

Workforce Investment Area #5

WIA Title I-B

**Local Plan for
Adults and Dislocated Workers**

River Valley Workforce Investment Board
Kane, DeKalb and Kendall Counties

Last Modification Date: June 17, 2009

THE RIVER VALLEY WORKFORCE INVESTMENT BOARD

FIVE-YEAR PLAN

PROGRAM YEARS 2005 TO 2009

Executive Summary

Under the provisions of the Workforce Investment Act of 1998 ("WIA"), the River Valley Workforce Investment Board's Five-Year Plan sets forth the vision of the workforce development system for Workforce Investment Area 5 between 2005 and 2009. The Five-Year Plan outlines the current and projected needs of employers and job seekers in the tri-County area, and provides a collaborative approach to responding to those needs by increasing customer choice, improving the resources and service facilities in the local community, and delivering services in a more efficient manner.

The expressed vision of the River Valley Workforce Investment Board ("Board") is to provide a workforce system that will enhance the quality of life and promote a healthy economy in Kane, DeKalb and Kendall Counties.

The Five-Year Plan represents a vision for the development of a workforce system serving both job seekers and employers in a comprehensive and efficient manner. Through the development of this vision, the Board intends to build a system that serves local workforce needs, as well as to promote the delivery of services in the most effective manner possible.

With the collaboration of County Elected Officials, Board Members, key Economic Development Professionals, and partners, the Board had adopted its own strategic plan. The Board anticipates that through the strategic planning process we will further define the Boards focus. The goals identified by the state in A Strategic Vision for WIA Title I Implementation are in alignment with the Boards goals.

I. Local Needs Analysis and Assessment

The state of the organization began with an analysis of the business. The strategic vision of the River Valley WIB was developed to enhance its focus and provide clarity as to regional and community wide objectives. Partner alignment is strongest close to the customer, but wavers at the management level in some key areas, such as; resource planning.

High volumes of job seekers are served throughout the system with energetic professional staff and excellent program outcomes. Facility and technology upgrades have provided our customers with efficient job search tools.

In conjunction with the WIB office, the WIA Grantee staff have implemented the required Illinois workNet marketing initiative. With the available workNet marketing resources, partners can implement an organized marketing campaign. This new brand identity and the marketing tools provided by the State will aid in changing the perception of the service delivery centers from being known as the unemployment offices.

The current organizational structure has operated well on the program level. Staff work to meet strategic needs and respond to changing market demands. With limited resources, the Board structure and staffing are being re-aligned to monitor system development, oversee resources and accountability in a proactive manner.

Performance is one of the best in the Region. WIA and Wagner-Peyser funded programs share outcomes through the River Valley WIB Committee meetings. Efforts to include information on additional programs are being made. The ultimate goal will be to have a performance report to highlight performance on a regular basis in order to allow a consistent summary of information, including customer satisfaction data.

A. Current and Projected Customer Needs

The Board has completed the analysis of the Local Workforce Area documented in the State of the Workforce Reports. A report was completed for the Chicago Metropolitan Area, as well as the Local Workforce Area to include Kane, Kendall, and DeKalb Counties ("LWIA 5"). Issues identified and items of focus have been directed by both regional and local steering committees. These committees are comprised of the business sector, industry organizations, public sector, and economic development professionals. The Board has indicated the following issues remain:

- manufacturing declining as a percent of employment
- an insufficient number of skilled health care workers
- many workers lack soft skills, basic academic skills, and English literacy
- the Hispanic population continues to increase
- barriers to employment continue to include transportation and child care
- business to education communication should be enhanced
- a mismatch of job seeker aspirations with actual employer needs exists which indicates the need for continued guidance in career exploration, career planning, and training choices

Data from the Illinois Department of Employment Security (IDES), the U.S. Census Bureau, and other local and regional reports are reviewed by staff and Board members to validate some key issues in the local and regional workforce area. Five underlying conditions were assumed in LWIA 5, based

on analysis of the following data: 1) the transition from manufacturing to a service economy has been rapid; 2) there is a rapid increase in population and diversity; 3) pockets of poverty exist within overall prosperity; 4) the entry level worker pool is not keeping pace with aging, and 5) large numbers of youth are not enrolled in school and are not high school graduates.

1. Employer Needs

The Board acknowledges that sound planning decisions require the identification and analysis of both current employment trends and projected growth industries. As a result of the initial data obtained from the State of the Workforce Report, as well as recent analyses of labor market data available through the Illinois workNet links, six key industry sectors have been identified for LWIA #5. The areas of focus identified are Health Care, Manufacturing, Information Technology, Transportation, Warehousing, and Logistics, Finance, and Hospitality and Retail. These industries will also be targeted for incumbent worker training.

As part of its commitment to this process, the Board created committees to establish methodologies to assess employer needs, and to gather and analyze relevant data. After analyzing this data, each committee recommends appropriate policy decisions to the entire Board. It is anticipated that each committee will review the available public and private data sources, consider direct surveying of employers, recommend appropriate options, and evaluate the selected method(s) for optimal effectiveness. The Board will review the following data for the purposes of policy development, strategic planning, service provider certification, and the formulation of service priorities:

- Wage Information
- Occupational Demand
- Supply Gaps
- Projected Openings, and
- Requisite Skills and Education.

