr, SCSEP Project Director (phone: 872-270-3384 email: stacey@napca.org). NAPCA provides SCSEP services in the following counties of LWIA 3: Boone, Stephenson, and Winnebago.
National Able Network provides direct linkage for program services through email and telephone at scsep@nationalable.org; 855-994-8300. National Able Network provides SCSEP services in the following counties of LWIA 3: Boone, Stephenson, and Winnebago.

DHS/TANF –DHS/TANF provides basic career services through the comprehensive one-stop center at 303 North Main Street in Rockford, IL through direct linkage utilizing a dedicated phone number to their primary location at 171 Executive Parkway, Rockford, IL. DHS/TANF provides eligibility and information sessions at The Workforce Connection, coordinates referrals both from and to other program Partners, co-enroll individuals as appropriate, and actively participate in Partner staff meetings coordinated by the One-Stop Operator..

IDOC Second Chance –N/A

HUD Employment and Training Activities –Basic career services for HUD Employment and Training are provided through direct linkage utilizing a dedicated phone number. Their primary location is 223 South Winnebago Street, Rockford, IL. Rockford Housing Authority, the HUD Employment and Training Partner, is committed to integration of services. Service access points are and will be established in Community Centers within its' jurisdictions, housing residents will be co-enrolled in Partners programs to expand opportunities, maximize employment and training resources, and provide needed supportive services.

Job Corps –N/A

YouthBuild –Basic career services for the YouthBuild program are provided by Comprehensive Community Solutions and through direct linkage utilizing a dedicated phone number. Their service location is 917 South Main Street, Rockford, IL. Comprehensive Community Solutions, operator of the YouthBuild Rockford AmeriCorps Program, will coordinate referrals both from and to The Workforce Connection partners, will co-enroll participants where appropriate, and will work with The Workforce Connection Business Services Team to expand opportunities for work experience, internships and placement.

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

- *Describe features or methods to ensure the comprehensive one-stop center and any designated affiliate sites or specialized centers provide access to all required career services in the most inclusive and appropriate settings for each individual participant, including assuring that individuals with barriers to employment, such as individuals with disabilities, can access available services (§678.500(b)(4)).*

- *Describe any specific human or financial commitments partners are making to coordinate the customer experience through a physical or virtual front door. Examples include: using career navigators, customer advocates, cross-program knowledge, frontline training, accessible technology or other support systems.*

Note: Provide as much specificity as possible for each commitment made as a local workforce system, including whether individual partners are making a specific human or financial commitment to carry out that local system approach.

All individuals will have access to the 13 required career services on-site at The Workforce Connection - Rockford. Accommodations will be made for individuals when necessary. Direct linkage will be available for programs offering services through technology. Staff training will be ongoing to provide guidance and general information to all staff to appropriately and timely address special populations, ensuring accessibility for all.

All partners agree that they will not discriminate in their employment practices or services on the basis of gender or gender identity, sexual orientation, age, race, color, creed, religion, national origin, disability, limited English proficiency, or veteran's status; or on the basis of any other classification protected under state or federal law. The partners assure that they have in place policies and procedures to address these issues, and, that such policies and procedures have been disseminated to their employees and otherwise posted as required by law. The partners further assure that they are currently in compliance with all applicable state and federal laws and regulations regarding accessibility.

All partners will cooperate with compliance monitoring that is conducted at the local level to ensure comprehensive one-stop center programs, services, technology, and materials are accessible and available to all. These services will be provided "on demand" and in real-time" in the physical comprehensive one-stop center, in person, or through technology consistent with the "direct linkage" requirement as defined in WIOA (WIOA Section 212(b)(1)(A) and 20 CFR Section 678.305(d)). Additionally, all staff members will be trained to provide services to all, regardless of the range of abilities, mobility, age, language, learning style, and intelligence or education level. An interpreter will be provided "in real time" to any customer with a language barrier. Additionally, assistive devices, such as screen-reading software programs and assistive listening devices are available.

Partners will draw upon the expertise within the partnership to address specific issues; i.e. Illinois Department of Human Services - Division of Rehabilitation Services to address accommodations in providing services for individuals with disabilities, and Title II providers for language, learning style, and education.

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

- *Describe how—through specific examples and commitments —required partners will assure the physical accessibility of the comprehensive one-stop center(s) and any designated affiliate sites or specialized centers, including the following:*
    - *The designated service location layout supports a culture of inclusiveness*
    - *The location is recognizable in a high-traffic area*
    - *Access to public transportation is available within reasonable walking distance*
    - *The location of a dedicated parking lot, with parking lot spaces closest to the door designated for individuals with disabilities*

☒ Please affirm that the local one-stop system will comply with all federal and State physical inclusiveness and accessibility requirements, including the Americans with Disabilities Act (ADA) of 1990, Section 188 of WIOA, the Illinois Accessibility Code, the most recent ADA standards for Accessible Design and the Uniform Federal Accessibility Standards, and all other applicable statutory and regulatory requirements.

An EO compliance assessment is conducted annually for The Workforce Connection Center. The Workforce Connection – Rockford and access sites in Belvidere and Freeport will maintain a culture of inclusiveness in compliance with Section 188 of WIOA, the Americans with Disabilities Act (ADA) of 1990, and all other applicable statutory and regulatory requirements. Additionally, the physical characteristics of the facilities, both indoor and outdoor, meet compliance with 29 CFR Part 37, the 2010 or most recent ADA standards for Accessible Design, and the Uniform Federal Accessibility Standards. Services are offered in convenient, high-traffic, and accessible locations. The Workforce Connection – Rockford is a stop for public bus transportation; and the bus transit center is 3 blocks from the Center. Parking for individuals with disabilities is clearly marked on the lower level of the public parking deck connected to the Center and near the 3rd-floor deck entrance to the center.

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

[NOTE: Ensure that the following content agrees with and aligns to the budget spreadsheet and notes.]

- *Name the procured one-stop operator and identify the agreed-upon one-stop operator model for each one-stop center in the local area. The operator may be a single entity (public, private, or nonprofit) or a consortium of entities (if the consortium of entities is composed of one-stop partners, it must include a minimum of three of the one-stop partners).*
- *Describe the functions and scope of work of the one-stop operator as defined in the Request for Proposal or as planned for the competitive procurement process.*
- *Describe the payment provisions, including the term, frequency and method of payment for one-stop operator services.*
- *For each shared cost center, state the total cost of the one-stop operator and the required partners which are contributing to that cost.*
- *For each shared cost center, explain the method of contribution(s) (e.g. cash, non-cash, in-kind) each required partner is contributing to the cost of the one-stop operator. Example: A consortium partner contributes a non-cash contribution in the amount of the market value for specific services under the One-Stop Operator Agreement.*

By clicking on the boxes below, required partners in the local area affirm that the one-stop operator will not perform the following proscribed functions:

☒ convene system stakeholders to assist in the development of the local plan
☒ prepare and submit local plans (as required under sec. 107 of WIOA)
☒ be responsible for oversight of itself
☒ manage or significantly participate in the competitive selection process for one-stop operators
☒ select or terminate one-stop operators, career services, and youth providers
☒ negotiate local performance accountability measures
☒ develop and submit budget for activities of the Local WDB in the local area.

- ***Name the procured one-stop operator and identify the agreed-upon one-stop operator model for each one-stop center in the local area. The operator may be a single entity (public, private, or nonprofit) or a consortium of entities (if the consortium of entities is composed of one-stop partners, it must include a minimum of three of the one-stop partners).***

  The competitively procured One-Stop Operator for Local Workforce Area 3 is Goodwill Industries of Northern Illinois. The operator is a single entity, nonprofit.

- ***Describe the functions and scope of work of the one-stop operator as defined in the Request for Proposal or as planned for the competitive procurement process.***

  One-Stop Operator Services Solicited Under this RFP: The Workforce Connection is seeking an entity (public, private, or nonprofit) or consortium of entities to coordinate the following One-Stop Operator services and activities:

  - Coordination of Resource Area and Basic Career services in The Workforce Connection Centers – Rockford, Belvidere, and Freeport;
  - Coordination of Reception and initial registration services for all customers;
  - Implement and fulfill cooperative agreements and memoranda of understanding (MOU) with partners;
  - Coordinate one-stop partner services, with guidance from TWC;
  - Provide for effective allocation of staff among all The Workforce Connection Centers;
  - Coordinate access to virtual resources at appropriate partner locations, libraries, and other points within the 3-County area;
  - Develop processes to ensure that all customers receive appropriate, timely, and effective Career Services including communicating with persons with disabilities as effectively as with others;
  - Develop and implement a formal referral process for services within and outside of the Center(s); define minimum standards for referral, referral follow-up requirements, and documentation of referral outcomes;
  - Provide reports as required to TWC and its Board of Directors;
  - Manage technological resources such as webinars and virtual/online training, case management information, business networking software, and online testing sites;
  - Actively participate with the Core and Required Partners to integrate services in the One-Stop System of Boone, Stephenson, and Winnebago Counties;
  - Perform continuous improvement activities to achieve high-level service quality and exceptional customer service including the implementation of a customer feedback system;
  - Develop and implement a coordinated staff development/training plan (customer service, cross-training on partner and other services, community resources, etc.) for The Workforce Connection Center(s) staff and Partner program staff;
  - Manage partner responsibilities as defined in the Memorandum of Understanding (MOU);

- Manage hours of operations at all sites using The Illinois Department of Health Services guidance as a guideline for a safe opening or reopening to provide in-person services;
- Submit annual staffing and operational budgets;
- Ensure implementation of branding standards for the Federal- a proud partner of the American Job Center network, State - Illinois Work Net center and Local Workforce area - The Workforce Connection;
- Follow federal and state regulations pertaining to the handling of EEO responsibilities, customer complaints, and physical and programmatic accessibility;
- Ensure compliance with all Federal, State and Local policies and procedures relative to the One-Stop System and One-Stop Centers;
- Fulfill other roles and responsibilities as identified by the board;

Scope of Services to be Provided

Vision for WIOA Programming**:** The vision for a workforce system under WIOA is provided in *Training and Employment Guidance Letter No. 19-14* issued by U.S.DOL, Employment and Training Administration on February 19, 2015. The workforce system will be characterized by three hallmarks of excellence:

- The needs of business and workers drive workforce solutions;
- One-Stop Centers provide excellent customer service to career seekers and employers and focus on continuous improvement; and
- The workforce system supports strong regional economies and plays an active role in community and workforce development. (EDR 5 & LWIA 3 plans found at www.theworkforceconnection.org)

Key operational principles include:

- Alignment of programs and integrated services;
- High-quality services;
- A commitment to service integration
- Accountability and transparency; and
- Data-driven decisions for informed customer choices.

The successful bidder will perform all of the following services. Provision of services must be coordinated throughout all three locations. Program services include WIOA adult and dislocated worker, TRADE Act, and other Federal and State grants to expand and enhance the public workforce system services.

The bidder contracted in response to this RFP must provide the services described in this RFP to the following customers, as appropriate and within funding/eligibility guidelines and requirements:

- Veterans
- Adult learners and workers with basic skills deficiency or lacking a high school credential
- TANF recipients
- Dislocated Workers
- The general public seeking career services
- Re-Entry / Returning citizens
- Individuals facing English language barriers

A. One-Stop Operator Services

1. Program Facilities

a. A full-service, comprehensive One-Stop Center is currently operated at 303 North Main Street in Rockford, IL (The Workforce Connection – Rockford) and two (2) access sites are located in Belvidere and Freeport, Illinois. The successful bidder will be expected to maintain a fully functioning One-Stop Center at the current location and enhance the delivery of services at the access locations. ***NOTE: Providers will be responsible for the costs of staff computer equipment, staff supplies, rent for space allocated to staff members, and any staff travel.***

b. The One-Stop Operator will seek and implement access points to make WIOA career services accessible to residents in community centers, libraries, and with community-based organizations. Access points will ensure accessibility to target populations.

c. Operate The Workforce Connection Centers as a functioning One-Stop Center that is professional and inviting in appearance with easy customer flow and courteous, professionally attired staff. Cooperate with TWC relative to identifying ADA needs, providing resources for those who require additional assistance, and assuring the Centers remain physically accessible for all to access and receive services.

d. Maintain facilities and services to meet and exceed TWC and State certification standards when identified.

e. Furnish and staff a Resource Area for use by the public, providing quality internet access and equipment for use by customers and partner staff of the One-Stop Center(s).

f. Provide for referral systems amongst various agencies and partners.

g. Offer Resource Area and Basic Career Services in all three locations Monday through Friday from 8:00 AM to 5:00 PM as allowed by guidance from the Illinois Department of Health (IDPH). Holidays recognized for closure are Illinois State government recognized Holidays.

h. Utilize the existing registration data system. (This may change as the State develops a State-wide system.)

2. Outreach and Recruitment

a. The One-Stop Center Operator is responsible for aggressive recruitment of customers seeking career services. All outreach and recruitment will utilize TWC guidelines and policy and will be branded under The Workforce Connection. Individual agency logos or web pages will not be utilized.

b. Provide strategies to reach underserved populations.

3. Services for Job Seeking Customers

a. The One-Stop Centers will offer integrated services of partners in a seamless and streamlined fashion. Adaptations will be available for specialized populations such as those with limited English proficiency, people with disabilities, as well as people with other barriers to receiving services.

b. Services available to the customer will include the following. Some of these services will require WIOA Title I and partner program enrollment.

- A Resource Area with self-service information to help customers in selecting careers, job search, job matching, placement, retention, and advancement.

The Resource Area provides access to:

- Illinois work Net – a website used to research careers, develop a resume, complete assessment, and identify training options and local activities.
- Illinois Job Link - the job matching website in Illinois. All participants are encouraged to register and post their resume.
- Career Cruising – web-based program for career planning.
- Labor market information, including job vacancy listing, job skill requirements for job listing, and information on employment trends and career options, available training, and employment law.
- Information on resume writing, interview techniques, and application completions.
- Performance and cost information on eligible training providers and information on financial aid.
- Performance information on the local One-Stop delivery system.
- Information on One-Stop partner services.

- Information regarding filing for Unemployment Compensation.

Access to employability workshops, including workshops that develop "essential skills" such as effective communication, teamwork, problem-solving, and personal presentation skills; and workshops on the use of technology for the job search.

4. Customer Data Collection
Secure basic information as required by DOL and DCEO on job-seeking customers using One-Stop Center Services. Track repeat customers and make appropriate referrals for necessary services to obtain employment.

5. Collaboration

a. Collaborate with the One-Stop's partners to bring integrated and additional services to the One- Stop Center(s).
b. Improve customer access to One-Stop partner services through implementing a common intake, common application, common case management and referral process as required under WIOA and implemented by the State. Strive to streamline services and minimize duplication.

6. Continuous Improvement

a. Meet or exceed all WIOA performance measures included in law and subsequent regulatory decisions.
b. Provide reports to TWC board on services and performance.
c. Ensure ongoing improvement of One-Stop Center(s) services. Improvement should focus on but is not limited to program utilization, performance outcomes, customer satisfaction, and cost-effectiveness.

- ***Describe the payment provisions, including the term, frequency, and method of payment for one-stop operator services.***
  A subaward agreement exists between The Workforce Connection, Inc. as the fiscal agent for the grant recipient, the City of Rockford; the Local Workforce Innovation Board (LWIB), and the entity contracted to provide One-Stop Operator (OSO) services.
  Monthly invoices are due to TWC by the 15th of the following month. The monthly invoice package will include the signed monthly reimbursement form, a detailed general ledger printout directly from the SUBRECIPIENT's accounting system, and any other support deemed necessary to support the allocation of costs between different funding sources or document-specific grant reporting requirements."

  .
- ***For each shared cost center, state the total cost of the one-stop operator and the required partners which are contributing to that cost.***
  The Rockford shared cost center budgeted one-stop operator costs for PY2023 are $247,000.00. Title 1B will contribute 100% of these costs via the method described above.

- ***For each shared cost center, explain the method of contribution(s) (e.g. cash, non-cash, in-kind) each required partner is contributing to the cost of the one-stop operator. Example: A consortium partner contributes a non-cash contribution in the amount of the market value for specific services under the One-Stop Operator Agreement.***
  The fiscal agent for the Title 1B funds is paying 100% of the costs of the OSO agreement directly from Title 1B funds. Since the payments are entirely within the Title 1B "system" it is considered a non-cash contribution.

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

- *Describe the local one-stop operator's role and responsibilities for coordinating referrals among required partners (§678.500(b)(3)).*
- *Complete the Referral System matrix included on page 11 of this MOU Template.*

The One-Stop Operator will ensure the implementation of the referral processes established by the One-Stop Partners. The referral system will provide integrated and seamless delivery of services to both career seekers and employers.

1. The partners agree to familiarize themselves with the requirements for participation in each of the required partner programs.
2. To the extent possible, the partners agree to develop materials summarizing their program requirements and to make this accessible to all partners in the comprehensive one-stop center.
3. To the extent possible, the partners agree to develop and utilize common intake forms.
4. The partners agree to refer clients eligible for each other's services to one another for services.
5. The partners agree to evaluate ways to improve the referral process, including the use of customer satisfaction surveys.
6. The partners commit to robust and ongoing communication required for an effective referral process.
7. The partners commit to actively follow up on the results of referrals and to assure that the resources of the partners are being leveraged at an optimal level.

Participants who enter the career centers complete a basic assessment on their holistic needs. Based on their unique situation, the Community Navigator provides information and referral to the core and other partners based on their needs. Referrals are sent immediately to different agencies and if multiple needs are noted, the specialist works with the participant to determine their priorities.

Participant referrals can be done by a variety of means, but typically done on a paper referral form that includes a release of information. The referral is sent to the contact at the organization by email and a phone call is made at times to introduce the person to the person at the agency. The service integration specialist tracks the information in an excel sheet. The Service Integration Specialist follows up with the participant to see if they got the service or if they need additional navigation assistance. Follow up is done at different points in time depending on the referral. Follow up is typically done at 5 days for most referrals and again at 30 days. The Specialist also follow up with agencies to check on status or re-connect the parties.

The information is tracked to document the number of referrals as well as the impact of the service.

12. SHARED DATA AND INFORMATION (Governor's Guidelines, Section I, Item 8(k))

- *Describe how core program partners will share data and information and will collaborate to assure that all common primary indicators of performance for the core program partners in the local area will be collectively achieved.*

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

☒ Please affirm that notwithstanding any other provisions in this MOU, only partners who have executed a separate data sharing agreement with IDES will have access to wage records and other confidential IDES data.

☒ Please affirm that participants' Personally Identifiable Information (PII) will be kept confidential.

Partners of The Workforce Connection agree to share data to the fullest extent possible through agreements and practices that allow each program to comply with the federal laws governing it to protect Personally Identifiable Information (PII), which will be used to improve mutual referrals, service integration, and communications. Partners will share the number of customers served and program performance to assure that all common primary performance indicators are achieved. As service integration progresses, data collection and sharing will continue to evolve. The implementation of an integrated technology-enabled intake and case management information system for programs carried out under WIOA will be implemented as soon as practical following guidance from the State of Illinois Department of Innovation Technology. Until a data system solution is implemented the partners agree to pursue other means of securely sharing information relevant to improved outcomes for customers and businesses. Partners have developed a uniform customer information release form to enable agencies to share relevant customer information to effectively serve individuals. This uniform release has been completed and implemented. Where statewide data-sharing agreements exist, agencies that can sign onto those agreements will do so. Notwithstanding any other provisions in this MOU, only partners who have executed a separate data-sharing agreement with IDES will have access to wage records and other confidential IDES data.

All Partners agree to comply with federal and state laws governing protection of personally identifiable information.

13. COSTS AND COST SHARING OF SERVICES (Sec. 121 (c)(2)(ii)) (Governor's Guidelines, Section 1, Item 1(c); Section 2) ((§ 678.510(a), §678.755 and §678.760)

Please complete the Infrastructure Funding Agreement (fillable spreadsheet) and submit annually with the MOU or MOU Amendment.

In the space below and following the Governor's Guidelines – Revision 4, provide the following narrative:

1. *Affirm in the narrative that required partners negotiated infrastructure and shared local service delivery system costs specific to the applicable program year for both comprehensive one-stop centers and any affiliate or specialized centers designated by the local workforce board.*
2. *Clearly identify in the narrative the time period for which the Infrastructure Funding Agreement is effective; e.g., July 1, 20XX through June 30, 20XX.*
3. *Specify in the narrative whether the budget submitted represents an interim or final budget agreement.*
4. *Describe in the narrative the agreed-upon method that each partner will contribute as a proportionate share of costs to support the services and operations of the local service delivery system.*
5. *Affirm in the narrative that each required partner meets the minimum FTE commitment of .25 FTEs in each comprehensive one-stop center and each designated affiliate site.*
    a. *If all required partners agree for a partner to commit to less than .25 FTE, then the local board may submit a waiver using the waiver request form included in the Report of Outcomes template (Appendix G of the Governor's Guidelines – Revision 4).*
6. *Describe in the narrative whether and which staff will be cross-trained to provide services on behalf of another required partner.*
    b. *For each required partner providing cross-trained staff to deliver services on behalf of another partner, confirm how the contributing partner's shared cost allocations will be reduced in correlation with the number of FTEs that will be cross-trained to provide another partner's programs.*
7. *Please describe the invoicing process and any special deadlines for determining actual costs for each partner included in this MOU (Please note that CSBG's grant cycle requires the partner to pay all actual costs within 30 days of the partner's 12/31 invoicing deadline and within 30 days of its 6/30 invoicing deadline each program year).*

The infrastructure and shared system costs for this MOU among and between the One-Stop Partners will be negotiated and agreed to annually. Attached Appendix K reflects the cost allocation and funding agreement for PY2023 (July 1, 2023, through June 30, 2024) and represents a final budget agreement. Costs have been allocated based on FTE. Partners agree to cover costs through cash and in-kind contributions. Non-cash contributions are provided by partners who directly pay for the costs listed and In-Kind staffing contributions are provided by the following partners: Title 1B, TAA, CSBG, Wagner Peyser, MSFW, Veterans Services, UI Comp Programs, TRA, Adult Education, Career & Tech Ed, Vocational Rehab, DHS, SCSEP, HUD, and YouthBuild. These partners "work off" their portion of the shared delivery costs by spending time in the resource center providing basic career services, such as job search and vacancy listing, availability of supportive services, information on in-demand industry sectors and occupations, referrals to and coordination of activities and services with other agencies.

Staff that provide MOU services in the Career Center will be trained to provide high quality Basic Career services in the center which includes greeting customers, assisting customers with finding jobs, accessing Illinois workNet, and connecting with partners. Training is done on site

with the Career Center team and the Career Center team is always on site to assist. The MOU Partners are not cross-trained to provide Individualized or Follow-Up Career Services and therefore a reduction to FTEs is not necessary.

The Partners in The Workforce Connection follow the process identified in the Governor's Guidelines for Negotiating Shared Costs to reach a consensus. Budget items are negotiated and agreed upon as items needed for the sustainability of services and serving the whole versus a few programs. As negotiations continue in future years, each budget item will be reviewed and a consensus reached as to need, sustainability, and benefit to the system as a whole.

Each required partner has met the minimum FTE commitment of .25 FTEs in the comprehensive one-stop center.

Reconciliation of costs will occur semi-annually. Tracking of in-kind will be completed through reporting of hours for in-kind personnel, provision of invoices, or other documentation for products provided.

The Workforce Board has designated The Workforce Connection, Inc. as the entity responsible for conducting the reconciliation of the budget to actual costs semi-annually.

The estimated costs of the one-stop operator for PY23 are $247,000 and will be paid by the Title 1B partner

Using the table provided below, include the following additional financial information for each required program partner:

1. *Each required program partner's total cash contribution toward its proportionate share of infrastructure and local service delivery system costs; and*

2. *The dollar amount of a 10% variance from each partner's total cash contribution in the case that actual costs exceed budgeted costs.*

		Partner's Total Cash Contribution	Dollar Amount of 10% Variance (if applicable)	Partner's Total Cash Contribution plus 10% Variance (if applicable)
Commerce	Title IB - Adult, Youth, & Dis. Workers	-31807	-3181	-34988
	TAA	14644	1466	16130
	CSBG	916	92	1008
IDES	Title III - Wagner-Peyser	335	34	369
	Title III - MSFW	48	5	53
	Veterans Services	383	38	421
	UI Comp Programs	3498	350	3848
	TRA	48	5	53

ICCB	**Title II - Adult Education**	3666	367	4033
	Career & Tech Ed - Perkins	916	92	1008
DHS	**Title IV - Vocational Rehab**	3666	367	4033
	TANF - DHS	916	92	1008
Aging	**SCSEP**	916	92	1008
DOC	**Second Chance**	N/A	N/A	N/A
HUD		916	92	1008
Title IC - Job Corp		N/A	N/A	N/A
Title ID - National Farmworkers		N/A	N/A	N/A
Title ID - YouthBuild		916	92	1008
Other 1				
Other 2				
Other 3				
Other 4				

☒ In accordance with the State Finance Act (30 ILCS 105/30), this MOU is contingent upon and subject to the availability of funds. A State Agency Partner may terminate or suspend this MOU, in whole or in part, without penalty or further payment being required, if (i) the funds to which this MOU commits a State Agency Partner have not been appropriated or otherwise made available to the State Agency Partner by the State or the Federal funding source, (ii) the Governor or a State Agency Partner reserves funds, or (iii) the Governor or a State Agency Partner determines that funds will not or may not be available for payment. The State Agency Partner shall provide notice, in writing, to the other Partners of any such funding failure and its election to terminate or suspend this MOU as soon as practicable. Any suspension or termination pursuant to this paragraph will be effective upon the date of written notice unless otherwise indicated.

☒ All required partners a party to this MOU acknowledge that the ability of any partner to contribute its agreed contribution to the One-Stop costs is contingent on the availability of State and/or federal funding for its respective program(s).

14. AMENDMENT PROCEDURES AND RENEWAL PROVISIONS (Sec. 121 (c)(2)(v)) (Governor's Guidelines, Sections 5 & 6) (§ 678.500(b)(5)(6))

- *Describe the procedures for amending the MOU with an annual one-stop operating budget with Infrastructure Funding Agreement.*
- *Describe the procedures for amending the MOU any time substantial changes have occurred before the MOU's three-year expiration date.*

NOTE: Ensure the MOU reflects the most recent date as amendments and renewals are approved.

Partners agree to actively participate in future MOU negotiations in good faith to reach a consensus. All partners agree to use the process identified in the Governor's Guidelines and the "consensus decision-making process" as identified under Section 5 of this Memorandum of Understanding.

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

Termination Provision: The parties understand the implementation of collaborative, integrated services through The Workforce Connection, as the public workforce system, is dependent on everyone's good faith effort to work together to improve services to the community. In the event that it becomes necessary for one or more parties to cease being a party to this MOU, said party (ies) shall notify the other parties, in writing, sixty (60) days in advance of that intention. The other parties shall then determine how to replace or offset the loss of participation and resources to the System. Termination by one or more of the parties to this MOU does not alter the terms or obligations of the other parties to this MOU.

Default Provision: In the event that a partner is determined by The Workforce Connection Board (the local Workforce Board) and the Chief Elected Officials (CEOs), after review and consultation with the non-breaching partners to this MOU, to be in default or breach of its obligations under this MOU, The Workforce Connection Board shall provide a written statement placing the breaching partner on notice of breach and shall provide a period of at least thirty (30) days in which to cure said breach. If, at the close of the period designated in the notice of breach the breaching partner has failed to cure the breach, The Workforce Connection Board, CEOs, and the remaining non-breaching partners to this MOU will notify the breaching partner's funding sources of such breach. In addition, The Workforce Connection Board, CEOs, and the remaining non-breaching partners to the MOU will avail themselves of all other rights and remedies allowed by applicable law

16. ADDITIONAL PARTNERS (Sec. 121 (b)(2))

None

17. AUTHORITY AND SIGNATURES (Governor's Guidelines, Section 1, Item 8(p); Section 5, Items 28-29) (§678.500(d))

- *Include a statement that the individuals signing the MOU have authority to represent and sign on behalf of their program under WIOA.*

As authorized representatives of the agencies and entities established as Partners of The Workforce Connection, the local public workforce service delivery system, as established under the Workforce Innovation and Opportunity Act for local workforce area 3 (Boone, Winnebago, and Stephenson Counties,) the signatures on this document indicate authority to enter into this agreement on behalf of the program or agency identified

18. ATTACHMENTS

Each Party acknowledges and agrees that the Attachments listed in this Section are attached hereto and incorporated into this MOU. Further, each Party acknowledges and agrees that by signing this MOU it agrees to be bound by the terms and conditions of the Attachments.

LOCAL SERVICE MATRIX FOR COMPREHENSIVE ONE-STOP CENTERS ☒
INCLUDES:

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

IDES NON-DISCLOSURE AGREEMENT X

ONE-STOP OPERATING BUDGET SPREADSHEET X

CURRENT ONE-STOP OPERATOR AGREEMENT X

OTHER NONE

TEMPLATE
REFERRAL SYSTEM MATRIX

REFERRAL BETWEEN PARTNERS Instructions: Please indicate all partners to which each partner will make referrals																					
REQUIRED PARTNERS	Title I: Adult Dislocated	Title II: Adult Ed.	Title III: W-P	Title IV: Rehab. Services	Post-secondary CTE under Perkins	UI	Veterans Services	TRA	TAA	MSFW	NFJP	CSBG	SCSEP	TANF	Second Chance	HUD	Job Corps	YouthBuild	Other (specify)	Other (specify)	Other (specify)
Title I: Adult, Dislocated Worker, Youth	☐	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☐	☒	☐	☒	☐	☐	☐
Title II: Adult Education and Literacy	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☐	☐	☐
Title III: Employment Programs under Wagner-Peyser	☐	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☐	☐	☐
Title IV: Rehabilitation Services	☒	☒	☐	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☐	☐	☐
Post-secondary Career and Technical Education under Perkins	☒	☒	☐	☐	☐	☒	☒	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Unemployment Insurance	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☐	☐	☐
Job Counseling, Training and Placement Services for Veterans	☒	☒	☒	☒	☒	☒	☐	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☐	☐	☐
Trade Readjustment Allowance (TRA)	☒	☒	☒	☒	☒	☒	☒	☐	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☐	☐	☐
Trade Adjustment Assistance (TAA)	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☐	☐	☐
Migrant and Seasonal Farmworkers	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☐	☒	☒	☒	☒	☒	☒	☒	☐	☐	☐
National Farmworker Jobs Program	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

TEMPLATE
REFERRAL SYSTEM MATRIX

REFERRAL BETWEEN PARTNERS Instructions: Please indicate all partners to which each partner will make referrals																					
REQUIRED PARTNERS	Title I: Adult Dislocated	Title II: Adult Ed.	Title III: W-P	Title IV: Rehab. Services	Post-secondary CTE under Perkins	UI	Veterans Services	TRA	TAA	MSFW	NFJP	CSBG	SCSEP	TANF	Second Chance	HUD	Job Corps	YouthBuild	Other (specify)	Other (specify)	Other (specify)
Community Services Block Grant (CSBG)	☐	☒	☐	☐	☒	☒	☒	☐	☐	☐	☐	☐	☐	☒	☐	☐	☐	☐	☒	☐	☐
Senior Community Services Employment Program (SCSEP)	☐	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☐	☒	☐	☐	☐	☐	☐	☐	☐
TANF	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☐	☒	☒	☒	☒	☐	☐	☐
Second Chance	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Housing and Urban Development Employment and Training Activities (HUD)	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☐	☒	☒	☐	☐	☐
Job Corps	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
YouthBuild	☒	☒	☒	☐	☐	☒	☐	☐	☐	☐	☐	☐	☐	☒	☒	☒	☐	☐	☐	☐	☐
Other (specify):	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other (specify):	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other (specify):	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

TEMPLATE
LOCAL SERVICE MATRIX FOR COMPREHENSIVE ONE-STOP CENTERS

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

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

TEMPLATE
LOCAL SERVICE MATRIX FOR COMPREHENSIVE ONE-STOP CENTERS

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

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

TEMPLATE
LOCAL SERVICE MATRIX FOR COMPREHENSIVE ONE-STOP CENTERS

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

TEMPLATE
LOCAL SERVICE MATRIX FOR COMPREHENSIVE ONE-STOP CENTERS

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

REQUIRED PARTNER	OTHER PROGRAMS AND ACTIVITIES PROVIDED
Title I (Adult, Dislocated Worker, Youth)	Business Services; Business Engagement; Hiring Events; Workshops
Title II: Adult Education and Literacy	Student intake; assessment; student support services, such as transitions; Bridge instruction; Online instructions via technology; Intermediate computer instruction
Title III: Employment Programs under Wagner-Peyser	Hiring Events; Workshops
Title IV: Rehabilitation Services	Post-employment services; supportive services; disability-specific counseling; assistive devices; employer education on ADA
Post-secondary Career and Technical Education under Perkins	Via technology; Academic counseling and career advising; Resume writing/interviewing skills
Unemployment Insurance	Claims maintenance; General questions; claims filing
Job Counseling, Training and Placement Services for Veterans	Case management; workshops
Trade Readjustment Allowance (TRA)	Connections to training; supportive services; re-employment activities
Trade Adjustment Assistance (TAA)	Connections to training; supportive services; re-employment activities
Migrant and Seasonal Farmworkers	Hiring events; Workshops
National Farmworker Jobs Program	N/A
Community Services Block Grant (CSBG)	Refer people to Illinois Department of Employment Security for unemployment and for counseling, training etc. Certification tuition assistance (CNA, CNC, Pharmacy Tech, etc.) and Scholarships (offered in Spring); Workshops; Supportive Services; Emergency Assistance
Senior Community Services Employment Program (SCSEP)	Case management, job readiness workshops, outreach activities, benefits screening, professional development
TANF	Outreach, intake and orientation; Skills and supportive service needs assessments;
Second Chance	N/A
Housing and Urban Development Employment and Training Activities	Outreach; skills and supportive service needs assessment
Job Corps	N/A

TEMPLATE
LOCAL SERVICE MATRIX FOR COMPREHENSIVE ONE-STOP CENTERS

REQUIRED PARTNER	OTHER PROGRAMS AND ACTIVITIES PROVIDED
YouthBuild	Outreach and recruitment

IDES NON-DISCLOSURE AGREEMENT

Attachment to LWIA #03 MOU

The **Illinois Department of Employment Security ("IDES")** agrees to share confidential information, as defined below, with each One-Stop Partner ("**RECIPIENT")** pursuant to the Memorandum of Understanding, effective on July 1, 2023 and ending on June 30, 2026, for the One-Stop Center located in Illinois Local Workforce Area #03 ("MOU"), solely for the limited purpose and to the extent as set forth in this IDES Non-Disclosure Agreement ("Agreement"). IDES and the RECIPIENT are collectively referred to as the "Parties" and individually as a "Party." This Agreement is made by and between IDES and each RECIPIENT and as such this Agreement is separately and individually enforceable against each RECIPIENT.

1. MOU. RECIPIENT acknowledges and agrees that by signing the MOU it agrees to be bound by the terms and conditions of this Agreement, which are attached to and incorporated into the MOU. RECIPIENT's execution of the MOU is a prerequisite for receiving any confidential information under this Agreement. In the event of conflict, this Agreement shall prevail over the MOU.

2. One-Stop Partner. RECIPIENT affirms and acknowledges that it is a One-Stop Partner, as defined by the Workforce Innovation and Opportunity Act of 2014, as amended, (WIOA). RECIPIENT affirms and acknowledges that, except as otherwise provided herein, it will remain a Party to this Agreement as long as it continues to administer at least one federally funded employment, training or education program at an Illinois One-Stop Center, as defined by WIOA.

3. Term and Termination. The term of this Agreement shall begin upon the date of full execution of the MOU and shall end upon the termination of the MOU. Notwithstanding any other provision to the contrary, IDES may immediately terminate or cancel this Agreement and cease providing confidential information if RECIPIENT fails to adhere to any provision set forth in this Agreement. RECIPIENT agrees that its responsibilities and duties under this Agreement, including but not limited to its obligations regarding confidentiality and data security, shall remain in effect following the termination of this Agreement.

4. Confidential Information.
   a) For purposes of this Agreement, "confidential information" means all data and information in whatever form produced, prepared, observed, or received under this Agreement to the extent such information is confidential within the meaning of any governing law, regulation, or directive, including, without limitation, the Illinois statute codified at 820 ILCS 405/1900 ("Section 1900").
   b) RECIPIENT agrees to comply with applicable laws, materials, regulations and all other state and federal requirements with respect to the protection of privacy, security and dissemination of the confidential information, including Section 1900; which is incorporated by reference into this Agreement. Protection from unauthorized use and/or disclosure specifically includes storage in a place physically secure from access by unauthorized persons, maintaining information in electronic formats such as magnetic tapes, discs, or on servers in such a way that unauthorized persons cannot obtain the information by any means, destroying all confidential information in the manner directed

by IDES as soon as the information is no longer needed for RECIPIENT's purposes, and undertaking precautions to ensure that only authorized employees and agents have access to said confidential information.

c) RECIPIENT agrees to instruct all personnel having access to the confidential information on the confidentiality requirements set forth in this Section and agrees to fully and promptly report any infraction to the IDES.

d) RECIPIENT agrees that the disclosure of the confidential information to the RECIPIENT does not convey any future ownership or use rights. RECIPIENT agrees that IDES shall retain sole and exclusive ownership of the confidential information.

e) Upon the termination of this Agreement, RECIPIENT agrees to destroy or return all confidential information in the manner directed by IDES. RECIPIENT agrees that the confidential information shall not be archived or sent to a records center and shall not be retained with personal identifiers for any period longer than the term of this Agreement.

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

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

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

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

9. Severability. If any provision in this Agreement is held to be invalid, illegal, void, or unenforceable, the validity, legality, and enforceability of the remaining provisions shall not be affected.

III. Level of Integration

Service integration will look different in each local area and local one-stop center, depending on the mix of services, staffing, and organizational culture. Service integration is achieved when workforce partners collaboratively determine how to align and coordinate services to meet clients' needs better. The IWIB's goal is to support local partners in identifying their current level of service integration and then support them in areas where growth is needed. To this end, the IWIB recognizes seven (7) functions provided by one-stops in Illinois:

- Customer-Centered Design
- Partner Staff
- Intake And Assessment
- Service
- Career Pathways
- Information
- Evaluation

Each function has identified one or more goals to assist the LWIBs, One-Stop Operators, and partners in understanding the aim of service integration in Illinois.

The goal of providing the highest quality services possible to jobseekers and employers in a seamless service delivery system is enhanced as these service integration functions are achieved.

IV. Overview of the Self-Assessment Outcomes and Process

Outcomes

There are eight (8) intended outcomes of the service integration self-assessment process.

1. Engage local WIOA partners in exchanging perspectives around service integration.
2. Capture examples, valuable ideas, and suggestions from the partners' conversations that will inform planning and contribute to identifying improvement opportunities.
3. Discuss and reach a consensus regarding each service integration goal, application points, and future implementation plans.
4. Enhance a current plan or create a plan for each service integration goal.
5. Identify the top three (3) to five (5) priority service integration goals.
6. Assign responsibilities that have come out of planning.
7. Utilize the conversations to identify continuous improvement opportunities for the LWIB and strategic considerations for regional and local WIOA planning.
8. Recommend how the service integration process could be strengthened.

Process

A comprehensive assessment is essential for meaningful service integration targets to be identified and incorporated into regional and local WIOA plans. To ensure the process is completed for incorporation into the plans, LWIBs must follow the timeline outlined in the Schedule of Planning Events for Service Integration Self-Assessment (Appendix B).

The Partners List (Appendix C) is provided to outline core, required, and other possible partners. Also, consider key community partners who may not be on the list but are essential to community development. Ideally, each partner should have leadership, mid-management, and front-line staff participants.

Step 1: Gather all LWIA partners and community stakeholders, such as employers, to meet and conduct the service integration self-assessment (Appendix D) to:

- Ascertain the level of integration for each of the thirty (30) application points;
- Identify specific tactics that will be used to address each application point;
- Name which partner(s) or organization(s) will be responsible for those tactics and if anyone else should be involved;
- Outline the expected outcomes of the identified strategies;
- Establish the timeline for the expected outcomes to be achieved;
- Determine if any partners have questions and the need for technical assistance;
- Develop consensus around which goals and activities should be priorities for the LWIA and
- Agree on the priority actions needed to move the needle on the most strategically important service integration goals.

Step 2: LWIBs must:

- Review and evaluate the completed service integration self-assessment and
- Utilize the discussions during the self-assessment process to frame the vision in the regional and local plans.

V. Self-Assessment Submission

The IWIB's Service Integration Policy establishes that LWIBs, in coordination with the One-Stop Operators and partners, are responsible for conducting self-assessments regarding service integration in their local one-stop delivery systems. A comprehensive assessment is essential so meaningful improvement targets to progress toward service integration may be set and incorporated into regional and local WIOA plans.

The local Service Integration Self-Assessment describes how local workforce partners will align and coordinate services as required by the State of Illinois Service Integration Policy (WIOA Policy Chapter 1, Section 13). Any subsequent modifications and the results of the Service Integration Self-Assessment are to be incorporated into local planning. Additionally, a copy of the documentation associated with the self-assessment process must be submitted as an appendix to the plan.

Appendix A
IWIB Service Integration Policy

Illinois Workforce Innovation Board
JB Pritzker, Governor

Andrew Warrington, Co-Chair
Kristin Richards, Co-Chair

November 29, 2023

WIOA Policy 1.13
Service Integration

I. Policy

1.13 Service Integration Purpose

1. The Service Integration policy provides requirements for the Illinois workforce system to achieve a customer-centered service delivery approach that enhances customer experiences. This policy sets forth the vision for what service integration looks like. Each section sets out a vision and specific goals that the IWIB expects all partners to work towards. The IWIB understands that not all partners can operate in the same way at all times and that there can be resource challenges. The State expects all partners to work collaboratively towards this policy's goals.

2. Programs in the workforce system refer to those we serve in various ways, such as clients, participants, students, customers, employers, businesses, etc. For the purpose of this Service Integration Policy, we use the term customer throughout.

1.13.1 Service Integration Summary, Background, and Vision

1. *Summary*

    a. Illinois's Service Integration Policy focuses on improving customer service by building strong partnerships to share resources and expertise across the workforce, education, and social services systems. This policy applies to the WIOA Core and Required Partners network in Illinois.

2. *Background*

    a. The Workforce Innovation and Opportunity Act (WIOA) is a critical driver in transforming how workforce development programs can offer integrated service delivery. This integrated service delivery operates through a network of one-stop centers and partner organizations branded as the American Job Center (AJC) network. One-Stop Centers, referred to in Illinois as Illinois workNet Center/partner of AJC, provide central contact points for job seekers and businesses to access employment and training services.

    b. Six core programs deliver these services: Title I Youth, Adult, and Dislocated Worker; Title II Adult Education and Literacy; Title III Wagner-Peyser; and Title IV Vocational Rehabilitation. Additionally, WIOA requires twelve (12) partner programs to provide access through the one-stops:
        1) Career and Technical Education (Perkins)
        2) Community Services Block Grant
        3) Indian and Native American Programs
        4) HUD Employment and Training Programs
        5) Job Corps
        6) Local Veterans Employment Representatives and Disabled Veterans' Outreach Program
        7) National Farmworker Jobs Program
        8) Senior Community Service Employment Program
        9) Temporary Assistance for Needy Families (TANF)
        10) Trade Adjustment Assistance Programs
        11) Unemployment Compensation Programs
        12) YouthBuild

    c. Local boards may include additional partners in one-stop centers such as employment and training programs operated by other federal agencies (e.g., the Social Security Administration and Small Business Administration), local employers, community-based organizations, faith-based organizations, and/or not-for-profit programs.

    d. Effective planning and coordination among these workforce development programs are needed to maximize their value and benefits to business and job-seeking customers. The foundation of this policy is building relationships and consistent and ongoing communication among partners to align service delivery in a cohesive way to achieve greater outcomes for employers and job seekers.

    e. The State recognizes and acknowledges that at the core of this system are federal programs with specific regulations. As outlined, State-level partners are responsible for helping to understand and implement these programs.

3. *Vision Statement*

    a. Service Integration connects people with resources within and outside the workforce development system. Customers of the local workforce system are supported with integrated services as core and required partners, and other community partners work together to continuously improve service delivery through policy and data-driven decisions to assist

individuals in meeting their training and employment goals. These partnerships will value customers, equity, and the law.

4. This policy builds on the existing guidance and support for service integration within the Illinois workforce ecosystem.

    a. The Unified State Plan sets the vision, goals, and strategies for the workforce system in Illinois.

    b. The Governor's Guidelines to State and Local Program Partners Negotiating Costs and Services under WIOA guides how one-stops coordinate and jointly use WIOA resources.

    c. The IWIB has embedded service integration expectations in key planning and policy documents, including the Unified State Plan and the IWIB's strategic plan.

    d. The IWIB's Certification of One-Stop Centers policy guides certification of One-Stop Centers, adopted in March 2017.

    e. The Career Pathways Dictionary provides a framework for the definition of career pathways in Illinois developed by workforce, education, and other stakeholders.

    f. The IWIB's definition of equity is the lens the State will evaluate equitable service delivery. "The State, quality, or ideal of being just, impartial, and fair. The concept of equity is synonymous with fairness and justice. To be achieved and sustained, equity needs to be thought of as a structural and systemic concept." Source: The Annie E. Casey Foundation

1.13.2 Service Integration Definition

1. The IWIB defines service integration as a combination of strategies to align and simplify access to one-stop center services and supports for employers, job seekers, and system customers with the goal of providing the best experience possible. Service integration may occur across entities delivering specific services or programs, across time as customer needs change, or both.

1.13.3 Service Integration Goals and Outcomes

1. Seven service integration functions are the focus of Illinois' one-stop centers: customer-centered design, staff, intake and assessment, services, career pathways, information, and evaluation. Goals, outcomes, and applications for each function are listed below and represent a long-term, high-level vision for one-stop service integration in Illinois. Operationalizing these goals will occur locally through the WIOA planning, one-stop certification, and MOU negotiation processes.

1.13.4 Service Integration Policy Vision, Outcomes and Application

1. Customer-Centered Design Goal.

    a. Vision for Customer-Centered Design Goal:

Workforce partners use the IWIB Equity Lens to center the customers' needs, goals, and challenges in designing and delivering services. Customers are respected, heard, and responded to.

b. Outcomes for Customer-Centered Design Goal:
Every customer can find efficient and streamlined workforce services that meet their needs, goals, and challenges regardless of their entry point.

c. Application of the Customer-Centered Design Goal for all Stakeholders, such as State and Local Partners, Local Workforce Innovation Boards (LWIB), and One-Stop Operators (OSO) as applicable:

1) Customer input is collected on an ongoing basis from local users (including One Stop walk-in customers, enrolled participants, and employers) and, at a minimum, evaluated annually by partners.
2) Customer input gathered from local users is used to evaluate and improve technologies, programs, services, interactions, accessibility, and environments within the local area. Based on customer input, local partners will propose improvements and a timeline for implementation.
3) The LWIB will set the expectation for the One Stop Operator to manage service integration initiatives in the OSO scope of work. The OSO will report to the LWIB on service integration initiatives, timelines, and progress.
4) Partner staff will provide system users access to other options for feedback outside of an annual input process and be made aware of complaints procedures and appeal rights. WIOA partners will not retaliate against users who provide negative feedback, complaints, or make appeals.

2. <u>Partner Staff Goals.</u>

a. *Vision for Partner Staff Goals:*
All partner staff have up-to-date information and receive ongoing training on available services, customer eligibility, and service integration strategies, and are supported by all partners.

b. *Outcomes for Partner Staff Goals:*
Partner staff understand the goals of integrated service delivery and reinforce that framework through their daily work activities.

c. *Application of the Partner Staff Goals for all Stakeholders, such as State and Local Partners, Local Workforce Innovation Boards (LWIB), and One-Stop Operators (OSO) as applicable:*

1) Cross-training and program information resources addressing the roles, services, performance expectations, and eligibility requirements of all WIOA partner programs are provided for all partner staff, including information and encouragement in acquiring professional credentials.
2) Communication across partners is consistent, comprehensive, and timely.
3) All partner staff receives current and relevant professional development to service integration goals.
4) All partner staff are treated as valued and respected team members.

3. Intake and Assessment Goals.

   a. *Vision for Intake and Assessment Goals:*
   Partners will work to eliminate duplicative processes and increase informed customer choice while protecting confidentiality.

   b. *Outcome for Intake and Assessment Goals:*
   Customer needs are promptly, accurately, and thoroughly identified so that partners can respond efficiently and collaboratively.

   c. *Application of the Intake and Assessment Goal for all Stakeholders, such as State and Local Partners, Local Workforce Innovation Boards (LWIB), and One-Stop Operators (OSO) as applicable:*
      1) Customers provide basic information once through a collaborative intake process or information-sharing across programs.
      2) During intake, customers are provided an overview of partner services, eligibility, and suitability requirements by appropriate partner staff.
      3) An open dialogue during intake and a comprehensive assessment(s) between partner staff and customers leads to informed choice and becomes the foundation of a service plan.
      4) If partners use different assessments for the same purpose, they must designate a single assessment to the extent possible.
      5) Partners inform and support customers throughout the process to secure the documents and verification needed for program participation.
      6) Partners will review and apply asset-based and barrier-reduction practices to intake and assessment processes while using best practices to protect customer confidentiality and reduce stigmas of accessing public services.

4. Service Goals.

   a. Vision for Service Goals:
   The partners meet jobseekers' employment, education, and training needs through communication, assessments, referrals, and resources that occur through relationships with frontline staff.

   b. Outcomes for Service Goals:
   The outcome of these goals is that all customers have access to quality integrated services that meet their needs efficiently and seamlessly. Frontline staff are empowered to meet service integration goals and have the support they need to meet these goals through ongoing professional development and training.

   c. Application of the Service Goals for all Stakeholders, such as State and Local Partners, Local Workforce Innovation Boards (LWIB), and One-Stop Operators (OSO) as applicable:
      1) WIOA partners support service integration by identifying and empowering a leader from each title who will engage in ongoing communication and relationship building.
      2) WIOA partners must be familiar with WIOA eligibility and suitability and are responsible for ensuring appropriate referrals and referral outcomes, working effectively to leverage

partner resources for the benefit of customers, including training and directing applicable staff.

3) Consider the customer's experience and the processes involved during service delivery, such as referrals and their outcomes. Necessary assessments should be reviewed, streamlined, and coordinated through continuous collaboration with partners. Collaboration among partners should ensure the alignment of these assessments.
4) Individual service plans and goal statements are used to provide and coordinate services and guide follow-up. These plans are continuously updated to respond to changing customer needs and evaluated for referral opportunities on an ongoing basis.
5) Customers receive timely and coordinated access to all WIOA employer and job seeker services, whether on-site, through technology, at a partner site, or by other appropriate and accessible community services.

5. Career Pathways Goal.

a. *Vision for Career Pathways Goals:*
Integrated services are shaped through the lens of career pathways defined by the State.

b. *Outcomes for Career Pathways Goals:*
A shared philosophy among education, workforce development, employers, and economic development regarding college and career pathways aims to enable Illinois residents to progressively build toward college and career success through aligned education and training, which may include stackable credentials leading to sustainable employment opportunities.

c. *Application of the Career Pathways Goals for all Stakeholders, such as State and Local Partners, Local Workforce Innovation Boards (LWIB), and One-Stop Operators (OSO) as applicable:*
1) The workforce development system will create strong partnerships with community programs to streamline services and provide funding for the wrap-around support needed for career pathways.
2) Service integration will seek employer input to ensure that pathways investments align with the needs of employers and prioritize career pathways that align with future employer demands.
3) Current and timely labor market information informs career planning and sector-based initiatives.

6. Information Goals.

a. *Vision for Information Goals:*
Partners continually use a range of information gathered to make informed decisions and improve integrated services to provide excellent customer service.

b. *Outcome for Information Goals:*
Decisions are made utilizing all available information and data collected, including but not limited to customer feedback, labor market research, program performance, and evaluations.

c. *Application of the Information Goals for all Stakeholders, such as State and Local Partners, Local Workforce Innovation Boards (LWIB), and One-Stop Operators (OSO) as applicable:*
   1) All partners will share information on a continual basis.
   2) All partners share national and state policies, procedures, and guidance with each other and use this information to make local decisions.
   3) The design and delivery of workforce services are guided by current and timely labor market information.
   4) One-Stop Operators will facilitate ongoing, consistent communication among local partners.
   5) Customer information will be shared, as appropriate and feasible, with all partner programs and services following confidentiality requirements.
   6) Partners will inform customers of their Appeal Rights.

7. Evaluation Goal.

   a. Vision for Evaluation Goal:
   State and local workforce board expectations drive the evaluation of one-stop performance, operations, and compliance for service integration.

   b. Outcome of Evaluation Goals:
   The outcome of this goal is that Partners evaluate local service integration efforts regularly to identify and implement continuous improvement opportunities.

   c. Application of the Evaluation Goals for all Stakeholders, such as State and Local Partners, Local Workforce Innovation Boards (LWIB), and One-Stop Operators (OSO) as applicable:
   1) Partners must create and use customer satisfaction tools, analyzing the feedback on a continual basis.
   2) Partners must conduct an evaluation using The IWIB Evaluation Toolkit to assess local service integration efforts and create evidence-based policymaking and system design.

1.13.5 Service Integration Implementation

1. The IWIB will regularly update the State's one-stop certification criteria and evidence measures to reflect current service integration goals. Each LWIB will be responsible for assessing the level of service integration in all seven functional areas for the local one-stop system, which includes all one-stop center(s) it oversees. One-Stop Operators will lead partners in an annual service integration self-assessment (attached) to evaluate progress, identify improvement targets, and align with other deadlines as appropriate, such as MOU guidance.

2. Each LWIB will be responsible for assessing the level of service integration in all seven functional areas for the local one-stop system, which includes all one-stop center(s) it oversees. This assessment requires annual updates to evaluate progress and identify improvement targets. A self-assessment tool is available as an attachment to the policy for use by LWIBs.

3. If any local partner cannot fulfill the provisions of this policy, the matter will first be taken to the appropriate State partner(s).

a. If a resolution is unsuccessful at that level, the local board will attempt to resolve the matter.

b. If this is unsuccessful, relevant procedures established by the State Interagency Technical Assistance Team and/or State Leadership Team will be pursued, followed by consultation with the IWIB and Governor's Office.

4. A complete One Stop Certification and self-assessment must be on file and must describe how the results were used to improve service integration efforts.

Appendix B
Schedule of Planning Events for Service Integration Self-Assessment

Event	November	December	January	February	March
Overall Process (LWIBs and One-Stop Operators)	a. Review Updated Regional and Local Planning Guidelines b. Review Updated Service Integration Policy c. Send message out to all agencies/stakeholders regarding the self-assessment process d. Complete logistics for LWIA service integration meeting • Set date, time, and location • Identify partner agencies/stakeholders • Send meeting "Save the date" • Determine any needed material, refreshments, equipment	a. Hold LWIA service integration meeting • Complete self-assessment as a group • Set priorities and do action planning as a group b. Circulate draft self-assessment to LWIB members and one-stop partners for review and comment c. Utilize outcomes and discussions to frame content for the regional and local plans	a. Review comments and amend self-assessment b. Incorporate into the local and regional planning documents	a. Regional and local plan posted for public comment period not to last more than 30 days	a. Regional and local plan approved by Local Board and submitted to the Governor)
WIOA Partner Agencies/Stakeholders Planning	a. Identify leadership, management, front line staff to participate b. Send meeting information	a. Review draft self-assessment and provide comments to LWIB and One-Stop Operator			

Appendix C
Partners List

Core Partners

Title I Programs:

The WIOA **Title I Adult Program** is a program that addresses the employment and training needs of adult job seekers, based on eligibility requirements established at state and local levels. Services focus on career and training services, as well as case management. Providers of these services are identified locally by Local Workforce Innovation Boards.

The **Title I Dislocated Worker Program** is a program that addresses the employment and training needs of job seekers that have recently lost their position for a variety of reasons. Services focus on career and training services, as well as case management. Providers of these services are identified locally by Local Workforce Innovation Boards.

The **Title I Youth Program** is a program that addresses the Career Pathway support, employment and training needs of youth, with an emphasis on out-of-school youth. Services focus on education, career and training services, as well as case management. Providers of these services are identified locally by Local Workforce Innovation Boards.

Title II Program:

WIOA Title II, the **Adult Education and Family Literacy Act** (AEFLA), provides states with funding for a variety of services to help adults develop basic skills (examples include reading, writing, math, English language proficiency), transition to postsecondary education and training, and gain employment. The program serves adults who are at least 16 years of age and not currently enrolled, or required to be enrolled, in high school.

Title III Program:

WIOA Title III Services are also referred to as the **Wagner-Peyser Act Program**. These services are operated from the state level and include the management of the state's Labor Market Information and the services to business sectors that generate the "job order" information that is a basis for labor exchange.

Title IV Program:

WIOA Title IV is known as the **Amendments to the Rehabilitation Act of 1973** and includes Vocational Rehabilitation (VR) Services. All states have a VR agency that addresses Career and Training services for individuals with disabilities. Many states have two VR agencies, a general agency and a VR agency that focuses on career and training supports for individuals who are blind. In states where there are two VR agencies, both function as Core State Partners.

Required Partners

Section V of the Older Americans Act

The Senior Community Service Employment Program (SCSEP), designed to respond to the needs of older jobseekers with barriers to employment, offers training for low-income, unemployed seniors 55 years and older. Authorized by the Older Americans Act, SCSEP provides them with part-time jobs working in local nonprofit, government, and faith-based agencies providing services in the community.

Carl D. Perkins Act programs (post-secondary)

The Carl D. Perkins Career and Technical Education Act of 2006 (Perkins IV) is a source of federal funding to states and discretionary grantees for the improvement of secondary and postsecondary career and technical education programs across the nation. The purpose of the Act is to develop the academic, career, and technical skills of secondary and postsecondary students in career and technical education programs.

Trade Act

The Trade Adjustment Assistance (TAA) **program** is a federal entitlement program authorized by the Trade Adjustment Assistance Reauthorization Act of 2015. The TAA Program provides aid to workers who lose their jobs or whose hours of work and wages are reduced as a result of foreign trade. Petitions for TAA are filed with the U.S. Department of Labor.

Community Services Block Grant

The Community Services Block Grant (CSBG) provides funds to alleviate the causes and conditions of poverty in communities. Discretionary grants are available at the statewide or local level, or for associations with demonstrated expertise in addressing the needs of low-income families.

Housing and Urban Development

The **U.S. Department of Housing and Urban Development** (HUD) offers the **Job Plus** program, which provides services to public housing residents to support employment including job placement, career counseling and educational services. Federal funds are allocated through a competitive grant process.

Unemployment Insurance

Unemployment Insurance (UI) is a program jointly financed through federal and state employer payroll taxes. The Federal Unemployment Tax is used to fund state workforce agencies. The state unemployment tax is used for the payment of benefits to eligible unemployed workers. In order to continue to receive UI payments, participants must participate in programs that assist them with finding a job.

Jobs for Veterans State Grants

The **Jobs for Veterans State Grants** (JVSG) program provides federal funding through a formula grant to 54 State Workforce Agencies to hire dedicated staff to provide individualized career and training-related services to veterans and eligible persons with significant barriers to employment and to assist employers fill their workforce needs with job-seeking veterans.

Second Chance Act (Corrections)

Programs offered under the **Second Chance Act** of 2007 are intended to break the cycle of criminal recidivism and to help those formerly incarcerated to return to their communities. Re-entry programs provide employment and training services to individuals who have been released from jail or prison or who are preparing to be released. Funding for this program is provided through a competitive grant program to nonprofit organizations on a periodic basis.

Temporary Assistance to Needy Families (TANF)

The **Temporary Assistance for Needy Families** (TANF) program provides block grant funds to states to provide families with financial assistance and support a range of services to improve employment opportunities. Federal funds are allocated based on historical funding levels.

Other Title I Programs

The **Job Corps** program was reauthorized by WIOA and is a comprehensive, residential education and job-training program for at-risk youth, ages 16-24. Private companies, state agencies, federal agencies and unions recruit young people to participate in Job Corps, where they can train for and be placed in jobs. Job Corps centers are operated for the U.S. Department of Labor by private companies through competitive contracting processes, and by other federal agencies through interagency agreements.

The **Migrant and Seasonal Farmworker Program** assists migrant and seasonal farmworkers and their dependents by providing employment and training services. Formula grants are awarded to local organizations based on the state's share of farmworkers who are eligible for enrollment.

The **Indian and Native American Program** provides employment and training services to qualifying American Indians, Alaska Natives and Native Hawaiians. Federal funds are allocated on a formula basis to Indian and Native Americans (INA) grantees based on the share of Native American persons in the designated INA area living in poverty and the share of unemployed Native Americans in the designated INA service area.

The **YouthBuild** program is a community-based alternative education program that provides job training and educational opportunities for at-risk youth ages 16-24. Youth learn construction skills while building or rehabilitating affordable housing and earn their GED or high school diploma. The YouthBuild program is funded via competitive grants.

Other Partners

Local boards have the flexibility to include additional partners in one-stop centers.

Medicaid Waiver Services

Medicaid Waivers help provide services to people who would otherwise be in a nursing home or hospital to receive long-term care in the community.

Developmental Disability Services

Developmental Disabilities is an umbrella term that includes *intellectual disability* but also includes other disabilities that are apparent during childhood. Agencies who serve individuals with developmental disabilities offer job training and placement as well as independent living skills.

Mental Health Agencies

Mental Health Services can include assessment, diagnosis, treatment or counseling in a professional relationship to assist an individual or group in alleviating mental or emotional illness, symptoms, conditions or disorders. This may also include job training and placement as well as independent living skills.

Community Rehabilitation Provider Agencies

Community Rehabilitation Providers are agencies or individuals approved to provide employment support to individuals with disabilities served by the Bureau of Rehabilitation Services and/or the Department of Health and Human Services Office of Adult Mental Health Services.

Supplemental Nutrition Assistance Program

The Supplemental Nutrition Assistance Program (SNAP) is the program formerly known as food stamps. It is a federal nutrition program overseen by the U.S. Department of Agriculture.

Centers for Independent Living

The Rehabilitation Act describes a center for independent living as a consumer-controlled, community-based, cross-disability, nonresidential private nonprofit agency that is designed and operated within a local community by individuals with disabilities and provides an array of independent living services.

Transportation Authorities

A transit district or transit authority is a special-purpose district organized as either a corporation chartered by statute, or a government agency, created for the purpose of providing public transportation within a specific region.

K-12 School Districts

A local educational agency (LEA) is a public board of education or other public authority within a state to direct a public elementary school or secondary school in a city, county, township, school district or for a combination of school districts or counties that is recognized as an administrative agency for its public schools.

Appendix D
Self-Assessment Identifying Information (Cover Page)

Local Area Number/Region: 3		
Name, Title and Organization of Contact Person: Gina Caronna, Executive Director, The Workforce Connection		
Contact Phone Number: 815-395-6609	Contact E-mail: gcaronna@theworkforceconnection.org	Date Self-Assessment Submitted to IWIB (XX/XX/XXXX): Click or tap to enter a date.
WIOA Partner Organizations Participating in Self-Assessment: The Workforce Connection, Goodwill Industries of Northern Illinois (WIOA Service Provider), IDES (5 programs), Rock Valley College (Adult Ed. & Perkins), Highland Community College (Adult Ed. & Perkins), YWCA/The Literacy Council (Adult Ed.), Rockford Public Schools District #205 (Adult Ed.), Illinois Dept. of Human Services (Voc. Rehab-DRS and TANF/SNAP), City of Rockford (CSBG), National Able Network (SCSEP) participating and/or present at meeting on 12/19/2024. Subsequently, document sent to all partners for feedback and review and 2nd meeting held January 16, 2024.		
Documents to be Included in the Submission: ☐ Report on the Process and Results Presented to the LWIB* ☐ Self-Assessment ☐ Other: Click or tap here to enter text.		

Goal 1: Customer-Centered Design Goals	**Application Point a. Customer input is collected on an ongoing basis from local users (including One Stop walk-in customers, enrolled participants, and employers) and, at a minimum, evaluated annually by partners.**	**Application Point b. Customer input gathered from local users is used to evaluate and improve technologies, programs, services, interactions, accessibility, and environments within the local area. Based on customer input, local partners will propose improvements and a timeline for implementation.**	**Application Point c. The LWIB will set the expectation for the One Stop Operator (OSO) to manage service integration initiatives in the OSO scope of work. The OSO will report to the Local Workforce Investment Board (LWIB) on service integration initiatives, timelines, and progress.**	**Application Point d. Partner staff will provide system users access to other options for feedback outside of an annual input process and be made aware of complaints procedures and appeal rights. Workforce Innovation and Opportunity Act (WIOA) partners will not retaliate against users who provide negative feedback, complaints, or make appeals.**
For each application point please rank your area's Level of Integration of Goal Application according to the following scale. **1-** This application point is not occurring nor is currently being planned. **2-** This application point is currently being planned. **3-** This application point has been planned and is occurring on an ongoing basis. Click or tap on the grey boxes below to choose your selection.				
Level of Integration of Goal Application	3	3	3	3
For each application point that use the Planning Tool Below to describe how your area is planning and/or implementing each application point.				

Application Point a. Customer input is collected on an ongoing basis from local users (including One Stop walk-in customers, enrolled participants, and employers) and, at a minimum, evaluated annually by partners.	
Strategy for Application Point a: What specific tactics will we use to address the application point?	Customer demographics are collected at intake for all services using different systems as required by funding agencies. Partners agree to share data and demographics of customers at quarterly meetings to better understand who each agency serves and any gaps in our region. Additionally, feedback and input is collected in various ways by partners, including informal feedback and formal in the form os surveys and secret shopper evaluations completed monthly for each site and feedback incorporated into services. Employer services are evaluated through surveys to employers after specific events or services utilized. Partners agree to sharing data and information at the bi-monthly Program Operations Management Committee and each partner is responsible for providing the data. TWC will compile the data and will distribute the information to the rest of the partners.
Key Players for Application Point a. Who is responsible? Who else should be involved?	One-Stop Operator and all partners
Expected Outcomes for Application Point a. What will be the result of these strategies?	The results of the surveys are used to adjust and improve services, increase staff training, and/or make any other necessary adjustments to improve the customer experience. Sharing the data and information will allow for program improvement, modify staff and improve staff training and increased customer service support, and reduction of gaps in services.
Timeline for Application Point a. What is the due date of each expected outcome?	Annually surveys are sent to any customers of the One-Stop Center and employer surveys are after usage of services. Secret shoppers are done every month, so continuous improvement is ongoing. Each partner collects customer data in an ongoing manner and the reporting will be shared quarterly with partners.
Questions/Needed Assistance for Application Point a. What questions do you have?	N/A
Technical Assistance: Does your local area need technical assistance on Application Point a.?	☐ YES ☒ NO
Technical Assistance: If YES, please specify.	NA

Application Point b. Customer input gathered from local users is used to evaluate and improve technologies, programs, services, interactions, accessibility, and environments within the local area. Based on customer input, local partners will propose improvements and a timeline for implementation.	
Strategy for Application Point b: What specific tactics will we use to address the application point?	Customer input is requested throughout the year formally and informally, through surveys and the secret shoppers, as well as through every day operations. Additionally, accessibility audits are completed quarterly to ensure that all aspects of accessibility are reviewed throughout the year and improvements made as needed. Each partner collects customer data based on the services provided. Each partner gathers and collects data in their own data collection system. Currently the data is not shared (other than WIOA data), but going forward the data each partner collects will be shared on a quarterly basis and will be distributed by TWC to the rest of the partners.
Key Players for Application Point b. Who is responsible? Who else should be involved?	One stop operator and partners
Expected Outcomes for Application Point b. What will be the result of these strategies?	The results of the survey will allow partners to be up to date with customer feedback and needs, this will allow the partners to improve partnerships and close identified gaps. The results of the survey are used to adjust and improve services, increase staff training, and/or make any other necessary adjustments to improve the customer experience.
Timeline for Application Point b. What is the due date of each expected outcome?	Survey is done annually and accessibility reviews are done quarterly. Continuous iImprovement is an oingoing process. Partner data will be shared with TWC on a quarterly basis and TWC will share out the results with the partners through the Program Operations Management Committee Meetings.
Questions/Needed Assistance for Application Point b. What questions do you have?	NA
Technical Assistance: Does your local area need technical assistance on Application Point b.?	☐ YES ☒ NO
Technical Assistance: If YES, please specify.	NA

Application Point c. The LWIB will set the expectation for the One Stop Operator (OSO) to manage service integration initiatives in the OSO scope of work. The OSO will report to the LWIB on service integration initiatives, timelines, and progress.	
Strategy for Application Point c: What specific tactics will we use to address the application point?	The Scope Of Work in the OSO Subaward includes language for the OSO to actively participate with the Core and Required Partners to integrate services. The OSO oversees the Community Navigator, MOU activities, and referals and integration activities.
Key Players for Application Point c. Who is responsible? Who else should be involved?	The LWIB and OSO will work together to ensure that this is taking place in all counties and all partners participate to integrate services for customers.
Expected Outcomes for Application Point c. What will be the result of these strategies?	The LWIB will ensure that the One-Stop Operator is coordinating services among the WIOA Core and Required Partners and taking a holistic approach to serving all customers. Sharing survey results will create a mainstream process to ensure that all services and activities are being utilized and there is a seamless process for continuity of parcipant services. This will minimize duplication of services and will address unfilled needs.
Timeline for Application Point c. What is the due date of each expected outcome?	The One-Stop Operator will report quarterly to the LWIB on service integration initiatives, timelines, and progress.
Questions/Needed Assistance for Application Point c. What questions do you have?	NA
Technical Assistance: Does your local area need technical assistance on Application Point c.?	☐ YES ☒ NO
Technical Assistance: If YES, please specify.	NA

Application Point d. Partner staff will provide system users access to other options for feedback outside of an annual input process and be made aware of complaints procedures and appeal rights. WIOA partners will not retaliate against users who provide negative feedback, complaints, or make appeals.	
Strategy for Application Point d: What specific tactics will we use to address the application point?	Customers are provided information to be able to file a grievance or complaint with the EO Officer for the LWIB. Signs and brochures are available in the Comprehensive One-Stop Center, Access Sites and available on The Workforce Connection website. Partners agree that typically during the intake procress customers are provided with participation guidelines including the process of filing grievance and appeals for other titles and programs.
Key Players for Application Point d. Who is responsible? Who else should be involved?	The LWIB is responsible for creating policy to ensure compliance with all state WIOA policy regarding Grienance and Complaint. The One-Stop Operator is responsible to provide information to all Title I enrolled participants to keep brochures available in the centers.
Expected Outcomes for Application Point d. What will be the result of these strategies?	All customers have easy access to grievance and complaint policy and procedures and access to the policy and forms is available a variety of different ways to accommodate all system users. Ensuring easy access to the grievance and appeal process will allow the participants to share barriers and concerns related to the services provided. The partners will use this feedback to improve customer service and services provided.
Timeline for Application Point d. What is the due date of each expected outcome?	Awareness of complaints procedures and appeal rights are made available on an ongoing basis. System users have the ability to contact the LWIB EO officer at any time either via telephone, email or in writing.
Questions/Needed Assistance for Application Point d. What questions do you have?	NA
Technical Assistance: Does your local area need technical assistance on Application Point d.?	☐ YES ☒ NO
Technical Assistance: If YES, please specify.	NA

Goal 2: Partner Staff Goals	Application Point a. Cross-training and program information resources addressing the roles, services, performance expectations, and eligibility requirements of all WIOA partner programs are provided for all partner staff, including information and encouragement in acquiring professional credentials.	Application Point b. Communication across partners is consistent, comprehensive, and timely.	Application Point c. All partner staff receives current and relevant professional development to service integration goals.	Application Point d. All partner staff are treated as valued and respected team members.
For each application point please rank your area's Level of Integration of Goal Application according to the following scale. **1-** This application point is not occurring nor is currently being planned. **2-** This application point is currently being planned. **3-** This application point has been planned and is occurring on an ongoing basis. Click or tap on the grey boxes below to choose your selection.				

Level of Integration of Goal Application	3	3	3	3

For each application point that use the Planning Tool Below to describe how your area is planning and/or implementing each application point.	
Application Point a. Cross-training and program information resources addressing the roles, services, performance expectations, and eligibility requirements of all WIOA partner programs are provided for all partner staff, including information and encouragement in acquiring professional credentials.	
Strategy for Application Point a: What specific tactics will we use to address the application point?	The LWIB's Program Operations Management Committee convenes WIOA Core and Required Partner leadership bi-monthly to inform partners and discuss any WIOA-related topics and initiatives. Frontline staff is convened by the One-Stop Operator quarterly for cross-training, and to share program information, and service resources. There is a partner guide and training that share information on all services from partners and it is updated and shared with partners regularly. The partners have agreed that at the Partner Connection meetings, the teams will be informed about the guest speaker from the partner agency ahead of time so that the appropriate team members are present in order to learn and apply the information provided. Each partner will provide the TWC with the most current contact information and TWC will distribute the list to all the partners. In addition, the referral guide will be updated and will include a referral document. This will be distributed by TWC.
Key Players for Application Point a. Who is responsible? Who else should be involved?	LWIB, One-Stop Operator and WIOA Core and Required Partner leadership and frontline staff.
Expected Outcomes for Application Point a. What will be the result of these strategies?	These strategies ensure that the WIOA partners are well informed, trained and familiar with each other at both the leadership and frontline levels.
Timeline for Application Point a. What is the due date of each expected outcome?	These meetings occur throughout the year and the Partner Guide and training are available on-demand for staff and partners to access. In addition, updated directories will be provided bi-annually to ensure partners have the most up to date information.
Questions/Needed Assistance for Application Point a. What questions do you have?	NA

Technical Assistance: Does your local area need technical assistance on Application Point a.?	☐ YES ☒ NO
Technical Assistance: If YES, please specify.	NA

Application Point b. Communication across partners is consistent, comprehensive, and timely.	
Strategy for Application Point b: What specific tactics will we use to address the application point?	Communication across partners happens in several ways. WIOA partners meet on a set schedule throughout the year. The Community Navigator is always available to help partners with any matter. A directory of partner program descriptions and contact information is available to all partners and updated regularly. Partners have a referral form that will be updated and streamlined to be used by any partner for a quick and uninterrupted referral process.
Key Players for Application Point b. Who is responsible? Who else should be involved?	One-Stop Operator and WIOA Core and Required partners.
Expected Outcomes for Application Point b. What will be the result of these strategies?	Communication among the WIOA partners is done regularly and timely, and meetings reinforce updates and new contacts. Updates at the Leadership level are done bi-monthly at the Program Operations Operations Management Committee meetings and updates at the front line staff level are done monthly at the Partner Connection meeting.
Timeline for Application Point b. What is the due date of each expected outcome?	Communication among WIOA partners is open and ongoing.
Questions/Needed Assistance for Application Point b. What questions do you have?	N/A

Technical Assistance: Does your local area need technical assistance on Application Point b.?	☐ YES ☒ NO

Technical Assistance: If YES, please specify.	NA

Application Point c. All partner staff receives current and relevant professional development to service integration goals.	
Strategy for Application Point c: What specific tactics will we use to address the application point?	Partner staff are trained in the different partners and program services through the partner guide and partner training. Each Partner Connection meeting has different speakers who share information or program updates or how to connect. State guideline and timeframe guidelines will be provided to staff at staff meetings for all partner organizations. Each partner will ensure that staff enroll in ongoing education related to the services provided.
Key Players for Application Point c. Who is responsible? Who else should be involved?	One stop operator and partners
Expected Outcomes for Application Point c. What will be the result of these strategies?	Partners are well connected and know how to refer to one another, as well as know what services exist in the region. Staff ongoing education will ensure that staff is up to date with partner services and state, federal and regional guidelines.
Timeline for Application Point c. What is the due date of each expected outcome?	Updates and information sharing is done at the Leadership level are bi-monthly at the Program Operations Management Committee and updates at the front line staff level are done monthly at the Partner Connection meeting.
Questions/Needed Assistance for Application Point c. What questions do you have?	N/A

Technical Assistance: Does your local area need technical assistance on Application Point c.?	☐ YES ☒ NO
Technical Assistance: If YES, please specify.	NA

Application Point d. All partner staff are treated as valued and respected team members.	
Strategy for Application Point d: What specific tactics will we use to address the application point?	All partners share information and have equal opportunity to share their voice, feedback, and information. All partners are treated as valued members of the cohesive workforce system team. All partners are encouraged to provide regular feedback and input to address concerns and identify gaps in services as well as identify barriers. The joint planning sessions allow the partners to discuss concerns and identify solutions.
Key Players for Application Point d. Who is responsible? Who else should be involved?	All WIOA Partners
Expected Outcomes for Application Point d. What will be the result of these strategies?	Partners will be treated respectfully and feel valued working in partnership with the workforce system. Partners will feel comfortable and empowered to address any ongoing issues.
Timeline for Application Point d. What is the due date of each expected outcome?	Ongoing, continuous process and philosophy
Questions/Needed Assistance for Application Point d. What questions do you have?	NA
Technical Assistance: Does your local area need technical assistance on Application Point d.?	☐ YES ☒ NO
Technical Assistance: If YES, please specify.	NA

Goal 3: Intake and Assessment Goals	**Application Point a. Customers provide basic information once through a collaborative intake process or information-sharing across programs.**	**Application Point b. During intake, customers are provided an overview of partner services, eligibility, and suitability requirements by appropriate partner staff.**	**Application Point c. An open dialogue during intake and a comprehensive assessment(s) between partner staff and customers leads to informed choice and becomes the foundation of a service plan.**	**Application Point d. If partners use different assessments for the same purpose, they must designate a single assessment to the extent possible.**	**Application Point e. Partners inform and support customers throughout the process to secure the documents and verification needed for program participation.**	**Application Point. f. Partners will review and apply asset-based and barrier-reduction practices to intake and assessment processes while using best practices to protect customer confidentiality and reduce stigmas of accessing public services.**
For each application point please rank your area's Level of Integration of Goal Application according to the following scale. **1-** This application point is not occurring nor is currently being planned. **2-** This application point is currently being planned. **3-** This application point has been planned and is occurring on an ongoing basis. Click or tap on the grey boxes below to choose your selection.						
Level of Integration of Goal Application	3	3	3	3	3	3
For each application point that use the Planning Tool Below to describe how your area is planning and/or implementing each application point.						
Application Point a. Customers provide basic information once through a collaborative intake process or information-sharing across programs.						

Strategy for Application Point a: What specific tactics will we use to address the application point?	Referral and release of information documentation allows sharing of intake documentation and identification and testing scores to reduce duplication of intake forms and assessments. Referral processes through the Community Navigator allow for sharing of information safely and respectfully with customer consent. Partners are currently using a basic needs assessment for the intake process. There is currently no universal intake process or application that is utilized by the partners, as this may be difficult due to the different services being offered. The partners are using the most up to date tools and assessments that are applicable to the services rendered. The partners have agreed to have follow up meetings to discuss the topic of assessments for their organization. Some barriers identified in the process of streamlining the intake and assessment process include the complexity of each assessment, confidentiality and different guidelines. Follow up meetings will help start a discussion on how to effectively streamline the process for all partners.
Key Players for Application Point a. Who is responsible? Who else should be involved?	OSO Provider and partners
Expected Outcomes for Application Point a. What will be the result of these strategies?	Streamlined customer referral, less fatigue with system and more satisfaction and timeliness of processes As a result the intake process would be quicker, more effective and reduce duplication of information collected.
Timeline for Application Point a. What is the due date of each expected outcome?	Ongoing process with sharing of assessments in 2024
Questions/Needed Assistance for Application Point c. What questions do you have?	N/A
Technical Assistance: Does your local area need technical assistance on Application Point a.?	☐ YES ☒ NO
Technical Assistance: If YES, please specify.	While we have this process and forms in place, as other areas refer and create/share forms, we would like to be aware of forms, systems, and best or promising practices

Application Point b. During intake, customers are provided an overview of partner services, eligibility, and suitability requirements by appropriate partner staff.	
Strategy for Application Point b: What specific tactics will we use to address the application point?	During intake, as needs are assessed and identified, customers are given information on partner programs and/or connected with other programs and resources. This can be enhanced through additional information sharing with all partners. Each partner is determining eligibility based on their program guidelines, there is no process that is currently mainstream to identify eligibility for all partners. Each partner is up to date with guidelines and procedures pertinent to their organization. During the intake and ongoing assessment there is a joint effort to refer customers to the appropriate partner for ongoing support.
Key Players for Application Point b. Who is responsible? Who else should be involved?	All partners
Expected Outcomes for Application Point b. What will be the result of these strategies?	Referrals increased and utilization and coordination of partner programs and services By focusing on the improvement of the intake and assessment process the partners can create a customer focused approach that is simpler and more effective and decreased duplication in the process.
Timeline for Application Point b. What is the due date of each expected outcome?	Ongoing
Questions/Needed Assistance for Application Point b. What questions do you have?	NA
Technical Assistance: Does your local area need technical assistance on Application Point b.?	☐ YES ☒ NO
Technical Assistance: If YES, please specify.	NA
Application Point c. An open dialogue during intake and a comprehensive assessment(s) between partner staff and customers leads to informed choice and becomes the foundation of a service plan.	

Strategy for Application Point c: What specific tactics will we use to address the application point?	Partners will be educated in an ongoing manner with the Partner training, Partner guide, and ongoing Partner meetings to understand the services offered and eligibility of each program. By understanding program services, partner staff can share information and help customers make educated decisions about programming. During intake sessions partner staff will have client centered interviews using the basic needs assessment, goals, concerns and needs will be discussed and documented. The staff will use motivational interviewing and will use customer lead goals and objectives. Staff will be clear about services that can help support these goals. Staff will be up to date with trainings and guidelines to accurately conduct assessments and intakes.
Key Players for Application Point c. Who is responsible? Who else should be involved?	All partners
Expected Outcomes for Application Point c. What will be the result of these strategies?	Educated and engaged partners will refer participants to one another and build trust for service delivery and referral. Overall, cohesive and connected services will benefit customers. This will result in creating attainable goals and promote client indepdendence and self sufficiency as it will be customer lead.
Timeline for Application Point c. What is the due date of each expected outcome?	Ongoing process
Questions/Needed Assistance for Application Point c. What questions do you have?	NA
Technical Assistance: Does your local area need technical assistance on Application Point c.?	☐ YES ☒ NO
Technical Assistance: If YES, please specify.	NA
Application Point d. If partners use different assessments for the same purpose, they must designate a single assessment to the extent possible.	

Strategy for Application Point d: What specific tactics will we use to address the application point?	The CASAS assessment is used by most partners in the region and results are shared with partners with appropriate consent from the customer. Customers can be tested at many different partner locations. As assessments change or if they change, partners will discuss to ensure coordinated service delivery.
Key Players for Application Point d. Who is responsible? Who else should be involved?	All partners
Expected Outcomes for Application Point d. What will be the result of these strategies?	Using the same assessment tool assists all partners in connecting customers to appropriate services and grade level needs, as well as reducing time and barriers for customers.
Timeline for Application Point d. What is the due date of each expected outcome?	Currently occurring and ongoing as new assessments or updates come out
Questions/Needed Assistance for Application Point d. What questions do you have?	NA

Technical Assistance: Does your local area need technical assistance on Application Point d.?	☐ YES ☒ NO
Technical Assistance: If YES, please specify.	Advocacy on assessments to ensure customers are at the center of decisions made on assessments allowed by different titles

Application Point e. Partners inform and support customers throughout the process to secure the documents and verification needed for program participation.

Strategy for Application Point e: What specific tactics will we use to address the application point?	Staff share information on the programming and throughout the process, staff assist customers with obtaining documentation and verfification as needed. Community Navigators also can assist with funding resources for the cost documents, if needed.

Key Players for Application Point e. Who is responsible? Who else should be involved?	One stop operator, WIOA enrolled services, partners
Expected Outcomes for Application Point e. What will be the result of these strategies?	Customers have documentation or the means to get documentation needed for program enrollment. Customers will be supported based on their needs in order to meet their identified goals.
Timeline for Application Point e. What is the due date of each expected outcome?	Ongoing process and continuous improvement as challenges are identified
Questions/Needed Assistance for Application Point e. What questions do you have?	NA

Technical Assistance: Does your local area need technical assistance on Application Point e.?	☐ YES ☒ NO
Technical Assistance: If YES, please specify.	NA

Application Point. f. Partners will review and apply asset-based and barrier-reduction practices to intake and assessment processes while using best practices to protect customer confidentiality and reduce stigmas of accessing public services.

Strategy for Application Point f: What specific tactics will we use to address the application point?	Partners work together to share program information including barrier reduction services. The Community Navigator can help all customers identify needs and gaps and assist with reducing barriers. Partners agree to work together through collaborative planning for best customer outcomes. Each agrees to be informed on the needs of participants and the community. The partners agree to be customer centered and continuously evaluate their process in order to address barriers effectively.
Key Players for Application Point f. Who is responsible? Who else should be involved?	All partners and One Stop Operator

Expected Outcomes for Application Point f. What will be the result of these strategies?	Customers are able to participate in services and reduce barriers to enrollment and service delivery. Customers will receive the most comprehensive services that are appropriate for diverse populations.
Timeline for Application Point f. What is the due date of each expected outcome?	Ongoing process.
Questions/Needed Assistance for Application Point f. What questions do you have?	N/A

Technical Assistance: Does your local area need technical assistance on Application Point f.?	☐ YES ☒ NO
Technical Assistance: If YES, please specify.	NA

Goal 4: Service Goals	**Application Point a. WIOA partners support service integration by identifying and empowering a leader from each title who will engage in ongoing communication and relationship building.**	**Application Point b. WIOA partners must be familiar with WIOA eligibility and suitability and are responsible for ensuring appropriate referrals and referral outcomes, working effectively to leverage partner resources for the benefit of customers, including training and directing applicable staff.**	**Application Point c. Consider the customer's experience and the processes involved during service delivery, such as referrals and their outcomes. Necessary assessments should be reviewed, streamlined, and coordinated through continuous collaboration with partners. Collaboration among partners should ensure the alignment of these assessments.**	**Application Point d. Individual service plans and goal statements are used to provide and coordinate services and guide follow-up. These plans are continuously updated to respond to changing customer needs and evaluated for referral opportunities on an ongoing basis.**	**Application Point e. Customers receive timely and coordinated access to all WIOA employer and job seeker services, whether on-site, through technology, at a partner site, or by other appropriate and accessible community services.**
For each application point please rank your area's Level of Integration of Goal Application according to the following scale. **1-** This application point is not occurring nor is currently being planned. **2-** This application point is currently being planned. **3-** This application point has been planned and is occurring on an ongoing basis. Click or tap on the grey boxes below to choose your selection.					
Level of Integration of Goal Application	3	2	3	3	3
For each application point that use the Planning Tool Below to describe how your area is planning and/or implementing each application point.					

Application Point a. WIOA partners support service integration by identifying and empowering a leader from each title who will engage in ongoing communication and relationship building.	
Strategy for Application Point a: What specific tactics will we use to address the application point?	Leaders from all titles and partners engage in ongoing communication and relationship building through the Program Operations Management Committee meetings bi-monthly.
Key Players for Application Point a. Who is responsible? Who else should be involved?	All partners from Title I, II, III, IV
Expected Outcomes for Application Point a. What will be the result of these strategies?	Partners communicate and share information and updates and ensure that staff are trained and understand different programs. Ongoing communication and relationship building would result in positive community and participant outcomes, as well as a process for continuous improvement.
Timeline for Application Point a. What is the due date of each expected outcome?	Ongoing
Questions/Needed Assistance for Application Point a. What questions do you have?	NA
Technical Assistance: Does your local area need technical assistance on Application Point a.?	☐ YES ☒ NO
Technical Assistance: If YES, please specify.	NA
Application Point b. WIOA partners must be familiar with WIOA eligibility and suitability and are responsible for ensuring appropriate referrals and referral outcomes, working effectively to leverage partner resources for the benefit of customers, including training and directing applicable staff.	

Strategy for Application Point b: What specific tactics will we use to address the application point?	Partner training and the partner guide include basic eligibility for programs, however, we will create and share additional tools to further simplify and clarify WIOA programs and the process. While there is no one formula for all partners to report outcomes, the partners agree to collaborate and make appropriate referrals to partner agencies based on an updated eligibility guide.
Key Players for Application Point b. Who is responsible? Who else should be involved?	One Stop operator and partners
Expected Outcomes for Application Point b. What will be the result of these strategies?	Training and visuals will further help partners understand the different programs and eligibility as well as the process for WIOA enrollment. An updated guide sent bi-annually also helps the process to be more efficient and straightforward among the partners.
Timeline for Application Point b. What is the due date of each expected outcome?	Additional training to the Program Operations Management Committee and Partner Connection meetings will begin in early PY 2024.
Questions/Needed Assistance for Application Point b. What questions do you have?	N/A

Technical Assistance: Does your local area need technical assistance on Application Point b.?	☐ YES ☒ NO
Technical Assistance: If YES, please specify.	NA

Application Point c. Consider the customer's experience and the processes involved during service delivery, such as referrals and their outcomes. Necessary assessments should be reviewed, streamlined, and coordinated through continuous collaboration with partners. Collaboration among partners should ensure the alignment of these assessments.	
Strategy for Application Point c: What specific tactics will we use to address the application point?	Partners have aligned and coordinated assessments and streamlined referral processes. The Community Navigator works with all program partners to share information and help customers through processes and to obtain documentation. Partners will continue to meet and collaborate by providing updates on resrources and guidelines. These assessments will also identify barriers to customers success and identify partner agencies to refer to to support customer goals. Additionally, the collaboration of the partners will allow for a discussion to create a process and/or reporting guide to report customer success.

Key Players for Application Point c. Who is responsible? Who else should be involved?	All partners
Expected Outcomes for Application Point c. What will be the result of these strategies?	Continued collaboration and communication to make the process for all programs easier for customers As a result of the strategies partners will be able to record and address barriers for customer success and have the ability to track customer outcomes.
Timeline for Application Point c. What is the due date of each expected outcome?	Ongoing
Questions/Needed Assistance for Application Point c. What questions do you have?	NA

Technical Assistance: Does your local area need technical assistance on Application Point c.?	☐ YES ☒ NO
Technical Assistance: If YES, please specify.	NA

Application Point d. Individual service plans and goal statements are used to provide and coordinate services and guide follow-up. These plans are continuously updated to respond to changing customer needs and evaluated for referral opportunities on an ongoing basis.

Strategy for Application Point d: What specific tactics will we use to address the application point?	Individual Plans for all programs are created with the participant and involve WIOA services as well as other wrap-around support services needed for success and goal achievement. Plans are living documents and constantly updated with needs. Each partner plans and coordinates goals that are customer lead and driven with the staff as facilitators. The coordination among partners ensures appropriate referrals and for a continuing effort to create a seamless process for the customer. Continuous plan updates allows partner staff to assess needs as they change for coordination of referral services.
Key Players for Application Point d. Who is responsible? Who else should be involved?	One stop partner, enrolled services provider

Expected Outcomes for Application Point d. What will be the result of these strategies?	Engaged customers who are able to achieve their goals for employment and training. Tactical coordination would allow for an ongoing cohesive approach to support customers to achieve their goals.
Timeline for Application Point d. What is the due date of each expected outcome?	Ongoing process
Questions/Needed Assistance for Application Point d. What questions do you have?	We are always looking for best practices in service plan documents, so if any areas would be willing to share, we would love to see other documents used for Service Plans.
Technical Assistance: Does your local area need technical assistance on Application Point d.?	☐ YES ☒ NO
Technical Assistance: If YES, please specify.	NA
Application Point e. Customers receive timely and coordinated access to all WIOA employer and job seeker services, whether on-site, through technology, at a partner site, or by other appropriate and accessible community services.	
Strategy for Application Point e: What specific tactics will we use to address the application point?	Resources are available on the website and through the online application, as well as in person at the One-Stop Center and Access Sites. Applications are reviewed daily and customers are contacted to get documents and begin assessments to get into the enrolled services programming. Additionally, staff are at a number of community sites in each county to provide access to services and information. Partners report that a referral is made for many services before enrolling in their program. Referrals can be made via an online application, in person at the One-Stop Center and Access sites. After the referral is made, TWC staff will begin the assessment and eligibility process.
Key Players for Application Point e. Who is responsible? Who else should be involved?	One Stop Operator and all partners

Expected Outcomes for Application Point e. What will be the result of these strategies?	The community knows how to access services and all individuals in need of services have an access point that works for them.
Timeline for Application Point e. What is the due date of each expected outcome?	Ongoing process that must be evaluated and continuously improved
Questions/Needed Assistance for Application Point e. What questions do you have?	NA

Technical Assistance: Does your local area need technical assistance on Application Point e.?	☐ YES ☒ NO
Technical Assistance: If YES, please specify.	N/A

Goal 5: **Career Pathways Goal**	**Application Point a. The workforce development system will create strong partnerships with community programs to streamline services and provide funding for the wrap-around support needed for career pathways.**	**Application Point b. Service integration will seek employer input to ensure that pathways investments align with the needs of employers and prioritize career pathways that align with future employer demands.**	**Application Point c. Current and timely labor market information informs career planning and sector-based initiatives.**
For each application point please rank your area's Level of Integration of Goal Application according to the following scale. **1-** This application point is not occurring nor is currently being planned. **2-** This application point is currently being planned. **3-** This application point has been planned and is occurring on an ongoing basis. Click or tap on the grey boxes below to choose your selection.			
Level of Integration of Goal Application	3	2	3
For each application point that use the Planning Tool Below to describe how your area is planning and/or implementing each application point.			
Application Point a. The workforce development system will create strong partnerships with community programs to streamline services and provide funding for the wrap-around support needed for career pathways.			

Strategy for Application Point a: What specific tactics will we use to address the application point?	The Workforce System has strong partnerships in this region and will continue to make intentional, strategic partnerships to move all programs and inviduals forward and help them achieve their goals. As new partners emerge, staff will create strong partnerships with consistent communication to ensure goals and services align to serve our community. Increased communication and partner input will increase information regarding other community agencies to allow for partnerships and decreased duplication or services and efficient use of funds.
Key Players for Application Point a. Who is responsible? Who else should be involved?	One Stop Operator, All Partners
Expected Outcomes for Application Point a. What will be the result of these strategies?	Outcomes include increased success for adults in training and strong employment outcomes, as their barriers are reduced and needs met more holistically.
Timeline for Application Point a.	Ongoing

What is the due date of each expected outcome?	
Questions/Needed Assistance for Application Point a. What questions do you have?	NA
Technical Assistance: Does your local area need technical assistance on Application Point a.?	☐ YES ☒ NO
Technical Assistance: If YES, please specify.	NA
Application Point b. Service integration will seek employer input to ensure that pathways investments align with the needs of employers and prioritize career pathways that align with future employer demands.	
Strategy for Application Point b: What specific tactics will we use to address the application point?	Employer feedback on pathways is currently sought through the Board committee structure, through strategic review of labor market information and intentional partnerships, creative pathway planning for the region, and through Business Services Staff who work with businesses and consult to learn the emerging needs of business partners.
Key Players for Application Point b. Who is responsible? Who else should be involved?	All partners, local business and employers
Expected Outcomes for Application Point b. What will be the result of these strategies?	Continued evolution of strong career pathways, more robust community apprenticeship programs, better mapping of the ecosystem of training providers and pathways
Timeline for Application Point b. What is the due date of each expected outcome?	Ongoing process and refinement and improvement including review and adjustment of Adult Education matrix by partners
Questions/Needed Assistance for Application Point b. What questions do you have?	NA
Technical Assistance: Does your local area need technical assistance on Application Point b.?	☐ YES ☒ NO
Technical Assistance: If YES, please specify.	NA

Application Point c. Current and timely labor market information informs career planning and sector-based initiatives.	
Strategy for Application Point c: What specific tactics will we use to address the application point?	Labor market information is reviewed and shared on a regular basis and used in planning for workforce initiatives. Staff at all levels are involved in reading and understanding Labor Market information. Career planners use the most up to date LMI, however it has been identified that they face limitations in sharing metrics crucial for customers to make informed decisions across varying programs due to the differences in tracking and reporting methods required of providers.
Key Players for Application Point c. Who is responsible? Who else should be involved?	TWC Board, One Stop Operator, partners
Expected Outcomes for Application Point c. What will be the result of these strategies?	Understanding of the region's needs for workforce and programs implemented to address the needs effectively for both the short term and long term sustainability of the region
Timeline for Application Point c. What is the due date of each expected outcome?	Ongoing
Questions/Needed Assistance for Application Point c. What questions do you have?	NA
Technical Assistance: Does your local area need technical assistance on Application Point c.?	☐ YES ☒ NO
Technical Assistance: If YES, please specify.	NA
Strategy for Application Point c: What specific tactics will we use to address the application point?	Repeated question, see above

Goal 6 Information Goals:	Application Point a. All partners will share information on a continual basis.	Application Point b. All partners share national and state policies, procedures, and guidance with each other and use this information to make local decisions.	Application Point c. The design and delivery of workforce services are guided by current and timely labor market information.	Application Point d. One-Stop Operators will facilitate ongoing, consistent communication among local partners.	Application Point e. Customer information will be shared, as appropriate and feasible, with all partner programs and services following confidentiality requirements.	Application Point f. Partners will inform customers of their Appeal Rights.
For each application point please rank your area's Level of Integration of Goal Application according to the following scale. **1-** This application point is not occurring nor is currently being planned. **2-** This application point is currently being planned. **3-** This application point has been planned and is occurring on an ongoing basis. Click or tap on the grey boxes below to choose your selection.						
Level of Integration of Goal Application	3	3	3	3	3	3
For each application point that use the Planning Tool Below to describe how your area is planning and/or implementing each application point.						
Application Point a. All partners will share information on a continual basis.						

Strategy for Application Point a: What specific tactics will we use to address the application point?	Information is shared on upcoming webinars, updates to programs and services, and community information at regular Program Operations Management Committee meetings and Partner Connection meetings in addition to emails and newsletters. Additionally, participant information and referral is shared with appropriate release and consent on a regular basis.

Key Players for Application Point a. Who is responsible? Who else should be involved?	All Partners, led by One Stop Operator
Expected Outcomes for Application Point a. What will be the result of these strategies?	Strong communication among partners and common understanding of community resources, programs and assets.
Timeline for Application Point a. What is the due date of each expected outcome?	Ongoing process
Questions/Needed Assistance for Application Point a. What questions do you have?	NA

Technical Assistance: Does your local area need technical assistance on Application Point a.?	☐ YES ☒ NO
Technical Assistance: If YES, please specify.	NA

Application Point b. All partners share national and state policies, procedures, and guidance with each other and use this information to make local decisions.

Strategy for Application Point b: What specific tactics will we use to address the application point?	TWC Board and One Stop operator share policies, procedures, and webinars and information as relevant with partners in order to make decisions for the region. This is done through email and through regular meetings. Continuous udpates and guideline changes that are relevant to partner relationships are shared at committee meetings.
Key Players for Application Point b. Who is responsible? Who else should be involved?	TWC Board, One Stop Operator, and all Partners

Expected Outcomes for Application Point b. What will be the result of these strategies?	Partners are aware of new or updated guidelines and policies and make decisions together for the good of the community. Sharing new information allows the partners to adjust and make changes in order to better serve customers.
Timeline for Application Point b. What is the due date of each expected outcome?	Ongoing
Questions/Needed Assistance for Application Point b. What questions do you have?	NA
Technical Assistance: Does your local area need technical assistance on Application Point b.?	☐ YES ☒ NO
Technical Assistance: If YES, please specify.	NA
Application Point c. The design and delivery of workforce services are guided by current and timely labor market information.	
Strategy for Application Point c: What specific tactics will we use to address the application point?	Design and delivery of services are guided by labor market information as well as human centered design processes. In addition to LMI, TWC continuously collaborates with employers in the region to have the most up to date information and employment data that impacts the community that it serves.
Key Players for Application Point c. Who is responsible? Who else should be involved?	TWC Board, One Stop Operator, partners
Expected Outcomes for Application Point c. What will be the result of these strategies?	Board, Operator and partners communicate and share relevant information on trends and labor market information to ensure services are appropriate and talilored to the region.

Timeline for Application Point c. What is the due date of each expected outcome?	Ongoing
Questions/Needed Assistance for Application Point c. What questions do you have?	NA
Technical Assistance: Does your local area need technical assistance on Application Point c.?	☐ YES ☒ NO
Technical Assistance: If YES, please specify.	NA
Application Point d. One-Stop Operators will facilitate ongoing, consistent communication among local partners.	
Strategy for Application Point d: What specific tactics will we use to address the application point?	The One Stop Operator and TWC Board currently facilitate communication through regular monthly Partner Connection meetings with front line staff, Program Operations Management Committee meetings with leaders, and regular emails and updates in between. Partners have the Partner Training and Partner guide with updated service information and contact information for all partner programs. These strategies support ongoing communication and creates a transparent stream of communication to ensure integrated service delivery.
Key Players for Application Point d. Who is responsible? Who else should be involved?	One Stop Operator, TWC Board, Partners
Expected Outcomes for Application Point d. What will be the result of these strategies?	Partners share information, resources, and referrals and communicate effectively and regularly.
Timeline for Application Point d. What is the due date of each expected outcome?	Ongoing

Questions/Needed Assistance for Application Point d. What questions do you have?	Na
Technical Assistance: Does your local area need technical assistance on Application Point d.?	☐ YES ☒ NO
Technical Assistance: If YES, please specify.	NA
Application Point e. Customer information will be shared, as appropriate and feasible, with all partner programs and services following confidentiality requirements.	
Strategy for Application Point e: What specific tactics will we use to address the application point?	Customer referrals include a release of information that the customer can choose to complete to share their information with partners. As customers provide consent, information is shared with partners appropriately. The referral form will be reviewed and shared with the guide bi-annually. In addition, each partner has their own release of information form that is compliant with outlined guidelines.
Key Players for Application Point e. Who is responsible? Who else should be involved?	One Stop Operator and all partners
Expected Outcomes for Application Point e. What will be the result of these strategies?	Connected partners with strong referral processes and consent forms helps facilitate easier referrals and a better experience for customers in accessing the services they need.
Timeline for Application Point e. What is the due date of each expected outcome?	Ongoing
Questions/Needed Assistance for Application Point e. What questions do you have?	NA

Technical Assistance: Does your local area need technical assistance on Application Point e.?	☐ YES ☒ NO
Technical Assistance: If YES, please specify.	NA

Application Point f. Partners will inform customers of their Appeal Rights.	
Strategy for Application Point f: What specific tactics will we use to address the application point?	All customers are notified of appeal rights in a variety of ways, including signage in career centers and information shared at intake, orientation, and enrollment. Customers sign off on receiving appeal information and documentation is kept in their file. Each partner has a different process that typically takes place at intake to inform the customer about their appeal rights.
Key Players for Application Point f. Who is responsible? Who else should be involved?	One Stop operator, enrolled service partners
Expected Outcomes for Application Point f. What will be the result of these strategies?	Customers are aware of rights and feel valued and protected throughout service delivery.
Timeline for Application Point f. What is the due date of each expected outcome?	Ongoing
Questions/Needed Assistance for Application Point e. What questions do you have?	NA
Technical Assistance: Does your local area need technical assistance on Application Point f.?	☐ YES ☒ NO

Technical Assistance: If YES, please specify.	NA

Goal 7: Evaluation Goals	Application Point a: Partners must create and use customer satisfaction tools, analyzing the feedback on a continual basis.	Application Point b. Partners must conduct an evaluation using The IWIB Evaluation Toolkit to assess local service integration efforts and create evidence-based policymaking and system design.
For each application point please rank your area's Level of Integration of Goal Application according to the following scale. **1-** This application point is not occurring nor is currently being planned. **2-** This application point is currently being planned. **3-** This application point has been planned and is occurring on an ongoing basis. Click or tap on the grey boxes below to choose your selection.		
Level of Integration of Goal Application	3	2
For each application point that use the Planning Tool Below to describe how your area is planning and/or implementing each application point.		
Application Point a: Partners must create and use customer satisfaction tools, analyzing the feedback on a continual basis.		
Strategy for Application Point a: What specific tactics will we use to address the application point?	Regular feedback is requested by the One Stop and analyzed and used to improve services. A regular customer survey is done for all customers annually and secret shops are done at each center once per month. Feedback is collected, evaluated, and utilized to improve operations and/or add services as needed. Each partner utilizes their own self evaluation tool for customers to provide feedback. Partners have agreed to discuss this process with the customer in order to have a higher response rate. Additionally, some surveys can be completed by the customer onsite and they will be assured that they can remain anonymous if they prefer. The survey allows the customer to provide feedback in order to continuously improve services and programs.	
Key Players for Application Point a. Who is responsible? Who else should be involved?	One Stop Operator, all partners	
Expected Outcomes for Application Point a. What will be the result of these strategies?	Customer feedback is valued and customer needs are met through ensuring the staff and leadership understands their experience and needs. Receiving feedback will serve as a tool to improve services and programming.	

Timeline for Application Point a. What is the due date of each expected outcome?	Ongoing
Questions/Needed Assistance for Application Point a. What questions do you have?	NA
Technical Assistance: Does your local area need technical assistance on Application Point a.?	☐ YES ☒ NO
Technical Assistance: If YES, please specify.	NA
Application Point b. Partners must conduct an evaluation using The IWIB Evaluation Toolkit to assess local service integration efforts and create evidence-based policymaking and system design.	
Strategy for Application Point b: What specific tactics will we use to address the application point?	The IWIB Evaluation Toolkit will be used to assess local service integration efforts in PY24 to determine gaps and needs and create a plan for improvements.
Key Players for Application Point b. Who is responsible? Who else should be involved?	One Stop Operator and all partners
Expected Outcomes for Application Point b. What will be the result of these strategies?	Increased evaluation and analysis will help improve the center and the service integration efforts, further streamlining the processes for customers and ensuring their needs are met.
Timeline for Application Point b. What is the due date of each expected outcome?	Q1 of PY24 – Evaluation process will begin and partners will be engaged in assessing system together

Questions/Needed Assistance for Application Point b. What questions do you have?	Guidance from others who have used the toolkit and/or best practices on usage
Technical Assistance: Does your local area need technical assistance on Application Point c.?	☐ YES ☒ NO
Technical Assistance: If YES, please specify.	See above

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AGREEMENT AMONG THE CHIEF ELECTED OFFICIALS
OF
LOCAL WORKFORCE INNOVATION AREA 3 (LWIA 3)

This **AGREEMENT AMONG THE CHIEF ELECTED OFFICIALS OF LOCAL WORKFORCE INNOVATION AREA 3 (LWIA 3)** (this "Agreement"), dated as of January 1, 2023 is made by and among the Chief Executive Officers of the County of Winnebago, the County of Boone, the County of Stephenson, and the City of Rockford, Illinois for the purposes described herein.

RECITALS

WHEREAS, Article VII, Section 10 of the Illinois Constitution, the Illinois Intergovernmental Cooperation Act, 5 ILCS 220/1 *et seq.,* and other applicable law permit and encourage units of local government to cooperate with and support units of State Government in the exercise of their authority and the performance of their responsibilities; and

WHEREAS, Section 107(c)(1)(B) of the Workforce Innovation and Opportunity Act, Pub. L. 113-128, replacing the Workforce Investment Act of 1998, as may be amended from time to time, and the regulations thereunder at 20 CFR Parts 679 through 683 (collectively, the "WIOA") authorizes the chief elected officials ("CEOs") within a local workforce investment area ("LWIA") to enter into an agreement to specify the respective roles of each CEO under the WIOA; and

WHEREAS, effective as of July 1, 2015, the Governor (the "Governor") of the State has established Stephenson County, Boone County, and Winnebago County inclusive of the City of Rockford under the WIOA as Local Workforce Innovation Area Number 3 ("LWIA 3"); and

WHEREAS, the WIOA assigns various responsibilities to the CEOs, including establishing and appointing members to the Local Workforce Innovation Board (LWIB) for the LWIA; and

WHEREAS, the purpose of this Agreement is to set forth the roles and responsibilities of the CEOs; and

NOW THEREFORE, in consideration of the promises, covenants, terms and conditions set forth in the Agreement, the sufficiency of which are hereby acknowledged, the CEOs of the County of Winnebago, the County of Boone, the County of Stephenson, and the City or Rockford, Illinois – serving as the Chief Elected Officials of LWIA 3 – agree as follows:

ARTICLE I **INCORPORATION OF RECITALS.**
The recitals set forth above are incorporated by reference and made a part hereof.

ARTICLE II **NAME.**
The name of this body shall be the Chief Elected Official Board (hereinafter designated as the CEO Board).

ARTICLE III **ROLES AND RESPONSIBILITIES OF LWIA 3 CEOS.**

III. a LWIB Establishment and Appointments. LWIA 3 CEOs will establish a Local Workforce Innovation Board and submit all required documents to the State for Board certification. Individuals will be identified for LWIB appointment in accordance with the criteria established under Section 107(b)(2) of the WIOA and Section 107(c)(1); and in accordance with State criteria and procedures. As LWIB member terms expire or vacancies occur, CEOs will identify individuals for appointment, filling the

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appointments consistent with regard to category representation as the previous appointment. CEO will insure LWIB members are nominated and appointed in a timely manner. The Chairman of the CEOs will sign appointment documents for submission to the State.

The term of an appointment to the Board shall be three years. The members shall be classified with respect to the time they shall hold office. In principle, approximately one-third of the members should be appointed or re-appointed each year at the discretion of the Chief Elected Officials.

III. b Additional Responsibilities. The CEOs of LWIA 3 shall:

- Approve the budget for carrying out the duties of the LWIB.
- Select and designate the grant recipient.
- Designate a fiscal agent.
- Develop a reorganization plan in consultation with the governor in cases of decertification of the LWIB.

ARTICLE IV COOPERATION WITH LWIB.

The CEOs of LWIA 3 shall cooperate with the LWIB as required by the WIOA, in the following areas:

1. Local plan development and submission;
2. Selection of one-stop operators;
3. Certification of one-stop centers;
4. WIOA program oversight;
5. Appointment of a Youth Council;
6. Agreement on the Memorandum of Understanding;
7. Negotiate local performance measures with the Governor; and
8. Approve additional One-Stop program partners as cited in Section 121(2)(A) of the WIOA.
9. Coordinate with the State for the provision of rapid response activities in response to business lay-offs or closures.
10. Establish sound fiscal and accountability management systems.
11. Will consult with the Secretary of Labor and/or the Governor regarding any federal or state-funded activity in the local area.
12. Collaborate with other local boards and CEOs in preparation and submission of a regional plan, as described in Section 106(c)(2) of the WIOA.

ARTICLE V MEMEBERSHIP / CHAIRMAN RESPONSIBILITIES / MEETINGS.

V. a Membership. CEOs of LWIA 3 are the Winnebago County Board Chairman, Boone County Board Chairman, Stephenson County Board Chairman, and the Mayor of the City of Rockford. CEOs serve only by virtue of elective office. Should members leave elective office, they shall be immediately replaced by their successor. Members may designate individuals within their administrations to act on their behalf.

V. b Chairman Responsibilities. The designated Chairman of the CEOs will be the CEO representing the Grant Recipient. The Chairman shall preside at all meetings of the CEOs, sign any instrument the CEOs authorize to be executed, perform all duties and others as may be necessary and consistent with the WIOA.

V. c Meetings. A minimum of four (4) meetings will be held annually. The meetings may be held in conjunction with the LWIB and/or Executive Committee of the LWIB. All meetings shall be conducted in accordance with the Illinois Open Meetings Act; Public Law 094-1058, including all amendments. Meetings shall be governed by Robert's Rules of Order. A quorum

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shall consist of more than 50% of the membership or officially designated representatives. A question shall be carried by a majority affirmative vote of a quorum.

ARTICLE VI DESIGNATION OF GRANT RECIPIENT AND FISCAL AGENT.

Pursuant to the WIOA, the CEOs, as parties to this Agreement, hereby agree that the City of Rockford shall serve as the grant recipient of WIOA funds. The CEOs also agree that a separate Fiscal Agent Agreement between the Grant Recipient, the CEOs, and a designated Fiscal Agent for Local Workforce Innovation Area 3 with respect to WIOA funding will be adopted. This Fiscal Agent Agreement will be reviewed on an annual basis with respect to contract performance, pursuant to the terms of this Agreement and the terms of the Fiscal Agent Agreement.

A separate Fiscal Agent Agreement between the Grant Recipient, the CEOs, and the designated Fiscal Agent for Local Workforce Innovation Area 3 with respect to WIOA funding will be adopted. The Fiscal Agent is expected to maintain good relationships, and remain in good standing, with the State and Federal entities which provide funding or are otherwise actively involved in the workforce programs and activities in the local area. The Fiscal Agent is authorized to enter into contracts and other agreements on behalf of LWIA 3 in accordance with the LWIB procurement and fiscal policy. Leases, contracts, and agreements made related to facilities require approval by the CEO Board and LWIB. The Fiscal Agent will monitor and manage key grant financial metrics to assure they are met and to prevent a loss of funds to the LWIA 3. The Fiscal Agent Agreement will be reviewed on an annual basis with respect to contract performance, pursuant to the terms of this Agreement and the terms of the Fiscal Agent Agreement.

ARTICLE VII CONFLICT OF INTEREST.

No member of the CEO Board shall cast a vote on any matter which has a direct bearing on services to be provided by that member (or any organization which such member directly represents) or on any matter which would directly financially benefit the member or the organization which the member represents. The member(s) shall publicly identify any conflict of interest related to such matters prior to discussion and consideration of the matter by the CEO Board.

ARTICLE VIII RULES OF ORDER.

Meetings of the CEO Board shall be governed by Robert's Rules of Order.

ARTICLE IX AMENDMENTS / MODIFICATIONS.

This Agreement may not be amended or modified without the prior written consent of the parties hereto. The amendments / modifications may be proposed at a regularly scheduled meeting of the CEOs. Copies of the proposed amendments / modification shall be distributed to all CEOs at least five (5) days prior to the meeting at which the voting on the amendments / modification will occur. The vote required to amend the Agreement shall be 3 of the 4 CEOs approving.

ARTICLE X FINANCIAL RESPONSIBILITY.