In addition to providing services to employers, business service representatives of the LWIA #5 workNet partners seek out feedback from the employer community on the needs of the incumbent and entry level workers. Employers have also provided feedback on deficiencies seen in employment candidates and new-hires. This feedback assists the LWIA in its planning for preparing job seekers for work.

The Board will use data provided by the IDES and other industry specific sources to identify occupational areas representing higher rates of employment opportunities in LWIA 5. Data available through Illinois workNet resources will be utilized as well. The Board members also bring their perspective gained from personal business experience, local business networking at Chamber and Economic Development events, Job Fairs, and other venues.

The growth occupations identified may vary in both the level of skill required and the range of income produced. For those occupations that fail to meet standards of self-sufficiency, the Board's plan is to create a "Gateway to Careers" initiative by using vocational and entrepreneurial training opportunities to encourage entry level workers to successfully prepare for and seek out positions leading to self-sufficiency. In order to address the diverse training needs of the unemployed and incumbent workforce, training programs are reviewed as submitted and approved based on

occupational growth. Once approved, the programs are incorporated into the state-wide vendor list and available for selection by customers. The Board has approved a process for approval of providers that combines the joint efforts of the Board and Title I staff, to ensure providers approved meet the criteria established by the State and the Board. This process also allows approval to occur in an expeditious manner and reported back to the Board on a regular basis.

With the current deterioration of the economy, businesses are faced with decisions regarding layoffs, downsizing, and closure. Employers need assistance with outplacement services and resources for their workforce. These services are provided through the Illinois workNet partners at no cost to the employers or the workers. Rapid Response staff meet with employers to educate them on the resources available to their workforce and seek ways of accessing the workforce to help ease them through the transition imposed upon them. Employers that are able to manage during this economic environment at their existing employment levels could benefit from incumbent worker training resources to upgrade the skills of incumbent workers to increase productivity and financial viability.

2. Job Seeker Needs

The needs of job seekers are highly personalized and are affected by individual career objectives, transferable workplace skills, and the existence of any barriers in obtaining or retaining employment, and earning potential to replace the income recently lost. Job seekers may possess needs in the areas of basic academics, work readiness skills training, access to local employment information, career planning and skills assessment, job search assistance, short-term or long-term training opportunities, formal education programs, or skill upgrades leading to employment that creates self-sufficiency. These services will be available to job seekers through the core, intensive, pre-vocational and training service levels, accessed through the comprehensive and affiliate workNet Centers in LWIA 5.

Employment opportunities in LWIA 5 will continue to fluctuate during the period of this Plan as a result of changes in key industries and economic conditions. The workforce system has experienced significant changes over the past five years, thereby impacting the needs of both employers and job seekers. It is essential that the system in LWIA 5 be flexible enough to adapt to changes in the local economy and to be responsive to customers needs.

Given the current state of the local economy, the Centers are experiencing an increase in the numbers filing for unemployment due to local company layoffs and closures. The length of time individuals are on unemployment has increased. The growing numbers of individuals that exhausted their benefits and not yet returned to work, prompted the Federal Government to extend UI benefits. As job seekers find it more difficult to obtain employment within a reasonable period of time, they turn their attention to the thought of enhancing their skills and looking for training opportunities. Others may take on one or more survival jobs, piecing together income to replace lost wages. In prior years of lower unemployment, pre-requisite job skills of those unemployed more closely matched the open job opportunities. With job opportunities now being more limited, individuals with the latest skills in their industry will be better positioned to obtain employment when the employment market begins to re-open.

There are several areas where skill enhancement would mutually benefit job seekers and employers. As funding permits, workshops in the development of technological skills, basic math skills, basic career skills, language skills (ESL), job readiness skills, employment retention skills and

life skills have been made available in the LWIA #5 workNet Centers and have been customized for the workplace based on employer feedback. For this program year, more emphasis will be placed on constructing supporting activities such as vocational ESL and academic remediation taught in the context of specific occupations. Such services will create a bridge between the job seeker's skills gap to specific occupational training in the industries targeted by the Board.

3. Other Customer Needs

a. Incumbent and Employed Worker Needs

The needs of incumbent and employed workers vary by industry, education, and occupational skill levels. Many of the needs identified for the adult job seeker, including technological and basic skill development, also apply to incumbent and employed workers. In addition, employees may benefit from the development of soft skills, such as critical thinking, teamwork principles, leadership development, improved customer service and communication skills.

Finally, incumbent and employed workers may have specific employment needs, including certification in a specific occupational area or other forms of advanced training, to provide them with opportunities for advancement in the workforce system.

Occupational skill demands are changing in several ways. First, technology has impacted virtually every industry and employment setting, resulting in a need for employees with specialized computer skills and industry specific certification. Second, local growth in the service industries has increased the need for workers with general customer service, communication, teamwork, and managerial skills. Finally, there is an increase in the demand for employees who possess stronger basic and critical thinking skills as well as stronger job specific occupational skills as prerequisites for employment and employment retention.