Pursuant to the WIOA, the County of Winnebago, County of Boone, County of Stephenson, and City of Rockford will be held jointly and severally liable to the State for any improperly spent WIOA funds or disallowed costs. The status of the City of Rockford as grant recipient shall not be determinative of financial responsibility. In the event WIOA expenditures are disallowed, the contracted service provider or sub-recipient assumes primary responsibility for any disallowed costs associated with the provision of services and shall be held liable for such costs by the CEOs. If the CEOs are unsuccessful at obtaining repayment from the contracted service providers, sub-recipients and/or fiscal agent, the appointment will be calculated based on the total amount of program funds spent in the applicable program year in

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each CEO jurisdiction as a percentage of total funds spent during the program year. That calculated percentage will be assigned to each jurisdiction to cover the disallowed cost. Required payment of disallowed costs must be made from non-Federal fund sources.

ARTICLE XI TERM.

After this Agreement has been executed by all parties, it shall commence on the later of July 1, 2015 or the date of approval and signatures of all parties. This Agreement shall remain in effect until the earlier of (1) the termination of the WIOA, (2) the dissolution of LWIA 3, or (3) reconfiguration of LWIA 3.

ARTICLE XII NOTICE.

Notice to the CEO representing the City of Rockford shall be addressed to:

Mayor's Office
City of Rockford
425 East State Street
Rockford, Illinois 61104

Notice to the CEO representing the County of Boone shall be addressed to:

Chairman
Boone County Board
1212 Logan Avenue
Belvidere, Illinois 61008

Notice to the CEO representing the County of Stephenson shall be addressed to:

Chairman
Stephenson County Board
50 W. Douglas Street, Suite 1002
Freeport, Illinois 61032

Notice to the CEO representing the County of Winnebago shall be addressed to:

Chairman
Winnebago County Board
404 Elm Street
Rockford, Illinois 61101

With copies to:

Executive Director
The Workforce Connection, Inc.
303 North Main Street, 2nd Floor
Rockford, Illinois 61101

ARTICLE XIII MISCELLANEOUS

XIII. a Compliance with WIOA. Notwithstanding anything herein to the contrary, this Agreement is subject to the requirements of WIOA, any State policy related to the WIOA and the workforce system, any DOL policy related to the WIOA and the workforce system and any other applicable federal, state and local laws, rules, regulations and policies applicable to implementation of WIOA or the workforce system (the "WIOA Laws"), and in the event of any conflict between this Agreement and the WIOA Laws, the WIOA Laws shall prevail and control.

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XIII. b Conflict. In the event of a conflict between any provisions of the Agreement and the provisions of County ordinance or City ordinance approving this Agreement, such ordinances, as applicable, shall prevail and control, and if there is any conflict between such County ordinance or City ordinance and the WIOA Laws, the WIOA Laws shall prevail and control.

XIII. c Entire Agreement. This Agreement constitutes the entire Agreement between the parties hereto and it supersedes all prior agreements, negotiations and discussions between the parties relative to the subject matter hereof.

XIII. d Limitation of Liability. No member, official or employee of the Counties or City shall be personally liable to the other or any successor in interest in the event of any default or breach by any party or for any amount which may become due to or from such party or any successor in interest or on any obligation under the terms of this Agreement.

IN WITNESS WHEREOF, each of the parties has caused this Agreement to be executed and delivered as of the date first written above.

CITY OF ROCKFORD
OFFICE OF THE MAYOR

DocuSigned by:
By: Thomas P. McNamara
3B4FB15C7B204FB...
Name: Thomas P. McNamara
Title: Mayor of Rockford

STEPHENSON COUNTY
CHAIRMAN'S OFFICE

DocuSigned by:
By: Scott H. Helms
8EF8F00AD4CD49D...
Name: Scott H. Helms
Title: Chairman of the Board

BOONE COUNTY
CHAIRMAN'S OFFICE

DocuSigned by:
By: Rodney Riley
5E73E177BC9D49F...
Name: Rodney Riley
Title: Chairman of the Board

WINNEBAGO COUNTY
CHAIRMAN'S OFFICE

DocuSigned by:
By: Joseph V. Chiarelli
6076A897533B421...
Name: Joseph V. Chiarelli
Title: Chairman of the Board

Attested by:

DocuSigned by:
C. Cornelius
69CE6DD02456434...
Name: Cathy Cornelius
Title: WIOA Compliance Manager

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CEO Acknowledgment and Designation Form

Local Workforce Innovation Area: 03

SECTION ONE – Designation of Grant Recipient or Subrecipient

Single CEO Local Workforce Innovation Area

☐ The Chief Elected Official ("CEO")* will serve as grant recipient.

☐ The Chief Elected Official designates the following entity as grant subrecipient (include entity name and mailing address):

_____

_____

_____

_____

Multiple CEOs Local Workforce Innovation Area

☒ One Chief Elected Official, designated through a CEO Agreement, will serve as the grant recipient. The designated CEO and his/her mailing address are as follows:

Mayor Thomas P. McNamara

City of Rockford

425 East State Street

Rocford, Illinois 61104-1068

☐ The Chief Elected Officials, through a CEO Agreement, designated the following entity as grant subrecipient (include entity name and mailing address):

_____

_____

_____

_____

***NOTE: "CEO" or "Chief Elected Official," except in reference to the individuals required to sign in Section Five herein, refers to the CEO's unit of general local government, not the CEO personally.**

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SECTION TWO – DESIGNATION OF FISCAL AGENT

The Chief Elected Official(s) may designate an entity to serve as a local fiscal agent. Designation of a fiscal agent does not relieve the Chief Elected Official(s) of liability for the misuse of grant funds. If the CEO(s) designates a fiscal agent, the CEO must ensure the agent meets the minimum qualifications defined by the "GATA Framework for a Grantee Fiscal Agent Function" (see website link on the References tab in ePolicy) and must ensure that the agent has clearly defined roles and responsibilities through a written agreement and as set forth in 20 CFR 679.420 (see the policy on Chief Elected Official Delegation of Authority and Acknowledgment of Financial Liability, Chief Elected Official's Financial Liability, Number 3). The CEO(s) has designated as fiscal agent (include entity name, mailing address and contact person):

The Workforce Connection, Inc.

303 North Main Street, 2nd Floor

Rockford, Illinois 61101

Gina Caronna, Executive Director

SECTION THREE – DESIGNATION OF SIGNATURE AUTHORITY

The CEO as grant recipient, or any designated grant recipient or subrecipient, will be responsible for having an authorized individual associated with the recipient or subrecipient organization, as applicable, execute all grant agreements and related budget and disclosure forms. Other individuals, within or outside the grantee organization, with authority granted by the grantee organization, may sign other grant-related documents, such as periodic reports. All individuals with either type of designated signature authority must also be listed on the grant agreements as an authorized designee. In the space below, please list all individuals who are designated to have signature authority on behalf of the Chief Elected Official as grant recipient or on behalf of any designated grant recipient or subrecipient, as applicable, and indicate whether the authorization is for signing grant agreements, budget and disclosure forms, or for other grant-related documents. (Please list the name of the designated individual(s), the position(s) held, and the organization name(s).)

Signature Authority for Grant Agreements, Budget and Disclosure Forms (must be from grantee entity or provide proof of signature authority)

Todd Cagnoni, City Administrator, City of Rockford

Carrie Hagerty, Finance Director, City of Rockford

Signature Authority for Other Grant-Related Documents

Gina Caronna, Executive Director; The Workforce Connection, Inc.

(NOTE: The CEO may elect not to designate anyone else to have signature authority.)

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SECTION FOUR – ACKNOWLEDGMENT OF FINANCIAL RESPONSIBILITY

Under the Workforce Innovation and Opportunity Act ("WIOA") the Chief Elected Official in a local workforce area is financially responsible for the use of WIOA funds. In a multiple CEO area where one CEO serves as the grant recipient, all CEOs in the local workforce area remain responsible for the misuse of WIOA funds. Likewise, in areas where the CEO (in a single CEO area) or the CEOs (in a multiple CEO area) designate a grant subrecipient and/or a fiscal agent, the CEO/CEOs remain financially liable for any misuse of WIOA funds. All CEOs in a local workforce area will be held jointly and severally responsible for the repayment of any misspent funds by a designated grant recipient, subrecipient or fiscal agent.

SECTION FIVE - SIGNATURES

Each Chief Elected Official in the local workforce innovation area must sign below to indicate his/her acknowledgment, understanding and agreement with the designations and financial responsibilities this form encompasses. Note: CEOs sign this document on behalf of the governmental entity they represent and not as individuals.

1	Thomas P. McNamara	Mayor, City of Rockford
	Printed Name	Title
	DocuSigned by: Thomas P. McNamara 3B4FB15C7B204FB...	February 9, 2023
	Signature	Date
2	Joseph V. Chiarelli	Winnebago County Board Chairman
	Printed Name	Title
	DocuSigned by: Joseph V. Chiarelli 6076A897533B421...	February 9, 2023
	Signature	Date
3	Rodney Riley	Boone County Board Chairman
	Printed Name	Title
	DocuSigned by: Rodney Riley 5E73E177BC9D49F...	February 9, 2023
	Signature	Date
4	Scott H. Helms	Stephenson County Board Chairman
	Printed Name	Title
	DocuSigned by: Scott H. Helms 8EF8F00AD4CD49D...	February 13, 2023
	Signature	Date
5		
	Printed Name	Title
	Signature	Date

BYLAWS

OF

THE WORKFORCE CONNECTION, INC.

an Illinois nonprofit corporation

Adopted July 11, 2000

BYLAWS
OF
THE WORKFORCE CONNECTION, INC.

ARTICLE I
NAME, LOCATION, AUTHORITY, WORKFORCE AREA, DEFINITIONS

Section 1. NAME

The name of this body shall be The Workforce Connection, Inc. (hereinafter referred to as "TWC Board").

Section 2. PRINCIPAL OFFICE

TWC Board shall maintain its principal office in the City of Rockford, County of Winnebago, State of Illinois. The Workforce Connection, 303 N. Main Street, Rockford IL 61101

Section 3. AUTHORITY

TWC Board shall act as the workforce board for the Local Workforce Innovation Area of Boone, Winnebago, and Stephenson Counties in Northern Illinois described in Article I, Section 4 of these Bylaws. TWC Board shall conduct and engage in activities as set forth in the federal Workforce Innovation and Opportunity Act ("WIOA") (Pub. L. 113-128), as amended from time to time, and applicable federal regulations, state, and local law.

Section 4. WORKFORCE AREA

TWC Board shall serve the residents in the Local Workforce Innovation Area comprised of Boone, Winnebago, and Stephenson Counties, as established by the Governor of the State of Illinois pursuant to WIOA and designated by the Governor of the State of Illinois as Local Workforce Innovation Area 3 ("LWIA 3").

Section 5. DEFINITIONS

For the purposes of these Bylaws, and consistent with WIOA, the Chief Elected Officials ("CEOs") of LWIA 3 are the Winnebago County Board Chair, Boone County Board Chair, Stephenson County Board Chair, and the Mayor of the City of Rockford. The Chair of the CEOs is the individual selected by the CEOs in accordance with the Agreement among the Chief Elected Officials of LWIA 3, which said Agreement sets forth the roles and responsibilities of the Chair of the CEOs and the CEOs generally. The City of Rockford is the designated Grant Recipient of LWIA 3.

ARTICLE II
VISION/PURPOSE/FUNCTION

Section 1. VISION

The Workforce Connection provides a fully integrated and accessible workforce development system that balances the needs of individuals and businesses to ensure our region has a skilled workforce to effectively compete in the global economy.

Section 2. PURPOSE

The purpose of TWC Board is to:

A. Provide strategic and operational oversight in collaboration with the required and additional partners and workforce stakeholders to help develop a comprehensive and high-quality workforce system in the local area and larger planning regions;

B. Assist in the achievement of the State's strategic and operational vision and goals as outlined in the Unified State Plan;

C. Maximize and continue to improve the quality of services, customer satisfaction, and effectiveness of the services provided;

D. Create a local and regional workforce plan;

E. Coordinate investments in the local workforce development service-delivery system; and

F. Manage the administrative, oversight, and business service aspects of the system. TWC Board will take a leadership role in advocating, planning, evaluating, and developing local workforce resources in order to enable individuals and businesses to reach their full potential in a changing global marketplace.

As a corporation, TWC Board is organized exclusively for educational and charitable purposes under Section 501(c)(3) of the Internal Revenue Code.

Section 3. FUNCTIONS/DUTIES

In partnership with the CEO(s), the TWC Board sets policy for the local workforce system consistent with State policies. The functions of the Board are described in WIOA Section 107(d) and additional functions, including, but not limited to:

A. Planning functions:

i. Develop and submit a 4-year Local Plan for the local area, in partnership with the CEO(s) and consistent with WIOA Section 108 that coordinates efforts and complements community initiatives to reduce community workforce issues;

ii. Develop and submit a regional plan in collaboration with other local areas in the designed region. Participate in the development of a Regional Plan, in accordance with WIOA, for workforce development and economic development strategies of the Northern Stateline Economic Development Region;

iii. Conduct workforce research and regional labor market analysis as defined in WIOA Section 107(d)(2);

iv. Develop and fund supplemental programs and projects consistent with the purpose; and

v. Engage and convene local stakeholders and community partners in the development and implementation of the local plan in accordance with WIOA and in identifying expertise and resources to leverage support for workforce development activities.

B. Coordinating functions:

i. Lead efforts to engage a diverse range of employers and other entities in the region to promote business representation on the Board, develop effective linkages with employers in the region, ensure the workforce investment activities meet the needs of employers, and develop and implement proven or promising strategies for meeting the employment and skill needs of workers and employers;

ii. Align services with workforce intelligence;

iii. Expand and develop strategic partnerships to enhance the local workforce investment and delivery system;

iv. Coordinate initiatives to address skill gaps and specific workforce needs;

v. With representatives of secondary and post-secondary education programs, lead efforts to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment;

vi. Lead efforts to identify and promote proven and promising strategies and initiatives for meeting the needs of employers, workers, and job seekers, and identify and disseminate information on proven and promising practices carried out in other local areas for meeting such needs;

vii. Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce system for employers and workers and jobseekers in accordance with WIOA Section 107(d)(7);

viii. Coordinate activities with education and training providers, including reviewing applications to provide adult education and literacy activities under the provisions of WIOA to determine whether such applications are consistent with the local plan, making recommendations to promote alignment with such plan, and replicating and implementing cooperative agreements to enhance the provision of services to individuals with disabilities and other individuals; and

ix. In partnership with the CEO(s) for the local area, conduct oversight of youth workforce investment activities authorized under WIOA Section 129 (c), adult and dislocated worker employment and training activities under WIOA Secs. 134(b), (c), and (d); and the entire one-stop delivery system in the local area ensure the appropriate use and management of the funds provided under WIOA Subtitle B for the youth, adult, and dislocated worker activities and one-stop delivery system in the local area; and ensure appropriate use, management, and investment of funds to maximize performance outcomes under WIOA Sect. 116.

C. Administrative functions:

i. Select and certify the One-Stop operator and where appropriate terminate such providers in accordance with 2 CFR Part 200;

ii. Negotiate and enter into Memorandums of Understanding with all One-Stop partners for funding the infrastructure costs of one-stop centers in the local area in accordance with WIOA;

iii. Negotiate and reach agreement on local performance measures with the CEOs and the Governor or his or her appointees;

iv. Define the requirements for and responsibilities of subcontract service providers, including One-Stop Operators, which entails;

(1) Selecting the One-Stop Operator on a competitive basis;

(2) Selecting eligible providers of youth activities by awarding grants / sub-awards on a competitive basis and where appropriate, terminate such providers in accordance with 2 CFR Part 200;

(3) Selecting eligible providers of Career Services for Adults and Dislocated Workers by awarding grants / sub-awards on a competitive basis; and

(4) Entering into sub-awards agreements as required for services;

D. Certify One-Stop Center(s);

E. Maintain a list of eligible training providers as required by WIOA Section 107(d)(10)(E) in a manner that maximizes consumer choice, as well as providing opportunities that lead to competitive integrated employment for individuals with disabilities;

F. Establish policies for program services and services integration; and

G. Develop a budget for the purpose of carrying out the activities of the Board with approval of the CEO(s) and consistent with the local plan and duties of the Board.

In no event shall TWC Board provide training services, as defined by WIOA, unless waived by the Governor of the State of Illinois in accordance with the provisions of WIOA.

TWC Board may receive and accept property, whether real, personal, or mixed, by gift, grant, or bequest from any person, governmental unit, or entity; retain, administer, and invest such property in accordance with the terms of these Bylaws and applicable federal law regarding workforce boards and distribute such property for the purposes herein delineated.

ARTICLE III
THE BOARD

Section 1. AUTHORITY

The Board of Directors of TWC Board (hereinafter referred to as the "Board") shall have the power to amend these Bylaws, formulate policies, and direct the affairs of TWC Board subject to these Bylaws. The Board shall have all the powers necessary to carry out the purposes, functions, and duties of TWC Board and shall be responsible for the supervision of its activities. The Board may establish Advisory Committees or appoint persons or groups to perform services for TWC Board.

Section 2. MEMBERSHIP COMPOSITION

Board membership shall be composed of representatives required under WIOA and by policies established by the State of Illinois.

The Board members shall be appointed by the CEO(s) for Local Workforce Innovation Area 3 in accordance with the following categories:

A. Business Sector

A majority of the members of the Board shall be representatives of business in the local area, who (i) are owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority, (ii) represent businesses, including small businesses, or organizations representing businesses described in this clause, that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the local area, and (iii) are appointed from among individuals nominated by local business organizations and business trade associations as set forth in WIOA. At

least two business members will meet the requirements of a small business as defined by the U.S. Small Business Administration.

B. Workforce Sector – Not less than 20 percent of the members of the Board shall be representatives of the workforce within LWIA 3, including at least two (2) representatives from labor organizations and one (1) representative of registered apprenticeship program. Other representatives in this sector may include community-based organizations with demonstrated experience and expertise addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide to support competitive integrated employment for individuals with disabilities. Representatives of organizations with demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations serving out-of-school youth are also members in this sector.

C. Education and Training Sector – Local educational program representatives which shall include an eligible provider of adult education and literacy activities, and a representative of institutions of higher education providing workforce activities (including community colleges). No single member shall serve as a representative of adult education and literacy activities under the provisions of WIOA and the institution of higher education providing workforce activities.

D. Governmental and Economic and Community Development Sector – Entities shall include economic and community development entities under the Wagner-Peyser Act of 1933 and the Rehabilitation Act of 1973, as amended by WIOA. Other representatives may include administrators of programs providing transportation, housing and public assistance, or a representative of philanthropic organizations serving the local area.

E. Other Sector – May include such other individuals or representatives of entities as the CEOs may determine appropriate.

F. Number of Members

The Board shall, at all times, have the required composition of members to fulfill the requirements of the WIOA and State of Illinois Criteria.

Section 3. <u>APPOINTMENT/TENURE</u>

Appointments and reappointments for membership of the Board shall be made by the CEOs in accordance with the Agreement Among the Chief Elected Officials of LWIA 3, WIOA, and criteria established by the State of Illinois as required by WIOA.

Appointments and reappointments will occur on October 1 of each year. The term of an appointment to the Board shall be three (3) years. The members shall be classified with respect to the time they shall hold office. In principle, approximately one-third of the members should be appointed or re-appointed each year at the discretion of the CEOs in accordance with this Article.

Board members will serve until their term of office expires, or their status under which they were appointed changes; or a majority of the CEO(s) agree to revoke their appointments, or the member becomes incapacitated or otherwise unable to complete their term of office, or the member resigns.

When possible, members shall serve until their successors are appointed.

Section 4. NOMINATIONS

All representatives of organizations, agencies, or other entities serving on the Board shall be individuals with optimum policy-making authority with the organizations, agencies or entities they represent, and should represent the diverse geographic area of LWIA 3.

A. Business representatives will be from local businesses and are appointed from among individuals nominated by local business organizations and business trade associations.

B. Labor representatives will be nominated by labor federations or by other representatives of employees, such as employee organizations and/or the State American Federation of Labor and Congress of Industrial Organizations ("AFL-CIO").

C. Representatives of local educational entities providing adult education and literacy activities and institutions of higher education are to be nominated by each respective group if there are multiple providers in LWIA 3.

D. Individuals may nominate themselves if they meet the criteria to nominate and represent the particular business, organization, or program for which they are being nominated.

Section 5. VACANCIES

The Chair of the Board and/or the Executive Director of TWC Board will notify the CEOs within 90 days when resignations are received from members of the Board. Any vacancy occurring on the Board before the expiration of a member's term shall be filled in the same manner as the original appointment to membership on the Board. Any member so appointed shall serve for the remainder of the unexpired term only but may be reappointed in the same manner as all other members. Appointments to fill vacancies shall meet the timelines identified in the State of Illinois policy regarding workforce board member appointments.

Section 6. COMPENSATION AND REIMBURSEMENT OF EXPENSES

No member of the Board shall be entitled to receive compensation for services rendered to TWC Board as a member of the Board or as a member of any Advisory Committee thereof. However, each member may be paid his or her reasonable expenses incurred by the member directly related to the affairs of TWC Board upon prior approval by the Chair of the Board, and in accordance with TWC Board's travel reimbursement policies and procedures, as appropriate. No such payments

shall preclude any member from serving the organization in any other capacity and receiving compensation therefore.

Section 7. TERMINATION/REMOVAL

A. Any member may resign from the Board upon written request to the Chair of the Board. If a member resigns prior to the expiration of his or her term, the vacancy shall be filled by appointment by the CEOs in accordance with the State of Illinois policy regarding workforce board member appointments.

B. Any or all of the members of the Board may be removed for cause or without cause by the Chair of the CEOs or entity that appointed such member, or by a majority vote of the CEOs. Removal of a member shall also constitute removal as an officer of the Board and as a member of all Advisory Committees of the Board.

C. Requirements for membership on the Board include regular attendance at meetings of the Board and assigned Advisory Committee(s). Any member may be removed from the Board as provided in Article III, Section 10 of these Bylaws if he or she fails to attend fifty percent (50%) or more of the Board's meetings or fifty percent (50%) or more of the Advisory Committee's meetings during the organization's fiscal year unless extenuating circumstances exist. Whether acceptable extenuating circumstances exist is left to the discretion of the Chair of the Board or Chair of the Advisory Committee but may include business or other unexpected events which prevent a Board or Advisory Committee member's attendance at a meeting.

D. A member shall be removed as provided in Article III, Section 3 of these Bylaws if the member no longer represents the category which he or she was appointed to the Board to represent.

Section 8. VOTING

Except as otherwise provided in these Bylaws, each member of the Board shall be entitled to one (1) vote on any matter voted on by the Board. Votes may be cast by voting members of the Board who are physically present. No voting member of the Board may vote or otherwise act by proxy on any matter.

Section 9. MEETING AND NOTICE

A. The Board shall meet at least four (4) times per year. One such regular meeting will be the annual meeting.

B. Public notice of the schedule of regular meetings shall be given at the beginning of each fiscal year and shall state the regular dates, times, and places of such meetings. If a change is made in the schedule of regular meetings, at least 10 days notice of such change shall be given by posting at TWC Board's principal office and on TWC Board's website. Any notice pertaining to the schedule of regular meetings shall remain on TWC Board's website until a new notice of the schedule of regular meetings is approved.

C. An agenda for each regular meeting shall be posted at TWC Board's principal office and on TWC Board's website at least 48 hours in advance of the holding of each regular meeting. Said agenda shall remain posted on TWC Board's website until the regular meeting is concluded.

D. Special meetings may be held at any time for any reason upon call of the Chair of the Board provided that public notice shall be given at least 48 hours before such special meeting, which said notice shall include the agenda for the special meeting.

E. Public notice shall be given by posting a copy of the notice at TWC Board's principal office and on TWC Board's website.

F. A quorum must be physically present at the location of any given meeting held by the Board to conduct a vote on any matter. The majority of members physically present at the meeting may allow another member to attend by video or audio conference if the member is prevented from physically attending because of:

- Personal illness or disability;
- Employment purposes or the business of the public body; or
- Family or other emergency.

If a member needs to attend a meeting remotely for one of the listed reasons, the member must notify Board Staff before the meeting, unless advance notice is impractical. A member attending remotely in accordance with Section 7(a)-(c) has the same rights as members attending the meeting physically (to participate in discussion, to vote).

G. A quorum of the Board shall consist of the presence of one more than one-half of the total number of members of the Board. Any action taken by the Board will be in accordance with the majority of votes cast on the action item.

H. All Advisory Committee meetings are open to all members of the Board.

I. Public notice of emergency meetings shall be given as soon as practicable.

J. All meetings of the Board shall be conducted in accordance with the Sunshine provisions under WIOA and the Illinois Open Meeting Act (5 ILCS 120/ *et seq.*).

K. Any person shall be permitted to address the Board during the Public Business Agenda Item by signing in at the meeting location or submitting their request to the clerk with their name, contact information, and topic no later than 10 minutes prior to the start of the meeting. A maximum of 3 minutes will be assigned to present their topic.

Section 10. CONFLICT OF INTEREST

A. A member of the Board and/or any Advisory Committee or task groups may not vote on a matter under consideration:

   i. Regarding the provision of services by such member (or by an entity that such member represents); or

   ii. That would provide direct financial benefit to such a member or the immediate family of such a member.

B. A conflict of interest appears to exist when a member of the Board takes part in decisions to transact TWC Board business with an entity in which he or she, or a family member, has a material interest. Therefore, the responsibility rests with individual members to disclose at the time discussion begins their intention to abstain from voting whenever they have influence over a decision about a proposed contract between TWC Board, its partners, and a company or agency in which they have a fiduciary interest or serve in a position of influence. Such individuals should withdraw from the decision-making process while the issue is under discussion. Should the Board request information of a general or clarifying nature from the individual who has disclosed the conflict of interest, the Board will make the request of the individual member directly, and limit interaction to the identified issues.

C. Written disclosure of participation with other organizations and boards will be provided by all members of the Board and updated within 30 days of any change.

ARTICLE IV
OFFICERS OF THE BOARD

Section 1. BOARD OFFICERS

The officers of the Board shall include, but not be limited to, a Chair, a Vice Chair, and a Secretary/Treasurer. Additional officers of the Board may be created by the Chair and approved by the Board, and the position(s) shall be filled by a majority vote of members physically present at the Annual meeting held in September, of the organization upon recommendation of the Nominating Committee

Section 2. QUALIFICATIONS, ELECTION, AND TENURE

Officers of the Board shall be members with at least twelve (12) months of experience on the Board. The Chair and Vice Chair shall be selected from among the organization's business representatives. They and any other officers shall be nominated for election by an Ad Hoc Nominating Committee. The officers of the Board shall be elected and installed at the annual meeting for no less than one (1) two-year term and shall not be elected for more than two (2) consecutive terms in the same office.

Section 3. VACANCY

A vacancy in office may be filled upon recommendation of the Board's Ad Hoc Nominating Committee and by a majority vote of members physically present at a meeting of the Board. Any officer so appointed shall serve for the remainder of the unexpired term of office.

Section 4. POWERS AND DUTIES OF THE CHAIR, VICE CHAIR, AND SECRETARY/TREASURER

A. The Chairperson

i. Shall be selected from the business voting membership of the Board;

ii. Shall preside at all Board and Board Operations Advisory Committee meetings;

iii. Shall, with the Executive Director of TWC Board, establish agendas for each Board and Board Operations Advisory Committee meeting;

iv. Shall sign, on behalf of TWC Board and the Board, all necessary legal documents;

v. Shall appoint all members and chairs of the Advisory Committees as needed;

vi. Shall attend meetings of the CEOs or other community meetings as necessary to represent TWC Board;

vii. May call special meetings of the Board;

viii. Shall be an advisory member of all Advisory Committee; and

ix. Shall present the Annual Report to the Board.

B. The Vice Chairperson

i. Shall be selected from the business voting membership of the Board;

ii. In the absence of the Chairperson, shall assume all duties and responsibilities of the Chairperson; and

C. The Secretary/Treasurer

i. Shall be selected from the business or non-business voting membership of the Board; and

ii. Shall perform those functions common to that office under the direction of the Chair of the Board.

iii. Shall assist Board staff in the research and determination of any parliamentary procedure.

Section 5. REMOVAL

Any officer may be removed by an affirmative vote of seventy-five percent (75%) of the entire Board whenever, in the Board's judgment, the best interests of TWC Board may be served thereby.

ARTICLE V
ADVISORY COMMITTEES

To ensure that members of the Board actively participate in the Board's functions, each member will actively serve on at least one Advisory Committee. Members of the Board will be surveyed as to their respective Advisory Committee interest(s) and the Chair of the Board will appoint members to the Advisory Committees. All Committees are advisory and will make recommendations to the full Board.

The Board Chairperson shall select committee chairs from among the Board's membership. The committee chairs shall come from the business sector whenever possible and feasible.

The Advisory Committees must include individuals appointed by the Board who are not members and who the Board has determined have demonstrated experience and expertise by contributing to the field of workforce development, human resources, training and development, or a core program function; or the Board recognized for valuable contributions in education or workforce development related fields. Non-Board members will serve on a committee in an ex-officio capacity.

Section 1. BOARD OPERATIONS MANAGEMENT COMMITTEE

A. The Board Operations Management Committee shall consist of the officers, the immediate Past Chair, a Director-at-Large, and the Chairpersons of standing Advisory Committees. Additional members may be appointed at the discretion of the Chair of the Board.

B. The responsibilities of the Board Operations Management Committee shall include the following:

i. Approve TWC Board's staffing needs; recruit and hire the Executive Director of TWC Board; monitor and evaluate the Executive Director's activities.

ii. Make recommendations to the Board on policies necessary to address the workforce and related social issues in LWIA 3.

iii. Review reports, recommendations, etc. from internal or external monitoring or audits and inform the Board on corrective action.

iv. Review quarterly progress toward accomplishment of the Annual Plan and objectives.

v. Develop and oversee strategic plans.

vi. Determine Advisory Committees needed to fulfill the strategic and operational objectives.

vii. The Board Operations Management Committee also may perform the following functions:

(1) Assist the Chair in setting the agendas for Board meetings.

(2) Oversee the participation of the members of the Board and recommend to the Board those persons who should be removed pursuant to Article III, Section 10 of these Bylaws.

(3) Recommend a replacement for any officer who needs to be replaced.

C. This committee does not have authority to make binding recommendations or determinations or to take any other substantive action.

D. This committee shall be permitted to conduct any meeting via telephonic and/or video conference regardless of whether there is an emergency in accordance with the Open Meetings Act (OMA).

Section 2. <u>YOUTH ADVISORY COMMITTEE</u>

A. The responsibilities of the Youth Advisory Committee shall include the following:

i. Develop and oversee the implementation of strategies to connect education and career opportunities for youth and young adults.

ii. Provide oversight for WIOA and other funded programming, which includes the evaluation of youth service provider proposals and recommendation to the Board for subaward. The Youth Advisory Committee will also provide youth program oversight to ensure performance goals are met and the coordination of youth services.

iii. Develop strategies and implementation plans to address community education and youth issues.

B. The Chair of the Youth Advisory Committee shall be selected from the voting membership of the Board. Members of the Youth Advisory Committee shall include members of the Board, school district representatives, career and technical education program representatives, and community stakeholders with expertise related to youth services.

C. This committee does not have authority to make binding recommendations or determinations or to take any other substantive action .

D. This committee shall be permitted to conduct any meeting via telephonic and/or video conference regardless of whether there is an emergency in accordance with the Open Meetings Act (OMA).

Section 3. PROGRAM OPERATIONS MANAGEMENT ADVISORY COMMITTEE

A. The responsibilities of the Program Operations Management Advisory Committee shall include the following:

i. With a focus on the local service delivery system, develop strategies to create a coordinated and integrated workforce development system with all WIOA partner programs.

ii. Ensure strategies are developed to serve the diverse populations that reflect the current and future workforce of LWIA 3.

iii. Develop system measures for the One-Stop and Access Site centers.

iv. Review the local training plan related to WIOA adult and dislocated worker services to ensure alignment with the local and regional plan.

v. Review reports from the One-Stop Operator on One-Stop Center operations to ensure alignment with local goals.

vi. Provide information and assist with planning, operational, and other issues relating to the provision of the Americans with Disabilities Act (ADA) services to individuals with disabilities.

B. The Chair of the Program Operations Management Advisory Committee will be a member of the Board and the membership will include other members of the Board and representatives of all One-Stop Partner entities/programs.

C. This committee does not have authority to make binding recommendations or determinations or to take any other substantive action.

D. This committee shall be permitted to conduct any meeting via telephonic and/or video conference regardless of whether there is an emergency in accordance with the Open Meetings Act (OMA).

Section 4. EMPLOYER AND PUBLIC ENGAGEMENT ADVISORY COMMITTEE

A. The responsibilities of the Employer and Public Engagement Advisory Committee shall include the following:

i. In collaboration and partnership with area business groups and economic development entities, develop and implement strategies to increase employer engagement in the workforce development system.

ii. Increase the visibility of services through the system.

iii. Provide oversight and guidance for the Business Services Team.

iv. Evaluate the implementation and effectiveness of business services.

v. Support and oversee implementation of annual communication and outreach efforts.

B. The Advisory Committee includes members of the Board and other community stakeholders and business representatives.

C. The Chair of the Advisory Committee will be a member of the Board.

D. This committee does not have authority to make binding recommendations or determinations or to take any other substantive action.

E. This committee shall be permitted to conduct any meeting via telephonic and/or video conference regardless of whether there is an emergency in accordance with the Open Meetings Act (OMA).

Section 5. FINANCE ADVISORY COMMITTEE

A. The responsibilities of the Finance Advisory Committee include the following:

i. Provide oversight of budget development and monitor expenditures.

ii. Provide guidance for the development and maintenance of The Workforce Connection, Inc. as a viable non-profit corporation.

B. The Advisory Committee includes members of the Board.

The Chair of the Advisory committee will be the Secretary/Treasurer of the Board.

C. This committee does not have the authority to make binding recommendations or determinations or to take any other substantive action.

D. This committee shall be permitted to conduct any meeting via telephonic and/or video conference regardless of whether there is an emergency in accordance with the Open Meetings Act (OMA). **OTHER**

A. Standing and other ad hoc Advisory Committees may be established by the Chair of the Board as considered necessary to address specific needs and to enable the Board to carry out its Strategic Priorities.

B. The Chair will appoint an Ad Hoc Officer Nominations Committee with the purpose of presenting a slate of officers to be voted on by the Board and CEOs.

ARTICLE VI
MISCELLANEOUS

Section 1. FISCAL YEAR

The fiscal year shall begin on July 1st and end on June 30th.

Section 2. RULES OF ORDER

Robert's Rules of Order, as revised, when not inconsistent with these Bylaws, shall govern all matters of parliamentary procedure. For clarification, in the event of an inconsistency, these Bylaws shall govern.

Section 3. ANNUAL MEETING

The annual meeting shall take place in September of each year.

Section 4. CONTRACTS

The Board may authorize, when appropriate, any officer, member or staff, in addition to the officers so authorized by these Bylaws, to enter into any contract in the name of and on behalf of TWC Board in accordance with TWC Board's procurement and fiscal policy. Such authority will be limited to specific instances.

Section 5. BOOK AND RECORDS

The Board shall keep written minutes of all of the proceedings of the Board and its standing Advisory Committees. The minutes shall, at a minimum, include the following information: (1) the date, time, and place of the meeting; (2) the members recorded as either physically present or absent; and (3) a summary of discussion on all matters proposed, deliberated, or decided, and a record of any votes taken. The minutes shall be approved at the next subsequent regular meeting of the Board and shall be made available to the public upon request.. All written minutes shall be kept in accordance with the Illinois Open Meetings Act (5 ILCS 120/ *et seq.*).

The Board shall keep in the Administration Office a record giving the name and address of all members and officers of the Board.

Section 6. AMENDMENT OF BYLAWS

These Bylaws may be altered, amended, or appealed at any meeting of the Board at which a quorum of members is physically present. A quorum of the Board shall consist of the presence of one more than one-half of the total number of members of the Board.

Section 7. DISSOLUTION

In the event of the dissolution of The Workforce Connection, Inc, the Board shall distribute the assets of The Workforce Connection, Inc as follows:

A. All liabilities and obligations of The Workforce Connection, Inc. shall be paid, satisfied, and discharged, or adequate provisions shall be made therefore.

B. Assets held by The Workforce Connection, Inc. upon condition requiring return, transfer or conveyance, which conditions occurs by reason of the dissolution, shall be returned, transferred or conveyed in accordance with such requirements.

C. All remaining assets of The Workforce Connection, Inc. shall be distributed to such not-for-profit and tax-exempt societies and organizations as may be specified in a plan of distribution adopted by the Board.

Section 8. EFFECTIVE DATES

These Bylaws and any amendments thereto shall become effective immediately upon adoption by the Board in accordance with Article VI, Section 6, of these Bylaws.

Section 9. INDEMNIFICATION

A. Indemnification in actions other than by or in the right of TWC Board

TWC Board shall indemnify any person who was or is a party, or is threatened to be made a party to or witness in any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, by reason of the fact that he or she is or was director or officer or volunteer of TWC Board against expenses, including attorneys' fees, judgments, fines, and amounts paid in settlement actually and reasonably incurred by him or her in connection with such action, suit or proceeding to the fullest extent and in the manner set forth in and permitted by the Illinois General Not For Profit Corporation Act and any other applicable law.

TWC Board shall indemnify any person who was or is a party, or is threatened to be made a party or witness in any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative by reason of the fact that he or she is or was an employee or agent of TWC Board, or is or was serving at the request of TWC Board, as a director, officer, employee, or agent of another corporation, partnership, joint venture, trust or other enterprise, against expenses, including attorneys' fees, judgments, fines, and amounts paid in settlement actually and reasonably incurred by him or her in connection with such action, suit or proceeding to the extent and in the manner set forth in and permitted by the Illinois General Not For Profit Corporation Act and any other applicable law.

B. Indemnification in actions by or in the right of TWC Board

TWC Board shall indemnify any person who was or is a party, or is threatened to be made a party or witness in any threatened, pending or completed action or suit, by or in the right of TWC Board to procure a judgment in its favor by reason of the fact that such person is or was a director, officer, employee or agent of TWC Board, or is or was serving at the request of TWC Board as a director, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise, against expenses, including attorneys' fees actually reasonably incurred by such person in connection with the defense or settlement of such action or suit to the extent and in the manner set forth in and permitted by the Illinois General Not For Profit Corporation Act and any other applicable law.

C. Right to payment of expenses

To the extent that a director, officer, employee or agent of TWC Board has been successful, on the merits or otherwise, in the defense of any action, suit or proceeding referred to above, or in defense of any claim, issue or matter therein, such person shall be indemnified against expenses, including attorneys' fees, actually and reasonably incurred by such person.

D. Determination of conduct

Any indemnification as described above (unless ordered by a court) shall be made by TWC Board only as authorized in the specific case, upon a determination that indemnification of the director, officer, employee or agent of TWC Board is proper in the circumstances because he or she has met the applicable standard of conduct set forth in these Bylaws. Such determination shall be made (a) by the Board by a majority (51%) vote of a quorum consisting of directors who were not parties to such action, suit or proceeding or (b) if such a quorum is not obtainable, or even if obtainable, if a quorum of disinterested directors so direct, by independent legal counsel in a written opinion.

E. Payment of expenses in advance

Expenses incurred in defending a civil or criminal action, suit or proceeding may be paid by TWC Board in advance of the final disposition of such action, suit or proceeding, as authorized by the Board in the specific case, upon receipt of an undertaking by or on behalf of the director, officer, employee or agent of TWC Board to repay such amount, unless it shall ultimately be determined that he or she is entitled to be indemnified by TWC Board.

F. Indemnification not exclusive

The indemnification described above shall not be deemed exclusive or any other rights to which those seeking indemnification may be entitled under a vote of disinterested directors, or otherwise, both as to action in his or her official capacity and as to action in another capacity while holding such office, and shall continue

as to a person who has ceased to be a director, officer, employee or agent of TWC Board, and shall inure to the benefit of the heirs, executors and administrators of such a person.

G. Insurance

TWC Board will purchase and maintain insurance on behalf of any person who is or was a director, officer, employee or agent of TWC Board, or who is or was serving at the request of TWC Board as a director, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise, against liability asserted against such person and incurred by such person in any such capacity, or arising out of his or her status as such. The Grant Recipient of LWIA 3 will be listed as "additionally insured" on policies purchased by TWC Board.

Bylaws of The Workforce Connection, Inc.
an Illinois nonprofit corporation
Adopted July 11, 2000

Amended January 9, 2001
(to include Open Meeting Statement in Article V, Section 6, Part F)

Amended February 4, 2003
(to conform to WIB's new organizational structure)

Amended October 7, 2003

Amended December 7, 2010

Amended May 3, 2011

Amended May 7, 2013

Amended March 1, 2016

Amended May 3, 2016

Amended December 6, 2016
(to reflect name change of corporation to The Workforce Connection, Inc.)

Amended January 14, 2019
(to conform to the Illinois Open Meetings Act (5 ILCS 120/ *et seq.*))

Amended September 12, 2023
(to reflect changes to Standing Committees, conform with the State of Illinois LWIB Bylaws Template February 2019 and other technical changes)

Signatures:

Thomas P. McNamara
Chief Elected Official

9/13/2023
Date

Michelle Cassaro
Board Chair

September 13, 2023
Date

The Workforce Connection, Inc.

Policy Title: Procurement

Policy Number: 2016-100-05, Change 5

Status: Active

Effective: March 19, 2024

Introduction:

The Workforce Connection Board (TWC Board), the Workforce Board for Boone, Winnebago and Stephenson Counties, has assembled this overall Procurement Policy to ensure accountability and keep the procurement process in line with Workforce Innovation and Opportunity Act (WIOA) reasonable and necessary requirements, Department of Labor (DOL) and Illinois Department of Economic Opportunity (DCEO) policy, Office of Management and Budget (OMB) Uniform Guidance, Illinois' Government Accountability and Transparency Act (GATA) prequalification requirements (including recipient checklist - for determining if the entity receiving funds has a contractor or sub recipient relationship), and other applicable rules and regulations.

The procurement procedures described in this Procurement Policy are established as standards of conduct governing the performance of organizations and individuals engaged in the purchases of all goods and services with funds under the purview of TWC Board. No employee, officer, or agent of any such organization shall participate in the selection, or in the purchase of goods and services supported by Federal funds if a conflict of interest, real or apparent, would be involved.

In general, TWC Board requires that all procurement transactions be conducted in a manner providing full and open competition. All procurement of goods and services under the purview of TWC Board will comply with all TWC Board requirements and other processes and procedures in place; all procurements must comply with OMB Uniform Guidance

References:
TEGL 15-16
Uniform Guidance 2 CRF part 200
WIOA ePolicy Chapter 1, Section 7, Subsections 1.7.1-1.7.9

Procurement Principle:

All services procured shall be assured to be the best available to meet the employment and training needs of the individuals served with funds under the purview of TWC Board.

Awards for contractors are made to vendors who can provide services that are the most advantageous regarding service, price, and other specific factors.

Contract or sub recipient relationships will be determined by utilizing the "Recipient Checklist for Determining if Entity Receiving Funds has a Contractor or Sub recipient Relationship attached to this policy.

Definitions:

Procurement: For the purposes of this policy, the term *procurement* includes any acquisitions action which obligates funds under the purview of TWC Board for the purchase of equipment, materials, supplies, and/or program or administrative services beginning with the process for determining the need and ending with contract completion and closeout, as applicable.

Request for Proposal (RFP)/Request for Bids (RFB): For purposes of this policy and subsequent actions, a **request for proposal** (**RFP**) is issued at an early stage in a procurement process, where an invitation is presented for suppliers, often through a bidding process, to submit a proposal on a specific commodity or service. This process will provide structure to the procurement decision and is intended to allow the risks and benefits to be identified clearly up front. The RFP may dictate to varying degrees the exact structure and format of the supplier's response. RFPs will reflect the strategy and short/long-term program objectives, providing enough detail for potential suppliers to offer a matching perspective.

No Bid or Sole Source Procurement: Procurement by noncompetitive proposals is procurement through solicitation of a proposal from only one source, or, if after solicitation of a number of sources, competition is determined inadequate. This method of procurement may be used only when the award of a contract is documented to be infeasible under small purchase procedures, sealed bids, or competitive proposals, and one of the following circumstances applies:

- The item(s) is available only from a single source;
- The public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation;
- The Federal or State awarding agency authorizes noncompetitive proposals in response to a written request from TWC Board; or
- After solicitation of a number of sources, competition is determined inadequate.

Procurement by small purchases procedures: Small purchase procedures are used to secure services, equipment, or supplies. Any purchase of $5000 or less requires no quotes from vendors. Purchases for equipment and services over $5000 will require three written quotes. Equipment purchases over $5000 must have prior approval from DCEO or Federal funding sources. For services over $5000, a request for quotation or bids will be sent to potential bidders explaining the scope of the project along with due dates, etc.

Request for Qualifications (RFQ): Is a process to identify potential bidders. Appropriate procurement methods will follow a RFQ.

Competitive Procurement Procedures

Requests for Proposals
All procurement transactions shall be conducted in a manner to provide, to the maximum extent possible, open and free competition. TWC Board shall be alerted to organizational conflicts of interest as well as noncompetitive practices among Operators/Providers/contractors that may restrict or eliminate competition.

TWC Board members, staff and proposal/bid reviewers will adhere to the Boards Conflict of Interest Policy; disclosing real, apparent or organizational conflicts and exclusion from any participation or discussion regarding development of the RFP/RFB, and any activities related to evaluation and/or award or denial. Members of the proposal review team will provide written statements verifying no conflicts (real, apparent or organizational) or financial/ material interest in any proposing entity(ies).

Awards shall be made to the bidder or offeror whose bid or offer is responsive to the solicitation and is most advantageous to TWC Board issuing the request for bid/proposal--price, quality and other factors considered. Solicitations shall clearly set forth all requirements that the bidder or offeror shall fulfill in order for the bid or offer to be evaluated by the solicitor. Any and all bids or offers may be rejected when it is in the solicitor's best interest to do so.

Confidentiality of Proposal / Bid Documents
TWC Board members, staff and proposal / bid reviewers will handle proposer /bidders documents in a confidential manner so that no potential entity may compete under the procurement developed or participate in drafting specifications, requirements, statement of work, RFP's, or participate in evaluating proposals. Proposal reviewers will sign a statement of confidentiality form.

Request for Proposals (or Bids) for Programming

Requests for Proposals (RFP) are issued to procure program services. An RFP will describe the types of services being solicited and provide requirements on the submission of proposals. Notice of the availability of the RFP is distributed to all appropriate vendors on the current list of potential vendors and is published in a local newspaper. The RFP is posted in its entirety on TWC Board's website. The RFP identifies at least the following: project duration; submission information; detailed description of all services solicited; targeted groups to be served; proposal evaluation criteria; and budget information requirements.

One-Stop Operator procurement will be conducted as a Request for Proposals (RFP) Under the direction of TWC Board any award from the RFP will include an option to renew for up to three additional one- year periods. The timetable for selection of a One-Stop Operator / WIOA Career Services provider(s) will be through a competitive process, and include procurement through sealed bids, and conducted in accordance with WIOA requirements.

Request for Proposal (RFP) Distribution:
A notice regarding the availability of a *Request for Proposals* and, if scheduled, the date of the Bidders' Meeting is posted on TWC BOARD's website, www.theworkforceconnection.org..

Notice of the availability of an RFP and the Bidders' Meeting (if scheduled) may be sent to a list of potential bidders for the particular programming sought. Potential bidders may attend the Bidders' meeting. Potential bidders may download the RFP from TWC BOARD's website where all RFPs are posted prior to the bidders' meeting.

Bidders' Meetings:
Bidders' Meetings are often held to distribute and discuss the RFPs. (Whether or not a Bidders' Meeting is held usually depends on the complexity of the RFP, the programming changes being made, etc.) At the Bidders' meetings, staff 1) review selected area of the RFP, including, as applicable, the changes in the RFP from previous years; 2) discuss important topics relating to the programming sought (e.g., performance measures, budget development); and 3) answer initial questions. The questions/responses are then posted on TWC BOARD's website.

Proposal Review and Evaluation:
The proposal review process for Title I-B programming follows the *Proposal Evaluation* process identified below:

A. ***Proposal Evaluators***
Proposals will be evaluated by a team of Board members and community members who have no conflict of interest with any bidding organization. One team will review all proposals submitted in response to a specific Request for Proposals

B. ***Proposal Evaluation Review Levels***

Level 1: Technical Review of Proposals
Staff will perform a technical review of each proposal prior to their being distributed to a review team. The technical review will determine if the proposal is complete and meets all the submission guidelines stated in the Request for Proposals (RFP). Proposals that are incomplete or fail to meet all the submission guidelines stated in the RFP will be rejected. Bidders will be notified regarding the status of their proposals after the technical review. Bidders may appeal the technical review results. (The Board will accept only appeals relating to the technical review of a proposal.)

a. TWC Board staff will notify bidders via e-mail of the results of the technical review of their proposals. Bidders may then request a debriefing of their proposal's technical review. TWC Board Executive Director or designee must receive this request via e-mail within two working days of the day the Bidder was e-mailed notification of the technical review results of their proposal.

b. The debriefing will be held within two working days of TWC Board Executive Director's or designee's receipt of the bidder's request for a debriefing of their proposal's technical review.

c. After the debriefing, the bidder will have three working days to present to TWC Board Executive Director or designee a written appeal of any aspect of their proposal's technical review.

d. TWC Board Executive Director or designee will review the written appeal and make the final decision regarding any Board action on the appeal.

e. The Bidder will be notified in writing within three working days of the Board Executive Director or designee's decision regarding the appeal.

Level 2: Evaluation of Proposals by Review Team

a. The proposal review team members will receive information regarding the programming sought through the Request for Proposals, the proposal review process, and the use of the Evaluation Tool. A team facilitator will be responsible for assisting the team to reach consensus regarding each proposal's Evaluation Tool scoring and priority for funding.

b. All team members will review all proposals using the Evaluation Tool. During this initial review, review team members may suggest a score in response to each item on the Evaluation Tool.

c. Team members will meet and discuss each proposal, arriving at a consensus score for each item on the Evaluation Tool. The proposal Evaluation Score will be the total of all the item scores on the Evaluation Tool.

Level 3: Evaluation of How Well Proposed Program Meets TWC BOARD's Strategic Objectives and Priorities

a. The review team will then discuss how well the proposed program meets one or more strategic objectives or strategic priorities of the Board and CEOs Included in this discussion will be a consideration of the bidder's ability to deliver the proposed programming, past success in attaining the WIOA Performance Standards, service provision in relation to the total Boone, Winnebago, and Stephenson County area, connection/collaboration with the One-Stop Center/System, and the proposed program's ability to further TWC Board's strategic initiatives.

b. Budgets, program size, and other aspects of a proposed program may be negotiated, as necessary. (RFPs will not contain budget limits or cost/per participant limits.) Review teams will consider the reasonableness of bidders' proposed budgets in relation to the proposed program and the funds available.

c. The review team will then prepare its funding priority recommendations. Bidders will not necessarily be recommended for funding based on their Evaluation Score in relation to the Evaluation Scores of other bidders.

C. ***TWC BOARD/CEO Action on the Recommendations of the Evaluation Teams:***

1. The funding priority recommendations of the Proposal Review Teams will be presented to the appropriate TWC Board Committee, who will then prepare funding recommendations for TWC Board and CEO action.

2. TWC Board and CEOs will take action on the program funding recommendations.

3. Bidders will be notified of the TWC Board/CEO action.

4. Bidders may contact the TWC Board Executive Director or designee and request a debriefing of their proposal's evaluation.

D. ***Cost/Price Analysis for Requests for Proposals:***

The Fiscal Manager will review all the proposals' budgets, performing a **cost/price analysis** (using a specific cost/price analysis instrument) for each proposed budget. Any concerns resulting from the cost/price analysis will be discussed with the review team when they meet to prepare funding priority recommendations.

Purchasing Policies, Standards, and Procedures Small Purchase Procedures

Small purchase procedures are used to secure services, equipment, or supplies. Any purchase of $5000 or less requires no quotes from vendors. Purchases for equipment and services over $5000 will require three written quotes. Equipment purchases over $5000 must have prior approval from DCEO or Federal funding sources. For services over $5000, a request for quotation or bids will be sent to potential bidders explaining the scope of the project along with due dates, etc.

Sole source procurement or by noncompetitive proposals is used only when the award of a contract is documented to be infeasible under small purchase procedures, sealed bids, or competitive proposals, and one of the following circumstances applies:

- The item(s) is available only from a single source;
- The public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation;
- The Federal or State awarding agency authorizes noncompetitive proposals in response to a written request from TWC BOARD; or
- After solicitation of a number of sources, competition is determined inadequate.

All procurement activities shall allow for open and free competition among potential vendors for services. Awards for contracts are made to vendors who can provide services that are the most advantageous to the workforce system regarding service, price, specific factors, and meeting the needs of the individuals served with funding that is under the purview of TWC Board.

TWC Board and/or CEO approval is not needed to purchase goods, services and equipment if the purchase is $5,000 or less. Previously approved subscriptions, renewals or annual fees are excluded from TWC Board approval. The TWC Board Executive Director can authorize such purchases.

Any officer, employee, or agent of TWC Board or any of its contractors who is either (a) engaged in negotiations with a potential provider, (b) has arrangements concerning prospective employment with a potential contractor, or (c) has financial interest in a potential contractor may not participate in the review, award, or administration of a contract for a potential contractor. Such relationships constitute a conflict of interest.

Procurement Procedures

A. The following procurement guidelines will be adhered to:

- Avoid purchasing unnecessary items.
- Where appropriate, make an analysis of lease and purchase alternatives to determine which would be most economical and practical procurement using Federal funds.
- Ensure that solicitations for goods and services provide for all of the following:
- A clear and accurate description of the technical requirements for the material, product, or service to be procured--in competitive procurements, such a description shall not contain features which unduly restrict completion;
- Requirements which the bidder/offeror must fulfill and all other factors to be used in evaluating bids or proposals;
- A description, whenever feasible, of technical requirements in terms of functions to be performed or performance required, including the range of acceptable characteristics or minimum acceptable standards;
- The specific features of 'brand name or equal" descriptions that bidders are required to meet when such items are included in the solicitation;
- Preference, to the extent practicable and economically feasible, for products and services that conserve natural resources and protect the environment and are energy efficient.

B. Make positive efforts to use small businesses, minority-owned firms, and women's business enterprises, whenever possible.

C. Use procuring instruments (e.g., fixed price contracts/agreements, cost reimbursable contracts/agreements, purchase orders, and performance-based contracts/agreements) that are appropriate for the particular procurement and for promoting the best interest of the program or project involved.

D. Initiate contracts/agreements with responsible contractors who possess the potential ability to perform successfully under the terms and conditions of the proposed procurement. (Consideration shall be given to such matters as contractor integrity, record of past performance, financial and technical resources or accessibility to other necessary resources.)

E. On request, make available for the local, state or federal awarding agencies, pre-award review and procurement documents.

Cost/Price Analysis for Small Purchases

Some form of cost or price analysis shall be made and documented in the procurement files in connection with every procurement action. Price analysis may be accomplished in various ways, including the comparison of price quotations submitted, market prices and similar indicators, together with discounts. Cost analysis is the review and evaluation of each element of cost to determine if it is reasonable, allowable and able to be allocated.

Procurement Records

Procurement records and files for purchase in excess of the small purchase threshold shall include the following at a minimum:

1. Basis for contractor selection,
2. Justification for lack of competition when competitive bids or offers are not obtained, and
3. Basis for award cost or price.

Action Required: This information will be disseminated to organizations and individuals engaged in the purchases of goods and services using funds under the purview of The Workforce Connection Board (TWC Board).

Inquiries: Questions regarding any aspect of this Procurement Policy should be directed to the TWC Board Executive Director.

Date Effective: Immediately Upon Approval

The Workforce Connection, Inc.

STATEMENT OF CONFIDENTIALITY OF PROPOSAL INFORMATION

For Proposal Reviewers

NAME: _____

STATEMENT OF CONFIDENTIALITY:

As a member of the Review Committee for the One-Stop Operator / WIOA Career Services Proposal Review process, I agree to the following terms:

1) Attest to no conflict of interest with any proposing for bidding entity;
2) The proper handling of bidders' information during the review process; and
3) Compliance with proper disposal of bidders' information after completion of the selection process.

AFFIRMATION: I have read The Workforce Connection, Inc.'s ***Procurement Policy*** and agree to the terms and conditions of confidentiality. I hereby affirm that I am not connected with any entity proposing or bidding under this procurement and that information contained in the proposals submitted by bidders will be maintained in a manner that is confidential so that no potential entity may use the information to their advantage to compete under the procurement developed or drafted specifications, requirements, statement of work, RFP's, or evaluated proposals. Upon completion of the selection decision, I will return all review documents / information to the board staff responsible for proper disposal of this information and any other materials related to the review process.

_____

_____

Date: _____ **Signature:** _____

RECIPIENT CHECKLIST FOR DETERMINING IF THE ENTITY RECEIVING FUNDS HAS A CONTRACTOR OR SUBRECIPIENT RELATIONSHIP

This document is intended to help a recipient of federal funds make a judgment as to whether each agreement it makes, for the disbursement of federal program funds, casts the entity receiving the funds in the role of a subrecipient or a contractor. Based on 2 CFR Chapter I, Chapter II, Part 200 et al. Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance), issued by the U.S. Office of Management and Budget (OMB) on December 26, 2013, and effective for non-federal entities on December 26, 2014, the following information is intended for use by all non-federal entities.

Important Terms:

Recipient: A non-federal entity that receives a federal award directly from a federal awarding agency to carry out an activity under a federal program. The term recipient does not include subrecipients. (See 2 CFR 200.86 of the Uniform Guidance.)

Subrecipient: A non-federal entity that receives a subward for the purpose of carrying out part of a federal award. The subaward creates a federal assistance relationship with the subrecipient. (See 2 CFR 200.92 & .330 (a) of the Uniform Guidance.)

Contractor: A non-federal entity that receives a contract for the purpose of providing goods and services for the awarding non-federal entity's own use. The contract creates a procurement relationship with the contractor. The Uniform Guidance replaced the term "Vendor" with "Contractor." (See 2 CFR 200.22 & .330 (b) of the Uniform Guidance.)

Instructions: The "Characteristics" column in this checklist is based on language in the Uniform Guidance. The column lists characteristics that support the classification of a non-federal entity as a subrecipient or contractor. Since all of the characteristics listed may not be present in all cases, the Uniform Guidance recognizes that the recipient "…must use judgment in classifying each agreement as a subaward or a procurement contract." (2 CFR 200.330 (c).) In the "Explanations" column, AGA provides additional information to assist in answering the questions under "Characteristics." Answer each question by checking "yes" or "no" where indicated. Based on responses to the questions, a key provided at the end of each section will help in making a judgment as to whether a subrecipient or contractor relationship exists. White space is provided in between the "Characteristics" column and the "Explanation" column so that users can tailor this checklist to accommodate the unique aspects of various programs or jurisdictions.

Note: One check in a subrecipient box does not necessarily mean the entity is a subrecipient. A judgment should be based on the totality of responses.

Office _____

Entity receiving funds _____

Funding Source(s) _____

Notes:

_____

_____

_____

_____

CHARACTERISTICS

Decision Making Authority

200.330 a. 1 Determines who is eligible to receive what Federal assistance;

a. Does the entity determine who is eligible to participate in the federal program? Yes ☐ No ☐

200.330 a.3 Has responsibility for programmatic decision making;

a. Does the entity have the ability to make decisions about how services will be delivered to participants, in accordance with federal programmatic requirements? Yes ☐ No ☐

OR

200.330 b.4 Provides goods or services that are ancillary to the operation of the Federal program;

b. Does the entity provide goods or services for the recipient's own use? Yes ☐ No ☐

b. Does the entity provide services designated by the recipient to serve the recipient's participants without regard to specific federal programmatic requirements? Yes ☐ No ☐

If you selected "yes" to **EITHER** item **a**, this is an indicator of a subrecipient relationship.
If you selected "yes" to **EITHER** item **b**, this is an indicator of a contractor relationship.

Subrecipient	Contractor

EXPLANATIONS

If the entity determines whether a participant meets a federal program's eligibility requirements for assistance, it is most likely a subrecipient.

A contractor may provide services to clients in a program after eligibilty has been determined by the recipient.

If the entity has authority to make decisions regarding the delivery of service, operations, or types of assistance provided within the terms of the agreement, it is typically a subrecipient.

If the entity provides goods or services directly to the recipient or to program participants at the direction of the recipient and does not make programmatic decisions or adhere to program requirements, it is typically a contractor.

Nature of Award

200.330 a. 2 Has its performance measured in relation to whether objectives of a federal program were met;

a. Are the scope of work (or portion, if applicable) and terms and conditions of the agreement the same for the entity as they are for the recipient that received the federal funds? Yes ☐ No ☐

a. Is the entity carrying out completion of the goal of the grant (or part, if applicable) as stated in the federal award? Yes ☐ No ☐

OR

200.330 b.5 Is not subject to compliance requirements of the Federal program as a result of the agreement, though similar requirements may apply for other reasons.

b. Does the recipient develop the scope of work and terms and conditions of the agreement to meet the recipient's needs? Yes ☐ No ☐

If you selected "yes" to **EITHER** item **a**, this is an indicator of a subrecipient relationship.
If you selected "yes" to item **b**, this is an indicator of a contractor relationship.

Subrecipient	Contractor

EXPLANATIONS

If the entity is providing a service for the recipient to meet the goal of the grant, it is a contractor; if the entity is providing a service that carries out a goal within the scope of the grant, it is a subrecipient. When a grant program contains mulitple goals, it is possible for the recipient to complete part of the goals and for the entity to perform another part.

If the scope of the agreement is per the federal program terms/guidance, the entity is a subrecipient. A subrecipient may also provide programmatic or progress reports to ensure compliance with federal program requirements.

Conversely, if the scope of the agreement is per the recipient's terms and not federal program guidance, and if the recipient's oversight is governed only by the contract terms and conditions, it is a contractor.

Award Risk

EXPLANATIONS

200.330 a.4 Is responsible for adherence to applicable Federal program requirements specified in the Federal award;

a. Funding to the entity depends on the entity's ability to best meet the objectives of the award. Although performance is measured against federal award objectives, the entity assumes little risk if the objectives are not met. Yes ☐ No ☐

OR

200.330 b.5 Is not subject to compliance requirements of the Federal program as a result of the agreement, though similar requirements may apply for other reasons.

b. The entity assumes financial risk if they fail to deliver the goods or services agreed upon. Yes ☐ No ☐

If you selected "yes" to item **a**, this is an indicator of a subrecipient relationship.
If you selected "yes" to item **b**, this is an indicator of a contractor relationship.

Subrecipient	Contractor

If the funding is given to the entity with a purpose of completing the goal of the grant, the recipient will be required to ensure the entity adheres to federal grant program guidance. The recipient will also be required to monitor the activities of the entity per Uniform Guidance section 200.331. The entity assumes little risk should federal grant guidance not be met. The risk falls with the recipient.

If the recipient directs specific activities to be completed by the entity, by providing goods or services, the risk falls on the entity to deliver, per the agreement terms. In this case, the entity would not be required to adhere to the federal grant program requirements, just the terms and conditions in the agreement with the recipient.

Criteria for Selection

EXPLANATIONS

200.330 a.5 In accordance with its agreement, uses the Federal funds to carry out a program for a public purpose specified in authorizing statute, as opposed to providing goods or services for the benefit of the pass-through entity.

a. Does the entity demonstrate a financial or public need for funding to carry out a project or provide a service? Yes ☐ No ☐

a. Will the entity be contributing match or other non-Federal funding in support of the award? Yes ☐ No ☐

a. Will the entity be reimbursed for only actual costs incurred? Yes ☐ No ☐

OR

200.330 b.3 Normally operates in a competitive environment;

b. Were procurement policies applied in the selection of the entity? Yes ☐ No ☐

b. Was the entity's proposed price a factor in the selection process? Yes ☐ No ☐

b. Will the entity derive a profit from the agreement? Yes ☐ No ☐

If you selected "yes" to **ANY** item **a**, this is an indicator of a subrecipient relationship.
If you selected "yes" to **ANY** item **b**, this is an indicator of a contractor relationship.

Subrecipient	Contractor

Conversely, if the entity was chosen because it was already providing a service within the guidelines of the grant program and wants to partner with the recipient to expand the delivery or assist in meeting the goal of the grant, it may be a subrecipient. Typically, the entity may not make a profit and may provide its own non-federal funding as match or cost sharing. The entity may have been chosen through an application process or an announcement of funding, as opposed to the procurement process described above. Payment to a subrecipient is generally based on actual expenses unless awarded on a fixed amount subaward (2 CFR 200.332). It is typical of subrecipients to submit budgets, financial reports, or copies of invoices to the recipient, to document activity.

Entity's Business Environment

EXPLANATIONS

200.330 b.1 Provides the goods and services within normal business operations;

b. Is the entity's normal business to provide the goods or services being purchased in the agreement?

Yes	No

200.330 b.2 Provides similar goods or services to many different purchasers;

b. Does the entity provide the same goods or services to other organizations?

Yes	No

If you selected "no" to **EITHER** item, it is an indicator of a subrecipient relationship.
If you selected "yes" to **BOTH** items, it is an indicator of a contractor relationship.

Subrecipient	Contractor

If a federal program provides funding to modify public buildings for handicapped accessibility and the recipient provides funds to an entity to update the entity's building, per the terms of the award, then a subrecipient relationship exists.

Conversely, if the recipient hires an entity to update their own building to be handicapped accessible, then a contractor relationship exists.

Determination

EXPLANATIONS

Final Determination

Subrecipient	Contractor

Review all the entries and make an overall determination of the relationship. **Check the appropriate box in this section.**

Determined by _____ _____
(enter name of person initially making decision) (date)

Approved by _____ _____
(enter name of person reviewing) (date)

Based on the relationship determined above, see additional guidance on requirements governing agreements.
Section 200.331 - "Requirements for pass-through entities," for subrecipient agreements
Section 200.317 through 200.326 - "Procurement Standards," for contractor agreements.

The Workforce Connection, Inc.

Policy Title: Career Planning

Policy Number: 2023-400-06

Status: New

Effective: September 12, 2023

Purpose/Introduction*:*
Career Planning is a Customer-centered approach in delivering services to prepare and coordinate comprehensive career (employment) plans for participants that ensures Access to workforce activities and Supportive Services during program participation and continuing for one (1) year after job Placement. Career planning is a continual service provided to adults, dislocated workers, and youth to ensure their success in the Workforce Innovation and Opportunity Act (WIOA) services.

References:

- Illinois workNet ePolicy Chapter: 4 Section: 2
  https://apps.illinoisworknet.com/WIOAPolicy/Policy/Home

- TEGL NO. 39-11 Personally Identifiable Information

Background:
Successful career planning is a collaborative and ongoing process rather than a one-time activity. The process is individualized to the job seeker and prepares them to obtain employment leading to self-sufficiency and placing them on a lifelong learning path. Effective career planning includes assessment, career readiness activities, preparation, and training, along with appropriate job matching and placement ending with one (1) year of Follow-up. Providing supportive services and conducting follow-up are essential to the success of the job seeker.

Key components of career planning include building rapport, effectively communicating, identifying appropriate services, convening key service providers, connecting participants with services, creating a strong employment plan, motivating and encouraging, following up after an appointment(s), monitoring services, and follow-up after exit. Additionally, keeping accurate, timely, and descriptive records of career planning efforts through appropriate case management is essential.

Responsible Party:
TWC Board and Program Provider Subawardee

Definitions:
Attachments to Illinois workNet Career Planner Policy 4.2.1:

- WIOA Barriers and Potential Solutions Chart
- WIOA title IB Services Matrix with Definitions 3-14-23

Policy:
Illinois workNet ePolicy Chapter: 4 Section: 2

Procedures:
Illinois workNet ePolicy Chapter: 4 Section: 2

Additional Local Policy:

Customer engagement: 4.2.1
One-Stop Operators must ensure that staff, regardless of program, request identifying information to ensure tracking of WIOA self-service or informational services/activities.

- Local methods for tracking the number of reportable individuals and activities can include a swipe card, Resource Room Sign-In Form, or other local check-in procedures.
- Local policy should indicate the information necessary to conduct the tracking of services. The information necessary to conduct the tracking of services in LWIA 3 are:

  Full name; SSN; DOB; Address; Email address; Phone; Reason for visit

- All Personally Identifiable Information (*PII*) must be protected following procedures outlined in the Personally Identifiable Information section of the policy manual.

Action Required: This information must be disseminated to all responsible parties.

Inquiries: Questions regarding any aspect of this policy should be directed to The Workforce Connection, Inc. Executive Director.

Effective Date:
Immediately upon Board approval

The Workforce Connection, Inc.

Policy Title: Youth Follow-up Services

Modification Approved: September 12, 2023

Policy Number: 2016-400-08, Change 1

Initially Approved: March 1, 2016

Status: Active

Purpose/Introduction*:*

The Workforce Innovation and Opportunity Act (WIOA) requires states and local areas to set policies on twelve (12)-month Follow-up services. This section of the policy manual addresses the types of follow-up services and the timetables for when they occur for individuals in the WIOA Adult, Dislocated Worker, and Youth programs. Regular contact with participants is essential to the individual's ongoing success.

References:

- Illinois workNet WIOA ePolicy https://apps.illinoisworknet.com/WIOAPolicy/Policy/Home
  - ePolicy 4.3 General Follow-up services
  - ePolicy 4.3.3 Required Follow-up for Youth Program
  - ePolicy 7.4 Supportive Services
  - ePolicy 7.5.2 Youth Program elements
  - Any and all attachments to the above WIOA ePolicy are incorporated by reference.

- Workforce Innovation and Opportunity Act, July 22, 2014, sections: 3(59) and 129 (c)(2)(G)
- Workforce Innovation and Opportunity Act Proposed Regulations sections: 681.580; 681.520; 861.570
- Workforce Innovation and Opportunity Act – Public Law 113-128. https://www.govinfo.gov/content/pkg/PLAW-113publ128/pdf/PLAW-113publ128.pdf
- TEGL NO. 21-16 updated 3/2/17
- TEGL NO. 10-16 change 1 updated 8/3/17
- TEGL NO. 19-16 updated 3/1/17
- TEGL NO. 09-22 updated 3/2/23
- 2 CFR 200.430(g) https://www.ecfr.gov/current/title-2/subtitle-A/chapter-II/part-200
- 20 CFR 681.640 https://www.ecfr.gov/current/title-20/chapter-V/part-681/subpart-C/section-681.640

Background:

Follow-up services are critical services provided following a youth's exit from the program to help ensure the youth is successful in employment and/or post-secondary education and training.

Responsible Party: TWC Board and Program Provider Subawardee

Definitions:

Section 681.520 Leadership Development:

Leadership development opportunities are opportunities that encourage responsibility, employability, self-determination, and other positive social behaviors such as:

(a) Exposure to postsecondary educational opportunities;
(b) Community and service learning projects;
(c) Peer-centered activities, including peer mentoring and tutoring;
(d) Organizational and teamwork training, including team leadership training;
(e) Training in decision-making, including determining priorities and problem-solving;
(f) Citizenship training, including life skills training such as parenting, work behavior training:
(g) Civic engagement activities which promote the quality of life in a community; and
(h) Other leadership activities that place youth in a leadership role such as serving on Youth leadership committees, such as a Standing Youth Committee. [WIOA sec. 129(c)(2)(F)].

Section 681.570 Supportive Services:

Supportive services for youth, as defined in WIOA section 3(59), may include the following:

(a) Linkages to community services;
(b) Assistance with transportation;
(c) Assistance with child care and dependent care;
(d) Assistance with housing;
(e) Needs related payments, in accordance with Local policy;
(f) Assistance with educational testing;
(g) Reasonable accommodations for youth with disabilities;
(h) Referrals to health services; and
(i) Assistance with uniforms or other appropriate work attire and work-related tools, including such items as eyeglasses and protective eye gear [WIOA sec. 129(c)(2)(G)].

Attachments:

Any and all attachments to Chapter: 4 Section: 3; and 3.3

Policy:

Illinois workNet WIOA ePolicy Chapter 4 Sections: 3 and 3.3

Additional Local Policy as Required:

Closing Follow-up activity:

There are two (2) options for youth who are not responsive to attempted contacts for follow-up and those youth who cannot be located making it impossible to provide follow-up services during the twelve (12)-month follow-up period.

Unable to Locate (Youth Only). The career planner has determined that in the event a youth participant cannot be located, the case notes should record all efforts that were taken to locate the individual. Follow-up must be conducted for three consecutive months (at least once a month), prior to ending the follow-up activity.

Opting Out (Youth Only). Youth in the twelve (12)-month follow-up period may request to opt out of follow-up services at any time. The request to opt-out or discontinue follow-up services must be

clearly documented in the case notes. Career planners should not encourage youth to opt out of these services

Incentives for Youth
All incentives must be earned on or before their exit date but may be paid after their exit date.
All incentives will be paid in accordance with State policy.

Procedures:
Illinois workNet WIOA ePolicy Chapter 4 Sections: 3 and 3.3

Action Required: This information should be disseminated to all responsible parties.

Inquiries: Questions regarding any aspect of this policy should be directed to The Workforce Connection, Inc. Executive Director.

Effective Date:
Immediately upon Board approval

The Workforce Connection, Inc.

Policy Title: Adult and Dislocated Worker Follow Up

Modification Approved: September 12, 2023

Policy Number: 2018-400-05, Change 2

Status: Active

Effective: October 2, 2018

Purpose/Introduction*:* The purpose of the Adult and Dislocated Worker Follow Up policy is to provide guidance to program service providers on the follow up references under the Workforce Innovation and Opportunity Act (WIOA) for Adults and Dislocated Worker participants exited from program services.

References:
Illinois workNet ePolicy Chapter: 4 Section: 3
https://apps.illinoisworknet.com/WIOAPolicy/Policy/Home
TEGL 19-16

Background: WIOA service providers are required to provide follow-up services for adults and dislocated worker participants who are placed in unsubsidized employment - for up to 12 months after the first day of employment.

Responsible Party: TWC Board and Program Provider Subawardee.

Definitions:
Any and all attachment to Illinois workNet Policies 4.3; 4.3.1 and 4.3.2

Policy:
Illinois workNet ePolicy Chapter: 4 Section: 3; 3.1; and 3.2

Procedures:
Illinois workNet ePolicy Chapter: 4 Section: 3; 3.1; and 3.2

Action Required: This information should be disseminated to all responsible parties.

Inquiries: Questions regarding any aspect of this policy should be directed to The Workforce Connection, Inc. Executive Director.

Effective Date:
Immediately upon Board approval

The Workforce Connection, Inc.
***Policy Title:* Selective Service**

Reference Number 2016-200-06

Approved:	***06/07/16***
Effective:	***06/07/16***
Status:	***Active***
Modifications:	***05/01/17 Name Change***

Purpose:
The purpose of the Selective Service policy is to provide procedures for documenting and recording compliance with Selective Service requirements for participants (males between the ages of 18 to 26) in the WIOA Title I Adult, Dislocated Worker and Youth programs.

References:
- Section 3 of the Military Selective Service Act (MSSA); Public Law 99-661 (1986 amendment to MSSA)
- WIOA Legislation and Rules and Regulations - section 189(h)
- Illinois Department of Commerce and Economic Opportunity (DCEO) WIA Policy Letter No 11-PL-02 and WIOA Policy 15-WIOA – 4.1

Background:
Federal Law requires all male customers between ages of 18 to 26 be in compliance with the Selective Service System on order to qualify to receive WIOA services.

Responsible Party:
Staff responsible for WIOA funded Career Services for Adults and Dislocated Workers, and Youth services, must ensure each male customer between ages 18 to 26 years, has complied with the Selective Service System registration requirements.

Definitions:
MSSA - Military Selective Service Act
RSIL - Request for Status Information Letter
SIL - Status Information Letter
DCEO/SS Form #001 – Selective Service Verification Form, required by Department of Commerce and Economic Opportunity, that must be signed by the male customer and maintained in the customer's file.

Policy/Procedures:
A. Prior to enrollment in any WIOA service, staff shall follow these policies and procedures to determine that all male applicants ages 18 to 26 years, have registered with the Selective Service. The Selective Service website at www.sss.gov should be referenced to support participants through the registration and verification processes.
   1. All males born on or after January 1, 1960, must present documentation showing compliance with the Selective Service registration requirement to be eligible for WIOA services and must complete the *Selective Service Verification Form* (DCEO/SS Form #001) found on-line with DCEO WIA Policy Letter No. 11-PL-02.

   2. Documentation/verification of registration will be in the participant's file.

   3. Male WIOA program participants who turn 18 during program participation will be required to register with Selective Service within the 30 days following their 18th birthday for continued program participation.

   4. If an individual customer has not complied with the MSSA requirements for registration, the decision regarding customer's eligibility for WIOA services will be made by the WIOA Program Director in accordance with the guidance issued in DOLETA's *TGEL 11-11 Change 2* and

DCEO's *WIA Policy Letter 11-PL-02*. (Exception: Selective Service requirement is not an eligibility criterion for Trade customers).

The WIOA Program Director will make the determination regarding the individual's "non-knowing and non-willful failure to comply" with the Selective Service requirement. In cases of determining the "knowing and willful failure to comply" for the purpose of granting a *Locally Approved Selective Service Waiver*, the customer must request a *Status Information Letter* from Selective Service.

A ***Locally Approved Selective Service Waiver*** may be issued only under circumstances in which time is a factor for enrolling a customer in services or training and the 4 to 6 weeks that the *Status Information Letter* will take to arrive may harm the customer's progress through the program.

a) Justification for the earlier granting of the waiver must be documented and placed within the customer's case file.
b) Upon arrival of the *Status Information Letter*, the Program Director must examine the letter to determine if the additional information gained through the *Status Information Letter* eliminates the possibility of a" non-knowing and non-willful failure to register."
c) If the failure is deemed "not knowing and willful," then he may be granted the *Locally Approved Selective Service Waiver* and registered and enrolled in services or benefits.
d) If the failure is deemed "knowing and willful," then he must be denied WIOA services. Any costs associated with services will be considered disallowed.
e) Decisions will be made on a case-to-case basis.
f) Documentation of the rationale for denying or accepting the applicant as a WIOA registrant must be retained in the participant's file.

5. Individuals denied services must be advised of available WIOA grievance procedures.

B. There are three acceptable reporting choices in IWDS that allow a customer to be determined to be Selective Service Compliant; therefore, determined eligible for WIOA services.

1. "Yes" - is appropriate for a male customer, born on or after January 1, 1960 and who has registered with Selective Service.

2. "Not Applicable" - is appropriate for any one of the following:
   a. A female customer;
   b. A male customer who has not reached 18 years of age; or
   c. A male customer born before January 1, 1960.

3. "Locally Approved Waiver" - is appropriate for a male customer, 26 years of age and older who was born on or after January 1, 1960 and is not Selective Service compliant, but has demonstrated that his failure to comply was not knowing or willful, and has received a Locally Approved Selective Service Waiver. The "Locally Approved Selective Service Waiver" may also be appropriate for any one of the following:
   1) A male customer who can prove that they had entered the country for the first time after their 26th birthday;
   2) A male who served continuously in the Armed Forces from ages 18-26; or
   3) A male who can show they were confined to a residence, hospital, institution or was incarcerated continuously from age 18-25.

4. If the answer to the question of Selective Service compliance is "No" in IWDS, the client will never be determined eligible for WIOA.

Action Required: This information should be disseminated to all The Workforce Connection WIOA One-Stop Operator program directors/staff and partner agencies.

Inquiries: Questions regarding this policy should be directed to the The Workforce Connection Executive Director

Effective Date:

The Workforce Connection, Inc.

Policy Title: Eligibility

Modification Approved: September 12, 2023

Policy Number: 2016-400-01 Mod 3

Status: Active

Effective: August 2012

Purpose:
To provide information regarding eligibility for WIOA funded Dislocated Worker, Adult, and Youth programs

References:
- Department of Commerce Policy -5.1 General Eligibility Requirements
- Department of Commerce Policy -5.2 Adult Eligibility
- Department of Commerce Policy -5.3 Dislocated Worker
- Department of Commerce Policy -5.4 General Youth Eligibility
- Department of Commerce Policy 5.4.1 Eligibility Requirements for Out-Of-School Youth (OSY)
- Department of Commerce Policy 5.4.2 Eligibility Requirements for In-School Youth (ISY)
- Department of Commerce Policy -5.5 Low Income Individuals
- Department of Commerce Policy 5.6 Service Priorities
- Department of Commerce Policy 5.7 Veterans Priority of Service Requirements
- TEGL 19-16
- Attachments to above Policies:
    - WIOA Title IB General and Fund Source Eligibility Requirements and Documentation Sources
    - Dislocated Worker Eligibility Criteria Checklist
    - Employment Barriers Definitions

Background:
Services provided in accordance with the Workforce Innovation and Opportunity Act (WIOA) require eligibility determination based on general eligibility for self-services and informational activities; and further determinations of eligibility for staff-assisted, individualized career and training services for dislocated workers, adults and youth.

Responsible Party:
One Stop center program directors and staff responsible for WIOA funded programs must verify and document WIOA eligibility requirements for Dislocated Worker, Adult and Youth programs prior to enrollment. (See WIOA Title IB General and Fund Source Eligibility Requirements and Documentation Sources (effective March 1, 2022 v2.6))

Policy/Procedures:

I. General Eligibility Requirements

A. All individuals seeking assistance through the workforce system, through One-Stop Center(s) or technology, must have basic career services made available to them. The level of service

requested will determine the information required from the individual and the need for eligibility determination.

1. Individuals seeking only self-services and information activities through the Career Center, online materials and reference documentation, workshops, job fairs and employer training will be available to all individuals without determination of eligibility.

B. Individuals receiving only self-service or information activities may be considered as reportable or non-reportable for performance purposes.
    1. All individuals will be asked to sign in with the Career Navigator located at the front desk of each location.
    2. Individuals are requested to complete the registration, but must, at a minimum, provide their name to receive these services. A customer who only provides a name (or name and address) is considered non-reportable and unavailable to be included in any performance reports. However, failure to provide additional information does not deny the individual from receiving self-services and informational activities.

    3. Individuals may be counted as reportable by providing their name, address, and social security number. This information allows the reporting system to identify them as a unique individual and be counted in required reports.

    4. Reportable individuals receiving more than self-service or informational activities (i.e., staff-assisted services) must be determined eligible for the applicable program as outlined in this policy.

C. Individuals seeking staff-assisted WIOA services must be registered following an eligibility determination. Registration is the process of collecting information through an online or paper application for entry and subsequent eligibility determination into the Illinois Workforce Development System (IWDS)

    1. Eligibility certification shall be based on the information provided in the individual's signed and dated application.
        a. Applications must be signed and dated on or prior to the application certification date in IWDS.

    2. Once an individual is registered, the individual is considered a "participant" and is generally subject to performance requirements.

    3. All Title IB registrations must be recorded in IWDS.

D. WIOA requires all registered individuals under Title IB WIOA programs to meet two general eligibility requirements:

    1. Authorized to work in the United States. Individuals participating in Title 1 programs and activities or receiving funds under Title I shall be citizens and nationals of the United States, lawfully admitted permanent resident aliens, refugees, asylees, and parolees, and other immigrants authorized by the Attorney General to work in the United States. (Sec. 188 (a)(5))

2. Compliance with Military Selective Service Requirement. All males born after December 31, 1959, who have reached age 18, must be registered with the Selective Service Administration as required by the Selective Service Act, (50 USC App. 453). (Sec. 189(h))

E. All eligibility determinations must have supporting documentation as outlined in "WIOA Title IB General and Fund Source Eligibility Requirements and Documentation Sources" (Attached). It provides a list of sources of documentation allowed as evidence of general or program-specific eligibility.

1. Evidence of general eligibility must be maintained in the participant's case file.

2. Self-attestation may be used to support most eligibility determinations; however, it should always be used as the last option for support. All other options available under a particular eligibility determination decision must be reviewed before relying only on self-attestation.
   a. The only exception is for an eligibility determination of an individual with disabilities. If the disability is the only means for determining eligibility, then the customer should provide a source of support other than self-attestation, if available.
   b. If the disability is not the only means to determine eligibility, then self-attestation alone is sufficient to document the existence of a disability.

3. Self-attestation is the only requirement for the purposes of collecting demographic information or when a participant seeks accommodations to participate in services.

II. Adult Eligibility

A. An "adult" customer of WIOA must:
   1. Meet general eligibility requirements; and
   2. Must be age 18 or older.

B. After eligibility determination, priority for individualized career services and training services shall be given to:
   1. Veterans and Eligible Spouses
   2. Recipients of public assistance;
   3. Other low-income individuals;
   4. Individuals who are basic skills deficient; and
   5. Veterans & Eligible Spouses who are not included in WIOA's Priority Groups.

C. Priority for services is established at any time or point in the service delivery process when individuals are waiting for appointments, training funds and/or supportive services. If waiting to access services occurs the priority populations identified in B. are served first, after Veterans.

III. Dislocated Workers Eligibility

A. A "dislocated worker" customer of WIOA must meet general eligibility requirements and at least one 1) of the following dislocated worker eligibility requirements:

1. The individual:

a. Has been terminated or laid off or has received notice of employment termination or layoff; this would include an individual who has separated from or has an impending separation from the Armed Forces; and

b. Is eligible for or has exhausted entitlement to unemployment compensation as documented in one of the following ways.

1) Unemployment Insurance Benefits. The classification of persons as eligible for unemployment compensation is limited to those who have been determined eligible to receive a monetary benefit by the state unemployment insurance administering agency, or who have been determined by the state unemployment insurance administering agency to have exhausted their benefits, or

2)Tenure. Has been employed for a duration sufficient to demonstrate attachment to the workforce (meaning the individual must have at least thirty (30) days of employment in the industry or occupation from which he/she was dislocated), but is not eligible for unemployment compensation due to insufficient earnings or having performed services for an employer that were not covered under a state unemployment compensation law; and

3. The individual is unlikely to return to a previous industry or occupation.

a) The occupation or industry is low-growth or in decline; for example:

i) Laid off or terminated from a low-growth industry, defined by a North American Industrial Classification System (NAICS) code category with less than the statewide average growth rate; or

ii) Laid off or terminated from a low-growth occupation, defined as any O*NET Codes category with an average annual employment growth rate of less than the statewide average growth rate for all occupations;

b) The individual requires additional assistance. After an assessment of education, skills, and Work Experience has been determined by the Title IB entity to require additional assistance to qualify for any available openings in the industry or occupation from which the person was laid off or to obtain employment in another occupation. Such determination must be documented in the person's case file.

i) Examples of requiring additional assistance include but are not limited to the following:

(a) An individual who meets the long-term unemployed criteria (unemployed for twenty-seven (27) or more consecutive weeks);

(b) The individual is a separating or separated member of the U.S. Armed Forces;

(c) The individual has a history of involvement at any stage with the criminal justice system (justice-touched individual);

(d) The individual is likely to enter a new job that is different structurally or organizationally than their previous job;

(e) The individual is likely to enter a new job with lower seniority compared to their previous position;

(f) The individual has a gap in employment that decreases their chances of returning to the same level of occupation or type of job, including justice-touched individuals;

(g) There are limited employment opportunities in the occupation or industry within the local area;

(h) There is an excess number of workers with similar skill sets and experience in the local area;

(i) The individual has out-of-date or inadequate skills;

(j) The individual has adequate skills, but lacks a credential required by most employers;

(k) The individual has a barrier to employment such as a disability, medical condition, or legal issues that could prevent a return to employment in the same industry or occupation as outlined in the Employment Barriers Definitions (See Attachments tab); or

(l) An unsuccessful job search suggests the individual is unlikely to regain employment in their previous occupation or industry.

2. Facility Closure or Substantial Layoff
   a. The individual:
      1) Has been terminated or laid off, or has received notice of termination or layoff from employment due to a permanent closure of or a substantial layoff (defined below) at a plant, facility, or enterprise; or
         a) Substantial layoff includes, but is not limited to, the following:
            i) Layoffs resulting from Federal, State, or local disasters or emergencies (e.g., flood, tornado, fire, COVID, etc.);
            ii) Documented State or Local Rapid Response layoff in the Illinois Employment Business System (IEBS); or
            iii) Layoffs from sectors and occupations that are substantial or significant to the regional or local workforce or economy as identified by the local workforce innovation board (LWIB) in the regional/local plans.

      2) Is employed at a facility in which the employer has made a general announcement that the facility will close within one hundred eighty (180) days; or

         a) Customers determined eligible under this criterion may receive the full array of Career Services, Training Services, and Supportive Services, as appropriate.

      3) For purposes of eligibility to receive basic career services, the individual is employed at a facility at which the employer has made a general announcement that such facility will close.

a) Customers determined eligible under this criterion are not eligible to receive individualized career services, training services, or supportive services unless it is within one hundred eighty (180) days of planned facility closure (at which time they become eligible under 2) above for all WIOA services.
b) LWIBs may develop policies and procedures to specify what constitutes a "general announcement" for plant closings;

i) These policies and procedures could include policies and procedures for what constitutes a "general announcement" of a plant closing.
ii) General announcements apply only to those individuals who have received general notices of an impending layoff

3. Profiled to Exhaust Unemployment Insurance Benefits;
   a. The individual is a profiled and referred Unemployment Insurance (UI) claimant whose UI profilee date is within the past calendar year of the WIOA application date;

   1) The state has determined as allowed per 680.130(b)(3), that UI profilees are eligible dislocated workers and is consistent with the definition of dislocated worker at WIOA Section 3(15).
   2) In such instances, no further documentation will be needed to establish the "Unlikely to Return to a previous Industry or Occupation" criterion of WIOA section 3(15)(A)(iii).

   3) As a result, acceptance of UI profiling data to prove eligibility for meeting the requirements of 3(15) is the only standard. General eligibility requirements will still apply.

4. No Longer Self-Employed;
   a) The individual is self-employed (including employment as a farmer, a rancher, or fisherman) but is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters;
   b) Eligibility determination for the self-employed is based on the following requirements:
      1) Formerly self-employed but currently unemployed, including individuals who have lost their business(es) due to a specified Natural Disaster or a specific economic condition.
      2) Self-employed and going out of business or in the process of going out of business due to specified events or conditions that provide evidence of impending business failure.
      3) Family member of, or worker for a formerly self-employed individual including farm hands or ranch hands of persons in categories a. and b. above, provided that their contribution to the business constituted as least one (1) year of full-time work.
      4) This would include independent contractors or consultants who are not employees of an entity.

5. Is a Displaced homemaker which is defined as an individual who:
   1) Was dependent on the income of another family member and is no longer supported by the income of that family member; and
   2) Is unemployed or Underemployed and is experiencing difficulty in obtaining or upgrading employment.

6. Is the Spouse of a member of the Armed Forces on <u>active duty</u>:
   a. Has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station; or
   b. Is unemployed or underemployed and is experiencing difficulty in obtaining or upgrading employment.

IV. Youth Eligibility

A. A "youth" customer of WIOA must meet general eligibility requirements and, at the time of eligibility determination, meet the requirements for an in-school or an out-of-school youth.

Out-of-school Youth Eligibility Requirements

1. To be provided services under the youth funding stream as an "out-of-school youth", the individual must be:
   a) Not attending any school as defined under state law, individuals attending Adult Education provided under Title II of WIOA, YouthBuild or Job Corps are also classified as out-of-school youth;

   b) Not younger than age 16 or older than age 24; and

   c) One or more of the following:
      1) A school dropout as defined by the state,
      2) Within the age of compulsory school attendance, but has not attended school for at least the most recent complete school year calendar quarter as defined by the school district and the applicable school based on the student's residence or assignment;
      3) A recipient of a secondary school diploma or its recognized equivalent who is a low-income individual and is:
         i) Basic skills deficient (20 CFR 681.290); or
         ii) An English language learner.
      4) Subject to the juvenile or adult justice system;
      5) Homeless[1], a homeless child or youth[2], a runaway, in foster care or aged out of the foster care system, a child eligible for assistance under section 477 of the Social Security Act[3], or in an out-of-home placement;
      6) Pregnant or parenting;
      7) An individual with a disability[4];
      8) A low-income individual requiring additional assistance to enter or complete an educational program or to secure or hold employment. ***(See section VII.)***

2. For individuals required to attend school under applicable state compulsory school attendance

laws, the priority of assistance shall be for the individual to attend school regularly.

In-school Youth Eligibility Requirements

To be provided services under the youth funding stream as an "in-school youth", the individual must be:

a) Attending school (as defined by state law);

b Not younger than 14 (unless an individual with a disability attending school under State law) or older than 21;

1) A youth attending postsecondary education who is twenty-two (22) at the time of eligibility determination would not be eligible for the WIOA program because they are in school and over the age of twenty-one (21). That individual could be served through the WIOA adult program.

2) There is one exception to age eligibility for youth attending school. Youth with disabilities who have an Individualized Education Program (IEP) may be enrolled in ISY after the age of twenty-one (21) since Illinois law allows youth with disabilities to be served by the K-12 public school system until the age of twenty-two (22). Such youth may only be enrolled as ISY up to age of twenty-two (22) to receive secondary education services.

c) A Low-income individual, including an individual that receives or is eligible to receive a free or reduced price lunch under the Richard B. Russell National School Lunch Act (Sec. 3(36)(A)(iv)) or who lives in a high poverty area;

d) One or more of the following:

1) Basic skills deficient.
2) An English language learner.
3) An offender.
4) Homeless[5], a homeless child or youth[6], a runaway, in foster care or aged out of the foster care system, a child eligible for assistance under section 477 of the Social Security Act[7], or in an out-of-home placement.
5) Pregnant or parenting.
6) A youth who is an individual with a disability[8].
7) An individual requiring additional assistance to enter or complete an educational program or to secure or hold employment. ***(See section VII.)***
   a) ***This criterion can only be used when no other barriers exist.***

B. Not more than 5 percent of the youth individuals assisted under this section may be persons who would be covered individuals, except that the persons are not low-income individuals.

a. The calculation is based on the percentage of all youth served by the program in a given program year.

C. Individuals that choose to access the youth program based solely on disability as an eligibility criterion will be required to provide evidence of disability.
   a. If an individual is determined eligible for the youth program based on other eligibility criteria or if disability status is disclosed after enrollment, disability self-attestation is sufficient for the participant's file.
   b. Additional evidence of disability is not required if the youth eligibility determination is not made based solely on disability.

1 As defined in Section 41403(6) of the Violence Against Women Act of 1994 (42 USC 14043e-2(6)).
2 As defined in Section 725(2) of the McKinney-Vento Homeless Assistance Act (42 USC 114343(2).
3 42 USC 677
4 As defined in Section 3 of the Americans with Disabilities Act of 1990 (42 USC 12102). Refer to 20 CFR 681.280 for income parameters.
5 As defined in Section 41403(6) of the Violence Against Women Act of 1994 (42 USC 14043e-2(6).
6 As defined in section 725(2) of the McKinney-Vento Homeless Assistance Act (42 USC 11434a(2))
7 42 USC 677
8 As defined in section 3 of the Americans with Disabilities Act of 1009 (42 USC 12102). Refer to 20 CFR 681.280 for income parameters.

V. Low-Income Individuals

WIOA requires that all registered participants meet minimum eligibility requirements depending on the program for which they are being enrolled.

A. As outlined previously for program eligibility:
   1. Low income may be a qualifying criteria for being determined eligible for the youth program. These individuals are considered as having a barrier to employment.

   2. Participants of the adult program must receive priority of services if they are a low-income individual, among other priority criteria.

B. A low-income individual is a person who:
   1. Personally receives or received in the past six (6) months or is a member of a family that receives or received in the past six (6) months assistance through the supplemental nutrition assistance program established under the Food and Nutrition Act of 2008, the program of block grants to states for temporary assistance for needy families program under part A of Title IV of the Social the supplemental security income program established under Title XVI of the Social Security Act, or State or local income-based public assistance; or

   2. Is in a family with a total family income that does not exceed the higher of:
      a) The poverty line; or
      b) Seventy percent (70%) of the lower living standard income level; or

   3. Is a homeless individual (as defined in section 41403(6)) of the Violence Against Women Act of 1994 (42 USC. 14043e–2(6)), or a homeless child or youth (as defined under Section 725(2)) of the McKinney-Vento Homeless Assistance Act (42 USC. 11434a(2)) ; or

4. Receives or is eligible to receive a free or reduced-price lunch under the Richard B. Russell National School Lunch Act (42 USC 1751 et seq.); or

5. Is a foster child on behalf of whom state or local government payments are made; or

6. Is an individual with a disability whose own income does not exceed the higher of:
    a) The poverty line; or
    b) Seventy percent (70%) of the lower living standard income level, but who is a member of a family whose income does not meet this requirement; or

7. A youth customer living in a high-poverty area.

C. In making determinations of low-income status, the list of income source inclusions and exclusions found in Attachment A should be referenced.
    1. Any income source NOT included on the exclusions list of income sources should be interpreted as being an inclusion of the income source.

D. When past income is an eligibility determinant for federal employment or training programs, any amounts received as military pay or allowances by any person who served on active duty, and certain other specified benefits must be disregarded for the veteran and for other individuals for whom those amounts would normally be applied in making an eligibility determination.
    1. Military earnings are not to be included when calculating income for veterans or transitioning service members for this priority, in accordance with 38 U.S.C. 4213.
    2. Please reference the attachment on Inclusions and Exclusions for Determining Family Income for further guidance.

E. All determinations of low-income status for customers must be supported by proper documentation of the qualifying condition as outlined in the "WIOA Title IB General and Fund Source Eligibility Requirements and Documentation Sources" attachment.

VI. Serving Veterans

A. Under the Workforce Innovation and Opportunity Act (WIOA), priority requirements under the Adult and Dislocated Worker programs are given to individuals with connections to the military.

1. Veterans and eligible spouses continue to receive priority of service for all USDOL-funded job training programs, which include WIOA programs.

2. As described in TEGL 10-09 and 03-15, when programs are statutorily required to provide priority for a particular group of individuals, such as are outlined in this policy under specific adult program eligibility, priority must be provided in the following order:
    a. First, to veterans and eligible spouses who are also included in the groups given statutory priority for WIOA Adult Formula funds.
        1) This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority for services provided with WIOA adult formula funds.

    b. Second, to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA adult formula funds.

c. Third, to veterans and eligible spouses who are not included in WIOA's priority groups.

d. Last, to non-covered persons outside the groups given priority under WIOA.

3. A veteran who is eligible or spouse of an eligible veteran who is entitled to receive priority of service is a person who has served at least one day in the active military, naval, or air service, and who was discharged or released from service under any condition other than a condition classified as dishonorable is a covered person.
   a. This definition includes Reserve units and National Guard units activated for Federal Service.

   b. Please reference TEGL 15-10 and 10-09 for further discussion on who is a covered person under these provisions and how to determine the status of veterans and their eligible spouses.

4. Local areas must establish written policies and procedures to ensure priority for the populations described above for participants served in the WIOA Adult program, for eligibility determinations beginning on or after July 1, 2015.

B. Exiting service members and their spouses may be treated as dislocated workers under the following guidance.
   1. Under TEGL 22-04, service members exiting the military, including, but not limited to, recipients of Unemployment Compensation for Ex-Military members (UCX), generally qualify as dislocated workers.

      a. Dislocated Worker funds under Title I can help separating service members to enter or reenter the civilian labor force. Generally, a separating service member needs a notice of separation, either a DD-214 from the Department of Defense, or other appropriate documentation that shows a separation or imminent separation from the Armed Forces qualifies as the notice of termination or layoff, to meet the required dislocated worker definition.

      b. Additionally, in most instances an individual will have to be eligible for or exhausted entitlement to unemployment compensation in order to receive dislocated worker services.

      c. In the case of separating service members, because they may be on a terminal leave from the military, it may make sense to begin providing career services while the service member may still be part of the Active-Duty military but has an imminent separation date.

      d. It is appropriate to provide career services to separating service members who will be imminently separating from the military, provided that their discharge will be anything other than dishonorable.

e. Lastly, the Employment and Training Administration (ETA) policy generally dictates that a separating service member meets the dislocated worker requirement that an individual is unlikely to return to his or her previous industry or occupation.

2. Regarding military spouses, WIOA expands the definition of dislocated workers to include military spouses who have lost employment as a direct result of a relocation to accommodate a permanent change in duty station of the spouse.
   a. Military spouses may also qualify if they are a dependent spouse of a member of the Armed Forces on active duty whose family income is significantly reduced, as determined by the State or local area, because of a deployment, a call or order to active duty, a permanent change of station, or the service connected death or disability of the service member.

   b. Military spouses also can qualify if they are unemployed or underemployed and are experiencing difficulty in obtaining or upgrading employment (see WIOA sections 3(15)(E) and 3(16)(A) and (B)).

VII. Definitions for WIOA Youth Requiring Additional Assistance to Complete An Educational Program or to Secure and Hold Employment

A. ***Out-of-School Youth (16-24):*** A low-income individual who requires additional assistance to:

1. Complete an educational program;
   a. A youth who is in need of a high school diploma or equivalent; or
   b. Has dropped out of a post-secondary educational program during the past 12 calendar months; or
   c. Has a diploma but requires additional education in order to obtain or retain employment.

OR

2. Secure and hold employment:
   a. A youth that is **not currently attending** any school (including a youth with a diploma or equivalent) who has not held a full-time job for more than three consecutive months; or
   b. Has a poor work history, to include no work history; or
   c. Has been fired from a job in the last 6 calendar months; or
   d. Lacks work readiness skills necessary to obtain and/or retain employment;

AND

3. **Includes at least one of the following characteristics:**
   - Child of Incarcerated Parent(s)
   - Lacks occupational and/or educational goals/skills
   - Migrant Youth
   - Chronic behavior problems at school
   - Youth at-risk of court involvement
   - Refugee / Immigrant
   - Substance abuse (individual and/or family)
   - Deceased Parent or Guardian
   - Mental Illness or History of Mental Illness (individual and/or family)
   - Family Illiteracy
   - Victim/witness of domestic violence or other abuse

B. ***In-school youth (14-21):*** A youth who requires additional assistance to:

1. Complete an educational program:
   a. A youth who is at risk of dropping out of high school as documented by his/her school; or
   b. Had previously dropped out of an educational program but has returned to school (including an alternative school); has below average grades; or
   c. A youth with poor attendance patterns in an educational program during the last twelve calendar months; or
   d. Has previously been placed in out-of-home care (foster care, group home, or kinship care) for more than 6 months.

OR

2. Secure and hold employment:
   a. An in-school youth who has not held a job for more than three consecutive months; or
   b. Has a poor work history to include no work history; or
   c. Has been fired from a job in the last 6 calendar months; or
   d. Lacks work readiness skills necessary to obtain and/or retain employment.

AND

3. **Includes at least one of the following characteristics:**
   - Child of Incarcerated Parent(s)
   - Lacks occupational and/or educational goals/skills
   - Migrant Youth
   - Chronic behavior problems at school
   - Youth at risk of court involvement
   - Refugee / Immigrant
   - Substance abuse (individual and/or family)
   - Deceased Parent or Guardian
   - Mental Illness or History of Mental Illness (individual and/or family)
   - Family Illiteracy
   - Victim/witness of domestic violence or other abuse

Attachments:
- *WIOA Title IB General and Fund Source Eligibility Requirements and Documentation Sources*
- *Inclusions and Exclusions in Determining Family Income*

Action Required:
This information should be disseminated to all The Workforce Connection WIOA One-Stop program directors/staff and partner agencies.

Inquiries:
Questions regarding this policy should be directed to The Workforce Connection Board Executive Director

Effective Date:
Immediately

The Workforce Connection Board

Policy Title: **Individual Training Accounts (ITAs)**	***Approved:*** ***10/03/2000***
	Effective: ***06/07/2016***
	Status: ***Active***
Reference Number: 2016-500-03	***Modifications:*** ***06/06/2017***
	2-04/03/2018

Purpose:
To provide information regarding Workforce Innovation and Opportunity Act (WIOA) enrollment and funding requirements for Individual Training Accounts (ITAs) to be used to refer individuals to eligible providers of training services, and as the method of payment for such training services.

References:
WIOA epolicy Chapter 7 Section 2 – Training
WIOA epolicy Chapter 7 Section 2.1 – Individual Training Accounts (ITAs)
WIOA epolicy Chapter 8 Section 4.1 – Allowable Costs Towards Training Expenditure
20 CFR 680.230
20 CFR 679.380

Background:
To be eligible for an ITA and other training services, an eligible adult or dislocated worker participant must:

- Have been determined in need of training services as specified in WIOA Sec. 134 (c) (3) to become employed or retain employment;
- Must have a high school diploma or HSE; unless the program of study does not require a high school diploma and results in an industry recognized credential (i.e. truck driving CDL) or the individual is concurrently enrolled and attending a HSE program;
- Have the skills and qualifications to successfully participate in the selected training program (as determined by program staff after participant interview, assessment or evaluation, and case management);
- Select a program directly linked to employment opportunities within targeted sectors with in-demand occupations in the local area or another area where the individual is willing to relocate;
- When Pell is not applicable and other forms of financial aid are not available; or requires assistance beyond other grant funds (including Pell) and other applicable forms of financial aid at the federal, state, or local level.

Responsible Party:
WIOA funded programs must deliver individualized career services and access to training services based on WIOA eligibility requirements for training funds.

Definitions:

- High-Growth or In-Demand Occupation – identified through verified data provided by TWC annuallythat an occupation has reasonable growth, full-time employment opportunities, and pays a living wage.
- Targeted Industries – identified through verified data provided by TWC annually, clusters of industries such as Healthcare, Manufacturing, Information Technology, Transportation/Distribution/Logistics, with substantial job openings, long-term growth.

- TAA – The Trade Adjustment Act (TAA) Program benefits US workers who have lost their jobs as a result of foreign trade by providing opportunities to obtain skills, resources and support they need to become reemployed.

Policy/Procedures:
A. Individual Training Accounts:

1. ITAs will be used only for funding vocational (occupational skills) training programs.
2. All participants must apply for Pell, FASFA and any other appropriate grant assistance, and provide proof of application for this aid. The Pell grant funding received by a participant must be applied toward the participant's tuition and other education-related expenses. If funding is required beyond available grant funds (i.e., PELL grants, WIOA funds, etc.), participants are required to arrange other means of financial aid; or they have the option of choosing a less expensive training program.
3. Programs and training providers must coordinate funds available to pay for training. Staff administering ITAs from WIOA funds may take into account the full cost of participating in training services, including the cost of supportive services and other appropriate costs, approved by WIOA Program Director.
4. WIOA Program Director must coordinate training funds available and make funding arrangements with one-stop partners and other entitles. All staff must consider the availability of other sources of grants to pay for training costs including Federal PELL Grants, so that WIOA funds supplement other sources of training grants.
5. For WIOA approved programs, ITA will cover the cost of participants' required books and reasonable cost of special supplies, including uniforms and tools required for the WIOA approved course or program.

-6. Supportive Services for participants in ITA eligible training programs will be determined on an individual basis and based on participants' needs.

7 Supportive Services (e.g., transportation, child care, emergency housing) will not be available to participants choosing to attend ITA eligible training programs beyond 100 miles from their homes. (This policy does not apply to TAA participants.)

8. The participant and his/her WIOA career planner must jointly develop a plan for a participant to complete the training (including pre-requisite courses) preferably within two years.

9. If more than 1 (one) Eligible Training Provider offers the appropriate course work/training program identified for an ITA, the participant will research at least 2 Eligible Training Providers which may include an interview and/or a site visit. The participant will complete and sign the Institutional Preference Attestation document stating this was an informed decision.

10. To continue to receive ITA funding, participants must:
    a. Maintain an overall C or equivalent average*;
    b. Bring/send their grade or progress records to their WIOA Career planner prior to the start of a new semester/quarter to prove they maintained a C or equivalent average; and
    c. Report their progress in training to their WIOA Career planner at least once each month.

**A participant may request a review of special circumstances(s) affecting the first semester/quarter grades by:*

- *Submitting a written request for review of the special circumstances affecting grades and class standing to the program's supervisor. The written request will*

summarize the "special circumstances" why the appeal is sought.
- *Submitting the request within one week of receipt of grades and prior to the start of the next semester.*
- *Submitting proof of attendance in all classes.*

The supervisor and participant's career planner will review the appeal and schedule a meeting with the participant.

If, after meeting with the participant, the supervisor determines the appeal is valid, he(she) may waive the policy by approving the special circumstance and continue future ITA funding for the participant. The waiver must be signed by the Supervisor and the participant.

11 WIOA Title I-B funds may not be used for participants to retake classes.

12. A per participant Individual Training Account cap of $13,000 applies to the total Training and Training-related costs for approved Eligible Training programs, pre-requisite courses, and other courses (excluding Basic Skills Upgrading/HSE Preparation course, English as a Second Language upgrading courses, Employment Transitions course, and transportation/child care costs). The Training and Training-related costs covered under the $13,000 ITA cap include:
    - Tuition
    - Fees
    - Books
    - Supplies
    - Tools
    - Uniforms
    - Anything necessary for the training that is on the class syllabus
    - Credentialing exam fees and license fees

No exceptions to the $13,000 ITA cap policy will be granted.

TAA Customer Exception to $13,000 Cap Policy

If an individual is TAA eligible and must begin or continue training under WIOA funding because TAA funds have been exhausted or are not available, the amount of ITA training assistance that the participant receives may exceed the $13,000 cap. ITA training for WIOA/TAA participants will be paid from WIOA funds only in instances when TAA funds are exhausted or unavailable.

Initial Enrollment for Individual Training Account (ITA)

An in-depth assessment of an individual participant's training needs must be made to determine what is best for the participant and best for the overall program. The filters that will be applied during the individual's assessment and program selection process include the following:

1. The individual has a high school diploma or HSE; unless the program of study does not require a high school diploma and results in an industry recognized credential (i.e. truck driving CDL) or the individual is concurrently enrolled and attending a HSE program;
2. The individual is in need of training;
3. The individual has the skills and qualifications to complete successfully the selected training program;
4. The individual is unable to obtain grant assistance from other sources to pay the costs of

selected training;

5. The selected training program is directly linked to employment opportunities in the area (or another area to which the individual is willing to relocate);
6. Training will lead to the individual's self-sufficiency.

Re-enrollment in ITA Training

If a program participant has received funding under an ITA previously, re-enrollment will be considered only if:

- The completion of the previous WIOA training program occurred at least 24 months prior to the re-enrollment date; and

- The credential received from the previous training program is no longer in demand based upon industry and labor market data for the northern Illinois region. All decisions to re-enroll participants into additional ITA funded training, even after the 24 month wait period, must have WIOA Program Director's approval and such approval must be documented in the participant's case file.

Participants' Appeal Process

Participants may appeal the training decisions of counseling staff directly to the administrator of the WIOA funded Programs.

Participants may appeal the decisions of the WIOA funded programs administrator tor to The Workforce Connection Board's Operations Management Council. The Committee will either uphold the administrator's decision or render a new decision. The decision of the Committee is final.

B. Skill Upgrading and Retraining – Individual Courses or Short-Term Certification Programs

Participants who are determined to be in need of short-term training services (skill upgrading or retraining) in order to obtain or retain employment that leads to self-sufficiency may be enrolled in individual credit or non-credit courses that do not lead to certification or short-term certification programs. [Note: A- Referral &Recruitment form must have been distributed specifically listing the course as *Skill Upgrading or Retraining* course before an ITA voucher is completed.]

1. Courses must be directed toward growth and in-demand occupational employment;

2. Courses must be specifically approved by The Workforce Connection Board (initially approved by the One-Stop Operations Management Council) as *Skill Upgrading or Retraining* or be included in an ITA eligible program certified by The Workforce Connection Board (initially approved by the One-Stop Operations Management Council);

3. Individuals must be unable to obtain other funding sources to cover the cost to the *Skill Upgrading or Retraining* courses;

4. In all cases, a participant's Individual Employment Plan (IEP) must include a detailed career plan that shows how the *Skill Upgrading and Retraining cour*se(s) will enhance the participant's ability to be employed/reemployed. The career plan must be based on an assessment of the participant's skills and abilities.

C. Internal Procedures Related to ITAs

Participants may receive ITAs only for programs that are on the Illinois state-approved list (or other state approved list).

1. There must be a *Master ITA-Vendor Agreement* completed and on file at TWC with the program provider before a participant may begin attending an approved program.
2. A *Referral & Recruitment* form listing the programs that The Workforce Connection Board has approved as Eligible Training Provider Programs and *Skill Upgrading or Retraining* must be issued (posted on TWC's website) before ITA vouchers may be issued for a participants' enrollment in a program.
3. ITA Vouchers will be used for tuition, fees, and books.

Action Required:
This information should be disseminated to all The Workforce Connection WIOA Title IB program directors/staff to assure compliance with requirements for training programs supported with WIOA funds.

Inquiries:
Questions regarding this policy should be directed to The Workforce Connection Executive Director

Effective Date:
Immediately

The Workforce Connection, Inc.

Policy Title: Work-Based Training

Policy Number: 2016-500-01, Change 4

Status: Active

Effective: March 19, 2024

Purpose:

The purpose of the Work-Based Training policy is to maintain compliance with WIOA Title I Adult, Dislocated Worker and Youth programs and all other associated grants that utilize training agreements/contracts for Work-Based Training, including On-the-Job Training, Registered Apprenticeship training, Transitional Jobs, Customized Training, Work Experience, Pre-Apprenticeship Training, and Job Shadowing.

References:

- Illinois Department of Commerce and Economic Opportunity (DCEO) e-policy Chapter 7, All Sections and all Policy/References, Notices and Technical Assistance Resources attached to the ePolicy.

Background:

One of the types of Training Services available to WIOA customers is work-based learning (WBL) which allows them the potential to earn an income while gaining critical job skills. They benefit employers by meeting their demand for "work ready" skills (assessed on the job) as well as tailored technical skills. Not all educational experiences available to WIOA participants are classified as Training Services or occur under conditions similar to those outlined in the Training section of the policy manual. Work Experience can be used by the Customer to successfully complete their training goals. Various Work-Based Learning activities are available for Adults, Dislocated Workers and Youth under the Workforce Innovation and Opportunity Act. Activities identified as Work-Based Learning and addressed in this policy include On-the-Job Training, Registered Apprenticeship training, Transitional Jobs, paid or unpaid Work Experiences, Pre-Apprenticeship training, and Job Shadowing.

Local Policy:

General Requirements for Participant Eligibility

- Work-based training opportunities must be identified as an appropriate activity for program participants on the IEP or ISS.

Work Experience and Transitional Jobs

1. For paid work experiences and transitional jobs, WIOA will pay the participants' wages, related payroll taxes, worker's compensation, liability and benefits provided under the Illinois Department of Labor Paid Leave for All Workers Act 820 ILCS 192 and the Federal Fair Labor Standards Act..

https://www.dol.gov/agencies/whd/flsa Wages will be paid at the same entry-level rate that paid trainees or employees in the same or similar positions at the worksite. No position will be paid less than the State of Illinois established minimum wage.

2. Participants in work experience and transitional jobs will work 30 hours or less a week. The duration of the work experience and transitional job will be determined based on the expected outcomes; the Duration of a work experience or transitional job assignment will not exceed 360 hours. WIOA Youth program includes:
   - Work Experiences must include academic and occupational education.
   - WIOA Youth participants might participate in more than one work experience assignment over the duration of their program participation – i.e. summer employment, job shadowing, pre-apprenticeship programs (681.600) and may not exceed 360 hours per program participation.

3. The worksite supervisor is expected to provide supervision and training for participants, as well as monitor the progress and application of job readiness skills. The ratio of trainee to supervisor will not exceed 5 to 1.

4. Work Experience and Transitional Job participants are considered trainees. Therefore, staff developing such training opportunities must ensure adequate supervision at the worksites. A supervisor must be on-site at all times during the trainee's work hours.

5. **Worksite Approval and Monitoring:** Staff will pre-approve and monitor all worksites. They will visit the site at least 2 times during the Work Experience or Transitional Job. All visits will be documented on the evaluation forms as well as provide documentation on supervision and any issues or concerns.

6. The number of work experience or transitional job participants assigned per work site will not be greater than 51% of total employees at the worksite.

7. Future work experience or transitional job requests from worksites will be denied if those worksites have not honored the requirements set forth in previous worksite agreements.

8. Work Experience activity cannot directly promote or support political, religious or anti-religious activities nor may the participant support sectarian instruction or direct operations for religious worship. The contract or training agreements will confirm or indicate that "the responsibilities will not directly support sectarian instruction or direct operations for religious worship."

9. Programs will utilize the Work Experience Agreement and training plan established by the Illinois Department of Commerce and Economic Opportunity (Attachment A), in accordance with e-policy Chapter 7 Section 2.2.

On-the-Job Training (OJT)*

1. Representatives Authorized to Negotiate OJT Contracts:
   The Business Service Representatives of the provider of WIOA Individualized Career Services for WIOA Title I in LWIA 3 are authorized to negotiate OJT contracts on behalf of TWC, the Local Workforce Board.

2. Contract Period:
   The training program will generally not exceed a total of 1,040 full-time hours of actual training (the equivalent of full-time training for 6 months).

   a) Training may exceed six (6) months if there are extenuating circumstances such as lengthy

illness, plant shutdown, holidays, etc. but total training hours will generally not exceed 1040. Any exceptions will be reviewed and approved by the TWC Board.

b) An employee in OJT may work overtime hours, but overtime hours are not eligible for reimbursement.

Individuals selected for an OJT contract will not be placed in an occupation in which they have had prior experience unless some of the skills required are in a new area for which technology and skills have changed significantly enough to warrant additional training.

Reasonable tools, equipment, and clothing not provided by the employer on all OJT contracts may be provided by WIOA funds, based on the participant's need. The cost of tools, equipment, and clothing is pursuant to the Supportive Service policy. A reasonable attempt will be made to retrieve tools and equipment over if the participant has completed less than 4 weeks of OJT training. The participant will complete the form acknowledging receipt of the items and agree to return any and all tools and equipment.

3. Reimbursement for Training:
During the negotiation of an OJT contract, the training costs of the employer should be estimated by the LWIA and used as a basis for negotiating the percentage of the wage to be reimbursed during the training period.

The size of the business is determined by the location where the training will take place, or (in instances where training may occur offsite) the location to which the trainee reports.

When determining the negotiated reimbursement, the LWIA should consider the overall size of the company and its ability to pay for training without WIOA support, the total available funds for OJT programs, the number of employers interested in OJT programs, and other factors in order to maximize the impact of OJT funds

Employers must submit required documents on a monthly basis to the fiscal office and will be reimbursed for the regular hours a trainee actually worked up to 40 hours per week.

4. Evaluation:
OJT Employer Evaluation form, contract, and all monitoring documents are kept in the participant file.

OJT Agreements will be developed in accordance with IL DCEO e-policy Chapter 7 Section 2.2, utilizing the forms established by DCEO.

Customized Training

1. Customized training is designed to meet the special requirements of an employer or group of employers.

2. The employer(s) must pay not less than 50 percent of the cost of the training based on the cost of the training and available funds.

3. Employer matching costs must be in cash, or in-kind, must be documented, and are subject to audit.

4. Customized training may be provided to WIOA program participants eligible for training services.

5. The employer (or group of employers) must commit to hire individuals who successfully complete the customized training program and trainees must agree to accept employment offers from the employer.

6. The employer groups will assist WIOA staff in identifying appropriate training providers. As appropriate, local procurement of training providers will occur.

7. An agreement between WIOA, the training provider, and the employer (or group of employers) will be finalized and signed prior to the start of training.

8. A customized training contract may also be written to train a customer who is already working for the employer (or group of employers) for which the customized training is being provided when the employee is not earning a self-sufficient wage. In this situation, customized training provided to a previously employed worker must elevate the employee to reach at least a self-sufficient wage through skill upgrade training that relates to either:
    a. The introduction by the employer of new technologies;
    b. The introduction to new production or service procedures; or
    c. Upgrading to new jobs that require additional skills/workplace literacy.

Registered Apprenticeship

1. Registered Apprenticeships are based on an "Earn and Learn" model. Registered Apprenticeship program sponsors can be Eligible Training Providers.
    a. Employers who provide related instructions with Registered Apprenticeship programs can provide formal in-house instructions as well as on-the-job training at the worksite.
    b. Employers can use an outside educational provider for classroom instruction. Employers can use two- or four-year post-secondary institutions, technical training schools or online courses for related instructions. The employer is the Eligible Training Provider and must identify its instructional provider.
    c. For multiple-year apprenticeships, funding to cover the costs of related training will be negotiated and obligated by semester or applicable certification, but not more than six months at a time. Classroom training will not exceed the ITA cap..

2. On-the-job training Agreements and procedures will be utilized for the on-the-job training hours of the apprenticeship. For multiple-year apprenticeships, the total hours for reimbursement will be negotiated. Most OJT agreements will not exceed 1040 hours.

Action Required: This information should be disseminated to all WIOA One-Stop Operator program directors/staff responsible for developing Work-Based Training agreements on behalf of The Workforce Connection, such as business service employees, placement staff, career planners and other staff responsible for budgeting, vouchering and accounting.

Responsible Party:
Staff responsible for WIOA funded Work-Based Training opportunities and/or processes for enrolled participants must ensure all policies are followed.

Inquiries: Questions regarding this policy should be directed to The Workforce Connection Executive Director

Effective Date: Immediately

The Workforce Connection, Inc.

Policy Title: Eligible Training Provider Approval

Policy Number: 2016-500-04, Change 3

Status: Active

Effective: March 19, 2024

Purpose/Introduction*:*

To provide Workforce Innovation and Opportunity Act (WIOA) requirements and procedures for Eligible Training Provider(s) (ETP) and Training Programs aligned with high growth/in-demand occupations in targeted industries. This policy outlines requirements for a training provider to be considered for initial and continued eligibility as well as for initial and continued eligibility of its training programs.

The Workforce Connection Inc. (TWC), the Local Workforce Innovation Board (LWIB) for Local Workforce Innovation Area 3 (LWIA3), hereinafter referred to as "TWC Board", has established this local policy to ensure compliance with WIOA policies issued by the Illinois Department of Commerce and Economic Opportunity (DCEO) and by local policies established by TWC Board.

References:

- Illinois workNet WIOA ePolicy Chapter 7, Section 3, 3.1 through 3.11: https://apps.illinoisworknet.com/WIOAPolicy/Policy/Home
  - ePolicy 7.3 Training Provider and Training Program Eligibility
    - Attachment A – Requirements for Training Program Eligibility and Continued Eligibility
  - ePolicy 7.3.1 Registered Apprenticeship Programs
  - ePolicy 7.3.2 Initial Eligibility of Training Providers
  - ePolicy 7.3.3 Out-Of-State Eligible Training Providers
  - ePolicy 7.3.4 Continued Eligibility Process for Training Providers
  - ePolicy 7.3.5 Training Provider or Training Program, Change in Information
  - ePolicy 7.3.6 Denial of Revocation of Eligibility of Training Providers
  - ePolicy 7.3.7 Notification and Appeal Procedures for Training Providers
  - ePolicy 7.3.8 Reinstatement on the Training Provider Statewide List
  - ePolicy 7.3.9 Performance Measures for Eligible Training Providers
  - ePolicy 7.3.10 Monitoring and Oversight of Eligible Training Providers
  - ePolicy 7.3.11 Enforcement of Eligible Training Providers Violations
  - TEGL NO. 8-19 WIOA ETP Eligibility
  - TEGL NO. 8-19, Change 1: Clarifications on Registered Apprenticeship Programs and National Registered Apprenticeship Programs as Eligible Training Providers
  - WIOA Notice No. 20-NOT-02 -Eligible Training Provider Reciprocal Agreement
  - WIOA Notice No. 20-NOT-02 –Change 1 - Eligible Training Provider Reciprocal Agreements
  - WIOA Notice No. 20-NOT-08, Change 2-Demand Occupation Training List with Attachments
  - WIOA Notice No. 20-NOT-08, Change 2 Attachment A – Demand Occupations Training List (DOTL) Final Policy Framework and List effective 10-18-2022
  - WIOA Notice No. 20-NOT-08, Change 2 Attachment B – DOTL Form 001 – Demand Occupation Petition Form-Fillable
  - WIOA Notice No. 20-NOT-08, Change 2 Attachment C – DOTL Form 001 – Demand Occupation Petition Form-Instructions

Background:
The Workforce Innovation and Opportunity Act (WIOA) requires all states to establish a procedure for Local Workforce Innovation Boards (LWIBs) to determine eligibility for training programs. Only eligible training providers and their eligible training programs will be included in the state's Eligible Training Provider List (ETPL). The requirements of this policy apply to all organizations providing Training Services to WIOA adults and dislocated workers. Providers of On-the-Job Training, Customized Training, Incumbent Worker Training, Internships, and paid or unpaid Work Experience opportunities, or transitional employment shall not be subject to the requirements of this policy. The WIOA statute and the Final Rule distinguish between Eligible Training Providers (ETPs) and programs of study, as one (1) ETP may provide multiple programs of study for a variety of occupations. Each provider's programs of study are subject to the eligibility requirements in WIOA and the regulations.

The Board has established additional local policy found herein.

Definitions: Illinois workNet WIOA ePolicy Chapter 7, Section 3, 3.1 through 3.11

Policy: Illinois workNet WIOA ePolicy Chapter 7, Section 3, 3.1 through 3.11

Additional Local Policy as Required:
Pursuant to the option provided for in the Illinois workNet WIOA ePolicy referenced herein, The Board has granted authority to a committee of two (2) or more individuals to review providers and programs and to provide conditional approval of initial and continued provider and program eligibility. The Program Review Team will establish a rubric to impartially review the programs. Conditional approval allows the provider and program to be deemed eligible until such a time as The Board can review and approve the determination of eligibility.

Procedures: Illinois workNet WIOA ePolicy Chapter 7, Section 3, 3.1 through 3.11

Action Required: This information must be disseminated to all responsible parties.

Responsible Party: TWC Board and Program Provider Subawardee(s)

Inquiries: Questions regarding any aspect of this policy should be directed to The Workforce Connection, Inc. Executive Director.

Effective Date:
Immediately upon Board approval

The Workforce Connection, Inc.

Policy Title: Supportive Services

Modification Approved: September 12, 2023

Policy Number: 2016-400-04, Change 2

Status: Active

Effective: June 7, 2016

Purpose:
To ensure the appropriate use of supportive services and to ensure that eligible Adult, Dislocated Worker, and Youth Registrants receive the supportive services necessary to enable them to participate in activities authorized under WIOA.

References:
- Workforce Innovation and Opportunity Act (WIOA) Sec. 3 Definitions;
- WIOA Rules: 680.900 – 680.970 and 681.570
- Illinois workNet ePolicy Chapter 7.4

Background:
Supportive Services enable registrants to overcome barriers that would otherwise prohibit their participation in activities authorized under the WIOA or reduce their opportunity to successfully achieve the goals established in their Individual Employment Plans (IEP) or Individual Service Strategies (ISS). The policy is also meant to promote effective management of services and to prevent misuse of WIOA funds.

Responsible Party:
One Stop center program directors and staff responsible for WIOA funded programs must verify and document eligibility for supportive services for Dislocated Worker, Adult and Youth program participants.

Policy/Procedures:
- **Participant Eligibility-** Supportive Services are available for WIOA program enrollees. Supportive Services needed by individuals will be identified and documented as necessary for individuals to participate in activities authorized under the WIOA, to include Basic Career Services, Individualized Career Services, and Training based on the Demand Occupation List (DOTL). https://www.illinoisworknet.com/explore/Pages/DemandOccs.aspx Supportive Services are also available for an occupation not on the Demand Occupation Training List, that is part of an occupational career pathway identified through an approved Individual Employment Plan/Individual Service Strategy (IEP/ISS) that will lead to a demand occupation locally approved on the DOTL and shown to be priority in our local workforce area. Other eligible activities include On-the-Job Training (OJT) and Apprenticeships. Individual programs will establish procedures to document the participant's need for supportive services and verify that such services are not available through other programs or sources. Documentation of the participant's need for supportive services will be maintained by the programs and staff will ensure case notes reflect the need and receipt of such support.

    - **Training-** Participants attending training will be eligible for assistance under this policy

if the program/classes they are attending lead to occupations identified on the Demand Occupation List locally approved and shown to be priority in our local workforce area https://www.illinoisworknet.com/explore/Pages/DemandOccs.aspx, or an occupation that is part of an occupational career pathway identified through an approved Individual Employment Plan/Individual Service Strategy (IEP/ISS), whether or not that training is actually being funded by WIOA. Other eligible training activities include On-the-Job Training (OJT), Apprenticeships, and pre-vocational training classes.

- **On-Going Supportive Services-**The availability of ongoing Child Care and Transportation assistance is based upon the availability of funds and the participant's demonstrated need**. All rates (Child Care rates for Licensed Day Care Centers, License-Exempt Day Care Centers, Licensed Day Care Homes or Licensed Group Day Care Homes, and License-Exempt Day Care Homes or Care in Child's Home) are based on the current State rate found at https://www.dhs.state.il.us/page.aspx?item=10864. If the State rate for these categories changes, the TWC-approved rates will be adjusted to remain consistent with the State rate. Please identify and use the most recent Payment Rates chart and choose the appropriate Group for the County and Age of the child.**
  Child Care reimbursement to a custodial or non-custodial parent will not be approved.

TRANSPORTATION

Participants may receive transportation assistance every 30 days while in training or receiving services.

If a WIOA participant is co-enrolled in the TAA (Trade Adjustment Assistance) program, the amount of transportation assistance that the participant receives will be based on the federal TAA transportation assistance regulations. Transportation assistance for WIOA/TAA participants will be paid from WIOA funds only in instances when TAA funds are exhausted.

Transportation assistance in the form of limited ride bus passes or gas stipends are available for individuals actively engaged in job search. The job search and interview records will be the documentation needed to secure additional transportation assistance.

SUPPLEMENTAL SUPPORT ITEMS

These items are Supportive Services purchased as a one-time option, based upon individual need. ***NOTE: Case files must document that these supportive services cannot be secured from other programs or sources prior to purchase with WIOA funds. If items are provided by employers with work-place established repayment procedures, WIOA funds will not be used for the purchase.***

Item	Maximum Paid by WIOA
Automobile related needs*	$
(This item includes car repairs, licenses, car insurance.)	
Auto Repairs ……	500
Auto Insurance/License/Registration ……	700
Clothing	250
Eye exam & glasses	250

Job Related Tools / Uniforms	500
Protective Shoes	200
Utilities*	300
Occupational certification exam fees and occupational license fees …	actual cost

* *To be eligible for assistance with Automobile related needs (repairs, insurance, license, or registration) or utility payments, the vehicle or residence must belong to or be leased to the individual enrolled in the program and must be documented. Utility payments will be made to the utility company, not an individual.*

Car Repairs

During a participant's enrollment in WIOA, automobile related needs described above will be paid up to a total (cap) of $500. Car repairs will be provided for a participant only with proof of insurance, copy of registration and a valid driver's license. The repairs to the vehicle must make it able to provide reliable transportation.

Auto Insurance/License/Registration

If a participant has access to a vehicle that is in working order, but does not have the vehicle registered or is not carrying insurance on the vehicle, the program can assist with costs for these items if other transportation options are not suitable for the individual (i.e. public transportation).

Job Related Tools / Uniforms

Normal procurement policies will be followed to purchase job related tools and/or uniforms. If the tools and/or uniforms are being purchased by the employer for a program participant the employer's procurement will be accepted.

Job Search Assistance

All Job Search activities must be documented and reflected in the participant file and appropriate case notes maintained. No Job Search assistance supportive services will be provided without proper documentation of need and case notes.

Participants enrolled in Staff-assisted Job Search and/or Job Development may receive transportation assistance to get to and from interviews and employment preparation activities.
Background checks, drug screening, and physicals may be identified as needed supportive services for job search or job placement. These supportive services are allowable and can be paid as long as job search and job placement activities are properly documented.

Approval

All requests for On-Going Supportive Services/Supplemental Support Services will be approved in writing by the Case Manager's supervisor. Any item other than those listed above must have prior written approval from the WIOA Program Director to ensure grant fiscal compliance, in addition to that of the supervisor before authorization can be given to purchase the item. The written approval of the WIOA Program Director will be included in the documentation submitted to the TWC Fiscal Manager t.

Documentation

Proper justification for a participant's receipt of on-going supportive services/supplemental support services must be documented in the case notes of the participant and correspond with the participant's *Individual Employment Plan.* As required by law, the case notes should also support the Case Manager's attempts to find funding for the participant's needs through other sources.

Day Care Providers and participants must sign a *Day Care Attendance Sheet* for each child whose day care costs are entirely or partially paid by WIOA supportive services monies.

Action Required:

This information should be disseminated to The Workforce Connection WIOA One-Stop Operator and all WIOA program directors/staff and partner agencies. Ensure that procedures for approving and paying for supportive services are fully in compliance with this policy.

Inquiries:

Questions regarding this policy should be directed to The Workforce Connection Board Executive Director

Effective Date:

Immediately Upon TWC Board Approval

The Workforce Connection, Inc.
Policy Title: Handling and Protecting Personally Identifiable Information
Policy Number: 2016-200-07, Change 2
Status: Active
Effective: March 19, 2024

Purpose:

To define the policies and procedures for *Handling and Protecting Personally Identifiable Information* (PII).

References:

- Illinois workNet ePolicy Chapter 8 Section 8.2.2-8.2.9
- Illinois workNet ePolicy Chapter 10 Section 10.6.3
- OMB Memorandum Rules and Policies - Protecting PII - Privacy Act OMB Memorandum M-07-1616
- Privacy Act of 1974 - 5 U.S.C. § 552a
- U.S. Department of Labor Employment and Training Administration's Training and Employment Guidance Letter (TGEL) No. 39-11 (June 28, 2012)

Background:

Under the Workforce Innovation and Opportunity Act (WIOA) and Trade Assistance Act (TAA), staff obtain personal and confidential information from individuals as part of eligibility determination and continuation of services. WIOA, TAA, and other federal and state regulations governing information sharing stipulate the implementation of confidentiality policies and procedures. It is the responsibility of all workforce professionals to protect the privacy of all applicants for program services, as well as the privacy of all participants receiving program services. The purpose of this policy is to describe the protections that must be in place to protect all personally identifiable information (PII) on applicants and participants including the requirements for the use, storage, and security of sensitive and confidential information, and the consequences for not adhering to these safeguards.

Local Policy
All responsible parties will follow the Illinois workNet ePolicies as noted under References.

- Illinois workNet ePolicy Chapter 8 Section 8.2.2-8.2.9
- Illinois workNet ePolicy Chapter 10 Section 10.6.3

Action Required: This information should be disseminated to all responsible parties.

Responsible Party: TWC Board and Program Provider Subawardee(s)

Inquiries: Questions regarding this policy should be directed to The Workforce Connection, Inc. Executive Director

Effective Date: Immediately

The Workforce Connection, Inc.

Policy Title: Fiscal

Modification Approved: September 12, 2023

Policy Number: 2016-100-06, Change 5

Status: Active

Effective: August 2012

Purpose:
To clearly state The Workforce Connection's expectations for transparency and accountability for all finance-related functions, and to ensure that assets are safeguarded, that financial statements are in conformity with generally accepted accounting principles, and that finances are managed with responsible stewardship.

References:
None

Background:
The policy and procedural guidelines are designed to protect the assets of the organization; ensure the maintenance of accurate records of TWC's financial activities; provide a framework for decision making; establish operating standards and behavioral expectations; serve as a training resource for staff; and ensure compliance with federal, state and local legal and reporting requirements.

Responsible Party:
The Workforce Connection Board of Directors, the Executive Director and all staff members with a role in the management of TWC's fiscal operations. All personnel with a role in the management of TWC's fiscal operations are expected to uphold the policies and commit to proper, accurate financial management and reporting.

Procedures:
General Accounting

- Lines of authority are identified on the organization's organizational chart and will be followed by all employees.
- Current job descriptions, including duties and responsibilities, will be maintained for all employees and reviewed annually by the Executive Director.
- To ensure all funds are protected from mishandling and to help promote a system of checks and balances, financial duties and responsibilities will be specifically separated to ensure that no one employee has sole control over cash receipts, disbursements, etc.
- All forms will be completed in ink.
- As checks or ACHs are issued, the paid voucher and supporting documentation are filed in the appropriate files.
- All costs and revenue will be posted to a General Ledger.

- All checks must have a voucher prepared prior to payment that includes an explanation of the cost, account coding, and supporting documentation validating the cost. All vouchers will be reviewed for accuracy by the Business Account Liaison and approved by the Executive Director.

Cash Receipts and Deposits

- Checks and cash received will be received by the Business Account Liaison, logged into the receipts book, and given to the Fiscal Manager. The Fiscal Manager will prepare and make the bank deposit. The MIP bank receipt report and the receipts book will be compared and reconciled monthly by the Executive Director.

Cash Disbursements

- Checks will be written and distributed to the appropriate check signatories for review and signature.
- Signed checks will be mailed to the appropriate recipients, unless specifically requested to be picked up by the program participant. The check stub will be attached to the documentation as proof of payment and filed appropriately.
- In no event will checks be:
  - Prepared unless these procedures are followed.
  - Used other than in Numerical order.
  - Prepared or signed in advance.
  - Made out to "cash" or "bearer".
  - Prepared on verbal authorization.
- Voided checks will have "VOID" boldly written in ink across the face of the check, the signature portion will be removed, and voided in the accounting software program. The voided checks will be retained in a separate file.

Credit Card

- Only the Executive Director, or the Business Account Liaison; with the advanced approval of the Executive Director; have authority to use the credit card.
  - A Purchase Requisition will be completed in advance for all credit card purchases.
  - Only items within the approved budget can be purchased with the credit card.
  - These procedures will be followed and confirmed for all credit card purchases.
  - All credit card purchases must be business related. Under no circumstances can the credit card be used for personal purchases.

Bank Reconciliations

- The reconciliation will be done monthly.
- It will be reconciled using the accounting software and compared to the General Ledger to ensure all are in balance.
- The Executive Director and the Board Secretary/Treasurer will review and approval the reconciliation report.
- Canceled checks will be examined for date, name, and required signatures.
- Lost or stolen checks –
- Upon receiving notification that a check has been stolen or lost, an immediate stop payment order will be submitted to the bank providing the check number, date, amount, and payee.

- When the stop payment confirmation is received from the bank, a voucher will be prepared to account for the transaction.
- If, or when, a check is reissued, a voucher is prepared which will explain the nature of the check.

Signature Authority

Checks or ACH Payments for less than $5000 will require only one signature, while checks or ACH Payments of more than or equal to $5000 will require two signatures.

The Executive Director will sign checks or approve ACH payments, with a designated Board member additionally signing those checks or approving ACH payments more than or equal to $5000.

In the absence of the Executive Director, any of the Board Members who are authorized signers on the account may sign checks or authorize ACH payments.

Approval of ACH payments for more than or equal to $5000 may be approved by a designated Board member via an email to both the Fiscal Manager and Executive Director.

Approved ACH payments will be reviewed and approved by the Executive Director and the designated Board member on a monthly basis.

Unrestricted funds

- Any expenditure of unrestricted funds exceeding $5,000 will require the approval of the Board.

Purchasing

- Special Purchase Requisitions will be prepared by an authorized staff member and approved by the Executive Director. The Executive Director will determine the appropriateness of expenditure and availability of funds.
- All purchases will be in accordance with the Board's procurement policy.
- Special Purchase Requisitions will be signed by the Fiscal Manager and approved by the Executive Director.
- Receipt of Purchased Items
    - The Business Account Liaison will be the authorized receiving agent.
    - The following procedures will be followed:
- Ensure all items have been received and sign the packing slip;
- Ensure all items are in "good" order; and
- Upon receipt of the invoice, compare the packing slip and purchase order to the invoice.
- Process for payment.

Travel

All travel will be paid/reimbursed in accordance with TWC's Travel Policy, 2016-400-03

Property

- Equipment is defined as items with a unit cost of $1,000 or more and with a useful life of more than one year.
- Records will be maintained in accordance with 2 CFR 200.
- Equipment will be tagged and tracked.
- A physical inventory of equipment will be conducted annually.

Financial Reporting

- Reports will be provided to the Finance Committee and Board at least quarterly.

External Audit

Audits will be conducted in accordance with the Uniform Circular 2 CFR 200.500 and the Grant Accountability and Transparency Act. The audit report will be presented to the Finance Committee upon completion. The Finance Committee Chair will then report the results of the audit to the TWC Board.

The Chairperson of the Finance Committee shall monitor the audit process. The tasks associated with monitoring the audit may include, but not be limited to, communications with the auditor about the scope, timing, status and/or results of the audit; receiving information from the auditors as to issues and/or concerns identified during the audit process; reporting to the rest of

the Finance Committee and/or to the Board of Directors concerning the status and/or results of the audit; and similar tasks.

Action Required: This information should be disseminated to TWC Board members and Board staff.

Inquiries: Questions regarding any aspect of this policy should be directed to TWC'sExecutive Director.

Effective Date: ***Immediately Upon Board Approval***

The Workforce Connection, Inc. (TWC)
Policy Title: Grievance/Complaint -Nondiscrimination

Modification Approved: December 5, 2023

Policy Number: *2016-200-01, Change 4*

Status: Active

Effective: 12/06/2015

Purpose/Introductions:

To inform Workforce Innovation Opportunity Act (WIOA) recipients and sub-recipients, other interested or affected parties, and customers/program participants in the Boone, Stephenson and Winnebago Counties Local Workforce Innovation Area (LWIA #3) of the procedures for filing grievances or complaints alleging violations of the WIOA Title I-B Program and other WIOA-related regulations or policies, as well as comply with the procedures issued by the State of Illinois. This policy does not apply to allegations of discrimination based on race, color, religion, sex, national origin, age, disability, or political affiliation or belief. Individuals alleging discrimination are required to follow the procedures specified in the brochure *Illinois Department of Commerce and Economic Opportunity, Office of Employment & Training, Discrimination Complaint Procedures* provided to WIOA program participants during the program intake process.

References:

WIOA 2014 Section 181(c)
WIOA, CFR 683-Subpart F
20 CFR Part 667.600-Subpart F
Illinois workNet WIOA ePolicy Chapter 8 Section 5 and all of its subsections and attachments
https://apps.illinoisworknet.com/WIOAPolicy/Policy/Index/223

Illinois workNet WIOA ePolicy Chapter 10 Section 8 and all of its subsections and attachments
https://apps.illinoisworknet.com/WIOAPolicy/Policy/Index/435

Additional Attachments

Attachment A – Complaint and Grievance Brochure
Attachment B – Complaint and Grievance Procedures Participant Acknowledgement Form

Background:

The Workforce Innovation and Opportunity Act mandates the development of policy and procedures for the filing of complaints and grievances submitted by participants and other interested persons affected by, and who allege, violations of the requirements of WIOA Title I-B and, WIOA-related regulations or policies. The customer program complaint and grievance policy applies to WIOA **program complaints only**, such as specific complaints about the service providers' services, activities, case management efforts and ability to provide appropriate WIOA services.

Each WIOA Title 1 funded service provider must adhere to this complaint policy. TWC (Local Workforce Innovation Area 3/LWIA3) will request that service providers file regular reports on any customer complaints which are received and resolved at the provider's level. These reports, formal complaints, grievances, and attendant actions will be kept on file at TWC for each provider.

Scope of this Policy:

TWC is the appropriate agency of contact when the complaint specifically concerns WIOA Title 1-B, and WIOA-related regulations or policies administered by TWC or its contracted WIOA service providers. In addition to Grievances against an employer for violations of labor standards. It does not cover complaints about WIOA-mandated partner programs. Such complaints should be made via the internal processes of those partner organizations.

Disclaimers:

This Policy does NOT address the procedure for processing complaints alleging discrimination under WIOA Section 188 Nondiscrimination and Equal Opportunity Regulations (29 CFR Part 38). Such complaints must be handled in accordance with the procedures set forth in the regulatory part. Furthermore, this Policy does NOT replace or relate to the separate policies regarding the accessibility and ADAAA compliance of an organization to its customers. For more information on the ADAAA as it relates to public accommodations and accessibility of commercial facilities, call the ADA Information Line at 1.800.514.0301 (voice) or 1-833-610-1264 (TTY) or visit their website at https://www.ada.gov .

Definitions:

The following definitions apply to this policy only.

- "Appellant" means the person or organization that requests a review from the State of Illinois Office of Employment and Training (OET) of either a decision made by the Local Area Hearing Officer that is not satisfactory or if the Local Area Hearing Officer fails to timely issue a decision on a Complaint or Grievance as described herein.
- "Complaint" means an allegation of a violation of WIOA or WIOA-related regulations or policies by another person, persons, or organization.
- "Complainant" means the person submitting the complaint.
- "Days" means calendar days, not business days.
- "Grievant" means the person submitting a grievance.
- "Grievance" means an allegation against an employer that receives WIOA Title IB funding for a violation of labor standards.
- "LWIA" or "Local Area" means Local Workforce Innovation Area.
- "LWIB" means Local Workforce Innovation Board.
- "Party" means either the Complainant, Grievant, Appellant or the Respondent. Collectively, the Complainant, Grievant, Appellant and Responder(s) shall be referred to as the "Parties".
- "Respondent" means the person(s) or organization(s) against whom a Complaint or Grievance or appeal of a Complaint or Grievance decision has been filed.

Policy/Procedures:

This policy sets forth the procedures to be followed in Local Workforce Innovation Area #3, Boone, Stephenson, and Winnebago Counties, regarding program Complaints and Grievances that may occur during the administration of any WIOA funded activities and WIOA related regulations and policies. These procedures outline the receipt, review, and resolution of the Complaints and Grievances.

Under WIOA, customer program Complaints and Grievances are viewed as opportunities to improve services. The primary goals of this complaint process is to address specific customer concerns, resolve the issues in the most expedient manner, learn from the Complaint and

Grievance, and implement resolutions throughout the entire system.

A. General Requirements

There are two types of issues covered by this policy.

1. Complaints are those that are non-criminal complaints of violations of WIOA and WIOA-related regulations.
2. Grievances are those filed against an employer for violations of labor standards.

Please note, criminal complaints alleging fraud, waste, misconduct, or other illegal activity under WIOA must be reported immediately to the Department of Labor's Office of Inspector General as required by 20 CFR 683.620. These types of complaints or grievances are not covered by this policy.

B. Notifying Customers of Grievance/Complaint Procedures

All WIOA program participants will be provided *The Workforce Connection, Inc. Grievance/Complaint Procedure* information brochure during program intake. The information brochures will be displayed throughout TWC facilities.

C. WIOA The Local Area Complaint/Grievance Officer (Equal Opportunity Officer)

The designated Equal Opportunity Officer and contact information for non-discrimination allegations is:

Equal Opportunity Officer
The Workforce Connection, Inc.
303 N. Main Street
Rockford, Illinois 61101
Phone: 815-395-6638

D. WIOA Grievance and Complaint Filing Procedures

It is the desire of TWC that grievances and complaints are resolved at the lowest level possible; therefore, when a customer has a concern/ complaint, he/she will meet with the Program Supervisor or Agency Director to discuss and attempt resolve of the concern. If the concern(s) cannot be resolved immediately by either the Program Supervisor or Agency Director, the individual will be provided with the *(WIOA Grievance/Complaint Form)* and brochure. The Complainant/Grievant will be instructed regarding completing the form and the required timelines for completion. The Complainant/Grievant will be provided information regarding where to submit the Complaint/Grievance.

1. Local Level Complaint/Grievance Procedures
   a. Complaints must be filed within 180 days of the alleged violations.
   b. All individuals filing Complaints and Grievances shall be free from restraint, coercion, retaliation, and discrimination.
   c. The Complainant and Grievant must file the Complaint or Grievance in writing to the Local Area Complaint/Grievance Officer at the address shown below utilizing the *Workforce Innovation and Opportunity Act Grievance/Complaint Form.* The form will be submitted to:

      Equal Opportunity Officer
      The Workforce Connection, Inc.

303 N. Main Street
Rockford, Illinois 61101
Phone: 815-395-6638

d. The Complaint or Grievance must include the following information:
   1) Name, address, and telephone number of the Complainant/Grievant;
   2) Name, address and telephone number of the person(s) and/or Organization(s) that the Complaint/Grievance is against (the Respondent(s));
   3) A clear concise statement of the allegations(s) and facts of the case;
   4) The date of the alleged occurrence(s);
   5) The provisions of the Workforce Innovation and Opportunity Act, or the WIOA regulations, or policies believed to have been violated;
   6) The resolution being sought; and
   7) The signature of the Complainant/Grievant or their legal guardian/representative, if applicable.

e. Upon receipt of a Complaint or Grievance, the Local Area Complaint/Grievance Officer or designee, shall acknowledge receipt of the Grievance or Complaint, if possible, by certified mail, return receipt requested. This must be done within ten (10) days of receipt of the Complaint or Grievance. If sending an acknowledgement via certified mail is not reasonable or possible, it may be sent by email or regular U.S. Mail. This acknowledgement shall be sent to the Complainant/Grievant and the Respondent(s) and shall:

   1) Attach a copy of the Complaint/Grievance filed;
   2) Outline the steps to be taken to resolve the matter;
   3) Advise the Parties to attempt to reach an informal resolution;
   4) Notify all Parties of the right to request a hearing if an informal resolution cannot be met; and
   5) Provide a summary of the issues to be decided.

f. If a Complainant or Grievant seeks to amend or withdraw a Complaint/Grievance, the Complainant/Grievant must make a request to the Local Area Complaint/Grievance Officer in writing.

g. Complaints or Grievances may be resolved through an informal resolution or a hearing process.

h. An opportunity for an informal resolution and a hearing shall be completed within 60 days of the filing of the Complaint or Grievance.

i. If a Party is e dissatisfied with the local hearing decision or no decision is made within sixty (60) days of filing a Complaint or Grievance, the Party may file an *Appeal* to the state.

j. If a Grievant alleges a violation of labor standards, that individual may submit the Grievance to a binding arbitrations procedure, if there is a collective bargaining agreement that covers the parties to the Grievance, which so provides.

2. *Local Level Information Resolution and Hearing Process*

a. *Informal Resolution*

1. When a Complaint or Grievance has been resolved through an informal resolution process, the Complainant or Grievant and the Respondent(s) shall

enter into a formal written resolution agreement.

a. If the complainant and respondent choose to resolve the Complaint or Grievance through an informal resolution, they must make good faith efforts to to do so before the scheduled hearing date and within sixty (60) days of the filing of the Complaint or Grievance.

b. Parties are encouraged to resolve matters informally; however, failure to informally resolve a matter does not warrant dismissal of the Complaint or Grievance, nor should it be taken into consideration as part of the factors to be judged during the resolution process.

b. Hearing

1. Requests for a hearing shall be made by the Complainant or Grievant to the Local Area Complaint/Grievance Officer as soon as possible after the Complaint or Grievance is filed, but in no event later than 30 days of filing of a Grievance or Complaint.
    a. The Local Area Complaint/Grievance Officer shall appoint a Hearing Officer to conduct the hearing on Complaints or Grievances.
    b. The Local Area Hearing Officer shall be the Equal Opportunity Officer.
    c. Any Party may make a request for a change in the Local Area Hearing Officer within five (5) days of receiving notification of the hearing schedule and the designation of the Local Area Hearing Officer.
    d. Only one (1) request for designation of an alternate Local Area Hearing Officer may be made by any party for each Complaint or Grievance filed

2. Written hearing notices shall be sent by the Local Area Hearing Officer to the Complainant or Grievant and respondent(s), at least 15 days prior to the scheduled hearing date to allow for proper preparation of the case. The notice will include the date, time and place of the hearing.
    a. The Hearing Officer shall conduct the hearing in an informal manner. Technical rules of evidence do not apply.
        i. If circumstances allow, the Local Area Hearing Officer may conduct the hearing via telephonic or electronic means.
        ii. The Parties shall be allowed the opportunity to present evidence, cross-examine witnesses, and be represented by legal counsel.
        iii. The Party requesting the hearing shall have the burden of establishing the facts and the entitlement of relief requested.
        iv. The Respondent(s) shall cooperate by making available any information and releasing any documentation requested by the Complainant or Grievant after the Local Area Hearing Officer deems it appropriate and relevant to the Complaint or Grievance.
        v. The Respondent(s) shall also make available any person under their control or employ to testify, if these persons are requested to testify by the Complainant or Grievant and the Local Area Hearing Officer deems the testimony to be elicited from such persons appropriate and relevant to the Complaint and Grievance.
        vi. Hearings will only cover those issues listed in the written complaint. If a Complainant or Grievant files more than one (1) Complaint or Grievance against the same Respondent(s) at or near the same time, the Local Area Hearing Officer may combine the issues from the Complaints or Grievances into a single hearing for purposes of

administrative efficiency and after providing notice to the Parties.

b. Complete records shall be kept of the hearing via audio recording.
c. The Local Area Hearing Officer or designee will make a written decision and it shall be sent by certified mail, with return receipt requested, within 60 days of the filing of the complaint.

d. The Local Area Hearing Officer's decision shall contain the following:

- The names of the Parties involved;
- A statement of the allegations;
- A statement of the facts presented during the hearing;
- The issue(s) being decided;
- The decision and the reasons for the decision;
- A statement of corrective actions or remedies, if appropriate;
- A statement assuring that all steps included in these Complaint and Grievance Procedures have been adhered to; and Notice that either party has the right to appeal to the State the decision by the Local Area Hearing Officer within ten (10) days of receipt of the decision.

e) A copy of all decisions will be concurrently sent to:
Illinois Department of Commerce & Economic Opportunity
Senior State Equal Opportunity Compliance Officer and Investigator
217-558-2418, TTY number 800-785-6055
https://dceo.illinois.gov/aboutdceo/state-eo-officer.html

Action Required

All WIOA recipients and sub-recipients shall review this policy and distribute it to appropriate individuals within the organizations. The policy shall be made available to all participants and other interested parties who may wish to file a complaint or grievance. All WIOA program participants shall receive a copy of *The Workforce Connection, Inc. Grievance/Complaint Procedures* brochure.

Inquiries

Inquiries should be addressed to TWC Equal Opportunity Officer, The Workforce Connection, Inc. at (815)395-6638.

Effective Date

This policy is effective from the date of issue.

Workforce Development Activities (Title IB of WIOA)

Negotiated Levels of Performance for PY 2022 and 2023

LWIA # 3 – The Workforce Connection

Adult	**PY 2022**	**PY 2023**
Employment Rate 2nd Quarter after Exit	71.5%	TBD
Employment Rate 4th Quarter after Exit	69.5%	TBD
Median Earnings 2nd Quarter after Exit	$6,950	TBD
Credential Attainment within 4 Quarters after Exit	69.0%	TBD
Measurable Skill Gains	60.0%	TBD
Dislocated Worker		
Employment Rate 2nd Quarter after Exit	74.0%	TBD
Employment Rate 4th Quarter after Exit	73.5%	TBD
Median Earnings 2nd Quarter after Exit	$9,000	TBD
Credential Attainment within 4 Quarters after Exit	65.5%	TBD
Measurable Skill Gains	62.0%	TBD
Youth		
Employment or Education Rate 2nd Quarter after Exit	69.0%	TBD
Employment or Education Rate 4th Quarter after Exit	70.0%	TBD
Median Earnings 2nd Quarter after Exit	$3,900	TBD
Credential Attainment within 4 Quarters after Exit	68.0%	TBD
Measurable Skill Gains	52.0%	TBD

The Workforce Connection, Inc. (TWC)

Policy Title: **Equal Opportunity**

Modification Approved: December 5, 2023

Policy Number: 2017-200-02, change 1

Status: Active

Effective: 12/05/2017

Purpose:
To implement the nondiscrimination and equal opportunity provisions of the Workforce Innovation and Opportunity Act (WIOA).

References:

- Section 504 29 CFR part 38, Workforce Innovation and Opportunity Act (WIOA) and Sec. 188;
- Section 504, as implemented by Title 29 Part 32 of the Code of Federal Regulations
- State of Illinois Public Act 101-0654, Education and Workforce Equity Act.
- Americans with Disabilities Act of 1990, as Amended https://www.dol.gov/general/topic/disability/ada#:~:text=The%20Americans%20with%20Disabilities%20Act,local%20government'%20programs%20and%20services
- Rehabilitation Act of 1973, as Amended - https://www.eeoc.gov/statutes/rehabilitation-act-1973
- Illinois workNet ePolicy Chapter 10and all Sections 10.1 -10.9 – including all attachments to those sections - https://apps.illinoisworknet.com/WIOAPolicy/Policy/Index/291
- Methods of Administration - https://www.theworkforceconnection.org/plans-and-policies/
- Illinois workNet WIOA ePolicy Chapter 10 Sections 1-9 and all of its attachments. https://apps.illinoisworknet.com/WIOAPolicy/Policy/Index/291
- State of Illinois Nondiscrimination Plan 2023 https://dceo.illinois.gov/content/dam/soi/en/web/dceo/aboutdceo/equalopportunity/state-of-illinois-nondiscrimination-plan-2023.pdf

Background:
Section 188 of WIOA prohibits discrimination against individuals in any Title I–financially assisted program or activity, which includes job training for adults and youth and programs or activities provided by recipients at American Job Centers (one-stop centers). The rule applies to recipients of WIOA Title I financial assistance and to programs and activities that are operated by American Job Center partners (one-stop partners) as part of the American Job Center system (one-stop delivery system), such as Unemployment Insurance, Temporary Assistance for Needy Families, Adult Education and Literacy, Trade Adjustment Assistance, and others. Methods of Administration are in place to guide local policies and procedures for the implementation of Equal Opportunity and Nondiscrimination rules.

IDES employs its own Equal Opportunity Officer: Ms. Anna L. D'Ascenzo, Equal Opportunity Officer
Office of Equal Opportunity/Affirmative Action
Disability and Language Access Coordinator

Illinois Department of Employment Security
33 South State St., 10th Floor, Chicago, Illinois 60603
(312) 793-9290 (Voice)
(888) 340-1007 (TTY) / (312) 793-0302 (Fax)
E-Mail: Anna.DAscenzo@illinois.gov

Responsible Parties:
TWC WIOA One-Stop Operator and all WIOA program directors/staff, partner agencies, program providers, sub-awardees and contractors shall not discriminate on the basis of race, color, religion, sexual orientation, gender identity, transgender or gender non-conforming people, national origin, age, disability, political affiliation/ belief or if they are pregnant.

Local Policy:
TWC will follow the State of Illinois policy as outlined in Chapter 10 of the WIOA ePolicy.

- Designation of EO Officer – TWC will designate an EO Officer for their area to comply with 20CFR Part 38.28 – 38.33. The EO Officer will have sufficient authority, resources, and leadership support to conduct monitoring, investigations, review written policies, and all functions of an EO per the job description.

- Notice and Communication – The "Equal Opportunity (EO) is the Law" notice in multiple languages will be posted in a conspicuous area in the One-Stop Center

- Contract/Assurances Clauses - **Written Assurances** – Reinforcement of this commitment by all program providers requires that each provide written assurance in their agreements, grants, and contracts that they are committed to and will comply with the requirements of the Workforce Innovation & Opportunity Act (WIOA), ADA, Rehabilitation Act, and with 29 CFR part 38, WIOA Section 188.

- **Protection from Discrimination** – These programs or activities may not refuse to offer or provide services to individuals because of their race, color, religion, gender identity, transgender or gender non-conforming people, national origin, age, disability, political affiliation/belief, or if they are pregnant. Beneficiaries, applicants, and participants cannot be denied covered services because of their citizenship status and cannot be denied their rights because of participation in a WIOA Title I–financially assisted program or activity. The policy includes enforcement of rules from the Department of Labor Civil Rights Center ensuring protection from discrimination on the basis of sex, including discrimination based on pregnancy, childbirth, and related medical conditions and transgender status, gender identity, and sex stereotyping.

- **Universal Access**--TWC and its contracted partners will take appropriate steps to ensure that the composition of the pool from those considered for participation in their programs and activities is diverse and representative of the population groups they serve.

- **Access to Services** - TWC and its contracted partners are required to take reasonable steps to ensure that individuals with limited English proficiency have meaningful access to services and training and ensure full access to the workforce system for individuals with disabilities. Translation services are available.

- **Reasonable Accommodations** – TWC ensures reasonable accommodations are provided to

qualified individuals with disabilities in all aspects of its programs, services, and activities unless providing the accommodation would cause undue hardship. Accommodations may include but are not limited to, qualified sign language interpreters, readers, auxiliary aids, and alternate formats. Reasonable modifications in policies, practices, or procedures are made, when necessary, to avoid discrimination based on disability, unless making the modifications would fundamentally alter the nature of the service, program, or activity.
The Illinois Environmental Barriers Act ensures Illinois citizens with disabilities are treated fairly and equally. that certain newly constructed or renovated buildings must comply with accessibility standards that guarantee they are safe and readily accessible to persons with disabilities. These standards are known as the Illinois Accessibility Code.

- **Compliance** – TWC has procedures in place to ensure compliance with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) and the State of Illinois Nondiscrimination Plan.

Reporting Non-compliance:
Any non-compliance of the Equal Opportunity requirements must be reported to the Equal Opportunity Officer in writing.

Action Required:
This information must be disseminated to TWC WIOA One-Stop Operator and all WIOA program directors/staff, partner agencies, sub-awardees, and contractors. All must be fully in compliance with this policy.

Inquiries:
Questions regarding this policy should be directed to TWC Board Staff Equal Opportunity Officer.
Contact Information: Cathy Cornelius, WIOA Compliance Manager
The Workforce Connection
303 N. Main Street, Rockford IL 61101
Phone: 815-395-6638
TTY/TDD: 800-526-0844
Email: CCornelius@TheWorkforceConnection.org

Effective Date:
Immediately

THE WORKFORCE CONNECTION, Inc.
SUB AWARD COVER SHEET

Sub Award Number _2021-301_____
LINE ITEM REIMBURSEMENT SUBAWARD

The parties to the SUBAWARD are The Workforce Connection Inc. 303 North Main Street, Rockford, Illinois 61101, as the local workforce innovation board serving Boone, Winnebago and Stephenson Counties, and

GOODWILL INDUSTRIES OF NORTHERN ILLINOIS
850 NORTH CHURCH STREET, ROCKFORD, IL 61103
FEIN #: 36-2167846

Program / Project Title: ONE STOP OPERATOR/WIOA ADULT & DISLOCATED WORKER/TRADE ACT SERVICES

Maximum payment under this SUBAWARD: $ 1,460,000

Performance Period: 06 - 15 - 2021 to 06 - 30 - 2022

This SUBAWARD consists of the following Parts:

I. SUBAWARD Terms and Conditions
II. Assurances and Certifications
III. Scope of Work
IV. Budget
V. Program Description

The programming under this SUBAWARD serves: (check all that apply)

___X___ One-Stop Operator _____ In-School Youth _____ Out-of-School Youth
___X___ Title IB Adults ___X___ Title IB Dislocated Workers ____X__ Trade Act

Purpose: The total funding of $1,460,000 will include an obligation of $350,000 from Title 1 adult grant 20-681003, an obligation of $350,000 from Title 1 Dislocated worker grant 20-681003, with the balance paid from program year 2021 WIOA adult, Dislocated Worker, 1E, 1N, and trade grant funds.

SUBAWARD AGREEMENT

This Subaward Agreement (the or this "SUBAWARD") is made by and between The Workforce Connection, Inc., the Local Workforce Innovation Board overseeing Local Workforce Development Area 3 ("TWC") and Goodwill Industries of Northern Illinois , a non-Federal entity ("SUBRECIPIENT"), each referred to as a "Party" and collectively as the "Parties" to the Agreement as such terms are used herein.

Subject to execution of this SUBAWARD by both Parties, TWC agrees to provide a subaward to SUBRECIPIENT in an amount not to exceed $ 1,460,000 (the "Program Budget").

Subject to the execution of this SUBAWARD by both Parties, SUBRECIPIENT is hereby authorized to incur costs against the Program Budget from the start date of 6/15/2021 through the end date of 6/30/2022 (the "Subaward Term"), unless otherwise established within **Part III Scope of Work** of this SUBAWARD. SUBRECIPIENT hereby agrees to use the Program Budget provided under the SUBAWARD for the purposes set forth herein and agrees to comply with all terms of this SUBAWARD.

This SUBAWARD includes the following parts, all of which are incorporated into and made a part of this SUBAWARD:

Part I **SUBAWARD Terms and Conditions**
Part II **Assurances and Certifications**
Part III **Scope of Work**
Part IV **Budget**
Part V **SUBRECIPIENT Program Description**

This SUBAWARD is Federally funded.

Under penalties of perjury, the undersigned certifies that the name, taxpayer information number and legal status entered below are correct.

SUBRECIPIENT Name: Goodwill Industries of Northern Illinois

SUBRECIPIENT Taxpayer Identification Number: 362167846

SUBRECIPIENT DUNS Number: 010239127

Pass-Through Entity or Subcontractor Responsibilities. If SUBRECIPIENT provides any portion of this funding to another entity through a contract or subaward, the subrecipient of said contract or subaward is considered to be a pass-through entity or subcontractor. Therefore, SUBRECIPIENT must obtain written approval from TWC before it provides any portion of the Subaward Funds to another entity through a contract or subaward. If TWC provides written approval, SUBRECIPIENT must adhere to the following for any Agreements entered into using the Subaward Funds:

1. Inform each subcontractor of the proper Federal award identifying information (shown below) as required by Federal regulations outlined in OMB guidance.

   This Federally funded award is identified by the following:

   CFDA Name: WIOA/WIA Formula Funds- Adult: WIOA/WIA Formula Funds- Dislocated Worker (DLW) CFDA Number: 17.259

   The Federal Awarding Agency is the U.S. Department of Labor.

2. Advise any subcontractor of requirements imposed on them by Federal laws and regulations which provided the Subaward Funds and any requirements imposed on them by this SUBAWARD. Advise subcontractor of any supplemental requirement imposed by the pass-through entity or TWC.

   Legal Status:

   _____ Individual (01)
   _____ Sole Proprietor (02)
   _____ Partnership/Legal Corporation (03)
   _____ Corporation (04)
   _____ Not For Profit Corporation (04)
   _____ Medical Corporation (06)
   __X____ Government
   _____ Estate or Trust (10)
   _____ Pharmacy-Non-Corporate (11)
   _____ Nonresident Alien (13)
   _____ Pharmacy/Funeral Home/Cemetery Corp (15)
   _____ Tax Exempt (16)
   _____ Limited Liability Company
   _____ C – Corporation
   _____ P – Partnership

SUBRECIPIENT

SUBRECIPIENT's execution of this SUBAWARD shall serve as its certification and representation that SUBRECIPIENT has read, understands and agrees to all provision of this SUBAWARD and and the information provided by SUBRECIPIENT is true and correct in substance and in fact to the best of its knowledge, information and belief formed after due inquiry. SUBRECIPIENT represents and warrants that the individual executing this SUBAWARD is fully empowered to bind SUBRECIPIENT to the SUBAWARD, that all necessary action has been taken under applicable law and its policies, procedures and by-laws to authorize execution of this SUBAWARD and to bind SUBRECIPIENT thereto. SUBRECIPIENT intends that TWC rely upon the forgoing representation and warranty as an inducement to TWC to execute this SUBAWARD.

By: Benjamin Bernstein 6/14/21
Date

Printed Name: BENJAMIN BERNSTEIN

Its: PRESIDENT

THE WORKFORCE CONNECTION, INC.

By: Frank Rotello 6-15-2021
Date

Printed Name: FRANK ROTELLO

Its: CHAIR

In processing this SUBAWARD and related documentation, TWC will only accept materials signed by the Authorized Signatory or Designee of this Agreement, as designated or prescribed herein. If the Authorized Signatory chooses to assign a designee to sign or submit materials required by this SUBAWARD to TWC, the Authorized Signatory must either send written notice to TWC indicating the name of the designee or provide notice as set forth immediately following this paragraph. Without such notice, TWC will reject any materials signed or submitted on SUBRECIPIENT's behalf by anyone other than the Authorized Signatory. The Authorized Signatory must approve each Authorized Designee separately by signing as indicated below. Enter any Authorized Designee(s) information below. Signatures of both the Authorized Signatory and the Authorized Designee are required in order for the Authorized Designee to have signature authority under this Agreement.

The following are designated as Authorized Designee(s) for SUBRECIPIENT:

Authorized Designee: _____

Authorized Designee Title: _____

Authorized Designee Phone: _____

Authorized Designee E-Mail: _____

Authorized Designee Signature: _____

Authorized Signatory Approval: _____

Authorized Designee: _____

Authorized Designee Title: _____

Authorized Designee Phone: _____

Authorized Designee E-Mail: _____

Authorized Designee Signature: _____

Authorized Signatory Approval: _____

Authorized Designee: _____

Authorized Designee Title: _____

Authorized Designee Phone: _____

Authorized Designee E-Mail: _____

Authorized Designee Signature: _____

Authorized Signatory Approval: _____

PART I
SUBAWARD TERMS AND CONDITIONS

Section 1. ADHERENCE TO THE SUBAWARD

The Parties to this SUBAWARD represent and warrant now and at all times during the term of this SUBAWARD that they will comply with the requirements of the Workforce Innovation and Opportunity Act (WIOA) and the Trade Act of 1974 ("Trade Act"), and with the Federal and State regulations and policies promulgated there-under; with all applicable Office of the Management of the Budget (OMB) circulars; and with all applicable Federal, State and local laws and regulations. SUBRECIPIENT shall perform all activities and services described in **Part III Scope of Work** and **Part V Provider Program Description** from SUBRECIPIENT's proposal, and strictly adhere to **Part II Assurances and Certifications**. SUBRECIPIENT shall comply with all policies and procedures as may be from time to time required by TWC to carry out the terms of the SUBAWARD.

Section 2. REPORTING

SUBRECIPIENT shall submit reports on the operation and performance of this SUBAWARD as required by TWC. Reports will be written utilizing a standard format identified by TWC.

Section 3. RECORDS

3.1. SUBRECIPIENT shall keep and maintain in a secure fashion all RECORDS created or received by SUBRECIPIENT in relation to the SUBAWARD during the existence of the SUBAWARD. The term "RECORDS" shall include, without limitation, all documents, accounts, ledgers, lists, and communications in whatever form created, received or stored including written and electronic RECORDS. SUBRECIPIENT shall keep and maintain the RECORDS in a secure fashion for a period not less than seven (7) years following termination of the SUBAWARD and all other pending matters, if any, are closed.

3.2. Any books, documents, papers, and RECORDS of SUBRECIPIENT which are directly pertinent to this SUBAWARD shall be available on request to duly authorized representatives of TWC; City of Rockford, grant recipient for funds; the State of Illinois, the U.S. Department of Labor, and the Comptroller General of the United States for the purpose of making audit, examinations, excerpts, and transcriptions. The RECORDS shall be made available, at SUBRECIPIENT's cost, at the principal office of SUBRECIPIENT or at such other location specified by TWC.

Section 4. PARTICIPANT ENROLLMENT

Only persons certified as WIOA Title I or Trade Act eligible may be enrolled in the program.

Section 5. PAYMENT OF FUNDS

5.1. Reimbursement. SUBRECIPIENT will be reimbursed only for actual costs up to the Program Budget incurred by SUBRECIPIENT in carrying out the terms of this SUBAWARD. Costs not covered by the Program Budget in this SUBAWARD will not be reimbursed. The existence of excess or non-covered costs shall not excuse performance by SUBRECIPIENT of the terms and obligations under this SUBAWARD.

5.2. Only services/products procured by SUBRECIPIENT in accordance with the procurement procedures identified in applicable OMB circulars will be reimbursed; evidence that the services/products were procured in accordance with appropriate OMB circulars must be provided to TWC for reimbursement.

5.3. SUBRECIPIENT will not use any funds under this SUBAWARD for services not included in WIOA Title I or Trade Act; and will not provide services to individuals not eligible under WIOA Title I or Trade Act.

5.4. Actual expenditures for specific line items may exceed the line item budget by 10% or $100 (whichever is greater), as long as the overall Program Budget has not been exceeded. If the actual expenditure or the line item exceeds or is expected to exceed the amount set forth for that line item in the Program Budget by more than said variance, a modification may be requested to transfer larger amounts of funding between line items.

5.5. Recapture of Funds. SUBRECIPIENT shall be liable to TWC for all funds advanced or paid under this SUBAWARD. SUBRECIPIENT shall forthwith pay on demand to TWC any sum of money which is either unspent or not spent strictly in accordance with the terms of this SUBAWARD. Nothing in this SUBAWARD shall relieve SUBRECIPIENT from liability to TWC for any sum which would by law be due to TWC for any breach of the terms of this SUBAWARD.

5.6. If an audit reveals that there are disallowed costs attributable to SUBRECIPIENT's program(s) funded under this SUBAWARD, SUBRECIPIENT shall be held individually liable, or in the case of multiple SUBRECIPIENTs, jointly and severally liable for re-payment of the disallowed costs from non-Federal funds.

Section 6. FINANCIAL MANAGEMENT

6.1. SUBRECIPIENT is responsible for maintaining a sound fiscal management system. This system will clearly identify revenues and expenses pertaining to this SUBAWARD. SUBRECIPIENTs must maintain a **separate record of accounts** by program code, center, or fund for this SUBAWARD and will report costs for reimbursement from this record of accounts. All monies expended for WIOA Title I SUBAWARDED programs will be charged to the "program" cost category. All costs must be documented and the supporting documentation must be correlated to the report of expenditure request for reimbursement.

6.2. SUBRECIPIENT shall maintain RECORDS that clearly reflect WIOA funds received and WIOA funds on hand. At any given time TWC or its fiscal agent must be able to verify, based on SUBRECIPIENT RECORDS that reimbursements were deposited to SUBRECIPIENT's account, and must also be able to determine the amount of WIOA funds on hand.

6.3. SUBRECIPIENT shall maintain accounting RECORDS that are supported by source documentation. SUBRECIPIENT shall in these and other respects comply with applicable provisions of 2 CFR Part 200 – UNIFORM ADMINISTRATIVE REQUIRMENTS, COST PRINCIPLES, AND AUDIT REQUIREMENTS FOR REFERAL AWARDS and 2 CFR Part 2900 – UNIFORM ADMINISTRATIVE REQUIREMENTS, COST PRINCIPLES, AND AUDIT REQUIREMENTS FOR FEDERAL AWARDS; SUBRECIPIENT will comply with 2 CFR § 200.212 subjecting non-Federal entities and contractors to the non-procurement debarment and suspension regulations implementing Executive Orders 12549 and 12689, 2 CFR Part 180; SUBRECIPIENT may not prohibit or otherwise restrict employees or contractors from lawfully reporting waste, fraud, or abuse to a designated investigative or law enforcement representative of a Federal department or agency authorized to receive such information – P.L. 113-114, Division E, Title VII, Section 743. Nothing in this Section shall be construed so as to relieve SUBRECIPIENT of fiscal accountability and responsibility under any portion of this SUBAWARD.

6.4. TWC will review and monitor, at such times and places as it may determine, SUBRECIPIENT's fiscal management system as well as specific RECORDS pertaining to this SUBAWARD. SUBRECIPIENT shall produce at SUBRECIPIENT'S cost, upon request of TWC all or requested RECORDS maintained under this agreement. SUBRECIPIENT agrees to adopt and implement recommendations which are deemed by TWC to be necessary and appropriate

Section 7. INDIRECT COSTS

7.1. "Indirect costs" and are those, incurred for a common or joint purpose benefiting more than one (1) cost objective, and not readily assignable to the cost objective specifically benefited without effort disproportionate to the results achieve. (See 2 CFR § 200.414).

7.2. SUBRECIPIENT shall comply with the Grant Accountability and Transparency Act (GATA), 30 ILCS 708/1, *et seq.*, and OMB guidance for tracking and reporting indirect costs.

7.3. The indirect cost rate applicable to this SUBAWARD is 3.15 %.

7.4. Type of indirect cost rate:

_____ SUBRECIPIENT will not request reimbursement of indirect costs.

_____ SUBRECIPIENT will use an approved Federally recognized indirect cost rate negotiated between SUBRECIPIENT and the Federal Government. The indirect cost rate application to this SUBAWARD is ___10_____ % of Wages and Fringe.

_____ SUBRECIPIENT will use the indirect cost rate that is negotiated with the State of Illinois. The indirect cost rate applicable to this SUBAWARD is_3.15 %.

_____X_____ SUBRECIPIENT will use the de minimus rate of 10% of the modified total direct costs.

Section 8. AUDIT

8.1. A copy of SUBRECIPIENT's most recently audited financial statement must be on file with TWC prior to the execution of this SUBAWARD. The SUBRECIPIENT's audit shall be in compliance with OMB Uniform Guidance 2 CFR Part 200 and 2 CFR Part 2900, and shall certify compliance therewith.

8.2. TWC, or an individual or entity designated by TWC, may audit SUBRECIPIENT's programs that affect this SUBAWARD. SUBRECIPIENT agrees to allow TWC, or an individual or entity designated by TWC, access to all RECORDS for the purpose of audit and fiscal monitoring.

8.3. SUBRECIPIENT will be responsible for costs disallowed as a result of an audit in accordance with Debt Collection and Audit Resolution Procedures as are now or may hereafter be established by TWC.

8.4. SUBRECIPIENT will be responsible for informing their auditors that this SUBAWARD is Federally funded. SUBRECIPIENT shall ensure that the audits SUBRECIPIENT obtains meet the standards required for the SUBRECIPIENT and must specify to their auditors the type of audit required.

Section 9. BONDING REQUIREMENTS

Every officer, director, agent, or employee authorized to act on behalf of SUBRECIPIENT in receiving or depositing funds into program accounts, or in issuing financial documents, checks, or other instruments of payment for program costs shall be bonded to provide protection against loss. The amount of bonding coverage shall be for the highest advanced amounts through check planned for the present grant year. SUBRECIPIENT shall provide upon receipt a copy of all bonds referenced herein to TWC.

Section 10. INSURANCE

10.1. SUBRECIPIENT shall maintain liability insurance or a self-insurance fund to fully cover injuries to trainees/students incurred while participating in the training program(s) covered by this SUBAWARD and all programs provided to Participants hereunder. Such insurance shall be in the amount of not less than $1 million per occurrence. Insurance shall be issued by an Illinois qualified insurance company, with a minimum AM best rating of "A". The policy will name TWC as additionally insured. The policy will be non-cancellable without at least 30 days' notice to TWC and the policy term will be a minimum of one (1) year.

10.2. SUBRECIPIENT shall promptly deliver to TWC upon request certificates of insurance for the coverage required herein. Training conditions shall comply with applicable safety standards, practices and procedures as may from time to time be required by Federal, State and local governmental agencies.

10.3. If SUBRECIPIENT, in conducting activities under a grant or this SUBAWARD with TWC, uses motor vehicles, SUBRECIPIENT shall ensure that it has proper and adequate automobile insurance. SUBRECIPIENT herewith agrees to indemnify and hold harmless TWC against any and all claims, demands, actions, expenses and costs (including attorney's fees and costs) arising from the ownership, maintenance, or use of a motor vehicle. SUBRECIPIENT shall provide automobile insurance issued by an Insurer licensed in the State of Illinois, with coverage of $1 million for bodily injury and property damage, including coverage for under-insured and uninsured motorists. **At no time will Participants be transported by staff in private vehicles.**

Section 11. WORKER'S COMPENSATION INSURANCE, SOCIAL SECURITY, RETIREMENT AND HEALTH INSURANCE BENEFITS, AND TAXES

SUBRECIPIENT shall provide Worker's Compensation insurance where the same is required and shall accept full responsibility for the payment of unemployment insurance, premiums for Worker's Compensation, Social Security and retirement and health insurance benefits, as well as all income tax deductions and other taxes or payroll deductions required by law for its employees who are performing services specified by this SUBAWARD.

Section 12. NO EMPLOYER-EMPLOYEE RELATIONSHIP

12.1. SUBRECIPIENT expressly agrees that nothing in this SUBAWARD is intended nor shall be interpreted or construed to create an employer-employee relationship.

12.2. SUBRECIPIENT is solely and completely responsible for compliance with all tax and employment costs including, without limitation, withholding obligations, Federal and State Income Tax, Social Security, Unemployment Compensation, and Workers Compensation.

12.3. SUBRECIPIENT herewith expressly stipulates and agrees that it will adhere to and abide by all Federal, State and local laws, ordinances, regulations and rules applicable to its performance under the SUBAWARD and expressly agrees that it shall bear all risk of loss, remain liable for any such taxes, contributions, or deductions and shall indemnify TWC, its members, agents, officers, employees, successors and assigns for any liability including interest, penalties and attorney's fees, if any, assessed against TWC as a result of any violation of this provision.

12.4. SUBRECIPIENT shall have no power to bind TWC by contract or otherwise except as may be provided in this SUBAWARD. SUBRECIPIENT hereby covenants and agrees that it shall not represent to any third-party that SUBRECIPIENT is an employee of TWC and doing so may be a basis for TWC to terminate this SUBAWARD.

Section 13. PURCHASE AND DISPOSITION OF PROPERTY

Any property obtained by SUBRECIPIENT with funds received through this SUBAWARD shall be purchased, maintained, and disposed of in accordance with 2 CFR Part 200 and 2 CFR Part 2900. **Prior written approval from TWC must be obtained before non-expendable property is purchased**; three oral quotes must be received for any property with a price not less than $300.00 and not more than $1,000.00. Purchases for equipment over $1,000.00 require three written quotes. SUBRECIPIENT shall maintain all property RECORDS in such form and manner as required by TWC, but the title to the property shall be in the name of TWC unless U.S. Department of Labor or State of Illinois regulations direct that the title be maintained in the name of the Federal Government or the State of Illinois.

Section 14. MAINTENANCE OF PROPERTY

14.1. SUBRECIPIENT must maintain an inventory of all non-expendable property purchased with funds received through this SUBAWARD. SUBRECIPIENT cannot dispose of any equipment owned by TWC without the prior written permission of TWC.

14.2. SUBRECIPIENT shall maintain RECORDS sufficient to determine the amount of unused-expendable property (all property having a useful life of one year or less and an acquisition cost of $300.00 or less per unit) on hand at the expiration date or upon termination of this SUBAWARD.

14.3. SUBRECIPIENT shall maintain a control system which ensures adequate safeguards to prevent property damage, loss or theft, and shall investigate and document any damage to or loss or theft of property. SUBRECIPIENT shall promptly notify TWC's Executive Director in writing concerning the damage, loss, or theft of any expendable and non-expendable property. SUBRECIPIENT shall implement adequate maintenance procedures to keep the property in good condition.

Section 15. MONITORING, REVIEW, AND EVALUATION OF PROGRAM PERFORMANCE

TWC shall be furnished access to SUBRECIPIENT's program staff, records, and Participants for the purpose of monitoring, review, and evaluation of program performance. SUBRECIPIENT agrees that "access" in the terms of this section includes, but is not limited to, unscheduled and unannounced visits by TWC staff, designees of TWC, or agents of the State or Federal Government to the facilities or operations of SUBRECIPIENT.

Section 16. ORGANIZATION AND STAFFING

SUBRECIPIENT shall maintain current job descriptions for all positions which are funded in whole or in part by this SUBAWARD. These job descriptions shall match each staff member's actual duties. The experience and educational qualifications listed on each job description must match those of the staff member(s) to whom that job description applies. The job descriptions must be kept current.

Section 17. CRIMINAL BACKGROUND INVESTIGATION

SUBRECIPIENT shall conduct a criminal background investigation on all staff members who fill positions which are funded in whole or in part by this SUBAWARD. SUBRECIPIENT shall comply in all respects with the provisions of Federal and State law in conducting such investigations and the results therein obtained, including without limitation, the provisions of the Illinois Uniform Conviction Information Act, 20 ILCS 2635/1 *et seq.* A record of conviction discovered through a criminal background investigation shall be reported to TWC not more than 30 days after date of receipt. TWC may request that a staff member who has a record of conviction be removed from any position funded in whole or in part by this SUBAWARD. SUBRECIPIENT shall certify to TWC within 30 days subsequent to the execution date that it has complied with the requirements of this Section. Failure to conduct the background investigation or to certify or to falsely certify hereunder shall be a basis for TWC to terminate this SUBAWARD.

Section 18. PRIORITY OF SERVICE FOR VETERANS AND ELIGIBLE SPOUSES

TWC is subject to the Jobs for Veterans Act (JVA) (Pub. L. 107-288), which establishes a priority of service requirement for covered persons, such as veterans and eligible spouses, including widows and widowers, in qualified job training programs that are funded by the U.S. Department of Labor. Covered persons must meet WIOA or TAA program eligibility requirements to receive priority of services. SUBRECIPIENT agrees to reasonably cooperate in such compliance monitoring as may be from time to time required by TWC.

Section 19. ON-THE-JOB TRAINING POSITIONS DEVELOPED BY SUBRECIPIENT

19.1. In situations in which SUBRECIPIENT identifies an On-the-Job Training (OJT) position for a Participant, SUBRECIPIENT must follow and adhere to TWC's policy for approval of OJT positions and develop an OJT agreement with the employer. Any agreement for OJT positions **MUST** receive all approvals as required by TWC's policy and SUBRECIPIENT must obtain written approval **BEFORE** the Participant may start the job.

19.2. SUBRECIPIENT or a business owned by SUBRECIPIENT or a member of SUBRECIPIENT's staff may not hire a program Participant in an OJT position and doing so may be a basis for TWC to terminate this SUBAWARD.

Section 20. PARTICIPANT POLICIES

SUBRECIPIENT shall implement Participant policies as established by TWC. SUBRECIPIENT will develop procedures and processes to implement such policies consistently; and maintain written procedures and processes and provide a copy of the same to TWC simultaneous with its signing of this SUBAWARD.

Section 21. GRIEVANCE/COMPLAINT PROCEDURES, DISPUTES, AND COURT ACTIONS

21.1. Disputes between SUBRECIPIENT and Participant

A. Federal law requires that all recipients of WIOA funds establish procedures for filing complaints and grievances from Participants and other interested parties that are

affected by the statewide workforce investment system. SUBRECIPIENT to resolve any issue arising between SUBRECIPIENT and a Participant shall comply with and adhere to the complaint and grievance procedure established and amended from time to time by TWC.

B. All Participants will receive The Workforce Connection Grievance/Complaint Policy during program intake.

C. SUBRECIPIENT shall provide each Participant with the established procedure for filing complaints and grievance with TWC and the State of Illinois alleging discrimination based on race, color, religion, sex, national origin, age, disability, or political affiliation and belief and shall keep a record in each Participants file acknowledging receipt of that procedure.

21.2. Disputes between SUBRECIPIENT and TWC

A. Any dispute between SUBRECIPIENT and TWC concerning the terms or provisions of this SUBAWARD which constitutes a question of fact and which is not disposed of by this SUBAWARD shall be decided by the TWC Executive Director, who shall send a copy of the written decision to SUBRECIPIENT. The decision shall be final and conclusive unless within thirty (30) days from the post mark on the letter of transmittal SUBRECIPIENT files a written appeal with the TWC Board of Directors. The written appeal shall be delivered to the TWC Executive Director who shall promptly notify the TWC Board of Directors. The decision of the TWC Board of Directors concerning the appeal shall be final and conclusive unless determined by a court of competent jurisdiction to have been fraudulent, capricious, arbitrary, or grossly erroneous as necessarily to imply bad faith or not supported by substantial evidence. In accordance with any appeal proceeding under this clause, SUBRECIPIENT shall be afforded the opportunity to be heard and to offer evidence in support of its appeal. Pending final determination of the dispute, SUBRECIPIENT shall proceed diligently with the performance of the SUBAWARD. SUBRECIPIENT may be represented by counsel at SUBRECIPIENT's sole cost and expense.

B. Any dispute between SUBRECIPIENT and TWC that cannot be successfully resolved as contemplated in Section 21.2(A) above, including the failure of either Party to follow any dispute resolution procedures set forth in this SUBAWARD, shall be resolved by initiation of judicial proceedings brought before a court of competent jurisdiction in Winnebago County, State of Illinois.

21.3. SUBRECIPIENT shall immediately notify TWC in writing of any actions or suits filed and of any claims made against TWC, SUBRECIPIENT, or any of the parties involved in the implementation and administration of the programs funded under this SUBAWARD.

Section 22. PUBLIC CREDIT TO FUNDING SOURCES

SUBRECIPIENT expressly understands that any dissemination of information to the public concerning the subject of this SUBAWARD shall be done with full credit to the funding sources. The following must be reproduced on disseminated information concerning the subject of this SUBAWARD:

The Workforce Connection- an Illinois workNet Center and partner in the American Job Center network. This program is funded by The Workforce Connection, Inc., Il Department of Commerce & Economic Opportunity, and the U.S. Department of Labor.

The Workforce Connection is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. All voice telephone numbers may be reached by persons using TTY/TDD equipment by calling TTY (800) 526-0844 or 711. Contact the Equal Opportunity Officer at (815) 395-6688.

This program is subject to the provisions of the "Jobs for Veteran's Act" Public Law 107-288, which provides priority of services to veterans and spouses of certain veterans.

Section 23. BRANDING

23.1. SUBRECIPIENT understands and acknowledges that all services offered through TWC and funded by WIOA shall be promoted under "The Workforce Connection" brand as an Illinois workNet Center and the "federal identifier", a proud partner in the American Job Center network. Promotional and outreach materials, including printed brochures, media releases, flyers, brochures, advertising, and social media sites, must only include The Workforce Connection, Illinois workNet center branding and a proud partner of the American Job Center network identification.

23.2. All promotional and outreach materials shall be approved in advance by TWC Public Information Manager. TWC Public Information Manager will ensure all stationary, brochures, signage, business cards, and advertising meets the branding requirements of WIOA and the Illinois Department of Commerce and Economic Opportunity under Illinois workNet guidelines.

23.3. SUBRECIPIENTS shall not develop or maintain a website, webpage or social media page for the promotion or information provision related to programs and activities funded through this SUBAWARD. The website www.theworkforceconnection.org and all social media pages associated therewith will be developed and maintained by TWC.

Section 24. DEOBLIGATION OF FUNDS FOR LOW ENROLLMENT LEVELS

24.1. TWC will review the enrollment levels monthly for the programs under this SUBAWARD. If it is projected that SUBAWARD enrollment goals will not be reached, TWC, in its discretion may modify or cancel this SUBAWARD in accordance with this SUBAWARD. If SUBAWARD'S enrollment goals are reduced, an adjustment in the program's funding level may be made.

24.2. Any requests to increase the funding level of program under this SUBAWARD must be approved by the TWC Board of Directors.

Section 25. HOLD HARMLESS AGREEMENT

SUBRECIPIENT agrees to indemnify, protect, defend and save harmless the State of Illinois, Boone, Winnebago, and Stephenson Counties, City of Rockford, and TWC from and against any and all

claims, demands, actions, and causes of action of every kind and character, including, but not necessarily limited to, the cost of defense thereof, arising or which may at any time arise in favor of any Participant, trainee, student, employee, agent, invitee, or representative of SUBRECIPIENT, or any third party on account of bodily or personal injury, death, or property damage arising from the act or omission of any Participant, trainee, student, or employee, agent, or representative of SUBRECIPIENT occurring in connection with this SUBAWARD.

Section 26. SALARY AND BONUS LIMITATIONS

SUBRECIPIENT shall comply with Public Law 109-234, and specifically Section 7013 therein regarding limits on salary and bonus compensation for individuals who are paid by funds appropriated to the Employment and Training Administration (ETA) and provided to SUBRECIPIENT. See U.S. Department of Labor Training and Employment Guidance Letter No. 5-06 for more information.

Section 27. MODIFICATIONS

27.1. Any Federal or State laws or regulations which affect this SUBAWARD, and any and all such Federal, State, and local laws and ordinances and regulations which may, from time to time, and at multiple times, be newly adopted, altered or amended shall be incorporated into this SUBAWARD on the effective date of the laws or regulations and any amendments thereof. This SUBAWARD may be modified based upon changes in Federal and/or State guidelines that may be forthcoming as a result of legislative changes as long as such changes do not significantly affect the scope of work subject to this SUBAWARD.

27.2. Any existing Federal, State, or local laws which are relevant or applicable to this SUBAWARD but which TWC identifies after the SUBAWARD is signed shall be immediately incorporated into the SUBAWARD without further action by either Party.

27.3. TWC reserves the right to stop program operations immediately if TWC believes that any law relating to this SUBAWARD has been violated.

27.4. If SUBRECIPIENT cannot conform to the changes required by Federal or State of Illinois laws, or Federal or State of Illinois regulations, SUBRECIPIENT shall immediately notify TWC in writing. TWC shall then establish the standards for the termination of the SUBRECIPIENT's program and will terminate this SUBAWARD as soon as practicable. The best interests of the Participants shall be the primary consideration in establishing the standards for the termination.

27.5. TWC retains the right to unilaterally modify this SUBAWARD for good cause. "Good cause" includes, but is not necessarily limited to, the following:

A. SUBRECIPIENT's failure to meet terms of this SUBAWARD in whole or in part;

B. SUBRECIPIENT's repeatedly failing to submit, by dates required, RECORDS and documentation giving accurate Participant and fiscal information to TWC; or

C. SUBRECIPIENT's actions which demonstrate the appearance of impropriety or which would place TWC in a negative audit position.

27.6. TWC will notify SUBRECIPIENT in writing of the determination to modify the terms of this SUBAWARD, the reasons for such modification, and the effective date of the modifications.

All modifications to this SUBAWARD must be in writing and signed by both Parties EXCEPT IN CIRCUMSTANCES DESCRIBED IN SECTION 27.5.

27.7. All modification requests by SUBRECIPIENT must be in writing with a full explanation of why the modification is necessary. Modification requests are to be directed to TWCs Planning and Quality Assurance Manager for staff input prior to a final decision by the TWC Executive Director.

27.8. Modifications to this SUBAWARD must be requested by SUBRECIPIENT not later than May 15th of the program year. Requests after this date require approval from TWC Finance Committee.

Section 28. TERMINATION OR CANCELLATION

28.1. The SUBAWARD shall be immediately canceled if at any time the U.S. Department of Labor and/or the State of Illinois cancels, fails to fund, or otherwise terminates, rescinds, or negates the grant through which this SUBAWARD or its program is funded.

28.2. Either Party to the SUBAWARD shall have the right to terminate and end unilaterally all obligations hereunder by notifying the other party in writing of such termination at least One Hundred Twenty (120) days prior to the stated effective date of termination. If SUBRECIPIENT fails to fulfill its obligations under this SUBAWARD or misrepresents any information relied upon by TWC, TWC may notify SUBRECIPIENT in writing that TWC will terminate the SUBAWARD effective thirty (30) days following the date of notification. SUBRECIPIENT shall, however, remain obligated to maintain all RECORDS as required by this SUBAWARD regardless of cancellation of this SUBAWARD.

28.3. Upon termination or receipt of notice to terminate, whichever occurs first, SUBRECIPIENT shall cancel, withdraw or otherwise terminate any out-standing orders or SUBAWARD(s) which relate to the performance of this SUBAWARD and shall cease to incur costs. TWC shall not be liable to SUBRECIPIENT or SUBRECIPIENT's creditors for reimbursement or payment of any expenses incurred after the termination date. Upon termination of this SUBAWARD for any reason, SUBRECIPIENT shall return to TWC within thirty (30) days after the receipt of written request for return, all property purchased with funds received under this SUBAWARD and all property furnished to TWC by the State of Illinois or the U.S. Department of Labor. SUBRECIPIENT shall return such property and property RECORDS in the manner prescribed by TWC. Between the date of termination of the SUBAWARD and the date of return of the property, SUBRECIPIENT shall protect such property from damage, loss, or destruction. SUBRECIPIENT shall preserve all RECORDS relating to this SUBAWARD as provided in this SUBAWARD.

Section 29. GOVERNANCE

This SUBAWARD is governed by the laws of the State of Illinois.

Section 30. DEFINITIONS

The following terms of this SUBAWARD shall be defined as follows:

Workforce Innovation and Opportunity Act (WIOA) – shall mean the Workforce Innovation and Opportunity Act, as may be amended.

WIOA Title I – shall mean Title I–Workforce Development Activities–of WIOA, which authorizes job training and related services to unemployed or underemployed individuals and establishes the governance and performance accountability system for WIOA.

Trade Act **–** shall mean the Trade Act of 1974, as amended by the Trade Adjustment Assistance Reform Act of 2002.

Trade Adjustment Assistance (TAA) – shall mean Federal funding established under Trade Act and reauthorized under and the Trade Adjustment Assistance Reauthorization Act of 2015 to assist individuals who have lost jobs due to the effects of international trade.

Participant – shall mean an individual who has been determined to be eligible to participate in and who is receiving services under a program authorized by either WIOA Title I or Trade Act.

Program – shall mean the approved program of services as identified in **Part III Scope of Work** and **Part V SUBRECIPIENT Program Description** of this SUBAWARD.

SUBRECIPIENT – shall mean the non-Federal entity receiving this SUBAWARD from a pass-through entity to carry out part of a Federal program.

SUBAWARD – shall mean the Subaward Agreement entered into between TWC and SUBREICIPIENT.

WIOA funds – shall mean monies paid to SUBRECIPIENT by or on behalf of TWC pursuant to the Program Budget.

Program Budget – shall mean the total funds allocated by TWC for the Program and as stated on the cover sheet to this SUBAWARD except as may be modified from time to time as set forth in this SUBAWARD.

Expendable Property – shall mean that tangible property having a useful life of one (1) year or less and acquisition cost of $300.00 or less.

Non-Expendable Property – shall mean that tangible property having a useful life or more than one (1) year and an acquisition cost of more than $300.00 per unit.

On-the-Job Training (OJT) position – shall mean training by an employer that is provided to a paid Participant while engaged in productive work in a job that provides knowledge or skills essential to the full and adequate performance of the job; provides reimbursement to the employer of up to 75 percent of the wage rate of the Participant, for the extraordinary costs of providing the training and additional supervision related to the training; and is limited in duration as appropriate to the occupation for which the Participant is being trained, taking into account the content of the training, the prior work experience of the Participant, and the service strategy of the Participant, as appropriate.

Local Workforce Development Area 3 (LWDA 3) – shall mean the area of Boone, Winnebago, and Stephenson Counties in Northern Illinois, as established by the Governor of the State of Illinois.

Local Workforce Innovation Board (LWIB) – shall mean the Federally mandated body that oversees the investment of LWDA 3's annual WIOA funds allocation from the U.S. Department of Labor.

The Workforce Connection, Inc. – shall mean the LWIB responsible for overseeing the disbursement of WIOA funds within LWDA 3.

Debt Collection and Audit Resolution Procedures – shall mean those policies, procedures, and practices as may from time to time be adopted or approved by TWC for the purpose of making a determination on auditors' administrative and questioned cost findings, including corrective action requirements imposed on the audited organization; audit resolution does not necessarily connote agreement on the part of the audited organization.

The Workforce Connection Grievance/Complaint Policy – shall mean those policies, procedures, and practices as may from time to time be adopted or approved by TWC for the purpose of outing procedures for filing grievances or complaints alleging violations of WIOA; this policy does not apply to allegations of discrimination based on race, color, religion, sex, national origin, age, disability, or political affiliation or belief.

PART II
ASSURANCES AND CERTIFICATIONS

SUBRECIPIENT hereby assures and certifies that:

1. It possesses the legal authority and has taken such action as may be required to enter into and be bound by this SUBAWARD and to execute the program and represents that prior to signing this SUBAWARD it has thoroughly reviewed the same and understands and agrees to the terms set forth herein.

2. It will comply fully with the nondiscrimination and equal opportunity provision(s) of the following laws as such laws now exist or may be hereafter amended:

   A. Section 188 of WIOA, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIOA Title I financially assisted program or activity;

   B. Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color, and national origin;

   C. Section 102 of the Americans with Disabilities Act of 1990 and Section 504 of the Rehabilitation Act of 1973, as amended, which prohibit discrimination against qualified individuals with disabilities;

   D. The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age;

   E. Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs;

   F. The Illinois Human Rights Act, as amended, and its Rules and Regulations, which prohibits discrimination in Illinois with respect to employment, financial credit, public accommodations, housing and sexual harassment, as well as sexual harassment in education;

   G. Nontraditional Employment for Women Act of 1991, as amended, which requires the reporting of information regarding the training and training-related placement of women in non-traditional employment;

   H. U.S. Department of Labor Regulations at 29 CFR Part 1604, Guidelines on Discrimination because of Sex, Sexual Harassment;

   I. U.S. Department of Labor Regulations at 20 CFR 652;

   J. U.S. Department of Labor Regulations at 29 CFR Parts 31 and 32;

   K. Fair Labor Standards Act of 1938;

   L. Illinois Victims' Economic Security and Safety Act of 2003;

   M. Equal Pay Act of 1963;

N. Minimum Wage Act of 1938;

O. The Civil Rights Restoration Act of 1987;

P. Executive Order 12250;

Q. Executive Order 11246;

R. U.S. Department of Justice Regulations at 28 CFR Part 42, Subparts F and H; and

S. Vietnam Era Veterans' Readjustment Assistance Act of 1974.

3. It will comply with U.S. Department of Labor Regulations at 29 CFR Parts 31, 32, and 37, and other applicable requirements imposed by or pursuant to regulations implementing the laws listed herein, and shall cooperate with such compliance monitoring as TWC or its designee or fiscal agent may from time to time require. SUBRECIPIENT understands that the United States has the right to seek judicial enforcement of this assurance.

4. No funds received under this SUBAWARD will be used to fund any activities prohibited under WIOA, Federal, State or local laws or implementing regulations.

5. No WIOA funds received under this SUBAWARD will be used to fund the same programs for which Federal Supplemental Educational Opportunity Grants (SEOG) are received, including, but not necessarily limited to, Federal Pell Grants.

6. No WIOA funds received under this SUBAWARD will be used to support any religious or anti-religious activity; Participants in the program will not be employed on the construction, operation, or maintenance of that part of any facility which is used for religious instruction or worship.

7. Appropriate standards for health and safety in work and training situations will be maintained.

8. The program will not result in the displacement of employed workers, or impair existing subawards for service.

9. No funds will be used to train Participants to fill a job opening created by the action of an employer in laying off or terminating the employment of any other employee of the SUBRECIPIENT in anticipation of filling the vacancy so created by the hiring of a program Participant.

10. No Participant is a member of the immediate family of SUBRECIPIENT or an employee of SUBRECIPIENT who is engaged in an administrative capacity. The term "immediate family" means wife, husband, son, daughter, mother, father, brother, sister, brother or sister-in-law, father or mother-in-law, son or daughter-in-law, aunt, uncle, niece, nephew, stepparent, and stepchild. The term "person in an administrative capacity" includes those persons who have overall administrative responsibility for a program, including employees who have selection, hiring, placement, or supervisory responsibilities for the Participant.

11. Any requests for Participant information other than requests from potential employers regarding a Participant's training background and progress shall be referred to TWC.

12. Participants will not be involved in any manner in labor disputes presently existing or that may subsequently arise following the time of execution of this SUBAWARD. WIOA funds provided through this SUBAWARD shall not be used in any pro or anti-labor union activities.

13. All records and reports required to be completed by SUBRECIPIENT pursuant to this SUBAWARD shall be accurate, true, and correct to the best knowledge of SUBRECIPIENT. Any misrepresentation of a material fact concerning the eligibility, accomplishment, or placement of a Participant, may result in WIOA funds being withheld by TWC, or legal action, to recover funds paid to SUBRECIPIENT as a result of such misrepresentation.

14. It will establish safeguards to prevent SUBRECIPIENT's staff members, employees, officers, directors, partners, owners, board members, agents, representatives, and volunteers from using their positions for a purpose that is, or gives the appearance of, being motivated by desire to divert WIOA funds for private gain for themselves or others, particularly those with which they have family, business, or other ties as a result of the work to be performed as outlined in the attachments to this SUBAWARD.

15. It will be bound by determinations arising from TWC's Debt Collection and Audit Resolution Procedures.

16. It will comply with the non-procurement suspension and debarment regulations implementing Executive Orders 12549 and 12689, 2 CFR 180 (2 CFR 200.212), which prohibits a contract award from being made to parties listed on the government-wide exclusions in the System for Award Management (SAM).

17. It is not disbarred, suspended, or proposed for debarment declared ineligible, or voluntarily excluded from participation in this SUBAWARD by any Federal department or agency (45 CFR Part 76), or by the State of Illinois (30 ILCS 708/25(6)(G)).

18. It will comply fully with the following laws as such laws now exist or may be hereafter amended:

    A. Subpart C of CFR Part 180, as supplemented by 2 CFR Part 376, Subpart C;

    B. The Copeland "Anti-kickback" Act, as amended, and as supplemented by U.S. Department of Labor Regulations at 29 CFR Part 3;

    C. The Davis-Bacon Act of 1931, as amended, and as supplemented by U.S. Department of Labor Regulations at 29 CFR Part 5;

    D. The Contract Work Hours and Safety Standards Act, as amended, and as supplemented by U.S. Department of Labor Regulations at 29 CFR Part 5;

    E. The Byrd Anti-Lobbying Amendment, as amended;

    F. 37 CRF Part 401, "Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contract and Cooperative Agreements," and any implementing regulations issued by TWC pertaining to any assignment or performance of experimental, development, or research work under that "Funding Agreement", which arises or is developed in the course of or under this SUBAWARD, including copyrights and data rights.

    G. Procurement standards set forth in 2 CFR 200.322;

H. All applicable standards, orders, or requirements of The Clean Air Act and the Federal Water Pollution Control Act, as amended. SUBRECIPIENT will immediately report violates to TWC and the Regional Office of the Environmental Protection Agency;

I. Mandatory standards and policies relating to energy efficiency which are contained in the Illinois Energy Conservation Code issued in compliance with the Energy Policy and Conservation Act; and

J. All applicable business licensing, taxation and insurance requirements.

19. It will take all necessary steps to assure that minority firms, women's business enterprises, and labor surplus firms are used when possible, as required by 24 CFR Part 85.36(e).

20. It is not a corporation or agency that has any unpaid Federal tax liability that has been assessed, for which all judicial and administrative remedies have been exhausted or lapsed, and that is not being paid in a timely manner pursuant to an agreement with the authority responsible for collecting the tax liability, unless a Federal Agency has considered suspension or debarment of the corporation or agency and has made a determination that this further action is not necessary to protect the interests of the United States Government.

21. It is not an agency or corporation that was convicted of a felony criminal violation under any Federal Law within the preceding 24 months before this SUBAWARD was executed, unless a Federal Agency has considered suspension or disbarment of the agency or corporation and has made a determination that this further action is not necessary to protect the interests of the United States Government.

22. It will address administrative, contractual, or legal remedies in instances where contractors violate or breach contract terms, and provide for such sanctions and penalties as appropriate, when SUBAWARD is more than the simplified threshold amount determined by the Civilian Agency Acquisition Council.

23. It will address termination for cause and for convenience by the non-Federal entity including the manner by which it will be effected and the basis for settlement.

24. It will seek to enroll a mix of Participants in its programs and will comply with any diversified enrollment goals established for the Program by TWC.

25. It is able to provide programmatic and architectural accessibility for individuals with disabilities.

26. It will include the following tagline on any recruitment brochures, other materials and public broadcasts:

> *The Workforce Connection- an Illinois workNet Center and partner in the American Job Center network. This program is funded by The Workforce Connection, Inc., Il Department of Commerce & Economic Opportunity, and the U.S. Department of Labor.*
>
> *The Workforce Connection is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. All voice telephone numbers may be reached by persons using TTY/TDD equipment by calling TTY (800) 526-0844 or*

711. Contact the Equal Opportunity Officer at (815) 395-6626.

This program is subject to the provisions of the "Jobs for Veteran's Act" Public Law 107-288, which provides priority of services to veterans and spouses of certain veterans.

27. It will comply with the Grant Accountability and Transparency Act.

28. If SUBREICIPIENT is a Corporation or a Limited Liability Partnership, it is in good standing for operations in the State of Illinois and will provide a copy of its "Certificate of Good Standing" from the Illinois Secretary of State's office to be maintained in the SUBAWARD file.

PART III
Scope of Work

Focus of One-Stop Programming:
The focus of the One Stop Programming is a seamless system that provides activities to align, organize and optimize workforce service delivery and outcomes, creating a common customer path with a standardized process for a wide range of services.

Services / Activities:
The Workforce Connection, Inc. authorizes a Sub Award to Goodwill Industries of Northern Illinois for the following ***One-Stop Operator Services and WIOA Title I Career Services for Adults and Dislocated Workers*** in Boone, Stephenson and Winnebago counties.

One-Stop Operator Services / Activities: Coordination of Resource Area and Basic Career services in The Workforce Connection Centers – Rockford, Belvidere, and Freeport.

- Coordination of Reception and initial registration services for all customers.
- Implement and fulfill cooperative agreements and memoranda of understanding (MOU) with partners.
- Coordinate one-stop partner services, with guidance from TWC.
- Provide for effective allocation of staff among all The Workforce Connection Centers.
- Coordinate access to virtual resources at appropriate partner locations, libraries, and other entry points within the 3-County area.
- Develop processes to ensure that all customers receive appropriate, timely, and effective Career Services including effectively communicating with persons with disabilities as effectively as with others.
- Develop and implement a formal referral process for services within and outside of the Center(s); define minimum standards for referral, referral follow-up requirements, and documentation of referral outcomes.
- Provide reports and outcome metrics as required to TWC.
- Actively participate with the Core and Required Partners to integrate services in the One-Stop System and Centers of Boone, Stephenson, and Winnebago Counties.
- Perform continuous improvement activities to achieve high level service quality and exceptional customer service including implementation of a customer feedback system.
- Develop and implement a coordinated staff development / training plan (customer service, cross training on partner and other services, community resources, etc.) for The Workforce Connection Center(s) staff and Partner program staff.
- Ensure implementation of branding standards for the Federal- a proud partner of the American Job Center network, State - Illinois workNet center and Local Workforce area - The Workforce Connection.
- Ensure compliance with all Federal, State and Local policies and procedures relative to the One-Stop System and One-Stop Centers.

WIOA Title I Career and Training Services for Adults and Dislocated Workers Services/Activities:
Provide WIOA Title I Basic and Individualized Career Services and facilitate Training Services for Adults and Dislocated Workers

Basic career services available to individuals through the one-stop delivery system include:

- determinations of whether the individuals are eligible to receive assistance under this subtitle;
- outreach, intake (which may include worker profiling), and orientation to the information and other services available through the one-stop delivery system;

- initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs;
- labor exchange services, including –
    - job search and placement assistance and, in appropriate cases, career counseling, including –
        - providing information on in-demand industry sectors and occupations; and
        - providing information on nontraditional employment; and
    - job placement and job development services for job seekers;
- referrals to and coordination of activities with other programs and services, including programs and services with the one-stop delivery system, and, in appropriate cases, other workforce development programs;
- workforce and labor market employment statistics information;
- performance information and program cost information on eligible training providers and program services; and
- assistance in establishing eligibility for program of financial aid assistance for training and education programs that are not funded under WIOA.

Individualized Career Services and connection to Training Services, for eligible adults and dislocated workers include:

- Comprehensive and specialized assessments of skill levels and service needs of adults and dislocated workers, which may include
    - Diagnostic testing and use of other assessment tools; and
    - In-depth interviewing and evaluation to identify employment barriers and appropriate goals
- Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals, including providing information on eligible providers of training services, and career pathways to attain career objectives;
- Group counseling;
- Individual counseling;
- Career planning;
- Short-term prevocational services/skills upgrading and retraining, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training;
- Internships and work experiences that are linked to careers;
- On-the-Job Training (OJT);
- Workforce preparation activities;
- Financial literacy services;
- Out-of-area job search assistance and relocation assistance; or
- English language acquisition and integrated education and training programs;
- Referrals to:
    - Adult Basic Education and High School Equivalency (HSE) preparation activities, as applicable
    - Bridge Programs
    - Occupational Training (Eligible Training Providers and Programs);
- On-going Case Management and Coaching;
- Unsubsidized Job Development and Placement Assistance—coordinated with The Workforce Connection's Business Account Managers and Business Service Team;
- Management of records, including case notes;

- Management of data related to WIOA Performance Goals; and
- Follow-up services, including counseling regarding the workplace, for participants in workforce development activities, placed in unsubsidized employment, for not less than 12 months after the first day of employment, as appropriate.

NOTE: Trade Act services are integrated with Dislocated Worker services. The delivery of Rapid Response services is coordinated with the IL Department of Commerce and Economic Opportunity.

WIOA Performance Measure	Definition
Entered Employment	The percentage of participants who are in unsubsidized employment during the second quarter after exit
Employment Retention	The percentage of participants who are in unsubsidized employment in the fourth quarter after exit
Median Earnings	The median earnings of participants who are in the second quarter after exit
Credentials	The percentage of participants who obtain recognized post-secondary credential or secondary school diploma/GED within one year after exit from the program
Skills Gains	The percentage of participants enrolled in training or education program who show documented skills gains during a program year
Business Services	Effectiveness of serving employers (TBD by IL DCEO)

PY2021 Performance Measures*

*Final verification of performance goals has not been received from DCEO. These performance goals could be modified if DCEO modifies performance goals.

PY 2021 Negotiated Goals
LWIA 3: The Workforce Connection

Performance Measure	PY2021 Performance Goal
Adult	
Adult Employment Rate 2nd Quarter after Exit	70.0%
Adult Employment Rate 4th Quarter after Exit	68.0%
Adult Median Earnings	$6,000
Credential Attainment	64.0%
Adult Measureable Skills Gain	55.0%
Dislocated Worker	
DW Employment Rate 2nd Quarter after Exit	72.0%
DW Employment Rate 4th Quarter after Exit	72.0%
DW Median Earnings	$8,500
Credential Attainment	60.0%

DW Measurable Skills Gain	59.0%

Enrollment Schedule

In PY 2021 WIOA Adult/Dislocated Worker will serve 500 Adult participants and 200 Dislocated Worker participants. An estimated total of 235 WIOA participants (160 Adult participants and 75 Dislocated Worker) will be carried-over from PY20, with new enrollments for WIOA Adult / Dislocated Worker participants will be 340 Adult and 125 Dislocated Worker during the period 7/1/21-6/30/22.

Enrollment Goals:

PY 2021 Carry-Over # Adult	**PY 2021 Carry-Over #** Dislocated Worker	**Total PY21 Carry-Over**	
160	75	**235**	
Cumulative # of Planned New Enrollments—Adult (Year-to-Date New Enrollments)	**Cumulative #** of Planned New Enrollments—Dislocated Worker (Year-to-Date New Enrollments)	**Total New**	By Date
85	32	117	September 30, 2021
85	31	233	December 30, 2021
85	31	349	March 31, 2022
85	31	465	June 30, 2022
GOAL Total PY21 Adult Served	**GOAL Total PY21 Dislocated Worker Served**	**GOAL Total New & Carry Over**	
500	200	700	

WIOA Budget Page 1

Organization: **Goodwill Industries of Northern Illinois**

Budget Period (Dates): **June 15, 2021-June 30, 2022**

BUDGET - WAGES	One-Stop Operator Budget	Adult Program Budget (1A)	Dislocated Worker (1D)	Emergency funding (1E)	1N Funding	Trade	Service Integration	Total Budget
Include Employee's Title and wage/hr x hrs/day x # of days								
1 The Workforce Connection Operations Manager (40 hours per week at $66,000 *12 months)	8,580	42,900	8,580	1,320	4,620			66,000
2 Winnebago County Navigator (40 hours per week at $14)	3,786	18,928	3,786	582	2,038			29,120
3 Boone County Navigator/Career Specialist (40 hours per week at $14.15/hr)	3,826	19,131	3,826	589	2,060			29,432
4 Stephenson County Navigator/Career Specialist (40 hours per week at $14/hr)	3,786	18,928	3,786	582	2,038			29,120
5 Intake& Eligibility Specialist (40 hours at $16.5/hour)		26,770	4,462	686	2,402			34,320
6 Career Center Supervisor (40 hours at $21.00/hour)	5,678	28,392	5,678	874	3,058			43,680
7 Service Integration Specialist (40 hours at $20/hour x 6 months)							20,800	20,800
8 Business Team Lead /Specialist (40 hours per week at $26/hour x 80% of time)		33,746	5,624	866	3,028			43,264
9,10, 11 Three (3)Business Services Specialists (40 hours per week at $24.00/hour x10 months)		94,349	15,725	2,419	8,467			120,960
12 Business Team Assistant (20 hours at $15/hour x avg 11 months)		11,068	1,845	284	993			14,190
13 Compliance Manager (40 hours per week at $50,000 x avg 11 months)		35,749	5,958	917	3,208			45,832
14 Grant Accountant (10% of wages of $56,650)	736	3,682	736	113	398			5,665
15 Associate Director of Workforce Development (10% of $75,000)	975	4,875	975	150	525			7,500
								-
								-
								-
TOTAL WAGES	**27,367**	**338,518**	**60,981**	**9,382**	**32,835**	**-**	**20,800**	**489,883**
								-
FRINGE BENEFITS								-
								-
Social Security @ 6.2%	1,697	20,988	3,781	582	2,036	-	1,290	30,374
Medicare @ 1.45%	397	4,909	884	136	476	-	302	7,104
Health ($620 per month for 3 employees for 12 months, 3 employees for 10 months)	5,320	26,598	5,320	818	2,864			40,920
Life insurance (20.10/month *13 staff at avg 10 months)	340	1,698	340	52	183			2,613
Dental (20.00/ month * 9 staff at avg 10 months)	234	1,170	234	36	126			1,800
Unemployment @ 0.88%	241	2,979	537	83	289	-	183	4,312
Workers' Comp. @ 2.78%	761	9,411	1,695	261	913	-	578	13,619
Short term disability	490	2,458	492	76	265		152	3,933
	-							-
TOTAL FRINGE	**9,480**	**70,211**	**13,283**	**2,044**	**7,152**	**-**	**2,505**	**104,675**
TOTAL WAGES AND FRINGE	**36,847**	**408,729**	**74,264**	**11,426**	**39,987**	**-**	**23,305**	**594,558**

WIOA Budget Page 2

Organization: **Goodwill Industries of Northern Illinois**

Budget Period (Dates): **June 15, 2021 - June 30, 2022**

BUDGET - OTHER COSTS	One-Stop Operator Budget	Adult Program Budget (1A)	Dislocated Worker (1D)	Emergency funding (1E)	1N Funding	Trade	Service Integration	Total Budget
SUPPLIES								
Training Supplies/Materials/Texts	780	3,900	780	120	420			6,000
Office Supplies/Materials/Postage/Duplicating	1,228	6,143	1,229	189	661			9,450
								-
EQUIPMENT MAINT/RENTAL/PURCHASE								-
Office (3 laptops and 6 phones)		2,192	365	56	197			2,810
Training								-
								-
OUTSIDE SERVICES								-
Accounting/Bookkeeping								-
Computer Operation	343	1,716	343	53	185			2,640
Printing/Duplicating	234	1,170	234	36	126			1,800
Interpreting Services	195	975	195	30	105			1,500
Secret Shopper Program	1,560							1,560
								-
MISCELLANEOUS COSTS								-
Staff Training (travel, lodging, meals, tuition, conference fees, etc.) (increase)	379	1,892	379	58	204			2,912
In-Town Travel	130	650	130	20	70			1,000
Telephone	257	1,287	257	40	139		180	2,160
								-
								-
								-
Indirect cost of payroll and fringe (10%)	3,685	40,873	7,425	1,143	3,999	-	2,331	59,456
Other								-
Subcontract with Rock Valley College	10,604	445,361	76,044	11,698	40,947	2,000		586,654
								-
FACILITY COSTS								-
								-
Rockford	17,563	87,815	17,563	2,702	9,457			135,100
Freeport	1,404	7,020	1,404	216	756			10,800
Belvidere	1,638	8,190	1,638	252	882			12,600
								-
								-
PARTICIPANT RELATED COSTS								-
Work Experience / Internships			15,000					15,000
Transitional Jobs		12,000						12,000
Training Related Supportive Services		1,250	750					2,000
								-
								-
TOTAL - OTHER COSTS	**40,000**	**622,434**	**123,736**	**16,613**	**58,148**	**2,000**	**2,511**	**865,442**
TOTAL - WAGES & FRINGE	**36,847**	**408,729**	**74,264**	**11,426**	**39,987**	**-**	**23,305**	**594,558**
GRAND TOTAL	**76,847**	**1,031,163**	**198,000**	**28,039**	**98,135**	**2,000**	**25,816**	**1,460,000**

NON-REIMBURSABLE COSTS: LINES OF CREDIT								Total
Occupational Skills Training (ITAs)		1,139,012	237,687	6,500	267,000	9,300		1,659,499
Occupational Skills Training Other								-
Remedial / Pre-Vocational Training		18,800	9,200					28,000
On-the-Job Training		320,000	50,000		102,000			472,000
Customized Training								-
Incumbent Worker Training		20,000	150,000					170,000
TOTAL NON-REIMBURSABLE COSTS		**1,497,812**	**446,887**	**6,500**	**369,000**	**9,300**	**-**	**2,329,499**

Goodwill Industries of Northern Illinois
Budget Narrative
Request for Proposals for One-Stop Operator &
Title I-B Career Services for Adults and Dislocated Workers

WAGES

1. The Workforce Connection Operations Manager, 40 hours per week, for a total of $66,000 for 12 months. Allocation of wages is as follows: 13% to OSO, 65% to Adult, 13% to Dislocated, 2% for Emergency, and 7% for 1N.

2. Winnebago County Navigator, 40 hours per week at $14/hour, for a total of $29,120 for 12 months. Allocation of wages is as follows: 13% to OSO, 65% to Adult, 13% to Dislocated, 2% for Emergency, and 7% for 1N.

3. Boone County Navigator/Career Specialist, 40 hours per week at $14.15/hour, for a total of $29,432 for 12 months. Allocation of wages is as follows: 13% to OSO, 65% to Adult, 13% to Dislocated, 2% for Emergency, and 7% for 1N.

4. Stephenson County Navigator/Career Specialist, 40 hours per week at $14/hour, for a total of $29,120 for 12 months. Allocation of wages is as follows: 13% to OSO, 65% to Adult, 13% to Dislocated, 2% for Emergency, and 7% for 1N.

5. Intake& Eligibility Specialist, 40 hours at $16.50/hour, for a total of $34,320 for 12 months. Allocation of wages is as follows: 78% to Adult, 13% to Dislocated, 2% for Emergency, and 7% for 1N.

6. Career Center Supervisor, 40 hours at $21.00/hour, for a total of $43,680 for 12 months. Allocation of wages is as follows: 13% to OSO, 65% to Adult, 13% to Dislocated, 2% for Emergency, and 7% for 1N.

7. Service Integration Specialist, 40 hours at $20/hour for 6 months, through 12/31/21. Total of $20,800.

8. Business Team Lead /Specialist, 40 hours per week at $26/hour at 80% of total time. Total is $43,264. Allocation of wages is as follows: 78% to Adult, 13% to Dislocated, 2% for Emergency, and 7% for 1N.

9, 10, 11. Three (3) Business Services Specialists, 40 hours per week at $24/hour, for an average of 11 months. Total for each position is $40,320 in wages times 3 positions = $120,960. Allocation of wages is as follows: 78% to Adult, 13% to Dislocated, 2% for Emergency, and 7% for 1N.

12. Business Team Assistant, 20 hours at $15/hour for an average of 11 months, for a total of $14,190. Allocation of wages is as follows: 78% to Adult, 13% to Dislocated, 2% for Emergency, and 7% for 1N.

13. Compliance Manager, 40 hours per week at $50,000 annual salary for an average of 11 months = a total of $45,832. Allocation of wages is as follows: 78% to Adult, 13% to Dislocated, 2% for Emergency, and 7% for 1N.

14. Grant Accountant, 10% of wages of annual wages of $56,650. Total is $5,665. Allocation of wages is as follows: 13% to OSO, 65% to Adult, 13% to Dislocated, 2% for Emergency, and 7% for 1N.

15. Associate Director of Mission Services, 10% of annual wages of $75,000. Total is $7,500. Allocation of wages is as follows: 13% to OSO, 65% to Adult, 13% to Dislocated, 2% for Emergency, and 7% for 1N.

*Allocations of wages will be based on actual census of customers served. Reports will be pulled monthly and included with billing.

TOTAL WAGES = $489,883

FRINGE BENEFITS

1. Social Security costs based on employment wages, calculated at 6.2% of wages, for a total of $30,374.

2. Medicare costs based on employment wages, calculated at 1.45% of wages for a total of $7,104.

3. Health insurance is calculated at $620 per person, assuming 3 employees have insurance and are employed for 12 months, and 3 employees have insurance but are employed for 10 months of the year. This total cost is $40,920 and is allocated as follows: 13% to OSO, 65% to Adult, 13% to Dislocated, 2% for Emergency, and 7% for 1N.

4. Life insurance, calculated at $20.10/month, for 13 staff at an average of 10 months for a total of $2,613. This cost is allocated as follows: 13% to OSO, 65% to Adult, 13% to Dislocated, 2% for Emergency, and 7% for 1N.

5. Dental costs, calculated at $20.00/ month for 9 staff at an average of 10 months, for a total cost of $1,800. This cost is allocated as follows: 13% to OSO, 65% to Adult, 13% to Dislocated, 2% for Emergency, and 7% for 1N.

6. Unemployment costs, calculated at 0.88% of wages, for a total cost of $4,312.

7. Workers' Comp costs, calculated at 2.78% of wages, for a total cost of $13,619.

8. Short term disability, calculated at a percentage of full time wages and totaling $3,933. ($3,933 represents a portion of Goodwill's total cost.) $152 allocated to Service Integration with the remainder allocated as follows: 13% to OSO, 65% to Adult, 13% to Dislocated, 2% for Emergency, and 7% for 1N.

TOTAL FRINGE = $104,675

TOTAL WAGES AND FRINGE = $594,558

OTHER COSTS

SUPPLIES

1. Training supplies and materials costs to include assessments tests (CASAS testing fees), flash drives, and instructional materials, totaling $6,000 and allocated as follows: 13% to OSO, 65% to Adult, 13% to Dislocated, 2% for Emergency, and 7% for 1N.

2. Office supplies and materials including paper, ink, basic office supplies, postage, and duplicating, totaling $9,450 and allocated as follows: 13% to OSO, 65% to Adult, 13% to Dislocated, 2% for Emergency, and 7% for 1N.

EQUIPMENT MAINTENANCE/RENTAL/PURCHASE

1. Office equipment purchase budgeted for $2,810 for new computers and phones for new business services team members. Allocated as follows: 78% to Adult, 13% to Dislocated, 2% for Emergency, and 7% for 1N.

OUTSIDE SERVICES

1. Computer operation costs to include any computer repair, troubleshooting, or needs based on costs of $110/per hour charged by IT vendor at 2 hours per month for 12 months for a total of $2,640. Total cost allocated as follows: 13% to OSO, 65% to Adult, 13% to Dislocated, 2% for Emergency, and 7% for 1N.

2. Printing and duplicating costs include printing of flyers, materials, training supplies for a total cost of $1,800. Allocated as follows: 13% to OSO, 65% to Adult, 13% to Dislocated, 2% for Emergency, and 7% for 1N.

3. Interpreting services budgeted at $1,500, allocated as follows: 13% to OSO, 65% to Adult, 13% to Dislocated, 2% for Emergency, and 7% for 1N.

4. Secret shopper costs based on 1 shop per location per month with $1,560 allocated to OSO to total $1,560.

MISCELLANEOUS COSTS

1. Staff training costs, including travel, lodging, meals, and conference fees for a total cost of $2,912, allocated as follows: 13% to OSO, 65% to Adult, 13% to Dislocated, 2% for Emergency, and 7% for 1N.

2. In town travel with costs to include mileage at Goodwill's rate of $0.448/mile (80% of the IRS rate of $0.56/mile) for a total of $1,000. Allocated as follows: 13% to OSO, 65% to Adult, 13% to Dislocated, 2% for Emergency, and 7% for 1N.

3. Telephone costs including $30 stipend per month for eligible staff roles where it is determined they must use cell phone for work. Estimated at 6 staff for a total of $2,160. Except for $180 for Service Integration, the rest is allocated as follows: 13% to OSO, 65% to Adult, 13% to Dislocated, 2% for Emergency, and 7% for 1N.