Incumbent and employed workers and businesses are in the process of adapting themselves to meet these skill needs. While the Board desires to provide local resources for incumbent workers, Title I funds are not currently available to be diverted and devoted to the needs of incumbent and employed workers. The Board is, however, through an ad-hoc committee group, currently redesigning the local incumbent worker policy and procedures. The intention is to ready themselves to hit the ground running again with this project once available funds through either the adult, dislocated worker, or youth funding streams become available and can be diverted. Delivery of this activity will be in compliance with the requirements of the DCEO waiver policy. Once implemented, priority for incumbent worker training assistance will be given to small to mid-sized companies in the industries the WIB has identified as having critical skills shortages and training upgrade needs. These industries are: Health Care, Manufacturing, Information Technology, Transportation, Warehousing, and Logistics, Finance, and Hospitality and Retail. Industries in HealthCare, Manufacturing, Transportation, Warehousing and Logistics, and Hospitality and Retail have consistently expressed shortages for both entry level and managerial level positions. Whereas industries in Finance and Information Technology have not faced as large of a shortage in the River Valley Area in the past, growth in these industries has slowed with the down-turn in the economy. Skills required when these segments open up again will remain high. Some of these skills are technology based, while others are based on certifications, degrees of educational attainments, and communication. At this time, the Board has not identified any CSSI projects that will use this authority for incumbent worker training programs.

The WIB recognizes there continues to be a growing need to enhance the skills of the incumbent workforce in order to be competitive in today's global economy. During this time of reduced funding, the maximum funds available for training in LWIA #5 are being targeted for those most in need – the unemployed and underemployed individuals of the 3-County area.

Although the Board has the opportunity to divert up to ten (10) percent of the Title I funds from each funding stream for incumbent worker training, the Board will review the amounts to be allocated each program year, based on allocations necessary for program activities. Once funds are able to be diverted, the Board acknowledges that a budget modification will be required in order to implement this training component. The Board will assure that all WIA required services will continue to be provided using the Local WIB's adult, dislocated worker, and youth allocations, as well as meeting the agreed performance and expenditure benchmarks for the program year. The Board will also assure that any projects that are part of an economic development incentive package are in compliance with all federal and state policy governing these incentives or will be subject to a clawback provision.

b. Youth Needs

The primary needs of local youth include basic skills such as literacy/numeracy, career preparation, high school graduation and equivalency, computer training, vocational awareness, problem solving skills, work experience opportunities and understanding the need for life-long learning, short-term pre-vocational training, a connection to post secondary education, military service, apprenticeships and job placement. Greater emphasis is being placed on serving older, out-of-school youth in LWIA #5 this program year. They are in need of occupational certificate training options in addition to the services listed above. These service needs are currently being met in a variety of ways. Occupational training will be paid for through the use of Youth ITAs. ITAs will be implemented jointly between the Grantee staff and the sub-contracted youth provider staff. The Grantee staff will be responsible for ensuring the student has accessed the State-wide list of approved providers/programs and is aware their choice can be made from among those providers. The Grantee staff will authorize the ITA.

At the present time, LWIA 5 eligible youth are being prepared for employment by participating in job shadowing, internships, job readiness activities and paid work experience opportunities at various employment sites throughout the tri-County area. There are a few secondary school-based programs, as well as programs through community colleges and community-based organizations, that offer basic skills instruction accessible to youth. The homeless, runaway, previous offenders and foster children, as well as pregnant or parenting youth, are served through either community-based, community college, or special school system programs. With implementation of the Common Performance Measures, more emphasis will be on preparing all youth for employment, in addition to assisting them in high school graduation completion, GED completion, obtaining occupational certifications, and making academic gains in literacy and numeracy. All programs for youth include 12 months of follow-up services in accordance with State and local policies, as well as access to supportive services during regular and follow-up services.

In addition, the Youth Council has encouraged the enhancement of the assessment process of youth, in order to better identify potential barriers to employment and determine areas of interests and skills for each individual. Providers of youth services are required to develop clear goals based on interviews with the youth and academic and occupational interest testing. They are also required to

make adjustments to all goals based on changes of circumstances in each youth's life. All required WIA elements are available to the youth through numerous means and methods.

B. Identification of Key Customer Segments

1. Employer Segments

Employers are key customers of the workforce investment system. The Board acknowledges that by linking employers through the Illinois workNet system to a well-trained and qualified workforce, the workforce system is providing a vital employer service. The Board has determined that occupations in healthcare, manufacturing, and transportation/ warehousing/logistics, information technology, finance, and hospitality, tourism, and retail industries are the primary focus due to shortages identified both locally and regionally.

2. Population Segments

The key customers of the workforce system and the Illinois workNet Centers will remain the economically disadvantaged and dislocated adult job seekers who are not self-sufficient or are seeking to replace lost wages. While it is desired to expand on prior year's incumbent worker projects, limited resources and ever-increasing numbers of laid off workers keeps primary focus on the WIA-eligible job seekers. Core services will provide universal access to all job seekers, while intensive and other training services will be available to those individuals possessing barriers to employment or other special needs.

Additional resources and partnerships are being developed to enhance services and resources for individuals with disabilities, Veterans, as well as those individuals that are limited in their English proficiency. *Priority of service will be given to covered persons under the Jobs for Veterans Act.*

C. Policy and Programmatic Implications of the Local Needs Analysis

1. Resource Implications

Due to the needs of job seekers and incumbent workers identified in this Plan, as well as the emphasis legislation places on universal services, there are several resource implications for LWIA 5. The Career Resource Centers remain the most significant resource for which employers and job seekers access information and linkages to training. The number of repeat users is significant. Staff assistance in the Career Resource Centers remains a priority, even though Federal cuts have created staff shortages. In addition to having the necessary staff resources to meet the growing customer volume, there are concerns as to how the technology and resource materials will be maintained and upgraded as funding shrinks. In prior program years WIA funds supported technological and resource material upgrades. Over 175 workstations and 13 servers are among the equipment provided under the LWIA #5 grant for use by customers and staff in 6 locations. In addition, in previous years, the Board received resources from the State to enhance the materials available in the Centers. The addition of Illinois workNet has increased connectivity to additional state and national resources for job seekers and employers. Rescissions and funding cuts will make it most difficult to maintain and upgrade technology and resources in these Centers. No other workforce partner has been able to assist in the provision of these resources.

For the past several years, WIA Title I provided additional resources through sub-contracts to supplement staff and partner-offered assistance in the Centers. These services included workshops

in basic keyboarding, basic computer applications, effective job search, critical thinking, problem solving, teamwork, effective communication, improved customer service, retention skills, and personal development and were available at the core level. Limited resources for this program year have prevented the renewal of these particular services. The remaining, limited resources have been shifted to activities that meet direct training definitions and will assist WIA-eligible customers obtain academic remediation and other bridge services to occupational training.

An additional resource implication for the system involves customer access to available supportive services, particularly in the areas of quality childcare, transportation, materials, and equipment needed on the job. It is anticipated that these needs will continue to grow during the next five years. Transportation is particularly critical in rural areas where there is very limited public transportation available for low income and youth workers and communities and employment opportunities are separated by some distance. Parties involved in workforce development, economic development, training and education, continue to meet in the communities of Elgin, Aurora, and DeKalb to define the issues in transportation and to identify potential solutions. Advisory committees comprised of these groups, state representatives, and human services organizations are providing leadership to work with the transportation professionals and seeking resources to fund viable solutions.

Quality childcare at a reasonable cost remains a significant problem in all geographical areas, particularly for lower income workers who do not qualify for public assistance.

Lastly, funds available to assist job seekers with subsidizing the financial expense of transportation and childcare continue to shrink.

2. Workforce Education and Training Implications

Due to the change in customer service priorities and funds available under LWIA 5, there are several implications in workforce education and training. Under the Workforce Investment Act, more customers have been served through core and intensive services, as well as leveraged opportunities through partnering organizations. Assisting job seekers cycle back into employment through the core and intensive levels of services has been effective when hiring was still occurring within the LWIA #5 communities and region. Now that hiring has slowed in many sectors, and layoffs are occurring in others, we will see an increased interest in training services because the length of time on unemployment will begin to increase and job seekers will seek education and training to get a competitive edge in this tighter market. Finally, the range of training choices available to customers has expanded through a broader network of approved service providers. In the past year, over 350 programs have been approved.

For PY'08, LWIA 5 has a more limited capacity to deliver training and workforce education activities that will be required to respond to the needs of the population. Existing LWIA staff has been cross-trained to work with the Rapid Response and Trade (TAA) Unit due to the increase in company layoffs, closures, and local impact from trade activity in the LWIA. It is anticipated that the delivery of Career Resource Center services and assistance at the core level will need to involve the cooperation of the mandated Partners to identify and coordinate existing workforce and training opportunities available locally to supplement those activities available through Title I funds. Some partner organizations that have been actively sharing duties in the Career Resource Center have seen reductions in funding and staff, and another partner has actually closed its doors when funding for 08 was not renewed. These losses create a change in the partnered resources available in the Centers.

In an effort to preserve training dollars, the Board revised its policy to allow the maximum tuition cap of \$6000 per customer be reserved for customers residing in Kane, DeKalb and Kendall Counties. Individuals residing outside LWIA 5 would have a maximum tuition cap of \$3000 per customer. The Board wants to support the neighboring Workforce Boards and encourage residents of those local areas to seek training in the County which they reside. The Board's policy allows for a maximum of 10% of LWIA 5 training funds be used for out of district customers who find the services in LWIA 5 more convenient. There continues to be an increase in the number of job seekers from neighboring LWIA areas seeking training assistance. Several neighboring areas have exhausted their training resources, and customers seek out help where they feel it may be available to them.

II. Local Strategic Vision and Goals

A. Vision and Mission

The Board's vision is a workforce system that will enhance the quality of life and promote a healthy economy. The Board's mission is to plan, develop policy, and provide oversight of the local workforce system.

1. Development and Utilization of the Workforce Development System

Three major components will contribute to the development of the local workforce system. The Board will serve as the policy making body, and in cooperation with the Chief Local Elected Official (CLEO), will provide oversight of all activities within the context of LWIA 5. The comprehensive and affiliate centers will serve as the locations through which employers and job seekers can access employment and training services available in the local area. Finally, the Memorandum of Understanding ("MOU") has been updated and will provide for the delineation of responsibility and accountability among the Partners providing employment and training services.