4. Indirect costs of payroll and fringe, based on 10% of wage and fringe, for a total of $59,456.

5. Subcontract with Rock Valley College totaling $586,654. Except for $2,000 for trade, the remainder is allocated as follows: 13% to OSO, 65% to Adult, 13% to Dislocated, 2% for Emergency, and 7% for 1N.

FACILITIES COSTS

1. Rockford site budgeted at $135,100. Allocation is as follows: 13% to OSO, 65% to Adult, 13% to Dislocated, 2% for Emergency, and 7% for 1N.

2. Freeport site budgeted at $10,800. Allocation is as follows: 13% to OSO, 65% to Adult, 13% to Dislocated, 2% for Emergency, and 7% for 1N.

3. Belvidere site budgeted at $12,600. Allocation is as follows: 13% to OSO, 65% to Adult, 13% to Dislocated, 2% for Emergency, and 7% for 1N.

PARTICIPANT RELATED COSTS

1. Work experience costs budgeted at $15,000 for dislocated workers.

2. Transitional Jobs budgeted for $12,000 for adults.

3. Training related supportive services for the work experience and transitional jobs include drug tests and background checks as well as other supportive services needed. $1,250 allocated to adult and $750 allocated to dislocated worker with $2,000 total.

TOTAL OTHER COSTS = $865,442

TOTAL COSTS = $1,460,000

LINES OF CREDIT

The amounts for the lines of credit were determined based on TWC preliminary PY21 budget approved by the Board.

TOTAL LINES OF CREDIT = $2,329,499.

TOTAL FUNDS REQUESTED INCLUDING LINES OF CREDIT = $3,789,499.

WIOA Budget Page 1

Organization: **Rock Valley College**

Budget Period (Dates): **June 15, 2021-June 30, 2022**

BUDGET - WAGES	One-Stop Operator Budget	Adult Program Budget (1A)	Dislocated Worker (1D)	Emergency funding (1E)	1N Funding	Trade	Total Budget
Include Employee's Title and wage/hr x hrs/day x # of days	***13.00%***	***65.00%***	***13.00%***	***2.00%***	***7.00%***		
		78.00%					
1) Enrolled Services Director - 8 hrs/day x 238 days		51,355.00	8,559.00	1,317.00	4,609.00		65,840.00
2) Accounting Spec. - 5 hrs/day x 238 days		17,033.00	2,839.00	437.00	1,529.00		21,838.00
3) Administrative Assistant - 8 hrs/day x 238 days	3,806.00	19,028.00	3,806.00	585.00	2,049.00		29,274.00
4) Career Planner - 8 hrs/day x 260 days		45,214.00	7,536.00	1,159.00	4,058.00		57,967.00
5) Career Planner - 8 hrs/day x 260 days		33,906.00	5,651.00	869.00	3,043.00		43,469.00
6) Career Planner - 8 hrs/day x 260 days		37,199.00	6,200.00	954.00	3,338.00		47,691.00
7) Career Planner - 8 hrs/day x 260 days		33,790.00	5,632.00	866.00	3,032.00	1,500.00	44,820.00
8) Career Planner - 8 hrs/day x 238 days		33,794.00	5,632.00	867.00	3,033.00		43,326.00
9) Career Planner (Temp)- 5 hrs/day x 130 days		10,140.00	1,690.00	260.00	910.00		13,000.00
10) Instructor & Assessm't Specialist - 4 hrs/day x 238 days	2,532.00	12,661.00	2,532.00	390.00	1,364.00		19,479.00
TOTAL WAGES	**6,338.00**	**294,120.00**	**50,077.00**	**7,704.00**	**26,965.00**	**1,500.00**	**386,704.00**
FRINGE BENEFITS							
SURS - 12.90%	491.00	35,149.00	5,971.00	919.00	3,215.00	185.00	45,930.00
Social Security @ 6.2%		623.00	104.00	16.00	56.00	3.00	802.00
Medicare @ 1.45%	92.00	4,259.00	729.00	112.00	393.00	23.00	5,608.00
Health @ $8,500	1,658.00	48,011.00	8,322.00	1,280.00	4,481.00	266.00	64,018.00
Life Insurance							
Retirement Health Insurance @ 0.5%	32.00	1,333.00	229.00	35.00	123.00	10.00	1,762.00
Unemployment @							
Workers' Comp. @ 1.01%	64.00	2,968.00	508.00	78.00	273.00	13.00	3,904.00
TOTAL FRINGE	**2,337.00**	**92,343.00**	**15,863.00**	**2,440.00**	**8,541.00**	**500.00**	**122,024.00**
TOTAL WAGES AND FRINGE	**8,675.00**	**386,463.00**	**65,940.00**	**10,144.00**	**35,506.00**	**2,000.00**	**508,728.00**

WIOA Budget Page 2

Organization: **Rock Valley College**

Budget Period (Dates): **June 15, 2021 - June 30, 2022**

BUDGET - OTHER COSTS	One-Stop Operator Budget	Adult Program Budget (1A)	Dislocated Worker (1D)	Emergency funding (1E)	1N Funding	Trade	Total Budget

SUPPLIES							
Training Supplies/Materials/Texts							
Office Supplies/Materials/Postage/Duplicating	650.00	3,250.00	650.00	100.00	350.00		5,000.00
EQUIPMENT MAINT/RENTAL/PURCHASE							
Office							
Training							
OUTSIDE SERVICES							
Accounting/Bookkeeping							
Computer Operation							
Printing/Duplicating							
Recruitment							
MISCELLANEOUS COSTS							
Staff Training (travel, lodging, meals, tuition, conference fees, etc.)	325.00	1,625.00	325.00	50.00	175.00		2,500.00
In-Town Travel @		5,850.00	975.00	150.00	525.00		7,500.00
Telephone							
Copier	195.00	975.00	195.00	30.00	105.00		1,500.00
Postage	13.00	65.00	13.00	2.00	7.00		100.00
Subscriptions		5,850.00	975.00	150.00	525.00		7,500.00
Indirect 8.6% Wages and Fringes	746.00	33,483.00	5,671.00	872.00	3,054.00		43,826.00
Other							
Other							
FACILITY COSTS							
Facility Costs @ $10,675/month x 12 months							
PARTICIPANT RELATED COSTS							
Work Experience / Internships							
Transitional Jobs							
Training Related Supportive Services		7,800.00	1,300.00	200.00	700.00		10,000.00
TOTAL - OTHER COSTS/ADMIN for One-Stop Operator	**1,929.00**	**58,898.00**	**10,104.00**	**1,554.00**	**5,441.00**		**77,926.00**
TOTAL - WAGES & FRINGE	**8,675.00**	**386,463.00**	**65,940.00**	**10,144.00**	**35,506.00**	**2,000.00**	**508,728.00**
GRAND TOTAL	**10,604.00**	**445,361.00**	**76,044.00**	**11,698.00**	**40,947.00**	**2,000.00**	**586,654.00**

NON-REIMBURSABLE COSTS: LINES OF CREDIT

Occupational Skills Training (ITAs)							
Occupational Skills Training Other							
Remedial / Pre-Vocational Training							
On-the-Job Training							
Customized Training							
Incumbent Worker							
TOTAL NON-REIMBURSABLE COSTS							

Budget Narrative
Rock Valley College
One-Stop Operator & Career Services
7/1/2021 – 6/30/2022

Wages:

1 – Enrolled Services Director 100%
Responsible for the implementation of WIOA Title 1B individual career services, informed by policy from USDOL, DCEO, The Workforce Connection or other stakeholders. The Enrolled Services Director's wages will be $65,840.

1 – Accounting Specialist 100%
This position is responsible for the budgets, modifications, and fiscal reporting. The Accounting Specialist's wages will be $21,838.

1 – Administrative Assistant I 100%
This position will provide program support. The Administrative Assistant's wages will be $29,274.

5 - Career Planners 100%
These positions will be responsible for eligibility determination, delivery of basic career services and individualized career services under WIOA Title IB. Their primary function is to direct, serve and case manage WIOA Title IB eligible participants in job seeking/preparation activities and training. The total wages for the five Career Planners will be $237,273.

1 – Career Planner (Temp) 100%
This position will be responsible for eligibility determination, delivery of basic career services and individualized career services under WIOA Title IB. Their primary function is to direct, serve and case manage WIOA Title IB eligible participants in job seeking/preparation activities and training. The total wages for the Temporary Career Planner will be $13,000.

1 – Instructor & Assessment Specialist 50%
Responsible for instructing the career readiness curriculum. The portion of the Instructor & Assessment Specialist's wages assigned to this grant will be $19,479.

Total Wages are budgeted at $386,704.

Fringes:

Our **SURS** rate will be 12.90% of each full-time staff's wages. The total will be $45,930.

Social Security – The rate for social security is 6.2% x wages. The total is $802.

Medicare – The rate for Medicare is 1.45% x wages. The total will be $5,608.

Health benefits total for health and dental will be $64,018.

The cost for Rock Valley College's insurance is determined by the type of insurance the employee carries, if they have single coverage, single with children, family, or no insurance. The same holds true for the Dental coverage. Only full-time employees are eligible for health and dental coverage. Each employee's health insurance allocation averages $8,500.

The Health Insurance Allocation= 7 employees x $8,500 + 1 employee x ($8,500 x 50%) = $64,018.

The rate for **Retirement Health Insurance** is .5% X the amount of wages. Only full time staff are eligible for Retirement Health. The approximate amount for the year is $1,762.

Worker's Comp is presently at a rate of wages x 1.01%. The total will be approximately $3,904.

The total for fringe benefits will be $122,024.

The total for wages and fringes are $508,728.

Other Costs:

Office Supply –This will include copy paper for staff printers, pens, pencils, sticky notes, file folders, tablets of paper, binders, printer cartridges and other numerous items for daily use in the office. The total will be $5,000.

Staff Training – Funds are needed for conferences and travel. The total will be $2,500.

Staff Travel – This will cover the mileage for traveling to the Belvidere and Freeport offices. It will also cover any mileage career planners use when traveling to meet with customers. Total amount for travel will be $7,500, for a total of 13,158 miles @ $0.57 each.

Copier (Rockford, Belvidere, Freeport) – The cost per copy is approximately $.024, which includes the cost of paper, toner and the maintenance of the copier. When a copy machine is used at any of the RVC locations, an account number must first be entered. This number reflects which program they are making copies for. At the end of the month, the totals are pulled from the copiers and each account is calculated and entered into the general ledger. Maintenance on the Belvidere and Freeport copier is also included. The total is $1,500.

Postage – Most of our flyers and information to clients are either emailed to our clients or put on the Workforce Connection website. Any mail that is sent out has an account number stamped on the envelope. The mailroom keeps track of the cost for each account and at the

end of the month; we receive a report which shows the charge for the month. The mailroom then enters the amounts into the general ledger. Total amount of postage funds is $100.

Subscription – Subscriptions are needed for Survey Monkey and DocuSign, an online tool used for customer signatures for enrollment documents. The total is $7,500.

Indirect – The Indirect charged is approximately 8.6% of wages and fringes. The Indirect will cover some of the basic services the college provides such as, IT support, Human Resource support, accounting department, payroll and maintenance. The total of $43,826.

Training Related Supportive Services –We will use this to purchase appropriate clothing for clients to wear to their jobs, pay for transportation, childcare, car repairs, etc. The total will be $10,000.

Total Other Costs are $77,926. Grand Total $586,654.

PROGRAM DESCRIPTION

A Goodwill began providing One-Stop Career Services with The Workforce Connection in 2017 and has created a friendly and professional environment that is customer-centered, responsive, integrated, and continuously updated to align with customer needs. Being focused on our customers and their needs is key to our success to date. It has enabled us to meet customers where they are, providing skills and resources to help them fulfill their potential in education and employment.

The Career Centers in Rockford, Belvidere, and Freeport will provide workforce services in seamless conjunction with the core, required, and other community organizations and partners. Friendly and professional Navigators greet customers and help them understand the benefits available, and guide them in their needs. Our Service Integration Specialist will assess, connect, and refer individuals to enrolled services and partner programs through referrals to the partner contacts, and follow up to ensure that individuals get the services they need to move forward. The Specialist will also be available to assist customers with troubleshooting the enrollment process for WIOA and partner programs.

All centers, including the Satellite Career Centers, will provide high quality and engaging access to:

- Illinois workNet, Illinois Job Link, and Career Cruising, where customers can find information on careers and register and post their resumes. We will continue to train staff to be expert users of these websites, ensuring navigation support for customers;
- Labor market information, including up-to-date Job Boards, online resources, and employers on-site, which provides information on the jobs and industries available and in demand locally. Additionally, we will provide workshops and information on job requirements, employment trends, and employment law;
- Information and assistance with resume writing, including reviews and workshops, and assistance with job seeking and retention skills, including interviewing, communication, conflict management, and more;
- Information concerning training and in-demand careers in our local area, and financial aid, including but not limited to the WIOA programming;
- Information on partner services, including assessment, navigation, referral, and follow-up with programs to help customers easily navigate services including benefits, housing, medical care, and more to provide holistic and supportive guidance;
- Information and assistance filing Unemployment Compensation and assistance with the necessary documentation and follow-up paperwork and requirements.
- Career Readiness courses open to the community and enrolled customers, providing the critical career readiness and retention skills that customers and employers need. This will include learning critical workforce skills and earning credentials, including Customer Service Certifications and the ACT WorkKeys National Career Readiness certificate.

B The Career Centers provide easy-to-use services set up in a friendly and professional manner that encourage customers to reach their potential. Staff are available to help register their information in the MPOWR Kiosks, which are then uploaded to the Illinois Workforce Development System (IWDS) data collection and reporting system. Service Integration staff will be available to perform more in-depth assessments for first-time customers, ensuring holistic and appropriate service delivery.

We will improve the centers' flow, ensuring that the process is designed to meet customer needs without asking for the same information multiple times by creating self-service stations with clear directions. We will collect data efficiently, request data upon entry to the center, and ensure that staff completes any

additional entries and shares information with relevant partners so that customers do not have to share their stories multiple times to access services.

C In all Career Centers (or Resource Areas), we provide a full suite of services to meet customers where they are, build on their strengths and skills, and ensure a skilled workforce for our employer customers. As identified in TEGL 03-15 (and detailed above in Section 3A), all basic career services will be provided at the centers and conducted in a culturally-sensitive, efficient and professional manner. Resource Area services will be available, with staff assistance, in the Belvidere, Freeport, and Rockford Centers Monday through Friday from 8 A.M. to 5 P.M., except on State-recognized Holidays. Additionally, we will increase the accessibility of services by continuing to expand service provision at community sites, providing orientation, career planning, and other essential services at local libraries, human service organizations, and schools in the three-county area. Examples of current access points include the Rockford Rescue Mission, United Way Strong Neighborhood Programs, Freeport Township, the Boone County Probation Office, Highland Community College, and the Advanced Technology Center in Belvidere scheduled to open this summer or fall as a planned access site.

The Resource Areas at all sites include a professionally-outfitted computer lab with quality equipment, resources to access self-directed assessment and career planning tools, and clear instructions on how to search and apply for job opportunities and update resumes. Staff are knowledgeable and able to assist customers and direct customers to appropriate resources, partners, and information. Additional student workers and assistants at the Career Centers will be trained to provide hands-on assistance and help for participants, ensuring that customers feel supported and guided in their career journey, which is crucial for customer success. For participants who need to develop digital literacy, we will provide training through self-directed resources and engaging workshops to ensure that customers can increase skills to keep up with the workforce needs of today and in the future.

Resource Areas will also have technology to connect to Core and Required Partners through Direct linkage, allowing them to promptly communicate with many local resources and supportive services without traveling to another destination or waiting for a response or call-back. Additionally, we maintain designated space on-site for partners to provide information and enroll customers in supportive programs. Customers will also have access to a business phone to conduct job-related calls, along with copy and fax machines. We are experts in the field of working with individuals with disabilities; this is demonstrated by our welcoming and inclusive Resource Areas, all of which meet or exceed ADA standards and are equipped with assistive technology.

In the age of the COVID-19 pandemic, we adapted our workshops to be conducted virtually, in person, and through hybrid models; this increased format flexibility allows customers and community members to hone and develop skills regardless of their risk status. Workshops include resume-writing, interviewing techniques, networking, and digital skills. Additionally, we continuously review and adapt training and education to respond to current workforce needs. We also plan to open up the Career Readiness course to adult and dislocated worker customers and the community, which is currently only available to youth participants. All classes can be taken together or stand-alone to meet the needs of job seekers. We also provide workshops on various career pathways and in-demand sectors in the area (as defined in the Regional Plan) and those in need by local employers.

D Continuous improvement is a critical component of Goodwill's mission service programming, and this key value extends to all programming with The Workforce Connection. An essential element of our

continuous improvement efforts includes gaining customer and partner feedback to understand improvement opportunities.

To gain customer feedback, we will continue to raise the standards with the following tools that are implemented at our Career Centers:

- Annual customer service survey of clients who accessed services in the previous program year;
- Partner and employer surveys to understand aspects of their experience working with TWC;
- Secret shoppers will provide written and video feedback to understand the customer perspective.

Another critical element of our continuous improvement efforts is continued learning for all staff. Staff at all levels will continue professional development to understand different populations, new tools and resources, best practices, and innovations in the field.

E Goodwill has a track record of collaborating with partners and ensuring that services are provided on-site or through direct linkage for partner programs. We will build on the strong relationships we have with partners and train partners to understand partner programs to make informed referrals. Additionally, Goodwill will enhance service coordination further through our Service Integration Specialist, who has already created strong relationships and systems with partners.

We will build on the existing relationships with clear communication and relevant resources. Goodwill created the Partner Program guide for TWC in 2017 and has continuously updated it with new information. Today it has become a guide used by many partners. We will also continue to update the Brainshark video/virtual training.

We have implemented training that provides professional development for all partners and will continue to offer relevant programming to increase all partner skillsets. Examples of the trainings we have coordinated and led for partners include staff training on how to help participants navigate the public transit system, understanding the trauma of COVID-19 and its impacts on our participants, and non-violent crisis intervention training. Additionally, we have implemented Partner Connections, a forum for partners to collaborate and share best practices. These supports ensure that we all coordinate our customers.

F We will staff all centers and programs with professional, trained, and knowledgeable staff to ensure customers are supported and guided. We have included a staffing chart in Attachment 4.

G Our Outreach and Recruitment strategies will focus on branding and reinforcing TWC as the “One-Stop” community location for job seekers and employers to find workforce solutions. These include:

- Ensuring simplicity of messaging so customers can easily connect between resources,
- Utilizing social media, such as Facebook Live and Tik Tok, to reach job seekers for workshops, hiring events, interviews, and partner information,
- Sharing success stories through email and social media to inspire individuals to succeed and reinvent themselves through The Workforce Connection services,
- Innovative service delivery methods, including Drive-Thru Events and distribution of information and opportunities for students on flash drives,
- Ensuring all partner agencies have up-to-date information to make educated referrals.

We also believe that we can better connect with marginalized groups in the community to ensure access and awareness of services. The usage of access points, including our recent partnership with the Rockford

Rescue Mission, has provided workshops, resources, and enrollment information for over 70 individuals in the last 60 days. Additionally, partnerships with Stephenson County Probation services, the United Way Strong Neighborhood Homes in Rockford and Machesney Park, and the League of United Latin American Citizens in Belvidere provide opportunities to individuals in need of services.

We have shown compliance to the branding requirements of TWC by exclusively using "The Workforce Connection, an Illinois WorkNet center and a proud partner of the American Job Center Network," as the only branding and logo for programs and services. We have trained staff to identify as The Workforce Connection and not as contractor agencies.

4| WIOA SERVICES FOR ADULTS AND DISLOCATED WORKERS

A Goodwill and our partner Rock Valley College know and understand the local area and partners and have participated in developing local strategies, including the Regional Plan for workforce development. As a result, we are uniquely positioned as leaders who understand local workforce needs. Specifically, we work with leading and emerging industries to fulfill the technical needs as well as essential “soft skills.” Additionally, our work has always addressed the digital divide by providing access to technology. However, we have increased these efforts due to the gap that has been exacerbated by the COVID-19 pandemic. Our workforce programs help individuals overcome barriers to employment through training and the vital collaboration among workforce partners ensures that customers’ needs are met proactively.

We will work with community partners and agencies to provide information so individuals can easily access the WIOA programming in all three counties. We currently offer remote testing and enrollment as an option for customers who are interested in WIOA training programs. We will continue to expand virtual services post-pandemic and provide services at community sites to ensure access and availability.

B As partners, Goodwill and RVC will leverage our strong relationship with local partners to provide quality and person-centered case management and career planning services for Adults and Dislocated Workers in the three-county area. These services are integrated with our One-Stop Operator Services; thus, our strategies for engaging, recruiting, enrolling, and serving job seekers build on the robust engagement and outreach outlined in Section 3. Reinforcing the brand of TWC will raise awareness of services.

Additional innovations that we will bring to this initiative include:

- Partner engagement opportunities - including enrollment sessions on-site, same-day enrollments, and ensuring integration opportunities and follow ups;
- Utilizing IDES distribution lists to reach Dislocated Workers;
- Demystifying program enrollment jargon while maintaining compliance and outcomes;
- Strengths-based case management and removing roadblocks.

We have created intake and enrollment sessions online and through Facebook Live, making them accessible for many in our communities; we will continue to innovate and provide additional options to make the process more convenient and centralize customer support for a better experience. We will streamline enrollment through an Intake and Eligibility Specialist, ensuring that staff can walk customers through information and document collection, thereby humanizing the process even further. With the Service Integration Specialist, our Intake Specialist will help customers navigate the process, with feedback from our customers to continue to improve our strategy. In addition to continuous improvement, this customer-centered approach will speed up enrollment for WIOA programming.

C The Workforce Connection is a place of opportunity for all, and as such, we will continue to make all locations open, welcoming, and relevant for all individuals. Goodwill and RVC bring a wealth of knowledge and proven experience serving special populations; from Goodwill's work with justice-involved individuals and youth to RVC's work with refugee and immigrant populations, our organizations welcome all individuals and provide appropriate services.

As part of this commitment, we will provide specialized staff training, ensuring all staff embrace the philosophy of a strengths-based approach; staff will be educated in how to counsel job seekers dealing with poverty, disabilities, accommodations, criminal justice issues, and other barriers to sustained employment. Additionally, we will leverage strong relationships with DRS VR and local service agencies.

Innovative examples of special population engagement include:

- Working with the Winnebago County Sheriff and partners to connect with and enroll individuals nearing release, providing education and employment opportunities after returning to free society. We will pilot and expand services for returning citizens to ensure opportunities for this population;
- Sharing enrollment information and answering questions at the United Way of Rock River Valley Strong Neighborhood House and Rockford Rescue Mission, rapidly enrolling clients into services;
- Providing Spanish workshops and information for those who speak Spanish as their first language;
- Offering an onsite Basic Education Upgrading and Development Class to support customers with basic skills deficiencies. We are partnering with RVC's Welcome Center to provide targeted employment assistance to new arrivals and immigrants, Veterans, and families utilizing the TANF program.

D Individuals will be oriented and assessed in all locations with various means to ensure flexibility and enrollment ease. We have put the orientation information online with a short and easy-to-understand video that includes captioning and translation for proper accessibility. Additionally, the Intake and Eligibility Specialist hosts in-person and online sessions. We will continue to provide information in various means, increasing access for those at the centers and those in other community sites or locations.

Individuals can watch or attend the orientation, which provides essential information on the program, requirements, and expectations to understand the benefits and commitment. The specialist can then answer questions, provide additional clarification on any issues and assist in navigating the next steps. WIOA enrollment includes several documents, and our Intake and Enrollment Specialist will not only provide information but assist customers in navigating the records and information they need to collect for enrollment. For example, if a customer wants to enroll but does not have a driver's license, our specialist can help them navigate obtaining the license for enrollment. The goal is to remove barriers to employment and education services, and we will work collaboratively with partners to do so.

When ready, we will also conduct customer assessment testing, including testing basic skills, career interests, and aptitude. For basic skills, we will continue to use CASAS testing. It is more customer-friendly than assessments used in the past due to its length and cultural competency. Additionally, we can remotely test customers with transportation barriers if they have the technology to test at home. For career aptitude and interest, we will use Career Cruising and Illinois WorkNet assessments. We are very familiar with these tools and provide staff training on all sites and reports.

Once the Intake and Enrollment Specialist has the requisite information, they will assign the file to a Career Planner and set the meeting, ensuring that the customer has one point of contact until they meet their Career Planner. This ability to create rapport and have one point of contact will increase customer retention and program enrollment. By centralizing communications through Goodwill, it will also create

more engagement on the front end for customers while simultaneously removing additional work from Career Planners so they can focus on service provision, case-manage, and career plan for customers, rather than being overburdened with a lot of initial paperwork.

E Goodwill and RVC have a great deal of experience in case management; our philosophy is to meet the customer where they are and provide effective, strengths-based case management. With this proposed model, we will maximize the benefit of working with the Career Planner, ensuring high-quality, strengths-based, and outcome-oriented services that equitize education and employment attainment. Customers must be in charge of their career journey, yet connected with Career Planners to guide the process, encourage, and hold customers accountable to their own goals. *See subsection D for more details.*

The process for developing and managing an individual employment plan (IEP) is based on each customer's strengths and needs as identified in their assessments and career interests. The Career Planner and customer will review a career option's suitability based on interests, abilities, and wage and growth prospects. The Career Planner can then provide customers with information and options for education, training, employment, and support services. Our IEPs will be thorough and innovative, identifying training and work-based learning steps and planning measures for mitigating barriers to employment or advancement. With our Service Integration Specialist integrated with the program enrollment, we can ensure that there is a multi-agency approach to services as customers work with many agencies. For example, when a One-Stop Center customer has existing caseworkers for housing and benefits, we ensure that the IEP is developed with input and information from all agencies to remove duplication of services and maximize all parties' strengths, thereby increasing the customer's success potential.

F We will offer Career Services at all sites, as outlined in TEGL 03-15, including but not limited to an initial assessment of skills, aptitudes, interests, and barriers; eligibility determination for WIOA Title I; basic career counseling; job search assistance; and referrals to other services as needed. We will augment the State-provided tools such as Illinois Job Link and WorkNet with Goodwill's engaging Skills2Succeed Career Readiness Mobile Application to streamline Career Services.

We will offer individualized programming workshops as detailed in Section 3, sub-section C, and ensure that workshops are appropriate to serve customers' and employers' needs. For example, the Assessment and Instruction Specialist regularly offers the Career Readiness and Employment Skills workshops at all sites. This series prepares job seekers at all levels with up-to-date job searching, work readiness, and application and retention tools. Individuals can take one module or the whole series, depending on need. Additionally, partners provide several engaging workshops and events for customers at all locations, including workshops for supportive services, understanding career pathways, and educational options.

Goodwill is engaging with emerging technologies to stay on the forefront of career readiness training and is currently piloting a new Virtual Reality (VR) Mock Interview Program for job seekers. This cutting-edge technology can be deployed to provide innovative, engaging content that resonates with job seekers and prepares them for the workforce. COVID-19 has made it difficult to interact with others safely while in-person; additionally, with many companies opting for phone or virtual meeting interview for first impressions, today's and tomorrow's job seekers need to be comfortable engaging with a potential employer virtually, while maintaining a professional appearance and demeanor. VR coaching allows job seekers to learn and make mistakes in a safe space and enables other staff to work with additional customers in the meantime.

For job matching, our Career Services staff will communicate and connect job seekers to in-demand opportunities through IWDS, Salesforce, and Illinois Job Link. Specialized Business Services staff will work with enrolled customers to assess and connect to opportunities that match the customer's needs.

G Career Pathways are integral to Career Services and we must ensure that customers understand the options available to them. Career Centers have graphics and tools to demonstrate career pathways, and in 2020, Goodwill began a series of Facebook Live enrollment sessions where staff discuss various in-demand career pathways in our local area, share information, and answer questions from participants before connecting them to WIOA enrollment.

Additionally, staff undergo regular training to understand career pathways, complete with tools designed for customer use, multiple entry points, options for credentials, and explanations on how each step ties into careers and wages. Career pathways will be integrated at each stage; we will conduct career cruising at enrollment and discuss career pathways in each IEP. Regardless of which industry the customer enters or at what skill level, they can take steps to advance their career.

Career Planners will encourage continuous growth and education, with connections to Adult Basic Education, higher education, and specialized training options that connect to the Region's targeted industries, including advanced manufacturing, food processing, healthcare, and transportation, distribution, and logistics, as well as hospitality and IT industries where demand is expected to continue growing. This continued work with career pathways is sustained through our partners in adult primary education, higher education, job training, and tailored services which enables customer-centered education and training for customer and employer needs.

H Service integration and coordination with the 16 Core partners is essential to the work we do; customers often come to us with great strengths, yet many barriers that need to be mitigated to be successful. We can make a more significant collective impact with customers and employers through effective service integration with the partners. We will connect customers to the partner programs for which they are eligible through our Service Integration Specialist, using contacts and direct linkage. This will not be a referral where a customer is handed a piece of paper or told to go to an agency; instead, a partner will review their information and ensure they are eligible and appropriate for the services. Our Service Integration Specialist will also follow-up with customers to ensure that they received the services they needed to continue. If not, we can assist in troubleshooting or finding other services. This critical liaison between partners, in addition to partner networking, sharing resources, and working together in our career centers, will create strong relationships with all partners and will enhance customer satisfaction.

As the program provider, we will actively participate and lead efforts with the Operations Management Council, where our WIOA partners convene bi-monthly. The partner training guide and training video are direct examples of resources that help all partners. While the satellite centers are not comprehensive, we will continue to bring partners in to share resources and information to strengthen service delivery for all customers.

Examples of innovative ways we will work with partners include:

- Working with our local Housing Authorities to provide on-site enrollment and Career Services;
- Interview Practice via Virtual Reality Simulations at various community and partner sites;
- Flexible Career readiness courses that teach practical skills informed by training partners and employers to address current needs;
- Learn-and-earn models for participants that need to work and train simultaneously.

I Rock Valley College has over 15 years of direct experience working with the Illinois Department of Commerce and Economic Opportunity (DCEO) to successfully administer the Trade Program. RVC's experience with the Trade Program began in 2004 when the Illinois Department of Employment Security (IDES) transferred the responsibilities. With oversight support from Goodwill, RVC will be the point of contact on the Trade Program, where leadership possesses expert knowledge from eligibility to exit. They have adapted through the Act's many changes and participated in professional development training in 2020 and 2021 to understand new guidelines and systems.

Rock Valley College's experience and expert knowledge of the Trade Program is critical to adequately work with current and future trade-affected workers because their eligibility for (lifelong) benefits is based on and attached to their employment separation date. The "Date-finder" tool was created by RVC to ensure accurate eligibility and earned State recognition for "Best Practices." The Trade Agent process can be especially challenging due to the requirement to partner with other states across the country to provide services; we have worked through state-to-state procedures, established contacts and agreements, and built excellent working relationships with our partner states to improve this service.

J We commit to timely data-entry and case-noting with IWDS, Illinois WorkNet and Salesforce CRM system for Business Services activities. Both Goodwill and RVC staff are familiar with the system and the reports. Staff will be trained upon hire and annually in case-noting to ensure appropriate data-input. Additionally, our compliance staff will ensure that data is entered accurately and work with management to address any changes or corrections. With over 20 combined years of local experience and the systems of accountability built into this model, we can ensure that data is documented accurately and timely.

K We understand the need for skills upgrading, training, and credentials for individuals and employers in our local area. COVID-19 has introduced new barriers to workforce development, but we rose to the occasion and have implemented engaging virtual tools for remote practice and education (see Section 4F for details). In addition to the workshops offered, we will provide Career Readiness training that is flexible, accessible, and addresses the workforce's needs in all areas. Topics covered will range from resume writing, interviewing skills, professional use of social media, managing an online presence, networking skills, communication, and effective job search practices. Resources and tools utilized will include Illinois Joblink, Illinois WorkNet, Accenture VR, and Skills2Succeed.

We will connect participants with Eligible Training Providers through our Career Planners to help navigate career pathways and determine the best program to suit their needs. Training is not just limited to "off-the-shelf" programs. Our staff are *responsive* and will identify emerging trends and offer options for consideration as the community need arises. We will also work with our Adult Basic Education partners on bridge programming to upgrade participants' skills. We have access to an array of pre-vocational and Individual Training Account options, such as computer classes, necessary skills upgrades, and industry-recognized credentials. In addition to training and workshops, we will provide individuals opportunities to learn and earn through on-the-job training apprenticeships and work experiences.

L For participants that come into the program for On-the-Job training or Work Experience, or those who have finished training, Career Planners will refer them to the Business Services team, who will work to provide work-based learning solutions in high quality, in demand industries. This could include non-subsidized employment as well as earn-and-learn models such as on-the-job training, transitional jobs, apprenticeships, and work experience. We will work with the targeted industries from the Regional Plan

for in-demand career opportunities, including positions in Manufacturing, Health Care, Transportation and Logistics, and other industries that provide growth and living wages.

Work-based learning is an essential element of our strategy, as many individuals need to earn while they learn. Thus, we will ensure that our staff prioritize these options for participants. Customers that work with our Business Services staff will benefit from a readiness assessment and receive help with unsubsidized employment. Our Work-Based Learning Specialists can connect participants to opportunities with local employers. The Career Planning and Business Services teams will work hand-in-hand with customers and ensure that both participants' and employers' needs are met.

M With this Proposal's improved model, RVC will hire additional full-time Career Planners, each with a caseload of 75-100 customers. By providing additional eligibility assistance before the customer meets with the Career Planner and compliance staff that handles follow-up and exits, we believe this will allow Career Planners to have a full caseload and provide high quality, strengths-based services for customers. Career Planners will have a caseload of both Adult and Dislocated Worker customers and any other customers from special grants such as the 1N grant. Throughout the contract period, Goodwill will monitor and adjust caseloads as needed to ensure high-quality services for customers.

N We will staff all centers with professional, trained, and knowledgeable staff to ensure customers are supported and guided. We have included a staffing chart in Attachment 4.

O Follow-up services will be implemented for all customers to ensure that Adult and Dislocated Worker customers are employed or in educational programs and are succeeding. These follow-up services are available for 12 months, beginning on the first day of employment, schooling, or programming. Staff will conduct monthly follow-ups with customers to address any workplace concerns and life situations that are potential barriers to sustaining or advancing employment. Follow-up will be conducted through calls, texts, emails or check-ins to ensure we can reach the customer and help with any issues. If issues arise during follow-up, our Compliance or Service Integration Specialist can connect individuals to assistance to ensure success.

BUSINESS SERVICES

A Our Business Services strategy will build on the prior years' experience and bring innovation and aggressive outreach with new leadership from Goodwill for employer services.

We will employ a Business Outreach Specialist to work in conjunction with the Business Services Representatives. This specialist will utilize Goodwill's effective corporate donations model. This specialist will connect with businesses in the three-county area, sharing information on the services that TWC can provide. In the event an individual wants to work with TWC on a more intensive program, the Outreach Specialist will connect them to the Business Services Representatives who work on more intensive services.

The Business Outreach Specialist will connect to local businesses through cold-calling, referrals from other companies and agencies, and outreach through mail, email, in-person visits, and social media campaigns. The staff member will have aggressive goals for outreach, as well as the support, resources, and accountability to reach those goals. Goals include regional and industry-specific targets, tracked by TWC's new Salesforce system, to ensure that we connect with various businesses across the regional area.

Business Services Representatives will work more intensively with businesses, focusing on WIOA services, including filling positions, creating contracts for work-based learning, and creating strong sector and employer relationships in the targeted industries represented in the Regional Plan.

To meet the needs of the Region's employers, we will provide training for all Business Services staff on effective business outreach and needs analyses to ensure connection with businesses and targeted solutions to meet their needs, rather than selling irrelevant services. By building relationships and trust, businesses may use multiple different services throughout our relationship with them.

Goodwill's team members are encouraged to join local Advisory Teams and business groups that provide opportunities to connect with businesses. Some of these include groups that our team is currently involved, such as SHRM, Winnebago Buy Local, and Women of Today's Manufacturing.

B The Business Services team's goal is to understand and meet the needs of our regional employers. Without their expertise, we would not be able to providing appropriate solutions.

Some of the ways we have met and will continue to meet the needs of employers include:

- Understanding best practices and sharing them with our employer partners, encouraging creative solutions to complex staffing challenges;
- Providing innovative thinking and thoughtful solutions for workforce needs. One such example was in Belvidere, which involved a business that needed qualified stand-up forklift drivers. Our team worked with staffing companies, training providers, and employers to quickly recruit, enroll, and train individuals in this skill for the Belvidere Forklift training program; 98 individuals were rapidly trained and employed. This quick and innovative thinking can be applied to many businesses and industries;
- Providing referrals to other programs and providers to meet their needs. Our Business Services team is well-versed in community services; for services that businesses need that the One-Stop Center does not offer, we initiate warm handoff referrals. As a result, regardless of the workforce development need, businesses rely on The Workforce Connection and the One-Stop Center to meet workforce needs.

C The Business Services team will consist of a Business Services Lead, Business Outreach Specialist, two Business Services Representatives, and a Business Services Assistant. The team will work collaboratively with the Career Planners to connect to opportunities and ensure that we can meet employer needs with skilled and trained individuals. Monthly staffing of customers led by Goodwill’s Compliance Specialist will ensure that the team works together so customers have information and opportunities. Additionally, this continuous communication and team approach will ensure that Business Services members share feedback so that Career Planners' work is responsive to employer needs.

Our Career Readiness Training, both in-person and using online tools like Skills2Succeed, will help prepare customers for employment and satisfy employers' soft-skill needs. When customers have completed training, we will connect them with employers in the community. Our staff will also make sure that the training we provide is in line with their needs. As new needs arise from employers that we do not have the training to address, we will work with TWC Board staff to create or find solutions for local employers.

Business Services Representatives will also maintain a customer pool of qualified candidates that includes resumes and customer profiles for reference for current and future job opportunities.

D Incumbent Worker Training has been part of the WIOA programming in conjunction with The Workforce Connection in previous contracts. Our staff has worked with The Workforce Connection Liaison to provide information and assistance to employers in need of this service. Goodwill's knowledge of the guidelines, services, and tools used will allow us to continue to share this crucial work-based learning program. We are confident in our ability to implement Incumbent Worker Training related to WIOA and TWC policy. We recognize that Incumbent Worker Training will be focused on targeted industry sectors, described in Section 4D. Additionally, our work and familiarity with training institutions allows us to connect and promote curricula to meet employer needs for customized training.

E Our goal is to assist employers in the Region by ensuring a robust local workforce is available and that trained and skilled individuals can advance in their field and find self-sufficiency. To accomplish this, we will align with the sector industries that The Workforce Connection has outlined in the Regional Plan. We will work with Economic Development Organizations, Chambers of Commerce, and business groups to strengthen regional sector partnerships, focusing on their particular sector strengths in our targeted industries. Other sector groups that we do not currently have relationships. We will prioritize building and strengthening relationships with other sector groups not currently connected with TWC One-Stop Center.

Additionally, we will continue sector-based initiatives, including specialized training for staff by industry experts, workshops, and orientation sessions that focus on career pathways and hiring events by sector. Team goals include outreach opportunities to growing sectors outlined in the Regional Plan, such as health care, manufacturing, transportation and logistics, and leisure and hospitality. Additionally, we will continue to work with The Workforce Connection Board to identify sector champions in key industries with which to share information, address needs, and create innovative solutions together.

F The qualification for Business Services team members will vary by position; however, staff will be required to have a bachelor's degree in Business, Marketing, or a related field, and experience connecting with employers and individuals in our community. Business Services staff must be motivated, dynamic, and able to think creatively about solutions that can be thoughtfully integrated into WIOA programming. The Business Outreach Specialist will have previous sales experience and the ability to connect and provide information to businesses with demonstrated return on investment. We have included Job Descriptions in the attachments for further details.

G Job matching is an integral part of our WIOA business strategy, as one of our goals is to ensure that employers find qualified and skilled staff to join their workforce. We will use several job-matching tools, including strong partnerships with and collaboration between the Business Services and Career Planning staff. Monthly staffing of customers will be the first step in a robust job matching component that will provide a greater ability to connect customers to opportunities and satisfy employer needs. Business Services staff will keep detailed records of customer pipelines and employers' needs with the Salesforce CRM. Working with IDES will also provide opportunities to understand the skills that job seekers and dislocated workers already have and connect them to new opportunities in our regional area.

H Based on this model, referenced in Section 4, Business Services, sub-section C, we will connect with a large number of businesses to offer our services and ensure more employers are aware of all TWC opportunities. With the Outreach Specialist providing initial connection and the Business Services lead and specialists focusing on more intensive services and relationships, the ratio will be balanced and provide effective outreach services. This multi-disciplinary team will ensure that employer services are strengthened and become a key element of The Workforce Connection's work.

I Innovation in our Business services strategies includes:

- Incorporating an Outreach Specialist into the Business Services team with the key performance metrics and strategies with which Goodwill has had proven success,
- Proactive (as opposed to reactive) outreach to employers in the community,
- Strong sector collaborations and strategies to create pipelines in high-growth industries.

PAST PERFORMANCE AND PLANNED OUTCOMES

A As noted in Proposal Attachment 5, we have established benchmarks in line with the WIOA program goals that TWC has negotiated. Both Goodwill and RVC have a strong track record for meeting and exceeding program outcomes in WIOA services. Our philosophy is to create a strong foundation with customer-centered services, accountability for staff, and transparent feedback. With this strong foundation, we have historically met and will continue to meet outcomes and provide the high-quality services needed for customers and employers.

B Goodwill and Rock Valley College are leaders in implementing Career Center and employment services programs. Over the past 3.5 years, Goodwill and RVC partnered with IDES to operate the consortium for local WIOA services in the three-county area. This model will improve partnerships and bring the centers to the best in class. For details on outcomes achieved, please see Figure 1, above**.**

Goodwill has been the lead provider for the WIOA Youth program for Boone and Winnebago Counties and has succeeded in bringing a new service model that has met or exceeded all program goals in the past 18 months. Goodwill has been at the forefront of service provision in our community for those most in need, including innovative services for those coming from the criminal justice system. Goodwill's LifeLaunch program, funded by the Department of Labor, leads among grantees in every service category of outcomes, despite the COVID-19 pandemic. These include credential attainment, enrollments, and job placements.

C Goodwill understands WIOA policy and regulations and will ensure compliance with a strong system of internal monitoring. This understanding includes a thorough knowledge of the IWDS and Salesforce systems and reports and keeping up-to-date with systems, trends, and needs in our local area and nationwide. We will have an Internal Compliance Specialist who will provide audits, reporting, guidance, accountability, and implementation of best practices. Our connection to Goodwill Industries International and over 20 domestic Goodwill agencies that provide WIOA services provides additional resources to exchange successful programming information and best practices.

Goodwill acknowledges responsibility for all data collection, analysis, reporting, general oversight, continuous review, feedback, and systems of accountability, both internally and with our partners.

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MODIFICATION NO. 7
to
SUBAWARD AGREEMENT 2021-301

This Modification No. 7 to Subaward Agreement 2021-301 (the "MODIFICATION") is made by and between The Workforce Connection, Inc., the Local Workforce Innovation Board overseeing Local Workforce Development Area 3 ("TWC"), and Goodwill Industries of Northern Illinois and Wisconsin Area, Inc., a non-Federal entity ("SUBRECIPIENT"), each referred to as a "Party" and collectively as the "Parties" to the Modification as such terms are used herein.

WHEREAS, the Parties have previously entered into that certain Subaward Agreement 2021-301 effective as of June 15, 2021 ("Subaward"), related to Subaward Number 2021-301 whereby TWC agreed to provide a subaward to SUBRECIPIENT on the terms and conditions as more specifically set forth in the Subaward;

WHEREAS, the Parties now desire to modify and amend the Subaward pursuant to Section 20 of the Subaward to the amount of the Subaward to $2,461,142 to incur costs against the Program Budget from the start date of 07/01/2023 through the end of 06/30/2024, and further modify certain terms of the Subaward as further set forth herein and made part of this MODIFICATION.

WHEREAS, all capitalized terms not defined in this MODIFICATION shall have the meaning ascribed to such terms in the Subaward.

NOW, THEREFORE, in consideration of the rights and obligations contained herein, and for other good and valuable consideration, the adequacy of which is hereby acknowledged, the parties agree as follows:

1.1. Budget Modification This MODIFICATION includes

- Exhibit A, Goodwill Budget Modification
- Exhibit B, Rock Valley College Budget Modification
- Exhibit C, Goodwill Budget Modification Narrative
- Exhibit D, Rock Valley College Budget Modification Narrative

attached hereto and incorporated as though fully set forth herein and made a part of this MODIFICATION. For purposes of clarification, the Budget, as attached to this MODIFICATION as Exhibit A and Exhibit B, supersedes, cancels, and fully replaces and restates in its entirety any prior budget related to the Subaward.

1.2. Scope of Work This MODIFICATION includes Exhibit E, Scope of Work; attached hereto and incorporated as though fully set forth herein and made a part of this MODIFICATION. For purposes of clarification, the Scope of Work, as attached to this MODIFICATION as Exhibit E, supersedes, cancels, and fully replaces and restates in its entirety any prior budget related to the Subaward.

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1.3. Program Description This MODIFICATION includes Exhibit F, Program Description; attached hereto and incorporated as though fully set forth herein and made a part of this MODIFICATION. For purposes of clarification, the Youth Program Description, as attached to this MODIFICATION as Exhibit F, supersedes, cancels, and fully replaces and restates in its entirety any prior budget related to the Subaward.

1.4. Amendment to Section 13. Section 13 of the Subaward is hereby deleted and restated in its entirety to read as follows: **Section 13.** ***PURCHASE AND DISPOSITION OF PROPERTY***

> *Any property obtained by SUBRECIPIENT with funds received through this SUBAWARD shall be purchased, maintained, and disposed of in accordance with 2 CFR Part 200 CFR Part 2900.* ***Prior written approval from TWC must be obtained before non-expendable property is purchased. Purchases for equipment over $1,000.00 require three written quotes.*** *SUBRECIPIENT shall maintain all property RECORDS in such form and manner as required by TWC, but the title to the property shall be in the name of TWC unless U.S. Department of Labor or State of Illinois regulations direct that the title be maintained in the name of the Federal Government or the State of Illinois.*

1.5. Amendment to Section 14.2 Section 14.2 of the Subaward is hereby deleted and restated in its entirety to read as follows: **Section 14. MAINTENANCE OF PROPERTY**

> *14.2 SUBRECIPIENT shall maintain RECORDS sufficient to determine the amount of unused-expendable property (all property having a useful life of one year or less and an acquisition cost of $1,000.00 or less per unit) on hand at the expiration date or upon termination of this SUBAWARD.*

1.6. Amendment to Section 27.7 Section 27.7 of the Subaward is hereby deleted and restated in its entirety to read as follows: **Section 27. MODIFICATIONS**

> *27.7 All modification requests by SUBRECIPIENT must be in writing with a full explanation of why the modification is necessary. Modification requests are to be directed to TWCs WIOA Compliance Manager and Fiscal Manager for staff input prior to a final decision by the TWC Executive Director.*

1.7. Amendment to Section 30. Section 30, Definitions; Non-Expendable Property is hereby deleted and restated in its entirety to read as follows: **Section 30. DEFINITIONS**

> ***Non-Expendable Property*** *– shall mean that tangible property having a useful life of more than one (1) year and an acquisition cost of more than $1,000.00 per unit.*

1.8. Amendment to Section 30. Section 30, Definitions; Expendable Property is hereby deleted and restated in its entirety to read as follows: **Section 30. DEFINITIONS**

> ***Expendable Property*** *– shall mean that tangible property having a useful life of one (1) year or less and an acquisition cost of $1,000.00 or less per unit.*

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1.9. Entire Agreement. This MODIFICATION, when read in conjunction with the Subaward (including all Exhibits, attachments, parts, schedules, and prior amendments and modifications thereto), constitutes the entire agreement of the Parties hereto with respect to the subject matter of this MODIFICATION and, pursuant to the terms of this MODIFICATION, supersedes all prior agreements and undertakings, both written and oral, among the Parties with respect to the subject matter of this MODIFICATION. As of the MODIFICATION effective date, the terms and conditions set forth in this MODIFICATION shall be deemed a part of the Subaward for all purposes. Except as amended and supplemented by this MODIFICATION, the Subaward shall remain in full force and effect and its terms and conditions are enforceable in accordance therewith. In the event of any inconsistency or contradiction between the terms of this MODIFICATION and the Subaward, the provisions of this MODIFICATION shall prevail and control.

1.10. Counterparts. This MODIFICATION may be executed and delivered (including by electronic means and transmission) in one or more counterparts, and by the different parties hereto in separate counterparts, each of which when executed shall be deemed to be an original but all of which taken together shall constitute one and the same agreement.

1.11. Governing Law. This Amendment shall be construed and enforced in accordance with the laws of the State of Illinois.

[*Signature Page Follows*]

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SUBRECIPIENT

SUBRECIPIENT's execution of this MODIFICATION shall serve as its certification and representation that SUBRECIPIENT has read, understands, and agrees to all provisions of this MODIFICATION and the information provided by SUBRECIPIENT is true and correct in substance and in fact to the best of its knowledge, information, and belief formed after due inquiry. SUBRECIPIENT represents and warrants that the individual executing this MODIFICATION is fully empowered to bind SUBRECIPIENT to the MODIFICATION, that all necessary action has been taken under applicable law and its policies, procedures, and by-laws to authorize execution of this MODIFICATION and to bind SUBRECIPIENT thereto. SUBRECIPIENT intends that TWC rely upon the forgoing representation and warranty as an inducement to TWC to execute this MODIFICATION.

DocuSigned by:

By: Benjamin Bernsten
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June 29, 2023
Date

Printed Name: Benjamin Bernsten

Its: President

THE WORKFORCE CONNECTION, INC.

DocuSigned by:

By: Michelle Cassaro
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June 29, 2023
Date

Printed Name: Michelle Cassaro

Its: Board Chair

Signature Page to
Modification No. 7 to Subaward Agreement (No. 2021-301)

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EXHIBIT A

Goodwill Industries of Northern Illinois and Wisconsin Stateline Area, Inc.
One-Stop Operator & Title I-B Career Services for Adults, Dislocated Workers, Trade
7/1/23-6/30/24

Staff Positions	One-Stop Operator	Adult (1A)	Dislocated Workers (1D)	QUEST (1Q)	Trade	State Emergency (1E)	JTED	Total Budget
Program Manager								
Compliance Manager								
Intake Secialist								
Grant Accountant								
Career Programs Manager								
Business Services Specialist								
Business Services Specialist								
Business Services Specialist								
Business Services Admin								
Career Center Manager								
Career Navigator - Rockford								
Career Navigator - Freeport								
Career Navigator - Belvidere								
Career Navigator - Float								
Community Navigator								
Career Planner								
Career Planner								
Temp Admin assistant in Belvidere								
Workforce Project Admin								
Career Planner								
Workforce Project Manager								
Career Planner								
Total Wages	**$ 201,364**	**$ 324,326**	**$ 36,936**	**$ 45,481**	**$ 223,810**	**$ 143,922**	**$ 9,375**	**$ 985,214**

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Goodwill Industries of Northern Illinois and Wisconsin Stateline Area, Inc.
One-Stop Operator & Title I-B Career Services for Adults, Dislocated Workers, Trade
7/1/23-6/30/24

Fringe Benefits									
Health Insurance	$ 19,624	$ 26,708	$ 3,667	$ 2,759	$ 11,160	$ 11,160	$ 1,150	$ 76,228
Ancillary Insurance	$ 3,447	$ 2,901	$ 395	$ 311	$ 750	$ 750	$ 70	$ 8,624
FICA Taxes	$ 15,404	$ 24,812	$ 2,826	$ 3,479	$ 17,121	$ 11,010	$ 717	$ 75,369
Workers' Compensation	$ 342	$ 552	$ 63	$ 77	$ 380	$ 245	$ 16	$ 1,675
Unemployment/Retirement Contr	$ 5,498	$ 766	$ 163	$ 200	$ 985	$ 633	$ 41	$ 8,286
Total Fringe Benefits	**$ 44,315**	**$ 55,739**	**$ 7,114**	**$ 6,826**	**$ 30,396**	**$ 23,798**	**$ 1,994**	**$ 170,182**
Total Personnel Costs	**$ 245,679**	**$ 380,065**	**$ 44,050**	**$ 52,307**	**$ 254,206**	**$ 167,720**	**$ 11,369**	**$ 1,155,396**
Non Personnel Costs								
Travel	$ 1,713	$ 1,183	$ 153	$ 297	$ 32	$ -	$ -	$ 3,378
Operating/Training Supplies	$ 9,816	$ 8,389	$ 1,102	$ 1,243	$ 2,627	$ -	$ -	$ 23,177
Printing/Duplicating/Postage	$ 287	$ 111	$ 13	$ -	$ 217	$ 400	$ 193	$ 1,221
Office Supplies/Employee Drug Screens	$ 2,873	$ 2,892	$ 369	$ 800	$ 2,000	$ -	$ 200	$ 9,134
Computer Operations	$ 5,146	$ 7,206	$ 1,007	$ 800	$ 1,400	$ 2,400	$ 799	$ 18,758
RVC Subcontract	$ 63,703	$ 452,160	$ 46,375	$ 17,454	$ -	$ -	$ -	$ 579,692
Staff Training	$ 1,180	$ 243	$ 34	$ 65	$ -	$ -	$ -	$ 1,522
Work Experience	$ -	$ 230,000	$ -	$ -	$ -	$ -	$ -	$ 230,000
Support Services	$ -	$ 35,000	$ 2,000	$ -	$ 55,000	$ -	$ 71,300	$ 163,300
Secret Shopper	$ 1,701	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,701
Telephone	$ 3,320	$ 3,086	$ 405	$ 488	$ 1,148	$ 30	$ 922	$ 9,399
Facilities	$ 50,135	$ 42,499	$ 5,735	$ 5,859	$ 20,800	$ 14,616	$ 10,417	$ 150,061
Indirect Costs (10% of total personnel)	$ 24,568	$ 38,006	$ 4,405	$ 5,231	$ 25,421	$ 16,772	$ -	$ 114,403
Total Non Personnel Costs	**$ 164,442**	**$ 820,775**	**$ 61,598**	**$ 32,237**	**$ 108,645**	**$ 34,218**	**$ 83,831**	**$ 1,305,746**
Total Budget	**$ 410,121**	**$ 1,200,840**	**$ 105,648**	**$ 84,544**	**$ 362,851**	**$ 201,938**	**$ 95,200**	**$ 2,461,142**

WIOA Budget Page 1

EXHIBIT A

Organization: **Rock Valley College**

Budget Period (Dates): **July 1, 2023 - June 30, 2024**

	11%	78%	8%	3%	100%
BUDGET - WAGES	**One-Stop Operator Budget**	**Adult Program Budget (1A)**	**Dislocated Worker (1D)**	**Quest**	**Total Budget**
Include Employee's Title and wage/hr x hrs/day x # of days					
1) Enrolled Services Director - 8 hrs/day x 238 days	7,818	55,446	5,687	2,133	71,084
2) Accounting Coord. - 5 hrs/day x 238 days	1,100	7,800	800	300	10,000
3) Administrative Assistant - 8 hrs/day x 238 days	3,832	27,168	2,787	1,045	34,832
4) Career Planner - 8 hrs/day x 260 days	5,729	40,622	4,166	1,562	52,079
5) Career Planner - 8 hrs/day x 260 days	5,439	38,569	3,956	1,483	49,447
6) Career Planner - 8 hrs/day x 260 days	5,099	36,155	3,708	1,391	46,353
7) Career Planner - 8 hrs/day x 260 days	5,099	36,155	3,708	1,391	46,353
8) Career Planner - 8 hrs/day x 260 days	5,099	36,155	3,708	1,391	46,353
10) Career Exploration & Readiness Spec - 4 hrs/day x 238 da	5,104	36,195	3,712	1,392	46,403
TOTAL WAGES	**44,319**	**$314,265**	**$32,232**	**$12,088**	**$402,904**
FRINGE BENEFITS					
SURS - 12.90%	5,717	40,541	4,158	1,559	51,975
Social Security @ 6.2% (only for temp wages)					
Medicare @ 1.45%	643	4,557	467	175	5,842
Health @ $8,500 per person/year	6,545	46,410	4,760	1,785	59,500
Retirement Health Insurance @ 0.5%	222	1,572	161	60	2,015
Workers' Comp. @ 1.01%	448	3,173	326	122	4,069
TOTAL FRINGE	**13,575**	**96,253**	**9,872**	**3,701**	**$123,401**
TOTAL WAGES AND FRINGE	**57,894**	**$410,518**	**$42,104**	**$15,789**	**$526,305**

WIOA Budget Page 2

Organization: **Rock Valley College**

Budget Period (Dates): **July 1, 2023 - June 30, 2024**

BUDGET - OTHER COSTS	One-Stop Operator Budget	Adult Program Budget (1A)	Dislocated Worker (1D)	Quest	Total Budget
SUPPLIES					
Training Supplies/Materials/Texts					
Office Supplies/Materials/Postage/Duplicating	462	3,276	336	126	4,200
EQUIPMENT MAINT/RENTAL/PURCHASE					
Office					
Training					
OUTSIDE SERVICES					
Accounting/Bookkeeping					
Computer Operation					
Printing/Duplicating					
Recruitment					
MISCELLANEOUS COSTS					
Staff Training (travel, lodging, meals, tuition, conference fees, etc.)	550	3,900	400	150	5,000
In-Town Travel @ 65.5 cents per mile	216	1,533	157	59	1,965
Telephone					
Copier	163	1,157	119	45	1,484
Postage	11	77	8	3	99
Subscriptions	880	6,240	640	240	8,000
Indirect 5% Wages and Fringe	2,895	20,526	2,105	789	26,315
Other					
Other					
FACILITY COSTS					
	38	300	31	15	384
PARTICIPANT RELATED COSTS					
Work Experience / Internships					
Transitional Jobs					
Training Related Supportive Services	594	4,633	475	238	5,940
TOTAL - OTHER COSTS/ADMIN	**$5,809**	**$41,642**	**$4,271**	**$1,665**	**$53,387**
TOTAL - WAGES & FRINGE	**$57,894**	**$410,518**	**$42,104**	**$15,789**	**$526,305**
GRAND TOTAL	**$63,703**	**$452,160**	**$46,375**	**$17,454**	**$579,692**

NON-REIMBURSABLE COSTS: LINES OF CREDIT

Occupational Skills Training (ITAs)					
Occupational Skills Training Other					
Remedial / Pre-Vocational Training					
On-the-Job Training					
Customized Training					
Incumbent Worker					
TOTAL NON-REIMBURSABLE COSTS					

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EXHIBIT B
SUBAWARD 2021-301
MODIFICATION NO. 7
Goodwill Industries of Northern Illinois and Wisconsin Stateline Area, Inc.
Budget Narrative – PY2023
One-Stop Operator &
Title I-B Career Services for Adults, Dislocated Workers, Trade

TOTAL PERSONNEL COSTS

WAGES - All positions are listed at the current annual wage rate plus 3% to account for mid-program year merit increases plus an annual retention bonus. All employees are full-time unless otherwise indicated.

1. Positions allocated across funding sources by the monthly census of open participants within each funding source
    - Program Manager - $84,882
    - Compliance Manager - $63,008
    - Intake Specialist – $39,634
    - Grant accountant – $33,810 which represents 25% of annual wages based on time spent as tracked on the monthly timesheet
2. Positions allocated across funding sources by monthly census of open WEX and OJT services, within each funding source.
    - Career Programs Manager - $63,865
    - Business Services Specialist 1 - $51,418
    - Business Services Specialist 2 – $49,275
    - Business Services Specialist 3 - $58,916
    - Business Services Admin - $36,421
3. Positions directly charged to OSO-Career Center funding source
    - Career Center Manager - $54,074
    - Career Navigator – Rockford Area - $35,350
    - Career Navigator – Freeport Area - $37,492
    - Career Navigator – Belvidere Area - $37,492
    - Career Navigator – Float - $36,956
4. Position directly charged to the JTED funding source
    - Community Navigator - $47,133. However, only the first $9,375 of annual wages will be billed due to funding limitations.
5. Positions allocated across Trade and 1E funding sources, by monthly census reports of participants in each funding source
    - Workforce Project Manager - $51,418
    - Career Planner 1 - $47,133
    - Career Planner 2 – $50,346
    - Career Planner 3 – $47,133
    - Career Planner 4 - $49,275

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- Workforce Project Admin - $36,421
- Temporary admin staff – Belvidere - $11,520 ($24/hour for 12 weeks.)

TOTAL WAGES

OSO	1A	1D	QUEST	Trade	1E	JTED	TOTAL
201,364	324,326	36,936	45,481	223,810	143,922	9,375	**985,214**

FRINGE

1. Health insurance is calculated at $575 per person per month, times 11 employees estimated to be in the plan, to total $76,228.
2. Ancillary insurance consists of life insurance, calculated at $3/month per employee, dental insurance calculated at $20/month per employee, and STD calculated at 0.46% of annual wages to total $8,624.
3. FICA costs (social security and Medicare) are 7.65% of total wages to total $75,369.
4. Workers' Comp costs are calculated at 0.17% of wages for Goodwill TWC staff and total $1,675.
5. Unemployment/retirement costs. Unemployment is calculated at 0.44% of wages, for a cost of $4,335 plus an annual 401k match estimated at $3,951 for a total cost of $8,286.

TOTAL FRINGE

OSO	1A	1D	QUEST	Trade	1E	JTED	TOTAL
44,315	55,739	7,114	6,826	30,396	23,798	1,994	**170,182**

TOTAL PERSONNEL COSTS

OSO	1A	1D	QUEST	Trade	1E	JTED	TOTAL
245,679	380,065	44,050	52,307	254,206	167,720	11,369	**1,155,396**

TOTAL NON-PERSONNEL COSTS

1. In-town travel: Goodwill's mileage reimbursement is 95% of the IRS rate of 65.5 cents per mile which equals 62.5 cents per mile. Approximately 450 miles per month times 0.625 times 12 months totals $3,378.
2. Training supplies are budgeted for $23,177 which includes career and work readiness materials, USB drives for participants, CASAS assessments ($1.75/participant), and DocuSign envelopes for signatures ($4.00 - $4.50/envelope).
3. Printing/duplicating/postage costs are budgeted at $1,221 for the printing of materials, flyers, and documents as needed for the recruitment of participants and service delivery.
4. Office supplies/employee drug screens include paper, pens, toner for printers, and general office supplies including paper clips, folders, and consumables for staff at $9,134 which also includes $245 for each new staff member for pre-employment drug screening and background checks.
5. Computer Operations costs total $18,758 which includes:
    - Computer setup, help desk, and troubleshooting are charged by Entre Computer Services at $90 per hour or $34.98 per hour by Goodwill's IT staff. Budgeted at approximately 11 hours/month at a combined average rate of $63/hour to total $8,450.
    - Monthly cost for network equipment monitoring charged by The Pickle totals $735 or $8,820 per year.

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- Antivirus and remote access patch management software charged at $4/month per PC in use. 31 PCs times $4 times 12 months = $1,488/year.
- Chromebook or Adobe license costs would also be included in Computer Operations costs.

6. RVC subcontract total is $579,692. See RVC budget and narrative for details.
7. Staff training costs total $1,552 and includes onsite training for staff, offsite meetings, and training events.
8. WIOA Work experience costs are budgeted at $230,000. This includes wages and payroll taxes for work experience participants and will be no more than 350 hours per participant.
9. Supportive Services are budgeted at $163,300 which includes but is not limited to transportation assistance (bus passes, gas cards, Lyft rides), relocation assistance, assistance with tuition payments and training courses, payment of court fines and past due bills related to housing and utilities, work and training uniforms, and pre-employment screening costs and testing.
10. Secret shopper totals $1,701 and is payable to a 3rd party consultant to test, monitor, and improve customer service at all career center sites.
11. Telephone costs are budgeted at $9,399 and include stipends for staff for cell phone usage for roles that need to use a cell phone. Stipends are $70 or $30 depending on business need and usage. This cost also includes monthly office telephone and internet costs at offices in Rockford and Belvidere.
12. Facility costs, primarily rent, and parking, are budgeted at $10,705 per month for the Rockford site, $900 per month for Freeport, and $900 per month for Belvidere to total $150,061 for all sites.
13. Indirect costs are calculated at 10% of wages and fringe expenses for all funding sources with the exception of JTED. This amount totals $114,403 for Goodwill's indirect costs to administer and manage the grants

TOTAL NON-PERSONNEL COSTS

OSO	1A	1D	QUEST	Trade	1E	JTED	TOTAL
164,442	820,775	61,598	32,237	108,645	34,218	83,831	**1,305,746**

All COSTS – TOTAL GRANT

OSO	1A	1D	QUEST	Trade	1E	JTED	TOTAL
410,121	1,200,840	105,648	84,544	362,851	201,938	95,200	**2,461,142**

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EXHIBIT B
SUBAWARD 2021-301
MODIFICATION NO. 7
Budget Narrative
Rock Valley College
One-Stop Operator & Career Services
7/1/2023 – 6/30/2024

Wages:

1 – Enrolled Services Director 100%
Responsible for the implementation of WIOA Title 1B individual career services, informed by policy from USDOL, DCEO, The Workforce Connection or other stakeholders. The Enrolled Services Director's wages will be $71,084.

1 - Grant Budget Analyst 100%
This position is responsible for the budgets, modifications, and fiscal. The Grant Budget Analyst's wages will be $10,000.

1 – Administrative Assistant I 100%
This position will provide program support. The Administrative Assistant's wages will be $34,832.

5 - Career Planners 100%
These positions will be responsible for eligibility determination, delivery of basic career services and individualized career services under WIOA Title IB. Their primary function is to direct, serve and case manage WIOA Title IB eligible participants in job seeking/preparation activities and training. The total wages for the five Career Planners will be $240,585.

1 – Career Exploration & Readiness Specialist 100%
Responsible for instructing the career readiness curriculum. The portion of the Career Exploration & Readiness Specialist's wages assigned to this grant will be $46,403.

Total Wages for WIOA are $402,904.

Fringes:

Our **SURS** rate will be 12.90% of each full-time and continuous part-time staff's wages. The total for WIOA-OSO employees will be $51,975.

Social Security – The rate for social security is 6.2% x wages for temporary employees. There are currently no temporary employees. The total is $0.

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Medicare – The rate for Medicare is 1.45% x wages. The total for WIOA-OSO employees will be $5,842.

Health benefits - The total medical and dental benefits for WIOA-OSO will be $59,500.

The cost for Rock Valley College's insurance is determined by the type of insurance the employee carries, if they have single coverage, single with children, family, or no insurance. The same holds true for the Dental coverage. Only full-time employees are eligible for health and dental coverage. Each employee's health insurance allocation averages $8,500.

The Health Insurance Allocation= 7 employees x $8,500 = $59,500.

The rate for **Retirement Health Insurance** is .5% X the amount of wages. Only full time staff are eligible for Retirement Health. The approximate amount for the year is $2,015 for 8 full-time staff.

Worker's Comp is presently at a rate of wages x 1.01%. The total will be approximately $4,069.

The total for fringe benefits for WIOA will be **$123,401**.

The total for wages and fringes is $526,305.

Other Costs:

Office Supply –This will include copy paper for staff printers, pens, pencils, sticky notes, file folders, tablets of paper, binders, printer cartridges and other numerous items for daily use in the office. The total will be **$4,200**.

Staff Training – Funds are needed for conferences and travel. The total will be **$5,000**.

Staff Travel – This will cover the mileage for traveling to the Belvidere and Freeport offices. It will also cover any mileage career specialist uses when traveling to various organizations in town. Total amount for travel will be **$1,965**, for a total of 3,000 miles @ $0.655 each.

Copier (Rockford, Belvidere, Freeport) – The cost per copy is approximately $.024, which includes the cost of paper, toner and the maintenance of the copier. When a copy machine is used at any of the RVC locations, an account number must first be entered. This number reflects which program they are making copies for. At the end of the month, the totals are pulled from the copiers and each account is calculated and entered into the general ledger. Maintenance on the Belvidere and Freeport copier is also included. The total is **$1,484**.

Postage – Most of our flyers and information to clients are either emailed to our clients or put on the Workforce Connection website. Any mail that is sent out has an account number

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stamped on the envelope. The mailroom keeps track of the cost for each account and at the end of the month; we receive a report which shows the charge for the month. The mailroom then enters the amounts into the general ledger. Total amount of postage funds is **$99**.

Subscription – Subscriptions are needed for Survey Monkey and DocuSign, an online tool used for customer signatures for enrollment documents. The total is **$8,000**.

Indirect – The Indirect charged is 5% of total wages and fringes. The Indirect will cover some of the basic services the college provides such as, IT support, Human Resource support, accounting department, payroll and maintenance. The total for WIOA-OSO will be **$26,315**.

Facility Costs – Parking fees are needed. This is an addition to the budget of **$384**.

Training Related Supportive Services –We will use this to purchase appropriate clothing for clients to wear to their jobs, pay for transportation, childcare, car repairs, etc. The total will be **$5,940**.

Total Other Costs are $53,387.
Grand Total $579,692.

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EXHIBIT C

PART III

Subaward
2021-301
Scope of Work

Focus of One-Stop Programming:
The focus of the One Stop Programming is a seamless system that provides activities to align, organize and optimize workforce service delivery and outcomes, creating a common customer path with a standardized process for a wide range of services.

Services / Activities:
The Workforce Connection, Inc. authorizes a Sub Award to Goodwill Industries of Northern Illinois for the following ***One-Stop Operator Services and WIOA Title I Career Services for Adults and Dislocated Workers*** in Boone, Stephenson and Winnebago counties.

One-Stop Operator Services / Activities: Coordination of Career Centers and Basic Career services in The Workforce Connection Centers – Rockford, Belvidere, and Freeport.

- Coordination of Reception and initial registration services for all customers.
- Implement and fulfill cooperative agreements and memoranda of understanding (MOU) with partners.
- Coordinate one-stop partner services, with guidance from TWC.
- Provide for effective allocation of staff among all The Workforce Connection Centers.
- Coordinate access to virtual resources at appropriate partner locations, libraries, and other entry points within the 3-County area.
- Develop processes to ensure that all customers receive appropriate, timely, and effective Career Services including effectively communicating with persons with disabilities as effectively as with others.
- Develop and implement a formal referral process for services within and outside of the Center(s); define minimum standards for referral, referral follow-up requirements, and documentation of referral outcomes.
- Provide reports and outcome metrics as required to TWC.
- Actively participate with the Core and Required Partners to integrate services in the One-Stop System and Centers of Boone, Stephenson, and Winnebago Counties.
- Perform continuous improvement activities to achieve high level service quality and exceptional customer service including implementation of a customer feedback system.
- Develop and implement a coordinated staff development / training plan (customer service, cross training on partner and other services, community resources, etc.) for The Workforce Connection Center(s) staff and Partner program staff.
- Ensure implementation of branding standards for the Federal- a proud partner of the American Job Center network, State - Illinois workNet center and Local Workforce area - The Workforce Connection.
- Ensure compliance with all Federal, State and Local policies and procedures relative to the One-Stop System and One-Stop Centers.

WIOA Title I Career and Training Services for Adults and Dislocated Workers Services/Activities:
Provide WIOA Title I Basic and Individualized Career Services and facilitate Training Services for Adults and Dislocated Workers

Basic career services available to individuals through the one-stop delivery system include:

- determinations of whether the individuals are eligible to receive assistance under this subtitle;
- outreach, intake (which may include worker profiling), and orientation to the information and other services available through the one-stop delivery system;

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- initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs;
- labor exchange services, including –
    - job search and placement assistance and, in appropriate cases, career counseling, including –
        - providing information on in-demand industry sectors and occupations; and
        - providing information on nontraditional employment; and
    - job placement and job development services for job seekers;
- referrals to and coordination of activities with other programs and services, including programs and services with the one-stop delivery system, and, in appropriate cases, other workforce development programs;
- workforce and labor market employment statistics information;
- performance information and program cost information on eligible training providers and program services; and assistance in establishing eligibility for program of financial aid assistance for training and education programs that are not funded under WIOA.

Individualized Career Services and connection to Training Services, for eligible adults and dislocated workers include:

- Comprehensive and specialized assessments of skill levels and service needs of adults and dislocated workers, which may include
    - Diagnostic testing and use of other assessment tools; and
    - In-depth interviewing and evaluation to identify employment barriers and appropriate goals
- Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals, including providing information on eligible providers of training services, and career pathways to attain career objectives;
- Group counseling;
- Individual counseling;
- Career planning;
- Short-term prevocational services/skills upgrading and retraining, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training;
- Internships and work experiences that are linked to careers;
- On-the-Job Training (OJT);
- Workforce preparation activities;
- Financial literacy services;
- Out-of-area job search assistance and relocation assistance; or
- English language acquisition and integrated education and training programs;
- Referrals to:
    - Adult Basic Education and High School Equivalency (HSE) preparation activities, as applicable
    - Bridge Programs
    - Occupational Training (Eligible Training Providers and Programs);
- On-going Case Management and Coaching;
- Unsubsidized Job Development and Placement Assistance—coordinated with The Workforce Connection's Business Account Managers and Business Service Team;
- Management of records, including case notes;

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- Management of data related to WIOA Performance Goals; and
- Follow-up services, including counseling regarding the workplace, for participants in workforce development activities, placed in unsubsidized employment, for not less than 12 months after the first day of employment, as appropriate.

NOTE: Trade Act services are integrated with Dislocated Worker services. The delivery of Rapid Response services is coordinated with the IL Department of Commerce and Economic Opportunity.

WIOA Performance Measure	Definition
Entered Employment	The percentage of participants who are in unsubsidized employment during the second quarter after exit
Employment Retention	The percentage of participants who are in unsubsidized employment in the fourth quarter after exit
Median Earnings	The median earnings of participants who are in the second quarter after exit
Credentials	The percentage of participants who obtain recognized postsecondary credential or secondary school diploma/GED within one year after exit from the program
Skills Gains	The percentage of participants enrolled in training or education program who show documented skills gains during a program year
Business Services	Effectiveness of serving employers (TBD by IL DCEO)

PY2023 Performance Measures*

*Final verification of performance goals has not been received from DCEO. These performance goals could be modified if DCEO modifies performance goals.

PY 2023 Negotiated Goals
LWIA 3: The Workforce Connection

Performance Measure	PY2023 Performance Goal
Adult	
Adult Employment Rate 2nd Quarter after Exit	71.5%
Adult Employment Rate 4th Quarter after Exit	69.5%
Adult Median Earnings	$6,950
Credential Attainment	69.0%
Adult Measurable Skills Gain	60.0%
Dislocated Worker	
DW Employment Rate 2nd Quarter after Exit	74.0%
DW Employment Rate 4th Quarter after Exit	73.5%
DW Median Earnings	$9,000
Credential Attainment	65.5%
DW Measurable Skills Gain	62.0%

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Enrollment Schedule

In PY 2023 WIOA Adult/Dislocated Worker will serve 525 Adult participants and Dislocated Worker participants. An estimated total of 297 WIOA participants (262 Adult participants and 35 Dislocated Worker) will be carried-over from PY20, with new enrollments for WIOA Adult / Dislocated Worker participants will be 340 Adult and 125 Dislocated Worker during the period 7/1/23-6/30/24.

Enrollment Goals:

PY 2023 Carry-Over # Adult	**PY 2023 Carry-Over #** Dislocated Worker	**Total PY21 Carry-Over**	
166	21	**187**	
Cumulative # of Planned New Enrollments—Adult (Year-to-Date New Enrollments)	**Cumulative #** of Planned New Enrollments—Dislocated Worker (Year-to-Date New Enrollments)	**Total New**	By Date
96	14	110	September 30, 2023
181	21	202	December 30, 2023
276	28	304	March 31, 2024
359	34	393	June 30, 2024
GOAL Total PY23 Adult Served	**GOAL Total PY23 Dislocated Worker Served**	**GOAL Total New & Carry Over**	
525	55	580	

Reporting Metrics:
A report will be provided quarterly to LWIB 3 staff the month following the quarterly schedule above. The report will include the following metrics:

# of New Enrollments (Registrants)-Adult
# of New Enrollments (Registrants)-Dislocated Worker
# of Referrals to Community Agencies and Partners

Work-Based Learning Activity:
# of Paid Work Experience
# of On-the-Job Training

Business Services Activity:
# of New Employers Contacted from each County
# of Unsubsidized Job Development and Placement Assistance

Outreach Activities:
# of Recruitment and Outreach Events

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SUBAWARD 2021-301
MODIFICATION NO. 7
EXHIBIT D
PROGRAM DESCRIPTION

A Goodwill began providing One-Stop Career Services with The Workforce Connection in 2017 and has created a friendly and professional environment that is customer-centered, responsive, integrated, and continuously updated to align with customer needs. Being focused on our customers and their needs is key to our success to date. It has enabled us to meet customers where they are, providing skills and resources to help them fulfill their potential in education and employment.

The Career Centers in Rockford, Belvidere, and Freeport will provide workforce services in seamless conjunction with the core, required, and other community organizations and partners. Friendly and professional Navigators greet customers and help them understand the benefits available, and guide them in their needs. Our Service Integration Specialist will assess, connect, and refer individuals to enrolled services and partner programs through referrals to the partner contacts, and follow up to ensure that individuals get the services they need to move forward. The Specialist will also be available to assist customers with troubleshooting the enrollment process for WIOA and partner programs.

All centers, including the Access Sites in Boone and Stephenson Counties, will provide high-quality and engaging access to:

- Illinois workNet, Illinois Job Link, and Career Cruising, where customers can find information on careers and register and post their resumes. We will continue to train staff to be expert users of these websites, ensuring navigation support for customers;
- Labor market information, including up-to-date Job Boards, online resources, and employers on-site, which provides information on the jobs and industries available and in demand locally. Additionally, we will provide workshops and information on job requirements, employment trends, and employment law;
- Information and assistance with resume writing, including reviews and workshops, and assistance with job seeking and retention skills, including interviewing, communication, conflict management, and more;
- Information concerning training and in-demand careers in our local area, and financial aid, including but not limited to the WIOA programming;
- Information on partner services, including assessment, navigation, referral, and follow-up with programs to help customers easily navigate services including benefits, housing, medical care, and more to provide holistic and supportive guidance;
- Information and assistance filing Unemployment Compensation and assistance with the necessary documentation and follow-up paperwork and requirements.
- Career Readiness courses open to the community and enrolled customers, providing the critical career readiness and retention skills that customers and employers need. This will include learning critical workforce skills and earning credentials, including Customer Service Certifications and the ACT WorkKeys National Career Readiness certificate.

B The Career Centers provide easy-to-use services set up in a friendly and professional manner that encourage customers to reach their potential. Staff are available to help register customer's r information in the Illinois Workforce Development System (IWDS) system. Community Navigators will be available to perform more in-depth assessments for first-time customers, ensuring holistic and appropriate service delivery.

We will improve the centers' flow, ensuring that the process is designed to meet customer needs without asking for the same information multiple times by creating self-service stations with clear directions. We will collect data efficiently, request data upon entry to the center, and ensure that staff completes any

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additional entries and shares information with relevant partners so that customers do not have to share their stories multiple times to access services.

C In all Career Centers (or Resource Areas), we provide a full suite of career services to meet customers where they are, build on their strengths and skills, and ensure a skilled workforce for our employer customers. As identified in TEGL 03-15 (and detailed above in Section 3A), all basic career services will be provided at the centers and conducted in a culturally-sensitive, efficient and professional manner. Resource Area services will be available, with staff assistance, in the Belvidere, Freeport, and Rockford Centers Monday through Friday from 8 A.M. to 5 P.M., except on State-recognized Holidays. Additionally, we will increase the accessibility of services by continuing to expand service provision at community sites, providing orientation, career planning, and other essential services at local libraries, human service organizations, and schools in the three-county area. Examples of current access points include the Rockford Rescue Mission, United Way Strong Neighborhood Programs, Freeport Township, the Boone County Probation Office, Highland Community College, and the Advanced Technology Center in Belvidere scheduled to open this summer or fall as a planned access site.

The Resource Areas at all sites include a professionally-outfitted computer lab with quality equipment, resources to access self-directed assessment and career planning tools, and clear instructions on how to search and apply for job opportunities and update resumes. Staff are knowledgeable and able to assist customers and direct customers to appropriate resources, partners, and information. Additional student workers and assistants at the Career Centers will be trained to provide hands-on assistance and help for participants, ensuring that customers feel supported and guided in their career journey, which is crucial for customer success. For participants who need to develop digital literacy, we will provide training through self-directed resources and engaging workshops to ensure that customers can increase skills to keep up with the workforce needs of today and in the future.

Career Centers will also have technology to connect to Core and Required Partners through Direct linkage, allowing them to promptly communicate with many local resources and supportive services without traveling to another destination or waiting for a response or call-back. Additionally, we maintain designated space on-site for partners to provide information and enroll customers in supportive programs. Customers will also have access to a business phone to conduct job-related calls, along with copy and fax machines. We are experts in the field of working with individuals with disabilities; this is demonstrated by our welcoming and inclusive Resource Areas, all of which meet or exceed ADA standards and are equipped with assistive technology.

Our centers offer a variety of workshops to help customers assess and develop their skills. Workshops include resume writing, interviewing techniques, networking, and digital skills. Additionally, we continuously review and adapt training and education to respond to current workforce needs. Career Readiness and Credential 101 course are available for enrolled adult and youth customers, as well as the community. All classes can be taken together or stand alone to meet the needs of job seekers. We also provide workshops on various career pathways and in-demand sectors in the area (as defined in the Regional Plan) and those in need by local employers.

D Continuous improvement is a critical component of Goodwill's mission service programming, and this key value extends to all programming with The Workforce Connection. An essential element of our

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continuous improvement efforts include gaining customer and partner feedback to understand improvement opportunities.

To gain customer feedback, we will continue to raise the standards with the following tools that are implemented at our Career Centers:

- Annual customer service survey of clients who accessed services in the previous program year;
- Partner and employer surveys to understand aspects of their experience working with TWC;
- Secret shoppers will provide written and video feedback to understand the customer's perspective.

Another critical element of our continuous improvement efforts is continued learning for all staff. Staff at all levels will continue professional development to understand different populations, new tools and resources, best practices, and innovations in the field.

E Goodwill has a track record of collaborating with partners and ensuring that services are provided on-site or through direct linkage for partner programs. We will build on the strong relationships we have with partners and train partners to understand partner programs to make informed referrals. Additionally, Goodwill will enhance service coordination further through our Community Navigator, who has already created strong relationships and systems with partners.

We will build on the existing relationships with clear communication and relevant resources. Goodwill created the Partner Program guide for TWC in 2017 and has continuously updated it with new information. Today it has become a guide used by many partners. We will also continue to update the Brainshark video/virtual training.

We have implemented training that provides professional development for all partners and will continue to offer relevant programming to increase all partner skill sets. Examples of the trainings we have coordinated and led for partners include staff training on how to help participants navigate the public transit system, understanding the trauma of COVID-19 and its impacts on our participants, and non-violent crisis intervention training. Additionally, we have implemented Partner Connections, a forum for partners to collaborate and share best practices. These supports ensure that we all coordinate our customers.

F We will staff all centers and programs with professional, trained, and knowledgeable staff to ensure customers are supported and guided. We have included a staffing chart in Attachment 4.

G Our Outreach and Recruitment strategies will focus on branding and reinforcing TWC as the "One-Stop" community location for job seekers and employers to find workforce solutions. These include:

- Ensuring simplicity of messaging so customers can easily connect between resources,
- Utilizing social media, such as Facebook Live and LinkedIn, to reach job seekers for workshops, hiring events, interviews, and partner information,
- Sharing success stories through email and social media to inspire individuals to succeed and reinvent themselves through The Workforce Connection services,
- Innovative service delivery methods, including Drive-Thru Events and distribution of information and opportunities for students on flash drives,
- Ensuring all partner agencies have up-to-date information to make educated referrals.

We also believe that we can better connect with marginalized groups in the community to ensure access and awareness of services. The usage of access points, including our recent partnership with the Rockford

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Rescue Mission, has provided workshops, resources, and enrollment information for over 70 individuals in the last 60 days. Additionally, partnerships with Stephenson County Probation services, the United Way Strong Neighborhood Homes in Rockford and Machesney Park, and the League of United Latin American Citizens in Belvidere provide opportunities to individuals in need of services.

We have shown compliance to the branding requirements of TWC by exclusively using "The Workforce Connection, an Illinois WorkNet center and a proud partner of the American Job Center Network," as the only branding and logo for programs and services. We have trained staff to identify as The Workforce Connection and not as contractor agencies.

4| WIOA SERVICES FOR ADULTS AND DISLOCATED WORKERS

A Goodwill and our partner Rock Valley College (RVC) know and understand the local area and partners and have participated in developing local strategies, including the Regional Plan for workforce development. As a result, we are uniquely positioned as leaders who understand local workforce needs. Specifically, we work with leading and emerging industries to fulfill the technical needs as well as essential "soft skills." Additionally, our work has always addressed the digital divide by providing access to technology. Our workforce programs help individuals overcome barriers to employment through training and the vital collaboration among workforce partners ensures that customers' needs are met proactively.

We will work with community partners and agencies to provide information so individuals can easily access the WIOA programming in all three counties. We currently offer remote testing and enrollment as an option for customers who are interested in WIOA training programs. In addition, we provide enrollment sessions at community agencies to ease transportation barriers.

B As partners, Goodwill and RVC will leverage our strong relationship with local partners to provide quality and person-centered case management and career planning services for Adults and Dislocated Workers in the three-county area. These services are integrated with our One-Stop Operator Services; thus, our strategies for engaging, recruiting, enrolling, and serving job seekers build on the robust engagement and outreach outlined in Section 3. Reinforcing the brand of TWC will raise awareness of services.

Additional innovations that we will bring to this initiative include:

- Partner engagement opportunities - including enrollment sessions on-site, same-day enrollments, and ensuring integration opportunities and follow ups;
- Utilizing IDES distribution lists to reach Dislocated Workers;
- Demystifying program enrollment jargon while maintaining compliance and outcomes;
- Strengths-based case management and removing roadblocks.

We have created intake and enrollment sessions online and through Facebook Live, making them accessible for many in our communities; we will continue to innovate and provide additional options to make the process more convenient and centralize customer support for a better experience. We will streamline enrollment through an Intake and Eligibility Specialist, ensuring that staff can walk customers through information and document collection, thereby humanizing the process even further. With the Service Integration Specialist, our Intake Specialist will help customers navigate the process, with feedback from our customers to continue to improve our strategy. In addition to continuous improvement, this customer-centered approach will speed up enrollment for WIOA programming.

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C The Workforce Connection is a place of opportunity for all, and as such, we will continue to make all locations open, welcoming, and relevant for all individuals. Goodwill and RVC bring a wealth of knowledge and proven experience serving special populations; from Goodwill's work with justice-involved individuals and youth to RVC's work with refugee and immigrant populations, our organizations welcome all individuals and provide appropriate services.

As part of this commitment, we will provide specialized staff training, ensuring all staff embrace the philosophy of a strengths-based approach; staff will be educated in how to counsel job seekers dealing with poverty, disabilities, accommodations, criminal justice issues, and other barriers to sustained employment. Additionally, we will leverage strong relationships with DRS VR and local service agencies.

Innovative examples of special population engagement include:

- Working with the Winnebago County Sheriff and partners to connect with and enroll individuals nearing release, providing education and employment opportunities after returning to free society. We will pilot and expand services for returning citizens to ensure opportunities for this population;
- Sharing enrollment information and answering questions at the United Way of Rock River Valley Strong Neighborhood House and Rockford Rescue Mission, rapidly enrolling clients into services;
- Providing Spanish workshops and information for those who speak Spanish as their first language;
- Offering an onsite Basic Education Upgrading and Development Class to support customers with basic skills deficiencies. We are partnering with RVC's Welcome Center to provide targeted employment assistance to new arrivals and immigrants, Veterans, and families utilizing the TANF program.

D Individuals will be oriented and assessed in all locations with various means to ensure flexibility and enrollment ease. We have put the orientation information online with a short and easy-to-understand video that includes captioning and translation for proper accessibility. Additionally, the Intake and Eligibility Specialist hosts in-person and online sessions. We will continue to provide information in various means, increasing access for those at the centers and those in other community sites or locations.

Individuals can watch or attend the orientation, which provides essential information on the program, requirements, and expectations to understand the benefits and commitment. The specialist can then answer questions, provide additional clarification on any issues and assist in navigating the next steps. WIOA enrollment includes several documents, and our Intake and Enrollment Specialist will not only provide information but assist customers in navigating the records and information they need to collect for enrollment. For example, if a customer wants to enroll but does not have a driver's license, our specialist can help them navigate obtaining the license for enrollment. The goal is to remove barriers to employment and education services, and we will work collaboratively with partners to do so.

When ready, we will also conduct customer assessment testing, including testing basic skills, career interests, and aptitude. For basic skills, we will continue to use CASAS testing. It is more customer-friendly than assessments used in the past due to its length and cultural competency. Additionally, we can remotely test customers with transportation barriers if they have the technology to test at home. For career aptitude and interest, we will use Career Cruising and Illinois WorkNet assessments. We are very familiar with these tools and provide staff training on all sites and reports.

Once the Intake and Enrollment Specialist has the requisite information, they will assign the file to a Career Planner and set the meeting, ensuring that the customer has one point of contact until they meet their Career Planner. This ability to create rapport and have one point of contact will increase customer retention and program enrollment. By centralizing communications through Goodwill, it will also create

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more engagement on the front end for customers while simultaneously removing additional work from Career Planners so they can focus on service provision, case-manage, and career plan for customers, rather than being overburdened with a lot of initial paperwork.

E Goodwill and RVC have a great deal of experience in case management; our philosophy is to meet the customer where they are and provide effective, strengths-based case management. With this proposed model, we will maximize the benefit of working with the Career Planner, ensuring high-quality, strengths-based, and outcome-oriented services that equitize education and employment attainment. Customers must be in charge of their career journey, yet connected with Career Planners to guide the process, encourage, and hold customers accountable to their own goals. *See subsection D for more details.*

The process for developing and managing an individual employment plan (IEP) is based on each customer's strengths and needs as identified in their assessments and career interests. The Career Planner and customer will review a career option's suitability based on interests, abilities, and wage and growth prospects. The Career Planner can then provide customers with information and options for education, training, employment, and support services. Our IEPs will be thorough and innovative, identifying training and work-based learning steps and planning measures for mitigating barriers to employment or advancement. With our Community Navigator and additional funding such as JTED, integrated with the program enrollment, we can ensure that there is a multi-agency approach to services as customers work with many agencies. For example, when a One-Stop Center customer has existing caseworkers for housing and benefits, we ensure that the IEP is developed with input and information from all agencies to remove duplication of services and maximize all parties' strengths, thereby increasing the customer's success potential.

F We will offer Career Services at all sites, as outlined in TEGL 03-15, including but not limited to an initial assessment of skills, aptitudes, interests, and barriers; eligibility determination for WIOA Title I; basic career counseling; job search assistance; and referrals to other services as needed. We will augment the State-provided tools such as Illinois Job Link and WorkNet with Goodwill's engaging Skills2Succeed Career Readiness Mobile Application to streamline Career Services.

We will offer individualized programming workshops as detailed in Section 3, sub-section C, and ensure that workshops are appropriate to serve customers' and employers' needs. For example, the Training Specialist regularly offers the Career Readiness and Employment Skills workshops at all sites. This series prepares job seekers at all levels with up-to-date job searching, work readiness, and application and retention tools. Individuals can take one module or the whole series, depending on need. Additionally, partners provide several engaging workshops and events for customers at all locations, including workshops for supportive services, understanding career pathways, and educational options.

Goodwill is engaging with emerging technologies to stay on the forefront of career readiness training and is currently piloting a new Virtual Reality (VR) Mock Interview Programming and Career exploration tools for job seekers. This cutting-edge technology can be deployed to provide innovative, engaging content that resonates with job seekers and prepares them for the workforce. These tools allow customers to explore careers and practice skills in a safe, engaging environment. For job matching, our Career Services staff will communicate and connect job seekers to in-demand opportunities through IWDS, Salesforce, and Illinois Job Link. Specialized Business Services staff will work with enrolled customers to assess and connect to opportunities that match the customer's needs.

G Career Pathways are integral to Career Services and we must ensure that customers understand the options available to them. Career Centers have graphics and tools to demonstrate career pathways, guest employers regularly provide information sharing at our Career Centers to help job seekers understand options.

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Additionally, staff undergo regular training to understand career pathways, complete with tools designed for customer use, multiple entry points, options for credentials, and explanations on how each step ties into careers and wages. Career pathways will be integrated at each stage; we will conduct career cruising at enrollment and discuss career pathways in each IEP. Regardless of which industry the customer enters or at what skill level, they can take steps to advance their career.

Career Planners will encourage continuous growth and education, with connections to Adult Basic Education, higher education, and specialized training options that connect to the Region's targeted industries, including advanced manufacturing, food processing, healthcare, and transportation, distribution, and logistics, as well as hospitality and IT industries where demand is expected to continue growing. This continued work with career pathways is sustained through our partners in adult primary education, higher education, job training, and tailored services which enables customer-centered education and training for customer and employer needs.

H Service integration and coordination with the 16 Core partners is essential to the work we do; customers often come to us with great strengths, yet many barriers that need to be mitigated to be successful. We can make a more significant collective impact with customers and employers through effective service integration with the partners. We will connect customers to the partner programs for which they are eligible through our Service Integration Specialist, using contacts and direct linkage. This will not be a referral where a customer is handed a piece of paper or told to go to an agency; instead, a partner will review their information and ensure they are eligible and appropriate for the services. Our Service Integration Specialist will also follow-up with customers to ensure that they received the services they needed to continue. If not, we can assist in troubleshooting or finding other services. This critical liaison between partners, in addition to partner networking, sharing resources, and working together in our career centers, will create strong relationships with all partners and will enhance customer satisfaction.

As the program provider, we will actively participate and lead efforts with the Operations Management Council, where our WIOA partners convene quarterly. The partner training guide and training video are direct examples of resources that help all partners. We also provide a Partner Connection meeting for front line staff of all partners to share updates and information so staff can connect easier. While the satellite centers are not comprehensive, we will continue to bring partners in to share resources and information to strengthen service delivery for all customers.

Examples of innovative ways we will work with partners include:

- Working with our local Housing Authorities to provide on-site enrollment and Career Services;
- Interview Practice via Virtual Reality Simulations at various community and partner sites;
- Flexible Career readiness courses that teach practical skills informed by training partners and employers to address current needs;
- Learn-and-earn models for participants that need to work and train simultaneously.

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I Goodwill staff will oversee and operate the Trade program and all elements related to trade customers. Goodwill began this work with the significant trade events related to the Boone County automobile layoffs. Goodwill management and staff have been trained in all aspects of the program and worked directly with state merit staff to understand regulations and program elements. We have a dedicated team that will work with trade customers only.

J We commit to timely data-entry and case-noting with IWDS, Illinois WorkNet and Salesforce CRM system for Business Services activities. Both Goodwill and RVC staff are familiar with the system and the reports. Staff will be trained upon hire and annually in case-noting to ensure appropriate data-input. Additionally, our compliance staff will ensure that data is entered accurately and work with management to address any changes or corrections. With over 20 combined years of local experience and the systems of accountability built into this model, we can ensure that data is documented accurately and timely.

K We understand the need for skills upgrading, training, and credentials for individuals and employers in our local area. In addition to the workshops offered at our centers, we will provide Career Readiness training that is flexible, accessible, and addresses the workforce's needs in all areas. Topics covered will range from resume writing, interviewing skills, professional use of social media, managing an online presence, networking skills, communication, and effective job search practices. Resources and tools utilized will include Illinois Joblink, Virtual reality exploration, Illinois WorkNet, Accenture VR, and Skills2Succeed.

We will connect participants with Eligible Training Providers through our Career Planners to help navigate career pathways and determine the best program to suit their needs. Training is not just limited to "off-the-shelf" programs. Our staff are *responsive* and will identify emerging trends and offer options for consideration as the community need arises. We will also work with our Adult Basic Education partners on bridge programming to upgrade participants' skills. We have access to an array of pre-vocational and Individual Training Account options, such as computer classes, necessary skills upgrades, and industry-recognized credentials. In addition to training and workshops, we will provide individuals opportunities to learn and earn through on-the-job training apprenticeships and work experiences.

L For participants that come into the program for On-the-Job training or Work Experience, or those who have finished training, Career Planners will refer them to the Business Services team, who will work to provide work-based learning solutions in high-quality, in-demand industries. This could include non-subsidized employment as well as earn-and-learn models such as on-the-job training, transitional jobs, apprenticeships, and work experience. We will work with the targeted industries from the Regional Plan for in-demand career opportunities, including positions in Manufacturing, Health Care, Transportation and Logistics, and other industries that provide growth and living wages.

Work-based learning is an essential element of our strategy, as many individuals need to earn while they learn. Thus, we will ensure that our staff prioritizes these options for participants. Customers that work with our Business Services staff will benefit from a readiness assessment and receive help with unsubsidized employment. Our Work-Based Learning Specialists can connect participants to opportunities with local employers. The Career Planning and Business Services teams will work hand-in-hand with customers and ensure that both participants' and employers' needs are met.

M With this Proposal's improved model, RVC will each Career Planner has a caseload of 75-100 customers. By providing additional eligibility assistance before the customer meets with the Career Planner and compliance staff that handles follow-up and exits, we believe this will allow Career Planners to have a full caseload and provide high-quality, strengths-based services for customers. Career Planners will have a caseload of both Adult and Dislocated Worker customers and any other customers from special grants

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such as the 1N grant. Throughout the contract period, Goodwill will monitor and adjust caseloads as needed to ensure high-quality services for customers.

N We will staff all centers with professional, trained, and knowledgeable staff to ensure customers are supported and guided. We have included a staffing chart in Attachment 4.

O Follow-up services will be implemented for all customers to ensure that Adult and Dislocated Worker customers are employed or in educational programs and are succeeding. These follow-up services are available for 12 months, beginning on the first day of employment, schooling, or programming. Staff will conduct monthly follow-ups with customers to address any workplace concerns and life situations that are potential barriers to sustaining or advancing employment. Follow-up will be conducted through calls, texts, emails or check-ins to ensure we can reach the customer and help with any issues. If issues arise during follow-up, our Compliance or Service Integration Specialist can connect individuals to assistance to ensure success.

BUSINESS SERVICES

A Our Business Services strategy will build on the prior years' experience and bring innovation and aggressive outreach with new leadership from Goodwill for employer services.

Our business team will work in all three counties to reach out to businesses and connect them to services that meet their needs. We will share information on the services that TWC can provide and Including career center services such as hiring events and job postings, to more intensive services such as work experiences, on the job training, apprenticeships, and incumbent worker training.
The Business team members will connect to local businesses through cold-calling, referrals from other companies and agencies, and outreach through mail, email, in-person visits, and social media campaigns. Each staff member will have monthly goals for outreach, as well as the support, resources, and accountability to reach those goals. Goals include regional and industry-specific targets, tracked by TWC's Salesforce system, to ensure that we connect with various businesses across the regional area.
Business Services Representatives will work intensively with businesses, focusing on WIOA services, including filling positions, creating contracts for work-based learning, and creating strong sector and employer relationships in the targeted industries represented in the Regional Plan.

To meet the needs of the Region's employers, we will provide training for all Business Services staff on effective business outreach and needs analyses to ensure connection with businesses and targeted solutions to meet their needs, rather than selling irrelevant services. By building relationships and trust, businesses may use multiple different services throughout our relationship with them.

Goodwill's team members are encouraged to join local Advisory Teams and business groups that provide opportunities to connect with businesses. Some of these include groups that our team is currently involved, such as SHRM, Winnebago Buy Local, and Women of Today's Manufacturing.

B The Business Services team's goal is to understand and meet the needs of our regional employers. Without their expertise, we would not be able to provide appropriate solutions.

Some of the ways we have met and will continue to meet the needs of employers include:

- Understanding best practices and sharing them with our employer partners, encouraging creative solutions to complex staffing challenges;
- Providing innovative thinking and thoughtful solutions for workforce needs. One such example was in Belvidere, which involved a business that needed qualified stand-up forklift drivers. Our team worked with staffing companies, training providers, and employers to quickly recruit, enroll, and train individuals in this skill for the Belvidere Forklift training program; 98 individuals were rapidly trained and employed. This quick and innovative thinking can be applied to many businesses and industries;

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- Providing referrals to other programs and providers to meet their needs. Our Business Services team is well-versed in community services; for services that businesses need that the One-Stop Center does not offer, we initiate warm handoff referrals. As a result, regardless of the workforce development need, businesses rely on The Workforce Connection and the One-Stop Center to meet workforce needs.

C The Business Services team will consist of a Business Services Manager, three Business Services Representatives, and a Business Services Assistant. The team will work collaboratively with the Career Planners to connect to opportunities and ensure that we can meet employer needs with skilled and trained individuals. Monthly staffing of customers led by Goodwill's Compliance Specialist will ensure that the team works together so customers have information and opportunities. Additionally, this continuous communication and team approach will ensure that Business Services members share feedback so that Career Planners' work is responsive to employer needs.

Our Career Readiness Training, both in-person and using online tools like Skills2Succeed, will help prepare customers for employment and satisfy employers' soft-skill needs. When customers have completed training, we will connect them with employers in the community. Our staff will also make sure that the training we provide is in line with their needs. As new needs arise from employers that we do not have the training to address, we will work with TWC Board staff to create or find solutions for local employers.

Business Services Representatives will also maintain a customer pool of qualified candidates that includes resumes and customer profiles for reference for current and future job opportunities.

D Incumbent Worker Training has been part of the WIOA programming in conjunction with The Workforce Connection in previous contracts. In 2022, Goodwill took over operation of the incumbent worker contracts. Our staff provides information and assistance to employers in need of this service. Goodwill's knowledge of the guidelines, services, and tools used allows us to continue to share this crucial work-based learning program. Our team then works with the employers for their application, approval with the state, and implementation and funding of the projects. We recognize that Incumbent Worker Training will be focused on targeted industry sectors, described in Section 4D. Additionally, our work and familiarity with training institutions allows us to connect and promote curricula to meet employer needs for customized training.

E Our goal is to assist employers in the Region by ensuring a robust local workforce is available and that trained and skilled individuals can advance in their field and find self-sufficiency. To accomplish this, we will align with the sector industries that The Workforce Connection has outlined in the Regional Plan. We will work with Economic Development Organizations, Chambers of Commerce, and business groups to strengthen regional sector partnerships, focusing on their particular sector strengths in our targeted industries. Other sector groups that we do not currently have relationships. We will prioritize building and strengthening relationships with other sector groups not currently connected with TWC One-Stop Center.

Additionally, we will continue sector-based initiatives, including specialized training for staff by industry experts, workshops, and orientation sessions that focus on career pathways and hiring events by sector. Team goals include outreach opportunities to growing sectors outlined in the Regional Plan, such as health care, manufacturing, transportation and logistics, and leisure and hospitality. Additionally, we will continue to work with The Workforce Connection Board to identify sector champions in key industries with which to share information, address needs, and create innovative solutions together.

F The qualification for Business Services team members will vary by position; however, staff will be required to have a bachelor's degree in Business, Marketing, or a related field, and experience connecting with employers and individuals in our community. Business Services staff must be motivated, dynamic,

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and able to think creatively about solutions that can be thoughtfully integrated into WIOA programming. We have included Job Descriptions in the attachments for further details.

G Job matching is an integral part of our WIOA business strategy, as one of our goals is to ensure that employers find qualified and skilled staff to join their workforce. We will use several job-matching tools, including strong partnerships with and collaboration between the Business Services and Career Planning staff. Monthly staffing of customers will be the first step in a robust job matching component that will provide a greater ability to connect customers to opportunities and satisfy employer needs. Business Services staff will keep detailed records of customer pipelines and employers' needs with the Salesforce CRM. Working with IDES will also provide opportunities to understand the skills that job seekers and dislocated workers already have and connect them to new opportunities in our regional area.

H Based on this model, referenced in Section 4, Business Services, sub-section C, we will connect with a large number of businesses to offer our services and ensure more employers are aware of all TWC opportunities. This multi-disciplinary team will ensure that employer services are strengthened and become a key element of The Workforce Connection's work.

I Innovation in our Business services strategies includes:

- Proactive (as opposed to reactive) outreach to employers in the community,
- Strong sector collaborations and strategies to create pipelines in high-growth industries.

PAST PERFORMANCE AND PLANNED OUTCOMES

A As noted in Proposal Attachment 5, we have established benchmarks in line with the WIOA program goals that TWC has negotiated. Both Goodwill and RVC have a strong track record for meeting and exceeding program outcomes in WIOA services. Our philosophy is to create a strong foundation with customer-centered services, accountability for staff, and transparent feedback. With this strong foundation, we have historically met and will continue to meet outcomes and provide the high-quality services needed for customers and employers.

B Goodwill and Rock Valley College are leaders in implementing Career Center and employment services programs. Over the past 3.5 years, Goodwill and RVC partnered with IDES to operate the consortium for local WIOA services in the three-county area. This model will improve partnerships and bring the centers to the best in class. For details on outcomes achieved, please see Figure 1, above**.**

Goodwill has been the lead provider for the WIOA Youth program for Boone and Winnebago Counties and has succeeded in bringing a new service model that has met or exceeded all program goals in the past 18 months. Goodwill has been at the forefront of service provision in our community for those most in need, including innovative services for those coming from the criminal justice system. Goodwill's LifeLaunch program, funded by the Department of Labor, leads among grantees in every service category of outcomes, including credential attainment, enrollments, and job placements.

C Goodwill understands WIOA policy and regulations and will ensure compliance with a strong system of internal monitoring. This understanding includes a thorough knowledge of the IWDS and Salesforce systems and reports and keeping up-to-date with systems, trends, and needs in our local area and nationwide. We will have an Internal Compliance Specialist who will provide audits, reporting, guidance, accountability, and implementation of best practices. Our connection to Goodwill Industries International and over 20 domestic Goodwill agencies that provide WIOA services provides additional resources to exchange successful programming information and best practices.

Goodwill acknowledges responsibility for all data collection, analysis, reporting, general oversight, continuous review, feedback, and systems of accountability, both internally and with our partners.

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THE WORKFORCE CONNECTION, Inc.
SUB AWARD COVER SHEET

Sub Award Number 2022-202
LINE ITEM REIMBURSEMENT SUBAWARD

The parties to the SUBAWARD are The Workforce Connection Inc. 303 North Main Street, Rockford, Illinois 61101, as the local workforce innovation board serving Boone, Winnebago and Stephenson Counties, and

GOODWILL INDUSTRIES OF NORTHERN ILLINOIS AND WISCONSIN AREA, INC.
850 NORTH CHURCH STREET, ROCKFORD, IL 61103
FEIN #: 36-2167846

Program / Project Title: **WIOA YOUTH SERVICES – BOONE/WINNEBAGO**

Maximum payment under this SUBAWARD: **$ 894,000**

Performance Period: **07-01-2022 to 06-30-2023**

This SUBAWARD consists of the following Parts:

I. SUBAWARD Terms and Conditions
II. Assurance and Certifications
III. Scope of Work
IV. Budget
V. SUBRECIPIENT Program Description

The programming under this SUBAWARD serves: (check all that apply)

___ One-Stop Operator	_X_ In-School Youth	_X_ Out-of-School Youth
___ Title IB Adults	____ Title IB Dislocated Workers	____ Trade Act

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SUBAWARD AGREEMENT

This Subaward Agreement (the or this "SUBAWARD") is made by and between The Workforce Connection, Inc., the Local Workforce Innovation Board overseeing Local Workforce Development Area 3 ("TWC") and, Goodwill Industries of Northern Illinois and Wisconsin Area, Inc., a non-Federal entity ("SUBRECIPIENT"), each referred to as a "Party" and collectively as the "Parties" to the Agreement as such terms are used herein.

Subject to execution of this SUBAWARD by both Parties, TWC agrees to provide a subaward to SUBRECIPIENT in an amount not to exceed $894,000 (the "Program Budget").

Subject to the execution of this SUBAWARD by both Parties, SUBRECIPIENT is hereby authorized to incur costs against the Program Budget from the start date of 7/1/2022 through the end date of 6/30/2023 (the "Subaward Term"), unless otherwise established within **Part III Scope of Work** of this SUBAWARD. SUBRECIPIENT hereby agrees to use the Program Budget provided under the SUBAWARD for the purposes set forth herein and agrees to comply with all terms of this SUBAWARD.

This SUBAWARD includes the following parts, all of which are incorporated into and made a part of this SUBAWARD:

Part I	**SUBAWARD Terms and Conditions**
Part II	**Assurances and Certifications**
Part III	**Scope of Work**
Part IV	**Budget**
Part V	**SUBRECIPIENT Program Description**

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This SUBAWARD is Federally funded.

Under penalties of perjury, the undersigned certifies that the name, taxpayer information number and legal status entered below are correct.

SUBRECIPIENT Name: Goodwill Industries of Northern Illinois and Wisconsin Area, Inc.

SUBRECIPIENT Taxpayer Identification Number: 36-2167846

SUBRECIPIENT DUNS Number: 010239127

Pass-Through Entity or Subcontractor Responsibilities. If SUBRECIPIENT provides any portion of this funding to another entity through a contract or subaward, the subrecipient of said contraet or subaward is considered to be a pass-through entity or subcontractor. Therefore, SUBRECIPIENT must obtain written approval from TWC before it provides any portion of the Subaward Funds to another entity through a contract or subaward. If TWC provides written approval, SUBRECIPIENT must adhere to the following for any Agreements entered into using the Subaward Funds:

1. Inform each subcontractor of the proper Federal award identifying information (shown below) as required by Federal regulations outlined in OMB guidance.

   This Federally funded award is identified by the following Assistance Listing Numbers (ALN), formerly known as Catalog of Federal Domestic Assistance (CFDA):

   17.259 WIOA Formula Funds - Youth

   The Federal Awarding Agency is the U.S. Department of Labor.

2. Advise any subcontractor of requirements imposed on them by Federal laws and regulations which provided the Subaward Funds and any requirements imposed on them by this SUBAWARD. Advise subcontractor of any supplemental requirement imposed by the pass-through entity or TWC.

   Legal Status:

   _____ Individual (01)
   _____ Sole Proprietor (02)
   _____ Partnership/Legal Corporation (03)
   _____ Corporation (04)
   __X__ Not For Profit Corporation (04)
   _____ Medical Corporation (06)
   _____ Government
   _____ Estate or Trust (10)
   _____ Pharmacy-Non-Corporate (11)
   _____ Nonresident Alien (13)
   _____ Pharmacy/Funeral Home/Cemetery Corp (15)
   _____ Tax Exempt (16)
   _____ Limited Liability Company
   _____ C – Corporation
   _____ P – Partnership

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SUBRECIPIENT

SUBRECIPIENT's execution of this SUBAWARD shall serve as its certification and representation that SUBRECIPIENT has read, understands and agrees to all provision of this SUBAWARD and and the information provided by SUBRECIPIENT is true and correct in substance and in fact to the best of its knowledge, information and belief formed after due inquiry. SUBRECIPIENT represents and warrants that the individual executing this SUBAWARD is fully empowered to bind SUBRECIPIENT to the SUBAWARD, that all necessary action has been taken under applicable law and its policies, procedures and by-laws to authorize execution of this SUBAWARD and to bind SUBRECIPIENT thereto. SUBRECIPIENT intends that TWC rely upon the forgoing representation and warranty as an inducement to TWC to execute this SUBAWARD.

By: Benjamin Bernstein 6/28/22

Printed Name: BENJAMIN BERNSTEIN Date

Its: PRESIDENT

THE WORKFORCE CONNECTION, INC.

DocuSigned by:

By: Frank Rotello June 29, 2022

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Printed Name: Frank Rotello Date

Its: Board Chair

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In processing this SUBAWARD and related documentation, TWC will only accept materials signed by the Authorized Signatory or Designee of this Agreement, as designated or prescribed herein. If the Authorized Signatory chooses to assign a designee to sign or submit materials required by this SUBAWARD to TWC, the Authorized Signatory must either send written notice to TWC indicating the name of the designee or provide notice as set forth immediately following this paragraph. Without such notice, TWC will reject any materials signed or submitted on SUBRECIPIENT's behalf by anyone other than the Authorized Signatory. The Authorized Signatory must approve each Authorized Designee separately by signing as indicated below. Enter any Authorized Designee(s) information below. Signatures of both the Authorized Signatory and the Authorized Designee are required in order for the Authorized Designee to have signature authority under this Agreement.

The following are designated as Authorized Designee(s) for SUBRECIPIENT:

Authorized Designee: BENJAMIN BERNSTEIN

Authorized Designee Title: PRESIDENT

Authorized Designee Phone: 815-987-6215

Authorized Designee E-Mail: BEN@GOODWILLNI.ORG

Authorized Designee Signature: Benjamin Bernstein

Authorized Signatory Approval: _____

Authorized Designee: _____

Authorized Designee Title: _____

Authorized Designee Phone: _____

Authorized Designee E-Mail: _____

Authorized Designee Signature: _____

Authorized Signatory Approval: _____

Authorized Designee: _____

Authorized Designee Title: _____

Authorized Designee Phone: _____

Authorized Designee E-Mail: _____

Authorized Designee Signature: _____

Authorized Signatory Approval: _____

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PART I
SUBAWARD TERMS AND CONDITIONS

Section 1. ADHERENCE TO THE SUBAWARD

The Parties to this SUBAWARD represent and warrant now and at all times during the term of this SUBAWARD that they will comply with the requirements of the Workforce Innovation and Opportunity Act (WIOA) and the Trade Act of 1974 ("Trade Act"), and with the Federal and State regulations and policies promulgated there-under; with all applicable Office of the Management of the Budget (OMB) circulars; and with all applicable Federal, State and local laws and regulations. SUBRECIPIENT shall perform all activities and services described in **Part III Scope of Work** and **Part V Provider Program Description** from SUBRECIPIENT's proposal, and strictly adhere to **Part II Assurances and Certifications**. SUBRECIPIENT shall comply with all policies and procedures as may be from time to time required by TWC to carry out the terms of the SUBAWARD.