2. Local Goals for Improvement of the Illinois workNet Delivery System

The Board has identified various goals addressing business services, job seeker services, youth services, facilities, technology, community awareness marketing, and performance management, leading to the improvement of the Illinois workNet Delivery System, as follows:

- Establish an interagency Business Solutions Group to provide an effective coordination of *system-wide* responses and resources, yet maintain the ability to address local business needs within each Center. Progress: A Group was established for the coordination of the system-wide services to Businesses. In the current absence of a WIB staff member coordinating this function, employer services will continue to be managed independently out of each individual Illinois workNet Center.
- The Business Solutions Group will evaluate and recommend a system to coordinate employer contact. The Business Solutions Group will develop an Interagency Marketing Plan for the Marketing Committees Approval. Progress: Progress has been on hold since the elimination of the WIB Marketing staff position charged with coordinating this effort. Until such time as the WIB Executive Director position is refilled in LWIA #5 and committee structure re-evaluated, employer services will continue to be managed independently out of each individual Illinois workNet Center.

- The Business Solutions Group will develop a Brand Identity Toolkit for the Marketing Committees Approval. Progress: Tools available within the Illinois workNet portal and the IWN branding initiative will be utilized by the business services representatives.
- The Business Solutions Group will develop common benchmarks to be monitored regularly and inclusive of existing partner goals and outcomes. Progress: Operating independently throughout the individual Centers.
- Improve the integration of job seeker services at the Illinois workNet Centers.
- Insure that potential job seeker customers are aware of the entire spectrum of services that the workNet Center has to offer.
- Increase the effectiveness of the job match system.
- Improve customer flow for job seekers using the Illinois workNet Centers.
- Continue to build on the existing relationships and linkages established with the local school systems.
- Increase the number of youth being served by the River Valley Workforce System.
- Ensure that youth receive career information and “soft skills” training, specifically in programs funding through WIA and under the oversight of the River Valley WIB. Progress: Career Information Fairs have been held to provide career information from the employer perspective to the education and workforce community with the intent that this insight be passed along to students and parents through local school forums.
- Ensure youth programs have adequate assessment and case management strategy to assure successful completion and exit.
- Increase the number of short-term skill training options available for youth.
- Review up front help desk and customer flow options to reduce the bureaucratic feel in the workNet Centers and move people to job search activity services in an expeditious manner.
- Create a facility work group to explore and set criteria for enhancing the Centers and/or relocating Centers.
- Continue review appropriateness of signage at all sites.
- Establish a short and long term plan to have a common technology platform.
- Create an inventory of community organizations that staff are or should be involved in.

- Monitor performance and customer service trends. Determine means to accomplish this.
- Develop a comprehensive “Performance Management System” that crosses funding streams to ensure LWIA #5 attains top performance against federal and state mandates.
- Review and consider customer satisfaction survey options, including what is available through the Illinois workNet portal.
- The Business Solutions Group will develop customer satisfaction measurements and design a process for obtaining data from employers involved with the workforce system.
- Conduct a climate survey at each Center to provide an organizational assessment.
- Develop a means of gathering information that reflects the total funding available for workNet operations in LWIA #5.

The Local Workforce Investment Area is currently implementing Illinois workNet which will be a premier portal site that provides resources for both job seekers and businesses to access information on services available. There has been significant work on the State level to find and link many learning tools, and business resources to this site. Many front-line workers in the LWIA #5 Centers and partner employees have been trained on utilization of the site and resources found within. WIA staff are currently developing workNet orientation workshops for the Centers.

3. State or Federal Policies or Regulations that Inhibit the Achievement of Local Workforce Development System Goals.

There are a few state and federal policies or regulations that create challenges for the Board in its ability to achieve its system goals. The absence of a Board Support grant limits the Board staff resources available to carry out the desired oversight and system development objectives. While the State’s decision to move quickly to implement the DOL Common Measures minimizes the number of measures that must be managed and achieved, the state of the economy will still make it difficult to meet or exceed the performance measures negotiated by the State with the local area. The implementation of the minimum expenditure requirement has caused a shift in focus of resources from serving large numbers of the broader general population with non-registration required activities to activities that meet the direct training definitions that require WIA registration. This will lessen the number of customers receiving services, including enrollment-required services.

III. Local System Infrastructure and Services

- A. Description of the Local workNet System
1. Identification of Fiscal Agent

The Kane County Department of Employment and Education, under the auspices of Kane County, and with oversight by the Board, is responsible for the disbursement of Title 1 funds.

2. The workNet System to Date

The LWIA 5 workNet delivery system has been in place since prior to the transition under the Workforce Investment Act of 1998. At the present time, LWIA 5 has three comprehensive centers located in DeKalb (DeKalb County), Elgin (Northern Kane County) and North Aurora (Southern Kane County). In addition, affiliate facilities currently exist in Yorkville (Kendall County), East Aurora in the Community Center (Southern Kane County), and on the campuses of Kishwaukee College (DeKalb County) and Waubensee Community College (Southern Kane County).

The Board is committed to creating a formal leadership role with more clearly defined authority and accountability. The Board has designated that a consortium of Partners under the Workforce Investment Act will act as the Operator designee in each workNet Center. The consortium consists of those Partners who participate in shared costs for operating the Illinois workNet Centers and system. Operators of the North Aurora Center include Kane County Department of Employment and Education, Waubensee Community College, and IDES; Operators of the Elgin Center include IDES, Elgin Community College, and the Kane County Department of Employment and Education; and Operators of the DeKalb Center include Kishwaukee College, IDES, and Kane County Department of Employment and Education.

The Board continues to be committed to creating positive changes that affect the workNet Delivery System and result in efficient and effective services for customers of the Centers. In 2005, the Board conducted an “as is” review of the One-Stop and System structure and service. Prior plan modifications contained status updates of the progress to date. In the absence of Board Staff at this time, committees of the Board are currently re-evaluating the action plans that evolved from the 2005 strategic plan process. These committees are beginning to assess changes that may need to be enacted.

3. Roles of Required and Optional Partners

The Memorandum of Understanding

The Memorandum of Understanding has recently been modified to incorporate budgetary needs necessary to carryout the services through the workNet centers.

- a. Core, Intensive, and Training Services Provided.
Services to be provided by each Partner that are considered to be at a core, intensive, or training service level are identified in Attachments 3, 4, and 5 of the LWIA #5 PY'08 MOU document.
- b. The Provision of Access to Services.
Customer access to services will take place through a number of vehicles, including inter and intra-agency referrals, connective technologies, personal referrals and other appropriate means.
- c. The Provision of Financial Contributions for Universally-Accessible Core Services.
Through the MOU, the workNet Partners have agreed to share system costs on a fair-share basis. The provisions pertaining to cost allocation may be found in the MOU. The final cost allocations are revisited each year.

- d. The Local Definition of “System Costs” and “Shared Costs.”
The Board and the workNET Partners have adopted the definitions outlined in the original IWIB Cost Sharing Policy Framework and have incorporated those provisions into the MOU.
- e. Contributions of Each Partner to the Services Provided.
Contributions of each Partner are identified in the Cost Allocation & Resource Sharing Plan of the PY’08 MOU document. Contributions will be reviewed annually, unless otherwise deemed necessary by the Board.

4. Local Policy on Separation

In the course of evaluating its staffing needs, a committee of the Board reviewed the State’s policy on separation. The Local Policy on Separation is incorporated into this Plan as *Attachment 2*.

B. Provider Certification and Customer Choice

1. Provider Certification and Customer Choice

a. Any organization that would like to provide training services to approved customers of LWIA 5 will be required to complete an initial application. Post-secondary institutions are required to follow the application procedures set forth by their statewide governing body. All other prospective providers must conform to eligibility determination procedures established by the Governor. With the exception that the programs must lead to growth occupations, the Board has chosen not to add additional local criteria at this time. *Attachment 3* identifies the current Provider Certification / Re-certification Policy.

Applications may be submitted to the Board or its designee using the on-line application system or in written form. Potential providers will be provided a phone contact to seek help with or ask questions regarding the application process. Each application will be reviewed in accordance with established policy and procedures. It will be the goal of the Board that communication regarding acceptance of an application be returned to the applicant within thirty (30) days of receipt of the application.

Following the initial certification of program providers/programs, subsequent applications by any and all potential service providers will be processed on a first-come, first-served basis. For those providers with large numbers of programs for consideration such as local community colleges, a specific month for submitting recertification data has been assigned the provider. This assists both the provider and the Board designee in streamlining the re-certification review process.

b. The Board, or its designee, will conduct an annual review of providers’ program performance for those that have had 10 or more student exiters from any one occupational program. Criteria established by the State and any criteria developed by the Board will be utilized in this review. Actual performance will be reported to a committee of the Board. The Board, in accordance with established State and local policies and procedures, will implement these procedures for renewal or re-certification of training service providers.

2. Individual Training Accounts

a. ITAs will be the primary means by which training funds are provided for WIA-eligible job seekers. The State list of eligible providers of training services will be made available to

customers in the comprehensive service centers via linkages from the Board's website and the Grantee's website. The Illinois workNet URL is the face page on all computers in the workNet Centers and training resource information can easily be accessed through this portal. Information may also be obtained through assistance provided by workNet Center staff. Customers will have access to cost information and the performance of the provider. This information is updated on a regular basis as providers submit and renew applications for program certification.

It is anticipated that referral arrangements will be made directly, through the appropriate workNet Center staff member to the eligible training provider. For customers interested in WIA tuition assistance, the customer will be referred to the on-line WIA application process or referred to attend a workNet and WIA presentation. For WIA training-eligible customers, payment will be made utilizing the ITA (Individual Training Account) voucher system.

In May, 2007, the Board affirmed continuation of the ITA cost cap set at \$6,000 for a maximum two-year program. Appeals for exceptions that may exceed the cap are heard/reviewed jointly by WIB and Grantee staff and reported to the Executive Committee of the Board. The cap will be reviewed on an ongoing basis. Also in May, 2007, the Board took action to reduce the Individual Training Account (ITA) amount available to non LWIA 5 residents applying for training services in LWIA #5. The training cap for these out-of-district customers was set at a maximum of \$3,000. Effective date for this change was July 2007. This action was taken in order to preserve dollars for the local WIA area constituents.