Section 2. REPORTING

SUBRECIPIENT shall submit reports on the operation and performance of this SUBAWARD as required by TWC. Reports will be written utilizing a standard format identified by TWC.

Section 3. RECORDS

3.1. SUBRECIPIENT shall keep and maintain in a secure fashion all RECORDS created or received by SUBRECIPIENT in relation to the SUBAWARD during the existence of the SUBAWARD. The term "RECORDS" shall include, without limitation, all documents, accounts, ledgers, lists, and communications in whatever form created, received or stored including written and electronic RECORDS. SUBRECIPIENT shall keep and maintain the RECORDS in a secure fashion for a period not less than seven (7) years following termination of the SUBAWARD and all other pending matters, if any, are closed.

3.2. Any books, documents, papers, and RECORDS of SUBRECIPIENT which are directly pertinent to this SUBAWARD shall be available on request to duly authorized representatives of TWC; City of Rockford, grant recipient for funds; the State of Illinois, the U.S. Department of Labor, and the Comptroller General of the United States for the purpose of making audit, examinations, excerpts, and transcriptions. The RECORDS shall be made available, at SUBRECIPIENT's cost, at the principal office of SUBRECIPIENT or at such other location specified by TWC.

Section 4. PARTICIPANT ENROLLMENT

Only persons certified as WIOA Title I or Trade Act eligible may be enrolled in the program.

Section 5. PAYMENT OF FUNDS

5.1. Reimbursement. SUBRECIPIENT will be reimbursed only for actual costs up to the Program Budget incurred by SUBRECIPIENT in carrying out the terms of this SUBAWARD. Costs not covered by the Program Budget in this SUBAWARD will not be reimbursed. The existence of excess or non-covered costs shall not excuse performance by SUBRECIPIENT of the terms and obligations under this SUBAWARD.

5.2. Only services/products procured by SUBRECIPIENT in accordance with the procurement procedures identified in applicable OMB circulars will be reimbursed; evidence that the services/products were procured in accordance with appropriate OMB circulars must be provided to TWC for reimbursement.

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5.3. SUBRECIPIENT will not use any funds under this SUBAWARD for services not included in WIOA Title I or Trade Act; and will not provide services to individuals not eligible under WIOA Title I or Trade Act.

5.4. Actual expenditures for specific line items may exceed the line item budget by 10% or $100 (whichever is greater), as long as the overall Program Budget has not been exceeded. If the actual expenditure or the line item exceeds or is expected to exceed the amount set forth for that line item in the Program Budget by more than said variance, a modification may be requested to transfer larger amounts of funding between line items.

5.5. Recapture of Funds. SUBRECIPIENT shall be liable to TWC for all funds advanced or paid under this SUBAWARD. SUBRECIPIENT shall forthwith pay on demand to TWC any sum of money which is either unspent or not spent strictly in accordance with the terms of this SUBAWARD. Nothing in this SUBAWARD shall relieve SUBRECIPIENT from liability to TWC for any sum which would by law be due to TWC for any breach of the terms of this SUBAWARD.

5.6. If an audit reveals that there are disallowed costs attributable to SUBRECIPIENT's program(s) funded under this SUBAWARD, SUBRECIPIENT shall be held individually liable, or in the case of multiple SUBRECIPIENTs, jointly and severally liable for re-payment of the disallowed costs from non-Federal funds.

Section 6. FINANCIAL MANAGEMENT

6.1. SUBRECIPIENT is responsible for maintaining a sound fiscal management system. This system will clearly identify revenues and expenses pertaining to this SUBAWARD. SUBRECIPIENTs must maintain a **separate record of accounts** by program code, center, or fund for this SUBAWARD and will report costs for reimbursement from this record of accounts. All monies expended for WIOA Title I SUBAWARDED programs will be charged to the "program" cost category. All costs must be documented and the supporting documentation must be correlated to the report of expenditure request for reimbursement.

6.2. SUBRECIPIENT shall maintain RECORDS that clearly reflect WIOA funds received and WIOA funds on hand. At any given time TWC or its fiscal agent must be able to verify, based on SUBRECIPIENT RECORDS that reimbursements were deposited to SUBRECIPIENT's account, and must also be able to determine the amount of WIOA funds on hand.

6.3. SUBRECIPIENT shall maintain accounting RECORDS that are supported by source documentation. SUBRECIPIENT shall in these and other respects comply with applicable provisions of 2 CFR Part 200 – UNIFORM ADMINISTRATIVE REQUIRMENTS, COST PRINCIPLES, AND AUDIT REQUIREMENTS FOR REFERAL AWARDS and 2 CFR Part 2900 – UNIFORM ADMINISTRATIVE REQUIREMENTS, COST PRINCIPLES, AND AUDIT REQUIREMENTS FOR FEDERAL AWARDS; SUBRECIPIENT will comply with 2 CFR § 200.212 subjecting non-Federal entities and contractors to the non-procurement debarment and suspension regulations implementing Executive Orders 12549 and 12689, 2 CFR Part 180; SUBRECIPIENT may not prohibit or otherwise restrict employees or contractors from lawfully reporting waste, fraud, or abuse to a designated investigative or law enforcement representative of a Federal department or agency authorized to receive such information – P.L. 113-114, Division E, Title VII, Section 743. Nothing in this Section shall be construed so as to relieve SUBRECIPIENT of fiscal accountability and responsibility under any portion of this SUBAWARD.

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6.4. TWC will review and monitor, at such times and places as it may determine, SUBRECIPIENT's fiscal management system as well as specific RECORDS pertaining to this SUBAWARD. SUBRECIPIENT shall produce at SUBRECIPIENT'S cost, upon request of TWC all or requested RECORDS maintained under this agreement. SUBRECIPIENT agrees to adopt and implement recommendations which are deemed by TWC to be necessary and appropriate

Section 7. INDIRECT COSTS

7.1. "Indirect costs" and are those, incurred for a common or joint purpose benefiting more than one (1) cost objective, and not readily assignable to the cost objective specifically benefited without effort disproportionate to the results achieve. (See 2 CFR § 200.414).

7.2. SUBRECIPIENT shall comply with the Grant Accountability and Transparency Act (GATA), 30 ILCS 708/1, *et seq.*, and OMB guidance for tracking and reporting indirect costs.

7.3. Type of indirect cost rate:

_____ SUBRECIPIENT will not request reimbursement of indirect costs.

_____ SUBRECIPIENT will use an approved Federally recognized indirect cost rate negotiated between SUBRECIPIENT and the Federal Government. The indirect cost rate application to this SUBAWARD is _____ % of Wages and Fringe.

_____ SUBRECIPIENT will use the indirect cost rate that is negotiated with the State of Illinois. The indirect cost rate applicable to this SUBAWARD is____ %.

____X____ SUBRECIPIENT will use the de minimus rate of 10% of the wages and fringe.

Section 8. AUDIT

8.1. A copy of SUBRECIPIENT's most recently audited financial statement must be on file with TWC prior to the execution of this SUBAWARD. The SUBRECIPIENT's audit shall be in compliance with OMB Uniform Guidance 2 CFR Part 200 and 2 CFR Part 2900, and shall certify compliance therewith.

8.2. TWC, or an individual or entity designated by TWC, may audit SUBRECIPIENT's programs that affect this SUBAWARD. SUBRECIPIENT agrees to allow TWC, or an individual or entity designated by TWC, access to all RECORDS for the purpose of audit and fiscal monitoring.

8.3. SUBRECIPIENT will be responsible for costs disallowed as a result of an audit in accordance with Debt Collection and Audit Resolution Procedures as are now or may hereafter be established by TWC.

8.4. SUBRECIPIENT will be responsible for informing their auditors that this SUBAWARD is Federally funded. SUBRECIPIENT shall ensure that the audits SUBRECIPIENT obtains meet the standards required for the SUBRECIPIENT and must specify to their auditors the type of audit required.

Section 9. BONDING REQUIREMENTS

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Every officer, director, agent, or employee authorized to act on behalf of SUBRECIPIENT in receiving or depositing funds into program accounts, or in issuing financial documents, checks, or other instruments of payment for program costs shall be bonded to provide protection against loss. The amount of bonding coverage shall be for the highest advanced amounts through check planned for the present grant year. SUBRECIPIENT shall provide upon receipt a copy of all bonds referenced herein to TWC.

Section 10. INSURANCE

10.1. SUBRECIPIENT shall maintain liability insurance or a self-insurance fund to fully cover injuries to trainees/students incurred while participating in the training program(s) covered by this SUBAWARD and all programs provided to Participants hereunder. Such insurance shall be in the amount of not less than $1 million per occurrence. Insurance shall be issued by an Illinois qualified insurance company, with a minimum AM best rating of "A". The policy will name TWC as additionally insured. The policy will be non-cancellable without at least 30 days' notice to TWC and the policy term will be a minimum of one (1) year.

10.2. SUBRECIPIENT shall promptly deliver to TWC upon request certificates of insurance for the coverage required herein. Training conditions shall comply with applicable safety standards, practices and procedures as may from time to time be required by Federal, State and local governmental agencies.

10.3. If SUBRECIPIENT, in conducting activities under a grant or this SUBAWARD with TWC, uses motor vehicles, SUBRECIPIENT shall ensure that it has proper and adequate automobile insurance. SUBRECIPIENT herewith agrees to indemnify and hold harmless TWC against any and all claims, demands, actions, expenses and costs (including attorney's fees and costs) arising from the ownership, maintenance, or use of a motor vehicle. SUBRECIPIENT shall provide automobile insurance issued by an Insurer licensed in the State of Illinois, with coverage of $1 million for bodily injury and property damage, including coverage for under-insured and uninsured motorists. **At no time will Participants be transported by staff in private vehicles.**

Section 11. WORKER'S COMPENSATION INSURANCE, SOCIAL SECURITY, RETIREMENT AND HEALTH INSURANCE BENEFITS, AND TAXES

SUBRECIPIENT shall provide Worker's Compensation insurance where the same is required and shall accept full responsibility for the payment of unemployment insurance, premiums for Worker's Compensation, Social Security and retirement and health insurance benefits, as well as all income tax deductions and other taxes or payroll deductions required by law for its employees who are performing services specified by this SUBAWARD.

Section 12. NO EMPLOYER-EMPLOYEE RELATIONSHIP

12.1. SUBRECIPIENT expressly agrees that nothing in this SUBAWARD is intended nor shall be interpreted or construed to create an employer-employee relationship.

12.2. SUBRECIPIENT is solely and completely responsible for compliance with all tax and employment costs including, without limitation, withholding obligations, Federal and State Income Tax, Social Security, Unemployment Compensation, and Workers Compensation.

12.3. SUBRECIPIENT herewith expressly stipulates and agrees that it will adhere to and abide by all Federal, State and local laws, ordinances, regulations and rules applicable to its

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performance under the SUBAWARD and expressly agrees that it shall bear all risk of loss, remain liable for any such taxes, contributions, or deductions and shall indemnify TWC, its members, agents, officers, employees, successors and assigns for any liability including interest, penalties and attorney's fees, if any, assessed against TWC as a result of any violation of this provision.

12.4. SUBRECIPIENT shall have no power to bind TWC by contract or otherwise except as may be provided in this SUBAWARD. SUBRECIPIENT hereby covenants and agrees that it shall not represent to any third-party that SUBRECIPIENT is an employee of TWC and doing so may be a basis for TWC to terminate this SUBAWARD.

Section 13. PURCHASE AND DISPOSITION OF PROPERTY

Any property obtained by SUBRECIPIENT with funds received through this SUBAWARD shall be purchased, maintained, and disposed of in accordance with 2 CFR Part 200 and 2 CFR Part 2900. **Prior written approval from TWC must be obtained before non-expendable property is purchased**; three oral quotes must be received for any property with a price not less than $300.00 and not more than $1,000.00. Purchases for equipment over $1,000.00 require three written quotes. SUBRECIPIENT shall maintain all property RECORDS in such form and manner as required by TWC, but the title to the property shall be in the name of TWC unless U.S. Department of Labor or State of Illinois regulations direct that the title be maintained in the name of the Federal Government or the State of Illinois.

Section 14. MAINTENANCE OF PROPERTY

14.1. SUBRECIPIENT must maintain an inventory of all non-expendable property purchased with funds received through this SUBAWARD. SUBRECIPIENT cannot dispose of any equipment owned by TWC without the prior written permission of TWC.

14.2. SUBRECIPIENT shall maintain RECORDS sufficient to determine the amount of unused-expendable property (all property having a useful life of one year or less and an acquisition cost of $300.00 or less per unit) on hand at the expiration date or upon termination of this SUBAWARD.

14.3. SUBRECIPIENT shall maintain a control system which ensures adequate safeguards to prevent property damage, loss or theft, and shall investigate and document any damage to or loss or theft of property. SUBRECIPIENT shall promptly notify TWC's Executive Director in writing concerning the damage, loss, or theft of any expendable and non-expendable property. SUBRECIPIENT shall implement adequate maintenance procedures to keep the property in good condition.

Section 15. MONITORING, REVIEW, AND EVALUATION OF PROGRAM PERFORMANCE

TWC shall be furnished access to SUBRECIPIENT's program staff, records, and Participants for the purpose of monitoring, review, and evaluation of program performance. SUBRECIPIENT agrees that "access" in the terms of this section includes, but is not limited to, unscheduled and unannounced visits by TWC staff, designees of TWC, or agents of the State or Federal Government to the facilities or operations of SUBRECIPIENT.

Section 16. ORGANIZATION AND STAFFING

SUBRECIPIENT shall maintain current job descriptions for all positions which are funded in whole or in part by this SUBAWARD. These job descriptions shall match each staff member's actual duties.

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The experience and educational qualifications listed on each job description must match those of the staff member(s) to whom that job description applies. The job descriptions must be kept current.

Section 17. CRIMINAL BACKGROUND INVESTIGATION

SUBRECIPIENT shall conduct a criminal background investigation on all staff members who fill positions which are funded in whole or in part by this SUBAWARD. SUBRECIPIENT shall comply in all respects with the provisions of Federal and State law in conducting such investigations and the results therein obtained, including without limitation, the provisions of the Illinois Uniform Conviction Information Act, 20 ILCS 2635/1 *et seq.* A record of conviction discovered through a criminal background investigation shall be reported to TWC not more than 30 days after date of receipt. TWC may request that a staff member who has a record of conviction be removed from any position funded in whole or in part by this SUBAWARD. SUBRECIPIENT shall certify to TWC within 30 days subsequent to the execution date that it has complied with the requirements of this Section. Failure to conduct the background investigation or to certify or to falsely certify hereunder shall be a basis for TWC to terminate this SUBAWARD.

Section 18. PRIORITY OF SERVICE FOR VETERANS AND ELIGIBLE SPOUSES

TWC is subject to the Jobs for Veterans Act (JVA) (Pub. L. 107-288), which establishes a priority of service requirement for covered persons, such as veterans and eligible spouses, including widows and widowers, in qualified job training programs that are funded by the U.S. Department of Labor. Covered persons must meet WIOA or TAA program eligibility requirements to receive priority of services. SUBRECIPIENT agrees to reasonably cooperate in such compliance monitoring as may be from time to time required by TWC.

Section 19. ON-THE-JOB TRAINING POSITIONS DEVELOPED BY SUBRECIPIENT

19.1. In situations in which SUBRECIPIENT identifies an On-the-Job Training (OJT) position for a Participant, SUBRECIPIENT must follow and adhere to TWC's policy for approval of OJT positions and develop an OJT agreement with the employer. Any agreement for OJT positions **MUST** receive all approvals as required by TWC's policy and SUBRECIPIENT must obtain written approval **BEFORE** the Participant may start the job.

19.2. SUBRECIPIENT or a business owned by SUBRECIPIENT or a member of SUBRECIPIENT's staff may not hire a program Participant in an OJT position and doing so may be a basis for TWC to terminate this SUBAWARD.

Section 20. PARTICIPANT POLICIES

SUBRECIPIENT shall implement Participant policies as established by TWC. SUBRECIPIENT will develop procedures and processes to implement such policies consistently; and maintain written procedures and processes and provide a copy of the same to TWC simultaneous with its signing of this SUBAWARD.

Section 21. GRIEVANCE/COMPLAINT PROCEDURES, DISPUTES, AND COURT ACTIONS

21.1. Disputes between SUBRECIPIENT and Participant

A. Federal law requires that all recipients of WIOA funds establish procedures for filing complaints and grievances from Participants and other interested parties that are affected by the statewide workforce investment system. SUBRECIPIENT to resolve any issue arising between SUBRECIPIENT and a Participant shall comply with and

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adhere to the complaint and grievance procedure established and amended from time to time by TWC.

B. All Participants will receive The Workforce Connection Grievance/Complaint Policy during program intake.

C. SUBRECIPIENT shall provide each Participant with the established procedure for filing complaints and grievance with TWC and the State of Illinois alleging discrimination based on race, color, religion, sex, national origin, age, disability, or political affiliation and belief and shall keep a record in each Participants file acknowledging receipt of that procedure.

21.2. Disputes between SUBRECIPIENT and TWC

A. Any dispute between SUBRECIPIENT and TWC concerning the terms or provisions of this SUBAWARD which constitutes a question of fact and which is not disposed of by this SUBAWARD shall be decided by the TWC Executive Director, who shall send a copy of the written decision to SUBRECIPIENT. The decision shall be final and conclusive unless within thirty (30) days from the post mark on the letter of transmittal SUBRECIPIENT files a written appeal with the TWC Board of Directors. The written appeal shall be delivered to the TWC Executive Director who shall promptly notify the TWC Board of Directors. The decision of the TWC Board of Directors concerning the appeal shall be final and conclusive unless determined by a court of competent jurisdiction to have been fraudulent, capricious, arbitrary, or grossly erroneous as necessarily to imply bad faith or not supported by substantial evidence. In accordance with any appeal proceeding under this clause, SUBRECIPIENT shall be afforded the opportunity to be heard and to offer evidence in support of its appeal. Pending final determination of the dispute, SUBRECIPIENT shall proceed diligently with the performance of the SUBAWARD. SUBRECIPIENT may be represented by counsel at SUBRECIPIENT's sole cost and expense.

B. Any dispute between SUBRECIPIENT and TWC that cannot be successfully resolved as contemplated in Section 21.2(A) above, including the failure of either Party to follow any dispute resolution procedures set forth in this SUBAWARD, shall be resolved by initiation of judicial proceedings brought before a court of competent jurisdiction in Winnebago County, State of Illinois.

21.3. SUBRECIPIENT shall immediately notify TWC in writing of any actions or suits filed and of any claims made against TWC, SUBRECIPIENT, or any of the parties involved in the implementation and administration of the programs funded under this SUBAWARD.

Section 22. PUBLIC CREDIT TO FUNDING SOURCES

SUBRECIPIENT expressly understands that any dissemination of information to the public concerning the subject of this SUBAWARD shall be done with full credit to the funding sources. The following must be reproduced on disseminated information concerning the subject of this SUBAWARD:

The Workforce Connection- an Illinois workNet Center and partner in the American Job Center network. This program is funded by The

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Workforce Connection, Inc., Il Department of Commerce & Economic Opportunity, and the U.S. Department of Labor.

The Workforce Connection is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. All voice telephone numbers may be reached by persons using TTY/TDD equipment by calling TTY (800) 526-0844 or 711. Contact the Equal Opportunity Officer at (815) 395-6688.

This program is subject to the provisions of the "Jobs for Veteran's Act" Public Law 107-288, which provides priority of services to veterans and spouses of certain veterans.

To view additional information related to the U.S. Department of Labor funding this program, please visit: www.theworkforceconnection.org/USDOLstatement

Section 23. BRANDING

23.1. SUBRECIPIENT understands and acknowledges that all services offered through TWC and funded by WIOA shall be promoted under "The Workforce Connection" brand as an Illinois workNet Center and the "federal identifier", a proud partner in the American Job Center network. Promotional and outreach materials, including printed brochures, media releases, flyers, brochures, advertising, and social media sites, must only include The Workforce Connection, Illinois workNet center branding and a proud partner of the American Job Center network identification.

23.2. All promotional and outreach materials shall be approved in advance by TWC Public Information Manager. TWC Public Information Manager will ensure all stationary, brochures, signage, business cards, and advertising meets the branding requirements of WIOA and the Illinois Department of Commerce and Economic Opportunity under Illinois workNet guidelines.

23.3. SUBRECIPIENTS shall not develop or maintain a website, webpage or social media page for the promotion or information provision related to programs and activities funded through this SUBAWARD. The website www.theworkforceconnection.org and all social media pages associated therewith will be developed and maintained by TWC.

Section 24. DEOBLIGATION OF FUNDS FOR LOW ENROLLMENT LEVELS

24.1. TWC will review the enrollment levels monthly for the programs under this SUBAWARD. If it is projected that SUBAWARD enrollment goals will not be reached, TWC, in its discretion may modify or cancel this SUBAWARD in accordance with this SUBAWARD. If SUBAWARD'S enrollment goals are reduced, an adjustment in the program's funding level may be made.

24.2. Any requests to increase the funding level of program under this SUBAWARD must be approved by the TWC Board of Directors.

Section 25. HOLD HARMLESS AGREEMENT

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SUBRECIPIENT agrees to indemnify, protect, defend and save harmless the State of Illinois, Boone, Winnebago, and Stephenson Counties, City of Rockford, and TWC from and against any and all claims, demands, actions, and causes of action of every kind and character, including, but not necessarily limited to, the cost of defense thereof, arising or which may at any time arise in favor of any Participant, trainee, student, employee, agent, invitee, or representative of SUBRECIPIENT, or any third party on account of bodily or personal injury, death, or property damage arising from the act or omission of any Participant, trainee, student, or employee, agent, or representative of SUBRECIPIENT occurring in connection with this SUBAWARD.

Section 26. SALARY AND BONUS LIMITATIONS

SUBRECIPIENT shall comply with Public Law 109-234, and specifically Section 7013 therein regarding limits on salary and bonus compensation for individuals who are paid by funds appropriated to the Employment and Training Administration (ETA) and provided to SUBRECIPIENT. See U.S. Department of Labor Training and Employment Guidance Letter No. 5-06 for more information.

Section 27. MODIFICATIONS

27.1. Any Federal or State laws or regulations which affect this SUBAWARD, and any and all such Federal, State, and local laws and ordinances and regulations which may, from time to time, and at multiple times, be newly adopted, altered or amended shall be incorporated into this SUBAWARD on the effective date of the laws or regulations and any amendments thereof. This SUBAWARD may be modified based upon changes in Federal and/or State guidelines that may be forthcoming as a result of legislative changes as long as such changes do not significantly affect the scope of work subject to this SUBAWARD.

27.2. Any existing Federal, State, or local laws which are relevant or applicable to this SUBAWARD but which TWC identifies after the SUBAWARD is signed shall be immediately incorporated into the SUBAWARD without further action by either Party.

27.3. TWC reserves the right to stop program operations immediately if TWC believes that any law relating to this SUBAWARD has been violated.

27.4. If SUBRECIPIENT cannot conform to the changes required by Federal or State of Illinois laws, or Federal or State of Illinois regulations, SUBRECIPIENT shall immediately notify TWC in writing. TWC shall then establish the standards for the termination of the SUBRECIPIENT's program and will terminate this SUBAWARD as soon as practicable. The best interests of the Participants shall be the primary consideration in establishing the standards for the termination.

27.5. TWC retains the right to unilaterally modify this SUBAWARD for good cause. "Good cause" includes, but is not necessarily limited to, the following:

A. SUBRECIPIENT's failure to meet terms of this SUBAWARD in whole or in part;

B. SUBRECIPIENT's repeatedly failing to submit, by dates required, RECORDS and documentation giving accurate Participant and fiscal information to TWC; or

C. SUBRECIPIENT's actions which demonstrate the appearance of impropriety or which would place TWC in a negative audit position.

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27.6. TWC will notify SUBRECIPIENT in writing of the determination to modify the terms of this SUBAWARD, the reasons for such modification, and the effective date of the modifications. All modifications to this SUBAWARD must be in writing and signed by both Parties EXCEPT IN CIRCUMSTANCES DESCRIBED IN SECTION 27.5.

27.7. All modification requests by SUBRECIPIENT must be in writing with a full explanation of why the modification is necessary. Modification requests are to be directed to TWCs Planning and Quality Assurance Manager for staff input prior to a final decision by the TWC Executive Director.

27.8. Modifications to this SUBAWARD must be requested by SUBRECIPIENT not later than May 15th of the program year. Requests after this date require approval from TWC Finance Committee.

Section 28. TERMINATION OR CANCELLATION

28.1. The SUBAWARD shall be immediately canceled if at any time the U.S. Department of Labor and/or the State of Illinois cancels, fails to fund, or otherwise terminates, rescinds, or negates the grant through which this SUBAWARD or its program is funded.

28.2. Either Party to the SUBAWARD shall have the right to terminate and end unilaterally all obligations hereunder by notifying the other party in writing of such termination at least One Hundred Twenty (120) days prior to the stated effective date of termination. If SUBRECIPIENT fails to fulfill its obligations under this SUBAWARD or misrepresents any information relied upon by TWC, TWC may notify SUBRECIPIENT in writing that TWC will terminate the SUBAWARD effective thirty (30) days following the date of notification. SUBRECIPIENT shall, however, remain obligated to maintain all RECORDS as required by this SUBAWARD regardless of cancellation of this SUBAWARD.

28.3. Upon termination or receipt of notice to terminate, whichever occurs first, SUBRECIPIENT shall cancel, withdraw or otherwise terminate any out-standing orders or SUBAWARD(s) which relate to the performance of this SUBAWARD and shall cease to incur costs. TWC shall not be liable to SUBRECIPIENT or SUBRECIPIENT's creditors for reimbursement or payment of any expenses incurred after the termination date. Upon termination of this SUBAWARD for any reason, SUBRECIPIENT shall return to TWC within thirty (30) days after the receipt of written request for return, all property purchased with funds received under this SUBAWARD and all property furnished to TWC by the State of Illinois or the U.S. Department of Labor. SUBRECIPIENT shall return such property and property RECORDS in the manner prescribed by TWC. Between the date of termination of the SUBAWARD and the date of return of the property, SUBRECIPIENT shall protect such property from damage, loss, or destruction. SUBRECIPIENT shall preserve all RECORDS relating to this SUBAWARD as provided in this SUBAWARD.

Section 29. GOVERNANCE

This SUBAWARD is governed by the laws of the State of Illinois.

Section 30. DEFINITIONS

The following terms of this SUBAWARD shall he defined as follows:

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Workforce Innovation and Opportunity Act (WIOA) – shall mean the Workforce Innovation and Opportunity Act, as may be amended.

WIOA Title I – shall mean Title I–Workforce Development Activities–of WIOA, which authorizes job training and related services to unemployed or underemployed individuals and establishes the governance and performance accountability system for WIOA.

Trade Act – shall mean the Trade Act of 1974, as amended by the Trade Adjustment Assistance Reform Act of 2002.

Trade Adjustment Assistance (TAA) – shall mean Federal funding established under Trade Act and reauthorized under and the Trade Adjustment Assistance Reauthorization Act of 2015 to assist individuals who have lost jobs due to the effects of international trade.

Participant – shall mean an individual who has been determined to be eligible to participate in and who is receiving services under a program authorized by either WIOA Title I or Trade Act.

Program – shall mean the approved program of services as identified in **Part III Scope of Work** and **Part V SUBRECIPIENT Program Description** of this SUBAWARD.

SUBRECIPIENT – shall mean the non-Federal entity receiving this SUBAWARD from a pass-through entity to carry out part of a Federal program.

SUBAWARD – shall mean the Subaward Agreement entered into between TWC and SUBREICIPIENT.

WIOA funds – shall mean monies paid to SUBRECIPIENT by or on behalf of TWC pursuant to the Program Budget.

Program Budget – shall mean the total funds allocated by TWC for the Program and as stated on the cover sheet to this SUBAWARD except as may be modified from time to time as set forth in this SUBAWARD.

Expendable Property – shall mean that tangible property having a useful life of one (1) year or less and acquisition cost of $300.00 or less.

Non-Expendable Property – shall mean that tangible property having a useful life or more than one (1) year and an acquisition cost of more than $300.00 per unit.

On-the-Job Training (OJT) position – shall mean training by an employer that is provided to a paid Participant while engaged in productive work in a job that provides knowledge or skills essential to the full and adequate performance of the job; provides reimbursement to the employer of up to 75 percent of the wage rate of the Participant, for the extraordinary costs of providing the training and additional supervision related to the training; and is limited in duration as appropriate to the occupation for which the Participant is being trained, taking into account the content of the training, the prior work experience of the Participant, and the service strategy of the Participant, as appropriate.

Local Workforce Development Area 3 (LWDA 3) – shall mean the area of Boone, Winnebago, and Stephenson Counties in Northern Illinois, as established by the Governor of the State of Illinois.

Local Workforce Innovation Board (LWIB) – shall mean the Federally mandated body that oversees the investment of LWDA 3's annual WIOA funds allocation from the U.S. Department of Labor.

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The Workforce Connection. Inc. – shall mean the LWIB responsible for overseeing the disbursement of WIOA funds within LWDA 3.

Debt Collection and Audit Resolution Procedures – shall mean those policies, procedures, and practices as may from time to time be adopted or approved by TWC for the purpose of making a determination on auditors' administrative and questioned cost findings, including corrective action requirements imposed on the audited organization; audit resolution does not necessarily connote agreement on the part of the audited organization.

The Workforce Connection Grievance/Complaint Policy – shall mean those policies, procedures, and practices as may from time to time be adopted or approved by TWC for the purpose of outing procedures for filing grievances or complaints alleging violations of WIOA; this policy does not apply to allegations of discrimination based on race, color, religion, sex, national origin, age, disability, or political affiliation or belief.

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PART II
ASSURANCES AND CERTIFICATIONS

SUBRECIPIENT hereby assures and certifies that:

1. It possesses the legal authority and has taken such action as may be required to enter into and be bound by this SUBAWARD and to execute the program and represents that prior to signing this SUBAWARD it has thoroughly reviewed the same and understands and agrees to the terms set forth herein.

2. It will comply fully with the nondiscrimination and equal opportunity provision(s) of the following laws as such laws now exist or may be hereafter amended:

   A. Section 188 of WIOA, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIOA Title I financially assisted program or activity;

   B. Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color, and national origin;

   C. Section 102 of the Americans with Disabilities Act of 1990 and Section 504 of the Rehabilitation Act of 1973, as amended, which prohibit discrimination against qualified individuals with disabilities;

   D. The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age;

   E. Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs;

   F. The Illinois Human Rights Act, as amended, and its Rules and Regulations, which prohibits discrimination in Illinois with respect to employment, financial credit, public accommodations, housing and sexual harassment, as well as sexual harassment in education;

   G. Nontraditional Employment for Women Act of 1991, as amended, which requires the reporting of information regarding the training and training-related placement of women in non-traditional employment;

   H. U.S. Department of Labor Regulations at 29 CFR Part 1604, Guidelines on Discrimination because of Sex, Sexual Harassment;

   I. U.S. Department of Labor Regulations at 20 CFR 652;

   J. U.S. Department of Labor Regulations at 29 CFR Parts 31 and 32;

   K. Fair Labor Standards Act of 1938;

   L. Illinois Victims' Economic Security and Safety Act of 2003;

   M. Equal Pay Act of 1963;

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N. Minimum Wage Act of 1938;

O. The Civil Rights Restoration Act of 1987;

P. Executive Order 12250;

Q. Executive Order 11246;

R. U.S. Department of Justice Regulations at 28 CFR Part 42, Subparts F and H; and

S. Vietnam Era Veterans' Readjustment Assistance Act of 1974.

3. It will comply with U.S. Department of Labor Regulations at 29 CFR Parts 31, 32, and 37, and other applicable requirements imposed by or pursuant to regulations implementing the laws listed herein, and shall cooperate with such compliance monitoring as TWC or its designee or fiscal agent may from time to time require. SUBRECIPIENT understands that the United States has the right to seek judicial enforcement of this assurance.

4. No funds received under this SUBAWARD will be used to fund any activities prohibited under WIOA, Federal, State or local laws or implementing regulations.

5. No WIOA funds received under this SUBAWARD will be used to fund the same programs for which Federal Supplemental Educational Opportunity Grants (SEOG) are received, including, but not necessarily limited to, Federal Pell Grants.

6. No WIOA funds received under this SUBAWARD will be used to support any religious or anti-religious activity; Participants in the program will not be employed on the construction, operation, or maintenance of that part of any facility which is used for religious instruction or worship.

7. Appropriate standards for health and safety in work and training situations will be maintained.

8. The program will not result in the displacement of employed workers, or impair existing subawards for service.

9. No funds will be used to train Participants to fill a job opening created by the action of an employer in laying off or terminating the employment of any other employee of the SUBRECIPIENT in anticipation of filling the vacancy so created by the hiring of a program Participant.

10. No Participant is a member of the immediate family of SUBRECIPIENT or an employee of SUBRECIPIENT who is engaged in an administrative capacity. The term "immediate family" means wife, husband, son, daughter, mother, father, brother, sister, brother or sister-in-law, father or mother-in-law, son or daughter-in-law, aunt, uncle, niece, nephew, stepparent, and stepchild. The term "person in an administrative capacity" includes those persons who have overall administrative responsibility for a program, including employees who have selection, hiring, placement, or supervisory responsibilities for the Participant.

11. Any requests for Participant information other than requests from potential employers regarding a Participant's training background and progress shall be referred to TWC.

12. Participants will not be involved in any manner in labor disputes presently existing or that may subsequently arise following the time of execution of this SUBAWARD. WIOA funds provided through this SUBAWARD shall not be used in any pro or anti-labor union activities.

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13. All records and reports required to be completed by SUBRECIPIENT pursuant to this SUBAWARD shall be accurate, true, and correct to the best knowledge of SUBRECIPIENT. Any misrepresentation of a material fact concerning the eligibility, accomplishment, or placement of a Participant, may result in WIOA funds being withheld by TWC, or legal action, to recover funds paid to SUBRECIPIENT as a result of such misrepresentation.

14. It will establish safeguards to prevent SUBRECIPIENT's staff members, employees, officers, directors, partners, owners, board members, agents, representatives, and volunteers from using their positions for a purpose that is, or gives the appearance of, being motivated by desire to divert WIOA funds for private gain for themselves or others, particularly those with which they have family, business, or other ties as a result of the work to be performed as outlined in the attachments to this SUBAWARD.

15. It will be bound by determinations arising from TWC's Debt Collection and Audit Resolution Procedures.

16. It will comply with the non-procurement suspension and debarment regulations implementing Executive Orders 12549 and 12689, 2 CFR 180 (2 CFR 200.212), which prohibits a contract award from being made to parties listed on the government-wide exclusions in the System for Award Management (SAM).

17. It is not disbarred, suspended, or proposed for debarment declared ineligible, or voluntarily excluded from participation in this SUBAWARD by any Federal department or agency (45 CFR Part 76), or by the State of Illinois (30 ILCS 708/25(6)(G)).

18. It will comply fully with the following laws as such laws now exist or may be hereafter amended:

    A. Subpart C of CFR Part 180, as supplemented by 2 CFR Part 376, Subpart C;

    B. The Copeland "Anti-kickback" Act, as amended, and as supplemented by U.S. Department of Labor Regulations at 29 CFR Part 3;

    C. The Davis-Bacon Act of 1931, as amended, and as supplemented by U.S. Department of Labor Regulations at 29 CFR Part 5;

    D. The Contract Work Hours and Safety Standards Act, as amended, and as supplemented by U.S. Department of Labor Regulations at 29 CFR Part 5;

    E. The Byrd Anti-Lobbying Amendment, as amended;

    F. 37 CRF Part 401, "Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contract and Cooperative Agreements," and any implementing regulations issued by TWC pertaining to any assignment or performance of experimental, development, or research work under that "Funding Agreement", which arises or is developed in the course of or under this SUBAWARD, including copyrights and data rights.

    G. Procurement standards set forth in 2 CFR 200.322;

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H. All applicable standards, orders, or requirements of The Clean Air Act and the Federal Water Pollution Control Act, as amended. SUBRECIPIENT will immediately report violates to TWC and the Regional Office of the Environmental Protection Agency;

I. Mandatory standards and policies relating to energy efficiency which are contained in the Illinois Energy Conservation Code issued in compliance with the Energy Policy and Conservation Act; and

J. All applicable business licensing, taxation and insurance requirements.

19. It will take all necessary steps to assure that minority firms, women's business enterprises, and labor surplus firms are used when possible, as required by 24 CFR Part 85.36(e).

20. It is not a corporation or agency that has any unpaid Federal tax liability that has been assessed, for which all judicial and administrative remedies have heen exhausted or lapsed, and that is not being paid in a timely manner pursuant to an agreement with the authority responsible for collecting the tax liability, unless a Federal Agency has considered suspension or debarment of the corporation or agency and has made a determination that this further action is not necessary to protect the interests of the United States Government.

21. It is not an agency or corporation that was convicted of a felony criminal violation under any Federal Law within the preceding 24 months before this SUBAWARD was executed, unless a Federal Agency has considered suspension or disbarment of the agency or corporation and has made a determination that this further action is not necessary to protect the interests of the United States Government.

22. It will address administrative, contractual, or legal remedies in instances where contractors violate or breach contract terms, and provide for such sanctions and penalties as appropriate, when SUBAWARD is more than the simplified threshold amount determined by the Civilian Agency Acquisition Council.

23. It will address termination for cause and for convenience by the non-Federal entity including the manner by which it will be effected and the basis for settlement.

24. It will seek to enroll a mix of Participants in its programs and will comply with any diversified enrollment goals established for the Program by TWC.

25. It is able to provide programmatic and architectural accessibility for individuals with disabilities.

26. It will include the following tagline on any recruitment brochures, other materials and public broadcasts:

> *The Workforce Connection- an Illinois workNet Center and partner in the American Job Center network. This program is funded by The Workforce Connection, Inc., Il Department of Commerce & Economic Opportunity, and the U.S. Department of Labor.*
>
> *The Workforce Connection is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. All voice telephone numbers may be reached by persons using TTY/TDD equipment by calling TTY (800) 526-0844 or*

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711. Contact the Equal Opportunity Officer at (815) 395-6688.

This program is subject to the provisions of the "Jobs for Veteran's Act" Public Law 107-288, which provides priority of services to veterans and spouses of certain veterans.

To view additional information related to the U.S. Department of Labor funding this program, please visit: www.theworkforceconnection.org/USDOLstatement

27. It will comply with the Grant Accountability and Transparency Act.

28. If SUBREICIPIENT is a Corporation or a Limited Liability Partnership, it is in good standing for operations in the State of Illinois and will provide a copy of its "Certificate of Good Standing" from the Illinois Secretary of State's office to be maintained in the SUBAWARD file.

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PART III

Scope of Work

Focus of WIOA Youth Programming: The focus of WIOA youth programming is to implement and deliver services that provide education, skill development, and support that youth need to successfully transition to further education, careers and productive adulthood. The Workforce Innovation and Opportunity Act requires fourteen program elements [WIOA Section 129(c)(2)]. The WIOA outlines a vision for serving youth that integrates resources, beginning with career explorations and guidance, continued support for educational attainment, opportunities for skills training in in-demand industries and occupations, and culminating with employment along a career pathway, enrollment into post-secondary education, or a Registered Apprenticeship.

Services/Activities:
The Workforce Connection, Inc. (TWC) authorizes a Sub award with GOODWILL INDUSTRIES OF NORTHERN ILLINOIS for the following services and activities for WIOA-eligible youth, ages 16 to 24, in Stephenson County. Both In-School and Out-of-School youth will be served through:

- Outreach, Recruitment, and Orientation for youth program
- Program Intake, including initial WIOA eligibility determination
- Comprehensive assessment of eligible youths' current educational/work-readiness skills and abilities
- Individual Service Strategy development, including timeframe for youth to complete specific ISS activities.
- On-going Case-Management—includes comprehensive guidance and counseling documented with detailed case notes in IWDS.
- Career Exploration, Work Readiness Skills, Life Skills/Soft Skills, Financial Literacy education, Entrepreneurial Skills training, Leadership Development, Mentoring programming
- Referrals to:
    - High School Equivalency (HSE) preparation and/or Tutoring activities, as applicable
    - Bridge Programs
    - Vocational training, as appropriate
- Incentives for youth in specified activities such as educational and/or world-of-work outcomes
- Referrals to community services, as needed
- Work Experiences (paid and unpaid), academic and occupational education in combination with work-based learning that has a component: Work Experiences, Job Shadowing, Internships, Pre-apprenticeship programs, On-the-Job Training opportunities
- Unsubsidized Job Development and Placement Assistance—coordinated with The Workforce Connection's Business Services Team
- Supportive Services, including referrals to community organizations, will be tracked by the case manager and recorded in case notes.
- Follow-up of youth who have left the program
- Management of youth records, including case notes
- Management of youth data related to WIOA Performance Goals

TWC envisions GOODWILL INDUSTRIES OF NORTHERN ILLINOIS serving approximately 400 youth, ages 14 to 24, in Program Year 2022. Youth served will include individuals from various special populations, such as youth with limited-English or youth with special-needs. Entry into and "exits" from youth programming will be on-going and programming will be flexible, based upon the needs of the youth in the program. The Boone/Winnebago youth program must be able to adjust the number of case managers as the need arises and WIOA funding permits.

Expected Results:

- Youth who have not yet earned a HSE or high school diploma will do so by the time they leave the program.
- Youth will go on to further education/training and/or to employment when they leave the program.

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- Youth who are basic-skills deficient will significantly increase their educational skills during their first year in the program.
- Youth will have demonstrated work readiness skills competency, during work-based learning/work experience activities.

Performance Expectations:

Working together with all providers, the program will be expected to meet the *Common Performance Measures* goals (PY2022 Performance Goals) as negotiated with IL Department of Commerce and Economic Opportunity. However, the strong case management by staff will underlie all success.

WIOA Performance Measure	Definition
Entered Education & Employment	The percentage of youth participants who are in education & unsubsidized employment during the second quarter after exit
Education & Employment Retention	The percentage of youth participants who are in education & unsubsidized employment in the fourth quarter after exit
Credentials	The percentage of youth participants who obtain recognized post-secondary credential or secondary school diploma/GED within one year after exit from the program
Skills Gains	The percentage of youth participants enrolled in training or education program who show documented skills gains during a program year
Business Services	Effectiveness of serving employers (TBD by IL DCEO)

PY 2022 Negotiated Goals *
LWIA 3: The Workforce Connection

Performance Measure	PY2022 Performance Goal
Youth	
Youth Employment / Placement in Education Rate 2nd Quarter after Exit	67%
Youth Median Earnings Rate 2nd quarter after Exit	$3,100
Youth Employment / Placement in Education Rate 4th Quarter after Exit	66%
Credential Attainment	65%
Youth Measurable Skills Gain	47%

*Final verification of performance goals has not been received from DCEO. These performance goals could be modified if DCEO modifies performance goals.

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Enrollment Schedule

In addition to the carry over participants, the youth provider seeks to enroll 174 (or more) "new" WIOA youth participants (3 In-School; 192 Out-of-School) during the period 7/1/22-6/30/23.

PY 2022 Carry-Over # In-School Youth	**PY 2022 Carry-Over # Out-of-School Youth**	**Total PY2022 Carry-Over**	
34	192	226	
Cumulative # of Planned New Enrollments—In-School (Year-to-Date New Enrollments)	**Cumulative #** of New Planned Enrollments—Out-of-School (Year-to-Date New Enrollments)	**Total New**	By Date
8	56	64	September 30, 2022
17	87	104	December 31, 2022
26	118	144	March 31, 2023
34	140	174	June 30, 2023
GOAL Total PY 22 In-School Youth	**GOAL Total PY 22 Out-of-School Youth**	**GOAL Total PY 22 New & Carry-Over**	
68	332	400	

Metrics:

# of High School Equivalencies earned per month/ per PY22
High School Diplomas earned per PY22
Industry Recognized Credentials Earned: In-School, Out-of-School per PY22
Enrollments in HSE classes per site per month/ per PY22
Enrollment in tutoring for In-School per month/ per PY22
Enrollment/Completions - Career Exploration & Work Readiness Boot Camp per month/ per PY22
Work-Related Activity:
# of Paid Work Experience per month/ per PY22
# of On-the-Joh Training per month/ per PY22
# of Job Shadows per month/ per PY22
Enrollment Goals per quarter/ per PY22

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PART IV
Budget

WIOA Youth Services Budget Page 1

Organization: Goodwill Industries of Northern Illinois

Program Name: Elevate Youth

Budget Period (Dates): 7/1/2022 through 6/30/2023

	12.00%	88.00%	100.00%
BUDGET - WAGES	**In-School Budget**	**Out-of-School Budget**	**Total Budget**
Career Planners (4 full time)	21,166	155,221	176,387
Business Services Specialist (full time)	5,870	43,050	48,920
Intake Specialist (1 full time)	4,287	31,438	35,725
Job Coach ($34,910 annually, with 50% of time in Youth)	2,095	15,360	17,455
Compliance Manager ($76,110 annually, 30% of time in Youth)	2,740	20,093	22,833
Program Manager (1 full time)	7,965	58,410	66,375
Grant Accountant ($61,182 annually, 30% of time in Youth)	2,202	16,152	18,354
TOTAL WAGES	**$46,326**	**$339,723**	**$386,049**
FRINGE BENEFITS			
Social Security @ 6.2%	$2,872	$21,063	$23,935
Medicare @ 1.45%	$672	$4,926	$5,598
Health ($620 per month per employee, 5 employees in plan)	$4,464	$32,736	$37,200
Life Insurance & STD ($36/year per employee x 7 employees)	$30	$222	$252
Dental insurance ($20/month per employee, 7 in plan)	$202	$1,478	$1,680
Unemployment @ 0.44%	$204	$1,495	$1,699
Workers' Comp. @ 0.23%	$107	$781	$888
HSA - $23.30/month for 2 employees in high deductible plan	$67	$492	$559
TOTAL FRINGE	**$8,617**	**$63,193**	**$71,810**
TOTAL WAGES AND FRINGE	**$54,943**	**$402,916**	**$457,859**

WIOA Youth Services Budget Page 2

Organization:

Program Name: Elevate Youth

Budget Period (Dates): 7/1/2022 through 6/30/2023

BUDGET - OTHER COSTS	**In-School Budget**	**Out-of-School Budget**	**Total Budget**
SUPPLIES			
Training Supplies/Materials/Texts	$1,320	$9,680	$11,000
Office Supplies/Materials/Postage/Duplicating	$1,018	$7,465	$8,483
EQUIPMENT MAINT/RENTAL/PURCHASE			
Office			
Training			
OUTSIDE SERVICES			
Accounting/Bookkeeping			
Computer Operation	$386	$2,829	$3,215
Printing/Duplicating	$102	$748	$850
Recruitment	$29	$216	$245
MISCELLANEOUS COSTS			
Staff Training (travel, lodging, meals, tuition, conference fees, etc.)	$156	$1,144	$1,300
In-Town Travel @	$120	$880	$1,000
Telephone	$1,536	$11,264	$12,800
Participant Stipends	$1,920	$14,080	$16,000
WIOA Work Experience	$25,800	$189,200	$215,000
Indirect Costs	$5,494	$40,292	$45,786
Subcontract with Rock Valley College for Career Exploration & Readiness	$5,240	$36,674	$41,914
Supportive Services	$2,168	$15,900	$18,068
Other			
FACILITY COSTS			
Facility Costs @ 5,040 /month x12 months	$7,258	$53,222	$60,480
TOTAL - OTHER COSTS	**$52,547**	**$383,594**	**$436,141**
TOTAL - WAGES & FRINGE	**$54,943**	**$402,916**	**$457,859**
GRAND TOTAL	**$107,490**	**$786,510**	**$894,000**

NON-REIMBURSABLE COSTS: LINES OF CREDIT

WIOA Tuition/Books/Etc.	$16,800	$219,200	$236,000
On the job training costs	$2,160	$15,840	$18,000
TOTAL NON-REIMBURSABLE COSTS	**$18,960**	**$235,040**	**$254,000**

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Budget Narrative
Goodwill Industries
Elevate Youth WIOA PY22

Wages

1) Four Career Planners at an average of $44,096.75 for 12 months to total $176, 387. Direct cost only to this budget as they will only work on this program.

2) One Business Service Specialist at $48,920 for 12 months. Direct cost only to this budget as they will only work on this program.

3) One Intake Specialist at $35,725 per year. Direct cost only to this budget as they will only work on this program.

4) One Job Coach at $34,910 annually, with 50% of time allocated to this program to total $17,455. Job coach will punch timecard to department they are working in so costs will be charged directly to the department.

5) One Compliance Manager at $76,110 for 12 months, with 30% of time allocated to this program to total $22,833. Staff member will punch timecard to department they are working in so costs will be charged directly to the department.

6) One Program Manager full time for 12 months to total $66,375. Direct cost only to this budget as they will only work on this program.

7) One Grant Accountant at $61,182 annually with 30% of time allocated to this program to total $18,354. Staff member will complete timecard to department they are working in so costs will be charged directly to the department.

Note: Wages are allocated based on census reports of actual in school and out of school participants. For purposes of the budget, similar census has been estimated at 12% for in school and 88% for out of school participants.

The budget for wages:

In school	$46,326
Out of School	$339,723
Total	$386,049

Employee Benefit Costs

1) Social security costs are 6.2% of wages on all roles above to total $23,935.

2) Medicare costs at 1.45% of wages on all roles to total $5,598.

3) Health insurance benefits for full time employee are $620 per employee per month with 60 days employment before an employee is eligible for benefits. Five employees in the plan totals $37,200.

4) Life Insurance and Short Term Disability at $36/year per employee for 7 employees total $252.

5) Dental insurance is $20/month per employee with 7 employees in the plan to total $1,680 for the year.

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6) Unemployment costs are 0.44% of wages to total $1,699 for the year.

7) Workers compensation costs are 0.23% of wages (clerical WC rate) to total $888 for the year.

8) Health Savings Account employee contributions are $23.30/month per employee. 2 employees in the high deductible plan totals $559 for 12 months.

The budget for fringe:

In school	$8,617
Out of School	$63,193
Total	$71,810

Total wages and fringe:

In school	$54,943
Out of School	$402,916
Total	$457,859

Other Costs

Supplies

1) Training supplies are budgeted for $11,000 which includes career and work readiness materials, USB drives for participants, CASAS assessments ($6.66/participant) and Docusign envelopes for signatures ($4.50/envelope).

2) Office supplies/materials/postage/duplicating includes printing and postage for the program, as well as office supplies to include paper, pens, toner for printers, general office supplies including paper clips, folders, and consumables for staff at $8,483.

Outside Services

1) Computer Operations costs total $3,215 including computer set up and troubleshooting. This is charged by Entre Computer Services at $100 per hour as needed and based on past usage.

2) Printing and duplicating costs are budgeted at $850 for printing of materials, flyers, and documents as needed for recruitment of participants and service delivery.

3) Recruitment costs are budgeted at $245 and includes pre-employment drug screening and background checks for any new staff.

Miscellaneous Costs

1) Staff training costs total $1,300 and include onsite training for staff, as well as conference fees and costs for relevant training and events.

2) In town travel is budgeted to be paid at Goodwill's rate of 80% of the IRS rate (0.585 per mile) which is $0.468 per mile. This is budgeted at $1,000 for staff mileage.

3) Telephone costs are budgeted at $12,800 and includes stipends for staff for cell phone usage for roles that need to use a cell phone. Stipends are $70 or $30 depending on business need and usage. This cost also

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includes all monthly office telephone and internet lines already set up for youth staff at The Workforce Connection offices in Rockford and Belvidere.

4) Participant Incentives are budgeted at $16,000 and willl be awarded for the following:
   - $50 per H5E test completion and $100 for the final HSE or HSD achievement
   - $50 for completion of industry-recognized credentials
   - $100 for completion of career readiness portion of the program
   - $100 for completion of the KEYS work readiness program

5) WIOA Work experience costs are budgeted at $215,000. This includes work experiences for in school and out of school youth and summer youth work experiences. Work experiences will be no more than 350 hours and paid at the appropriate rate for the role. We anticipate a minimum of 100 work experiences and 6 on the job training contracts (in the line of credit below) to meet the 20% requirement for work based learning.

6) Indirect costs are calculated at 10% of wages and fringe and pay for indirect administrative costs. This is budgeted at $45,786.

7) Sub-award with Rock Valley College is budgeted at $41,914 and includes wages, fringe and benefits, and indirect services for One Career Exploration and Readiness specialist and supplies. See attached budget and narrative for detail.

8) Supportive Services are budgeted at $18,068 which includes allowable and necessary supportive services for youth, including transportation, childcare, and work tools/boots.

9) Facility costs, primarily rent, is budgeted at $60,480 for The Workforce Connection sites. No other facilities are budgeted into the cost and if needed, will be provided in kind.

Total other costs:

In school	$52,547
Out of School	$383,594
Total	$436,141

Grant Total:

In school	$107,490
Out of School	$786,510
Total	$894,000

Lines of Credit

1) WIOA Tuition/Books/etc. is budgeted at $236,000 and includes ITA training through approved training providers and books for in demand industries and jobs as approved from the on demand-training list.

2) On the Job Training is budgeted at $18,000 for youth in the program. This includes both in school and out of school youth.

The lines of credit total is $254,000.

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WIOA Youth Services Budget Page 1

Organization: Goodwill Industries of Northern Illinois - Rock Valley College Subcontract

Program Name: Elevate Youth

Budget Period (Dates): 7/1/2022 through 6/30/2023

	12.50%	87.50%	100.00%
BUDGET - WAGES	**In-School Budget**	**Out-of-School Budget**	**Total Budget**
Career Exploration and Readiness Specialist (50% adult and 50%	3,000	21,000	24,000
TOTAL WAGES	**$3,000**	**$21,000**	**$24,000**
FRINGE BENEFITS			
Social Security @ 6.2%	186	1,302	1,488
Medicare @ 1.45%	44	304	348
Health ($892/month for 12 months * 50%)	669	4,683	5,352
SURS @12.70%	381	2,667	3,048
Dental insurance (34.58/month for 12 months * 50%)	26	181	207
Workers Comp @ 1.01%	30	212	242
Retirement Health	15	105	120
TOTAL FRINGE	**$1,351**	**$9,454**	**$10,805**
TOTAL WAGES AND FRINGE	**$4,351**	**$30,454**	**$34,805**

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WIOA Youth Services Budget Page 2

Organization: Goodwill Industries of Northern Illinois - Rock Valley College Subcontract

Program Name: Elevate Youth

Budget Period (Dates): 7/1/2022 through 6/30/2023

BUDGET - OTHER COSTS	In-School Budget	Out-of-School Budget	Total Budget
SUPPLIES			
Training Supplies/Materials/Texts	188	1,313	1,500
Office Supplies/Materials/Postage/Duplicating	125	875	1,000
EQUIPMENT MAINT/RENTAL/PURCHASE			
Office			
Training			
OUTSIDE SERVICES			
Accounting/Bookkeeping			
Computer Operation			
Printing/Duplicating	31	219	250
Recruitment			
MISCELLANEOUS COSTS			
Staff Training (travel, lodging, meals, tuition, conference fees, etc.)	63	438	500
In-Town Travel @	47	331	378
Telephone			
Participant Stipends			
WIOA Work Experience			
Indirect Costs	435	3,045	3,481
Other			
Other			
Other			
FACILITY COSTS			
Facility Costs			
TOTAL - OTHER COSTS	**$889**	**$6,220**	**$7,109**
TOTAL - WAGES & FRINGE	**$4,351**	**$30,454**	**$34,805**
GRAND TOTAL	**$5,240**	**$36,674**	**$41,914**

NON-REIMBURSABLE COSTS: LINES OF CREDIT

WIOA Tuition/Books/Etc.			
Work Keys Assessments			
TOTAL NON-REIMBURSABLE COSTS			

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Budget Narrative
Rock Valley College Subaward
Elevate Youth WIOA PY22

Wages

1) One Career Exploration and Readiness Specialist at $48,000 per year. 50% of wages to youth and 50% of wages to OSO/adult/dislocated worker program, allocated by participants served monthly. Total to this budget is $24,000.

*For the youth portion, wages are allocated based on census reports of actual in school and out of school participants served. For purposes of the budget, estimating similar census with 12.5% in school and 87.5% out of school participants.

The budget for wages:

In school	$3,000
Out of School	$21,000
Total	$24,000

Employee Benefit Costs

1) Social security costs are 6.2% of wages on all roles above to total $1,488.

2) Medicare costs at 1.45% of wages on all roles to total $348.

3) Health insurance benefits for full time employee are $892 per employee per month to total $10,704 with 50% allocated to this budget to total $5,352.

4) SURS (Rock Valley College's benefit program) is 12.70% of wages to total $3,048.

5) Dental insurance is $34.58/month to total $415 for the year with 50% allocated to total $207 to this budget.

6) Workers compensation costs are 0.101% of wages to total $242 for the year.

7) Retirement health costs are .50% of wages to total $120 for the year.

The budget for fringe:

In school	$1,351
Out of School	$9,454
Total	$10,805

Total wage and fringe:

In school	$4,351
Out of School	$30,454
Total	$34,805

Other Costs

Supplies

1) Training supplies are budgeted for $1,500 which includes curriculum printing, certificates, portfolios, flash drives, and other associated supplies for participants.

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2) Office supplies/materials/postage/duplicating includes printing and postage for the program, as well as office supplies to include paper, pens, toner for printers, general office supplies including paper clips, folders, and consumables for staff at $1000.

Outside Services

1) Printing and duplicating costs are budgeted at $250 to include any flyers, curriculum, and other required documents.

Miscellaneous Costs

1) Staff training costs total $500 and includes onsite and any training costs for relevant training and events.

2) In town travel is budgeted to be paid at the IRS rate (0.585 per mile) for mileage and totals $378.

3) Indirect costs are calculated at 10% of wages and fringe and pay for indirect administrative costs. This is budgeted at $3,481.

Total other costs:

In school	$889
Out of School	$6,220
Total	$7,109

Grand Total:

In school	$5,240
Out of School	$36,674
Total	$41,914

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PART V
Youth Program Description

Goodwill Industries of Northern Illinois, Inc. (Goodwill) proposes to continue its successful delivery of Youth Workforce Services via the Elevate Program, operated in partnership with Rock Valley College (RVC) since 2013. Since then, this collaboration has evolved to meet the needs of youth and since 2019 has provided 1,167 young adults in Winnebago and Boone Counties with education and career services, 291 individuals with education or workforce credentials and 276 individuals with work-based learning opportunities. The Goodwill and RVC partnership provides comprehensive delivery of Youth Workforce Services, including participant recruitment and enrollment, education, career training and case management, allowing participants to earn the education credentials and employment that elevates themselves and the Rockford region.

Goodwill will serve 400 youth in Winnebago and Boone Counties per program year. In-school and out of-school youth will receive tailored education and employment services based on proven case management techniques and strategic partnerships. Participants will explore their career interests and create a custom education and employment plan. Traditional learning, work-based learning opportunities and on-the-job training will allow participants to earn education and employment credentials leading to a job that aligns with their stated employment goals. Support services, such as transportation, will be provided as needed to ensure participants stay on track throughout the Elevate program.

The Elevate program will continue operating in The Workforce Connection Rockford and Belvidere facilities, as well as other community-based and youth-centered organizations to ensure that youth are aware of the program and its benefits and are eager to join the program. For in-school students, we will work within public schools, public charter and alternative schools and private schools, leveraging the work of these schools and organizations like Alignment Rockford, a nonprofit that aims to improve public education and equip students with the tools to succeed. Goodwill will provide additional opportunities for students to succeed in school and beyond through tutoring, support, and career readiness and workbased learning opportunities. We will work within post-secondary institutions to ensure that once youth enroll, they have the resources to persist and earn their certification, credential, or degree that will lead to self and family sustaining wages.

Goodwill will also continue to engage out-of-school youth who have been disconnected from the educational system or have completed secondary school and need assistance to navigate their next step. Out-of-school youth services will be available at office locations in Rockford and Belvidere, as well as at community agencies including the Fairgrounds Valley Boys and Girls Club, Orton Keyes Boys and Girls Club, YouthBuild Rockford and Belvidere Salvation Army, and other neighborhood sites to ensure accessibility and to meet youth where they are. Out of school youth will be able to finish their high school equivalency, attend vocational training to earn credentials, and explore careers through classes, hands-on experience, and work-based learning.

Through Goodwill's work-based learning model, youth will have the opportunity to perform work-based learning in high demand employment sector-based cohorts at various job sites. Local employer partners will provide work-based learning combined with on-site learning for career and work readiness and shortterm credentials. Youth will have a Job Coach on site to coach, motivate, and reinforce skills. This evidence-based model of work-based learning provides increased outcomes in employment retention due to the coaching and on the job learning opportunities. Likewise, the credentials earned provide additional skills for increased earnings and career opportunities in the region. Credentials offered will be coordinated with The Workforce Connection through contracted training and will align with industries outlined in the Regional Plan, which may include manufacturing, transportation/distribution/logistics, health care, and Information Technology.

Goodwill is familiar with work experience contextualized with learning and job coaching through our current Elevate Program which has surpassed work-based learning goals each year of our contract as well as our other Youth Programs, including the LifeLaunch program for youth with justice system involvement and the Supported Work programs for youth and adults with disabilities operated since 2012 in partnership with the Illinois Department of Human Services Department of Rehabilitation Services. Through these programs, Goodwill has numerous employer

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partners that work with our participants and hire them for community-based employment. Goodwill provides support to participants and employers alike, creating strong, sustainable relationships.

Because of Goodwill's work with WIOA and local employers, we are familiar with targeted industries in the region, including manufacturing, transportation, distribution, logistics, information technology, and health care, among others. Goodwill's programs are built to ensure credential attainment; work-based learning strategies tie into these industries. We work collaboratively with The Workforce Connection Business Team, as well as industry groups, employers, and partners to ensure youth obtain both the technical and soft skills to increase the pool of qualified workers.

Throughout the program, youth will learn while earning and increasing their educational credentials and ability to successfully step into the workforce. Our Career Planners will focus on career navigation, with special attention to helping youth understand educational and employment opportunities and effectively prepare for employment in these fields. Career Exploration and readiness courses will provide more hands-on opportunities, including field trips, job shadows, and workshops to help understand and explore the world of work.

When students have completed credential training, work experience, their HSE/GED, or other training, our staff will help them to find and maintain employment in the community related to their training. Job Coaches, along with Career Planners and our Business Service Specialists, are a multi-functional team that work together to assist students to find employment and education success. Career Planners are the core support for the student, with additional staff support built in through these other roles throughout the youth's progress. Through this model and the individualized opportunities for youth, we will meet or exceed all targeted performance measures set forth by WIOA and The Workforce Connection.

Internal Monitoring Program

Goodwill ensures that internal monitoring is done regularly to ensure quality outcomes. Monitoring is done through a variety of methods and overseen by Goodwill's Compliance Manager. The Compliance Manager reviews reports and files on a consistent basis and staff have monthly case conference meetings to review data and trends. Additionally, monthly reports ensure that program goals are being met and corrective action can be done timely if needed. Corrective action involves training, coaching, and performance improvement plans if needed to ensure staff execute processes properly.

In addition to compliance, Goodwill's Human Resources team and leadership have robust accountability measures in place for personnel. Individual Development Plans (IDP) for staff development/goals and shared scorecards are reviewed quarterly to monitor outcomes and course correct and troubleshoot as needed.

Fiscal controls are in place to ensure that proper separation is in place to reduce the potential for any issues. Staff must get approval for purchases and reconcile purchases with supervisor approval and finance approval. Additionally, spending is reviewed monthly to ensure spending goals are met. If fiscal issues are identified, they are rectified according to the issue.

Goodwill has strong policies and oversight and can assure that all individuals, including any volunteers who will work with youth, are trained and held accountable to providing services in manner sensitive to ethnic, racial, linguistic, gender identity, and sexual orientation of program youth.

Service delivery

Goodwill proposes to continue to provide effective and person-centered services while continuing to grow and evolve with our region and economy to best serve both youth and employers. Our program design emphasizes strong relationships based on individualized needs, engaging youth in robust career pathways in target industries, and providing opportunities for training, credentials, and success through Learn and Earn programming.

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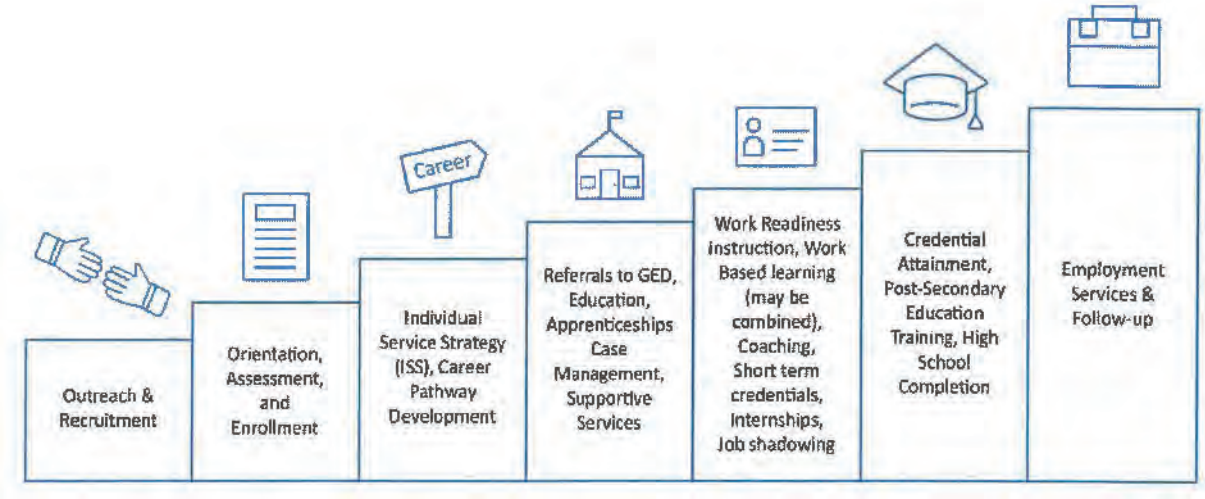
Elevate Program Model



The Elevate Program will provide opportunities for 400 enrolled youth annually. When youth enroll in the program, they work with their Career Planner to create a plan for services called an Individual Service Strategy (ISS). This plan is informed by assessments, participant interests, and career exploration. Youth have the opportunity to rapidly enroll, obtain quick, impactful credentials and skills, and earn while learning at the High School Equivalency or post-secondary level. While these activities occur, youth have a strong support system with staff role models and a cohort of peers with whom they will learn and grow. Support services, including transportation assistance, bus navigation training, and work clothing, will help ensure participants' success.

Youth have the opportunity to obtain early successes through workshops and training credentials in in-demand career pathways, including manufacturing, IT, health care, and transportation, distribution, and logistics. Additionally, Goodwill will offer quick, short-term credentials upon enrollment, including Forklift Certification and Customer Service Certification. These quick credentials enable participants who are not yet ready for longer-term training to be able to obtain measurable success and greater earning potential in a shorter period of time.

Annual service delivery outcomes will include:

Number of Youth Enrolled	400
Number of work-based placements	106
Number of industry recognized credentials	80 (includes GED/HSE, HS diplomas)
Number of businesses providing On-the-job training placements, job shadowing and/or internships	15

Case Management

Case Management is an essential part of successful youth programs. Goodwill's model of case management provides a pathway to success for youth in this program area. Goodwill is recognized as a leader in case management practices and is one of the founders of the Rockford Area Case Management initiative, an initiative to ensure individualized, strength based, culturally competent case management services which help participants achieve specific outcomes leading to self-sufficiency. This personcentered model ensures that customers are able to individualize their programming and reach success in a career that fits their interests and aptitudes.

Case Management and support begins immediately at intake and youth are supported and guided by all Goodwill staff as they navigate enrollment and assessments. Goodwill's intake staff encourage youth and assists with removing barriers to enrollment, ensuring that the WIOA documentation needed is not a barrier for any youth who

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wants to enroll. Once enrolled, youth are assigned a Goodwill Career Planner who guides, mentors, coaches, and assists them. The Career Planners help youth understand their options, create a plan to achieve their goals, and identify supports needed and barriers to be addressed. The Career Planners are a consistent support throughout the program, ensuring that youth are engaged and connected throughout services.

Career Planners coordinate service delivery with other agencies that youth may be involved with, ensuring that youth are served holistically and without confusion and duplication. Staff work with youth and the partner agencies to host staffing meetings together and coordinate programming that best serves the youth in the most efficient and collaborative manner.

Career Planners are trained in WIOA compliance, eligibility, individual service strategies, traumainformed practices, person-centered services and motivational interviewing. Additionally, ongoing specialized training ensures that staff provide services that youth need to succeed.

Outreach and Recruitment

Goodwill and RVC will build on the success of the Elevate outreach that has ensured that enrollment goals have been met each year for the past three years. This outreach approach includes ensuring that our team is out in the community meeting with and serving youth where they are and providing multiple entry points for connection.

For recruitment, Goodwill will continue to focus on recruiting youth through effective connection and collaboration with community partners including the Boys and Girls Clubs, YouthBuild, Summit Academy, Rock Valley College, and GoodGRADS GED Program. We will continue existing strong connections with local schools including partnering with CEANCI, Alignment Rockford and participating in Academy Support Teams and CTE Programs with all local high schools in Winnebago and Boone counties.

We have created a Goodwill Youth Advisory Committee, made up of youth ages 18-25 in the region who have shared their experiences and feedback as well as what they feel is needed for youth in the community. This committee meets bi-monthly and helps review programs and messaging, create new ideas, and inform other youth in the community about our programs.

In addition to outreach and recruitment in the community, Goodwill provides orientation sessions in our offices at regular times, as well as demand at any time, including virtually. Orientation and enrollment sessions can be done at any time to ensure that youth are served in an ongoing manner, when they are ready for programming.

Assessment of youth who meet program eligibility requirements

Goodwill's assessment process ensures that staff and the participant alike have a full understanding of strengths, challenges, interests, and abilities to help determines next steps in programming. The assessment process helps Career Planners engage participants in conversations about their past work experience, goals, and interests to collaboratively create their Individual Service Strategy and program goals.

Goodwill ensures that participants can easily complete WIOA-required assessments so they do not feel tested out of the program. Comprehensive Adult Student Assessment Systems (CASAS) is used to determine participants' math and reading levels. Career Cruising is used to help determine participants' career paths and interests. Goodwill will provide assessments at all program locations as well as virtually and can provide paper versions for students who need accommodations or do not have the digital literacy to complete the testing online.

Development of Individual Service Strategy

As noted above, youth complete assessments that inform their Individual Service Strategy (ISS) development. Youth participants are partners in the development of their goals, not bystanders. Career Planners work with youth to listen to their needs, alleviate challenges and barriers, and provide assistance to develop career pathways in line with their needs as well as wage and growth prospects. Each ISS includes educational and employment goals, as well as supportive services and referrals to ensure that youth have the resources they need to be successful and self-sufficient.

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Staff are trained to employ a strengths-based, WIOA-compliant approach to ISS development and to successfully engage participants via motivational interview techniques.

All youth participants have access to a menu of services designed to engage and prepare them for education and work opportunities. Career exploration and work readiness training is combined with work- based learning and credential attainment. Youth have access to support services and case management throughout the program and afterward. Navigating training programs, completing the FAFSA forms and budgeting for training, and access to approved training through Individual Training Accounts are all options available to youth, in addition to work experiences, On the Job Training, pre-apprenticeship and apprenticeship programs, internships, job shadowing, and referrals to community resources.

Referrals to HSE/GED

Goodwill operates and collaborates with numerous High School Equivalency (HSE) programs in the region and refers participants to community programs that fit their needs best. Programs we refer to include Rock Valley College, GoodGRADS, Roosevelt Alternative High School, YouthBuild, Summit Academy, The Literacy Council, and others. Partnerships with staff of the local HSE programs help to connect participants to the programs that best fit their needs in terms of class schedule, location, program structure, and education level. Goodwill and Rock Valley College are also able to leverage their own existing HSE programs and ensure students can get into classes quickly without waiting for the next session or semester.

In addition to traditional community HSE programs, we can connect students to innovative models and programs. For example, we have been able to create Learn and Earn HSE programs by providing work experiences at HSE sites so students who must work can still continue their education. We have also and will continue to connect students with bridge programs such as the ICAPS IT and Health Care Programs as well as pre-apprenticeship programs such as RVC's Highway Construction Careers Training Program.

Through our existing partnerships, the ability to rapidly enroll students in classes, and our flexible program model that offers opportunities to earn while learning, we are able to engage and retain students and help them achieve their education goals.

Referral for tutoring of in-school youth

For in-school students who need tutoring services, Goodwill works with a number of tutoring centers and school staff to ensure we have options for students to guarantee they can be successful. This includes both public school and private resources for students in high school and in post-secondary programs. Through Goodwill's partnership with the Boys and Girls Club, we are also able to leverage tutoring services in local neighborhoods to ensure transportation is not a barrier.

Career Planners are well-connected to partners to ensure that students are engaged and all providers are aware of the student's needs and challenges. These connections, along with support services and regular monitoring by the Career Planners, lead to successful completion of both secondary and post-secondary programs.

Career Exploration and Work Readiness

To ensure youth have opportunities to explore careers, Goodwill will enhance and increase its Career exploration and work readiness options for youth. Through Goodwill's subcontract with Rock Valley College, it will provide Career readiness courses as well as the KEYS work-based learning career readiness program to ensure youth can explore the options available to them and understand how to achieve their career goals.

Goodwill will utilize Career Cruising at the time of assessment to help youth begin to think about their career options. Career Planners will then have discussions with youth to help them continue to explore their options and begin to put plans in place to achieve their desired career path. We will host monthly career exploration workshops with local employers and training providers to engage youth and allow them to explore careers, ask questions, and see real work sites in the community. In addition, we will continue to host Career Pathway field trips quarterly to explore career pathways in the targeted industries of IT, Manufacturing, Transportation, Distribution and Logistics, and Healthcare.

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These exploration options will assist youth in determining careers that match their interests, aptitude, and abilities. Additionally, youth may enter into different cohort models designed to contextualize learning, build support systems with staff and other youth participants, and achieve their goals.

In addition to Career exploration options, youth will attend Career Readiness classes upon enrollment to help them explore their pathways in more depth, connect with industry experts, and get the skills needed to achieve their career goals. Career Readiness classes include understanding workplace expectations, time management, the realities and responsibilities of work, as well as basic skills such as communication, conflict management, and application and interview skills. *Attachment 4 details the Career Readiness curriculum for students.*

Career Readiness options include the impactful KEYS Program, which provides short-term work experience with a job coach and Career Readiness lessons five days a week for two to four weeks.This program is especially effective for youth who have not had prior work experience or do not understand employer expectations. The KEYS Program and Career Readiness classes can be stacked with short-term training, work-based learning, and/or training to assist youth in meeting their career goals.

The Elevate program provides career exploration and readiness through:

- Consistent coaching and communication with Career Planners and business service specialists to ensure youth continue to learn skills needed by local employers.
- Specialty workshops to connect youth to career opportunities and local industry experts.
- Cohort-based work experiences with sector-based skills training and an on-site Job Coach to help students succeed in their work experience and reinforce essential skills.
- Learn and Earn programs that combine education and work experience, providing class time and real-world work exposure and reinforcement of concepts.
- Summer Youth Jobs for in-school secondary students to provide learning and earning during the summer and prepare them for the next step after secondary school.
- Short term training through Individual training accounts in recognized high-demand careers in targeted industries.

Career Readiness and career exploration services are accessible for both in-school and out-of-school youth. Their work-based learning and programming will be based on their availability and needs. For example, in-school youth enrolled in high school may have support with tutoring, supportive services during the school year and work-based learning either on the weekend or during the summer. As the program is individualized based on need, solutions for students are also individualized and flexible.

Goodwill's Elevate program model ensures that youth have access to a menu of services and that career exploration and skill development are weaved into different phases of the program, rather than being delivered in silos. Best practices in youth programming have shown that career exploration and contextualized learning with work provide the best outcomes for education, employment, and earnings, The combination of career readiness, work-based learning, strong case management and support services allows Goodwill to achieve successful outcomes for youth, including achieving the WIOA Common Performance for education, employment, and credentials.

Career Readiness Curriculum Content

Youth have multiple opportunities to explore and develop their skills including soft/essential skills and contextualized learning with work experiences, field trips, and access to professionals in the community. Learning is reinforced with activities and real-life experiences to engage youth and encourage stronger participation and retention.

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Career readiness classes will be held in person, virtually, and during spring break or school breaks to ensure youth can attend and learn the skills needed. Currently, Goodwill provides career readiness at multiple sites in the community, including onsite at multiple high school locations, alternative educational institutions, work-based learning sites, and online. Topics for Career and Work Readiness were adapted from the Illinois Essential Employability Skills Framework and Self-Assessment. This framework was developed by the Illinois Community College Board, the Illinois Department of Economic Opportunity, Chambers of Commerce, and Illinois businesses, and addresses the soft skills and work readiness skills that employers cite as the most needed in the workforce. Goodwill has added additional topics, hands-on activities and experiences to ensure relevance, engagement and effectiveness. *(See attachment 4 for detailed curriculum).*

Employment services
Goodwill's Elevate program places an emphasis on work-based learning opportunities for youth to ensure they are exposed to different opportunities in our community. Youth are able to simultaneously complete career readiness or vocational training with work-based learning to ensure they have options to meet their needs. In the past 2.5 years, we have completed over 275 work-based learning contracts, exceeding our goals each year and providing youth with opportunities with local employers. Goodwill's innovative business service team works with youth and employers to create work-based learning opportunities, individually and in cohorts, based on individual and employer needs. OrthoIllinois, Fairhaven Retirement Center, Ring Container, AAR Corp., Tuffy Tire, and the Fred Van Vleet Store are among the employers providing work-based learning opportunities for Elevate participants.

New work-based learning opportunities will be developed with employers in the following industry sectors: healthcare, information technology, manufacturing, and transportation, distribution, and logistics. Cohorts provide short-term credentials on site at work experience locations. The combination of career readiness and short-term credentials, as well as work experience and job coaching, will provide stronger employment outcomes for Elevate participants.

Examples include:

- Short-term CNA training and work experience at UWHealth and Fairhaven Retirement Center in Rockford provide participants entry into the healthcare field.
- Short-term forklift training and work experience in warehouse/manufacturing is provided at the Lowe's Distribution Center in Rockford.
- Customer Service credential in combination with customer service work experience at a variety of locations.
- CDL training and warehouse and dispatch work experience with rapid employment upon credential completion.

Additionally, the program's summer work program will give youth in secondary school the opportunity to earn and learn in their desired field. Past Summer Work cohorts include GreenLink Energy Solutions, Imperial Punch, Rockford Rivets and Rockford Park District.

Goodwill's work-based learning complements participants' educational goals. Once students have completed their work experience or education, they work with their business services specialist to find sustainable employment that meets their needs.

Goodwill has extensive experience developing employer partnerships and has consistently provided essential work-based learning opportunities to participants. As many providers across the state and nation struggled during the pandemic, Goodwill sustained its work-based learning services to ensure youth maintain access to jobs. This approach has ensured that we are a leader in the state in meeting youth and adult workforce goals.

Goodwill is well qualified to be Employer of Record for this contract as it has successfully provided Employer of Record services for both youth and adult WIOA programs since 2019. Goodwill has set up the structure, processes,

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and procedures for this role and expanded the program's capabilities and capacity. Since July 2019, we have implemented 276 work-based learning contracts (109 in FY 2020; 116 in FY 2021 and 51 thus far in FY 2022). In addition to the work-based learning component, we have extensive experience helping youth transition from subsidized supportive employment to competitive community employment. We will utilize that experience to ensure that youth are able to obtain self- and family-sustaining long-term employment after completion of the program.

Supportive services
Career Planners and Business Service Specialists assess youth and provide supportive services that help remove barriers to success. This includes but is not limited to child care assistance, transportation, and many other services that help youth succeed in training and employment. Staff provide the traditional supportive services such as bus passes and gas cards, as well as innovative options such as Uber and Lyft rideshare services. Career Planners learn of challenges and the team works with participants to brainstorm and find solutions. All supportive services are tracked by staff and recorded into case notes.

In addition to supportive services provided through WIOA, we will continue to connect participants with Goodwill's Community Navigator to leverage community resources, including rental and housing assistance, documentation for IDs, and expungement assistance.

Follow up services
Throughout the program, youth work with their Career Planner and/or Business Service Specialist and build strong relationships to ensure success. At a minimum, staff follow up with youth monthly for one year after they exit the Elevate program. Likewise, participants are encouraged to follow up with staff regarding their education, training and employment needs. Due to this emphasis on relationship building, many Elevate participants proactively reach out to Goodwill staff to discuss milestones they have reached or education and employment challenges they still face.

Goodwill will continue employing numerous methods of engaging with Elevate participants for follow-up services, including phone calls, emails, text messaging, QR codes, online surveys and of course, in-person meetings. This flexibility allows staff and participants to engage effectively and produce stronger program outcomes and performance reporting.

Participant incentives
Goodwill provides Elevate participants with cash incentives for achieving key program outcomes and milestones to ensure participants remain enrolled and achieve their stated goals. Examples of incentives include:

- $50 per HSE test completion and $100 for the final HSE or HSD achievement
- $100 for completion of career readiness portion of the program
- $100 for completion of the KEYS work readiness program
- $50 for completion of industry-recognized credentials

Sub-awarded services
Sub-awarded services to be provided by Rock Valley College include a menu of Career Exploration and Readiness courses and job shadow, career exploration and career-centric field trip opportunities for Elevate participants.

Other sources of funding that support proposed youth services
Goodwill and Rock Valley College utilize WIOA funding for program activities, however, Goodwill will continue to supplement and leverage organizational funds, services, and staff as needed to meet Elevate participants' needs. Goodwill leverages its HSE program to ensure participants have timely and ongoing access to classes, rather than waiting for openings in traditional classes. Goodwill will also leverage other youth programs to ensure job training and employment resources are maximized and youth receive the services they need seamlessly. Additionally, if there are support needs that cannot be met using WIOA funds, Goodwill will provide supplemental, private funding as allowable by Goodwill and The Workforce Connection.

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MODIFICATION NO. 3
to
SUBAWARD AGREEMENT 2022-202

This Modification No. 3 to Subaward Agreement 2022-202 (the "MODIFICATION") is made by and between The Workforce Connection, Inc., the Local Workforce Innovation Board overseeing Local Workforce Development Area 3 ("TWC"), and Goodwill Industries of Northern Illinois and Wisconsin Area, Inc., a non-Federal entity ("SUBRECIPIENT"), each referred to as a "Party" and collectively as the "Parties" to the Modification as such terms are used herein.

WHEREAS, the Parties have previously entered into that certain Subaward Agreement 2022-202 effective as of June 29, 2022 ("Subaward"), related to Subaward Number 2022-202 whereby TWC agreed to provide a subaward to SUBRECIPIENT on the terms and conditions as more specifically set forth in the Subaward;

WHEREAS, the Parties now desire to modify and amend the Subaward pursuant to Section 20 of the Subaward to the amount of the Subaward to $980,000 to incur costs against the Program Budget from the start date of 07/01/2023 through the end of 06/30/2024 and further modify certain terms of the Subaward as further set forth herein and made part of this MODIFICATION.

WHEREAS, all capitalized terms not defined in this MODIFICATION shall have the meaning ascribed to such terms in the Subaward.

NOW, THEREFORE, in consideration of the rights and obligations contained herein, and for other good and valuable consideration, the adequacy of which is hereby acknowledged, the parties agree as follows:

1.1. Budget Modification This MODIFICATION includes Exhibit A, Budget Modification and Exhibit B, Budget Modification Narrative; attached hereto and incorporated as though fully set forth herein and made a part of this MODIFICATION. For purposes of clarification, the Budget, as attached to this MODIFICATION as Exhibit A, supersedes, cancels, and fully replaces and restates in its entirety any prior budget related to the Subaward.

1.2. Scope of Work This MODIFICATION includes Exhibit C, Scope of Work; attached hereto and incorporated as though fully set forth herein and made a part of this MODIFICATION. For purposes of clarification, the Scope of Work, as attached to this MODIFICATION as Exhibit C, supersedes, cancels, and fully replaces and restates in its entirety any prior budget related to the Subaward.

1.3. Youth Program Description This MODIFICATION includes Exhibit D, Youth Program Description; attached hereto and incorporated as though fully set forth herein and made a part of this MODIFICATION. For purposes of clarification, the Youth Program Description, as attached to this MODIFICATION as Exhibit D, supersedes, cancels, and fully replaces and restates in its entirety any prior budget related to the Subaward.

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1.4 Amendment to Section 5. Section 5 of the Subaward is hereby restated to include Section 5.7: ***Section 5. PAYMENT OF FUNDS***

5.7. Payment: Monthly invoices are due to TWC by the 15th of the following month. The monthly invoice package will include the signed monthly reimbursement form, a detailed general ledger printout directly from the SUBRECIPIENT's accounting system, and any other support deemed necessary to support the allocation of costs between different funding sources or document-specific grant reporting requirements.

1.5. Amendment to Section 13. Section 13 of the Subaward is hereby deleted and restated in its entirety to read as follows: **Section 13. *PURCHASE AND DISPOSITION OF PROPERTY***

Any property obtained by SUBRECIPIENT with funds received through this SUBAWARD shall be purchased, maintained, and disposed of in accordance with 2 CFR Part 200 CFR Part 2900. ***Prior written approval from TWC must be obtained before non-expendable property is purchased. Purchases for equipment over $1,000.00 require three written quotes.*** *SUBRECIPIENT shall maintain all property RECORDS in such form and manner as required by TWC, but the title to the property shall be in the name of TWC unless U.S. Department of Labor or State of Illinois regulations direct that the title be maintained in the name of the Federal Government or the State of Illinois.*

1.6. Amendment to Section 14.2 Section 14.2 of the Subaward is hereby deleted and restated in its entirety to read as follows: **Section 14. MAINTENANCE OF PROPERTY**

14.2 SUBRECIPIENT shall maintain RECORDS sufficient to determine the amount of unused-expendable property (all property having a useful life of one year or less and an acquisition cost of $1,000.00 or less per unit) on hand at the expiration date or upon termination of this SUBAWARD.

1.7. Amendment to Section 27.7 Section 27.7 of the Subaward is hereby deleted and restated in its entirety to read as follows: **Section 27. MODIFICATIONS**

27.7 All modification requests by SUBRECIPIENT must be in writing with a full explanation of why the modification is necessary. Modification requests are to be directed to TWCs WIOA Compliance Manager and Fiscal Manager for staff input prior to a final decision by the TWC Executive Director.

1.8. Amendment to Section 30. Section 30, Definitions; Non-Expendable Property is hereby deleted and restated in its entirety to read as follows: **Section 30. DEFINITIONS**

Non-Expendable Property *– shall mean that tangible property having a useful life of one (1) year or more and an acquisition cost of $1,000.00 or more per unit.*

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1.9. Amendment to Section 30. Section 30, Definitions; Expendable Property is hereby deleted and restated in its entirety to read as follows: **Section 30. DEFINITIONS**

> ***Expendable Property*** *– shall mean that tangible property having a useful life of one (1) year or less and an acquisition cost of $1,000.00 or less per unit.*

1.10. Entire Agreement. This MODIFICATION, when read in conjunction with the Subaward (including all Exhibits, attachments, parts, schedules, and prior amendments and modifications thereto), constitutes the entire agreement of the Parties hereto with respect to the subject matter of this MODIFICATION and, pursuant to the terms of this MODIFICATION, supersedes all prior agreements and undertakings, both written and oral, among the Parties with respect to the subject matter of this MODIFICATION. As of the MODIFICATION effective date, the terms and conditions set forth in this MODIFICATION shall be deemed a part of the Subaward for all purposes. Except as amended and supplemented by this MODIFICATION, the Subaward shall remain in full force and effect and its terms and conditions are enforceable in accordance therewith. In the event of any inconsistency or contradiction between the terms of this MODIFICATION and the Subaward, the provisions of this MODIFICATION shall prevail and control.

1.11. Counterparts. This MODIFICATION may be executed and delivered (including by electronic means and transmission) in one or more counterparts, and by the different parties hereto in separate counterparts, each of which when executed shall be deemed to be an original but all of which taken together shall constitute one and the same agreement.

1.12. Governing Law. This Amendment shall be construed and enforced in accordance with the laws of the State of Illinois.

[*Signature Page Follows*]

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SUBRECIPIENT

SUBRECIPIENT's execution of this MODIFICATION shall serve as its certification and representation that SUBRECIPIENT has read, understands, and agrees to all provisions of this MODIFICATION and the information provided by SUBRECIPIENT is true and correct in substance and in fact to the best of its knowledge, information, and belief formed after due inquiry. SUBRECIPIENT represents and warrants that the individual executing this MODIFICATION is fully empowered to bind SUBRECIPIENT to the MODIFICATION, that all necessary action has been taken under applicable law and its policies, procedures, and by-laws to authorize execution of this MODIFICATION and to bind SUBRECIPIENT thereto. SUBRECIPIENT intends that TWC rely upon the forgoing representation and warranty as an inducement to TWC to execute this MODIFICATION.

By: DocuSigned by: Benjamin Bernsten FF4A0ADA4B334CE... _____ June 29, 2023
Date

Printed Name: Benjamin Bernsten

Its: President

THE WORKFORCE CONNECTION, INC.

By: DocuSigned by: Michelle Cassaro 44FF1B588A804CE... _____ June 29, 2023
Date

Printed Name: Michelle Cassaro

Its: Board Chair

Signature Page to
Modification No. 3 to Subaward Agreement (No. 2022-202)

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WIOA Youth Services Budget Page 1

SUBAWARD 2022-202
MODIFICATION NO. 3
EXHIBIT A

Organization: Goodwill Industries of Northern Illinois

Program Name: Elevate Youth - Boone & Winnebago Counties

Budget Period (Dates): 7/1/2023 through 6/30/2024

	11.00%	89.00%	100.00%
BUDGET - WAGES	**In-School Budget**	**Out-of-School Budget**	**Total Budget**
Program Manager	7,711	62,385	70,096
Career Planner	5,186	41,957	47,143
Career Planner	5,327	43,102	48,429
Youth Specialist	5,068	41,004	46,072
Career Planner	5,327	43,102	48,429
Intake Specialist	4,243	34,329	38,572
Job Coach (50% of time)	2,027	16,402	18,429
Business Service Rep	5,657	45,772	51,429
Compliance (80% of time in 5700)	6,800	55,014	61,814
Grant Accountant @ 24 hours/month x $27.76/hr	883	7,147	8,030
TOTAL WAGES	**48,229**	**390,214**	**438,443**
FRINGE BENEFITS			
Health ($575 per month per employee, 5 employees in plan)	3,795	30,705	34,500
Life Insurance ($36/year per employee x 7 employees)	28	224	252
STD = Wages x 0.46%	218	1,762	1,980
Dental insurance ($20/month per employee, 7 in plan)	185	1,495	1,680
FICA @ 7.65%	3,690	29,851	33,541
Unemployment @ 0.44%	212	1,717	1,929
Workers' Comp. @ 0.17%	82	663	745
Retirement Contribution. PY of $3,100 times 1.5	511	4,139	4,650
TOTAL FRINGE	**8,721**	**70,556**	**79,277**
TOTAL WAGES AND FRINGE	**56,950**	**460,770**	**517,720**

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WIOA Youth Services Budget Page 2

Organization: Goodwill Industries of Northern Illinois

Program Name: Elevate Youth - Boone & Winnebago Counties

Budget Period (Dates): 7/1/2023 through 6/30/2024

BUDGET - OTHER COSTS	In-School Budget	Out-of-School Budget	Total Budget
In-Town Travel @	330	2,670	3,000
Staff Training (travel, lodging, meals, tuition, conference fees, etc.)	137	1,113	1,250
Training Supplies/Materials/Texts	1,430	11,570	13,000
Office Supplies/Postage/Employee Drug Screens	935	7,565	8,500
Office equipment purchase			
Training equipment purchase			
Computer Operation	425	3,443	3,868
Printing/Duplicating	93	757	850
Telephone	1,100	8,900	10,000
WIOA Work Experience	29,150	235,850	265,000
Supportive Services	1,980	16,020	18,000
Participant Incentives	1,760	14,240	16,000
Facility Costs @ $5,920/month x12 months	7,814	63,226	71,040
Indirect Costs	5,695	46,077	51,772
TOTAL - OTHER COSTS	**50,849**	**411,431**	**462,280**
TOTAL - WAGES & FRINGE	**56,950**	**460,770**	**517,720**
GRAND TOTAL	**107,799**	**872,201**	**980,000**

NON-REIMBURSABLE COSTS: LINES OF CREDIT

WIOA Tuition/Books/Etc.	28,000	227,000	255,000
On the job training costs	-	18,000	18,000
TOTAL NON-REIMBURSABLE COSTS	**28,000**	**245,000**	**273,000**

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EXHIBIT B
Budget Narrative
Goodwill Industries of Northern Illinois and Wisconsin Stateline Area, Inc.
WIOA Youth Budget – Boone & Winnebago Counties
PY 2023 (7/1/23-6/30/24)

Wages

1) One Program Manager full time for 12 months to total $70,096. Direct cost only to this budget as they will only work on this program.

2) Four Career Planners at an average of $47,518 per employee. Annual total of $190,073. Direct cost only to this budget as they will only work on this program.

3) One Intake Specialist at $38,572 per year. Direct cost only to this budget as they will only work on this program.

4) One Job Coach at $36,857 annually, with 50% of time allocated to this program to total $18,429. Job coach will punch timecard to department that she is working in so costs will be charged directly to the department.

5) One Business Service Specialist at $51,429 for 12 months. Direct cost only to this budget as they will only work on this program.

6) One Compliance Manager at $77,267 for 12 months, with 80% of time allocated to this program to total $61,814. Staff member will punch timecard to department they are working in so costs will be charged directly to the department.

7) Grant accountant wages @ $27.76/hour with 24 hours per month for 12 months spent on Youth billings, budgeting, and other Youth grant administrative duties. Total of $8,030. Timecard will be kept detailing hours per month worked in this grant.

Note: Wages are allocated based on census reports of actual in school and out of school participants. For purposes of the budget, similar census has been estimated at 11% for in school and 89% for out of school participants.

Wage Totals

In school budget	$48,229
Out of School budget	$390,214
Total budget	$438,443

Fringe (Employee Benefits) Costs

1) Health insurance benefits for full time employee are $575 per employee per month with 60 days employment before an employee is eligible for benefits. Five employees in the plan totals $34,500.
2) Ancillary insurance for 7 employees includes life insurance at $36/year per employee, short term disability at 0.46% of employee wages, and dental insurance at $20/month per employee for an annual combined total of $3,912.
3) FICA Costs are 7.65% of wages, totaling $33,541.
4) Unemployment costs are 0.44% of wages and total $1,929.
5) Workers Comp expense for TWC staff is 0.17% of wages and totals $745.

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6) Goodwill's retirement contribution match is budgeted at actual contributions paid to Youth employees in December 2022 times 150%. This amount totals $4,650 to be paid in December 2023.

Fringe Totals:

In school budget	$8,721
Out of School budget	$70,556
Total budget	$79,277

Wages and Fringe/Personnel Totals:

In school budget	$56,950
Out of School budget	$460,770
Total budget	$517,720

Other Costs

1) In-town travel: Goodwill's mileage reimbursement is 95% of the IRS rate of 65.5 cents per mile which equals 62.5 cents per mile. 400 miles per month times 0.625 times 12 months totals $3,000.

2) Staff training costs total $1,250 and includes onsite training for staff, as well as conference fees and travel costs for relevant training and events.

3) Training supplies are budgeted for $13,000 which includes career and work readiness materials, USB drives for participants, CASAS assessments ($1.75/participant) and DocuSign envelopes for signatures ($4.00 - $4.50/envelope).

4) Office supplies/postage/employee drug screens include paper, pens, toner for printers, and general office supplies including paper clips, folders, and consumables for staff at $8,500. Recruitment costs are budgeted at $245 per staff member and include pre-employment drug screening and background checks for any new staff.

5) Computer Operations costs total $3,868 including computer set up and troubleshooting. This is charged by Goodwill's IT employee at $34.98 per hour or by Entre Computer Services at $100 per hour, as needed and based on past usage.

6) Printing and duplicating costs are budgeted at $850 for printing of materials, flyers, and documents as needed for recruitment of participants and service delivery.

7) Telephone costs are budgeted at $10,000 and includes stipends for staff for cell phone usage for roles that need to use a cell phone. Stipends are $70 or $30 depending on business need and usage. This cost also includes all monthly office telephone and internet lines already set up for youth staff at The Workforce Connection offices in Rockford and Belvidere.

8) WIOA Work experience costs are budgeted at $265,000. This includes wages and payroll taxes for work experiences for in school and out of school youth and summer youth work experiences. Work experiences will be no more than 350 hours and paid at the appropriate rate for the role. We anticipate a minimum of 100 work experiences and 6 on the job training contracts (in the line of credit below) to meet the 20% requirement for work based learning.

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9) Supportive Services are budgeted at $18,000 which includes allowable and necessary supportive services for youth, including transportation, childcare, and work tools/boots.

10) Participant Incentives are budgeted at $16,000.
Incentives will be awarded for the following:
    - $50 per HSE test completion and $100 for the final HSE or HSD achievement
    - $50 for completion of industry-recognized credentials
    - $100 for completion of career readiness portion of the program
    - $100 for completion of the KEYS work readiness program

11) Facility costs, primarily rent, is budgeted at $5,920 per month for 12 months to total $71,040 for TWC sites.

12) Indirect costs are calculated at 10% of wages and fringe and pay for indirect administrative costs. This is budgeted at $51,172.

Total Other Costs:

In school budget	$50,849
Out of School budget	$411,431
Total budget	$462,280

Grant Total:

In school budget	$107,799
Out of School budget	$872,201
Total budget	$980,000

Work Based Learning Costs

1) Direct work experiences are budgeted at $265,000.
2) On the Job Training (OJT) is budgeted at $18,000.
1) Business Services Specialist R Austin performs 90% of work qualified as WBL and tracks this time monthly. This amount is charged to Work based learning and is projected at $46,286 for wages and $4,628 for fringe to total $50,914 toward work based learning.
2) Youth Specialist A Morales performs 50% of work qualified as WBL and tracks this time monthly. The amount charged to Work based learning and is projected at $23,036 for wages and $2,303 for fringe to total $25,339 toward work based learning

Total Work based learning costs:

Direct WEX/OJT spend	$283,000
Staff WBL Costs	$76,253
Total projected WBL Costs	$359,253
WBL Percentage	36.6% of contracted amount

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Lines of Credit

1) WIOA Tuition/Books/etc. is budgeted at $255,000 and includes ITA training through approved training providers and books for in demand industries and jobs as approved from the on demand-training list.

2) On the Job Training is budgeted at $18,000 for youth in the program. This includes both in school and out of school youth.

The lines of credit total is $273,000**.**

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EXHIBIT C
PART III
SUBAWARD 2022-202
MODIFICATION NO. 3
Scope of Work

Focus of WIOA Youth Programming: The focus of WIOA youth programming is to implement and deliver services that provide education, skill development, and support that youth need to successfully transition to further education, careers, and productive adulthood. The Workforce Innovation and Opportunity Act requires fourteen program elements [WIOA Section 129(c)(2)]. The WIOA outlines a vision for serving youth that integrates resources, beginning with career explorations and guidance, continued support for educational attainment, opportunities for skills training in in-demand industries and occupations, and culminating with employment along a career pathway, enrollment into post-secondary education, or a Registered Apprenticeship.

Services/Activities:
The Workforce Connection, Inc. (TWC) authorizes a Sub award with GOODWILL INDUSTRIES OF NORTHERN ILLINOIS for the following services and activities for WIOA-eligible youth, ages 16 to 24, in Boone and Winnebago county. Both In-School and Out-of-School youth will be served through:

- Outreach, Recruitment, and Orientation for youth program
- Program Intake, including initial WIOA eligibility determination
- Comprehensive assessment of eligible youths' current educational/work-readiness skills and abilities
- Individual Service Strategy development, including timeframe for youth to complete specific ISS activities.
- On-going Case-Management—includes comprehensive guidance and counseling documented with detailed case notes in IWDS.
- Career Exploration, Work Readiness Skills, Life Skills/Soft Skills, Financial Literacy education, Entrepreneurial Skills training, Leadership Development, Mentoring programming
- Referrals to:
    - High School Equivalency (HSE) preparation and/or Tutoring activities, as applicable
    - Bridge Programs
    - Vocational training, as appropriate
- Incentives for youth in specified activities such as educational and/or world-of-work outcomes
- Referrals to community services, as needed
- Work Experiences (paid and unpaid), academic and occupational education in combination with work-based learning that has a component: Work Experiences, Job Shadowing, Internships, Pre-apprenticeship programs, On-the-Job Training opportunities
- Unsubsidized Job Development and Placement Assistance—coordinated with The Workforce Connection's Business Services Team
- Supportive Services**,** including referrals to community organizations, will be tracked by the case manager and recorded in case notes.
- Follow-up of youth who have left the program
- Management of youth records, including case notes
- Management of youth data related to WIOA Performance Goals

TWC envisions GOODWILL INDUSTRIES OF NORTHERN ILLINOIS serving approximately 405 youth, ages 14 to 24, in Program Year 2023**.** Youth served will include individuals from various special populations, such as youth with limited English or youth with special needs. Entry into and "exits" from youth programming will be ongoing and programming will be flexible, based upon the needs of the youth in the program. The Boone/Winnebago youth program must be able to adjust the number of case managers as the need arises and WIOA funding permits.

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Expected Results:

- Youth who have not yet earned a HSE or high school diploma will do so by the time they leave the program.
- Youth will go on to further education/training and/or to employment when they leave the program.
- Youth who are basic-skills deficient will significantly increase their educational skills during their first year in the program.
- Youth will have demonstrated work readiness skills competency, during work-based learning/work experience activities.

Performance Expectations:

Working together with all providers, the program will be expected to meet the *Common Performance Measures* goals (PY2023 Performance Goals) as negotiated with IL Department of Commerce and Economic Opportunity. However, the strong case management by staff will underlie all success.

WIOA Performance Measure	Definition
Entered Education & Employment	The percentage of youth participants who are in education & unsubsidized employment during the second quarter after exit
Education & Employment Retention	The percentage of youth participants who are in education & unsubsidized employment in the fourth quarter after exit
Credentials	The percentage of youth participants who obtain recognized post-secondary credential or secondary school diploma/GED within one year after exit from the program
Skills Gains	The percentage of youth participants enrolled in training or education program who show documented skills gains during a program year
Business Services	Effectiveness of serving employers (TBD by IL DCEO)

PY 2023 Negotiated Goals *
LWIA 3: The Workforce Connection

Performance Measure	PY2023 Performance Goal
Youth	
Youth Employment / Placement in Education Rate 2nd Quarter after Exit	69%
Youth Median Earnings Rate 2nd quarter after Exit	$3,900
Youth Employment / Placement in Education Rate 4th Quarter after Exit	70%
Credential Attainment	68%
Youth Measurable Skills Gain	52%

*Final performance goals as received from DCEO September 20, 2022.

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Enrollment Schedule

In addition to the carry over participants, the youth provider seeks to enroll 236 (or more) **"**new" WIOA youth participants (36 In-School; 200 Out-of-School) during the period 7/1/23-6/30/24.

PY 2023 Carry-Over # In-School Youth	**PY 2023 Carry-Over # Out-of-School Youth**	**Total PY2023 Carry-Over**	
34	135	169	
Cumulative # of Planned New Enrollments—In-School (Year-to-Date New Enrollments*)*	**Cumulative #** of New Planned Enrollments—Out-of-School (Year-to-Date New Enrollments*)*	**Total New**	By Date
10	49	59	September 30, 2023
20	98	118	December 31, 2023
30	147	177	March 31, 2024
36	200	236	June 30, 2024
GOAL Total PY 23 In-School Youth	**GOAL Total PY 23 Out-of-School Youth**	**GOAL Total PY 23 New & Carry-Over**	
70	335	405	

Youth Reporting Metrics:
A report will be provided quarterly to LWIB 3 staff the month following the quarterly schedule above. The report will include the following metrics:

# of New Enrollments (Registrants)-Out-of School Youth
# of New Enrollments (Registrants)-In-School Youth
# of Measurable Skills Gains for Youth who are Basic Skills Deficient
# of High School Equivalencies or High School Diplomas Earned
# of Industry Recognized Credentials Earned: In-School, Out-of-School
# of Referrals to Community Agencies and Partners

Work-Based Learning Activity:
# of Paid Work Experience
# of On-the-Job Training
# of Job Shadows

Business Services Activity:
# of New Employers Contacted from each County
# of Unsubsidized Job Development and Placement Assistance

Outreach Activities:
# of Recruitment and Outreach Events

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EXHIBIT D
SUBAWARD 2022-202
MODIFICATION NO. 3
PART V
Youth Program Description

Goodwill Industries of Northern Illinois, Inc. (Goodwill) proposes to continue its successful delivery of Youth Workforce Services via the Elevate Program, operated in partnership with Rock Valley College (RVC) since 2013. Since then, Goodwill has evolved to meet the needs of youth and since 2019 has provided 1,167 young adults in Winnebago and Boone Counties with education and career services, 291 individuals with education or workforce credentials, and 276 individuals with work-based learning opportunities. Goodwill provides comprehensive delivery of Youth Workforce Services, including participant recruitment and enrollment, education, career training, and case management, allowing participants to earn the education credentials and employment that elevates themselves and the Rockford region.

Goodwill will serve 405 youth in Winnebago and Boone Counties per program year. In-school and out-of-school youth will receive tailored education and employment services based on proven case management techniques and strategic partnerships. Participants will explore their career interests and create a custom education and employment plan. Traditional learning, work-based learning opportunities, and on-the-job training will allow participants to earn education and employment credentials leading to a job that aligns with their stated employment goals. Support services, such as transportation, will be provided as needed to ensure participants stay on track throughout the Elevate program.

The Elevate program will continue operating in The Workforce Connection Rockford and Belvidere facilities, as well as other community-based and youth-centered organizations, to ensure that youth are aware of the program and its benefits and are eager to join the program. For in-school students, we will work within public schools, public charter and alternative schools, and private schools, leveraging the work of these schools and organizations like Alignment Rockford, a nonprofit that aims to improve public education and equip students with the tools to succeed. Goodwill will provide additional opportunities for students to succeed in school and beyond through tutoring, support, career readiness, and work-based learning opportunities. We will work within post-secondary institutions to ensure that once youth enroll, they have the resources to persist and earn their certification, credential, or degree that will lead to self and family-sustaining wages.

Goodwill will also continue to engage out-of-school youth who have been disconnected from the educational system or have completed secondary school and need assistance to navigate their next step. Out-of-school youth services will be available at office locations in Rockford and Belvidere, as well as at community agencies including the Fairgrounds Valley Boys and Girls Club, Orton Keyes Boys and Girls Club, YouthBuild Rockford, Rock Valley College in Rockford and Belvidere, and Belvidere Salvation Army, as well as other neighborhood sites to ensure accessibility and to meet youth where they are. Out-of-school youth will be able to finish their high school equivalency, attend vocational training to earn credentials and explore careers through classes, hands-on experience, and work-based learning.

Through Goodwill's work-based learning model, youth will have the opportunity to perform work-based learning in high-demand employment sector-based cohorts at various job sites. Local employer partners will provide work-based learning opportunities for youth to explore careers while being paid. Youth who need a Job Coach will have the opportunity to work with an onsite Job Coach to help instruct, motivate, and reinforce skills. This evidence-based model of work-based learning provides increased outcomes in employment retention due to the coaching and on-the-job learning opportunities.

Goodwill is familiar with work experience contextualized with learning and job coaching through our current Elevate Program which has surpassed work-based learning goals each year of our contract as well as our other Youth Programs, including the LifeLaunch program for youth with justice system involvement and the Supported Work programs for youth and adults with disabilities operated since 2012 in partnership with the Illinois Department of

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Human Services Department of Rehabilitation Services. Through these programs, Goodwill has numerous employer partners that work with our participants and hire them for community-based employment. Goodwill provides support to participants and employers alike, creating strong, sustainable relationships.

Because of Goodwill's work with WIOA and local employers, we are familiar with targeted industries in the region, including manufacturing, transportation, distribution, logistics, information technology, and health care, among others. Goodwill's programs are built to ensure credential attainment; work-based learning strategies tie into these industries. We work collaboratively with The Workforce Connection Business Team, as well as industry groups, employers, and partners to ensure youth obtain both the technical and soft skills to increase the pool of qualified workers.

Throughout the program, youth will learn while earning and increasing their educational credentials and ability to successfully step into the workforce. Our Career Planners will focus on career navigation, with special attention to helping youth understand educational and employment opportunities and effectively prepare for employment in these fields. Career Exploration and readiness courses will provide more hands-on opportunities, including field trips, job shadows, and workshops to help understand and explore the world of work.

When students have completed credential training, work experience, their HSE/GED, or other training, our staff will help them to find and maintain employment in the community related to their training. Job Coaches, along with Career Planners and our Business Service Specialists, are a multi-functional team that work together to assist students to find employment and education success. Career Planners are the core support for the student, with additional staff support built in through these other roles throughout the youth's progress. Through this model and the individualized opportunities for youth, we will meet or exceed all targeted performance measures set forth by WIOA and The Workforce Connection.

Internal Monitoring Program
Goodwill ensures that internal monitoring is done regularly to ensure quality outcomes. Monitoring is done through a variety of methods and overseen by Goodwill's Compliance Manager. The Compliance Manager reviews reports and files on a consistent basis and staff have monthly case conference meetings to review data and trends. Additionally, monthly reports ensure that program goals are being met and corrective action can be done timely if needed. Corrective action involves training, coaching, and performance improvement plans if needed to ensure staff executes processes properly.

In addition to compliance, Goodwill's Human Resources team and leadership have robust accountability measures in place for personnel. Individual Development Plans (IDP) for staff development/goals and shared scorecards are reviewed quarterly to monitor outcomes and course correct and troubleshoot as needed.

Fiscal controls are in place to ensure that proper separation is in place to reduce the potential for any issues. Staff must get approval for purchases and reconcile purchases with supervisor approval and finance approval. Additionally, spending is reviewed monthly to ensure spending goals are met. If fiscal issues are identified, they are rectified according to the issue.

Goodwill has strong policies and oversight and can assure that all individuals, including any volunteers who will work with youth, are trained and held accountable to providing services in a manner sensitive to the ethnic, racial, linguistic, gender identity, and sexual orientation of program youth.

Service delivery
Goodwill proposes to continue to provide effective and person-centered services while continuing to grow and evolve with our region and economy to best serve both youth and employers. Our program design emphasizes strong relationships based on individualized needs, engaging youth in robust career pathways in target industries, and providing opportunities for training, credentials, and success through Learn and Earn programming.

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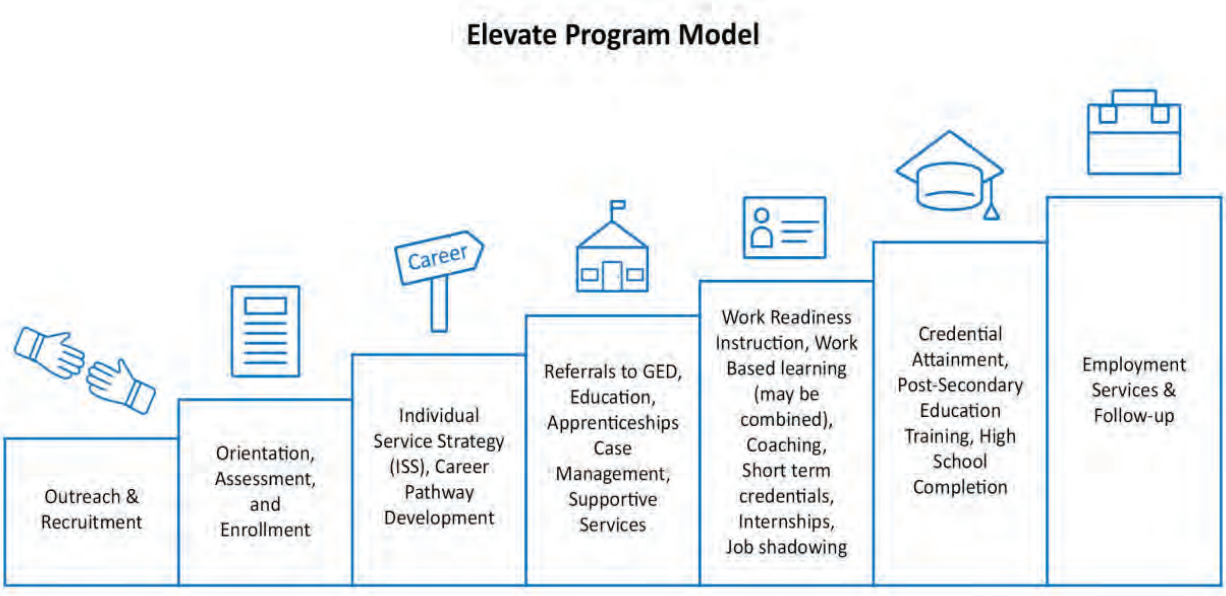

The Elevate Program will provide opportunities for 405 enrolled youth annually. When youth enroll in the program, they work with their Career Planner to create a plan for services called an Individual Service Strategy (ISS). This plan is informed by assessments, participant interests, and career exploration. Youth have the opportunity to rapidly enroll, obtain quick, impactful credentials and skills, and earn while learning at the High School Equivalency or post-secondary level. While these activities occur, youth have a strong support system with staff role models and a cohort of peers with whom they will learn and grow. Support services, including transportation assistance, bus navigation training, and work clothing, will help ensure participants' success.

Youth have the opportunity to obtain early success through workshops and training credentials in in-demand career pathways, including manufacturing, IT, health care, transportation, distribution, and logistics. Goodwill will offer opportunities for training upon enrollment, including Forklift Certification, CNA, and other short-term credentials in addition to the more intensive credentials provided.

Annual service delivery outcomes will include:

Number of Youth Enrolled	405
Number of work-based placements	82
Number of industry-recognized credentials	100 (includes GED/HSE, HS diplomas)
Number of businesses providing On-the-job training placements, job shadowing and/or internships	20

Case Management

Case Management is an essential part of successful youth programs. Goodwill's model of case management provides a pathway to success for youth in this program area. Goodwill is recognized as a leader in case management practices and is one of the founders of the Rockford Area Case Management initiative, an initiative to ensure individualized, strength-based, culturally competent case management services which help participants achieve specific outcomes leading to self-sufficiency. This person-centered model ensures that customers are able to individualize their programming and reach success in a career that fits their interests and aptitudes.

Case Management and support begins immediately at intake and youth are supported and guided by all Goodwill staff as they navigate enrollment and assessments. Goodwill's intake staff encourages youth and assists with removing barriers to enrollment, ensuring that the WIOA documentation needed is not a barrier for any youth who

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wants to enroll. Once enrolled, youth are assigned a Goodwill Career Planner who guides, mentors, coaches, and assists them. The Career Planners help youth understand their options, create a plan to achieve their goals and identify supports needed and barriers to be addressed. The Career Planners are a consistent support throughout the program, ensuring that youth are engaged and connected throughout services.

Career Planners coordinate service delivery with other agencies that youth may be involved with, ensuring that youth are served holistically and without confusion and duplication. Staff works with youth and partner agencies to host staffing meetings together and coordinate programming that best serves the youth in the most efficient and collaborative manner.

Career Planners are trained in WIOA compliance, eligibility, individual service strategies, trauma-informed practices, person-centered services, and motivational interviewing. Additionally, ongoing specialized training ensures that staff provides services that youth need to succeed.

Outreach and Recruitment
Goodwill will build on the success of the Elevate outreach that has ensured that enrollment goals have been met each year for the past three years. This outreach approach includes ensuring that our team is out in the community meeting with and serving youth where they are and providing multiple entry points for connection.

For recruitment, Goodwill will continue to focus on recruiting youth through effective connection and collaboration with community partners including the Boys and Girls Clubs, YouthBuild, Summit Academy, Roosevelt High School and GED program, Rock Valley College, and GoodGRADS GED Program. We will continue existing strong connections with local schools including partnering with CEANCI, Alignment Rockford, and participating in Academy Support Teams and CTE Programs with all local high schools in Winnebago and Boone counties.

In addition to outreach and recruitment in the community, Goodwill provides orientation sessions in our offices at regular times, as well as in demand at any time, including virtually. Orientation and enrollment sessions can be done at any time to ensure that youth are served in an ongoing manner when they are ready for programming.

Assessment of youth who meet program eligibility requirements
Goodwill's assessment process ensures that staff and the participant alike have a full understanding of strengths, challenges, interests, and abilities to help determines next steps in programming. The assessment process helps Career Planners engage participants in conversations about their past work experience, goals, and interests to collaboratively create their Individual Service Strategy and program goals.

Goodwill ensures that participants can easily complete WIOA-required assessments so they do not feel tested out of the program. Comprehensive Adult Student Assessment Systems (CASAS) is used to determine participants' math and reading levels. Career Cruising is used to help determine participants' career paths and interests. Goodwill will provide assessments at all program locations as well as virtually and can provide paper versions for students who need accommodations or do not have the digital literacy to complete the testing online.

Development of Individual Service Strategy
As noted above, youth complete assessments that inform their Individual Service Strategy (ISS) development. Youth participants are partners in the development of their goals, not bystanders. Career Planners work with youth to listen to their needs, alleviate challenges and barriers, and provide assistance to develop career pathways in line with their needs as well as wage and growth prospects. Each ISS includes educational and employment goals, as well as supportive services and referrals to ensure that youth have the resources they need to be successful and self-sufficient.

Staff is trained to employ a strengths-based, WIOA-compliant approach to ISS development and to successfully engage participants via motivational interview techniques.

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All youth participants have access to a menu of services designed to engage and prepare them for education and work opportunities. Career exploration and work readiness training are combined with work-based learning and credential attainment. Youth have access to support services and case management throughout the program and afterward. Navigating training programs, completing the FAFSA forms and budgeting for training, and access to approved training through Individual Training Accounts are all options available to youth, in addition to work experiences, On-the-Job Training, pre-apprenticeship and apprenticeship programs, internships, job shadowing, and referrals to community resources.

Referrals to HSE/GED

Goodwill operates and collaborates with numerous High School Equivalency (HSE) programs in the region and refers participants to community programs that fit their needs best. Programs we refer to include Rock Valley College, GoodGRADS, Roosevelt Alternative High School, YouthBuild, Summit Academy, The Literacy Council, and others. Partnerships with staff of the local HSE programs help to connect participants to the programs that best fit their needs in terms of class schedule, location, program structure, and education level. Goodwill and Rock Valley College are also able to leverage their own existing HSE programs and ensure students can get into classes quickly without waiting for the next session or semester.

In addition to traditional community HSE programs, we can connect students to innovative models and programs. For example, we have been able to create Learn and Earn HSE programs by providing work experiences at HSE sites so students who must work can still continue their education. We have also and will continue to connect students with bridge programs such as the ICAPS IT and Health Care Programs as well as pre-apprenticeship programs such as RVC's Highway Construction Careers Training Program.

Through our existing partnerships, the ability to rapidly enroll students in classes, and our flexible program model that offers opportunities to earn while learning, we are able to engage and retain students and help them achieve their education goals.

Referral for tutoring of in-school youth

For in-school students who need tutoring services, Goodwill works with a number of tutoring centers and school staff to ensure we have options for students to guarantee they can be successful. This includes both public school and private resources for students in high school and in post-secondary programs. Through Goodwill's partnership with the Boys and Girls Club, we are also able to leverage tutoring services in local neighborhoods to ensure transportation is not a barrier.

Career Planners are well-connected to partners to ensure that students are engaged and all providers are aware of the student's needs and challenges. These connections, along with support services and regular monitoring by the Career Planners, lead to successful completion of both secondary and post-secondary programs.

Career Exploration and Work Readiness

To ensure youth have opportunities to explore careers, Goodwill will leverage workshops offered by the American Job Centers for career exploration and work readiness, in addition to providing these skills one-on-one with customers and reinforcing them through the KEYS work readiness program and work-based learning with local employers.

Goodwill will utilize Career Cruising and Virtual Reality Career exploration to help youth begin to think about their career options. Career Planners will then have discussions with youth to help them continue to explore their options and begin to put plans in place to achieve their desired career path. In addition, Goodwill will host career exploration workshops and field trips with local employers and training providers to engage youth and allow them to explore careers, ask questions, and see real work sites in the community in the targeted industries of IT, Manufacturing, Transportation, Distribution and Logistics, and Healthcare.

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These exploration options will assist youth in determining careers that match their interests, aptitude, and abilities. Additionally, youth may enter into different cohort models designed to contextualize learning, build support systems with staff and other youth participants, and achieve their goals.

In addition to Career exploration options, youth will attend Career Readiness classes through the American Job Center to help them explore their pathways in more depth, connect with industry experts, and get the skills needed to achieve their career goals. Career Readiness classes include understanding workplace expectations, time management, the realities and responsibilities of work, as well as basic skills such as communication, conflict management, and application and interview skills. *Attachment 4 details the Career Readiness curriculum for students.*

Career Readiness options include the impactful KEYS Program, which provides short-term work experience with a job coach and Career Readiness lessons five days a week for two to four weeks. This program is especially effective for youth who have not had prior work experience or do not understand employer expectations. The KEYS Program and Career Readiness classes can be stacked with short-term training, work-based learning, and/or training to assist youth in meeting their career goals.

The Elevate program provides career exploration and readiness through:

- Consistent coaching and communication with Career Planners and business service specialists to ensure youth continue to learn skills needed by local employers.
- Specialty workshops to connect youth to career opportunities and local industry experts.
- Work experiences with sector-based skills training and an on-site Job Coach to help students succeed in their work experience and reinforce essential skills.
- Learn and Earn programs that combine education and work experience, providing class time and real-world work exposure and reinforcement of concepts.
- Summer Youth Jobs for in-school secondary students to provide learning and earning during the summer and prepare them for the next step after secondary school.
- Short-term training through Individual training accounts in recognized high-demand careers in targeted industries.

Career Readiness and career exploration services are accessible for both in-school and out-of-school youth. Their work-based learning and programming will be based on their availability and needs. For example, in-school youth enrolled in high school may have support with tutoring, supportive services during the school year, and work-based learning either on the weekend or during the summer. As the program is individualized based on need, solutions for students are also individualized and flexible.

Goodwill's Elevate program model ensures that youth have access to a menu of services and that career exploration and skill development are weaved into different phases of the program, rather than being delivered in silos. Best practices in youth programming have shown that career exploration and contextualized learning with work provide the best outcomes for education, employment, and earnings, The combination of career readiness, work-based learning, strong case management, and support services allows Goodwill to achieve successful outcomes for youth, including achieving the WIOA Common Performance for education, employment, and credentials.

Career Readiness Curriculum Content – leverage through OSO and VR/Field trips
Youth have multiple opportunities to explore and develop their skills including soft/essential skills and contextualized learning with work experiences, field trips, and access to professionals in the community. Learning is reinforced with activities and real-life experiences to engage youth and encourage stronger participation and retention.

Career readiness classes are held in a variety of methods through the American Job Center including in person, virtually, and during spring break or school breaks to ensure youth can attend and learn the skills needed. Currently, Goodwill provides career readiness at multiple sites in the community, including onsite at schools, work-based learning sites, community centers, and online. Topics for Career and Work Readiness were adapted from the Illinois Essential Employability Skills Framework and Self-Assessment. This framework was developed by the Illinois Community College Board, the Illinois Department of Economic Opportunity, Chambers of Commerce, and Illinois

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businesses, and addresses the soft skills and work readiness skills that employers cite as the most needed in the workforce. Goodwill has added additional topics, hands-on activities, and experiences to ensure relevance, engagement, and effectiveness. (*See attachment 4 for detailed curriculum).*

Employment services

Goodwill's Elevate program places an emphasis on work-based learning opportunities for youth to ensure they are exposed to different opportunities in our community. Youth are able to simultaneously complete career readiness or vocational training with work-based learning to ensure they have options to meet their needs. In the past 2.5 years, we have completed over 275 work-based learning contracts, exceeding our goals each year and providing youth with opportunities with local employers. Goodwill's innovative business service team works with youth and employers to create work-based learning opportunities, individually and in cohorts, based on individual and employer needs. OrthoIllinois, Fairhaven Retirement Center, Ring Container, AAR Corp., Tuffy Tire, and the Fred Van Vleet Store are among the employers providing work-based learning opportunities for Elevate participants.

New work-based learning opportunities will be developed with employers in the following industry sectors: healthcare, information technology, manufacturing, transportation, distribution, and logistics. Cohorts provide short-term credentials on-site at work experience locations. The combination of career readiness and short-term credentials, as well as work experience and job coaching, will provide stronger employment outcomes for Elevate participants.

Examples include:

- Short-term CNA training and work experience at UWHealth and Fairhaven Retirement Center in Rockford provide participants entry into the healthcare field.
- Short-term forklift training and work experience in warehouse/manufacturing is provided at the Lowe's Distribution Center in Rockford.
- Customer Service credential in combination with customer service work experience at a variety of locations.
- CDL training and warehouse and dispatch work experience with rapid employment upon credential completion.

Additionally, the program's summer work program will give youth in secondary school the opportunity to earn and learn in their desired field. Past Summer Work cohorts include GreenLink Energy Solutions, Imperial Punch, Rockford Rivets, and Rockford Park District.

Goodwill's work-based learning complements participants' educational goals. Once students have completed their work experience or education, they work with their business services specialist to find sustainable employment that meets their needs.

Goodwill has extensive experience developing employer partnerships and has consistently provided essential work-based learning opportunities to participants. As many providers across the state and nation struggled during the pandemic, Goodwill sustained its work-based learning services to ensure youth maintain access to jobs. This approach has ensured that we are a leader in the state in meeting youth and adult workforce goals.

Goodwill is well qualified to be the Employer of Record for this contract as it has successfully provided Employer of Record services for both youth and adult WIOA programs since 2019. Goodwill has set up the structure, processes, and procedures for this role and expanded the program's capabilities and capacity. Since July 2019, we have implemented 276 work-based learning contracts (109 in FY 2020; 116 in FY 2021, and 51 thus far in FY 2022). In addition to the work-based learning component, we have extensive experience helping youth transition from subsidized supportive employment to competitive community employment. We will utilize that experience to ensure that youth are able to obtain self- and family-sustaining long-term employment after completion of the program.

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Supportive services
Career Planners and Business Service Specialists assess youth and provide supportive services that help remove barriers to success. This includes but is not limited to childcare assistance, transportation, and many other services that help youth succeed in training and employment. Staff provides traditional supportive services such as bus passes and gas cards, as well as innovative options such as Uber and Lyft rideshare services. Career Planners learn of challenges and the team works with participants to brainstorm and find solutions. All supportive services are tracked by staff and recorded in case notes.

In addition to supportive services provided through WIOA, we will continue to connect participants with Goodwill's Community Navigator to leverage community resources, including rental and housing assistance, documentation for IDs, and expungement assistance.

Follow up services
Throughout the program, youth work with their Career Planner and/or Business Service Specialist and build strong relationships to ensure success. At a minimum, staff follows up with youth monthly for one year after they exit the Elevate program. Likewise, participants are encouraged to follow up with staff regarding their education, training, and employment needs. Due to this emphasis on relationship building, many Elevate participants proactively reach out to Goodwill staff to discuss milestones they have reached or education and employment challenges they still face.

Goodwill will continue employing numerous methods of engaging with Elevate participants for follow-up services, including phone calls, emails, text messaging, QR codes, online surveys, and of course, in-person meetings. This flexibility allows staff and participants to engage effectively and produce stronger program outcomes and performance reporting.

Participant incentives
Goodwill provides Elevate participants with cash incentives for achieving key program outcomes and milestones to ensure participants remain enrolled and achieve their stated goals. Examples of incentives include:

- $50 per HSE test completion and $100 for the final HSE test completed (limit 4 incentives)
- $50 for successful completion of each semester of senior year (limit 2 incentives)
- $100 for completion of High School Diploma (limit 1 incentive)
- $50 for completion of industry-recognized credential (limit 1 incentive)
- $100 for completion of KEYS or WEX (limit 1 incentive)

Sub-awarded services
There are no sub-awarded services.

Other sources of funding that support proposed youth services
Goodwill will utilize WIOA funding for program activities, however, Goodwill will continue to supplement and leverage organizational funds, services, and staff as needed to meet Elevate participants' needs. Goodwill leverages its HSE program to ensure participants have timely and ongoing access to classes, rather than waiting for openings in traditional classes. Goodwill will also leverage other youth programs to ensure job training and employment resources are maximized and youth receive the services they need seamlessly. Additionally, if there are support needs that cannot be met using WIOA funds, Goodwill will provide supplemental, private funding as allowable by Goodwill and The Workforce Connection.

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THE WORKFORCE CONNECTION, Inc.
SUB AWARD AGREEMENT

Sub Award Number 2023-203
LINE ITEM REIMBURSEMENT SUBAWARD

The parties to the SUBAWARD are The Workforce Connection Inc. 303 North Main Street, Rockford, Illinois 61101, as the Local Workforce Innovation Board serving Boone, Winnebago and Stephenson Counties, and

GOODWILL INDUSTRIES OF NORTHERN ILLINOIS
850 NORTH CHURCH STREET, ROCKFORD, IL 61103
FEIN #: 36-2167846

Program / Project Title: WIOA YOUTH SERVICES-STEPHENSON COUNTY

Subaward Agreement Term: 07-01-2023 to 06-30-2026

Performance Period: 07-01-2023 to 06-30-2024

Maximum payment under Performance Period: $95,000.00

This SUBAWARD consists of the following Parts:

I. SUBAWARD Terms and Conditions
II. Assurances and Certifications
III. Scope of Work
IV. Budget
V. Program Description

The programming under this SUBAWARD serves: (check all that apply)

One-Stop Operator		In-School Youth	X	Out-of-School Youth	X
Title IB Adults		Title IB Dislocated Worker		Trade Act	

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SUBAWARD AGREEMENT No. 2023-203

This Subaward Agreement (the or this "SUBAWARD") is made by and between The Workforce Connection, Inc., the Local Workforce Innovation Board overseeing Local Workforce Innovation Area 3 ("TWC"), and Goodwill Industries of Northern Illinois, a non-Federal entity ("SUBRECIPIENT"), each referred to as a "Party" and collectively as the "Parties" to the Agreement as such terms are used herein.

Subject to execution of this SUBAWARD by both Parties, TWC agrees to provide a subaward to SUBRECIPIENT in an amount to be determined by each year's TWC State Allocation. The Program Year 2023 Budget is pursuant to the budget identified as Attachment A (the "Program Year Budget"). Subsequent Program Year Budgets, the negotiated performance goals, and reporting metrics will be added to this subaward as modifications each year when TWC receives State Allocations and negotiates performance metrics.

Subject to the execution of this SUBAWARD by both Parties, SUBRECIPIENT is hereby authorized to incur costs against the Program Year 2023 Budget from the start date of 07/01/2023 through the end date of 6/30/2024 (the "Performance Period") unless otherwise established within **Part III Scope of Work** of this SUBAWARD. SUBRECIPIENT hereby agrees to use the Program Year Budget provided under the SUBAWARD, and all of its modifications, for the purposes set forth herein and agrees to comply with all terms of this SUBAWARD.

This SUBAWARD includes the following parts, all of which are incorporated into and made a part of this SUBAWARD:

Part I	**SUBAWARD Terms and Conditions**
Part II	**Assurances and Certifications**
Part III	**Scope of Work**
Part IV	**Budget and Budget Narrative**
Part V	**SUBRECIPIENT Program Description**

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This SUBAWARD is Federally funded.

Under penalties of perjury, the undersigned certifies that the name, taxpayer information number and legal status entered below are correct.

SUBRECIPIENT Name: Goodwill Industries of Northern Illinois

SUBRECIPIENT Taxpayer Identification Number: 362167846

SUBRECIPIENT DUNS Number: 010239127

Pass-Through Entity or Subcontractor Responsibilities. If SUBRECIPIENT provides any portion of this funding to another entity through a contract or subaward, the subrecipient of said contract or subaward is considered to be a pass-through entity or subcontractor. Therefore, SUBRECIPIENT must obtain written approval from TWC before it provides any portion of the Subaward Funds to another entity through a contract or subaward. If TWC provides written approval, SUBRECIPIENT must adhere to the following for any Agreements entered into using the Subaward Funds:

1. Inform each subcontractor of the proper Federal award identifying information (shown below) as required by Federal regulations outlined in OMB guidance.

   This Federally funded award is identified by the following:

   17.259 WIOA Formula Funds - Youth

   The Federal Awarding Agency is the U.S. Department of Labor.

2. Advise any subcontractor of requirements imposed on them by Federal laws and regulations which provided the Subaward Funds and any requirements imposed on them by this SUBAWARD. Advise subcontractor of any supplemental requirement imposed by the pass-through entity or TWC.

   Legal Status:

   _____ Individual (01)
   _____ Sole Proprietor (02)
   _____ Partnership/Legal Corporation (03)
   _____ Corporation (04)
   __X__ Not For Profit Corporation (04)
   _____ Medical Corporation (06)
   _____ Government
   _____ Estate or Trust (10)
   _____ Pharmacy-Non-Corporate (11)
   _____ Nonresident Alien (13)
   _____ Pharmacy/Funeral Home/Cemetery Corp (15)
   _____ Tax Exempt (16)
   _____ Limited Liability Company
   _____ C – Corporation
   _____ P – Partnership

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SUBRECIPIENT

SUBRECIPIENT's execution of this SUBAWARD shall serve as its certification and representation that SUBRECIPIENT has read, understands, and agrees to all provisions of this SUBAWARD and the information provided by SUBRECIPIENT is true and correct in substance and in fact to the best of its knowledge, information, and belief formed: after due inquiry. SUBRECIPIENT represents and warrants that the individual executing this SUBAWARD is fully empowered to bind SUBRECIPIENT to the SUBAWARD, and that all necessary action has been taken under applicable law and its policies, procedures, and by-laws to authorize execution of this SUBAWARD and to bind SUBRECIPIENT thereto. SUBRECIPIENT intends that TWC rely upon the forgoing representation and warranty as an inducement to TWC to execute this SUBAWARD.

DocuSigned by:

By: Benjamin Bernsten _____ Date: June 29, 2023

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Printed Name: Benjamin Bernsten

Its: President

THE WORKFORCE CONNECTION, INC.

DocuSigned by:

By: Michelle Cassaro _____ Date: June 29, 2023

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Printed Name: Michelle Cassaro

Its: Board Chair

Signature Page to
Subaward Agreement (No. 2023-203)

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In processing this SUBAWARD and related documentation, TWC will only accept materials signed by the Authorized Signatory or Designee of this Agreement, as designated or prescribed herein. If the Authorized Signatory chooses to assign a designee to sign or submit materials required by this SUBAWARD to TWC, the Authorized Signatory must either send written notice to TWC indicating the name of the designee or provide notice as set forth immediately following this paragraph. Without such notice, TWC will reject any materials signed or submitted on SUBRECIPIENT's behalf by anyone other than the Authorized Signatory. The Authorized Signatory must approve each Authorized Designee separately by signing as indicated below. Enter any Authorized Designee(s) information below. Signatures of both the Authorized Signatory and the Authorized Designee are required in order for the Authorized Designee to have signature authority under this Agreement.

The following are designated as Authorized Designee(s) for SUBRECIPIENT:

Authorized Designee: _____

Authorized Designee Title: _____

Authorized Designee Phone: _____

Authorized Designee E-Mail: _____

Authorized Designee Signature: _____

Authorized Signatory Approval: _____

Authorized Designee: _____

Authorized Designee Title: _____

Authorized Designee Phone: _____

Authorized Designee E-Mail: _____

Authorized Designee Signature: _____

Authorized Signatory Approval: _____

Authorized Designee: _____

Authorized Designee Title: _____

Authorized Designee Phone: _____

Authorized Designee E-Mail: _____

Authorized Designee Signature: _____

Authorized Signatory Approval: _____

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PART I
SUBAWARD TERMS AND CONDITIONS

Section 1. ADHERENCE TO THE SUBAWARD

The Parties to this SUBAWARD represent and warrant now and at all times during the term of this SUBAWARD that they will comply with the requirements of the Workforce Innovation and Opportunity Act (WIOA) and the Trade Act of 1974 ("Trade Act"), and with the Federal and State regulations and policies promulgated there-under; with all applicable Office of the Management of the Budget (OMB) circulars; and with all applicable Federal, State and local laws and regulations. SUBRECIPIENT shall perform all activities and services described in **Part III Scope of Work** and **Part V Provider Program Description** from SUBRECIPIENT's proposal, and strictly adhere to **Part II Assurances and Certifications**. SUBRECIPIENT shall comply with all policies and procedures as may be from time to time required by TWC to carry out the terms of the SUBAWARD.

Section 2. REPORTING

SUBRECIPIENT shall submit reports on the operation and performance of this SUBAWARD as required by TWC. Reports will be written utilizing a standard format identified by TWC.

Section 3. RECORDS

3.1. SUBRECIPIENT shall keep and maintain in a secure fashion all RECORDS created or received by SUBRECIPIENT in relation to the SUBAWARD during the existence of the SUBAWARD. The term "RECORDS" shall include, without limitation, all documents, accounts, ledgers, lists, and communications in whatever form created, received or stored including written and electronic RECORDS. SUBRECIPIENT shall keep and maintain the RECORDS in a secure fashion for a period not less than seven (7) years following termination of the SUBAWARD and all other pending matters, if any, are closed.

3.2. Any books, documents, papers, and RECORDS of SUBRECIPIENT which are directly pertinent to this SUBAWARD shall be available on request to duly authorized representatives of TWC; City of Rockford, grant recipient for funds; the State of Illinois, the U.S. Department of Labor, and the Comptroller General of the United States for the purpose of making audit, examinations, excerpts, and transcriptions. The RECORDS shall be made available, at SUBRECIPIENT's cost, at the principal office of SUBRECIPIENT, or at such other location specified by TWC.

Section 4. PARTICIPANT ENROLLMENT

Only persons certified as WIOA Title I or Trade Act eligible may be enrolled in the program.

Section 5. PAYMENT OF FUNDS

5.1. Reimbursement. SUBRECIPIENT will be reimbursed only for actual costs up to the Program Budget incurred by SUBRECIPIENT in carrying out the terms of this SUBAWARD. Costs not covered by the Program Budget in this SUBAWARD will not be reimbursed. The existence of excess or non-covered costs shall not excuse performance by SUBRECIPIENT of the terms and obligations under this SUBAWARD.

5.2. Only services/products procured by SUBRECIPIENT in accordance with the procurement procedures identified in applicable OMB circulars will be reimbursed; evidence that the services/products were procured in accordance with appropriate OMB circulars must be provided to TWC for reimbursement.

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5.3. SUBRECIPIENT will not use any funds under this SUBAWARD for services not included in WIOA Title I or Trade Act; and will not provide services to individuals not eligible under WIOA Title I or Trade Act.

5.4. Actual expenditures for specific line items may exceed the line item budget by 10% or $100 (whichever is greater), as long as the overall Program Budget has not been exceeded. If the actual expenditure or the line item exceeds or is expected to exceed the amount set forth for that line item in the Program Budget by more than said variance, a modification may be requested to transfer larger amounts of funding between line items.

5.5. Recapture of Funds. SUBRECIPIENT shall be liable to TWC for all funds advanced or paid under this SUBAWARD. SUBRECIPIENT shall forthwith pay on demand to TWC any sum of money which is either unspent or not spent strictly in accordance with the terms of this SUBAWARD. Nothing in this SUBAWARD shall relieve SUBRECIPIENT from liability to TWC for any sum which would by law be due to TWC for any breach of the terms of this SUBAWARD.

5.6. If an audit reveals that there are disallowed costs attributable to SUBRECIPIENT's program(s) funded under this SUBAWARD, SUBRECIPIENT shall be held individually liable, or in the case of multiple SUBRECIPIENTs, jointly and severally liable for re-payment of the disallowed costs from non-Federal funds.

5.7. Payment: Monthly invoices are due to TWC by the 15th of the following month. The monthly invoice package will include the signed monthly reimbursement form, a detailed general ledger printout directly from the SUBRECIPIENT's accounting system, and any other support deemed necessary to support the allocation of costs between different funding sources or document-specific grant reporting requirements.

Section 6. FINANCIAL MANAGEMENT

6.1. SUBRECIPIENT is responsible for maintaining a sound fiscal management system. This system will clearly identify revenues and expenses pertaining to this SUBAWARD. SUBRECIPIENT must maintain a **separate record of accounts** by program code, center, or fund for this SUBAWARD and will report costs for reimbursement from this record of accounts. All monies expended for WIOA Title I SUBAWARDED programs will be charged to the "program" cost category. All costs must be documented and the supporting documentation must be correlated to the report of expenditure request for reimbursement.

6.2. SUBRECIPIENT shall maintain RECORDS that clearly reflect WIOA funds received and WIOA funds on hand. At any given time TWC or its fiscal agent must be able to verify, based on SUBRECIPIENT RECORDS that reimbursements were deposited to SUBRECIPIENT's account, and must also be able to determine the amount of WIOA funds on hand.

6.3. SUBRECIPIENT shall maintain accounting RECORDS that are supported by source documentation. SUBRECIPIENT shall in these and other respects comply with applicable provisions of 2 CFR Part 200 – UNIFORM ADMINISTRATIVE REQUIRMENTS, COST PRINCIPLES, AND AUDIT REQUIREMENTS FOR REFERAL AWARDS and 2 CFR Part 2900 – UNIFORM ADMINISTRATIVE REQUIREMENTS, COST PRINCIPLES, AND AUDIT REQUIREMENTS FOR FEDERAL AWARDS; SUBRECIPIENT will comply with 2 CFR § 200.212 subjecting non-Federal entities and contractors to the non-procurement debarment and suspension regulations implementing Executive Orders 12549 and 12689, 2 CFR Part 180; SUBRECIPIENT may not prohibit or otherwise restrict employees or contractors from lawfully reporting waste, fraud, or abuse to a designated investigative or law enforcement representative of a Federal department or agency authorized to receive such information – P.L. 113-114, Division E, Title VII, Section 743. Nothing in this Section shall be construed so as to relieve SUBRECIPIENT of fiscal accountability and responsibility under

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any portion of this SUBAWARD.

6.4. TWC will review and monitor, at such times and places as it may determine, SUBRECIPIENT's fiscal management system as well as specific RECORDS pertaining to this SUBAWARD. SUBRECIPIENT shall produce at SUBRECIPIENT'S cost, upon request of TWC all or requested RECORDS maintained under this agreement. SUBRECIPIENT agrees to adopt and implement recommendations that are deemed by TWC to be necessary and appropriate

Section 7. INDIRECT COSTS

7.1. "Indirect costs" are those, incurred for a common or joint purpose benefiting more than one (1) cost objective, and not readily assignable to the cost objective specifically benefited without effort disproportionate to the results achieved. (See 2 CFR § 200.414).

7.2. SUBRECIPIENT shall comply with the Grant Accountability and Transparency Act (GATA), 30 ILCS 708/1, *et seq.*, and OMB guidance for tracking and reporting indirect costs.

7.3. The indirect cost rate applicable to this SUBAWARD is 3.15 %.

7.4. Type of indirect cost rate:

_____ SUBRECIPIENT will not request reimbursement of indirect costs.

_____ SUBRECIPIENT will use an approved Federally recognized indirect cost rate negotiated between SUBRECIPIENT and the Federal Government. The indirect cost rate applicable to this SUBAWARD is 10 % of Wages and Fringe.

_____ SUBRECIPIENT will use the indirect cost rate that is negotiated with the State of Illinois. The indirect cost rate applicable to this SUBAWARD is 3.15%.

X SUBRECIPIENT will use the de minimus rate of 10% of the modified total direct costs.

Section 8. AUDIT

8.1. A copy of SUBRECIPIENT's most recently audited financial statement must be on file with TWC prior to the execution of this SUBAWARD. The SUBRECIPIENT's audit shall be in compliance with OMB Uniform Guidance 2 CFR Part 200 and 2 CFR Part 2900, and shall certify compliance therewith.

8.2. TWC, or an individual or entity designated by TWC, may audit SUBRECIPIENT's programs that affect this SUBAWARD. SUBRECIPIENT agrees to allow TWC, or an individual or entity designated by TWC, access to all RECORDS for the purpose of audit and fiscal monitoring.

8.3. SUBRECIPIENT will be responsible for costs disallowed as a result of an audit in accordance with Debt Collection and Audit Resolution Procedures as are now or may hereafter be established by TWC.

8.4. SUBRECIPIENT will be responsible for informing their auditors that this SUBAWARD is Federally funded. SUBRECIPIENT shall ensure that the audits SUBRECIPIENT obtains meet the standards required for the SUBRECIPIENT and must specify to their auditors the type of audit required.

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Section 9. BONDING REQUIREMENTS

Every officer, director, agent, or employee authorized to act on behalf of SUBRECIPIENT in receiving or depositing funds into program accounts, or in issuing financial documents, checks, or other instruments of payment for program costs shall be bonded to provide protection against loss. The amount of bonding coverage shall be for the highest advanced amounts through check planned for the present grant year. SUBRECIPIENT shall provide upon receipt a copy of all bonds referenced herein to TWC.

Section 10. INSURANCE

10.1. SUBRECIPIENT shall maintain liability insurance or a self-insurance fund to fully cover injuries to trainees/students incurred while participating in the training program(s) covered by this SUBAWARD and all programs provided to Participants hereunder. Such insurance shall be in the amount of not less than $1 million per occurrence. Insurance shall be issued by an Illinois qualified insurance company, with a minimum AM best rating of "A". The policy will name TWC as additionally insured. The policy will be non-cancellable without at least 30 days' notice to TWC and the policy term will be a minimum of one (1) year.

10.2. SUBRECIPIENT shall promptly deliver to TWC upon request certificates of insurance for the coverage required herein. Training conditions shall comply with applicable safety standards, practices, and procedures as may from time to time be required by Federal, State, and local governmental agencies.

10.3. If SUBRECIPIENT, in conducting activities under a grant or this SUBAWARD with TWC, uses motor vehicles, SUBRECIPIENT shall ensure that it has proper and adequate automobile insurance. SUBRECIPIENT herewith agrees to indemnify and hold harmless TWC against any and all claims, demands, actions, expenses and costs (including attorney's fees and costs) arising from the ownership, maintenance, or use of a motor vehicle. SUBRECIPIENT shall provide automobile insurance issued by an Insurer licensed in the State of Illinois, with coverage of $1 million for bodily injury and property damage, including coverage for under-insured and uninsured motorists. **At no time will Participants be transported by staff in private vehicles.**

Section 11. WORKER'S COMPENSATION INSURANCE, SOCIAL SECURITY, RETIREMENT AND HEALTH INSURANCE BENEFITS, AND TAXES

SUBRECIPIENT shall provide Worker's Compensation insurance where the same is required and shall accept full responsibility for the payment of unemployment insurance, premiums for Worker's Compensation, Social Security and retirement and health insurance benefits, as well as all income tax deductions and other taxes or payroll deductions required by law for its employees who are performing services specified by this SUBAWARD.

Section 12. NO EMPLOYER-EMPLOYEE RELATIONSHIP

12.1. SUBRECIPIENT expressly agrees that nothing in this SUBAWARD is intended nor shall be interpreted or construed to create an employer-employee relationship.

12.2. SUBRECIPIENT is solely and completely responsible for compliance with all tax and employment costs including, without limitation, withholding obligations, Federal and State Income Tax, Social Security, Unemployment Compensation, and Workers Compensation.

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12.3. SUBRECIPIENT herewith expressly stipulates and agrees that it will adhere to and abide by all Federal, State, and local laws, ordinances, regulations, and rules applicable to its performance under the SUBAWARD and expressly agrees that it shall bear all risk of loss, remain liable for any such taxes, contributions, or deductions and shall indemnify TWC, its members, agents, officers, employees, successors and assigns for any liability including interest, penalties and attorney's fees, if any, assessed against TWC as a result of any violation of this provision.

12.4. SUBRECIPIENT shall have no power to bind TWC by contract or otherwise except as may be provided in this SUBAWARD. SUBRECIPIENT hereby covenants and agrees that it shall not represent to any third party that SUBRECIPIENT is an employee of TWC and doing so may be a basis for TWC to terminate this SUBAWARD.

Section 13. PURCHASE AND DISPOSITION OF PROPERTY

Any property obtained by SUBRECIPIENT with funds received through this subaward shall be purchased, maintained, and disposed of in accordance with 2 CFR Part 200 CFR Part 2900. **Prior written approval from TWC must be obtained before non-expendable property is purchased. Purchases for equipment over $1,000 require three written quotes.** SUBRECIPIENT shall maintain all property RECORDS in such form and manner as required by TWC, but the title to the property shall be in the name of TWC unless U.S. Department of Labor or State of Illinois regulations direct that the title be maintained in the name of the Federal Government or State of Illinois.

Section 14. MAINTENANCE OF PROPERTY

14.1. SUBRECIPIENT must maintain an inventory of all non-expendable property purchased with funds received through this SUBAWARD. SUBRECIPIENT cannot dispose of any equipment owned by TWC without the prior written permission of TWC.

14.2. SUBRECIPIENT shall maintain RECORDS sufficient to determine the amount of unused-expendable property (all property having a useful life of one year or less and an acquisition cost of $1,000.00 or less per unit) on hand at the expiration date or upon termination of this SUBAWARD.

14.3. SUBRECIPIENT shall maintain a control system which ensures adequate safeguards to prevent property damage, loss or theft, and shall investigate and document any damage to or loss or theft of property. SUBRECIPIENT shall promptly notify TWC's Executive Director in writing concerning the damage, loss, or theft of any expendable and non-expendable property. SUBRECIPIENT shall implement adequate maintenance procedures to keep the property in good condition.

Section 15. MONITORING, REVIEW, AND EVALUATION OF PROGRAM PERFORMANCE

TWC shall be furnished access to SUBRECIPIENT's program staff, records, and Participants for the purpose of monitoring, review, and evaluation of program performance. SUBRECIPIENT agrees that "access" in the terms of this section includes, but is not limited to, unscheduled and unannounced visits by TWC staff, designees of TWC, or agents of the State or Federal Government to the facilities or operations of SUBRECIPIENT.

Section 16. ORGANIZATION AND STAFFING

SUBRECIPIENT shall maintain current job descriptions for all positions which are funded in whole or in part by this SUBAWARD. These job descriptions shall match each staff member's actual duties. The experience and educational qualifications listed in each job description must match those of the staff member(s) to whom that job description applies. The job descriptions must be kept current.

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Section 17. CRIMINAL BACKGROUND INVESTIGATION

SUBRECIPIENT shall conduct a criminal background investigation on all staff members who fill positions that are funded in whole or in part by this SUBAWARD. SUBRECIPIENT shall comply in all respects with the provisions of Federal and State law in conducting such investigations and the results therein obtained, including without limitation, the provisions of the Illinois Uniform Conviction Information Act, 20 ILCS 2635/1 *et seq.* A record of conviction discovered through a criminal background investigation shall be reported to TWC not more than 30 days after date of receipt. TWC may request that a staff member who has a record of conviction be removed from any position funded in whole or in part by this SUBAWARD. SUBRECIPIENT shall certify to TWC within 30 days subsequent to the execution date that it has complied with the requirements of this Section. Failure to conduct the background investigation or to certify or to falsely certify hereunder shall be a basis for TWC to terminate this SUBAWARD.

Section 18. PRIORITY OF SERVICE FOR VETERANS AND ELIGIBLE SPOUSES

TWC is subject to the Jobs for Veterans Act (JVA) (Pub. L. 107-288), which establishes a priority of service requirement for covered persons, such as veterans and eligible spouses, including widows and widowers, in qualified job training programs that are funded by the U.S. Department of Labor. Covered persons must meet WIOA or TAA program eligibility requirements to receive priority of services. SUBRECIPIENT agrees to reasonably cooperate in such compliance monitoring as may be from time to time required by TWC.

Section 19. ON-THE-JOB TRAINING POSITIONS DEVELOPED BY SUBRECIPIENT

19.1. In situations in which SUBRECIPIENT identifies an On-the-Job Training (OJT) position for a Participant, SUBRECIPIENT must follow and adhere to TWC's policy for approval of OJT positions and develop an OJT agreement with the employer. Any agreement for OJT positions **MUST** receive all approvals as required by TWC's policy and SUBRECIPIENT must obtain written approval **BEFORE** the Participant may start the job.

19.2. SUBRECIPIENT or a business owned by SUBRECIPIENT or a member of SUBRECIPIENT's staff may not hire a program Participant in an OJT position and doing so may be a basis for TWC to terminate this SUBAWARD.

Section 20. PARTICIPANT POLICIES

SUBRECIPIENT shall implement Participant policies as established by TWC. SUBRECIPIENT will develop procedures and processes to implement such policies consistently; and maintain written procedures and processes and provide a copy of the same to TWC simultaneous with its signing of this SUBAWARD.

Section 21. GRIEVANCE/COMPLAINT PROCEDURES, DISPUTES, AND COURT ACTIONS

21.1. Disputes between SUBRECIPIENT and Participant

A. Federal law requires that all recipients of WIOA funds establish procedures for filing complaints and grievances from Participants and other interested parties that are affected by the statewide workforce investment system. SUBRECIPIENT to resolve any issue arising between SUBRECIPIENT and a Participant shall comply with and adhere to the complaint and grievance procedure established and amended from time to time by TWC.

B. All Participants will receive The Workforce Connection Grievance/Complaint Policy during program intake.

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C. SUBRECIPIENT shall provide each Participant with the established procedure for filing complaints and grievances with TWC and the State of Illinois alleging discrimination based on race, color, religion, sex, national origin, age, disability, or political affiliation and belief and shall keep a record in each Participants file acknowledging receipt of that procedure.

21.2. Disputes between SUBRECIPIENT and TWC

A. Any dispute between SUBRECIPIENT and TWC concerning the terms or provisions of this SUBAWARD which constitutes a question of fact and which is not disposed of by this SUBAWARD shall be decided by the TWC Executive Director, who shall send a copy of the written decision to SUBRECIPIENT. The decision shall be final and conclusive unless within thirty (30) days from the postmark on the letter of transmittal SUBRECIPIENT files a written appeal with the TWC Board of Directors. The written appeal shall be delivered to the TWC Executive Director who shall promptly notify the TWC Board of Directors. The decision of the TWC Board of Directors concerning the appeal shall be final and conclusive unless determined by a court of competent jurisdiction to have been fraudulent, capricious, arbitrary, or grossly erroneous as necessarily to imply bad faith or not supported by substantial evidence. In accordance with any appeal proceeding under this clause, SUBRECIPIENT shall be afforded the opportunity to be heard and to offer evidence in support of its appeal. Pending final determination of the dispute, SUBRECIPIENT shall proceed diligently with the performance of the SUBAWARD. SUBRECIPIENT may be represented by counsel at SUBRECIPIENT's sole cost and expense.

B. Any dispute between SUBRECIPIENT and TWC that cannot be successfully resolved as contemplated in Section 21.2(A) above, including the failure of either Party to follow any dispute resolution procedures set forth in this SUBAWARD, shall be resolved by initiation of judicial proceedings brought before a court of competent jurisdiction in Winnebago County, State of Illinois.

21.3. SUBRECIPIENT shall immediately notify TWC in writing of any actions or suits filed and of any claims made against TWC, SUBRECIPIENT, or any of the parties involved in the implementation and administration of the programs funded under this SUBAWARD.

Section 22. PUBLIC CREDIT TO FUNDING SOURCES

SUBRECIPIENT expressly understands that any dissemination of information to the public concerning the subject of this SUBAWARD shall be done with full credit to the funding sources. The following must be reproduced on disseminated information concerning the subject of this SUBAWARD:

The Workforce Connection- an Illinois workNet Center and partner in the American Job Center network. This program is funded by The Workforce Connection, Inc., Il Department of Commerce & Economic Opportunity, and the U.S. Department of Labor.

The Workforce Connection is an equal-opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. All voice telephone numbers may be reached by persons using TTY/TDD equipment by calling TTY (800) 526-0844 or 711. Contact the Equal Opportunity Officer at (815) 395-6638.

This program is subject to the provisions of the "Jobs for Veteran's Act" Public Law 107-288, which provides priority of services to

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veterans and spouses of certain veterans.

Section 23. BRANDING

23.1. SUBRECIPIENT understands and acknowledges that all services offered through TWC and funded by WIOA shall be promoted under "The Workforce Connection" brand as an Illinois workNet Center and the "federal identifier", a proud partner in the American Job Center network. Promotional and outreach materials, including printed brochures, media releases, flyers, brochures, advertising, and social media sites, must only include The Workforce Connection, Illinois workNet center branding and a proud partner of the American Job Center network identification.

23.2. All promotional and outreach materials shall be approved in advance by TWC Communications Manager. TWC Communications Manager will ensure all stationary, brochures, signage, business cards, and advertising meets the branding requirements of WIOA and the Illinois Department of Commerce and Economic Opportunity under Illinois workNet guidelines.

23.3. SUBRECIPIENTS shall not develop or maintain a website, webpage, or social media page for the promotion or information provision related to programs and activities funded through this SUBAWARD. The website www.theworkforceconnection.org and all social media pages associated therewith will be developed and maintained by TWC.

Section 24. DEOBLIGATION OF FUNDS FOR LOW ENROLLMENT LEVELS

24.1. TWC will review the enrollment levels monthly for the programs under this SUBAWARD. If it is projected that SUBAWARD enrollment goals will not be reached, TWC, in its discretion may modify or cancel this SUBAWARD in accordance with this SUBAWARD. If SUBAWARD'S enrollment goals are reduced, an adjustment in the program's funding level may be made.

24.2. Any requests to increase the funding level of program under this SUBAWARD must be approved by the TWC Board of Directors.

Section 25. HOLD HARMLESS AGREEMENT

SUBRECIPIENT agrees to indemnify, protect, defend and save harmless the State of Illinois, Boone, Winnebago, and Stephenson Counties, City of Rockford, and TWC from and against any and all claims, demands, actions, and causes of action of every kind and character, including, but not necessarily limited to, the cost of the defense thereof, arising or which may at any time arise in favor of any Participant, trainee, student, employee, agent, invitee, or representative of SUBRECIPIENT, or any third party on account of bodily or personal injury, death, or property damage arising from the act or omission of any Participant, trainee, student, or employee, agent, or representative of SUBRECIPIENT occurring in connection with this SUBAWARD.

Section 26. SALARY AND BONUS LIMITATIONS

SUBRECIPIENT shall comply with Public Law 109-234, and specifically Section 7013 therein regarding limits on salary and bonus compensation for individuals who are paid by funds appropriated to the Employment and Training Administration (ETA) and provided to SUBRECIPIENT. See U.S. Department of Labor Training and Employment Guidance Letter No. 5-06 for more information.

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Section 27. MODIFICATIONS

27.1. Any Federal or State laws or regulations which affect this SUBAWARD, and any and all such Federal, State, and local laws and ordinances and regulations which may, from time to time, and at multiple times, be newly adopted, altered or amended shall be incorporated into this SUBAWARD on the effective date of the laws or regulations and any amendments thereof. This SUBAWARD may be modified based upon changes in Federal and/or State guidelines that may be forthcoming as a result of legislative changes as long as such changes do not significantly affect the scope of work subject to this SUBAWARD.

27.2. Any existing Federal, State, or local laws which are relevant or applicable to this SUBAWARD but which TWC identifies after the SUBAWARD is signed shall be immediately incorporated into the SUBAWARD without further action by either Party.

27.3. TWC reserves the right to stop program operations immediately if TWC believes that any law relating to this SUBAWARD has been violated.

27.4. If SUBRECIPIENT cannot conform to the changes required by Federal or State of Illinois laws, or Federal or State of Illinois regulations, SUBRECIPIENT shall immediately notify TWC in writing. TWC shall then establish the standards for the termination of the SUBRECIPIENT's program and will terminate this SUBAWARD as soon as practicable. The best interests of the Participants shall be the primary consideration in establishing the standards for the termination.

27.5. TWC retains the right to unilaterally modify this SUBAWARD for good cause. "Good cause" includes, but is not necessarily limited to, the following:

A. SUBRECIPIENT's failure to meet terms of this SUBAWARD in whole or in part;

B. SUBRECIPIENT's repeatedly failing to submit, by dates required, RECORDS and documentation giving accurate Participant and fiscal information to TWC; or

C. SUBRECIPIENT's actions which demonstrate the appearance of impropriety or which would place TWC in a negative audit position.

27.6. TWC will notify SUBRECIPIENT in writing of the determination to modify the terms of this SUBAWARD, the reasons for such modification, and the effective date of the modifications.

All modifications to this SUBAWARD must be in writing and signed by both Parties EXCEPT IN CIRCUMSTANCES DESCRIBED IN SECTION 27.5.

27.7. All modification requests by SUBRECIPIENT must be in writing with a full explanation of why the modification is necessary. Modification requests are to be directed to TWCs WIOA Compliance Manager and Fiscal Manager for staff input, prior to a final decision by the TWC Executive Director.

27.8. Modifications to this SUBAWARD must be requested by SUBRECIPIENT not later than May 15th of the program year. Requests after this date require approval from TWC Finance Committee.

Section 28. TERMINATION OR CANCELLATION

28.1. The SUBAWARD shall be immediately canceled if at any time the U.S. Department of Labor and/or the State of Illinois cancels, fails to fund, or otherwise terminates, rescinds, or negates the grant through which this SUBAWARD or its program is funded.

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28.2. Either Party to the SUBAWARD shall have the right to terminate and end unilaterally all obligations hereunder by notifying the other party in writing of such termination at least One Hundred Twenty (120) days prior to the stated effective date of termination. If SUBRECIPIENT fails to fulfill its obligations under this SUBAWARD or misrepresents any information relied upon by TWC, TWC may notify SUBRECIPIENT in writing that TWC will terminate the SUBAWARD effective thirty (30) days following the date of notification. SUBRECIPIENT shall, however, remain obligated to maintain all RECORDS as required by this SUBAWARD regardless of cancellation of this SUBAWARD.

28.3. Upon termination or receipt of notice to terminate, whichever occurs first, SUBRECIPIENT shall cancel, withdraw or otherwise terminate any out-standing orders or SUBAWARD(s) which relate to the performance of this SUBAWARD and shall cease to incur costs. TWC shall not be liable to SUBRECIPIENT or SUBRECIPIENT's creditors for reimbursement or payment of any expenses incurred after the termination date. Upon termination of this SUBAWARD for any reason, SUBRECIPIENT shall return to TWC within thirty (30) days after the receipt of written request for return, all property purchased with funds received under this SUBAWARD and all property furnished to TWC by the State of Illinois or the U.S. Department of Labor. SUBRECIPIENT shall return such property and property RECORDS in the manner prescribed by TWC. Between the date of termination of the SUBAWARD and the date of return of the property, SUBRECIPIENT shall protect such property from damage, loss, or destruction. SUBRECIPIENT shall preserve all RECORDS relating to this SUBAWARD as provided in this SUBAWARD.

Section 29. GOVERNANCE

This SUBAWARD is governed by the laws of the State of Illinois.

Section 30. DEFINITIONS

The following terms of this SUBAWARD shall be defined as follows:

Workforce Innovation and Opportunity Act (WIOA) – shall mean the Workforce Innovation and Opportunity Act, as may be amended.

WIOA Title I – shall mean Title I–Workforce Development Activities–of WIOA, which authorizes job training and related services to unemployed or underemployed individuals and establishes the governance and performance accountability system for WIOA.

Trade Act **–** shall mean the Trade Act of 1974, as amended by the Trade Adjustment Assistance Reform Act of 2002.

Trade Adjustment Assistance (TAA) – shall mean Federal funding established under Trade Act and reauthorized under the Trade Adjustment Assistance Reauthorization Act of 2015 to assist individuals who have lost jobs due to the effects of international trade.

Participant – shall mean an individual who has been determined to be eligible to participate in and who is receiving services under a program authorized by either WIOA Title I or Trade Act.

Program – shall mean the approved program of services as identified in **Part III Scope of Work** and **Part V SUBRECIPIENT Program Description** of this SUBAWARD.

SUBRECIPIENT – shall mean the non-Federal entity receiving this SUBAWARD from a pass-through entity to carry out part of a Federal program.

SUBAWARD – shall mean the Subaward Agreement entered into between TWC and SUBREICIPIENT.

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WIOA funds – shall mean monies paid to SUBRECIPIENT by or on behalf of TWC pursuant to the Program Budget.

Program Budget – shall mean the total funds allocated by TWC for the Program and as stated on the cover sheet to this SUBAWARD except as may be modified from time to time as set forth in this SUBAWARD.

Expendable Property – shall mean that tangible property having a useful life of one (1) year or less and an acquisition cost of $1,000.00 or less per unit.

Non-Expendable Property – shall mean that tangible property having a useful life of one (1) year or more and an acquisition cost of $1,000.00 or more per unit.

On-the-Job Training (OJT) position – shall mean training by an employer that is provided to a paid Participant while engaged in productive work in a job that provides knowledge or skills essential to the full and adequate performance of the job; provides reimbursement to the employer of up to 75 percent of the wage rate of the Participant, for the extraordinary costs of providing the training and additional supervision related to the training; and is limited in duration as appropriate to the occupation for which the Participant is being trained, taking into account the content of the training, the prior work experience of the Participant, and the service strategy of the Participant, as appropriate.

Local Workforce Innovation Area 3 (LWIA 3) – shall mean the area of Boone, Winnebago, and Stephenson Counties in Northern Illinois, as established by the Governor of the State of Illinois.

Local Workforce Innovation Board (LWIB) – shall mean the Federally mandated body that oversees the investment of LWDA 3's annual WIOA funds allocation from the U.S. Department of Labor.

The Workforce Connection, Inc. – shall mean the LWIB responsible for overseeing the disbursement of WIOA funds within LWDA 3.

Debt Collection and Audit Resolution Procedures – shall mean those policies, procedures, and practices as may from time to time be adopted or approved by TWC for the purpose of making a determination on auditors' administrative and questioned cost findings, including corrective action requirements imposed on the audited organization; audit resolution does not necessarily connote agreement on the part of the audited organization.

The Workforce Connection Grievance/Complaint Policy – shall mean those policies, procedures, and practices as may from time to time be adopted or approved by TWC for the purpose of outing procedures for filing grievances or complaints alleging violations of WIOA; this policy does not apply to allegations of discrimination based on race, color, religion, sex, national origin, age, disability, or political affiliation or belief.

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PART II
ASSURANCES AND CERTIFICATIONS

SUBRECIPIENT hereby assures and certifies that:

1. It possesses the legal authority and has taken such action as may be required to enter into and be bound by this SUBAWARD and to execute the program and represents that prior to signing this SUBAWARD it has thoroughly reviewed the same and understands and agrees to the terms set forth herein.

2. It will comply fully with the nondiscrimination and equal opportunity provision(s) of the following laws as such laws now exist or may be hereafter amended:

   A. Section 188 of WIOA, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIOA Title I financially assisted program or activity;

   B. Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color, and national origin;

   C. Section 102 of the Americans with Disabilities Act of 1990 and Section 504 of the Rehabilitation Act of 1973, as amended, which prohibit discrimination against qualified individuals with disabilities;

   D. The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age;

   E. Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs;

   F. The Illinois Human Rights Act, as amended, and its Rules and Regulations, which prohibits discrimination in Illinois with respect to employment, financial credit, public accommodations, housing and sexual harassment, as well as sexual harassment in education;

   G. Nontraditional Employment for Women Act of 1991, as amended, which requires the reporting of information regarding the training and training-related placement of women in non-traditional employment;

   H. U.S. Department of Labor Regulations at 29 CFR Part 1604, Guidelines on Discrimination because of Sex, Sexual Harassment;

   I. U.S. Department of Labor Regulations at 20 CFR 652;

   J. U.S. Department of Labor Regulations at 29 CFR Parts 31 and 32;

   K. Fair Labor Standards Act of 1938;

   L. Illinois Victims' Economic Security and Safety Act of 2003;

   M. Equal Pay Act of 1963;

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N. Minimum Wage Act of 1938;

O. The Civil Rights Restoration Act of 1987;

P. Executive Order 12250;

Q. Executive Order 11246;

R. U.S. Department of Justice Regulations at 28 CFR Part 42, Subparts F and H; and

S. Vietnam Era Veterans' Readjustment Assistance Act of 1974.

3. It will comply with U.S. Department of Labor Regulations at 29 CFR Parts 31, 32, and 37, and other applicable requirements imposed by or pursuant to regulations implementing the laws listed herein, and shall cooperate with such compliance monitoring as TWC or its designee or fiscal agent may from time to time require. SUBRECIPIENT understands that the United States has the right to seek judicial enforcement of this assurance.

4. No funds received under this SUBAWARD will be used to fund any activities prohibited under WIOA, Federal, State or local laws or implementing regulations.

5. No WIOA funds received under this SUBAWARD will be used to fund the same programs for which Federal Supplemental Educational Opportunity Grants (SEOG) are received, including, but not necessarily limited to, Federal Pell Grants.

6. No WIOA funds received under this SUBAWARD will be used to support any religious or anti-religious activity; Participants in the program will not be employed on the construction, operation, or maintenance of that part of any facility which is used for religious instruction or worship.

7. Appropriate standards for health and safety in work and training situations will be maintained.

8. The program will not result in the displacement of employed workers, or impair existing subawards for service.

9. No funds will be used to train Participants to fill a job opening created by the action of an employer in laying off or terminating the employment of any other employee of the SUBRECIPIENT in anticipation of filling the vacancy so created by the hiring of a program Participant.

10. No Participant is a member of the immediate family of SUBRECIPIENT or an employee of SUBRECIPIENT who is engaged in an administrative capacity. The term "immediate family" means wife, husband, son, daughter, mother, father, brother, sister, brother or sister-in-law, father or mother-in-law, son or daughter-in-law, aunt, uncle, niece, nephew, stepparent, and stepchild. The term "person in an administrative capacity" includes those persons who have overall administrative responsibility for a program, including employees who have selection, hiring, placement, or supervisory responsibilities for the Participant.

11. Any requests for Participant information other than requests from potential employers regarding a Participant's training background and progress shall be referred to TWC.

12. Participants will not be involved in any manner in labor disputes presently existing or that may subsequently arise following the time of execution of this SUBAWARD. WIOA funds provided through this SUBAWARD shall not be used in any pro or anti-labor union activities.

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13. All records and reports required to be completed by SUBRECIPIENT pursuant to this SUBAWARD shall be accurate, true, and correct to the best knowledge of SUBRECIPIENT. Any misrepresentation of a material fact concerning the eligibility, accomplishment, or placement of a Participant, may result in WIOA funds being withheld by TWC, or legal action, to recover funds paid to SUBRECIPIENT as a result of such misrepresentation.

14. It will establish safeguards to prevent SUBRECIPIENT's staff members, employees, officers, directors, partners, owners, board members, agents, representatives, and volunteers from using their positions for a purpose that is, or gives the appearance of, being motivated by desire to divert WIOA funds for private gain for themselves or others, particularly those with which they have family, business, or other ties as a result of the work to be performed as outlined in the attachments to this SUBAWARD.

15. It will be bound by determinations arising from TWC's Debt Collection and Audit Resolution Procedures.

16. It will comply with the non-procurement suspension and debarment regulations implementing Executive Orders 12549 and 12689, 2 CFR 180 (2 CFR 200.212), which prohibits a contract award from being made to parties listed on the government-wide exclusions in the System for Award Management (SAM).

17. It is not disbarred, suspended, or proposed for debarment declared ineligible, or voluntarily excluded from participation in this SUBAWARD by any Federal department or agency (45 CFR Part 76), or by the State of Illinois (30 ILCS 708/25(6)(G)).

18. It will comply fully with the following laws as such laws now exist or may be hereafter amended:

    A. Subpart C of CFR Part 180, as supplemented by 2 CFR Part 376, Subpart C;

    B. The Copeland "Anti-kickback" Act, as amended, and as supplemented by U.S. Department of Labor Regulations at 29 CFR Part 3;

    C. The Davis-Bacon Act of 1931, as amended, and as supplemented by U.S. Department of Labor Regulations at 29 CFR Part 5;

    D. The Contract Work Hours and Safety Standards Act, as amended, and as supplemented by U.S. Department of Labor Regulations at 29 CFR Part 5;

    E. The Byrd Anti-Lobbying Amendment, as amended;

    F. 37 CRF Part 401, "Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contract and Cooperative Agreements," and any implementing regulations issued by TWC pertaining to any assignment or performance of experimental, development, or research work under that "Funding Agreement", which arises or is developed in the course of or under this SUBAWARD, including copyrights and data rights.

    G. Procurement standards set forth in 2 CFR 200.322;

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H. All applicable standards, orders, or requirements of The Clean Air Act and the Federal Water Pollution Control Act, as amended. SUBRECIPIENT will immediately report violates to TWC and the Regional Office of the Environmental Protection Agency;

I. Mandatory standards and policies relating to energy efficiency which are contained in the Illinois Energy Conservation Code issued in compliance with the Energy Policy and Conservation Act; and

J. All applicable business licensing, taxation, and insurance requirements.

19. It will take all necessary steps to assure that minority firms, women's business enterprises, and labor surplus firms are used when possible, as required by 24 CFR Part 85.36(e).

20. It is not a corporation or agency that has any unpaid Federal tax liability that has been assessed, for which all judicial and administrative remedies have been exhausted or lapsed, and that is not being paid in a timely manner pursuant to an agreement with the authority responsible for collecting the tax liability unless a Federal Agency has considered suspension or debarment of the corporation or agency and has made a determination that this further action is not necessary to protect the interests of the United States Government.

21. It is not an agency or corporation that was convicted of a felony criminal violation under any Federal Law within the preceding 24 months before this SUBAWARD was executed unless a Federal Agency has considered suspension or disbarment of the agency or corporation and has made a determination that this further action is not necessary to protect the interests of the United States Government.

22. It will address administrative, contractual, or legal remedies in instances where contractors violate or breach contract terms, and provide for such sanctions and penalties as appropriate when SUBAWARD is more than the simplified threshold amount determined by the Civilian Agency Acquisition Council.

23. It will address termination for cause and for convenience by the non-Federal entity including the manner by which it will be effected and the basis for settlement.

24. It will seek to enroll a mix of Participants in its programs and will comply with any diversified enrollment goals established for the Program by TWC.

25. It is able to provide programmatic and architectural accessibility for individuals with disabilities.

26. It will include the following tagline on any recruitment brochures, other materials and public broadcasts:

> *The Workforce Connection- an Illinois workNet Center and partner in the American Job Center network. This program is funded by The Workforce Connection, Inc., Il Department of Commerce & Economic Opportunity, and the U.S. Department of Labor.*
>
> *The Workforce Connection is an equal-opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. All voice telephone numbers may be reached by persons using TTY/TDD equipment by calling TTY (800) 526-0844 or*

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711. Contact the Equal Opportunity Officer at (815) 395-6638

This program is subject to the provisions of the "Jobs for Veteran's Act" Public Law 107-288, which provides priority of services to veterans and spouses of certain veterans.

27. It will comply with the Grant Accountability and Transparency Act.

28. If SUBREICIPIENT is a Corporation or a Limited Liability Partnership, it is in good standing for operations in the State of Illinois and will provide a copy of its "Certificate of Good Standing" from the Illinois Secretary of State's office to be maintained in the SUBAWARD file.

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PART III
Subaward 2023-203
Scope of Work

Focus of WIOA Youth Programming: The focus of WIOA youth programming is to implement and deliver services that provide education, skill development, and support that youth need to successfully transition to further education, careers, and productive adulthood. The Workforce Innovation and Opportunity Act requires fourteen program elements [WIOA Section 129(c)(2)]. The WIOA outlines a vision for serving youth that integrates resources, beginning with career explorations and guidance, continued support for educational attainment, opportunities for skills training in in-demand industries and occupations, and culminating with employment along a career pathway, enrollment into post-secondary education, or a Registered Apprenticeship.

Services/Activities:
The Workforce Connection, Inc. (TWC) authorizes a Sub award with GOODWILL INDUSTRIES OF NORTHERN ILLINOIS for the following services and activities for WIOA-eligible youth, ages 16 to 24, in Stephenson County. Both In-School and Out-of-School youth will be served through:

- Outreach, Recruitment, and Orientation for youth program
- Program Intake, including initial WIOA eligibility determination
- Comprehensive assessment of eligible youths' current educational/work-readiness skills and abilities
- Individual Service Strategy development, including timeframe for youth to complete specific ISS activities.
- On-going Case-Management—includes comprehensive guidance and counseling documented with detailed case notes in IWDS.
- Career Exploration, Work Readiness Skills, Life Skills/Soft Skills, Financial Literacy Education, Entrepreneurial Skills Training, Leadership Development, Mentoring programming
- Referrals to:
    - High School Equivalency (HSE) preparation and/or Tutoring activities, as applicable
    - Bridge Programs
    - Vocational training, as appropriate
- Incentives for youth in specified activities such as educational and/or world-of-work outcomes
- Referrals to community services, as needed
- Work Experiences (paid and unpaid), academic and occupational education in combination with work-based learning that has a component: Work Experiences, Job Shadowing, Internships, Pre-apprenticeship programs, On-the-Job Training opportunities
- Unsubsidized Job Development and Placement Assistance—coordinated with The Workforce Connection's Business Services Team
- Supportive Services**,** including referrals to community organizations, will be tracked by the case manager and recorded in case notes.
- Follow-up of youth who have left the program
- Management of youth records, including case notes
- Management of youth data related to WIOA Performance Goals

TWC envisions GOODWILL INDUSTRIES OF NORTHERN ILLINOIS serving approximately 60 youth, ages 14 to 24, in Program Year 2023**.** Youth served will include individuals from various special populations, such as youth with limited English or youth with special needs. Entry into and "exits" from youth programming will be ongoing and programming will be flexible, based upon the needs of the youth in the program. The Stephenson youth program must be able to adjust the number of case managers as the need arises and WIOA funding permits.

Expected Results:

- Youth who have not yet earned a HSE or high school diploma will do so by the time they leave the program.

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- Youth will go on to further education/training and/or to employment when they leave the program.
- Youth who are basic-skills deficient will significantly increase their educational skills during their first year in the program.
- Youth will have demonstrated work readiness skills competency, during work-based learning/work experience activities.

Performance Expectations:

Working together with all providers, the program will be expected to meet the *Common Performance Measures* goals (PY2023 Performance Goals) as negotiated with IL Department of Commerce and Economic Opportunity. However, the strong case management by staff will underlie all success.

WIOA Performance Measure	Definition
Entered Education & Employment	The percentage of youth participants who are in education & unsubsidized employment during the second quarter after exit
Education & Employment Retention	The percentage of youth participants who are in education & unsubsidized employment in the fourth quarter after exit
Credentials	The percentage of youth participants who obtain recognized post-secondary credential or secondary school diploma/GED within one year after exit from the program
Skills Gains	The percentage of youth participants enrolled in training or education program who show documented skills gains during a program year
Business Services	Effectiveness of serving employers (TBD by IL DCEO)

PY 2023 Negotiated Goals *
LWIA 3: The Workforce Connection

Performance Measure	PY2023 Performance Goal
Youth	
Youth Employment / Placement in Education Rate 2nd Quarter after Exit	69%
Youth Median Earnings Rate 2nd quarter after Exit	$3,900
Youth Employment / Placement in Education Rate 4th Quarter after Exit	70%
Credential Attainment	68%
Youth Measurable Skills Gain	52%

*Final performance goals as received from DCEO September 20, 2022.

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Enrollment Schedule

In addition to the carry over participants, the youth provider seeks to enroll 236 (or more) **"**new" WIOA youth participants (36 In-School; 200 Out-of-School) during the period 7/1/23-6/30/24.

PY 2023 Carry-Over # In-School Youth	**PY 2023 Carry-Over # Out-of-School Youth**	**Total PY2023 Carry-Over**	
4	13	17	
Cumulative # of Planned New Enrollments—In-School (Year-to-Date New Enrollments*)*	**Cumulative #** of New Planned Enrollments—Out-of-School (Year-to-Date New Enrollments*)*	**Total New**	By Date
4	6	10	September 30, 2023
8	12	20	December 31, 2023
12	18	30	March 31, 2024
18	25	43	June 30, 2024
GOAL Total PY 23 In-School Youth	**GOAL Total PY 23 Out-of-School Youth**	**GOAL Total PY 23 New & Carry-Over**	
22	38	60	

Youth Reporting Metrics:
A report will be provided quarterly to LWIB 3 staff the month following the quarterly schedule above. The report will include the following metrics:

# of New Enrollments (Registrants)-Out-of School Youth
# of New Enrollments (Registrants)-In-School Youth
# of Measurable Skills Gains for Youth who are Basic Skills Deficient
# of High School Equivalencies or High School Diplomas Earned
# of Industry Recognized Credentials Earned: In-School, Out-of-School
# of Referrals to Community Agencies and Partners

Work-Based Learning Activity:
# of Paid Work Experience
# of On-the-Job Training
# of Job Shadows

Business Services Activity:
# of New Employers Contacted from each County
# of Unsubsidized Job Development and Placement Assistance

Outreach Activities:
# of Recruitment and Outreach Events

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WIOA Youth Services Budget Page 1

Part IV
Subaward 2023-203

Organization: Goodwill Industries of Northern Illinois

Program Name: Elevate Youth Stephenson

Budget Period (Dates): 7/1/2023 through 6/30/2024

	20.00%	80.00%	100.00%
BUDGET - WAGES	**In-School Budget**	**Out-of-School Budget**	**Total Budget**
Youth Specialist (Full time at $22.15 hour * 2080 hours) + annual bonus	9,334	37,338	46,672
Compliance Manager (approx 8% of time spent)	1,150	4,600	5,750
TOTAL WAGES	**$10,484**	**$41,938**	**$52,422**
FRINGE BENEFITS			
Social Security @ 6.2%	$650	$2,600	$3,250
Medicare @ 1.45%	$152	$608	$760
Health ($620 per month per employee for 12 months) - employee waived coverage			
Life Insurance and ADD ($36/year per employee x 1 employees)	$7	$29	$36
Dental insurance ($20/month per employee)	$48	$192	$240
STD (annual wages/52 weeks X 1.986%)	$4	$16	$20
Unemployment @ 0.44%	$46	$185	$231
Workers' Comp. @ 0.1732%	$18	$73	$91
TOTAL FRINGE	**$925**	**$3,703**	**$4,628**
TOTAL WAGES AND FRINGE	**$11,410**	**$45,640**	**$57,050**

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WIOA Youth Services Budget Page 2

Organization: Goodwill Industries of Northern Illinois and Wisconin Stateline Area, Inc.

Program Name: Elevate Youth Stephenson

Budget Period (Dates): 7/1/2023 through 6/30/2024

BUDGET - OTHER COSTS	In-School Budget	Out-of-School Budget	Total Budget
SUPPLIES			
Training Supplies/Materials/Texts	$400	$1,600	$2,000
Office Supplies/Materials/Postage/Duplicating	$200	$800	$1,000
EQUIPMENT MAINT/RENTAL/PURCHASE			
Office			
Training			
OUTSIDE SERVICES			
Accounting/Bookkeeping			
Computer Operation	$40	$160	$200
Printing/Duplicating	$60	$240	$300
Recruitment			
MISCELLANEOUS COSTS			
Staff Training (travel, lodging, meals, tuition, conference fees, etc.)	$60	$240	$300
In-Town Travel @	$152	$610	$762
Telephone			
Participant Incentives	$409	$1,637	$2,046
WIOA Work Experience	$4,000	$16,000	$20,000
Indirect Costs	$1,049	$4,194	$5,242
Supportive Services	$500	$2,000	$2,500
FACILITY COSTS			
Facility Costs @ 300 /month for 12 months	$720	$2,880	$3,600
TOTAL - OTHER COSTS	**$7,590**	**$30,360**	**$37,950**
TOTAL - WAGES & FRINGE	**$11,410**	**$45,640**	**$57,050**
GRAND TOTAL	**$19,000**	**$76,000**	**$95,000**

NON-REIMBURSABLE COSTS: LINES OF CREDIT

WIOA Tuition/Books/Etc.			
Customized Training for participants	$1,500	$3,500	**$5,000**
On the job training costs			
TOTAL NON-REIMBURSABLE COSTS	**$1,500**	**$3,500**	**$5,000**

Part IV
Budget Narrative
Goodwill Industries WIOA Youth Stephenson County Proposal
PY2023

Wages

1) One Youth Specialist at $22.00/hour or $46,672 annually. Direct costs to this budget only. Youth Specialist performs 50% of work as the Career Planner and 50% of work as the Business Specialist and tracks work based learning time monthly.
2) Compliance Manager – 8% of time spent for a total of $5,750 to this grant. Charged to multiple grants so will track time spent and only charge time spent on this grant.

The budget for wages:

In school	$10,484
Out of School	$41,938
Total	$52,422

Employee Benefit Costs

1) Social security costs are 6.2% of wages on all roles above to total $3,250.

2) Medicare costs at 1.45% of wages on all roles to total $760.

3) Health insurance benefits for full time employee are $620 per employee per month, however, employee has waived insurance coverage.

4) Life Insurance and Short Term Disability at $36/year per employee for 1 staff to total $36.

5) Dental insurance is $20/month per employee for 1 staff to total $240 for the year.

6) Short Term Disability is annual wages/52 weeks X 1.986% for a total of $20.

6) Unemployment costs are 0.44% of wages to total $231 for the year.

7) Workers compensation costs average 0.1732% of wages to total $91 for the year.

The budget for fringe:

In school	$925
Out of School	$3,703
Total	$4,628

Total wages and fringe:

In school	$11,410
Out of School	$45,640
Total	$57,050

Other Costs

Supplies

1) Training supplies are budgeted for $2,000 which includes career and work readiness materials, USB drives for participants, CASAS assessments ($4.44/participant), and DocuSign envelopes for signatures ($4.50/envelope).

2) Office supplies/materials/postage/duplicating includes printing and postage for the program, as well as office supplies to include paper, pens, toner for printers, general office supplies including paper clips, folders, and consumables for staff at $1,000.

Outside Services

1) Computer operation is budgeted for $200 and includes computer setup, troubleshooting, and any maintenance costs.

2) Printing and duplicating costs are budgeted at $300 for the printing of materials, flyers, and documents as needed for the recruitment of participants and service delivery.

Miscellaneous Costs

1) Staff training costs total $300 and includes onsite training for staff, as well as conference fees and costs for relevant training and events.

2) In-town travel and travel from Freeport to Rockford is budgeted to be paid at Goodwill's rate which is the IRS rate of $0.625 per mile. This totals $762.

3) Participant incentives are budgeted at $2,046. Stipends will be awarded for the following incentives:
    - $50 per GED/HSE test completion
    - $100 for the final HSE/GED test or High School Diploma achievement
    - $50 for completion of the career readiness course
    - $100 for completion of industry-recognized credentials

4) WIOA Work experience costs include work experiences for in-school and out-of-school youth and summer youth work experiences. This will total $20,000.

5) Indirect costs are budgeted at 10% of wages to total $5,242.

6) Supportive Services are budgeted at $2,500 which includes allowable and necessary supportive services for youth, including transportation, childcare, and work tools/boots.

7) Facility costs are budgeted at $300/month to total $3,600 for The Workforce Connection Freeport office site. No other facilities are budgeted into the cost and if needed, will be provided in kind.

Total other costs:

In school	$7,590
Out of School	$30,360
Total	$37,950

Direct costs total:

In school	$19,000
Out of School	$76,000
Total	$95,000

Lines of Credit

1) We are budgeting $5,000 for customized training for in-demand training that will result in industry-recognized credentials. We will work with the TWC board to bid out this training.

Total cost of request: $100,000

Work Based Learning Costs

1) Direct work experiences are budgeted at $20,000.
1) Youth Specialist performs 50% of work as the Business Specialist and tracks work based learning time monthly. This amount is charged to Work based learning and is projected at $23,336 for wages and $2,213 for fringe to total $25,549 toward work based learning.

Total Work based learning costs:

Total Costs	$47,762
Work based learn percentage	47%

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PART V
Subaward 2023-203
PROGRAM DESCRIPTION

Overview of Youth Services Provided

Goodwill Industries of Northern Illinois, Inc. (Goodwill) proposes to serve the youth of Stephenson County through the WIOA Youth Elevate Program. Since 2013, Goodwill has served young adults through WIOA programs and services, exceeding outcomes and grant objectives each year. We propose to provide comprehensive delivery of Youth Workforce Services, including participant recruitment and enrollment, education, career training, case management, career exploration through innovative methods and tools, and post-secondary training and employment that sets youth on a path to careers with living wages.

Goodwill proposes to serve 60 youth and young adults in Stephenson County per program year. In-school and out-of-school youth will receive tailored education and employment services based on proven case management techniques and strategic partnerships. Participants will explore their career interests and create a custom education and employment plan. Traditional learning, work-based learning opportunities, and on-the-job training will allow participants to earn education and employment credentials leading to a job that aligns with their stated employment goals. Support services, such as transportation will be provided as needed to ensure participants stay on track throughout the Elevate program.

The Elevate program will continue operating in The Workforce Connection facility in Freeport, Illinois as well as connecting with and operating in other community-based and youth-centered organizations to ensure that youth are aware of the program and its benefits. For in-school students, we will work within public schools as well as alternative schools, leveraging the work of these schools to help equip students with additional tools to succeed. Some of the partnerships begun include the Regional Office of Education, Freeport High School, and Highland Community College Adult Education programs. Goodwill will provide additional opportunities for students through tutoring, support, and career readiness, and work-based learning opportunities. We will work within post-secondary institutions to ensure that once youth enroll, they have the resources to persist and earn their certification, credential, or degree that will lead to self and family-sustaining wages.

Goodwill will also engage out-of-school youth who have been disconnected from the educational system or have completed secondary school and need assistance to navigate their next step. Out-of-school youth services will be available at community agencies including the NAACP Yield Program, Boys and Girls Club, and other neighborhood sites to ensure accessibility and to meet youth where they are. Out-of-school youth will be able to finish their high school equivalency, attend vocational training to earn credentials and explore careers through classes, hands-on experience, and work-based learning.

Through Goodwill's work-based learning model, youth will have the opportunity to perform work-based learning to explore career pathways, learn essential work skills, and earn while learning. Emphasis will be on high-demand careers in the Freeport area at local employers, who will provide opportunities to learn and explore careers and the culture of work.

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We also propose to offer two customized post-secondary courses for youth to provide training and credentials for jobs in demand in the region. Through custom classes, we can maximize grant dollars and provide credentials that are meaningful to local employers and provide youth with additional training, national industry-recognized credentials, and the ability to continue to stack their education and earning power. Examples of custom classes we can build out after confirming employer need include: Forklift or warehouse and logistics credentials, customer service certifications, Certified Nursing Assistant or other health care credentials, or other relevant credentials that fill the workforce need in the county.

Goodwill is familiar with work experience contextualized with learning and job coaching through our current Elevate Program which has surpassed work-based learning goals each year of our contract as well as our other Youth Programs, including the LifeLaunch program for youth with justice system involvement and the Supported Work programs for youth and adults with disabilities operated since 2012 in partnership with the Illinois Department of Human Services Department of Rehabilitation Services. Through these programs, Goodwill has numerous employer partners that work with our participants and hire them for community-based employment. Goodwill provides support to participants and employers alike, creating strong, sustainable relationships. Some of our employer partnerships in Stephenson County include Freeport Health Network (FHN), the Freeport Park District, and the Bocker Auto Group.

Because of Goodwill's work with WIOA and local employers, we are familiar with targeted industries in the region, including manufacturing, transportation, distribution, logistics, information technology, and health care, among others. Goodwill connects learning in programs with on-the-job work-based learning strategies to help young adults contextualize their learning. We work collaboratively with The Workforce Connection Business Team, as well as industry groups, employers, and partners to ensure youth obtain both the technical and soft skills to increase the pool of qualified workers.

Throughout the program, youth will learn while earning and increasing their educational credentials and ability to successfully step into the workforce. Our Youth Specialist will focus on career navigation, with special attention to helping youth understand educational and employment opportunities and effectively prepare for employment in these fields. We will implement the use of TransfrVR tools, which allow youth to explore over 30 different careers using virtual reality simulations. These tools can be used in our career center or taken to neighborhood centers and schools. Additional field trips to employers and Career Exploration courses will provide hands-on opportunities to help understand and explore the world of work.

When students have completed credential training, work experience, their HSE/GED, or other training, our staff will help them to find and maintain employment in the community related to their training. Youth specialists work with the TWC business team, the Career Center team and local employers to assist students to find employment success. Through this model and the individualized opportunities for youth, we will meet or exceed all targeted performance measures set forth by WIOA and The Workforce Connection.

Elevate Facility

Goodwill will continue to serve individuals at The Workforce Connection in Stephenson County, located at 307 W. Main Street, Freeport, IL 61032. This facility meets all local ADA, fire, health, and safety standards and Illinois accessibility codes. If or when issues are identified, they are addressed immediately.

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It is important that we meet youth where they are, both literally and figuratively, so Goodwill staff will also continue to meet potential participants throughout the county, particularly at organizations that serve youth, including schools and community organizations. To reach underserved youth in Freeport, we will recruit from schools and community centers, including the Regional Office of Education (ROE#8) (located at 27 S State Ave #101, Freeport, IL 61032) and Highland Community College (2998 W Pearl City Rd, Freeport, IL 61032) in addition to other sites as needs evolve. These sites meet all building codes and accessibility guidelines as well.

Additionally, Goodwill serves youth through work-based learning at numerous community businesses. Prior to placing individuals at businesses, we do a site walkthrough and approval to ensure the site is accessible and safe for participants.

By serving individuals in different areas in the community, Goodwill will ensure that the program is accessible and responsive to the needs in the community as well as meeting youth where they are. Staff will work with participants, and partner agencies to ensure that youth are able to get to our program in the location that best serves them.

Service delivery

Goodwill proposes to provide effective and person-centered services while helping youth grow their skills for the workforce. Our program design emphasizes strong relationships based on individualized needs, engaging youth in robust career pathways in target industries, and providing opportunities for training, credentials, and success through Learn and Earn programming.

The Elevate Program will provide opportunities for 60 enrolled youth annually. When youth enroll in the program, they work with their Career Planner to create a plan for services called an Individual Service Strategy (ISS). This plan is informed by assessments, participant interests, and career exploration. Youth have the opportunity to rapidly enroll, obtain quick, impactful credentials and skills, and earn while learning at the High School Equivalency or post-secondary level. While these activities occur, youth have a strong support system with staff role models and a cohort of peers with whom they will learn and grow. Support services, including transportation assistance, bus navigation training, and work clothing, will help ensure participants' success.

Youth have the opportunity to explore career pathways through Virtual Reality tools, as well as through connections to employers in manufacturing, IT, health care, and transportation, distribution, and logistics. Additionally, Goodwill will provide customized classes to help young adults earn credentials in high-demand career pathways in the county. These quick credentials enable participants who are not yet ready for longer-term training to be able to obtain measurable success and greater earning potential in a shorter period of time.

Outreach, Recruitment, and Orientation

Goodwill will provide aggressive outreach activities to ensure that enrollment goals are being met. This outreach approach includes ensuring that our team is out in the community meeting with and serving youth where they are and providing multiple entry points for connection.

For recruitment, Goodwill will continue to focus on recruiting youth through effective connection and collaboration with community partners including the Boys and Girls Club, and the NAACP Yield Program.

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We will continue existing strong connections with local schools including Highland Community College HSE classes, Freeport High School, and Orangeville High School.

In addition to outreach and recruitment in the community, Goodwill will provide regular orientation sessions in the Freeport Career Center, as well as on-demand at any time, including virtually. Orientation and enrollment sessions can be done at any time to ensure that youth are served in an ongoing manner when they are ready for programming.

Intake and Assessment

Goodwill's comprehensive youth assessment process ensures that staff and participants alike have a full understanding of strengths, challenges, interests, and abilities to help determine next steps in programming. The assessment process helps staff engage participants in conversations about their past work experience, future goals, and interests to collaboratively create their Individual Service Strategy and program goals.

Goodwill ensures that participants can easily complete WIOA-required assessments so they do not feel tested out of the program. Comprehensive Adult Student Assessment Systems (CASAS) is used to determine participants' math and reading levels. Career Cruising is used to help determine participants' career paths and interests. Goodwill will provide assessments at all program locations as well as off-site as needed, and can provide paper versions for students who need accommodations or do not have the digital literacy to complete the testing online.

Development of Individual Service Strategy

As noted above, youth complete assessments that inform their Individual Service Strategy (ISS) development. Youth participants are partners in the development of their goals, not bystanders. Youth specialists work with youth to listen to their needs, alleviate challenges and barriers, and provide assistance to develop career pathways in line with their needs as well as wage and growth prospects. Each ISS includes educational and employment goals, as well as supportive services and referrals to ensure that youth have the resources they need to be successful and self-sufficient.

Staff is trained to employ a strengths-based, WIOA-compliant approach to ISS development and to successfully engage participants via motivational interview techniques. ISS's are a living document and are continually updated to ensure they accurately reflect the needs of participants.

All youth participants have access to a menu of services designed to engage and prepare them for education and work opportunities. Career exploration and work readiness training is combined with work-based learning and credential attainment. Youth have access to supportive services and case management throughout the program and afterward. In addition to assistance connecting with a local HSD or HSE program, all youth have access to work experiences, On-the-Job Training, pre-apprenticeship and apprenticeship programs, internships, job shadowing, and referrals to community resources.

Ongoing Case Management

Case Management is an essential part of successful youth programs. Goodwill's model of case management provides a pathway to success for youth in this program area. Goodwill is recognized as a leader in case management practices and is one of the founders of the Rockford Area Case Management initiative, an initiative to ensure individualized, strength-based, culturally competent case management

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services that help participants achieve specific outcomes leading to self-sufficiency. This person-centered model ensures that youth are able to individualize their programming and reach success in a career that fits their interests and aptitudes.

Case Management and support begins immediately at intake and youth are supported and guided by all Goodwill staff as they navigate enrollment and assessments. Goodwill's intake staff encourages youth and assists with removing barriers to enrollment, ensuring that the WIOA documentation needed is not a barrier for any youth who wants to enroll. Once enrolled, youth are assigned a Youth Specialist who guides, mentors, coaches, and assists them. The Youth Specialist helps youth understand their options, creates a plan to achieve their goals, and identifies supports needed and barriers to be addressed. The Youth Specialists are a consistent support throughout the program, ensuring that youth are engaged and connected throughout services.

Youth Specialists coordinate service delivery with other agencies that youth may be involved with, ensuring that youth are served holistically and without confusion and duplication. Staff works with partner agencies to host staffing meetings together and coordinate programming that best serves the youth in the most efficient and collaborative manner.

All Goodwill Staff are trained in WIOA compliance, eligibility, individual service strategies, trauma-informed practices, person-centered services, and motivational interviewing. Additionally, ongoing specialized training ensures that staff provides services that youth need to succeed.

In addition to case management, Youth staff provides supportive services that help remove barriers to success. This includes but is not limited to childcare assistance, transportation, and many other services that help youth succeed in training and employment. Staff provide traditional supportive services such as bus passes and gas cards, as well as innovative options such as Uber and Lyft rideshare services. Staff learn of challenges and the team works with participants to brainstorm and find solutions. All supportive services are tracked by staff and recorded in case notes.

In addition to supportive services provided through WIOA, we will continue to connect participants with Goodwill's Community Navigator to leverage community resources, including rental and housing assistance, documentation for IDs, and expungement assistance.

Participant incentives

Goodwill provides Elevate participants with cash incentives for achieving key program outcomes and milestones to ensure participants remain enrolled and achieve their stated goals. Examples of incentives include:

- $50 per GED/HSE test completion
- $100 for the final HSE/GED test or High School Diploma achievement
- $50 for completion of Career Readiness course
- $100 for completion of industry-recognized credentials

Referrals to Community Services

Goodwill works with many partners to ensure youth can be successful in their goals. Through this program, we will collaborate with the High School Equivalency (HSE/GED) programs in the region and refers participants if they need their diploma/credential. Programs we will refer to include Highland

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Community College Adult Education, the Regional Office of Education, and others that meet the needs of participants. Partnerships with staff of the local programs help to connect participants to the programs that best fit their needs in terms of class schedule, location, program structure, and education level.

In addition to community HSE/GED programs, we will connect students to other needs, which include tutoring assistance, study skills training, dropout prevention services, as well as community benefit programs as needed, which include DHS for public benefits including SNAP or medical insurance, community agencies for other benefits or resources, IDES for unemployment benefits, and Prairie State Legal for any legal needs. Other services may include mentoring services, leadership development services, financial education or entrepreneurial skills training, and other preparation or transition activities. Through our existing partnerships, we are able to offer holistic services to young adults and rapidly connect them to the resources they need.

Youth will have the opportunity to attend occupational skills training through a variety of means, including through referral to other programs such as the NAACP Yield Program, the EDDR Pre-apprenticeship program, or other occupational skills training programs in the region. If youth need funding for training, we will connect and co-enroll them in Adult WIOA services if they are eligible for funding for in-demand jobs. We will also provide customized classes for high-impact in-demand training for youth in the program so they can earn relevant credentials.

Unsubsidized job development and placement assistance

Goodwill's Elevate program places an emphasis on work-based learning opportunities for youth to ensure they are exposed to different opportunities in our community. Youth are able to simultaneously complete their High school diploma/equivalency and paid internships and work-based learning. In the past 2.5 years, we have completed over 275 work-based learning contracts, exceeding our goals each year and providing youth with opportunities with local employers. Goodwill's innovative business service team works with youth and employers to create work-based learning opportunities, individually and in cohorts, based on individual and employer needs. Some of the employers we have worked with in Freeport include Freeport Health Network, Titan Tire, Brooke's Barks and Rec, Computer Dynamics, Carlson's Canine Camp, and Munchies Cereal and Shake Bar, among others. We will continue to develop employer relationships in conjunction with The Workforce Connection business team to provide both subsidized and unsubsidized opportunities for Elevate participants. Key sectors for employer partnerships include: healthcare, information technology, manufacturing, and transportation, distribution, and logistics. Additionally, the program's summer work program will give youth in secondary school the opportunity to earn and learn in their desired field.

Goodwill has extensive experience developing employer partnerships and has consistently provided essential work-based learning opportunities to participants. As many providers across the state and nation struggled during the pandemic, Goodwill sustained its work-based learning services to ensure youth maintain access to jobs. This approach has ensured that we are a leader in the state in meeting youth and adult workforce goals.

Goodwill is well qualified to be the Employer of Record for this contract as it has successfully provided Employer of Record services for both youth and adult WIOA programs since 2019. Goodwill has set up the structure, processes, and procedures for this role and expanded the program's capabilities and capacity. Since July 2019, we have implemented 276 work-based learning contracts (109 in FY 2020; 116

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in FY 2021, and 51 thus far in FY 2022). In addition to the work-based learning component, we have extensive experience helping youth transition from subsidized supportive employment to competitive community employment. We will utilize that experience to ensure that youth are able to obtain self- and family-sustaining long-term employment after completion of the program.

In addition to providing work-based learning to help students understand workplace expectations, we help participants prepare for the world of work through workshops and case management so they will be successful in their career pathways. This includes career exploration, job readiness, and life skills activities that are provided to individuals in the program. Key focus areas of career development include work attainment skills (career exploration, resume, and cover letter creation, applying for jobs), as well as retention skills (communication skills, conflict resolution, personal advocacy, using your resources, and digital literacy) and life skills (financial education, entrepreneurship, self-advocacy).

Management of Youth Records including Case Notes

Goodwill youth staff will be responsible for managing youth records accurately and effectively to ensure we meet all the WIOA Youth requirements for record keeping. Our team attends training at hire, annually, and as needed to ensure they understand the documentation requirements for the WIOA grant. This includes ensuring all documentation is entered in a timely fashion into the IWDS system, as well as keeping paper files orderly and up to date.

Case notes are entered into the IWDS system in a timely manner, using proper case noting techniques, including clear and concise descriptions. Regular internal audits are done to ensure that all participant files are up to date and all case noting and service activities are completed within required timelines.

Goodwill has a Youth Compliance specialist who ensures we stay up to date on changes within the WIOA guidelines, as well as reviews files for issues and/or trends. Training is provided if issues are identified in either the online system or paper files. Youth specialists will also use salesforce to document work based learning and employer outreach activities.

Management of Youth data related to WIOA Performance goals

Goodwill is aware of the outcomes and performance goals and ensures our entire team understands the goals needed for the success of the program and the students. We work with individuals throughout the program to ensure they are meeting their milestones, including earning measurable skills gains, credentials, and employment. Our staff tracks this data, on an individual basis and on an aggregate basis to ensure we will meet our goals.

Part of meeting our goals is to ensure strong follow-up of participants so that we are aware when they earn credentials and employment, even after they have exited the program. We follow up with youth for 12 months after exit and staff reach out to individuals at least monthly. Likewise, participants are encouraged to follow up with staff regarding their education, training, and employment needs. Due to this emphasis on relationship building, many Elevate participants proactively reach out to Goodwill staff to discuss milestones they have reached or education and employment challenges they still face.

Goodwill employs numerous methods of engaging with Elevate participants to ensure we collect the required data, including providing incentives for milestones, connecting through various means, and most importantly, strong relationships with participants.

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Through our programming and effective case management and referrals, we will provide all 14 required elements of the WIOA Youth program.

Performance Expectations

We will meet performance goals through excellent service delivery, strong practices and procedures, and effective and timely services.

Name of goal	**Required goal**	**How we will meet it**
Enrollment goal	60 participants	Through effective outreach at community sites and rapid enrollment, we will meet or exceed enrollment goal.
Youth employment rate 6 months after exit	69%	We will ensure youth employment rate is met through relevant workforce credentials that help youth find living wage jobs, training and coaching on workplace expectations and job retention skills, and strong relationships with youth for follow up reporting.
Youth employment rate one year after exit	70%	We will ensure youth employment rate is met through relevant workforce credentials that help youth find living wage jobs, training and coaching on workplace expectations and job retention skills, and strong relationships with youth for follow up reporting.
Youth median 6 months after exit	$3,900	We will ensure youth median wages measure is met through strong career exploration that prioritizes in demand careers that pay living wages, as well as relevant workforce credentials that help youth find and obtain living wage jobs.
Youth credential rate	68%	Credential rate will be met through strong case management and rapport with participants, encouragement to meet their educational goals, connection to training with credentials, including customized training.
Youth measurable skills gain	52%	Youth measureable skills gain will be met through strong relationship building with participants and partner agencies to obtain skills gains, as well as

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		encouragement, incentives, and assistance with tutoring or study skills.

In addition to the measures above, we will report monthly on additional metrics, including work based learning placements, credentials earned, and business services metrics.

The Workforce Connection, Inc.

Policy Title: Incumbent Worker Training

Policy Number: 2016-500-02, Change 2

Status: Active

Effective: March 19, 2024

Purpose/Introduction: **The purpose of the Work-Based Training policy is to maintain compliance with WIOA Title I Adult, Dislocated Worker and Youth programs and all other associated grants that utilize training agreements/contracts for Incumbent Worker Training,**

References:

WIOA ePolicy Chapter 7, Section 2 and all subsections
https://apps.illinoisworknet.com/WIOAPolicy/Policy/Index/137

- WIOA ePolicy Chapter 7, Section 2.2.3 Incumbent Worker Training Policy
- WIOA ePolicy Chapter 7, Section 2.2.3.1 Incumbent Worker Definition
- WIOA ePolicy Chapter 7, Section 2.2.3.2 Employers Eligibility
- WIOA ePolicy Chapter 7, Section 2.2.3.3 Individuals Receiving IWT
- WIOA ePolicy Chapter 7, Section 2.2.3.4 General Requirements
- WIOA ePolicy Chapter 7, Section 2.2.3.5 Matching and Allowable Costs
- WIOA ePolicy Chapter 7, Section 2.2.3.6 Employer Agreement
- WIOA ePolicy Chapter 7, Section 2.2.3.7 IWT Program Application Process
- WIOA ePolicy Chapter 7, Section 2.2.3.8 Programmatic Reporting
- WIOA ePolicy Chapter 7, Section 2.2.3.9 Performance Requirements
- WIOA Section 3(14-Customized Training)
- WIOA Section 134 (d)(4)
- 20 CFR 680.780, 680.790, 680.800, 680.810, 680.820, 680.210(b), and 682.320(b)(3)

Background: **Incumbent Worker Training (IWT) provides both workers and employers with the opportunity to build and maintain a quality workforce and increase both participants' and companies' competitiveness. It is a type of work-based training and upskilling designed to ensure that employees of a company can acquire the skills necessary to retain employment and advance within the company or to acquire the skills necessary to avert a layoff. Incumbent Worker Training is responsive to the special requirements of an employer or a group of employers in partnership with other entities for the purposes of delivering training to: Help avert potential layoffs of employees, or to increase the skill levels of employees so they can be promoted within the company and create backfill opportunities for the employers.**

Local Policy/Procedures:

LWIAs must consider the following factors when determining the eligibility of employers to receive funds:

1. The occupation(s) for which incumbent worker training is being provided must be in demand as defined by WIOA Section 3(23) and as determined by local workforce area-specific labor market information;

2. The industry to which the employer is assigned, as determined by its North American Industry Classification System (NAICS) code, must be in demand as defined by WIOA Section 3(23) and as determined by workforce development area-specific labor market information produced by ESD;

3. The employer must not have laid off workers within 12 months to relocate to Illinois from another state;

4. The employer must attest, in writing, that it is not delinquent in unemployment insurance or workers' compensation taxes, penalties, and/or interest.

Training:

- Training will be in occupations in a targeted sector as defined in the local plan.
- Skill Attainment will be skills that directly benefit the workers receiving the training by making them more qualified in their field of employment, and/or provide new skills for new product lines or processes.
- All training programs provided as part of an IWT project must be competitively procured by the Employer. Procurement by noncompetitive proposals is procurement through solicitation of a proposal from only one source, or, if after solicitation of a number of sources, competition is determined inadequate. If it is determined that there is more than one training provider for the specific training, three (3) quotes must be submitted as part of the application process.

Employer Share of Training Costs:

Employers participating in incumbent worker training are required to pay the non-WIOA (non-federal) share of the cost of providing training to their incumbent workers. The employer share is based on the size of the workforce (wages paid to the participant while in training can be included as part of that share) as follows:

- At least 10 percent of the cost for employers with 50 or fewer employees
- At least 25 percent of the cost for employers with 51 to 100 employees
- At least 50 percent of the cost for employers with more than 100 employees

Listed below are costs that may be reimbursed through the grant or used as a matching contribution.

- Instructor wages; include wages and benefits for instructors who are employed by the company.
- Tuition
- Training materials and supplies
- Fees required to complete training
- Training facility costs (off-site or on-site) (matching costs only)
- Cost for use of employer's equipment during training (matching costs only if the company is producing at less than full capacity)
- Fees for technical or professional certifications and/or licensures for incumbent workers as a direct result of the training received.

The Workforce Connection will not approve training costs exceeding $10,000 of grant funds per employee. No exceptions will apply.

Funds for Incumbent Worker Training are based on funds available.

Action Required: This information should be disseminated to all The Workforce Connection, Inc. staff, fiscal agent staff, program service providers, partner agencies, sub-awardees, and contractors.

Responsible Party: The Business Account Managers and the Business Services Team will provide review and implementation of incumbent worker training projects and the Executive Director of The Workforce Connection must sign all contracts.

Inquiries: Questions regarding any aspect of this policy should be directed to The Workforce Connection Executive Director.

Effective Date: Immediately

Workforce Development Activities (Title IB of WIOA)

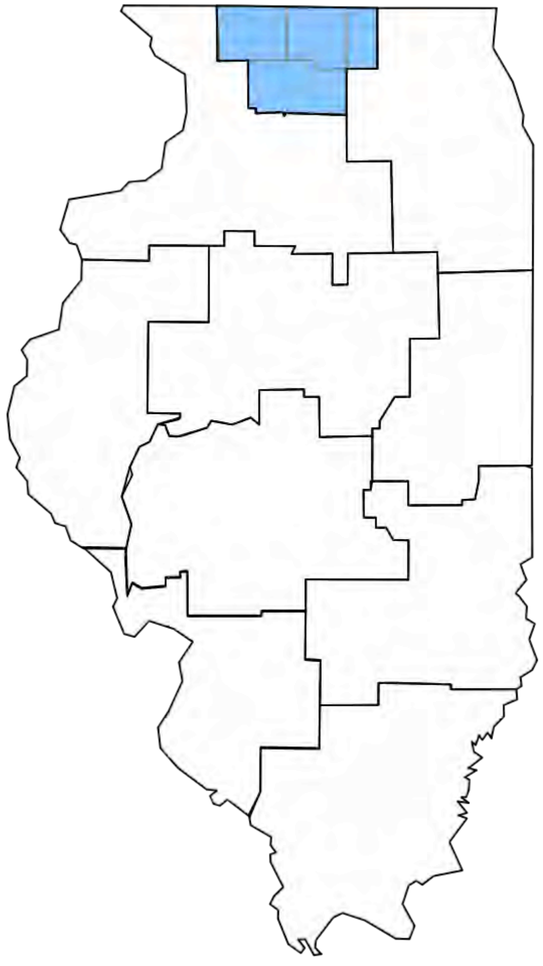
Negotiated Levels of Performance for PY 2024 and 2025

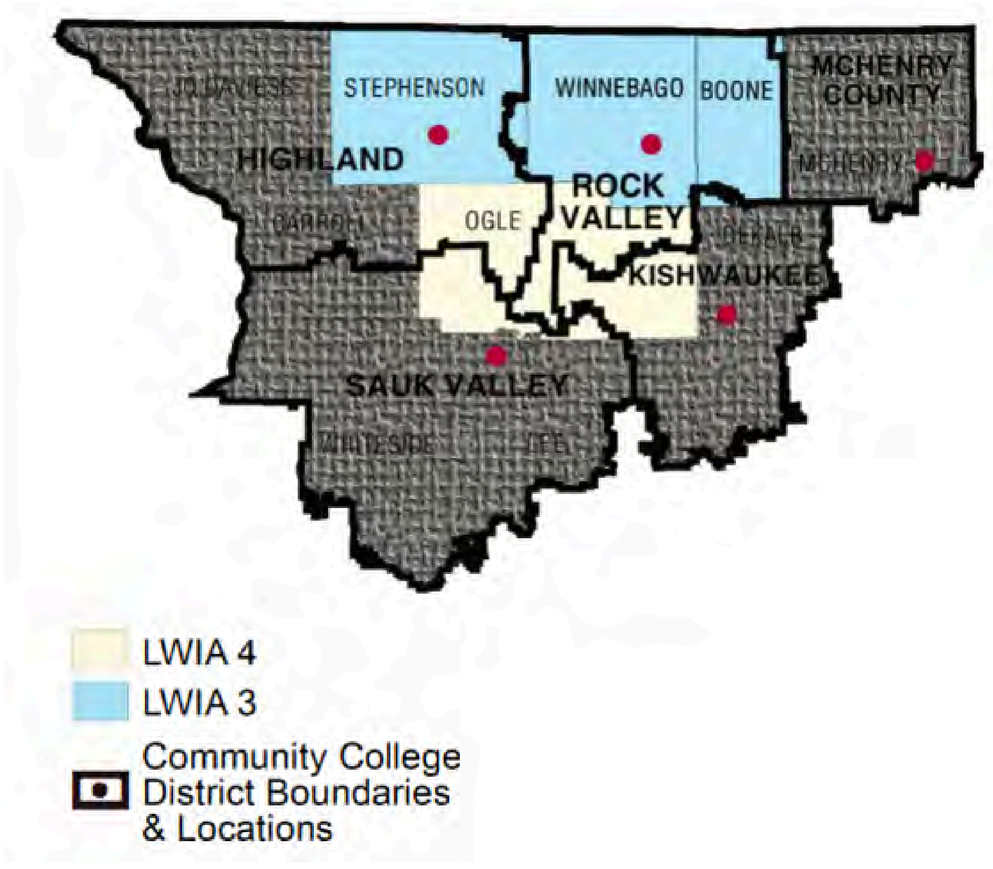
LWIA #3 – The Workforce Connection

Adult	**PY 2024**	**PY 2025**
Employment Rate 2nd Quarter after Exit	67.5%	67.5%
Employment Rate 4th Quarter after Exit	65.0%	66.5%
Median Earnings 2nd Quarter after Exit	$8,500	$9,000
Credential Attainment within 4 Quarters after Exit	70.0%	73.0%
Measurable Skill Gains	66.0%	68.0%
Dislocated Worker		
Employment Rate 2nd Quarter after Exit	70.0%	70.0%
Employment Rate 4th Quarter after Exit	70.0%	70.0%
Median Earnings 2nd Quarter after Exit	$9,000	$9,550
Credential Attainment within 4 Quarters after Exit	72.5%	72.5%
Measurable Skill Gains	64.0%	70.0%
Youth		
Employment or Education Rate 2nd Quarter after Exit	73.0%	73.0%
Employment or Education Rate 4th Quarter after Exit	70.0%	70.0%
Median Earnings 2nd Quarter after Exit	$4,800	$4,800
Credential Attainment within 4 Quarters after Exit	58.5%	63.0%
Measurable Skill Gains	62.0%	65.0%

2026 Northern Stateline Regional Plan Data Packet

For general questions about the regional data packets, contact Andy Blanke, ablanke1@niu.edu. For more detailed questions, contact your region's Labor Market Economist: Logan Taira, Logan.Taira@illinois.gov.





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Demographic Overview

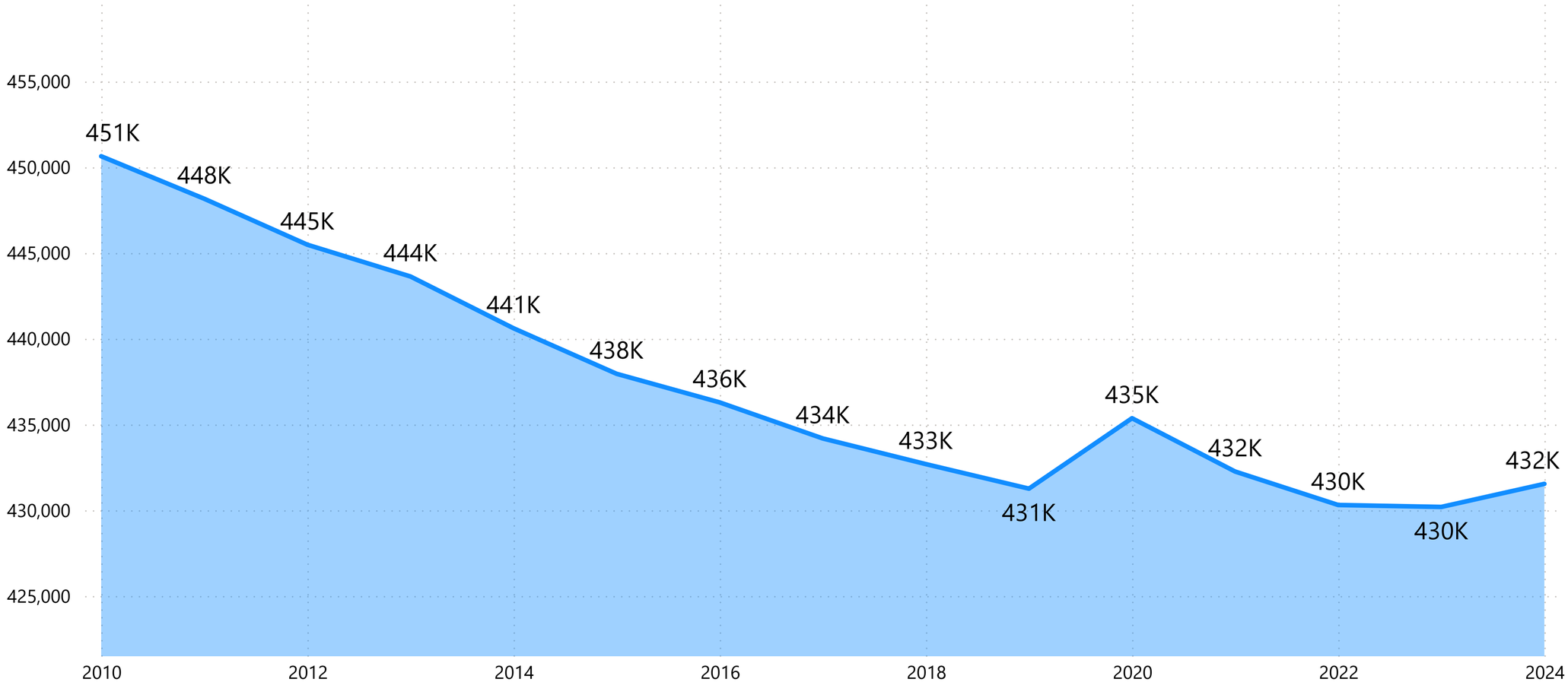
Population Over Time
Age
Race & Ethnicity
Educational Attainment
Bachelor's Degree Fields
Largest Cities in Region
Language
Disabilities
Veterans
Income for Families
Income by Race/Ethnicity
Poverty Status
Target Populations

Northern Stateline Region Population Over Time

Illinois has a population of 12,710,158 and is the 6th largest state in the nation. Below are the estimated total population and share of total population over time, along with the 2024 population for each county in the region.

Care must be taken when comparing population for 2019 and 2020, as the 2019 estimate was based on migration and aging adjustments from the 2010 census, and 2020 was a full count of the population. The Census Bureau did not revise previous population estimates to reconcile with the 2020 full counts. Statewide, the Census Bureau estimated population decreases for 2020-2022, which were somewhat reversed for 2023-2024.

County	2024 Population
Winnebago	283,790
Boone	53,313
Ogle	51,345
Stephenson	43,088
Total	**431,536**



3.5%
Share of State in 2010

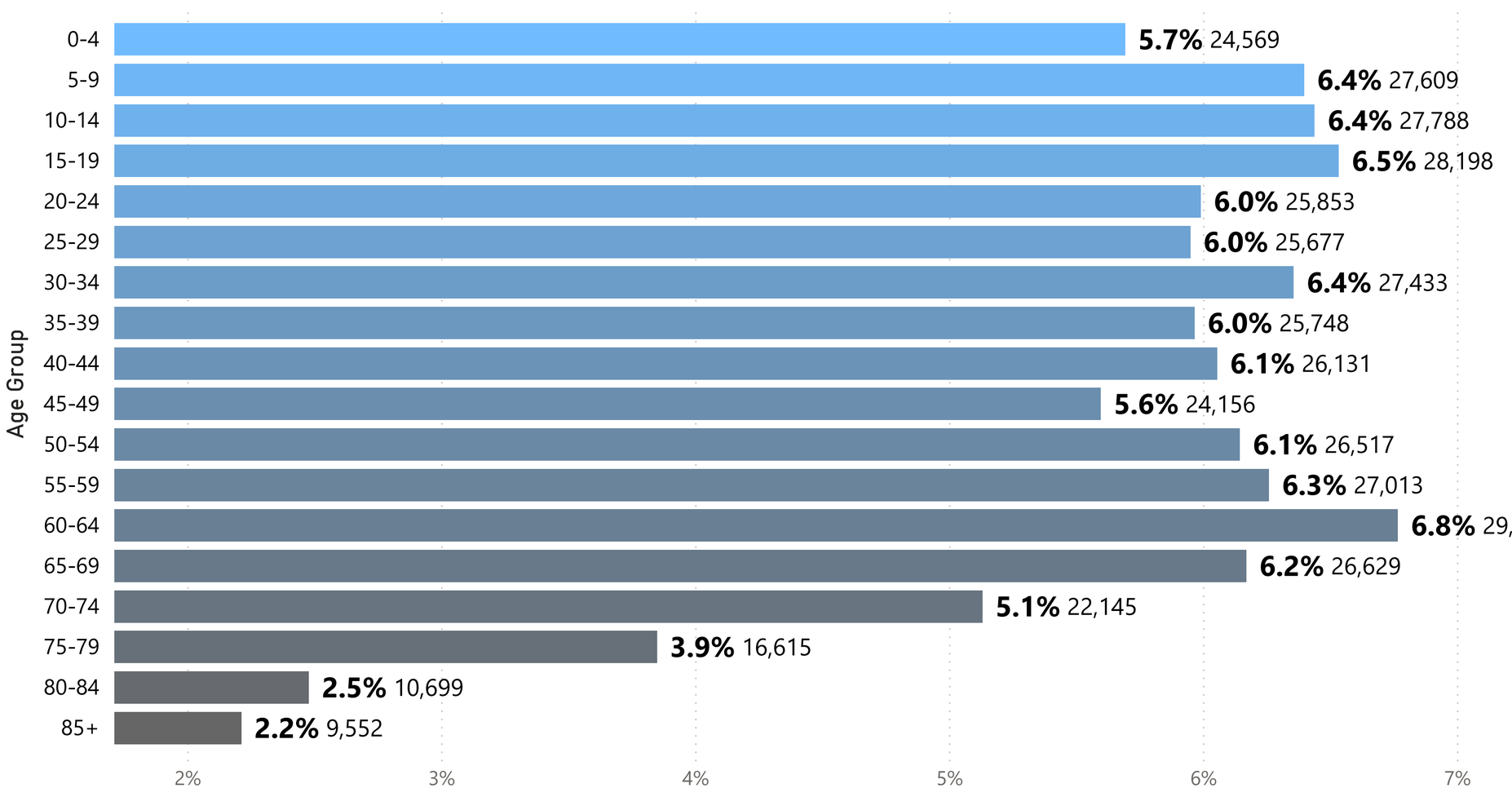
3.4%
Share of State in 2024

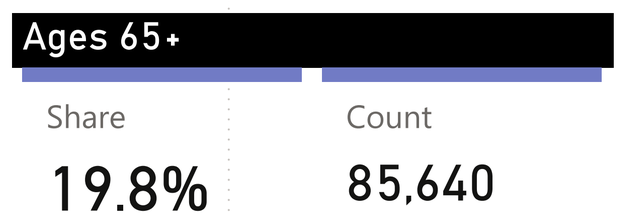
Source: U.S. Census Bureau, Population Estimates Program, 2010-2019 & 2020-2024. 2010 & 2020 populations are for April 1st. All other estimates are for July 1st.

Northern Stateline Region Age Composition in 2024

The median age in Illinois has been steadily increasing over the past decade. In 2024, the median age was 39.4 compared to 36.6 in 2010. Statewide, just under 18% of Illinois residents are age 65 and over. Below is the composition of population by age in the region.

Population by Age in 2024, Shares and Counts





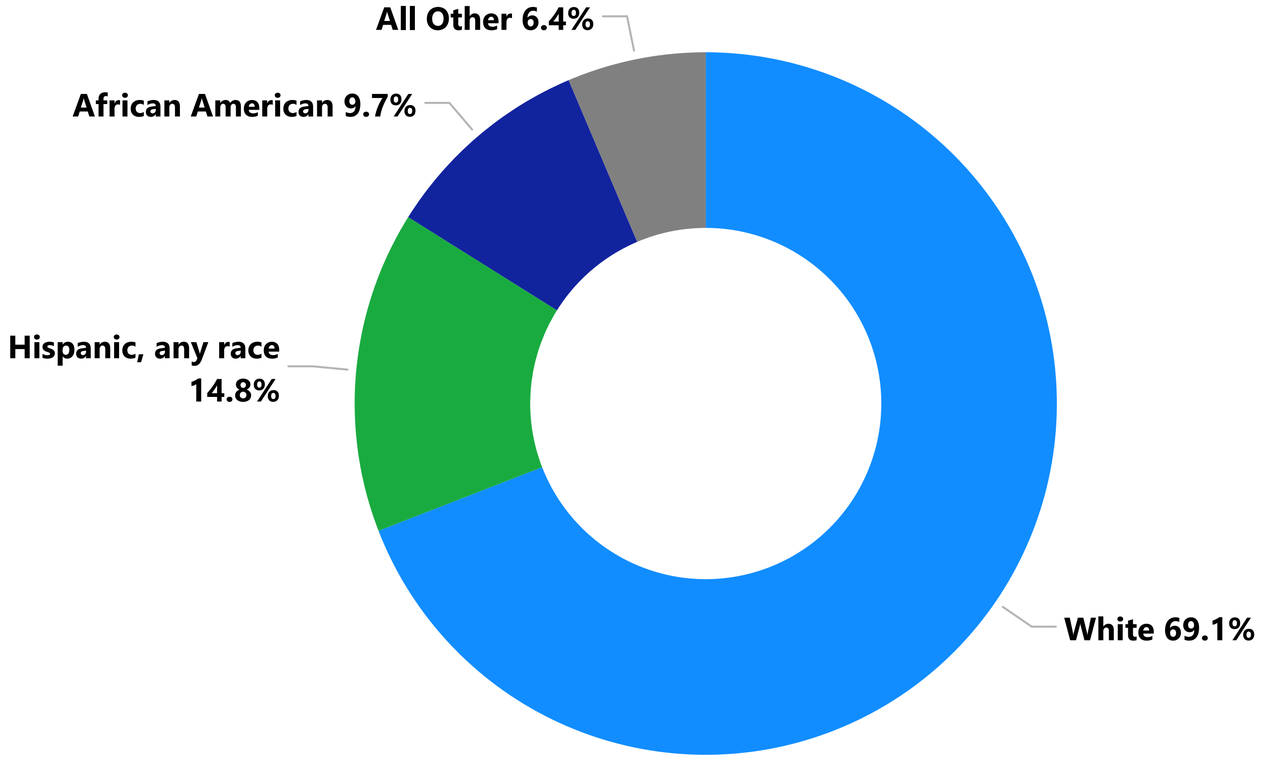
Source: U.S. Census Bureau, Annual County Resident Population Estimates, 2024

Northern Stateline Region Population by Race/Ethnicity, 2019-2023

Statewide, about 59% of the population is white, 19% is Hispanic, and 14% is African American. Below is the composition of the population in the region by race and ethnicity, along with estimated population levels for 2019-2023. On this page, Hispanic ethnicity includes all races, and all other categories are non-Hispanic.