According to the needs of the customers and the funding available, the Board will evaluate and adjust training dollars available for ITAs.

Youth ITA Waiver - LWA 5 has established policy for the use of ITAs by youth consistent with the state's policy related to the waiver granted by DOL.

C. Procurement Procedures

1. Procurement of Providers

Pursuant to Section 122 of the Workforce Investment Act, and policy determinations set forth by the Department of Commerce and Economic Opportunity, providers determined to meet the criteria shall be considered eligible providers of training services. The certification and re-certification procedures referenced within this plan will be implemented for the purpose of approving providers and specific training programs for customer choice. Competitive solicitation for any other provider of services will be utilized.

2. Competitive Procurement of Providers of Youth Activities

It is expected that the local Youth Council will observe the procurement procedures identified in the LWIA#5 Plan for Youth Services ([Attachment 6](#)) and will adhere to requirements of Section 123 of the Act with regard to identification of eligible providers of youth activities. For PY'08, LWIA #5 will continue to sub-contract direct program service delivery for youth in the 3-county area, however, will retain functions such as eligibility determination and performance management at the Grantee level.

3. Procurement of Intensive Services

Procurement of intensive services will be in accordance with the OMB circulars. Some intensive services are currently being provided through Partner contribution and as part of the MOU. These services may include, but are not limited to:

- comprehensive and specialized assessment to identify skills, abilities, and transferable skills;
- development of employment plans, and
- short-term pre-vocational services.

At such time as the Board determines the need for additional Intensive services not provided under the MOU's, a committee of the Board will review the need and will recommend appropriate action, including issuing a competitive solicitation for such services.

For PY'08, the Board developed a solicitation for programs and services qualifying as direct training expenditures. English as a Second Language and academic remediation bridge components have been designed to assist job seekers in bridging the gap in between skill levels at time of application to the levels required to enter training. Projects have been approved by the Board offering bridge activities and/or academic remediation preceding occupational training, available through the ITA voucher process.

4. Procurement of Training Activities

The Board reserves the right to determine that an insufficient number of eligible providers and/or specific training programs exist in the local area and to procure training services through contracts for training. A committee of the Board reviews the issue of insufficiency of providers and/or programs and recommends appropriate action, including issuing a competitive solicitation for such services. In the event that such a determination is made, modification will be made to the 5-year plan which encompasses public comment requirements. Public comment on all revisions to the Plan will be solicited through local newspapers and the Board's website. Specifically for PY'08, a committee of the Board reviewed justification for and determined the need for short-term, fast-track class-size training in the following occupational areas: Warehousing and Logistics, CNC Operator, Welding, and PLC Controller. On an exception basis, the Board has determined that there are instances when one or more programs are either unavailable or difficult to access in a short-term, fast track mode of delivery through local service providers and/or submitted for consideration by providers for ITA. Therefore, the Board approved specific class-size training in the occupations/industries noted above. Procurement procedures were followed and DCEO Policy Letter PY'04 WIA Policy Letter No. 04-02 was reviewed for compliance. Where available and appropriate, job seekers participating in the occupational bridge programs will continue to have choice related to attending training available off the state-wide list through an ITA or through the approved class-size training options. These local options approved by the Board serve to expand rather than limit customer choice, particularly those customers that can access the supporting Bridge activities to prepare them sufficiently for entry into occupational training.

5. Procurement of Providers of Training Service Programs of Demonstrated Effectiveness to Special Participant Populations that Face Multiple Barriers to Employment.

Providers who offer services for special participant populations that face multiple barriers to employment will be procured. During the application process, it is anticipated that the Board will customize the application form to include identification of the specialized services to be provided, as well as a statement of previous experience in delivering these special services.

D. Services to Special Populations

1. Services that will be made available to Special Populations

It is anticipated that the following special populations are to be served with priority of services given to covered persons under the *Jobs for Veterans Act*:

- Dislocated workers
- Displaced homemakers
- Incumbent and employed workers
- Low-income individuals
- Migrant and seasonal workers
- Public assistance recipients
- Women
- Minorities
- Individuals training for non-traditional employment
- Veterans
- Individuals with multiple barriers to employment
- Individuals with disabilities

The following services will be available to individuals included in the above identified population group, as determined appropriate, on an individual basis:

- Determination of Eligibility
This service pertains to programs under Title IB of LWIA 5.
- Intake and Orientation
Customers will be oriented to the resources and services available through the system and may participate in needs assessment or intake procedures at their election.
- Job Search, Placement, and Career Counseling
These services will be available on either a self-access or staff assisted basis via job readiness and retention classes.
- Labor Market Information
Wage data, occupational outlook information, local employer needs and job opportunities will be available to customers through the workNet Career Resource Centers.
- Training Provider Information

Training provider information will be available to customers through the Board's website link to the state wide list and, where available, in printed form through the workNet Career Resource Centers.