Share of Population by Race/Ethnicity

All Races are Non-Hispanic, Hispanic includes all races. "All Other" includes all groups with <5% of total. See table for all categories.



Population Details

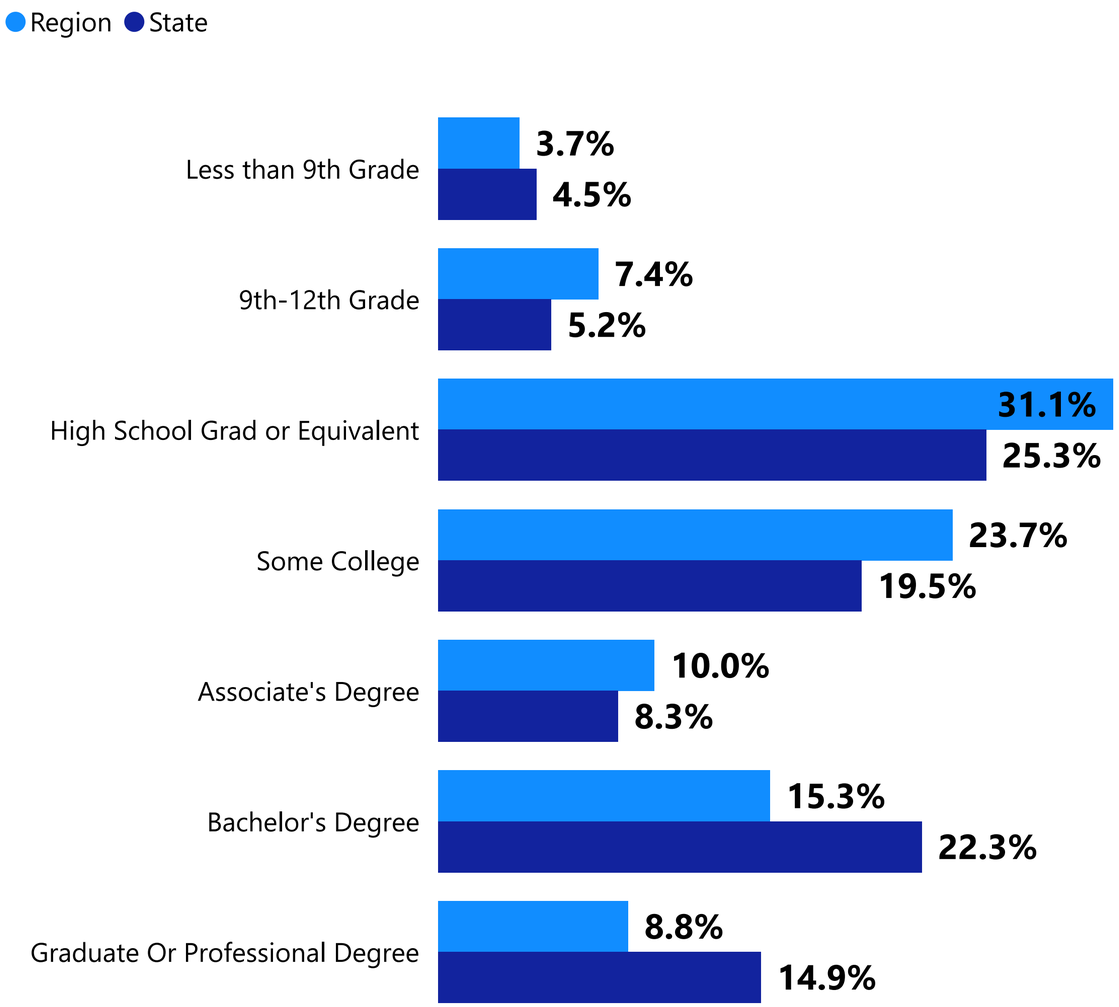
Race	Count	Share
White	298,633	69.1%
Hispanic, any race	63,987	14.8%
African American	41,963	9.7%
Multiracial	17,040	3.9%
Asian	9,133	2.1%
Other	1,164	0.3%
American Indian or Alaska Native	178	0.0%
Native Hawaiian or Pacific Islander	85	0.0%
Total	**432,183**	**100.0%**

Source: U.S. Census Bureau, 2019-2023 American Community Survey, Table B03002.

Northern Stateline Region Educational Attainment Characteristics

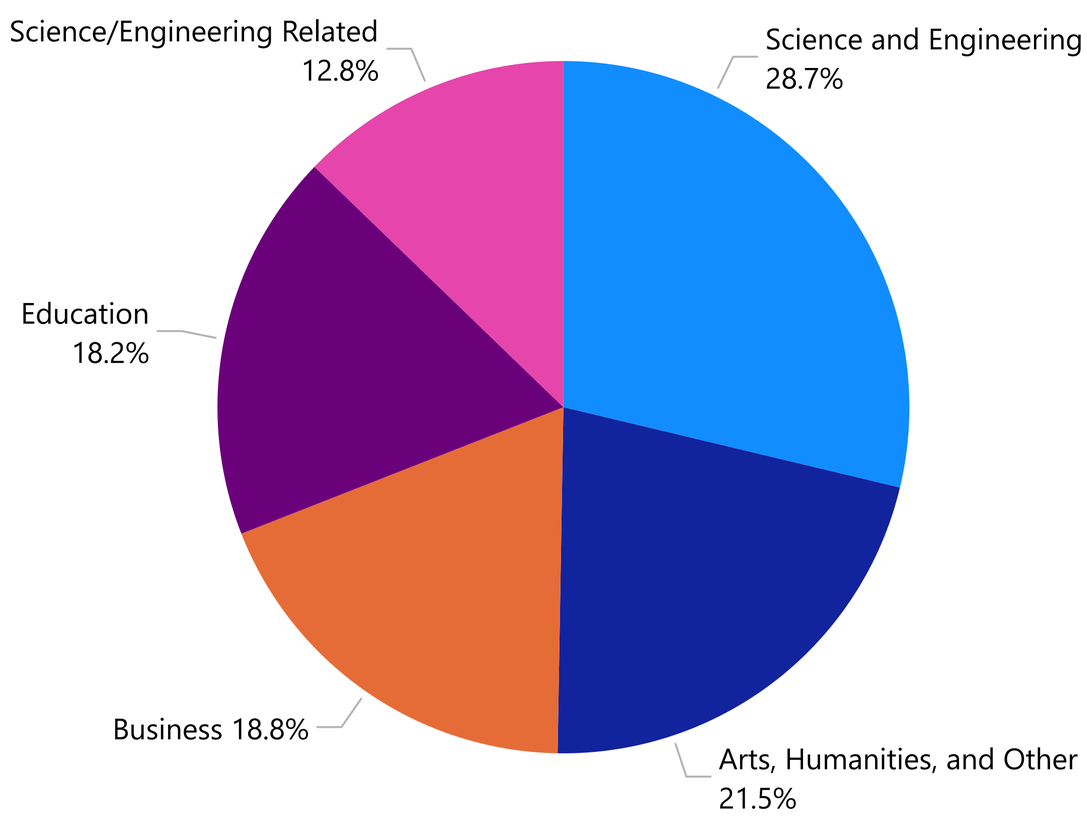
About 65% of Illinois residents 25 & over continued education past high school. Below are the educational attainment characteristics of the region compared to the state.

Share of Population Age 25+ by Education Level



Bachelor's Degrees by Field of Study

American Community Survey does not ask about Associate's Degree fields of study.



Science/Engineering Related includes pre-medical, engineering technology, etc.

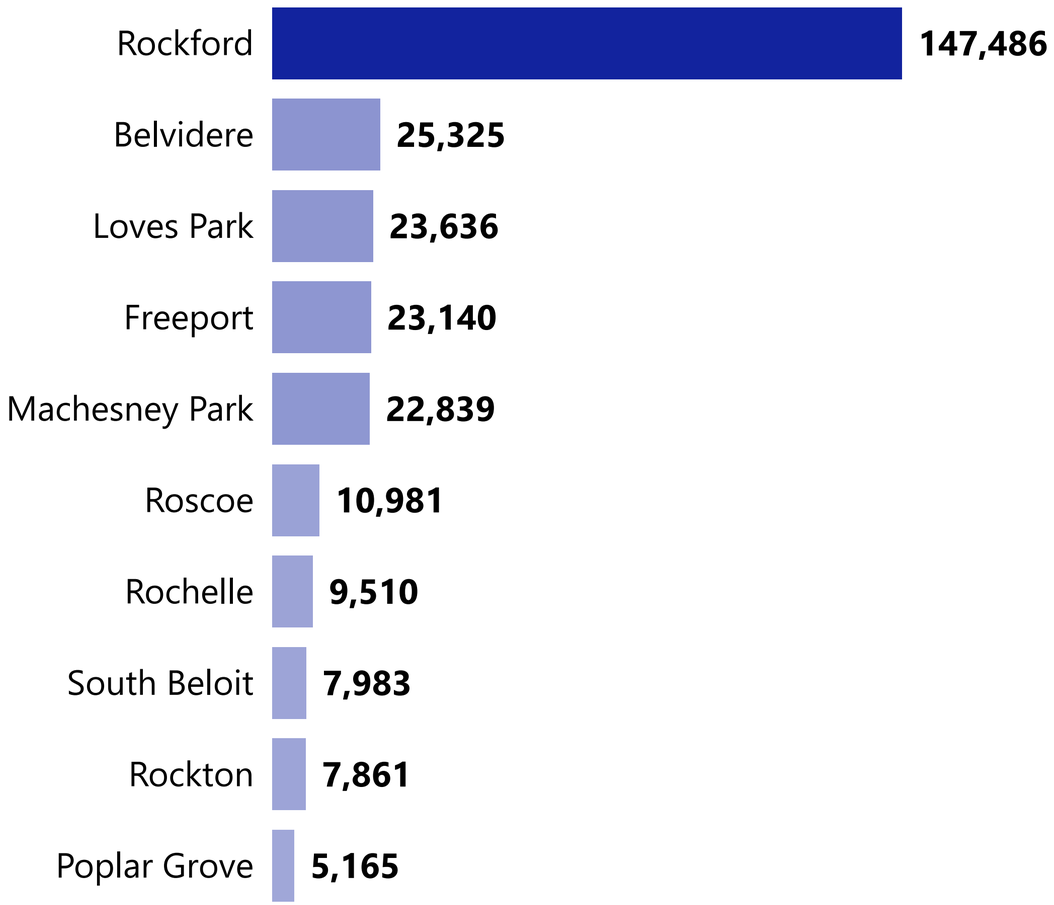
Source: U.S. Census Bureau, 2019-2023 American Community Survey, Tables S1501 & S1502.

Largest Cities in Northern Stateline Region

Below are the July 1st, 2024 population estimates for the 10 largest cities in the region. *These population counts differ from American Community Survey data, which shows average population over a multi-year period.* Population estimates are based on births, deaths, and relocations that occurred after April 1st, 2020.

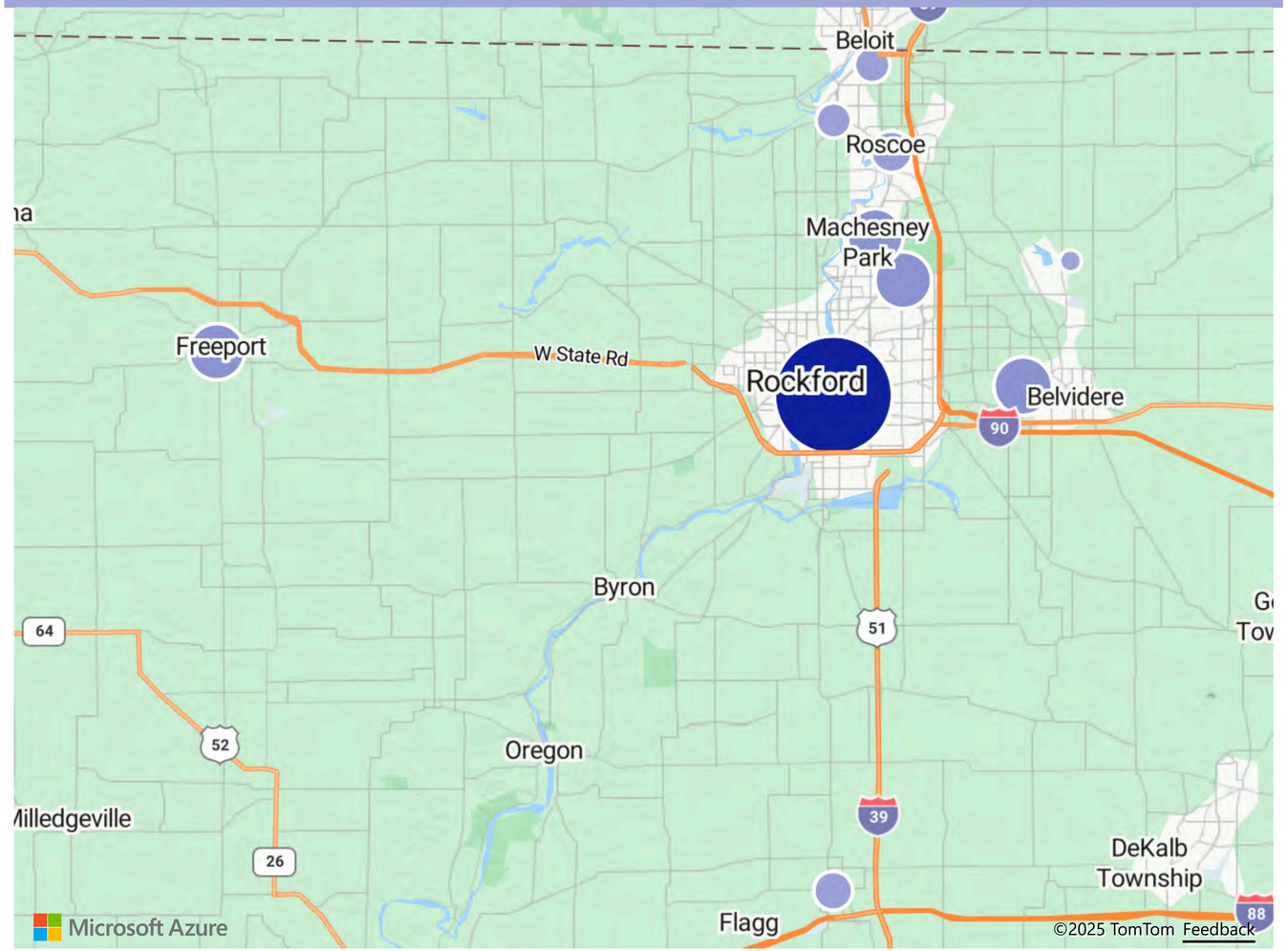
Ten Largest Cities in 2024

Shading proportional to population sizes within region.



Reference Map for Largest Cities

Dots correspond to size in region, not municipal boundaries. Some labels might not show due to density.



Source: U.S. Census Bureau, 2024 Population Estimates.

Population Ages 5+ by Language Spoken at Home in Northern Stateline Region

Statewide, 23.8% of Illinois residents speak a language other than English at home. On the national level, 22.5% of the population speaks a language other than English at home. Below is the composition of population in the region by language spoken at home.

Speaks English Only

Count	Share
352,098	86.5%

Does not Speak English at Home

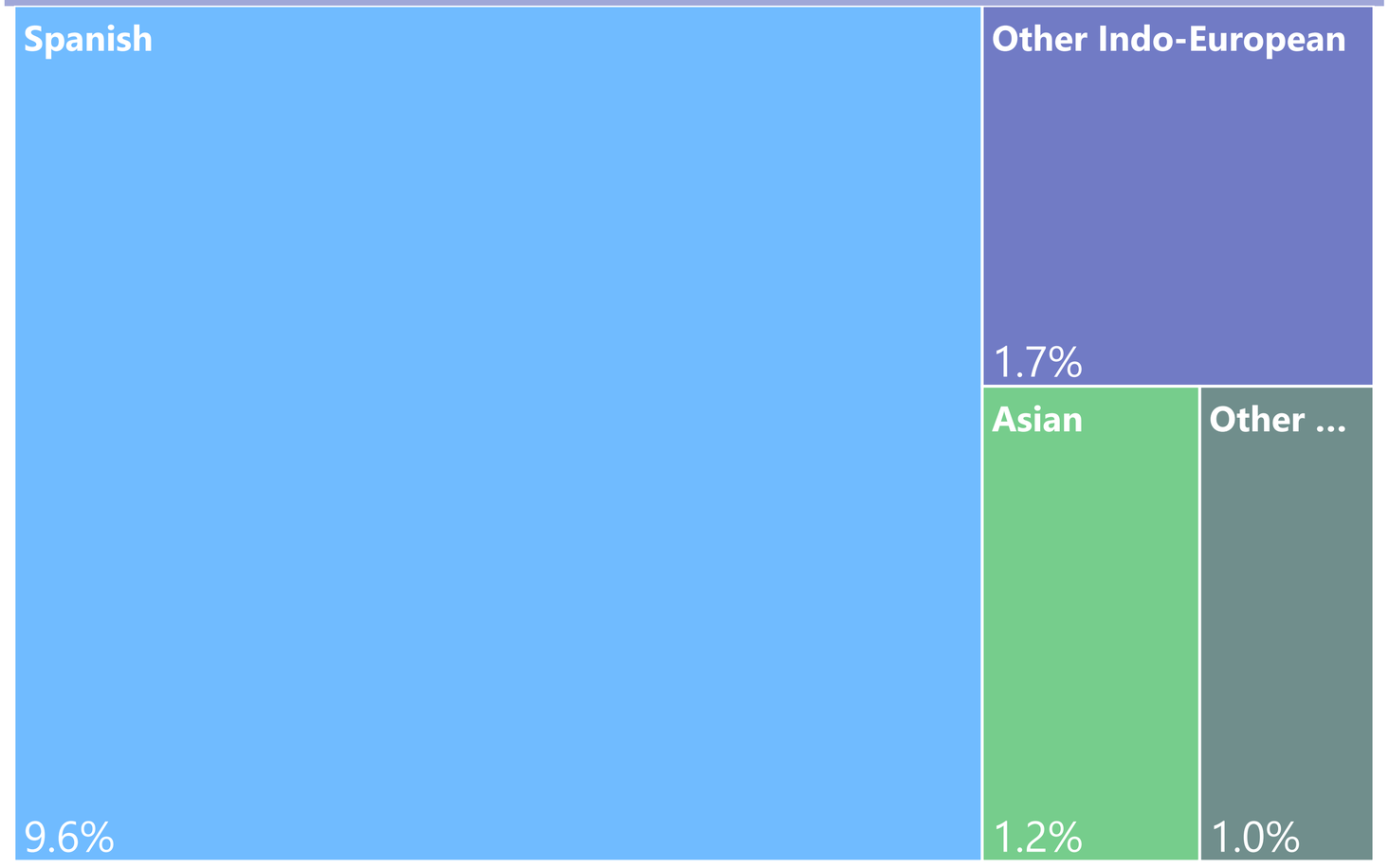
Count	Share
54,797	13.5%

"Other Indo-European" includes French, Polish, Russian, Hindi, etc.

"Other Languages" includes Arabic, Hebrew, indigenous North American languages, and African languages.

Languages Other than English, by Geographic Origin

Does not total 100% - English is majority in every region.



Source: U.S. Census Bureau, 2019-2023 American Community Survey, Table S1601.

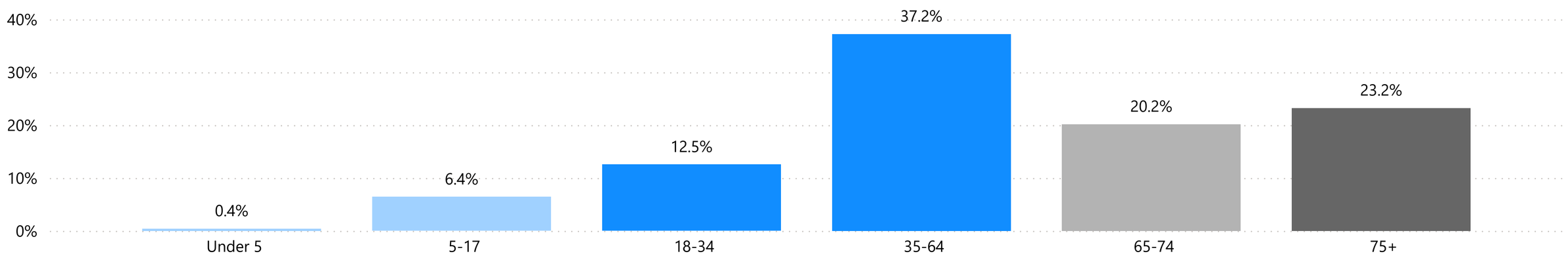
Population with Disabilities in Northern Stateline Region

63,428
Persons with Disabilities in Region

14.8%
Share

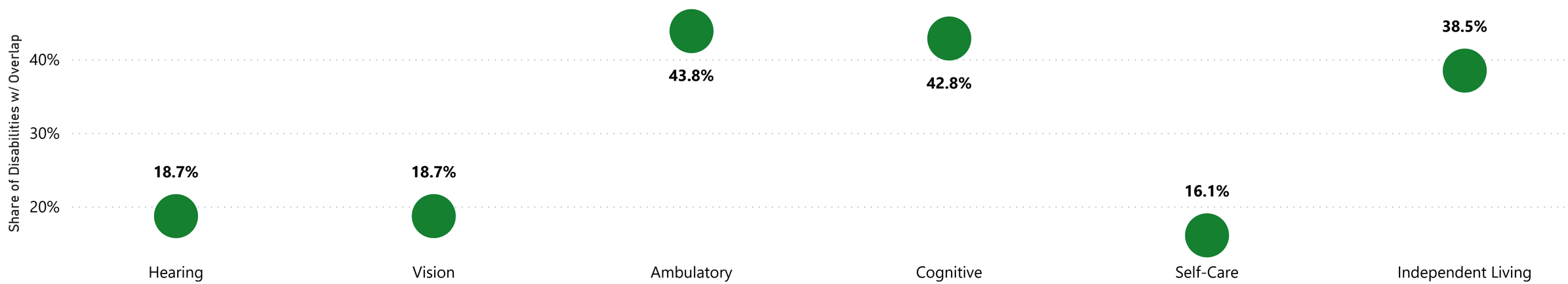
Approximately 12% of the population (or 1.48 million people) in Illinois have some type of disability. Among the population of working age (18-64) with disabilities, the most common disabilities are cognitive and ambulatory. Below is the composition of persons with disabilities in the region by age and by type of disability. These data are not comparable to the 2023 data packets, which showed disability types for the total population instead of ages 18-64. E.g., the previous data included retirees.

Share of Persons with Disabilities by Age



Types of Disabilities, Ages 18-64

Percent to total with disabilities AND ages 18-64. Does not total 100 - disabilities can intersect.



Source: U.S. Census Bureau, 2019-2023 American Community Survey, Table S1810.

Population with Disabilities in Northern Stateline Region

22,317

Veterans in Region

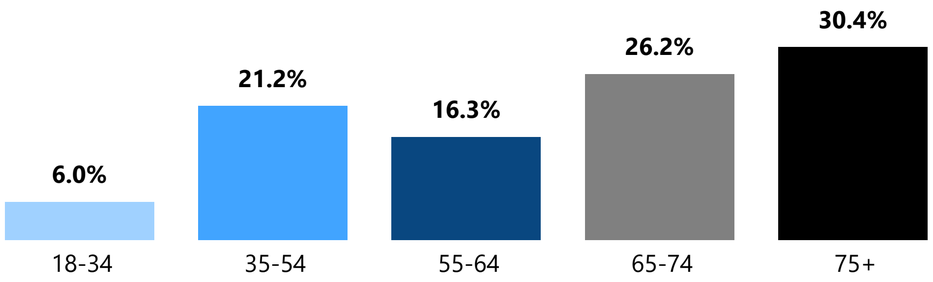
6.7%

% of Population Ages 18+

Statewide, there are 493,667 veterans in Illinois, which is about 5% of the total population. Nationally, veterans represent about 6% of the total population. Below is some information on the share of the veteran population in the region by age, race, period of service, and educational attainment.

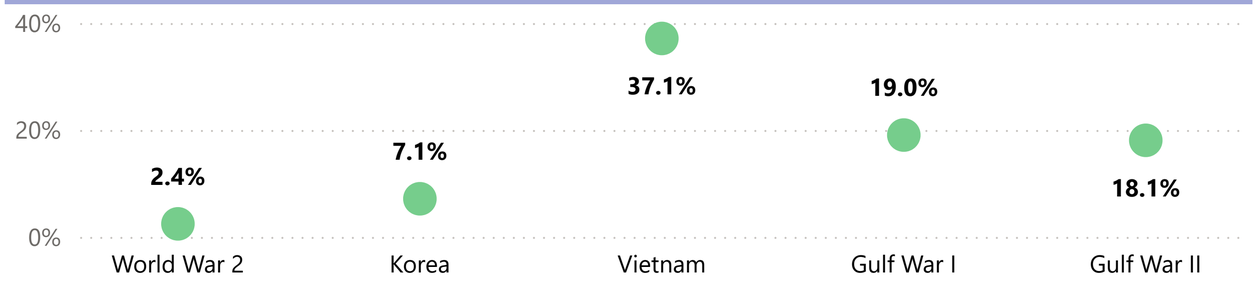
The American Community Survey data on veterans do not consistently dissect by labor force status. Totals by race and educational attainment could also include retirees or those of working age, but not in the labor force.

Share of Veterans by Age



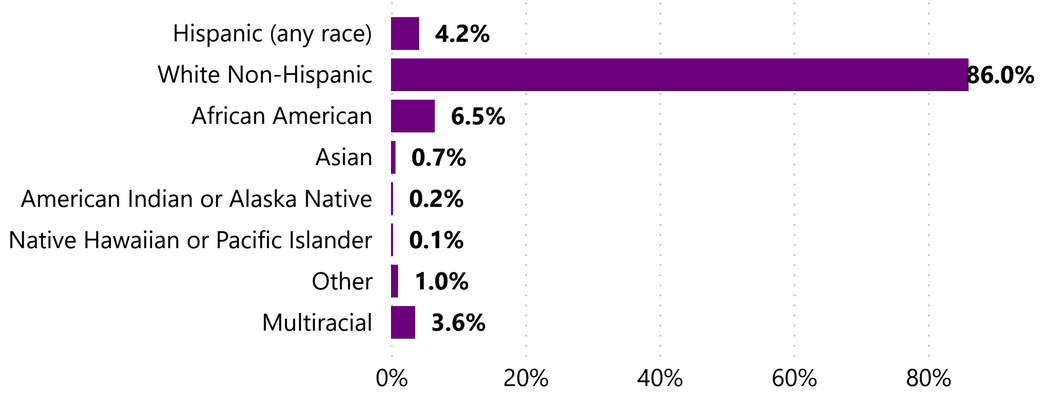
Period of Service

Does not total 100%- excludes peacetimes

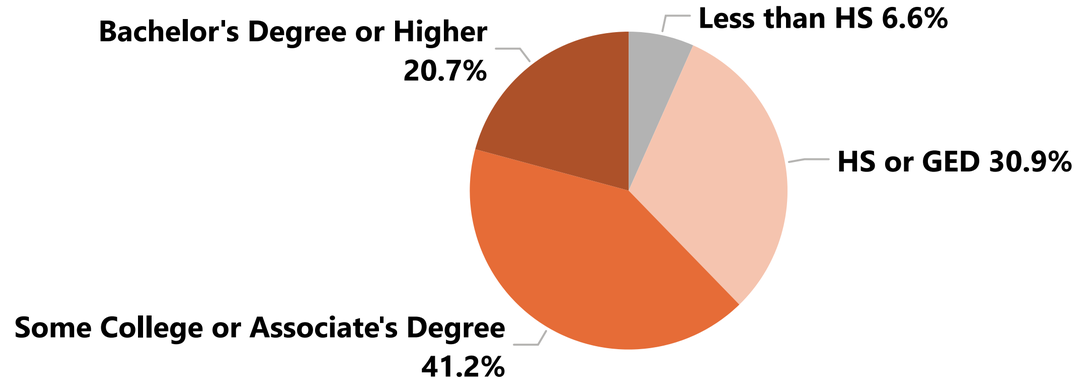


Race/Ethnicity

Does not total 100- survey did not specify non-hispanic except for white.



Educational Attainment, ages 25+



Source: U.S. Census Bureau, 2019-2023 American Community Survey, Table S2101.

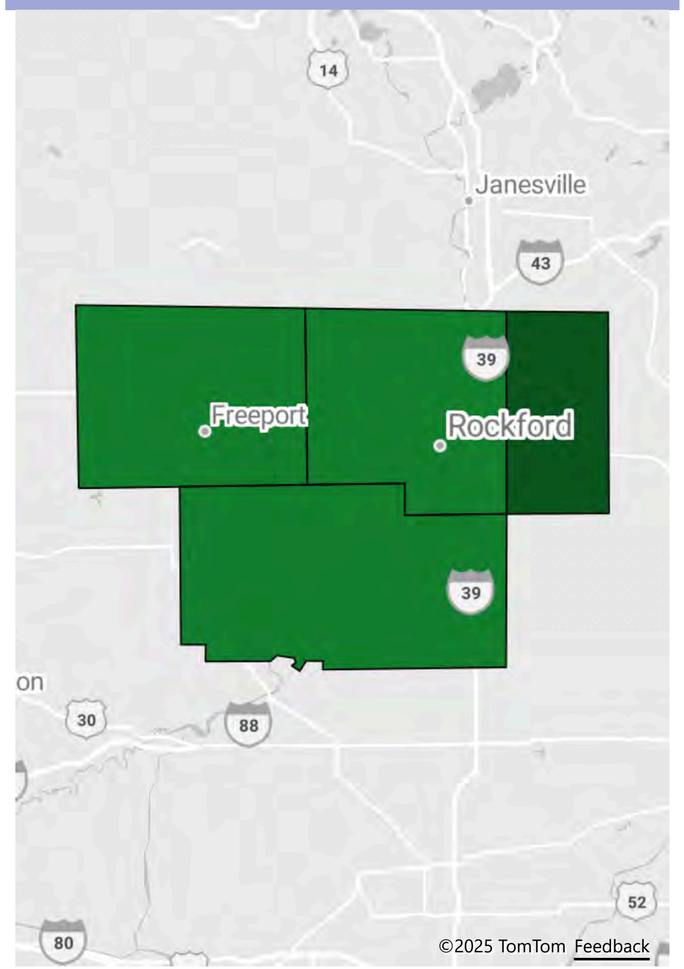
Income by Household Type for Counties in Northern Stateline Region

The statewide median income for all households was $81,702, which is 4% higher than the national level of $78,538. In Illinois, the median income was $102,968 for all families with children, $39,148 for single mother households, and $60,331 for single father households. Single parents typically earn less, which can overlap with earnings gaps by sex.

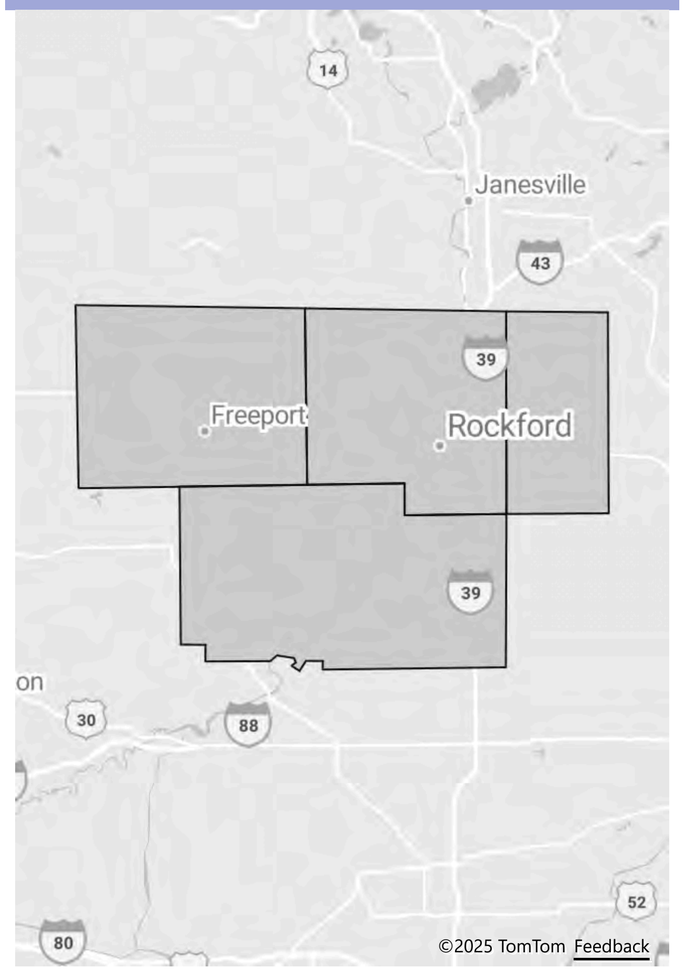
Legend

- Insufficient Data
- <$25,000
- $25,000 - $49,999
- $50,000 - $74,999
- $75,000 - $99,999
- $100,000 - $125,000
- Over $125,000

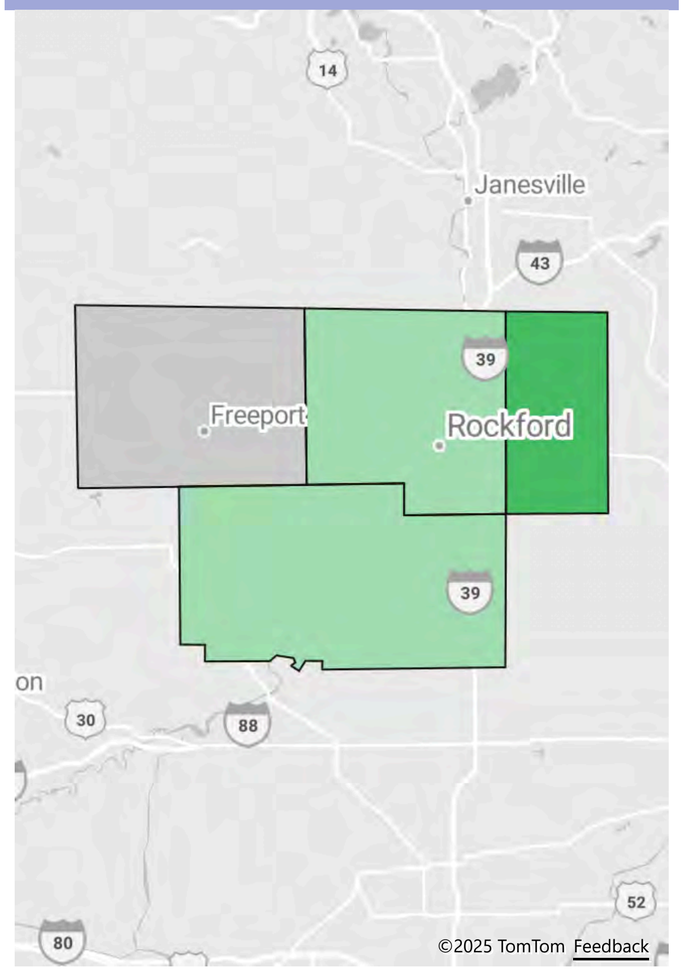
All Families with Children



Single Mothers



Single Fathers



Source: U.S. Census Bureau, 2019-2023 American Community Survey, Table S1903.

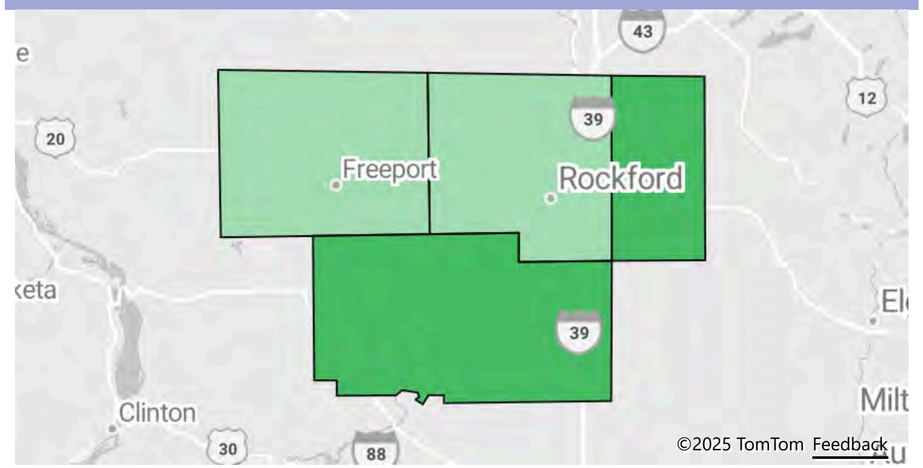
Median Income by Race within Counties, Northern Stateline Region

Statewide, the median income for African American households is $49,100, Asian households is $111,938, Hispanic households is $74,795, and White households is $89,563. Below are the American Community Survey responses for household income by race in each county of the region.

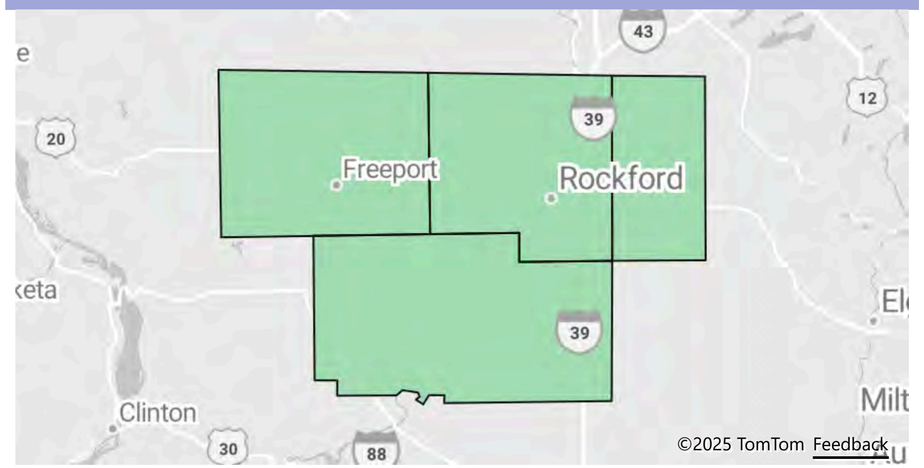
Legend

Insufficient Data
<$25,000
$25,000 - $49,999
$50,000 - $74,999
$75,000 - $99,999
$100,000 - $125,000
Over $125,000

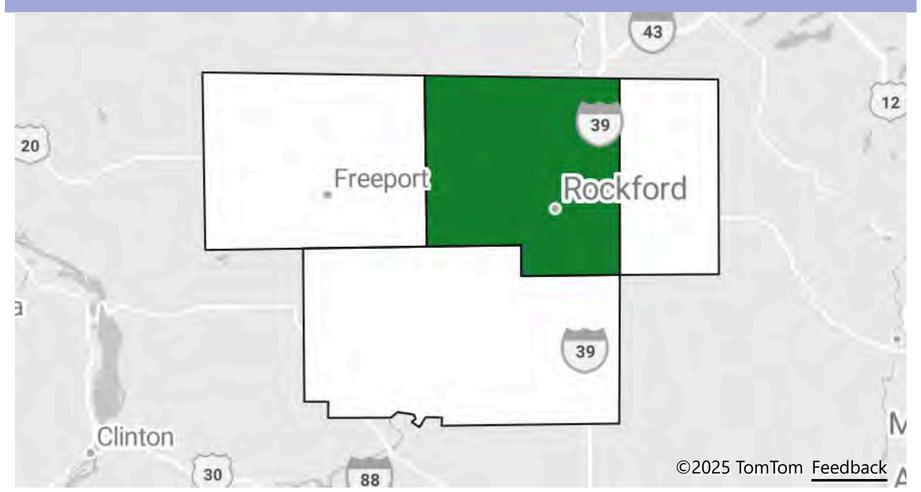
White Non-Hispanic



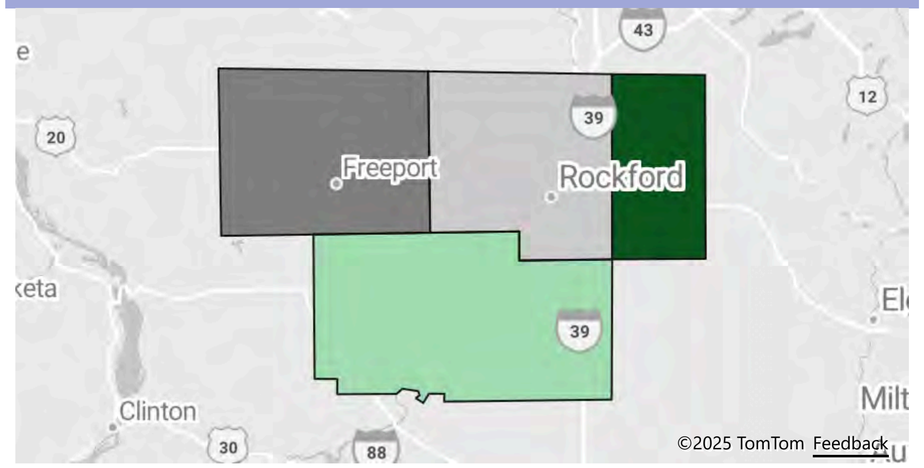
Hispanic (Any Race)



Asian



African American



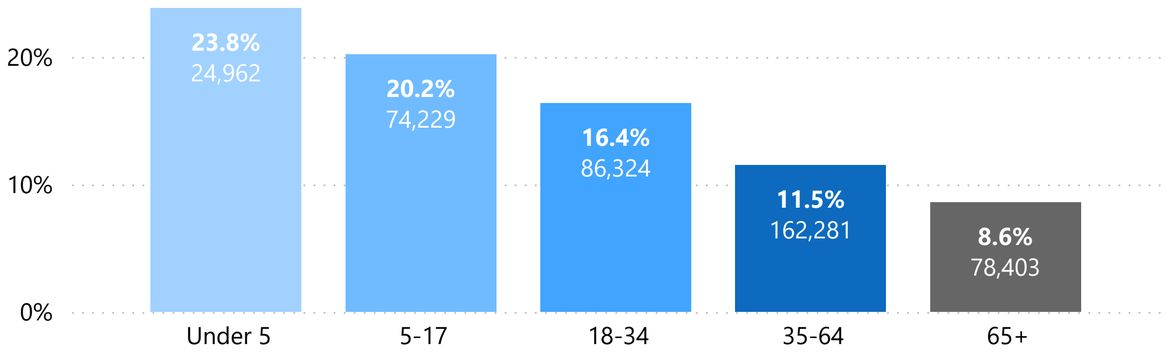
Source: U.S. Census Bureau, 2019-2023 American Community Survey, Table S1903.

Poverty Status by Age, Race, Sex, and Education in Northern Stateline Region

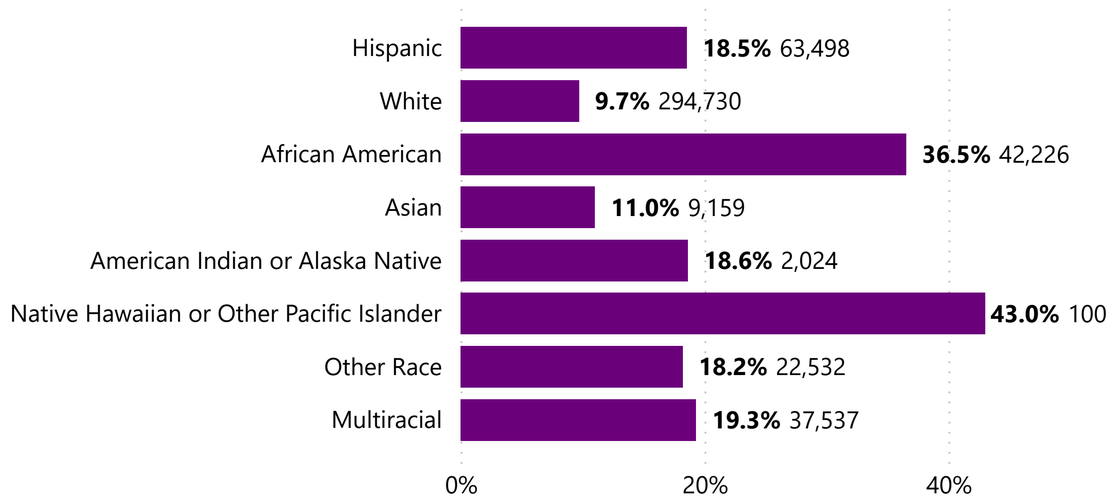
Roughly 1.5 million Illinois residents live below poverty. Children under the age of 5 (17%), females (13%), African Americans (25%), and individuals lacking a high school diploma or equivalent (21%) are more likely to live below poverty. Below are the counts and percentages of residents in the region experiencing poverty by several characteristics. *Percentages are to their total populations in the region*- e.g., the percentage of all males, the percentage of all females, etc. *For this reason, percentages do not total 100.*

By Age

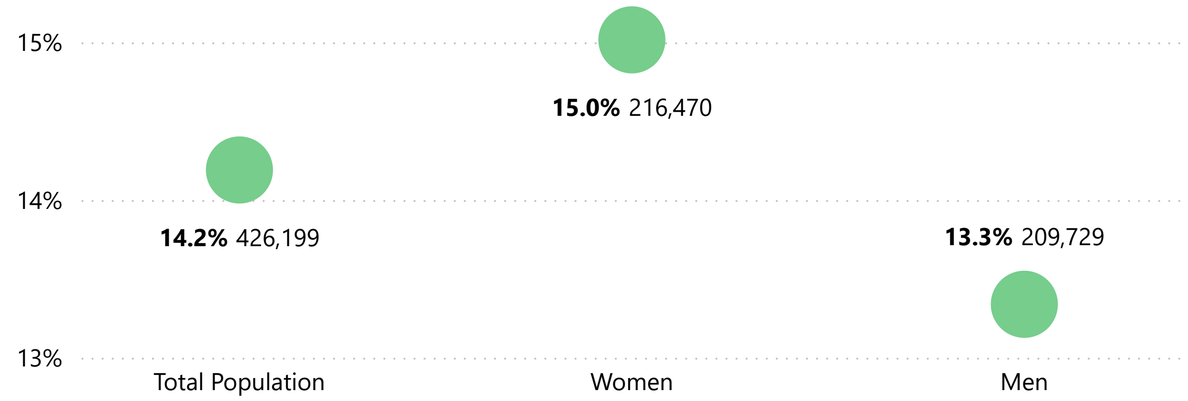
Percentages do not total 100- they are the percent to each group overall.



By Race/Ethnicity

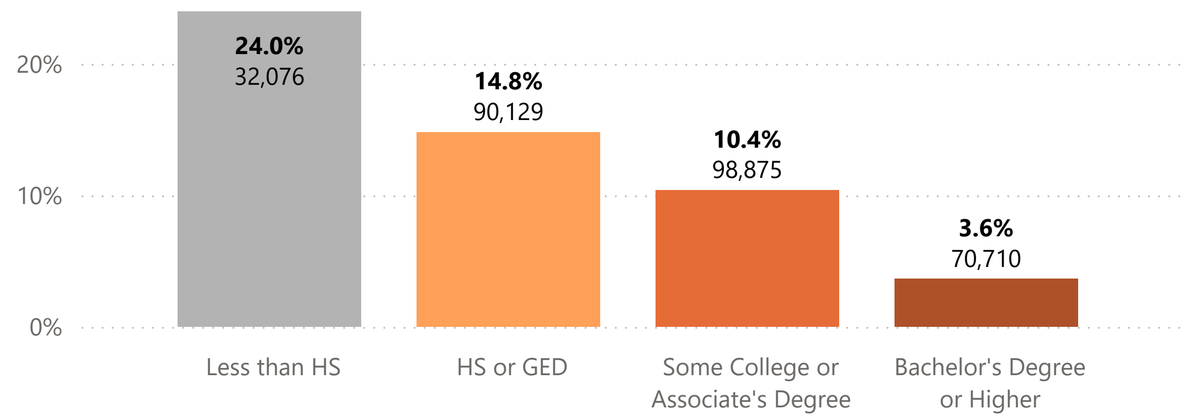


By Sex



By Educational Attainment

Percent to total population ages 25+ at each education level.



Source: U.S. Census Bureau, 2019-2023 American Community Survey, Table S1701

Target Populations in Northern Stateline Region

Below are some counts of various target populations in the EDR. Please note that timing of the counts varies by indicator, due to the data being reported at different times by several agencies. All data were most recent available at time of writing in August 2025.

Justice-Involvement Indicators

Source: Illinois Department of Corrections, Prison & Parolee Population Datasets, Illinois Juvenile Justice Commission, JMIS Monthly Data Reports.

Adult Prison Population

June 30th, 2025.

1,332

Parolee Population

June 30th, 2025.

644

Juvenile Detention Population

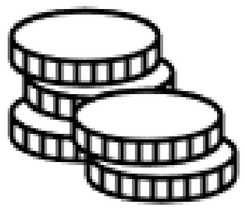
Average for May 2025

0

Several regions do not have juvenile detention centers.

Low-Income Indicators

Source: Illinois Department of Human Services, June & July, 2025.



SNAP Cases

July 2025

83,138

TANF Persons

June 2025

4,806

SNAP Households

July 2025

42,737

TANF Cases

June 2025

1,586

Other Target Populations

Foster Youth Population

July 31st, 2025.

671

Source for foster youth: Illinois Department of Children & Family Services- Youth in Care by County, July 31, 2025.

Foreign-Born Population, 2019-2023

American Community Survey (ACS) Table DP02

33,520

Ages 18+ without HS Diploma, 2019-2023

ACS Table S1501

39,077

Single Mothers, 2019-2023

ACSTable S1903

13,140

Single Fathers, 2019-2023

ACSTable S1903

4,370

Employment Trends

Labor Force Participation & Unemployment

Total Employment Relative to 2019

Leading, Emerging, and Maturing Sectors

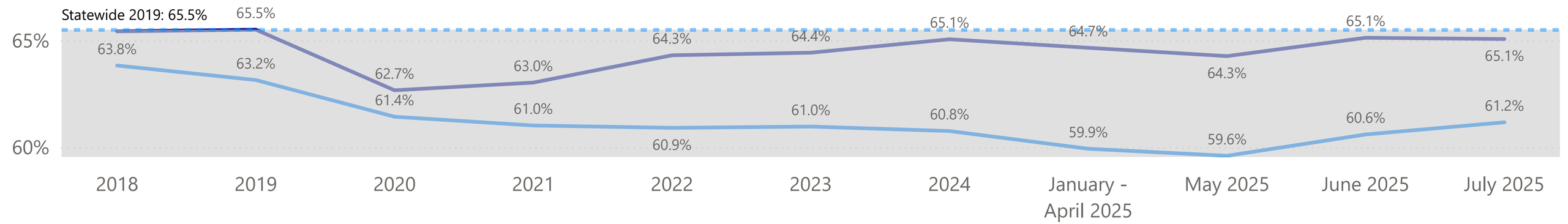
Sectors Relative to 2019

Year-Over-Year Employment Changes

Northern Stateline Region Labor Force Participation & Unemployment Over Time

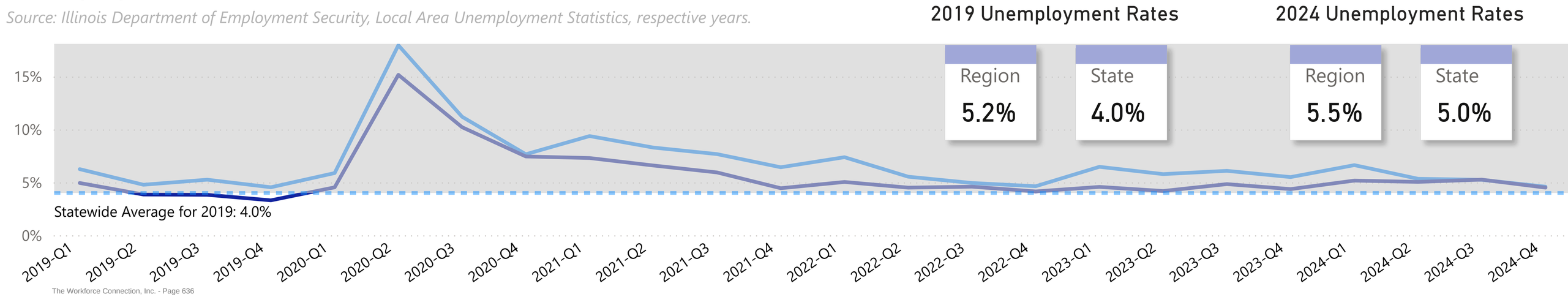
Labor Force Participation Rates

Source: Estimates from Lightcast, 2025. Shaded area shows participation rate below statewide rate in 2019.



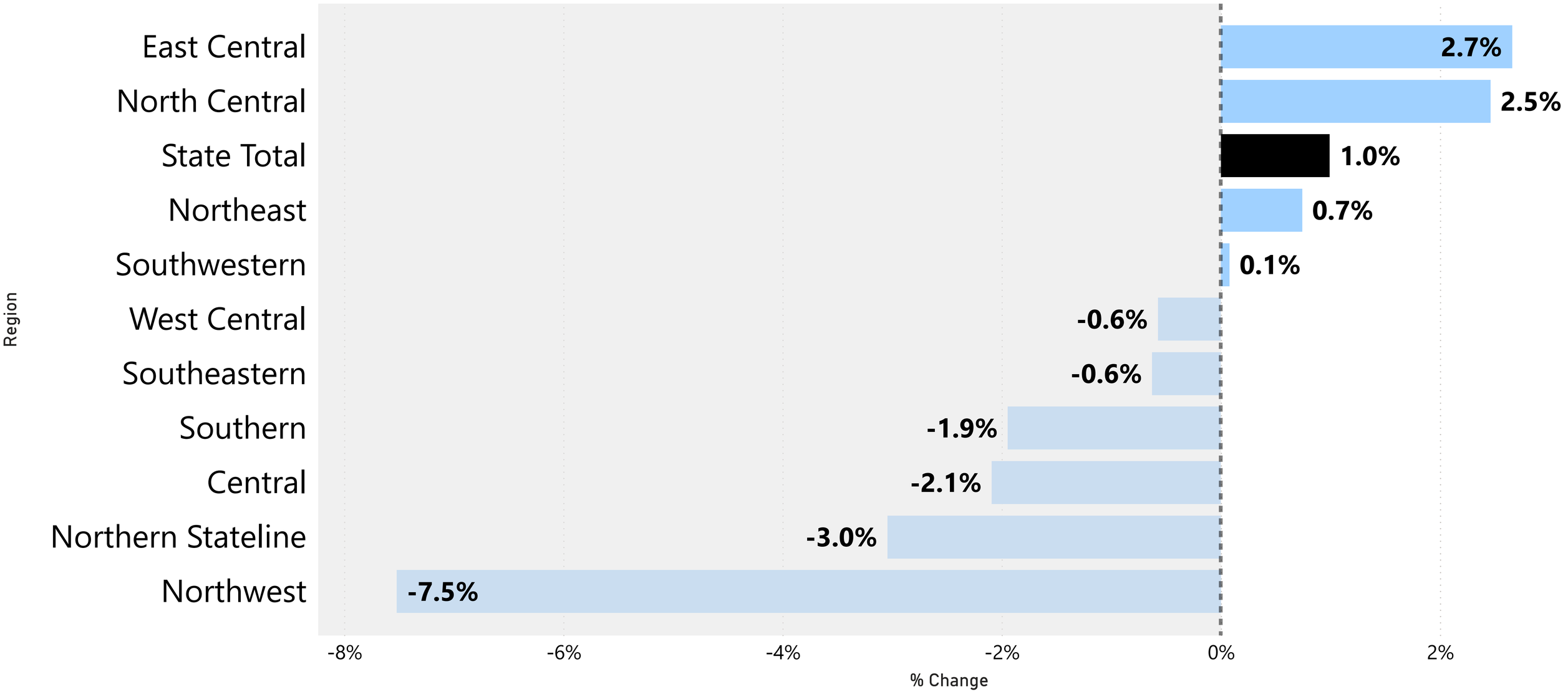
Unemployment Rates

Source: Illinois Department of Employment Security, Local Area Unemployment Statistics, respective years.



% Change in Total Nonfarm Employment, Q2 2019 - Q2 2025 (Not Seasonally Adjusted)

Below is a high-level comparison of total employment by region for Q2 2019 (pre-pandemic) vs Q2 2023 (latest available at time of writing). Regions are sorted by size of employment growth/declines. Statewide, total employment in Q2 2025 was 1.0% higher than in Q2 2019. In six of ten regions, employment was lower in Q2 2025 than in Q2 2019.



Source: Illinois Department of Employment Security, Current Employment Statistics, respective years.

Sectors, Industries, and Clusters

Demystifying business employment groupings

All businesses and employers are categorized in Federal data collections by the **North American Industry Classification System - NAICS.** The NAICS is a nested structure that **groups businesses by primary goods produced or services provided.**

Sectors are large segments of the economy, represented as **2-digit NAICS codes.** For example, the manufacturing sector consists of NAICS codes beginning with 31, 32, or 33.

Industries are components of Sectors, represented as **3-6-digit NAICS codes.** More digits in a NAICS code indicate more specific subsets of sectors. For example, Machinery Manufacturing (NAICS 333) is a subset of Manufacturing, and Industrial Machinery Manufacturing (NAICS 3332) is a subset of Machinery Manufacturing. *In other reports, the terms sector and industry are often used interchangeably.* For regional planning purposes, 2-3 digit NAICS codes provide sufficient detail. There are literally thousands of 6-digit NAICS codes, which may be viewed at naics.com/search.

Clusters are **groups of related industries** with a strong **concentration** of employment **in** a particular **region.** Higher concentrations of employment **might indicate competitive advantages** within regions, such as availability of skilled workers, proximity to services and suppliers, and suitable infrastructure. *Industry clusters are typically considered in economic development strategic plans.*

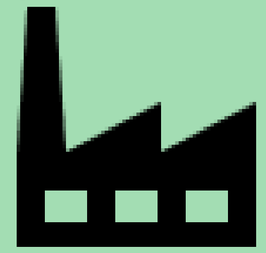
Industry clusters are distinct from Career Clusters. Career Clusters are groups of educational programs organized around knowledge and skill requirements for groups of occupations.

Like all data, NAICS codes have some limitations and caveats. **The Bureau of Labor Statistics updates NAICS every 8 years**, and so emerging industries might not be reflected consistently. For example, **electric vehicle manufacturing does not have a dedicated NAICS** code - it is included in the same industry as fossil-fuel automobile manufacturing. Also, businesses are classified by the primary activity at each physical location, not necessarily by activities of the parent company. For example, warehouses for e-commerce companies are classed as Warehousing and Storage (NAICS 493).

Sector and industry employment are **distinct from occupational employment**, or jobs classified by work responsibilities. For example, all industries employ people with information technology occupations, while the Information sector specifically refers to publishing and telecommunications. **Put simply, sectors and industries describe businesses, while occupations describe workers.**

NAICS example

More digits = more detailed subset



Manufacturing Sector: NAICS 31-33

Example Component Industry

Machinery Manufacturing: 333

Industrial Machinery: 3332

Semiconductor Machinery: 333242

Regional Sector Analysis

Employment Changes and Location Quotients

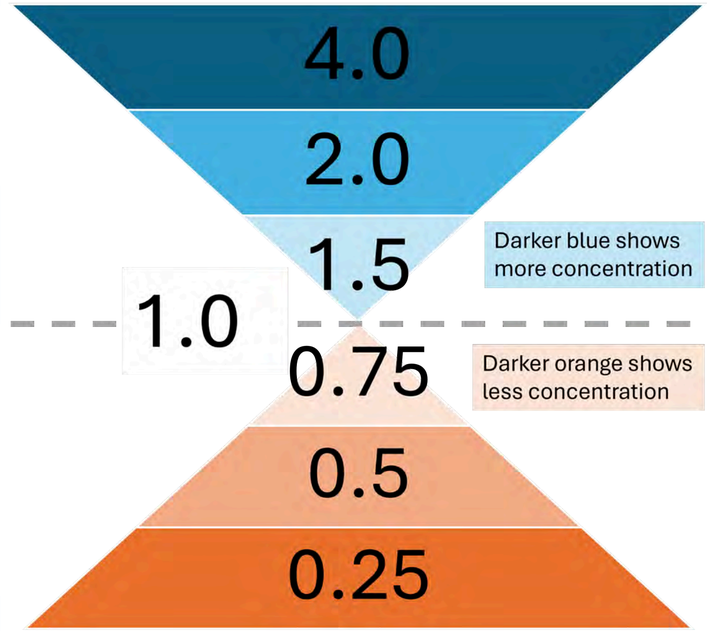
The **maps** on the following pages **show the "where" for selected economic data** at the regional and county levels. This view allows readers to more easily **see how each county contributes** to the overall economic engine in a region **and** how regions as a whole **compare to other areas** of the state.

All maps in the next section show employment **by place of work, i.e., businesses located in each county.** They might not correspond to where workers live.

The **Employment Change** maps indicate the level of **gain or loss of employment** between Q4 2021 and Q4 2022 (latest available at time of writing). These maps can be used to understand where gains and losses occurred, and identify targets of opportunity where skilled workers may be in greater demand, or identify areas which may be in need of attention from regional workforce and economic development agencies.

The **The Location Quotient (LQ)** maps indicate counties **where sector employment is** most and least **concentrated** as of Q4 2022. The LQ value indicates how concentrated employment in a given sector compares to the nation.

An LQ of **1.0 means employment is in line with** the overall **national** employment for that **sector.** A value **greater than 1.0 means** that sector's employment is **more heavily concentrated** here than in the nation, while values less than 1.0 indicate employment is less concentrated than the nation. The farther away from 1.0, the greater the difference between what is happening in the county than the nation. For example, if a sector represents 40% of employment in a county and that sector nationally represents 10% of employment, it would have an LQ of 4.0, or a concentration of employment that is 4 times higher than the nation.



Some maps on the following pages have **counties shaded black,** indicating an insufficient number of workers to reach federal employment reporting thresholds. This data is **suppressed to protect** the **privacy** of businesses, employers, and workers in those counties. **We use 2-digit NAICS** level data **to minimize** the instances of data **suppression.**

The maps on the following pages show where employment is concentrated and the degree to which it is above or below the national level. Areas with **high LQs might have an** inherent **advantage**, while areas with low LQs might have an inherent disadvantage for supporting a particular sector's businesses with skilled workers.

Northern Stateline Region Employment Location Quotients by Sector

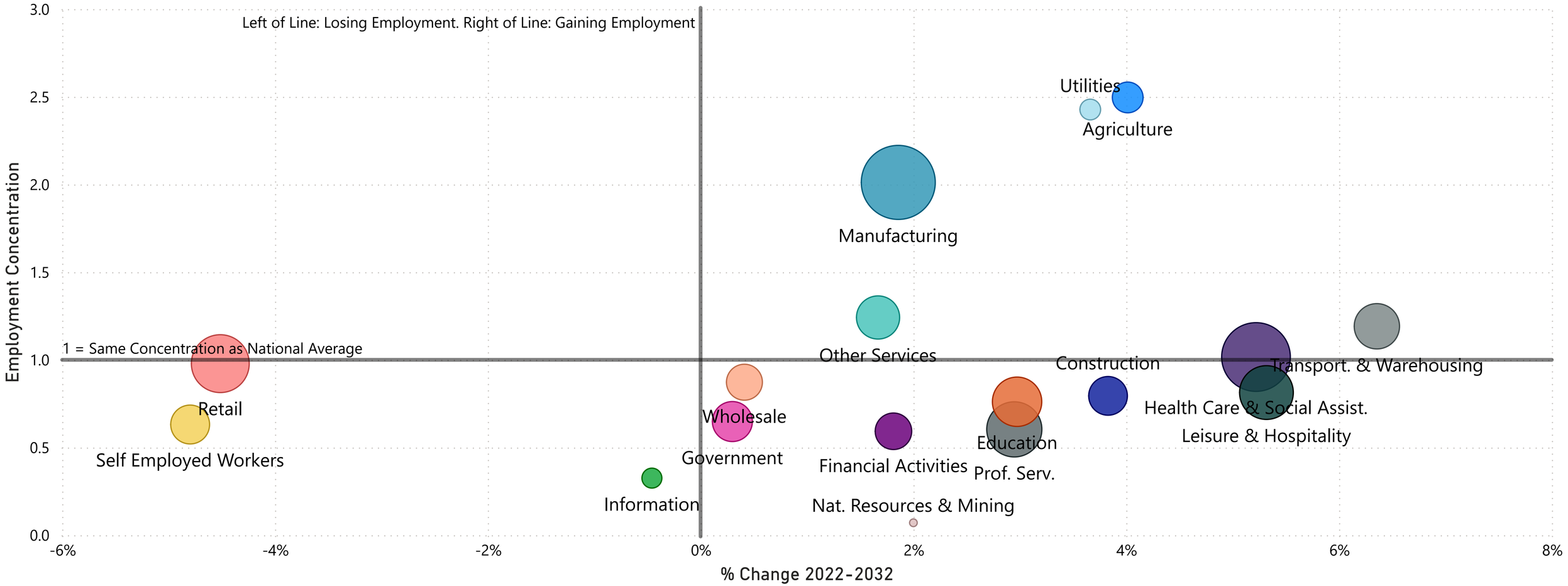
Bubble size corresponds to total employment in 2022. Some sectors excluded in lower left quadrant due to disproportionately low location quotients and employment declines. Education includes public and private, and government excludes education.

Maturing

High concentration, but declining

Leading

High concentration and growing



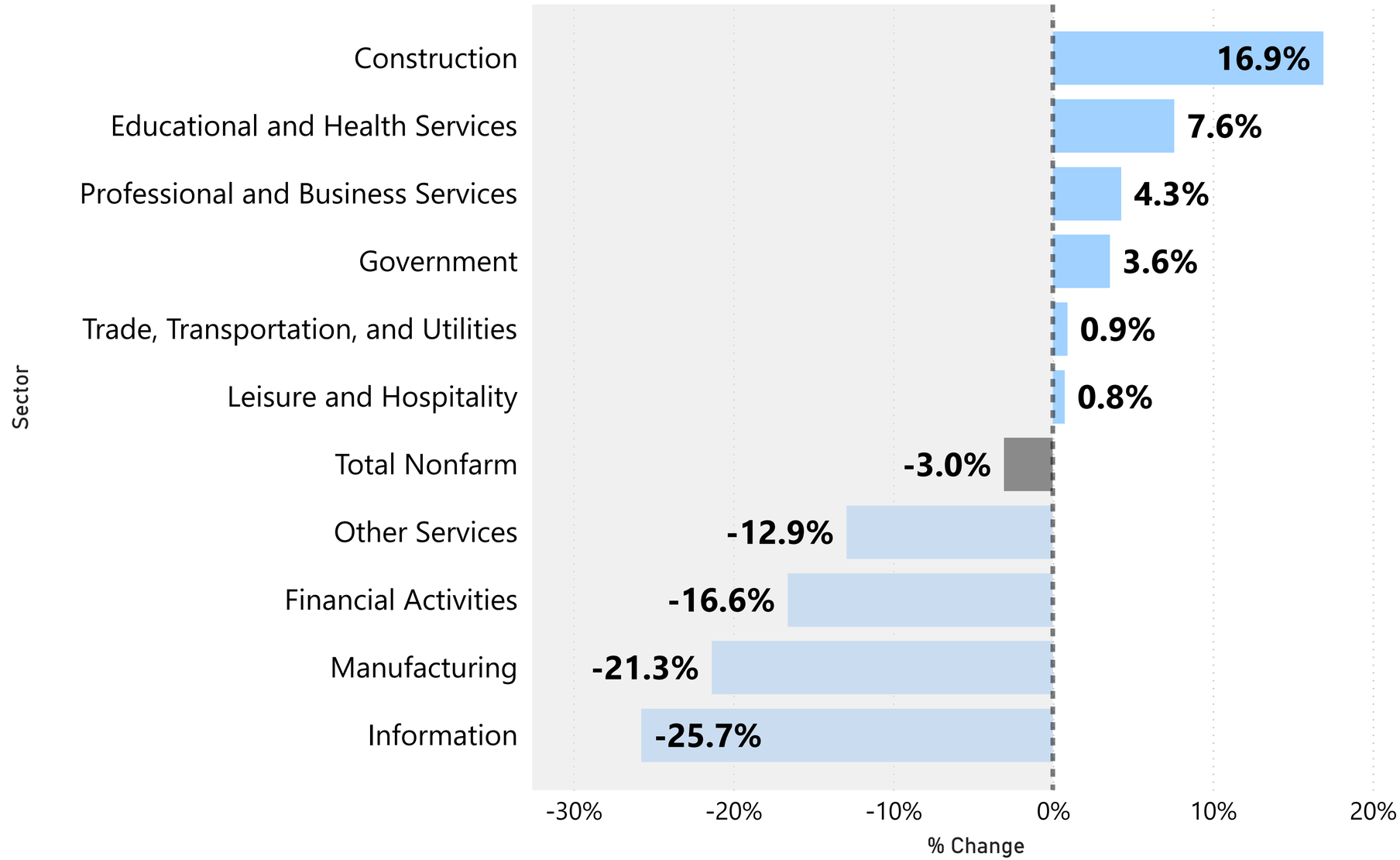
Emerging

Low concentration, but growing

Source: Illinois Department of Employment Security, 2022-2032 Industry Employment Projections.

% Change in Employment by Sector in Northern Stateline Region, Q2 2019 - Q2 2025

Below is a high-level comparison of total employment by sector in the region for Q2 2019 (pre-pandemic) vs Q2 2025 (latest available at time of writing). Sectors are sorted by size of % employment change. On the right are total jobs in Q2 2025 by sector, sorted by employment size.



Total Employment in Q2 2025

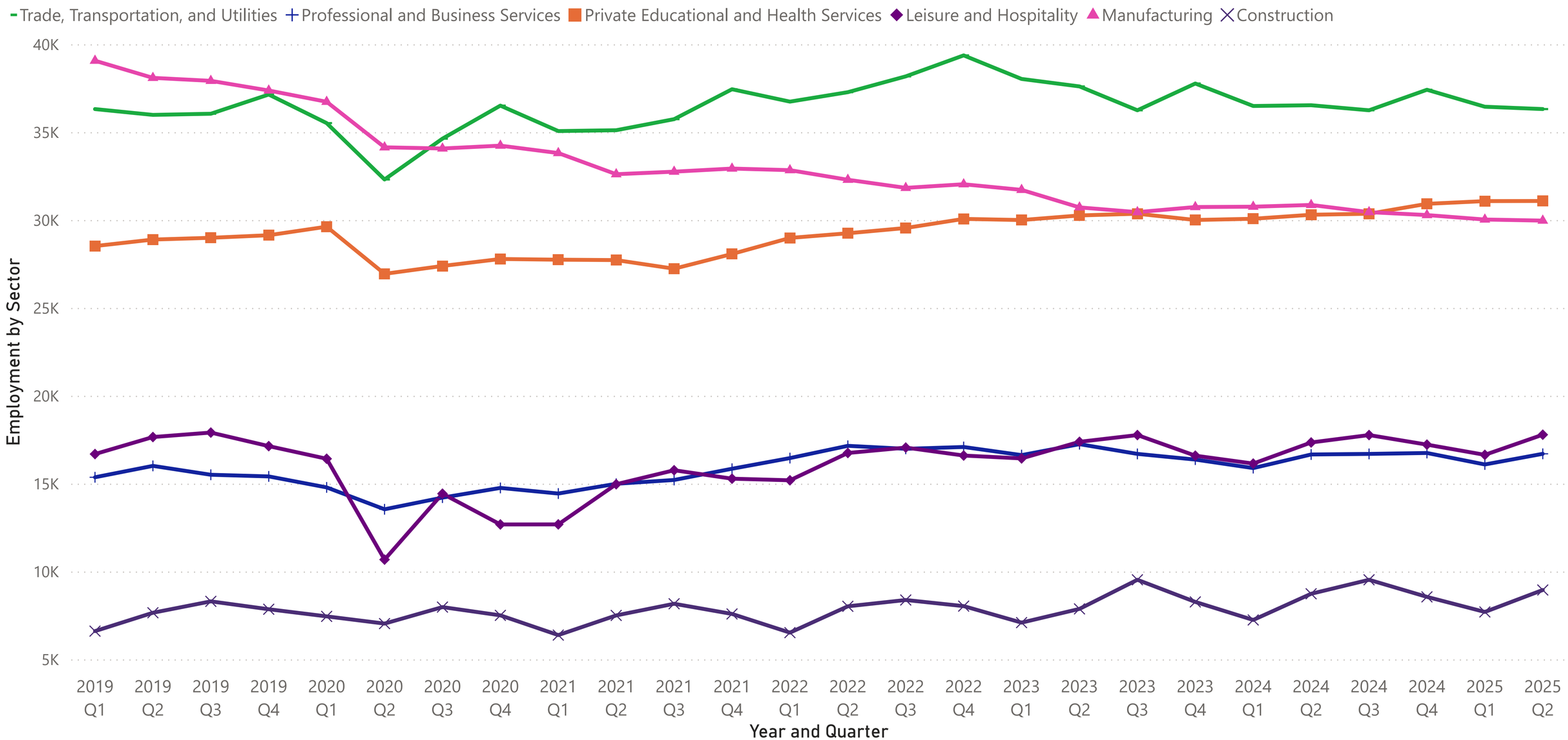
Blank cells indicate suppressed data.

Sector	Count of Jobs
Total Nonfarm	179,560
Trade, Transportation, and Utilities	36,313
Educational and Health Services	31,083
Manufacturing	29,966
Government	22,495
Leisure and Hospitality	17,784
Professional and Business Services	16,696
Construction	8,948
Other Services	8,917
Financial Activities	5,825
Information	1,433
Natural Resources and Mining	

Source: Illinois Department of Employment Security, Current Employment Statistics, respective years.

Northern Stateline Region Employment by Sector and Quarter, 2019-2025Q2 (not seasonally adjusted)

Below are quarterly employment levels by sector in the region, including quarterly employment fluctuations. E.g., transportation employment gets temporary increases in 4th quarter due to holiday e-commerce spending. Some sectors with lower statewide employment are excluded for simplicity.

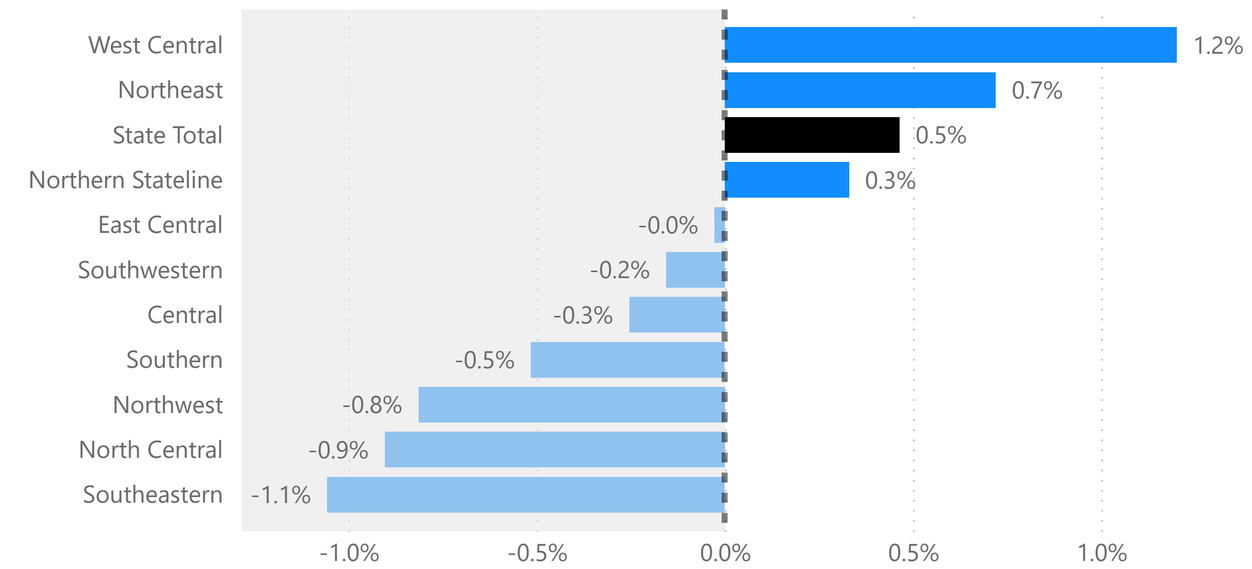


Source: Illinois Department of Employment Security, Current Employment Statistics, respective years.

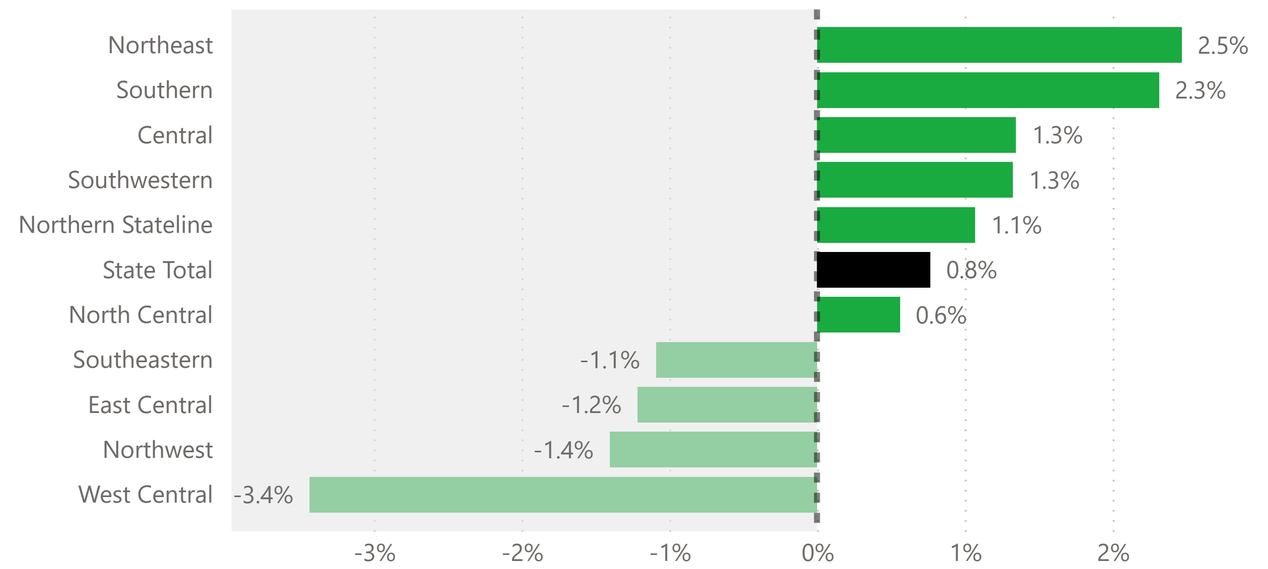
Employment Change by Sector, June 2024 vs June 2025 (Not Seasonally Adjusted, 1 of 3)

Below are comparisons of *year-over-year* employment changes by sector and region. *Regions and the state are sorted by % change in employment.*

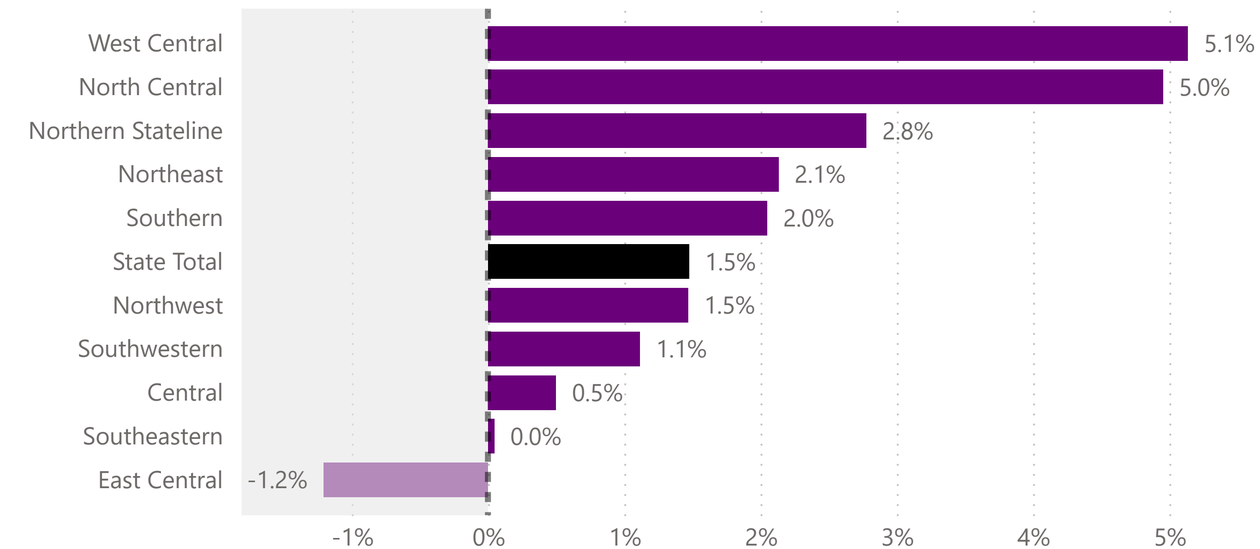
Total Nonfarm



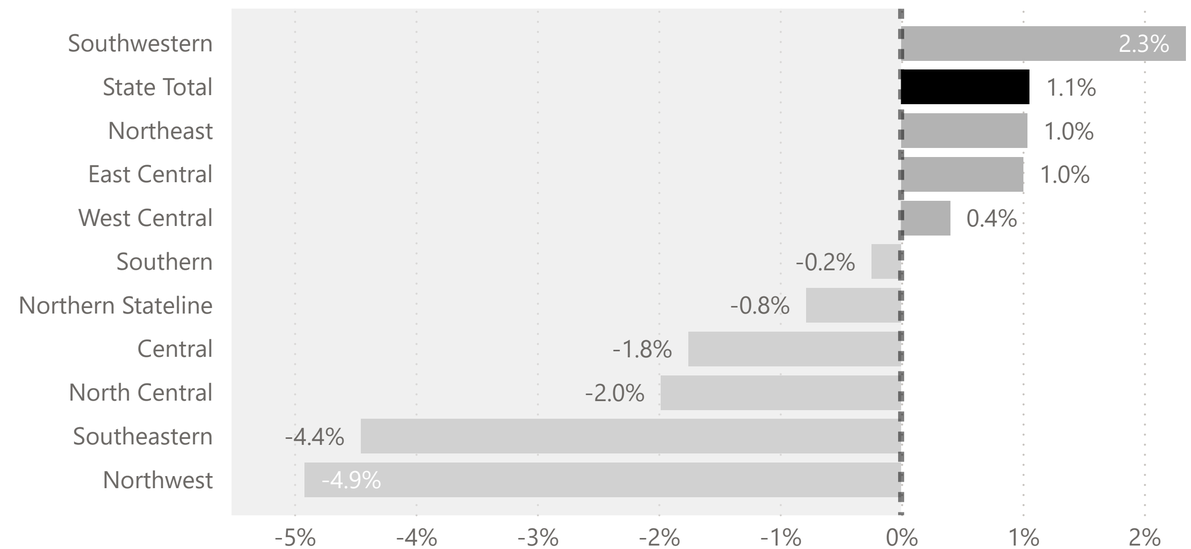
Construction



Private Education & Health Services



Financial Activities

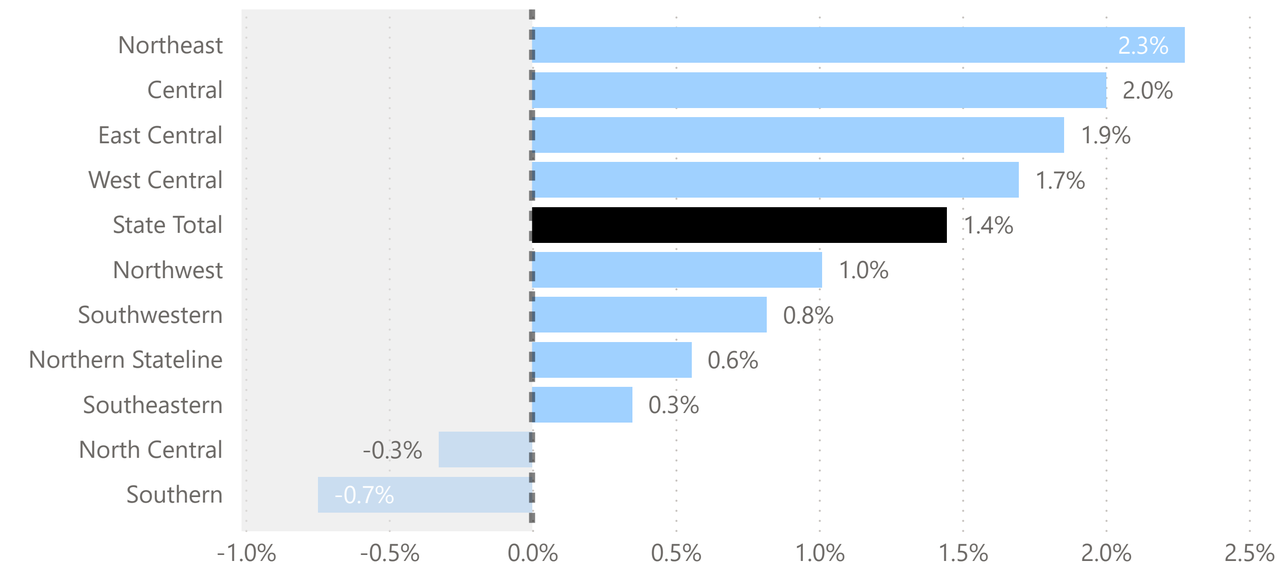


Source: Illinois Department of Employment Security, Current Employment Statistics, respective years.

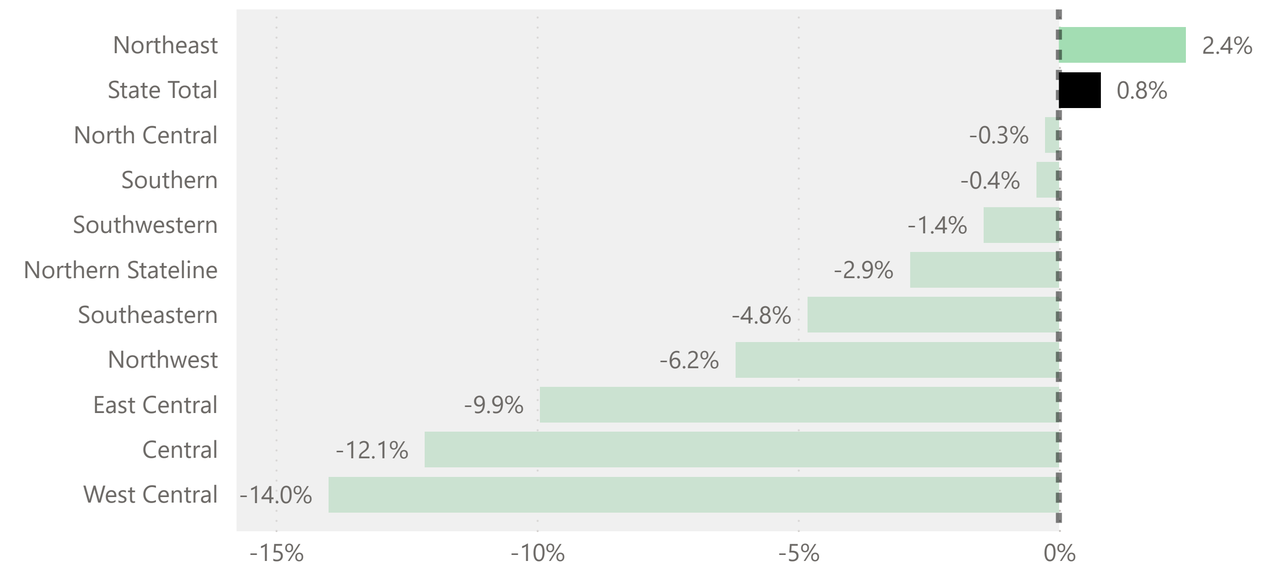
Employment Change by Sector, June 2024 vs June 2025 (Not Seasonally Adjusted, 2 of 3)

Below are comparisons of year-over-year employment changes by sector and region. *Regions and the state are sorted by % change in employment.*

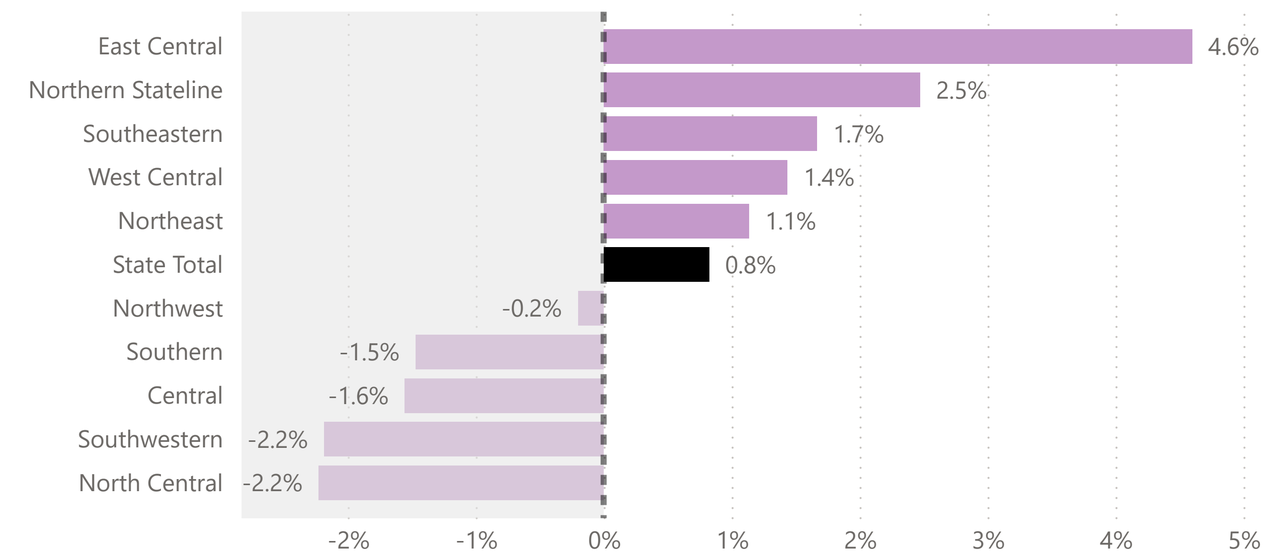
Government



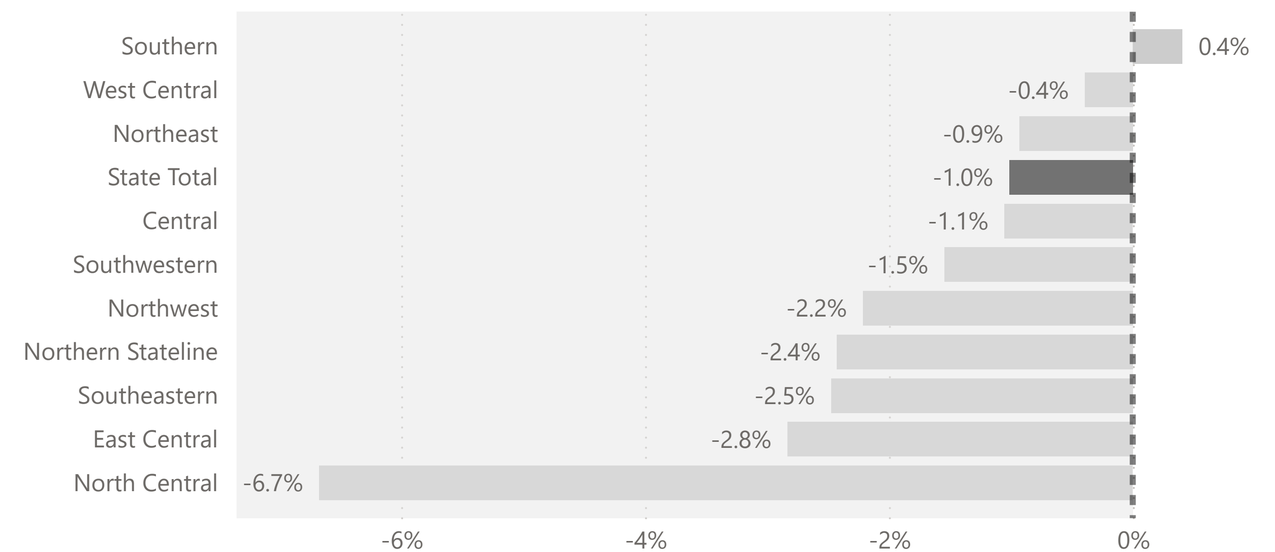
Information



Leisure & Hospitality



Manufacturing

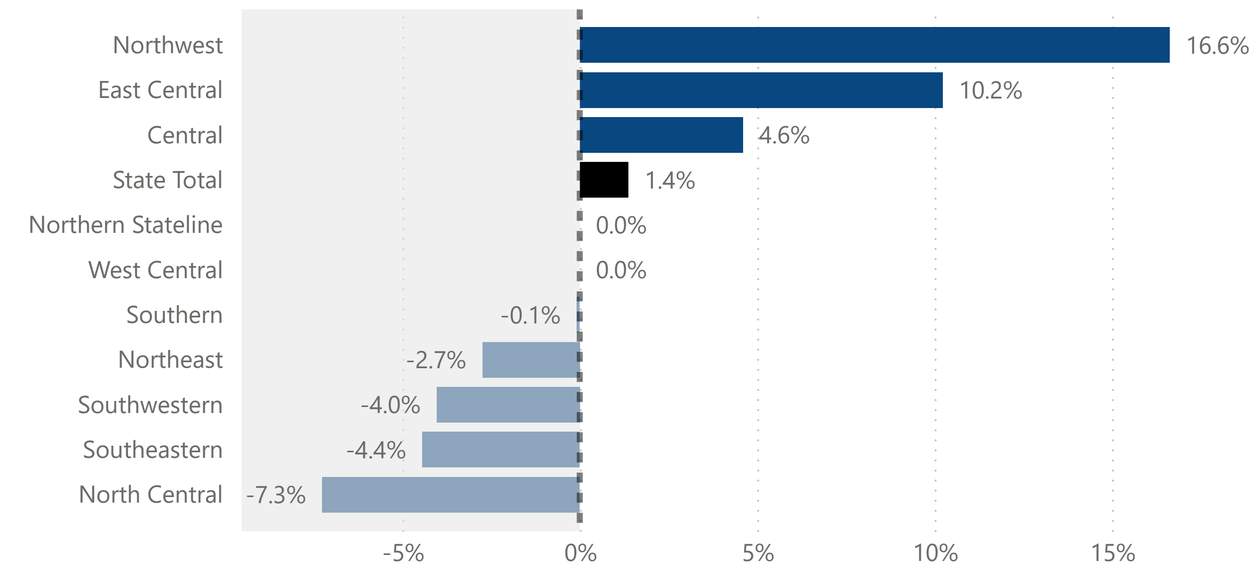


Source: Illinois Department of Employment Security, Current Employment Statistics, respective years.

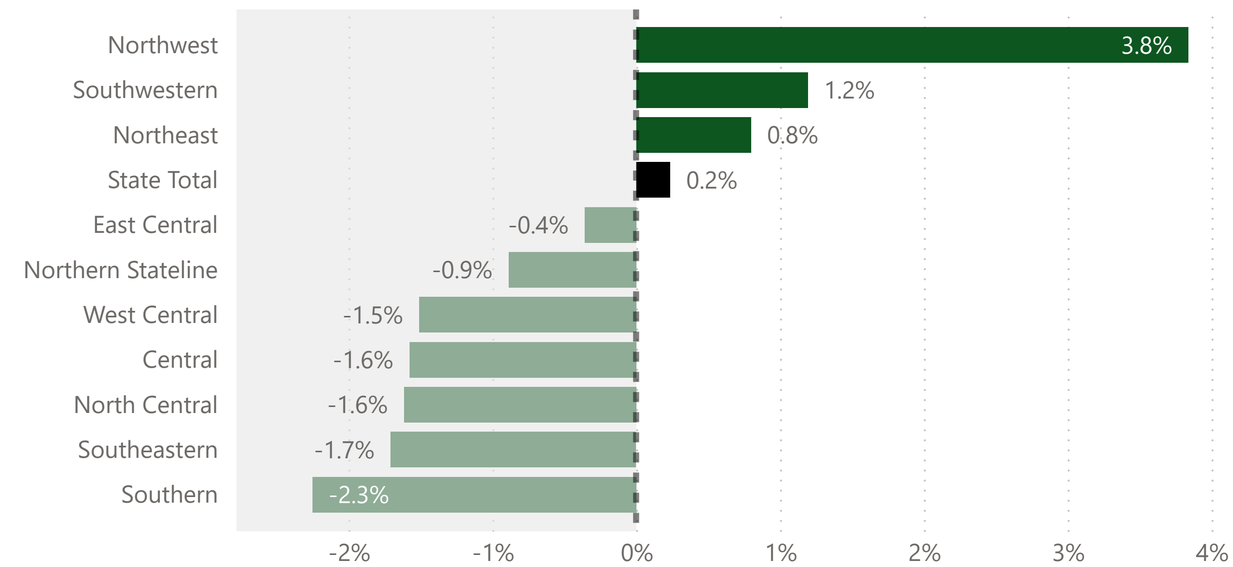
Employment Change by Sector, July 2022 vs July 2023 (Not Seasonally Adjusted, 3 of 3)

Below are comparisons of year-over-year employment changes by sector and region. *Regions and the state are sorted by % change in employment.*

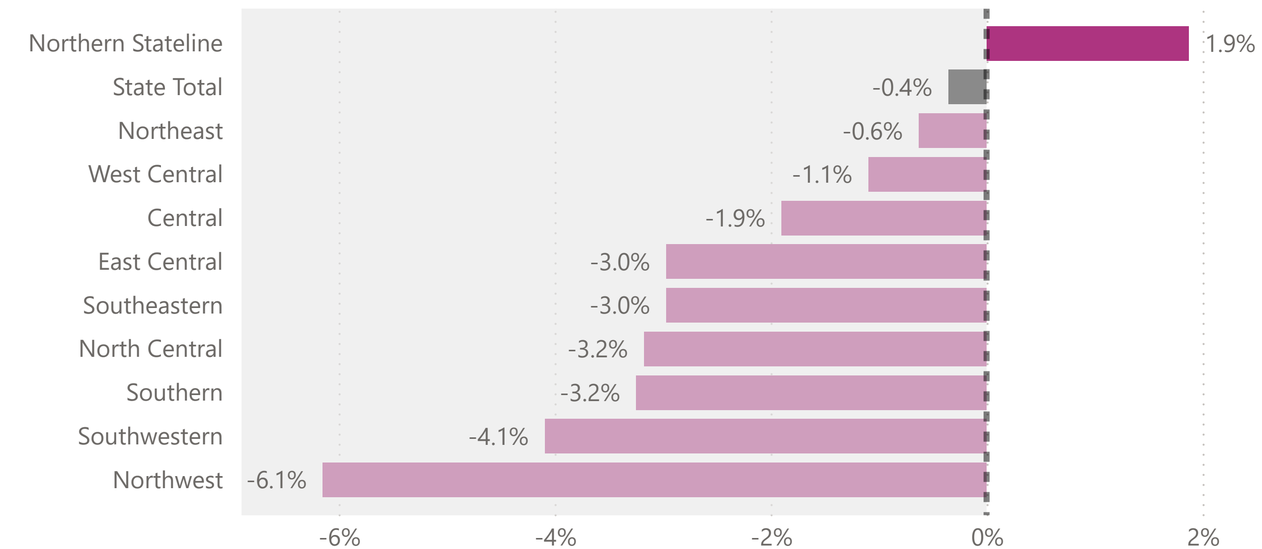
Natural Resources and Mining



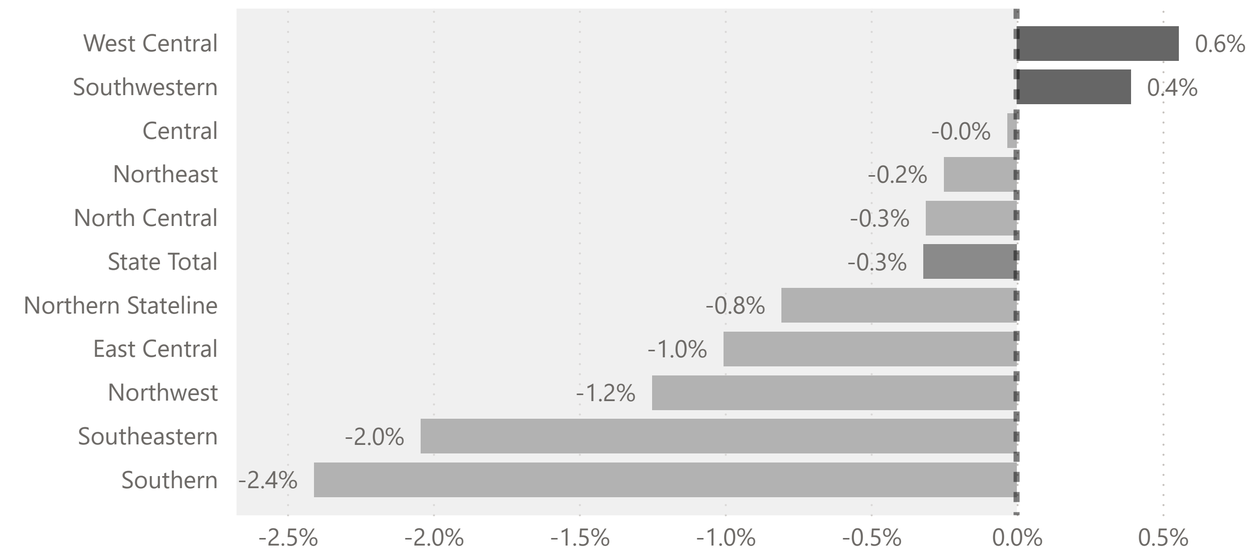
Other Services, excl. Government



Professional and Business Services



Trade, Transportation, and Utilities



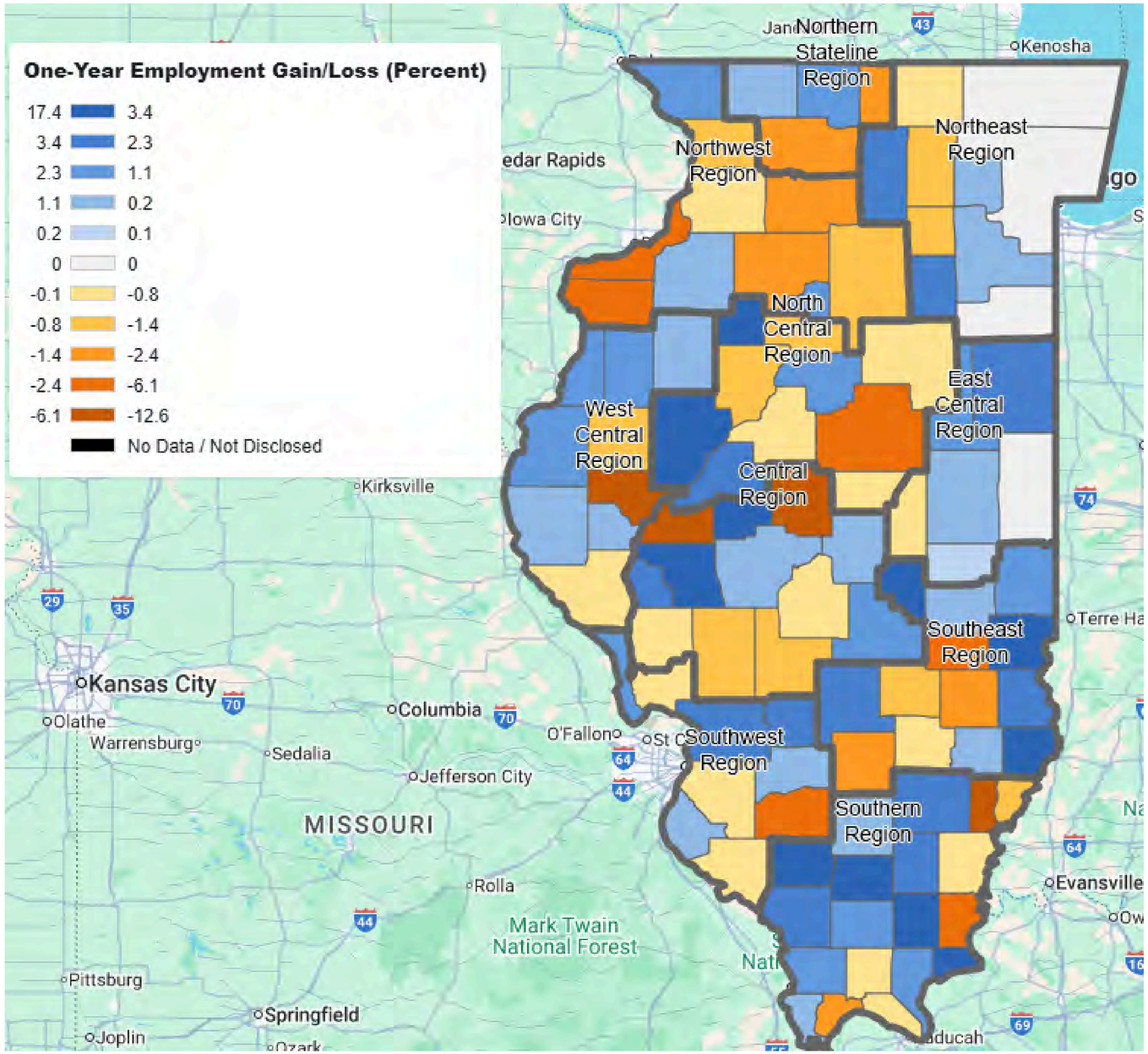
Source: Illinois Department of Employment Security, Current Employment Statistics, respective years.

Total Employment Change by County, Q4 2023 - Q4 2024

In this map and the maps on the following pages, darker **orange** indicates more employment **declines** over the past year, while darker **blue** indicates more employment **growth**. Region-level employment changes do not reflect the employment **churn** that **occurs *within*** some **regions.**

Care must be taken when comparing **percentage changes**, as they **are relative to** the employment **size** of each county. For example, some of the largest percentage employment changes were in counties along the Southern border with smaller total employment sizes.

The following pages offer more detail by sector and by county within each region.

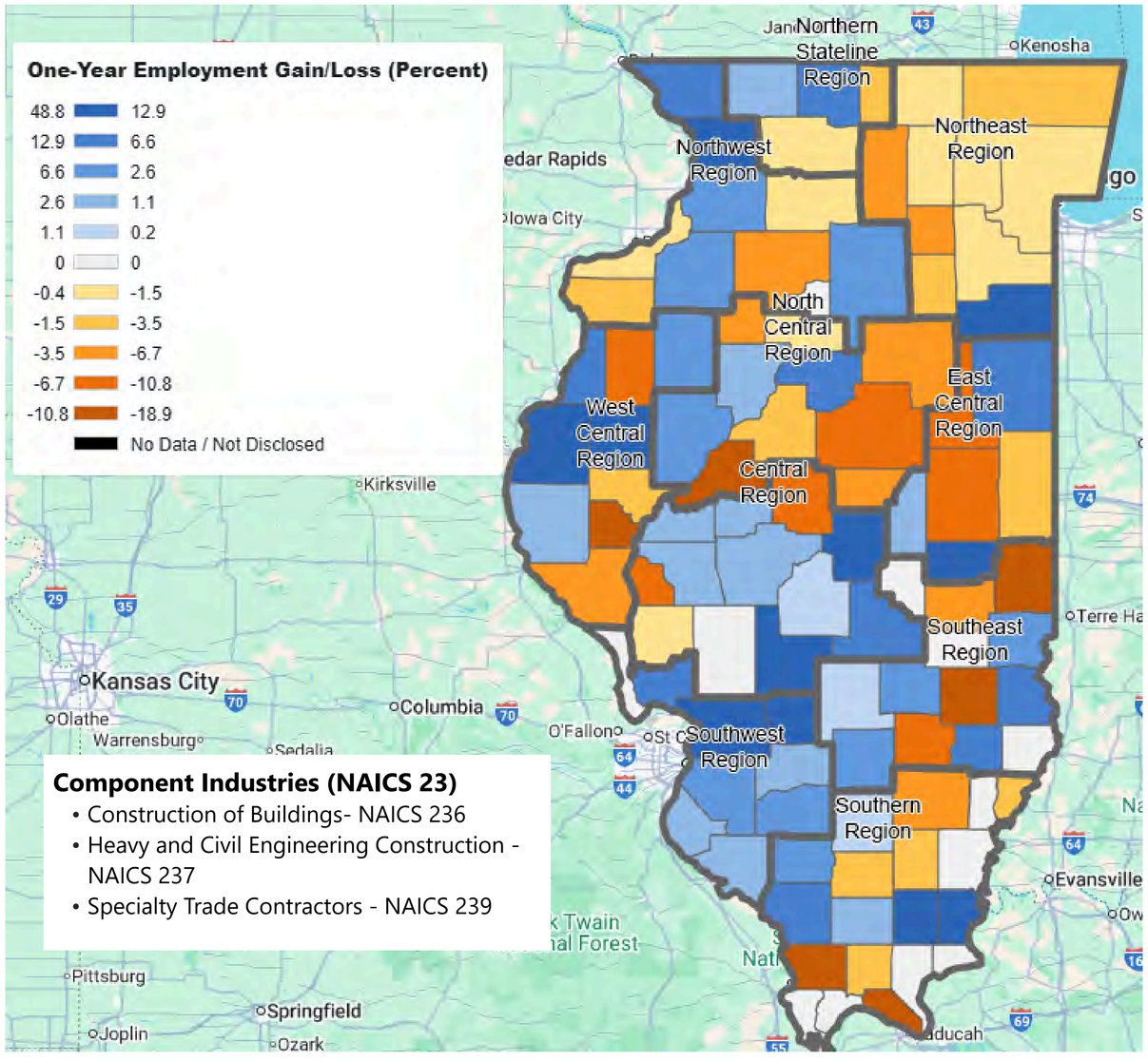


Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Q4 2023 & Q4 2024. Retrieved from the Illinois Employment Business System on Illinois WorkNet.

Construction Sector

Q4 2023- Q4 2024% Employment Change & Q4 2024 Employment Location Quotient

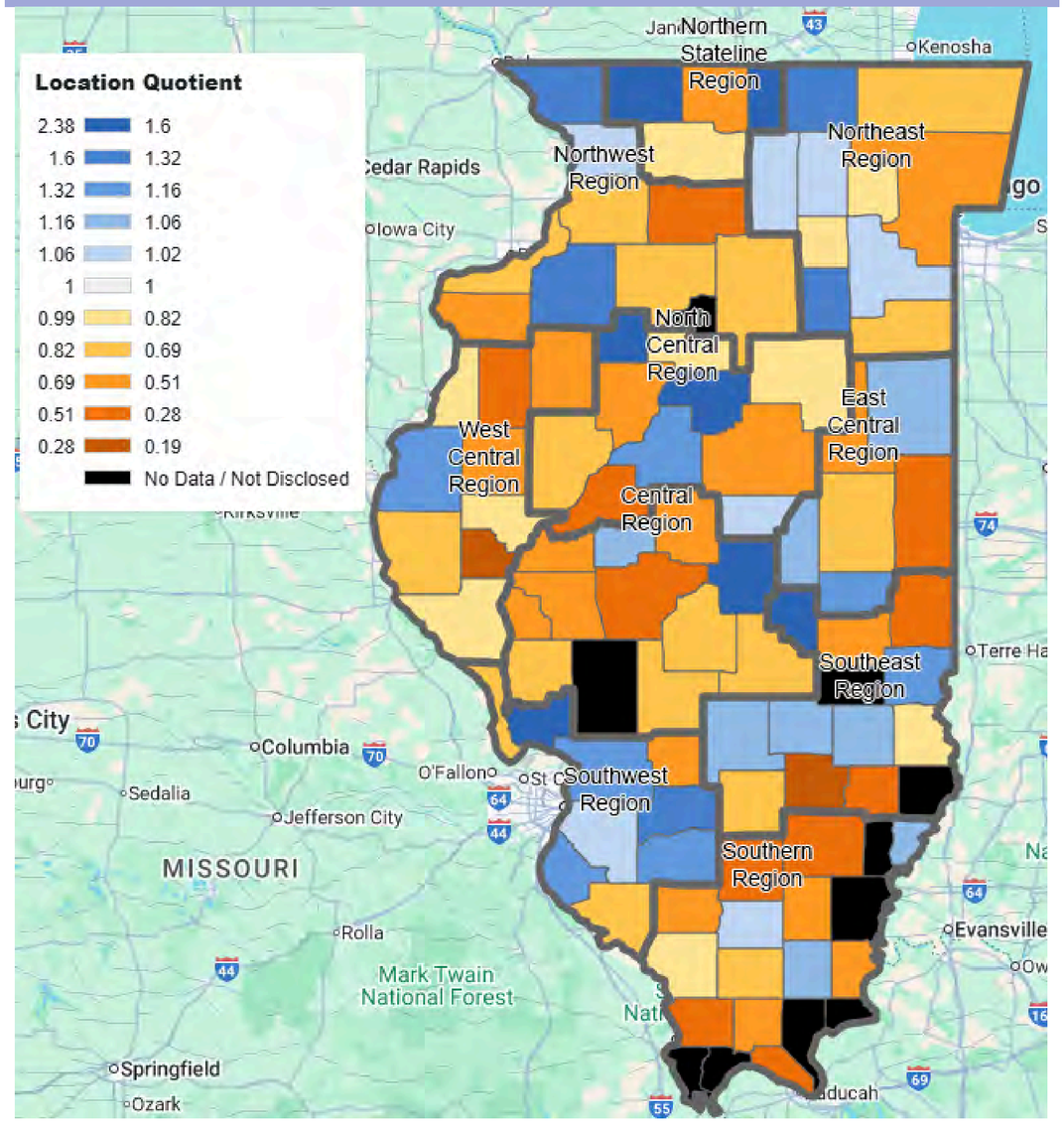
Employment Change



Component Industries (NAICS 23)

- Construction of Buildings- NAICS 236
- Heavy and Civil Engineering Construction - NAICS 237
- Specialty Trade Contractors - NAICS 239

Employment Concentration



Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Q4 2023 & Q4 2024. Retrieved from the Illinois Employment Business System on Illinois WorkNet.

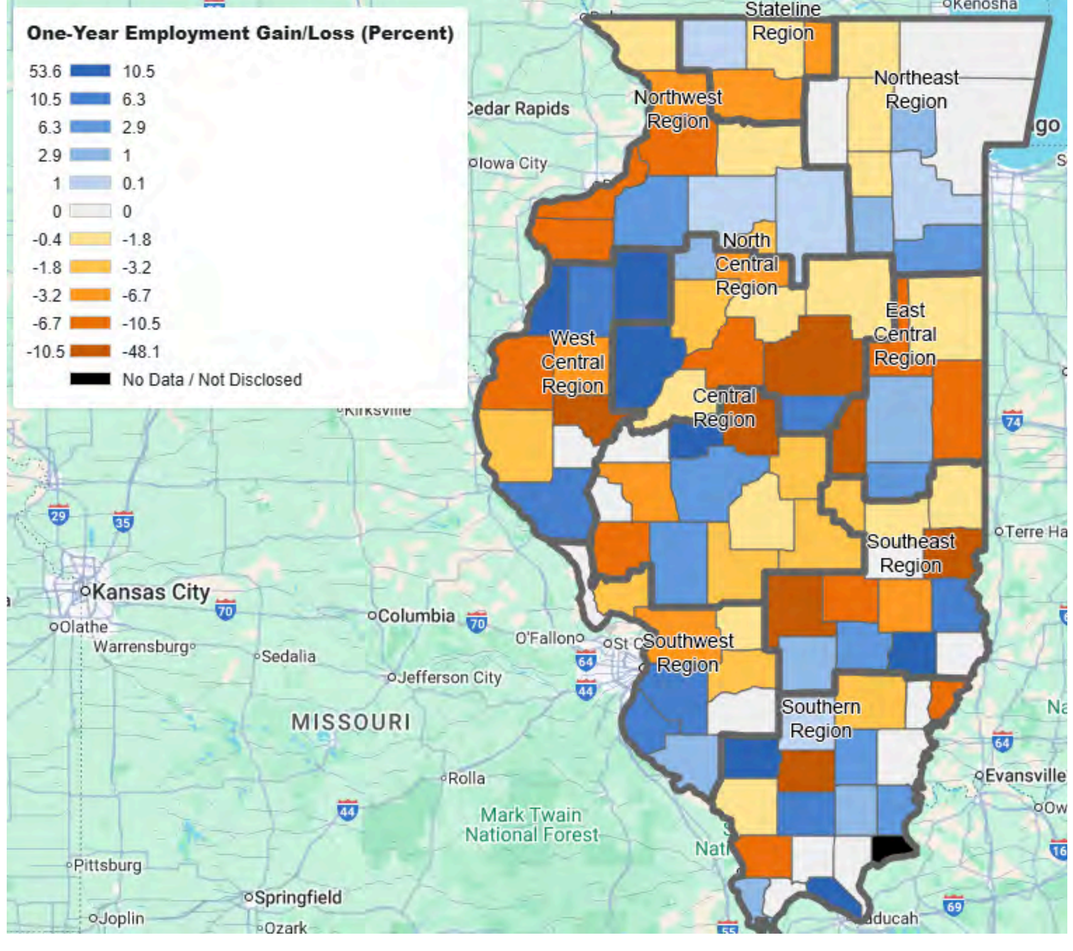
Manufacturing Sector

Q4 2023- Q4 2024 % Employment Change

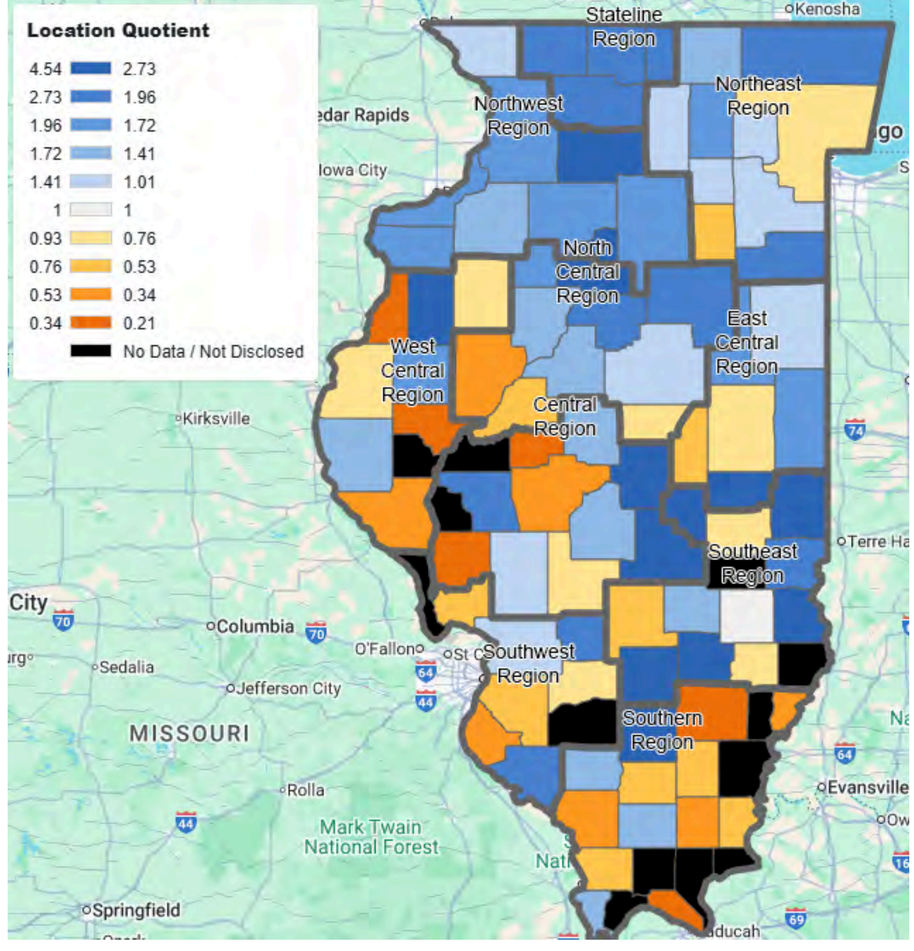
Component Industries (NAICS 31-33)

- Food(NAICS 311)
- Beverage and Tobacco Products (NAICS 312)
- Textile Mills (NAICS 313)
- Textile Product Mills (NAICS 314)
- Apparel (NAICS 315)
- Leather and Allied Products (NAICS 316)
- Wood Products (NAICS 321)
- Paper (NAICS 322)
- Printing (NAICS 323)
- Petroleum and Coal Products (NAICS 324)
- Chemicals (NAICS 325)
- Plastics and Rubber Products (NAICS 326)
- Nonmetallic Mineral Products (NAICS 327)
- Primary Metals (NAICS 331)
- Fabricated Metal Products (NAICS 332)
- Machinery (NAICS 333)
- Computer and Electronic Products (NAICS 334)
- Electrical Equipment and Components (NAICS 335)
- Transportation Equipment (NAICS 336)
- Furniture (NAICS 337)
- Miscellaneous (NAICS 339)

Employment Change



Employment Concentration



Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Q4 2023 & Q4 2024. Retrieved from the Illinois Employment Business System on Illinois WorkNet.

Trade, Transportation, and Utilities Sector

Q4 2023- Q4 2024 % Employment Change

Component Industries

Utilities (NAICS 22)

Wholesale Trade (NAICS 42)

- Durable Goods (NAICS 423)
- Nondurable Goods (NAICS 424)
- Electronic Markets (NAICS 425)

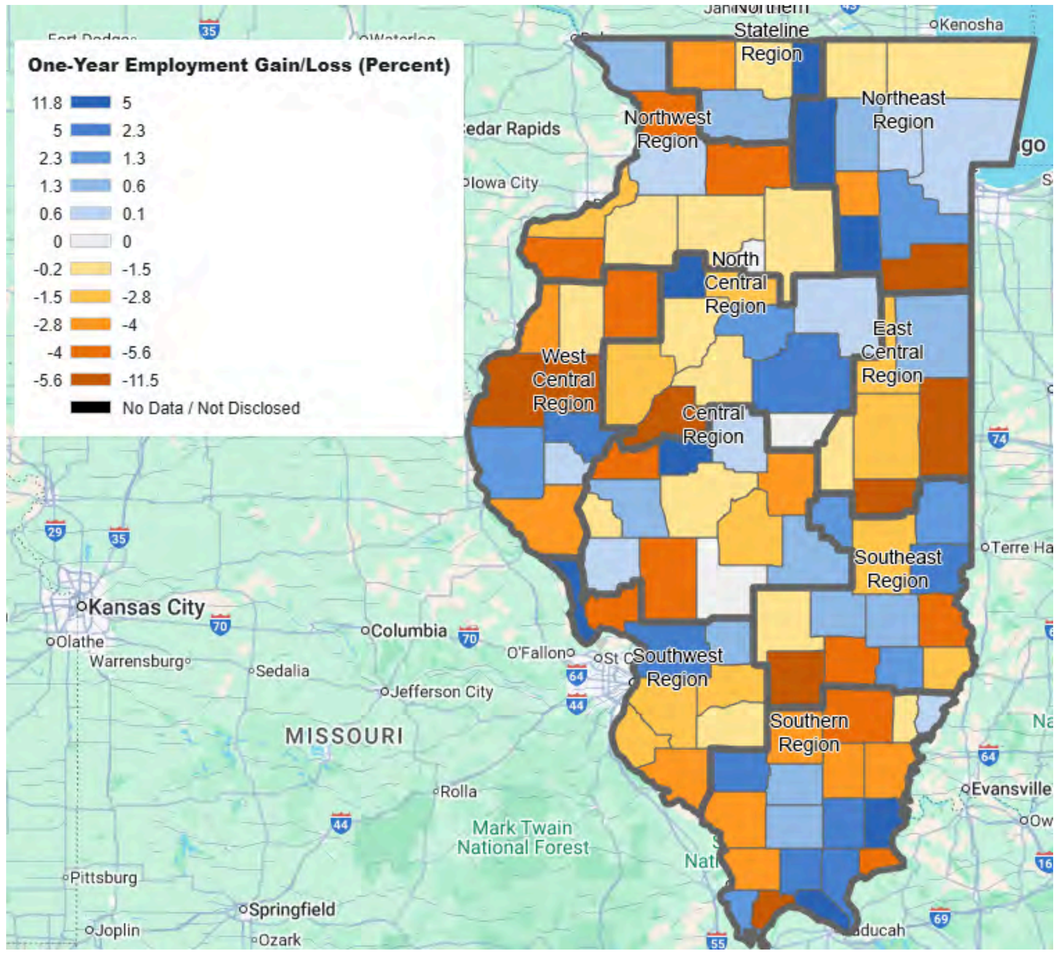
Retail Trade (NAICS 44-45)

- Motor Vehicle and Parts (NAICS 441)
- Furniture and Home Furnishings(NAICS 442)
- Electronics and Appliances (NAICS 443)
- Building and Garden Equipment (NAICS 444)
- Food and Beverage (NAICS 445)
- Health / Personal Products (NAICS 446)
- Gasoline Stations (NAICS 447)
- Clothing and Accessories (NAICS 448)
- Sporting Goods & Hobbies (NAICS 451)
- General Merchandise (NAICS 452)
- Miscellaneous (NAICS 453)
- Nonstore Retailers (NAICS 454)

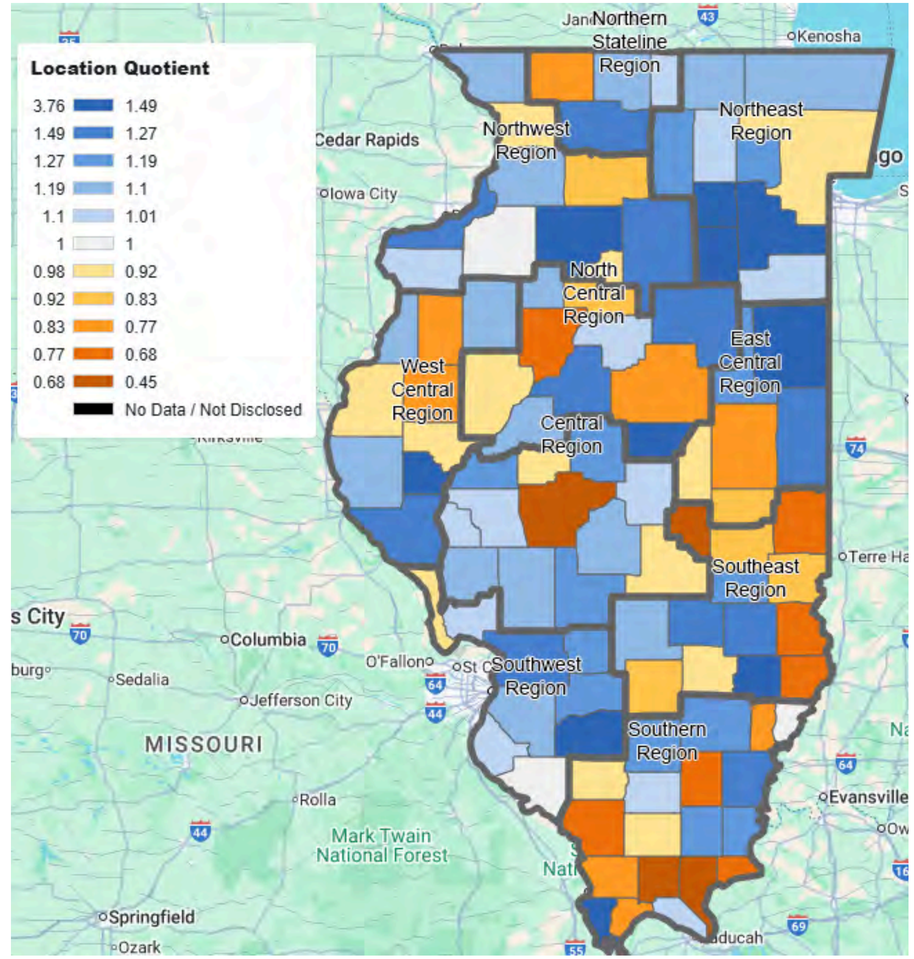
Transportation and Warehousing (NAICS 48-49)

- Air (NAICS 481)
- Rail (NAICS 482)
- Water (NAICS 483)
- Truck (NAICS 484)
- Transit and Ground Passenger (NAICS485)
- Pipeline (NAICS 486)
- Scenic and Sightseeing (NAICS 487)
- Support Activities (NAICS 488)
- Postal Service (NAICS 491)
- Couriers and Messengers (NAICS 492)
- Warehousing and Storage (NAICS493)

Employment Change



Employment Concentration



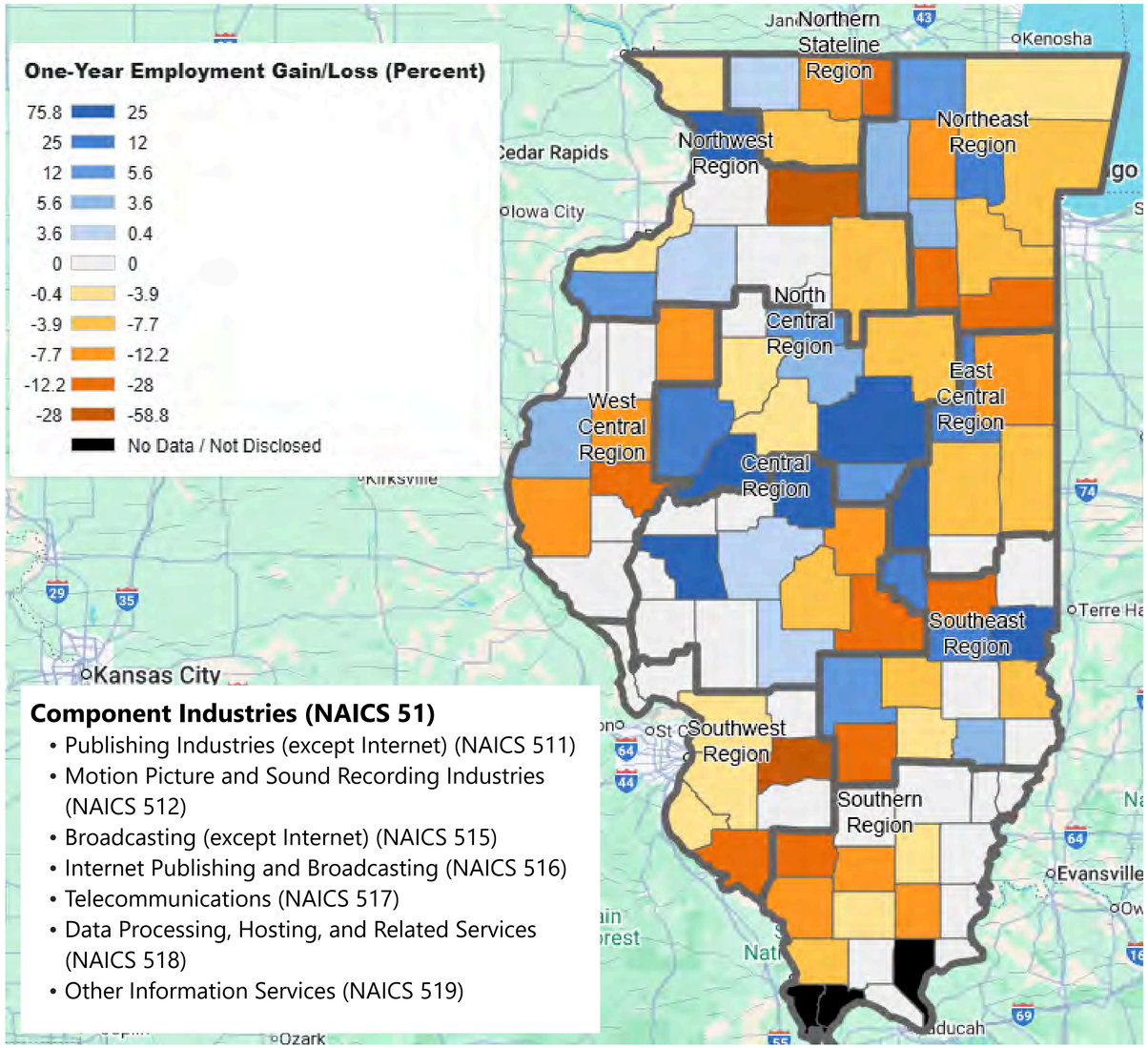
Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Q4 2023 & Q4 2024. Retrieved from the Illinois Employment Business System on Illinois WorkNet.

Information Sector

Q4 2023- Q4 2024 % Employment Change & Q4 2024 Employment Location Quotient

*Most IT **occupations** (e.g., programmers) are employed outside of the Information sector.*

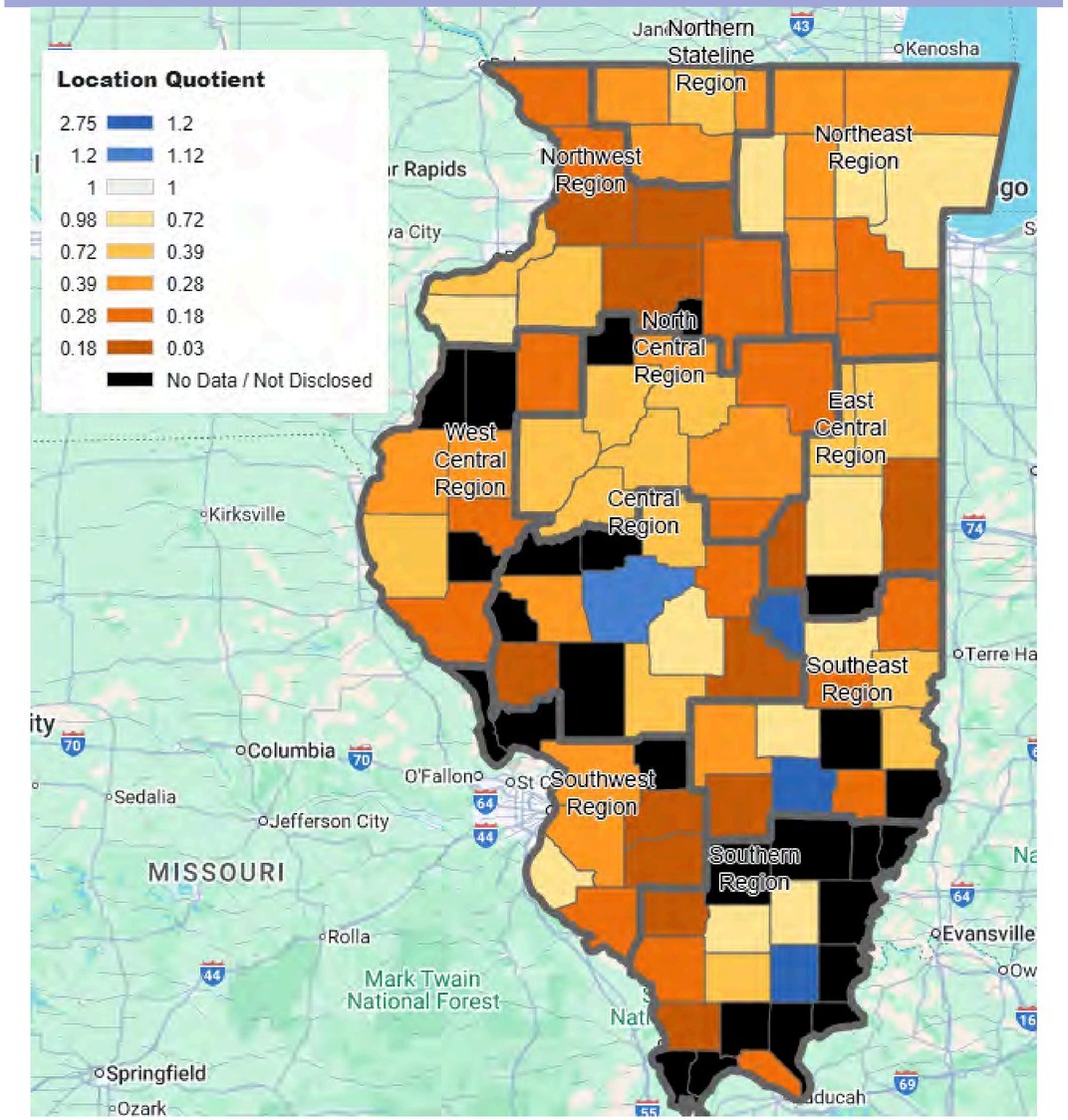
Employment Change



Component Industries (NAICS 51)

- Publishing Industries (except Internet) (NAICS 511)
- Motion Picture and Sound Recording Industries (NAICS 512)
- Broadcasting (except Internet) (NAICS 515)
- Internet Publishing and Broadcasting (NAICS 516)
- Telecommunications (NAICS 517)
- Data Processing, Hosting, and Related Services (NAICS 518)
- Other Information Services (NAICS 519)

Employment Concentration

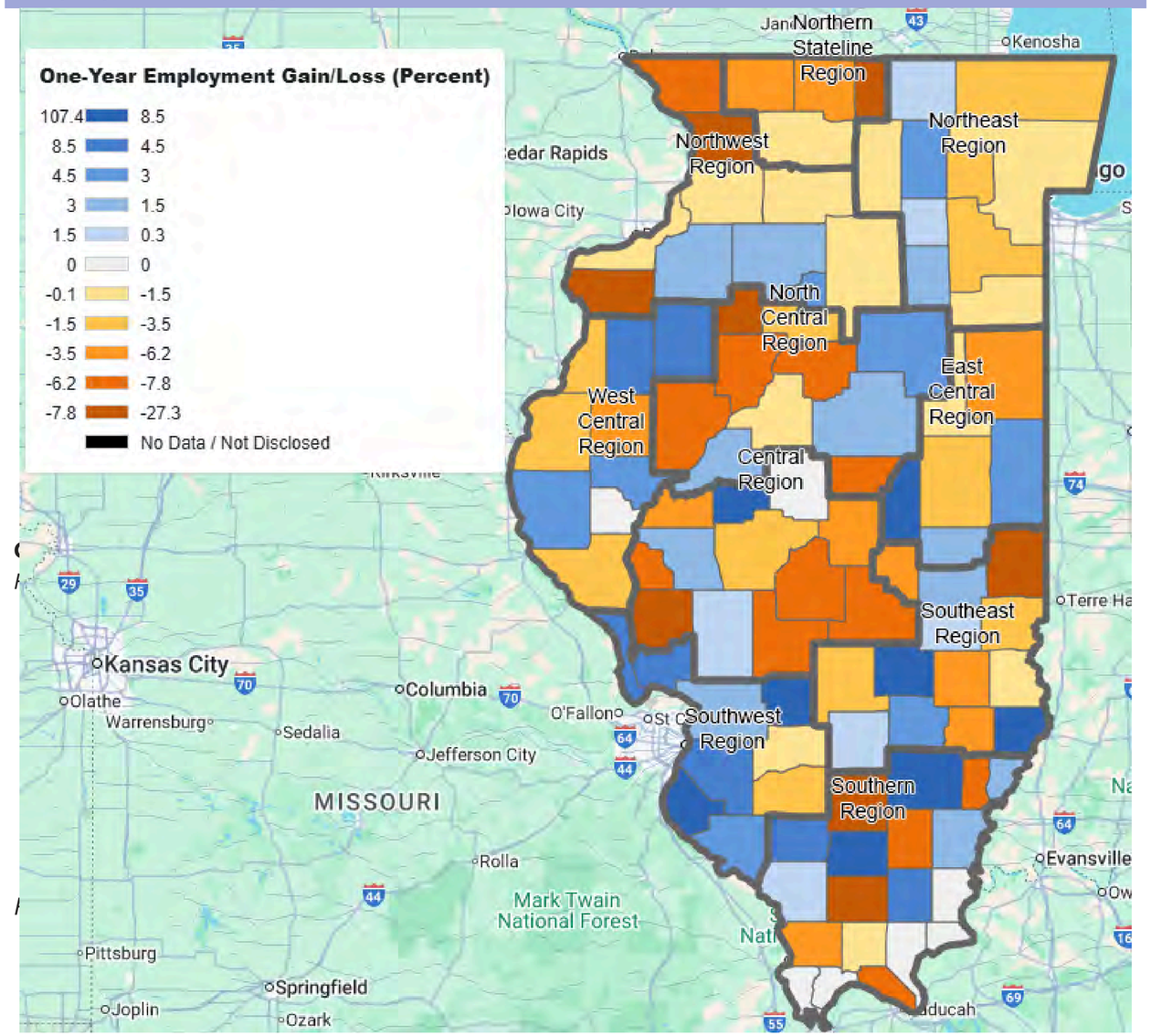


Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Q4 2023 & Q4 2024. Retrieved from the Illinois Employment Business System on Illinois WorkNet.

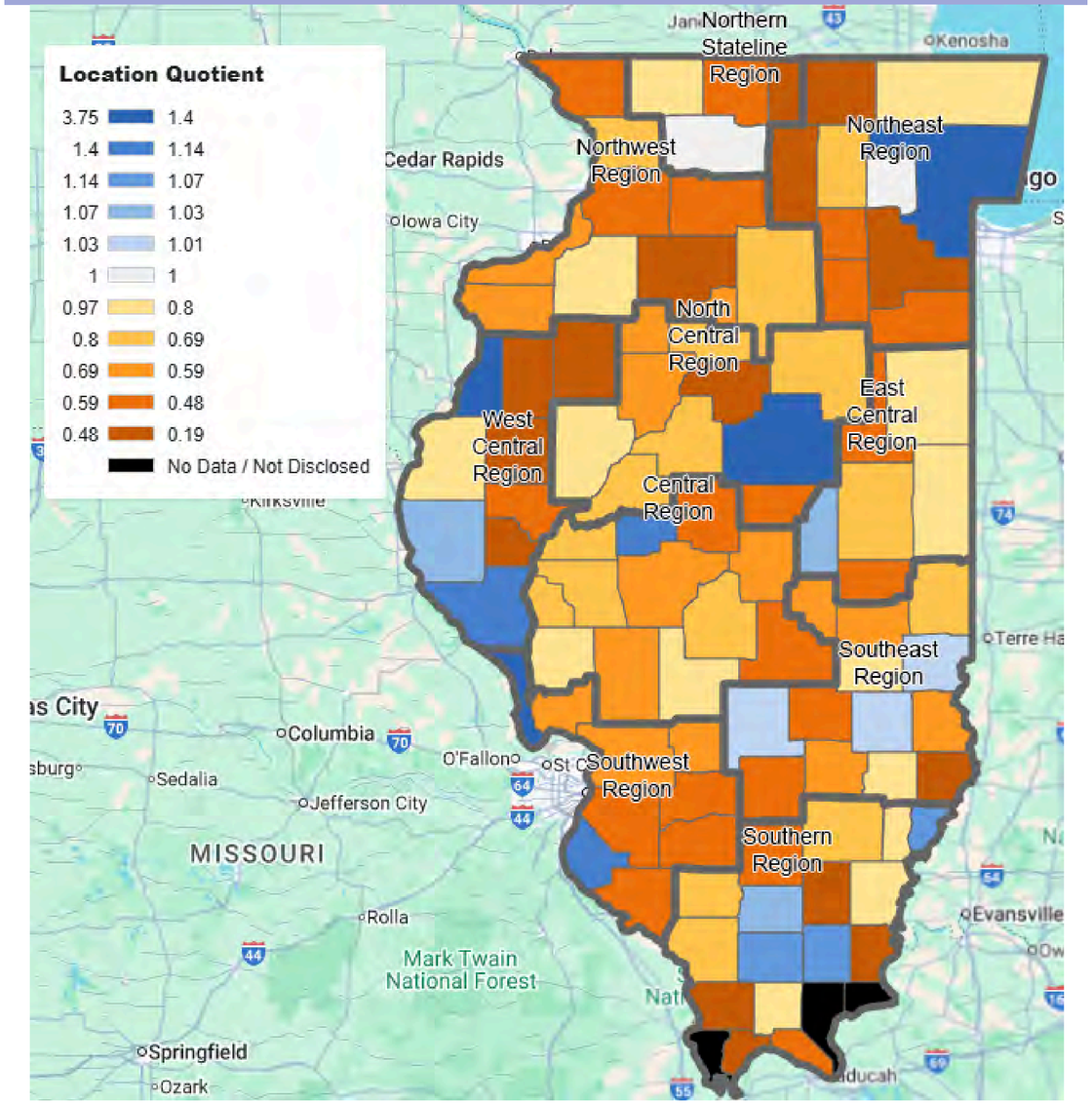
Financial Activities Sector

Q4 2023- Q4 2024 % Employment Change & Q4 2024 Employment Location Quotient

Employment Change



Employment Concentration

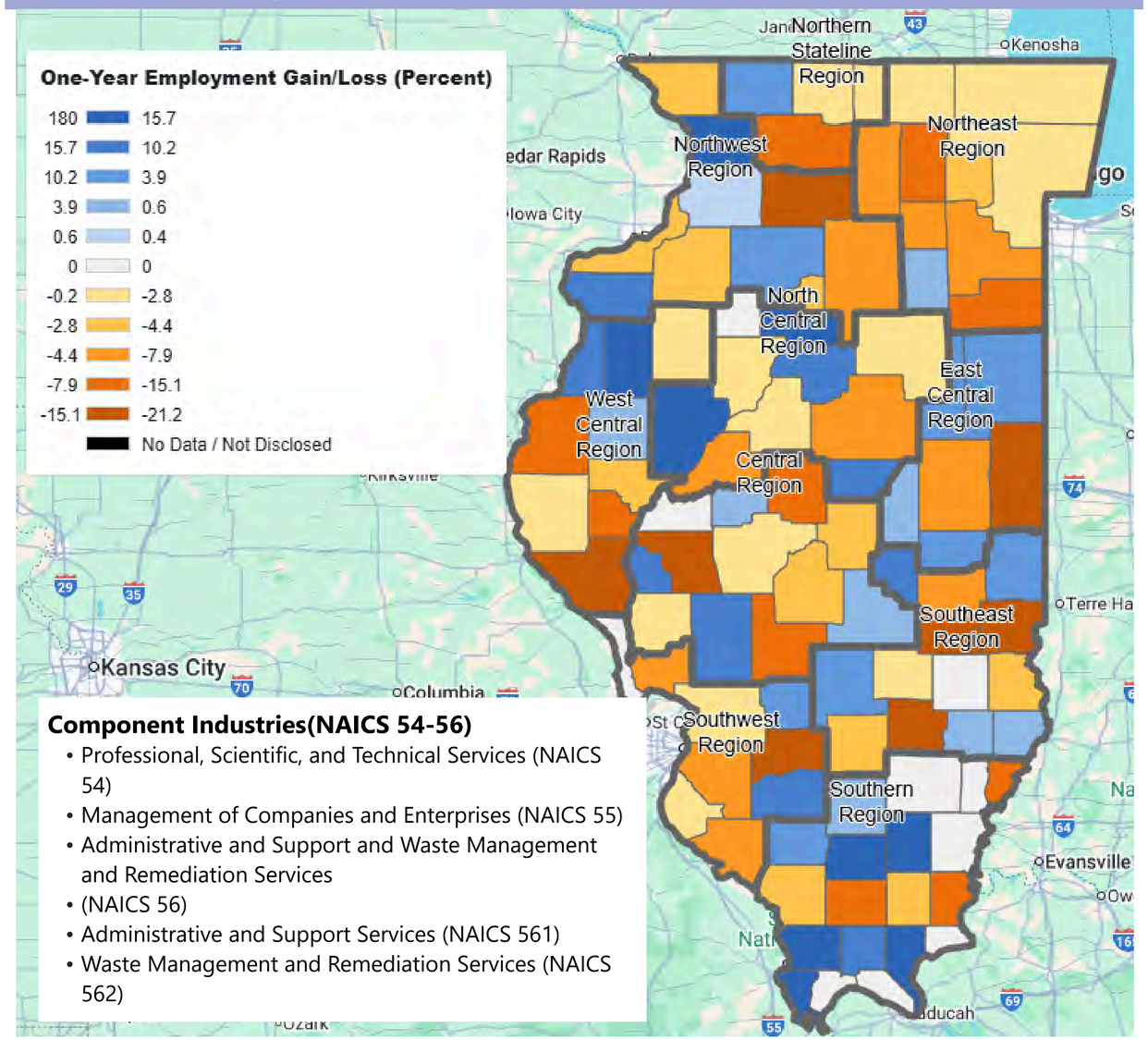


Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Q4 2023 & Q4 2024. Retrieved from the Illinois Employment Business System on Illinois WorkNet.

Professional & Business Services Sector

Q4 2023- Q4 2024 % Employment Change & Q4 2024 Employment Location Quotient

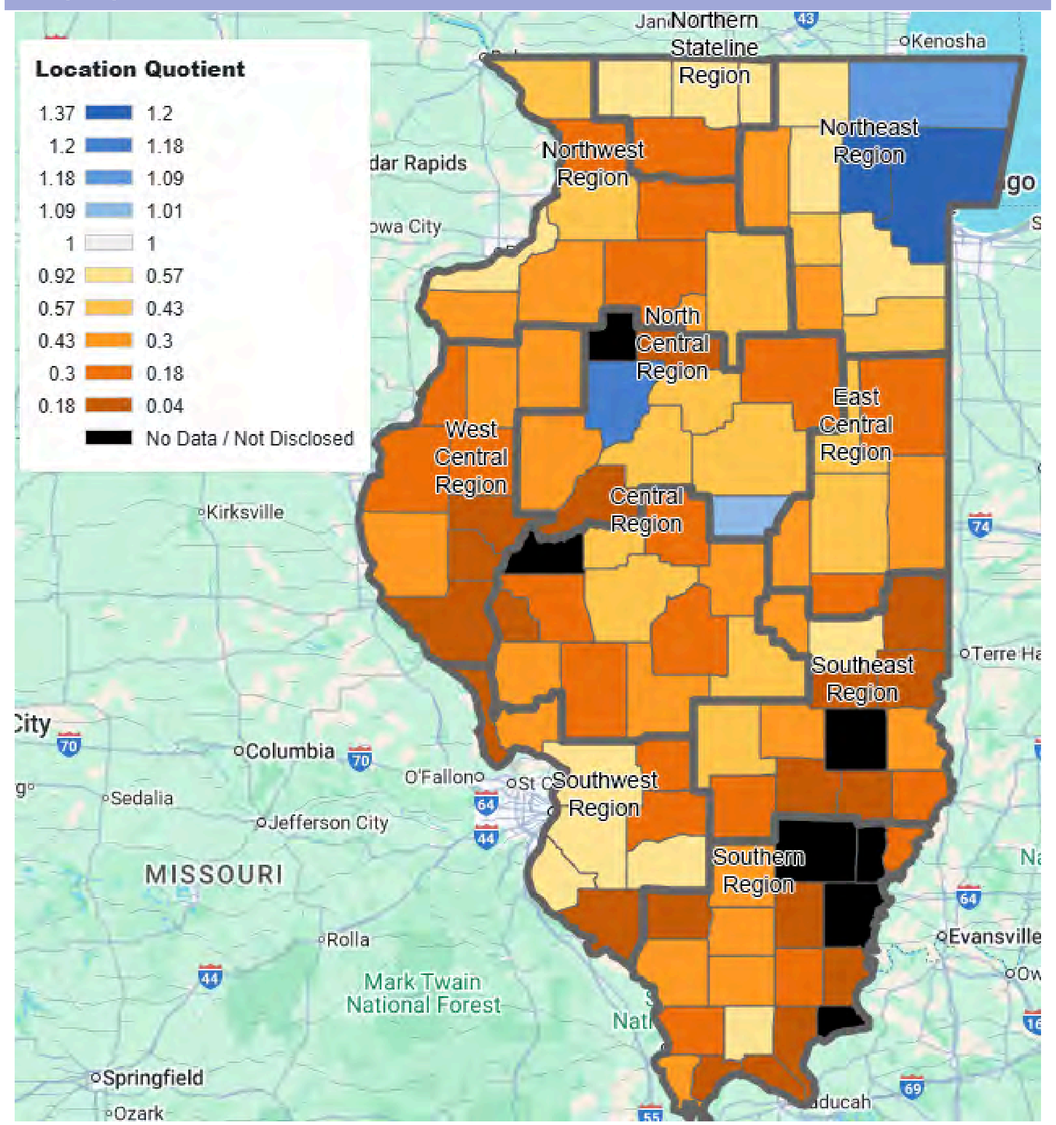
Employment Change



Component Industries(NAICS 54-56)

- Professional, Scientific, and Technical Services (NAICS 54)
- Management of Companies and Enterprises (NAICS 55)
- Administrative and Support and Waste Management and Remediation Services
- (NAICS 56)
- Administrative and Support Services (NAICS 561)
- Waste Management and Remediation Services (NAICS 562)

Employment Concentration



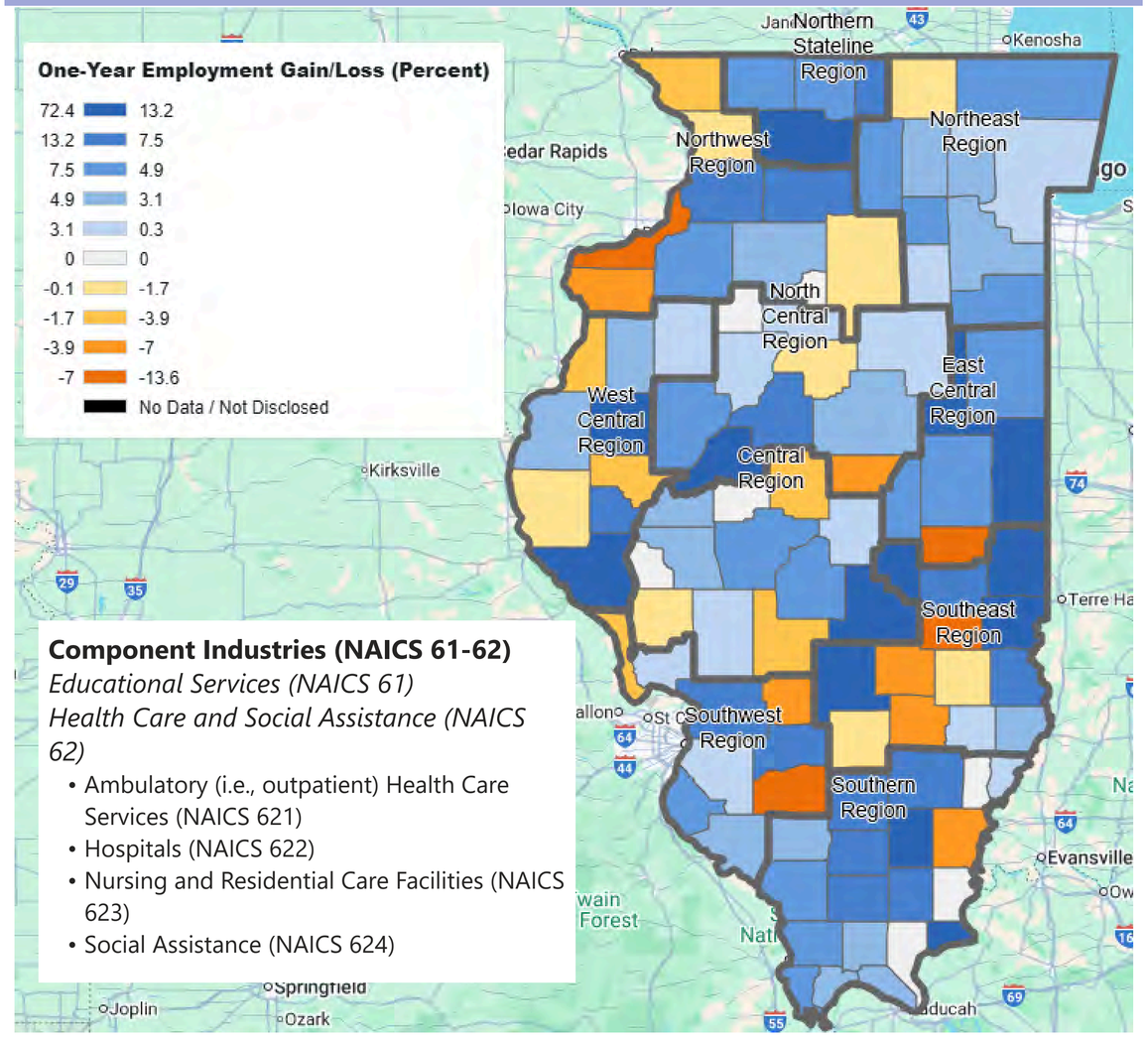
Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Q4 2023 & Q4 2024. Retrieved from the Illinois Employment Business System on Illinois WorkNet.

Education and Health Services Sector

Q4 2023- Q4 2024 % Employment Change & Q4 2024 Employment Location Quotient

It is not possible to dissect this sector into health care or education alone in some counties, due to suppression.

Employment Change



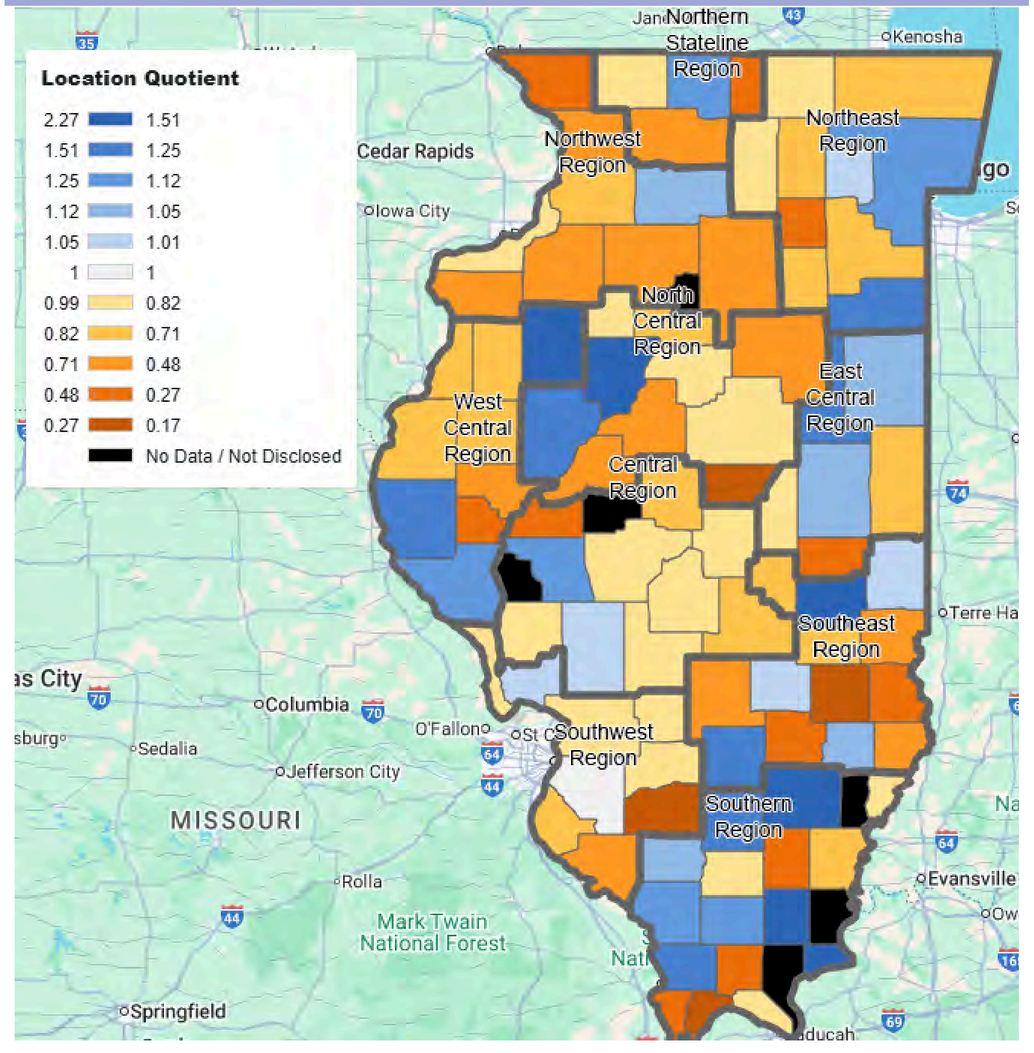
Component Industries (NAICS 61-62)

Educational Services (NAICS 61)

Health Care and Social Assistance (NAICS 62)

- Ambulatory (i.e., outpatient) Health Care Services (NAICS 621)
- Hospitals (NAICS 622)
- Nursing and Residential Care Facilities (NAICS 623)
- Social Assistance (NAICS 624)

Employment Concentration

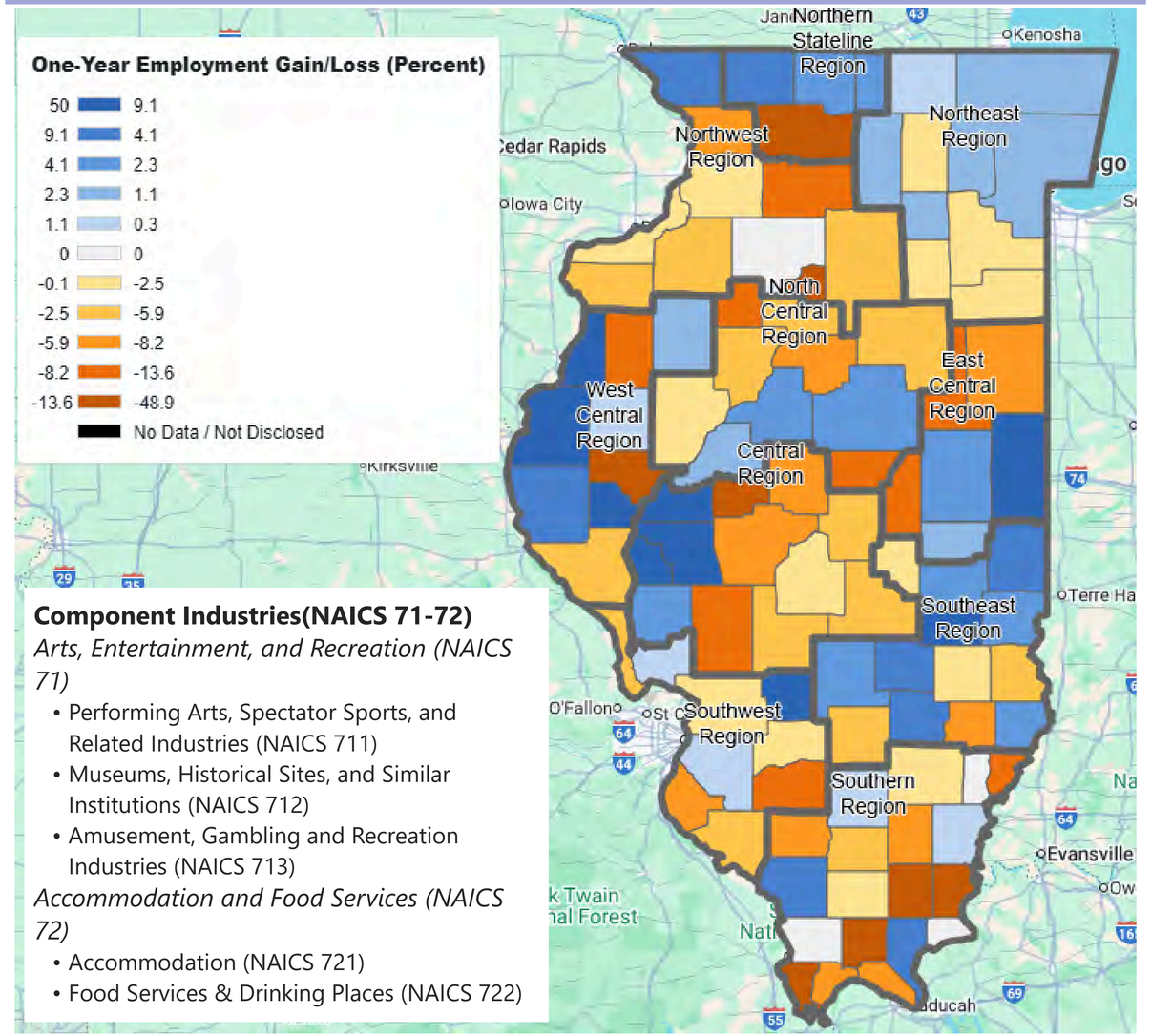


Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Q4 2023 & Q4 2024. Retrieved from the Illinois Employment Business System on Illinois WorkNet.

Leisure and Hospitality Sector

Q4 2023- Q4 2024 % Employment Change & Q4 2024 Employment Location Quotient

Employment Change



Component Industries(NAICS 71-72)

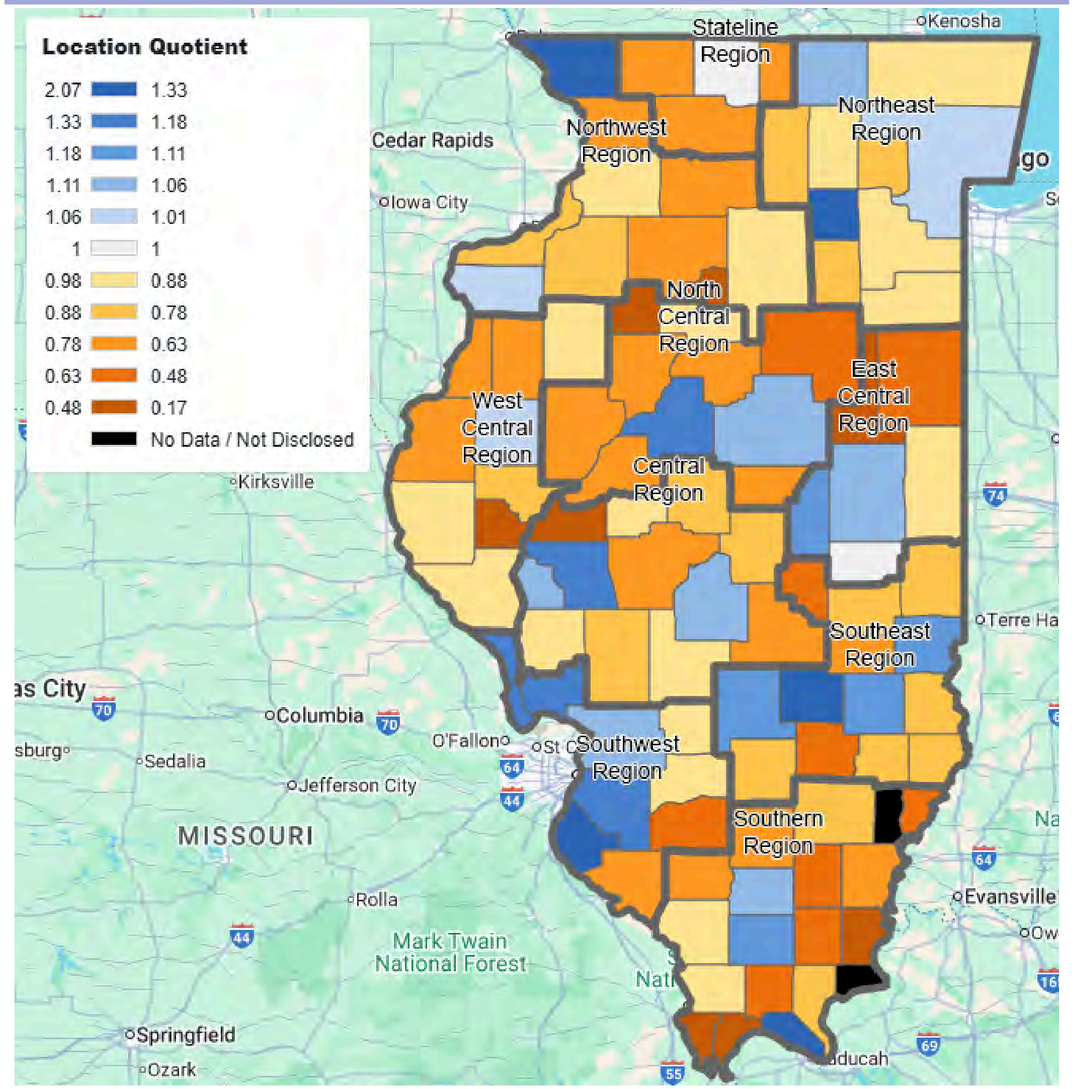
Arts, Entertainment, and Recreation (NAICS 71)

- Performing Arts, Spectator Sports, and Related Industries (NAICS 711)
- Museums, Historical Sites, and Similar Institutions (NAICS 712)
- Amusement, Gambling and Recreation Industries (NAICS 713)

Accommodation and Food Services (NAICS 72)

- Accommodation (NAICS 721)
- Food Services & Drinking Places (NAICS 722)

Employment Concentration

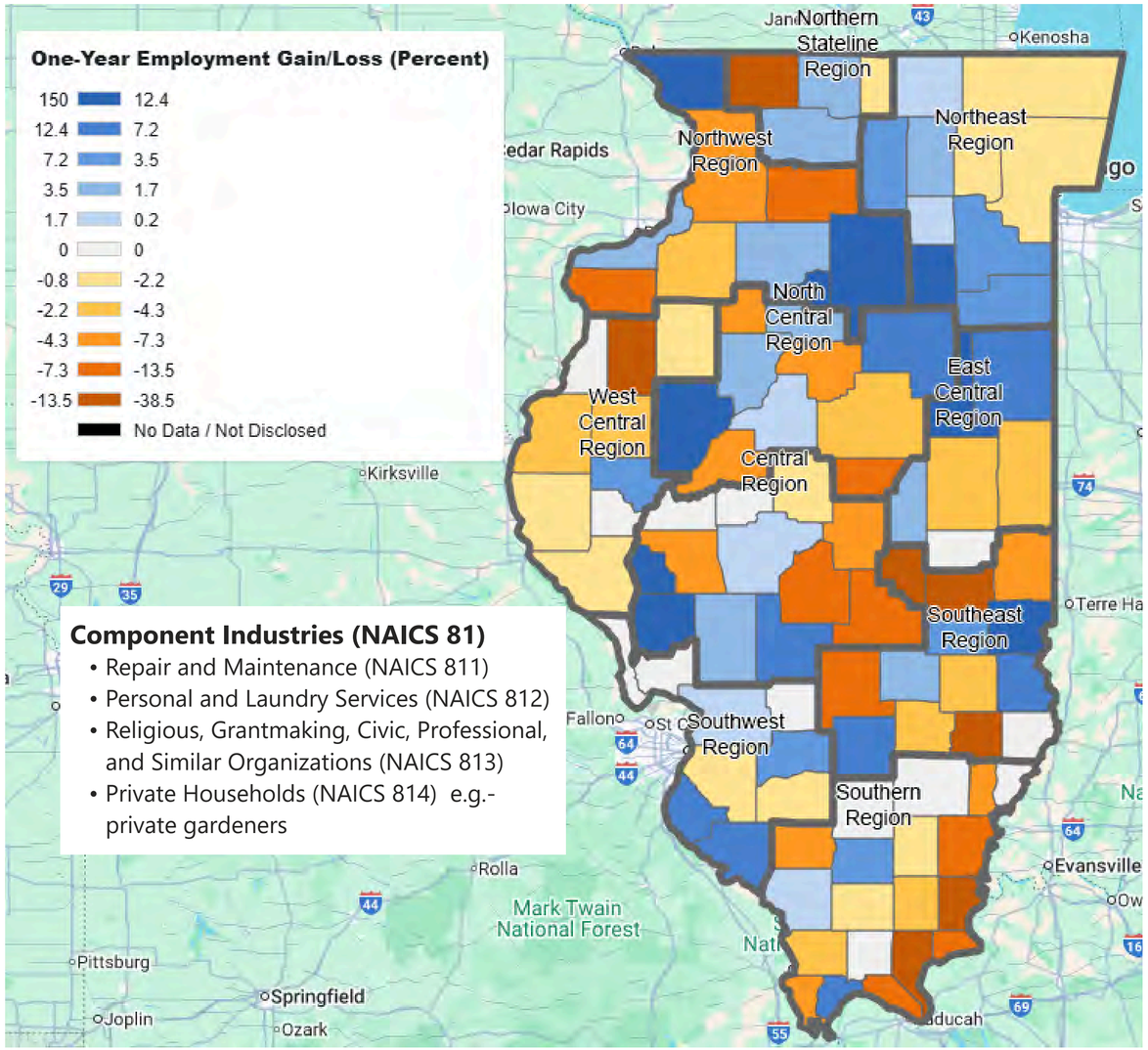


Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Q4 2023 & Q4 2024. Retrieved from the Illinois Employment Business System on Illinois WorkNet.

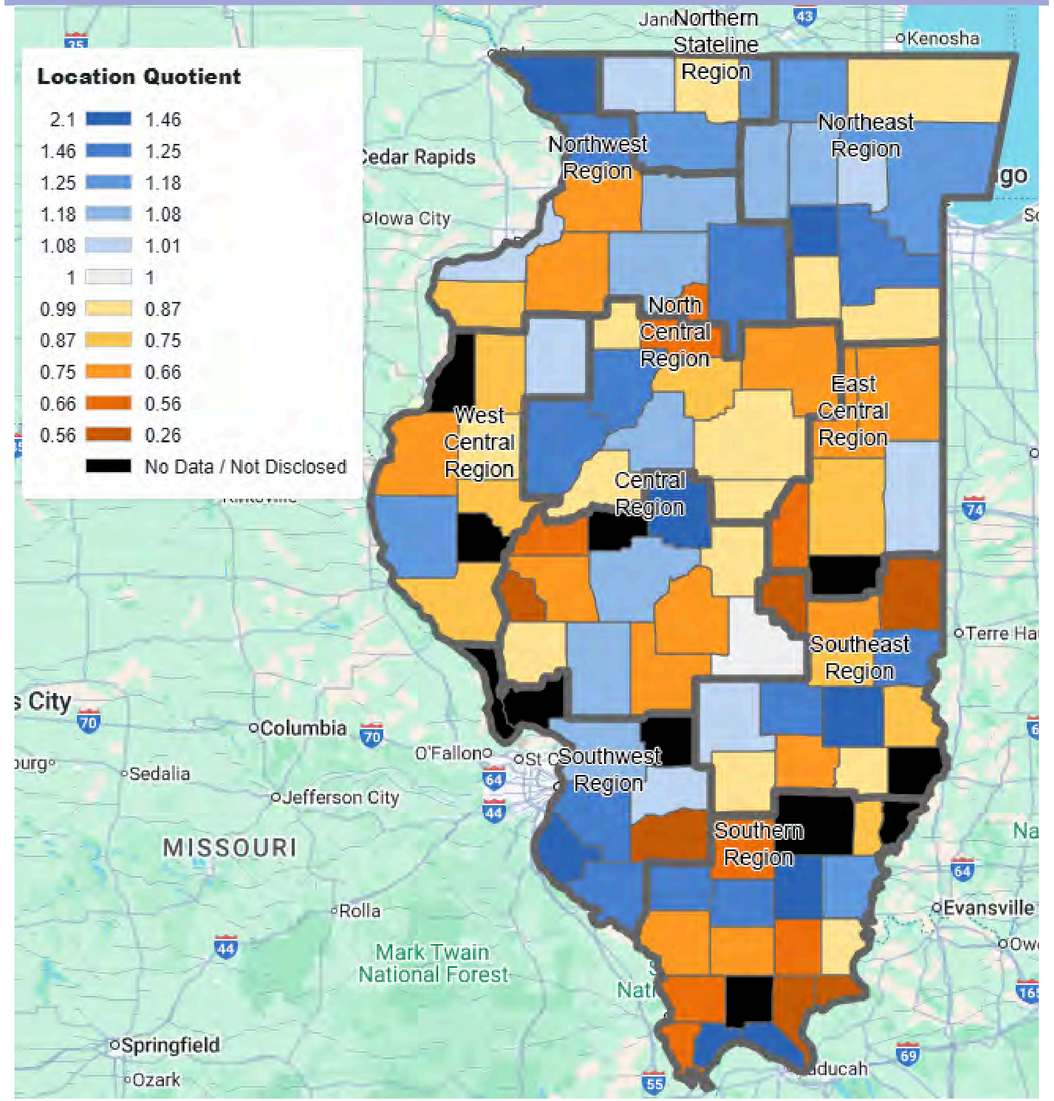
Other Services Sector

Q4 2023- Q4 2024 % Employment Change & Q4 2024 Employment Location Quotient

Employment Change



Employment Concentration



Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Q4 2023 & Q4 2024. Retrieved from the Illinois Employment Business System on Illinois WorkNet.

Educational Pipeline

Demand Occupations
- **Typical Education Level**
- **Projected Annual Openings**
- **Skill Requirements**

Higher Education

Enrollments/Completions

Community College Enrollments

Community College Completions
- **Career & Technical Education**
- **By Type of Program**
- **By Career Cluster**

Supply Gaps for Demand Occupations

Selected Demand Occupations by Education Level, Northern Stateline Region (1 of 2)

✓ Living wage for one adult - $23.56

✓ Living wage for a single parent - $40.41

Source: Illinois Department of Employment Security, Long-Term Occupational Employment Projections, 2022-2032, Occupational Employment and Wage Statistics, 2024, Learn More, Earn More, 2024. Living Wage thresholds from the Living Wage Institute at MIT, https://livingwage.mit.edu/states/17, accessed October 2025.

Requiring a Certificate or License

Occupation	Projected Annual Openings	Entry Wage	Experienced Wage	Skills
Nursing Assistants	329	$17.63	$21.51	Service Orientation, Active Listening, Social Perceptiveness
Heavy and Tractor-Trailer Truck Drivers	311	$20.1	$33.89 ✓	Operation Monitoring , Time Management
Teaching Assistants, Except Postsecondary	213			Instructing, Active Learning, Active Listening
Childcare Workers	157	$14.4	$16.90	Monitoring, Service Orientation, Speaking
Medical Assistants	115	$18.04	$22.88	Speaking, Active Listening, Reading Comprehension
Exercise Trainers and Group Fitness Instructors	107	$15.09	$29.79 ✓	Instructing, Service Orientation, Social Perceptiveness
Automotive Service Technicians and Mechanics	95	$17.25	$31.06 ✓	Equipment Maintenance, Repairing, Troubleshooting

Requiring an Associate's Degree

Occupation	Projected Annual Openings	Entry Wage	Experienced Wage	Skills
Registered Nurses	283	$31.62 ✓	$46.33 ✓	Active Listening, Social Perceptiveness, Service Orientation
Preschool Teachers, Except Special Education	40	$15.82	$25.24 ✓	Speaking, Learning Strategies, Instructing
Computer User Support Specialists	37	$19.63	$33.58 ✓	Active Listening, Problem Solving, Critical Thinking
Physical Therapist Assistants	24	$26.47 ✓	$34.69 ✓	Active Listening, Monitoring, Social Perceptiveness
Clinical Laboratory Technologists and Technicians	20	$20.46	$37.83 ✓	Active Listening, Critical Thinking, Reading Comprehension
Paralegals and Legal Assistants	20	$19.38	$29.81 ✓	Reading Comprehension, Active Listening, Speaking
Computer Network Support Specialists	13	$22.92	$37.00 ✓	Problem Solving, Critical Thinking, Decision Making

Selected Demand Occupations by Education Level, Northern Stateline Region (2 of 2)

✓ Living wage for one adult - $23.56 ✓ Living wage for a single parent - $40.41

Source: Illinois Department of Employment Security, Long-Term Occupational Employment Projections, 2022-2032, Occupational Employment and Wage Statistics, 2024, Learn More, Earn More, 2024. Living Wage thresholds from the Living Wage Institute at MIT, https://livingwage.mit.edu/states/17, accessed October 2025.

Requiring a Bachelor's Degree

Occupation	Projected Annual Openings	Entry Wage	Experienced Wage	Skills
General and Operations Managers	432	$25.11 ✓	$71.33 ✓	Active Listening, Coordination, Monitoring
Elementary School Teachers, Except Special Education	143			Instructing, Speaking, Learning Strategies
Accountants and Auditors	91	$23.65 ✓	$41.98 ✓	Active Listening, Mathematics, Reading Comprehension
Business Operations Specialists, All Other	91	$20.18	$44.40 ✓	Active Listening, Critical Thinking, Reading Comprehension
Market Research Analysts and Marketing Specialists	82	$19.09	$37.68 ✓	Reading Comprehension, Listening, Problem Solving
Insurance Sales Agents	62	$18.03	$37.66 ✓	Active Listening, Reading Comprehension, Speaking
Management Analysts	53	$27.92 ✓	$70.46 ✓	Active Listening, Critical Thinking, Reading Comprehension

Requirements Beyond Bachelor's Degree

Occupation	Projected Annual Openings	Hourly Entry Wage	Hourly Experienced Wage	Skills
Financial Managers	86	$43 ✓	$83.13 ✓	Active Listening, Critical Thinking, Monitoring
Managers, All Other	72	$36.22 ✓	$74.58 ✓	Reading Comprehension, Speaking, Writing
Software Developers	69	$35.14 ✓	$62.86 ✓	Programming, Data Structure, Software Testing
Sales Managers	58	$35.99 ✓	$84.96 ✓	Persuasion, Active Listening, Speaking
Medical and Health Services Managers	54	$37.62 ✓	$75.21 ✓	Speaking, Critical Thinking, Active Listening
Marketing Managers	42	$35.32 ✓	$76.20 ✓	Active Learning, Active Listening, Critical Thinking
Lawyers	27	$30.87 ✓	$72.94 ✓	Active Listening, Speaking, Reading Comprehension

Notes on Demand Occupations

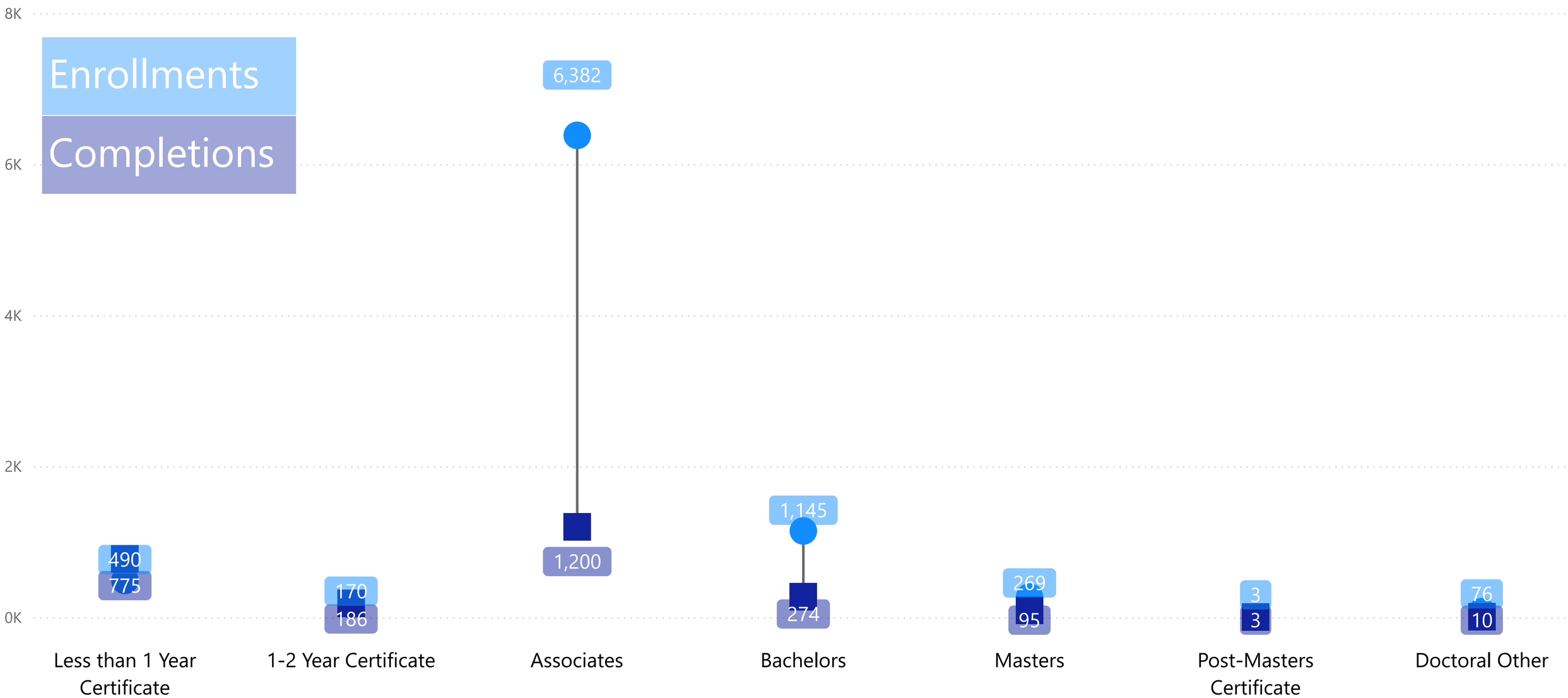
The Demand Occupation Training List is created as a collaborative effort between the DCEO Office of Employment and Training and the NIU Workforce Policy Lab, based on labor market information from the Illinois Department of Employment Security. **Demand Occupations are selected based on projected job openings, earnings potential, education/training requirements, and petitions by local workforce boards.** Eligible training providers must provide training that aligns with demand occupations.

Each year, the Illinois Department of Employment Security (IDES) identifies occupations at each education level with a large number of projected annual job openings and high pay for their education categories. These occupations are reported in the **Learn More, Earn More** publication and this report shows those demand occupations from the 2024 edition. They closely follow the Demand Occupation Training List developed by the DCEO Office of Employment and Training and the NIU Workforce Policy Lab, but it also includes jobs at several education and training levels that are not eligible for WIOA funding. For example, the Learn More Earn More publication shows jobs that require short-term on-the-job training and no formal education requirement, but these jobs are not eligible for WIOA-funded training. *Conversely, the full Demand Occupation Training List includes more occupations than those highlighted in Learn More Earn More.*

Occupations on the following pages were selected **based on projected** number of annual job **openings, not necessarily by growth.** Occupations **can have** job **openings** even with projected total employment declines, **due to replacements.** The IDES provides long-term occupational forecasts for all occupations, but care must be taken when comparing percentage growth rates for occupations with fewer jobs in the base year.

Northern Stateline Region Enrollments and Completions by Degree level, 2024

Enrollments and graduations are two separate cohorts- e.g., those enrolled in long-term programs in 2024 might not graduate in 2024. Enrollment in some programs might not persist from year to year. Completions in some programs might not correspond directly to labor availability, given that some international students return to their home countries.



Enrollments in short-term certificates might not correspond to completions- learners could enroll in transfer programs.

Source: Illinois Board of Higher Education, 2024.

Northern Stateline Region Higher Education Enrollments & Completions by Curriculum

Enrollments and completions are **separate cohorts-** those enrolled in 2024 do not graduate in 2024. Data bars are proportional to size within region.

Bachelor's Degree

Curriculum	Enrolled	Completed
Health Professions	224	73
Business, Management, Marketing	86	46
Education	58	35
Parks, Recreation, Leisure, Fitness, and Kinesiology	41	26
Social Sciences	21	23
Biological and Biomedical Sciences	14	17
Visual and Performing Arts	18	12
Family and Consumer Sciences/Human Sciences	18	8
Psychology	11	8
Computer and Information Sciences	26	7
English Language and Literature/Letters	13	7
History	7	5
Mathematics and Statistics	6	4
Foreign Languages, Literatures, and Linguistics	2	2
Physical Sciences		1
Undeclared	600	
Total	**1,145**	**274**

Beyond Bachelor's Degree

Includes grad certificates, Masters, and Doctoral

Curriculum	Enrolled	Completed
Education	166	49
Business, Management, Marketing	74	41
Health Professions	91	17
Undeclared	17	1
Total	**348**	**108**

Some curriculum categories have been shortened for readability. Many standard curriculum labels include terms like "And Related Activities", etc.

Source: Illinois Board of Higher Education, 2024.

Community College Enrollments by District & College in Northern Stateline Region

Below is a summary of recent unduplicated for-credit and non-credit enrollments in community college districts that are primarily located in the region. Examples of non-credit programs include professional development workshops, custom trainings for employers, and hobby/recreational offerings.

College Name	Credit Total	Baccalaureate/ Transfer	General Studies	Career and Technical Education	English as a Second Language	General Associate	Adult Basic Education	Vocational	Adult Secondary Education	Noncredit Total
Northern Stateline Region Total	12,311	8,104	88	2,709	464	72	196	350	328	3,447
Rock Valley	9,280	5,990		2,185	384	1	142	292	286	2,849
Highland	3,031	2,114	88	524	80	71	54	58	42	598

Source: Illinois Community College Board, Fiscal Year 2024 Summary of Graduates and Enrollments & ICCB Databook, Tables III-3 and III-9.

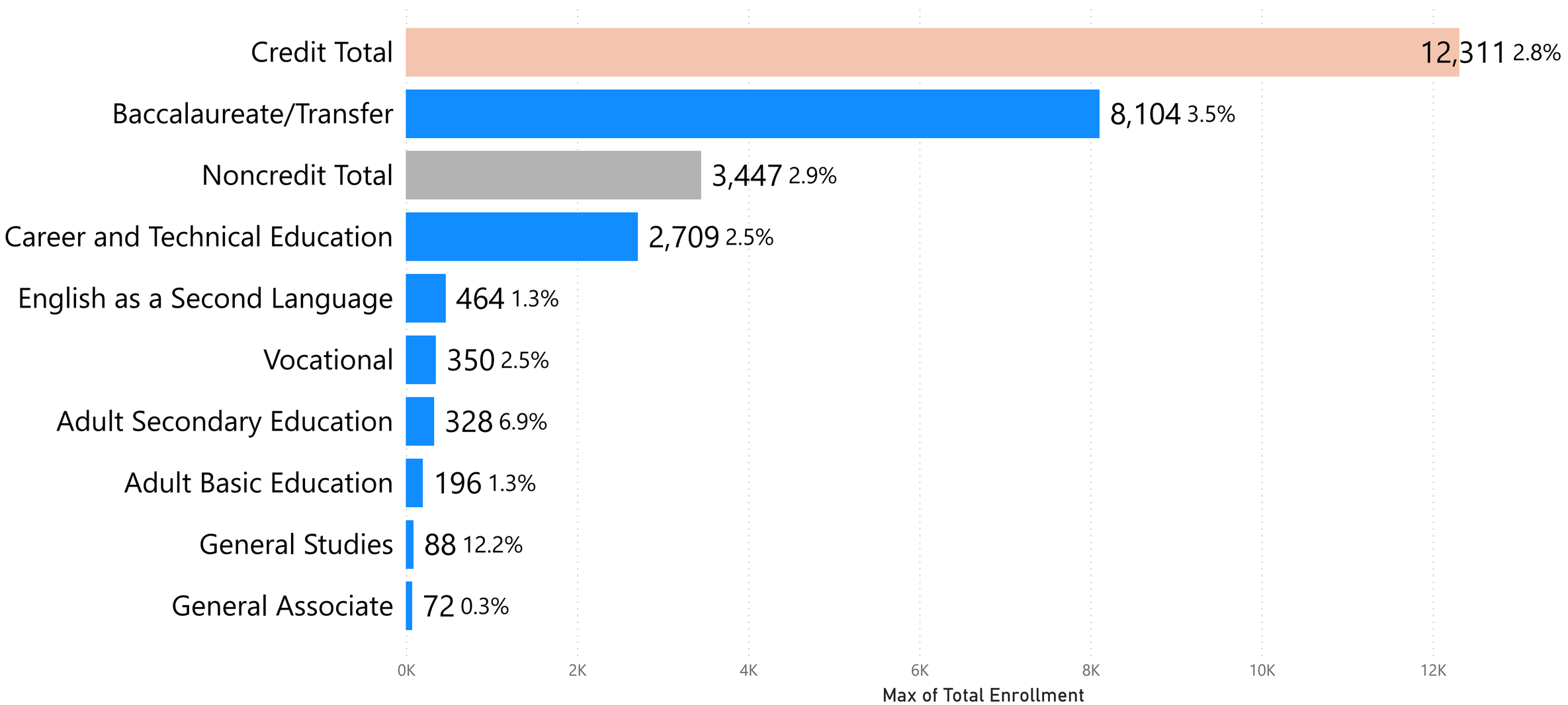
Credit Total is the sum of all columns to the right of it, excluding Noncredit Total.

Northern Stateline Region Total Community College Enrollments by Program Type

Below is a summary of total community college enrollments in the region for FY2024, including total counts and the share of total statewide enrollments.

Enrollment by Program Type

Percentages show share of statewide community college enrollments



Source: Illinois Community College Board, Fiscal Year 2024 Summary of Graduates and Enrollments & ICCB Databook, Tables III-3 and III-9.

Community College Transfer & General Education Completions in Northern Stateline Region

Below is a summary of recent graduations in community college districts that are primarily located in the region.

College Name	Associate - Transfer	Associate in Arts	Associate in Engineering Science	Associate in Liberal Studies & General Ed	Associate in Science	General Education Core Curriculum Credential	**Total**
Northern Stateline Region Total	855	578	29	12	236	82	**1,792**
Rock Valley	706	501	28	1	176		**1,412**
Highland	149	77	1	11	60	82	**380**

Share of State Completions

Arts

4.7%

Science

5.3%

Engineering

7.7%

Fine Arts

(Blank)

Gen. Ed. & Core

0.9%

Liberal Studies

0.6%

Source: Illinois Community College Board, Fiscal Year 2024 Summary of Graduates and Enrollments & ICCB Databook, Tables III-3 and III-9.

FY24 Career & Technical Education (CTE) Completions in Northern Stateline Region

Below is a summary of recent CTE completions in community college districts primarily located in the region.

Completions by State, Region, and Districts in Region

College Name	Associate in Applied Science	Certificate of Less Than One Year	Certificate of One Year or More	**Total**
Northern Stateline Region Total	263	797	194	**1,254**
Rock Valley	220	462	167	**849**
Highland	43	335	27	**405**

Share of Statewide Completions

Associate in Applied Science

2.9%

Cert. Less than One Year

3.1%

Cert. One Year or More

3.2%

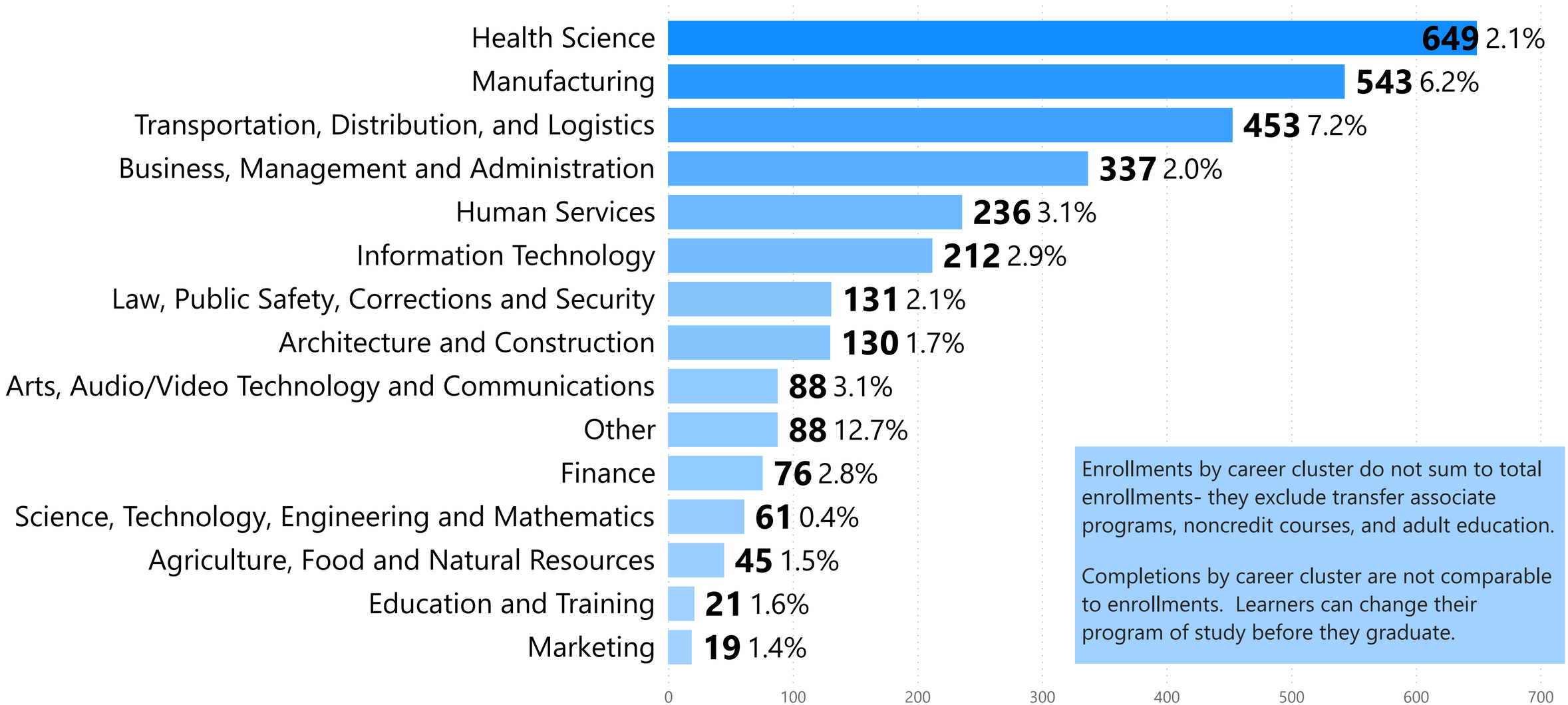
Source: Illinois Community College Board, Fiscal Year 2024 Summary of Graduates and Enrollments & ICCB Databook, Tables III-3 and III-9.

Community College Career Cluster Enrollments in Northern Stateline Region

Below is a summary of FY24 enrollments in community college districts that are primarily located in the region.

Count of Enrollments and Share of Statewide Community College Enrollments by Career Cluster

Shading proportional to enrollments within region. Shares do not sum to total- they percent to completions in each career cluster.



Enrollments by career cluster do not sum to total enrollments- they exclude transfer associate programs, noncredit courses, and adult education.

Completions by career cluster are not comparable to enrollments. Learners can change their program of study before they graduate.

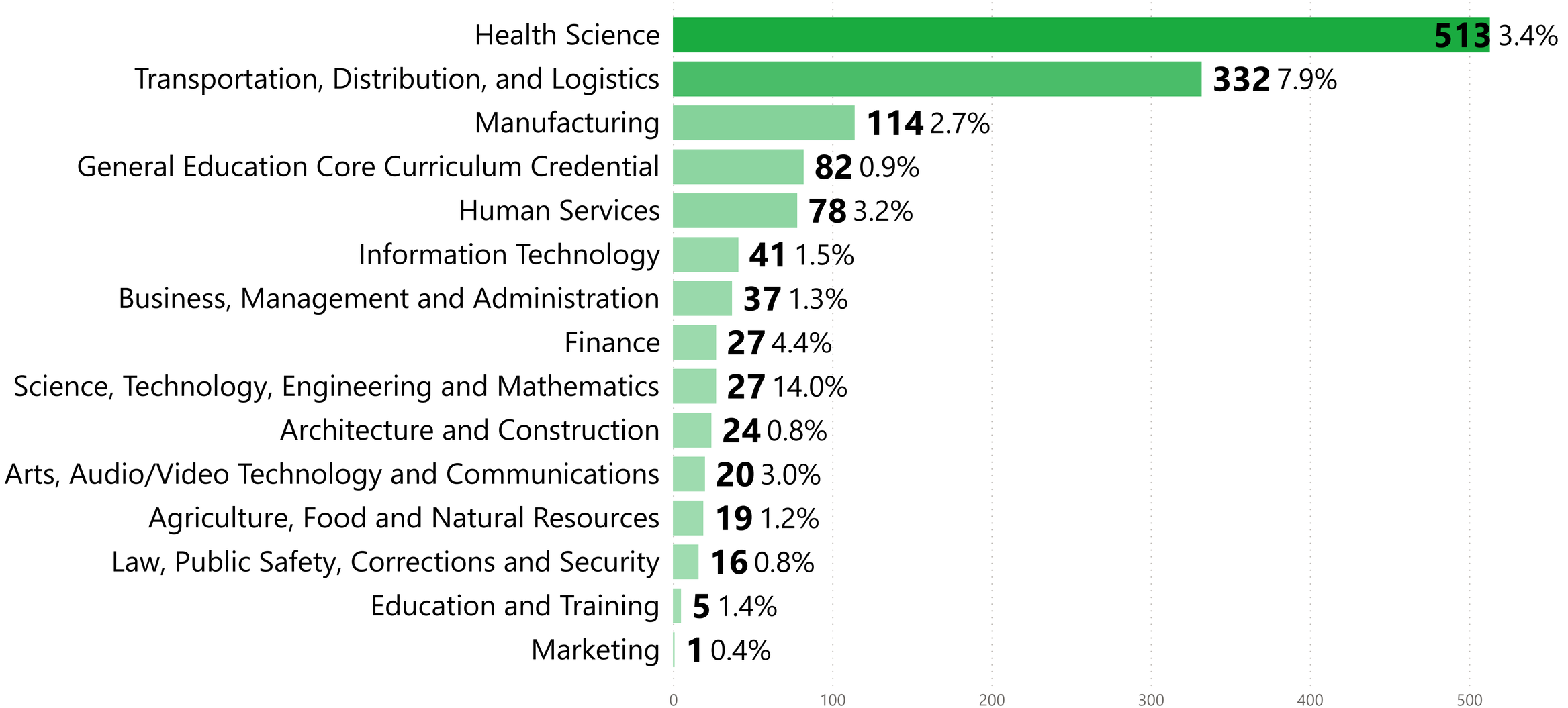
Source: Illinois Community College Board, Fiscal Year 2024 Summary of Graduates and Enrollments & ICCB Databook, Tables III-3 and III-9.

Community College Career Cluster Completions in Northern Stateline Region

Below is a summary of recent graduations in community college districts that are primarily located in the region.

Count of Completions and Share of Statewide Community College Completions

Shading proportional to completions within region. Shares do not sum to total- they percent to completions in each career cluster.



Source: Illinois Community College Board, Fiscal Year 2024 Summary of Graduates and Enrollments & ICCB Databook, Tables III-3 and III-9.

Career Cluster Enrollments by Community College & District in Northern Stateline Region

Below is a summary of recent enrollments in community college districts that are primarily located in the region.

College Name	Agriculture, Food and Natural Resources	Architecture and Construction	Arts, Audio/Video Technology and Communications	Business, Management and Administration	Education and Training	Finance	Health Science	Hospitality and Tourism	Human Services	Information Technology	Law, Public Safety, Corrections and Security	Manufacturing	Marketing	Science, Technology, Engineering and Mathematics	Transportation, Distribution, and Logistics
Northern Stateline Region Total	83	156	172	596	37	142	1,183	3	434	383	283	872	28	97	853
Rock Valley		156	161	552	31	98	996	3	233	366	262	748	26	95	571
Highland	83		11	44	6	44	187		201	17	21	124	2	2	282

"Other" and Government & Public Administration are excluded for space.

Source: Illinois Community College Board, Fiscal Year 2024 Summary of Graduates and Enrollments & ICCB Databook, Tables III-3 and III-9.

Career Cluster Completions by Community College & District in Northern Stateline Region

Below is a summary of recent graduations in community college districts that are primarily located in the region.

College Name	Agriculture, Food and Natural Resources	Architecture and Construction	Arts, Audio/Video Technology and Communications	Business, Management and Administration	Education and Training	Finance	Health Science	Human Services	Information Technology	Law, Public Safety, Corrections and Security	Manufacturing	Marketing	Science, Technology, Engineering and Mathematics	Transportation, Distribution, and Logistics
Northern Stateline Region Total	19	24	20	37	5	27	513	78	41	16	114	1	27	332
Rock Valley		24	18	32	1	4	369	36	41	11	82	1	27	203
Highland	19		2	5	4	23	144	42		5	32			129

Source: Illinois Community College Board, Fiscal Year 2024 Summary of Graduates and Enrollments & ICCB Databook, Tables III-3 and III-9.

Notes on Community College Completer Data

Care must be taken when viewing educational program data, given that program **completions do not** necessarily **correspond to** the number of **individuals.** **Some** credentials **are stackable**, meaning that the same person completes multiple programs.

Enrollments are unduplicated, but completions are not. In other words, **enrollments show** counts of **individuals while completions show** counts of degrees or **credentials.**

Another limitation of comparing enrollments to completions is that **individuals can change their program of study.** For example, those enrolled in the manufacturing career cluster **might graduate in a different career cluster.**

In this report, we show information from community college **districts primarily located in the region.** In some regions, this **might exclude some districts on borders** between regions.

Below is a summary of all community college districts that are affected by this classification:

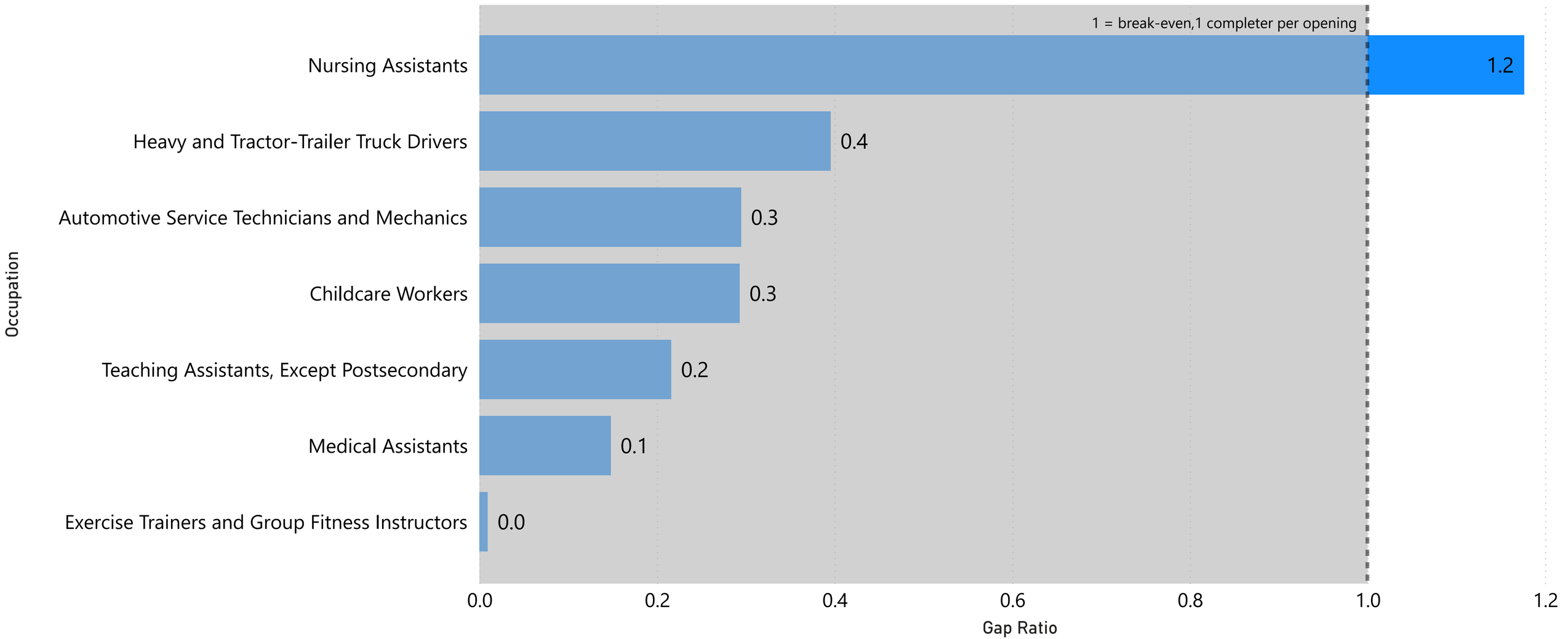
- The **Central** region **partially includes Lewis & Clark** (district ID 53601). It is **now** found in the **Southwestern** report.
- The **East Central** region **partially includes Kankakee** (52001). It is **now** found in the **Northeast** report.
- The **Northwest** region **partially includes Highland** (51901). It is **now** found in the **Northern Stateline** report.
- The **Southeastern** region **partially includes Kaskaskia** (50101). It is **now** found in the **Southwestern** report.
- The **Southern** region **partially includes Illinois Eastern** (529). It is **now** found in the **Southeastern** report.

More detailed information for all community colleges is available in the ICCB Databook, available at: https://www.iccb.org/divisions/research-and-analytics/#data-book.

For more information about community college outcomes, see the Illinois Postsecondary Profiles or the Postsecondary Employment Outcomes Explorer.

Northern Stateline Region Supply Gaps for Occupations Requiring a Certificate or License

The supply gap ratio is a proxy measure the provides insight on how closely supply aligns with demand for selected occupations. The calculation of the ratio is supply / demand. In this case, the supply is the number of program completions in the region associated with the occupation and the demand is the estimated number of regional job openings. A gap ratio of one indicates one completer per projected job opening. Gaps lower than one indicate more job openings than completers, and gaps greater than 1 indicate more completers than openings.

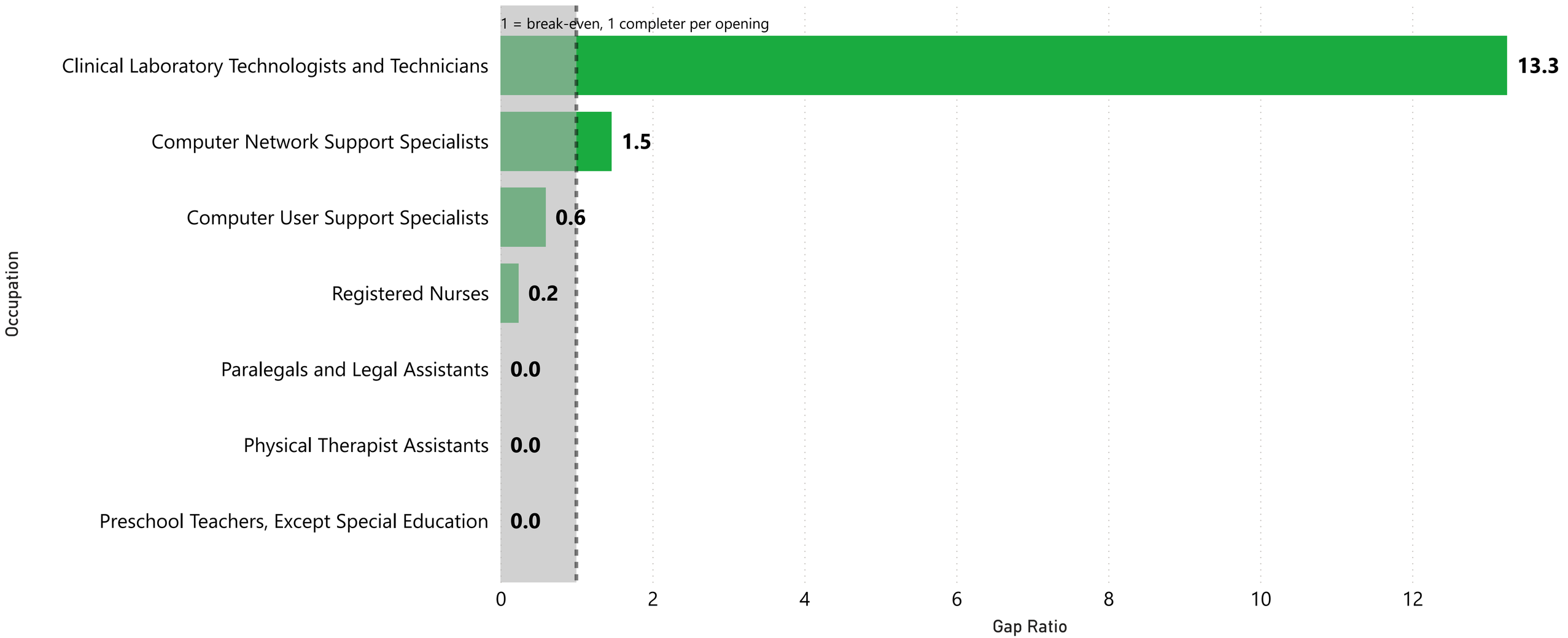


Completers do not include most apprenticeships and true OJT provided solely by employers.

Source: Illinois Department of Employment Security, Illinois Board of Higher Education, & Lightcast, 2024.

Northern Stateline Region Supply Gaps for Occupations Requiring an Associate's Degree

The supply gap ratio is a proxy measure the provides insight on how closely supply aligns with demand for selected occupations. The calculation of the ratio is supply / demand. In this case, the supply is the number of program completions in the region associated with the occupation and the demand is the estimated number of regional job openings. A gap ratio of one indicates one completer per projected job opening. Gaps lower than one indicate more job openings than completers, and gaps greater than 1 indicate more completers than openings.

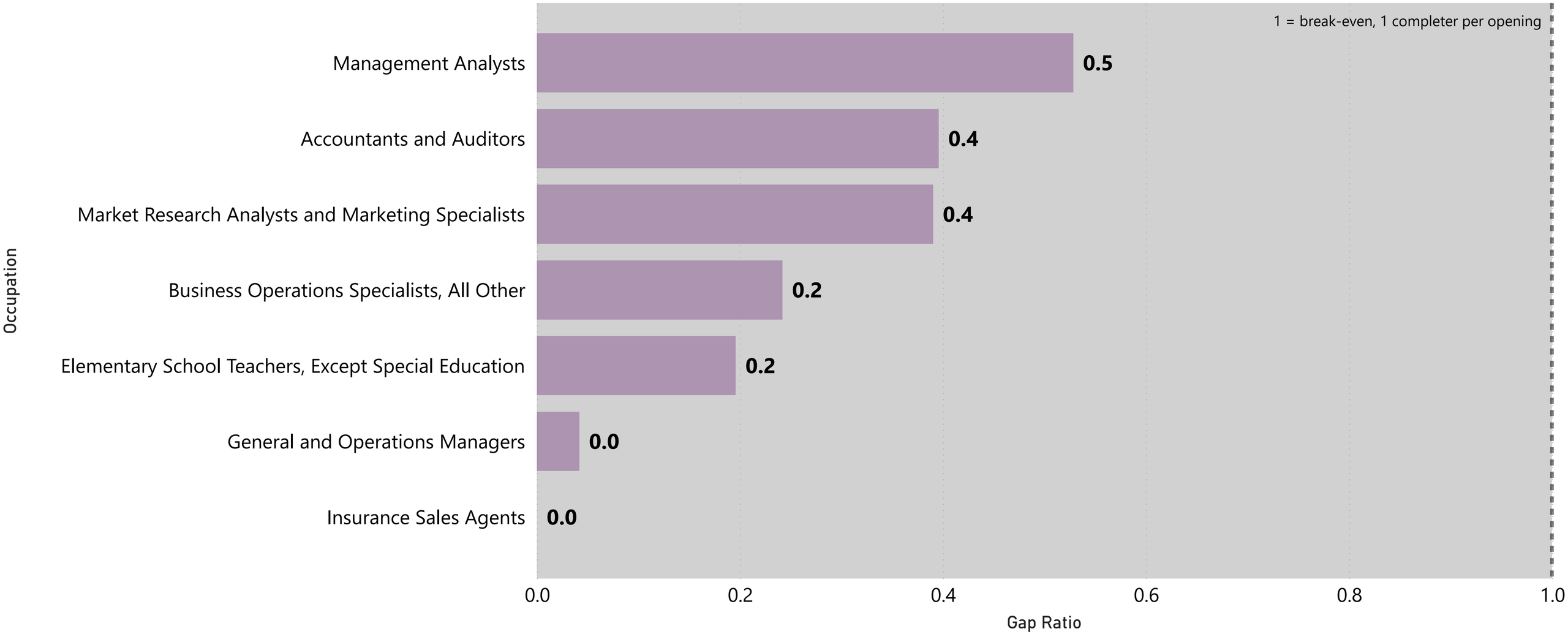


Completers do not include most apprenticeships and true OJT provided solely by employers.

Source: Illinois Department of Employment Security, Illinois Board of Higher Education, & Lightcast, 2024.

Northern Stateline Region Supply Gaps for Occupations Requiring a Bachelor's Degree

The supply gap ratio is a proxy measure the provides insight on how closely supply aligns with demand for selected occupations. The calculation of the ratio is supply / demand. In this case, the supply is the number of program completions in the region associated with the occupation and the demand is the estimated number of regional job openings. A gap ratio of one indicates one completer per projected job opening. Gaps lower than one indicate more job openings than completers, and gaps greater than 1 indicate more completers than openings.

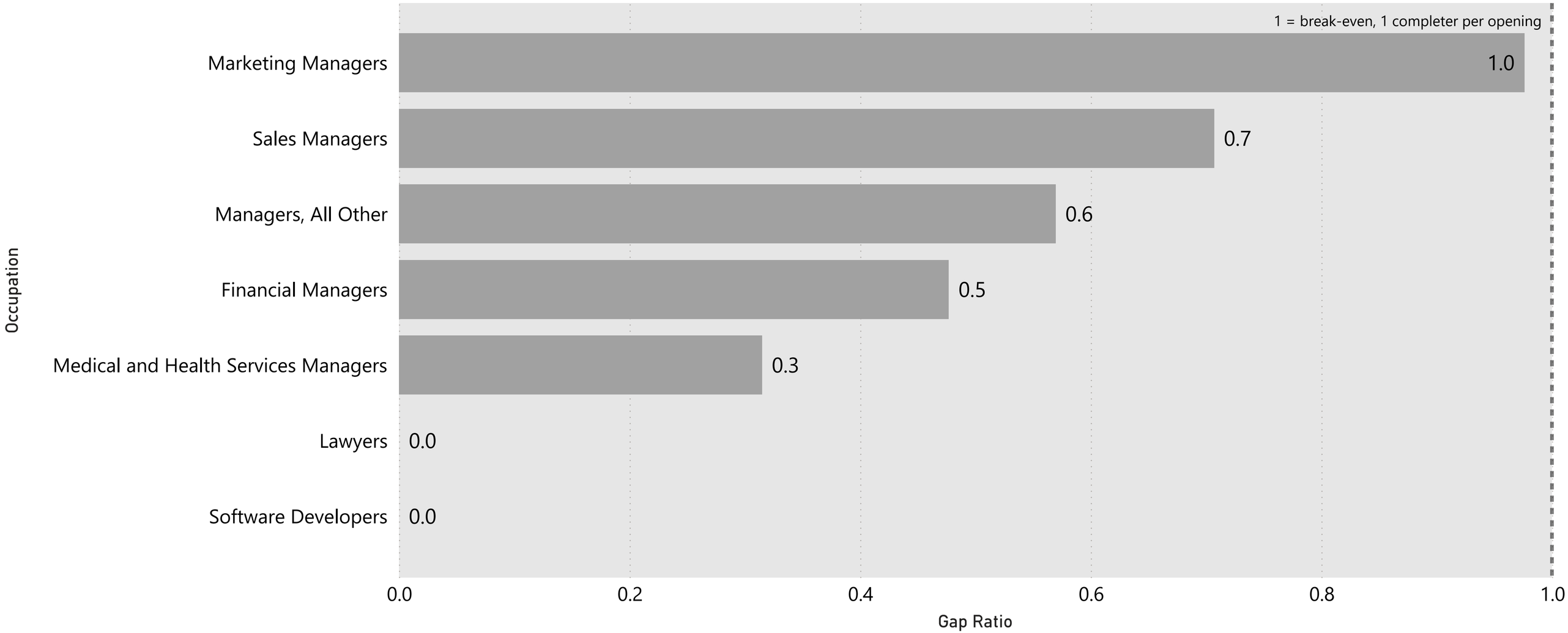


Completers do not include most apprenticeships and true OJT provided solely by employers.

Source: Illinois Department of Employment Security, Illinois Board of Higher Education, & Lightcast, 2024.

Northern Stateline Region Supply Gaps for Occupations Requiring Education Beyond a Bachelor's Degree

The supply gap ratio is a proxy measure the provides insight on how closely supply aligns with demand for selected occupations. The calculation of the ratio is supply / demand. In this case, the supply is the number of program completions in the region associated with the occupation and the demand is the estimated number of regional job openings. A gap ratio of one indicates one completer per projected job opening. Gaps lower than one indicate more job openings than completers, and gaps greater than 1 indicate more completers than openings.



Completers do not include most apprenticeships and true OJT provided solely by employers.

Source: Illinois Department of Employment Security, Illinois Board of Higher Education, & Lightcast, 2024.

Caveats and Limitations of Gap Analysis

The gap ratio shows an initial, **high-level comparison of completers to** the projected annual **job openings** in an occupation. It is meant to offer a **starting point** for discussions on gaps in the regional workforce system.

Suitable **completers** are identified via a crosswalk of curriculums to occupations developed by Lightcast. This crosswalk is based on data from the National Center for Educational Statistics and Lightcast's experience serving as a consultant for educational and workforce development agencies. It shows the **curricula typically completed by employees** in a given occupation. Completers exclude degree levels above/below the education level specified on each page.

The gap ratio provides a conservative comparison of recent completions to annual openings. **A gap ratio below 1** (i.e., fewer suitable completers than openings) **might not** necessarily **indicate inability** for employers **to fill positions.** Similarly, gap ratios above 1 might not translate to worker surpluses. Below are several examples of cases where worker availability might differ from the gap ratios.

Worker Availability With Completer Shortage

- **Upskilling** incumbent workers
- On-the-job training
- Career changes by **underemployed workers**
- **Commuters** or remote workers living outside the region

Worker Shortages With Completer Surpluses

- Turnover- **mismatch of expectations** for education vs workplace
- Completers **relocate** - hired outside region
- Common in regions with a strong university presence
- **Stacking credentials** - further education before entering labor market
- Some programs attract international students who return to home countries

Given these limitations in the gap analysis, business engagement will remain a crucial part of the planning process.
The best source for understanding your businesses' employment needs will be the businesses themselves.

ADDITIONAL RESOURCES

Below are several additional data visualization tools that can be used in the regional workforce planning process.

OnTheMap - Commuter Data

Provided by the U.S. Census Bureau. Shows commuter flows for counties, cities, census tracts, and custom geographies.

E.g., county of residence for workers in a specific city. "Where are workers coming from?"

Clean Energy Jobs Regional Data Packets

Provided by the University of Illinois Urbana-Champaign Climate Jobs Institute. Shows supply of clean energy jobs in economic development regions.

Skills-Based Occupational Employment Projections Dashboard

Provided by the Illinois Department of Employment Security. Shows projected worker skill demand for economic or workforce development regions.

Industry Employment Projections Dashboard

Provided by the Illinois Department of Employment Security. Shows employment trends by type of business, for economic or workforce regions.

Illinois Postsecondary Profiles - Equity Considerations

Provided by Illinois Report Card & Illinois State Board of Education. Shows statewide trends in higher-education attainment by age, race, and sex.

The Workforce Connection Acronyms List

ADA	Americans with Disabilities Act
AHEC	Area Health Education Center
AJC	American Job Centers
ALICE	Asset Limited Income Constrained Employed
AP	Advanced Placement
BEST	Business Employment Skills Team
BST	Business Service Team
CASAS	Comprehensive Adult Student Assessment System
CCAP	Child Care Assistance Program
CEANCI	Career Education Associates of North Central Illinois
CEDS	Comprehensive Economic Development Strategy
CEJA	Climate and Equitable Jobs Act
CEO	Chief Elected Official
CRM	Customer Relationship Management
CSBG	Community Services Block Grant
DCEO	Department of Commerce and Economic Opportunity
DEI	Diversity, Equity, Inclusion
DEIB	Diversity, Equity Inclusion and Belonging
DOL	Department of Labor
DRS	Department of Rehabilitations Services
DRS-VR	Department of Rehabilitations Services – Vocational Rehabilitation
EDD	Economic Development District
EDR	Economic Development Regions
EEOC	Equal Employment Opportunity Commission
EO	Equal Opportunity
ESL	English as a Second Language
ETP	Eligible Training Providers
ETPL	Eligible Training Provider List
FAFSA	Free Application for Federal Student Aid
FTZ	Foreign Trade Zone
GED	General Educational Development
GRCC	Greater Rockford Chamber of Commerce
HCC	Highland Community College
HSE	High School Equivalency
ICAPS	Illinois Integrated Education and Training
IDES	Illinois Department of Employment Security
IDHS	Illinois Department of Human Services
IDP	Individual Development Plan

IEP	Individual Employment Plan
IRIS	Illinois Research Information Service
ITA	Individual Training Accounts
IWDS	Illinois Workforce Development System
IWT	Incumbent Worker Training
JTED	Job Training and Economic Development
KC	Kishwaukee College
KPI	Key Performance Indicators
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Intersex, Queer/Questioning, Asexual
LIHEAP	Low Income Home Energy Assistance Program
LTO	Landing and Takeoff
LWIA	Local Workforce Innovation Area
LWIB	Local Workforce Innovation Board
MOU	Memorandum of Understanding
MPO	Metropolitan Transportation Organization
MSA	Metropolitan Statistical Area
NAPCA	National Asian Pacific Center on Aging
NAWDP	National Association of Workforce Development Professionals
NCI	Northwest Central Illinois
NIU	Northern Illinois University
OCEDC	Ogle County Economic Development Corporation
OJT	On The Job Training
OSO	One Stop Operator
PAC	Performance and Accountability Committee
PII	Personally Identifiable Information
PLA	Prior Learning Assessment
PST	Program Service Team
QUEST	Quality Jobs, Equity, Strategy and Training
R1	Region 1 Planning Council
RAAN	Rockford Area Aerospace Network
RCC	Rockford Career College
RFB	Request for Bid
RFP	Request for Proposal
RIA	Responsiveness, Inclusivity and Accessibility
RMTD	Rockford Mass Transit District
ROI	Return on Investment
RPS205	Rockford Public School District 205
RRVTMA	Rock River Valley Tool and Machining Association

RU	Rockford University
RUR	Rasmussen University of Rockford
RVC	Rock Valley College
SBDC	Small Business Development Center
SCSEP	Senior Community Services Empowerment Program
SNAP	Supplemental Nutrition Assistance Program
STEM	Science, Technology, Engineering and Math
SVCC	Sauk Valley Community College
TAA	Trade Adjustment Assistance
TANF	Temporary Assistance for Needed Families
TDL	Transportation Distribution Logistics
TWC	The Workforce Connection
UI	Unemployment Insurance
WACC	Whiteside Area Career Center
WIOA	Workforce Innovation and Opportunity Act