- **Comprehensive and Specialized Assessment of Skill Levels**
Customers will have access to self-assessment tools and specialized assessment instruments related to aptitudes, career interests, academic performance and other measures through the local Center.
- **Development of an Individualized Service and Employment Plan**
Customers will have access to professional assistance in developing employment plans and in identifying the activities leading to the accomplishment of employment objectives and individual goals.
- **Group Counseling**
Where appropriate, customers will have access to group counseling activities through the local Centers, partnering agencies and the community.
- **Individual Vocational Counseling and Career Planning**
Customers will have access to counseling and career planning on an individual basis through the System.
- **Case Management**
Customers engaged in activities requiring case management services will have access to professional staff assistance and supportive services to aid them in achieving job training and employment goals.
- **Short-Term Pre-Vocational Services**
Eligible customers will have access to a variety of short-term pre-vocational opportunities which may include keyboarding and basic computer skills and services to prepare them for the workplace, and to become marketable and self-sufficient.
- **Individualized Training Accounts (ITAs)**
Customers suitable and eligible for training services will be provided with individual training accounts to pursue appropriate training through certified providers of their choosing, subject to any state or local limitations.
- **Follow-Up Services**
Follow-up services are an essential component to effective performance management. All follow-up activities will be documented, and a database will be used to maintain accurate records on all referrals and follow-ups.

2. LWIA 5 will comply with the Adult Service Priority System Policy Letter 99-1 in providing priority of services to low income individuals and public assistance recipients.

At this time, the Board will not request a waiver to the targeting requirement specified in the State's Policy Letter. However, the Board intends to continue its strategic planning within the tri-

County area, and may modify its Plan at the first appropriate opportunity if the results of the needs analyses merit.

LWIA 5 will comply with the State's Policy Letter # 04-01 related to the veterans priority provisions of the *Jobs for Veterans Act*.

LWIA 5 will review all state waiver requests as they may be granted and consider their impact and/or relevance to the needs in the local area. Consideration for the use of such waivers will be brought forward to the Board for approval following review and recommendation from the appropriate committee of the Board. A modification to include these changes will be made at the first available opportunity.

E. Description of Adult Employment and Training Activities

1. Available Self-Accessed and Informational Core Services

Informational services will be available both in print and on-line at www.illinoisworknet.com and will include labor market data and information regarding training opportunities and local job openings. Customers will be encouraged to utilize the resource and referral products in the Career Resource Centers, as well as other locally available products.

Customers will also have easy access to the locally developed, universal schedules of activities within the workNet Centers. Examples of activities being offered include resume writing seminars, resume critiquing classes, interviewing workshops, mock interview taping sessions, career exploration and career guidance sessions, job search assistance activities, networking techniques, orientation, job club, and customer newsletters containing job search assistance tips. Newly developed workshops addressing various life planning skills and topics targeting solutions to obstacles facing individuals seeking employment have also been implemented.

2. Available Staff-Assisted Core Services

The following staff assisted core services will be available at the One Stops:

- Determination of Eligibility and/or suitability for various grants
- Intake
- Initial Assessment
- Goal Setting

These services are described in Section III D above.

3. Available Intensive Services

- Comprehensive and Specialized Assessment of Skill Levels
- Development of Employment Plans
- Group Counseling
- Career Planning
- Case Management
- Short-Term Pre-Vocational Services
- Occupational Bridge Activities and Academic Remediation Services

These services are described in Section III D above.

4. Available Training Services

The nature and type of training services will be determined by customer need, occupational demand and availability of training programs. The specific training programs available are those currently certified on the State approved provider list and those specifically approved by the Board for class-size instruction under contracts for training services. Available training service information will be communicated to customers through a variety of means, including promotional flyers, PowerPoint presentations, customer orientations, on-line access and other available forms of communication.

MINIMUM TRAINING REQUIREMENTS

All LWIAs are required to ensure at least 40% of their formula-allocated program expenditures in a program year are on allowable training costs in both the WIA Title I Adult and Dislocated Worker programs. This requirement does not include administrative expenditures. Implementation of the 40% training expenditure requirement requires a modification to the LWIA's local plan.

Annually, LWIA #5 will consider the mix of training and service options that can be utilized with the funds available to serve the broadest spectrum of needs within our job seeker and employer communities. LWIA #5 will implement several, if not all of the options noted below as excerpted from the DCEO Policy on Minimum Training Requirements, and in compliance with this and corresponding policies. Services defined below may be offered in whole or in part in combination with one another, i.e. academic remediation with ITA training, etc.

A. Definition of Training

As defined within this policy, only certain WIA funded services will count as LWIA expenditures toward training. For purposes of this policy, the services considered training toward the application of the expenditure include:

1. Occupational Classroom Training

Occupational training is predominantly technical training, which prepares the student for entry into a particular occupation or set of occupations. Expenditures countable for occupational training (ITA and Non-ITA):

a. Occupational Classroom Training, ITA

All payments made to a training institution or training provider for occupational classroom training authorized pursuant to an Individual Training Account (ITA).

b. Occupational Classroom Training, Non-ITA

All payments made to a training institution, training provider, including community based organizations, or other private organization of demonstrated effectiveness, for occupational classroom training authorized pursuant to a contract for training services, or other contractual arrangement that constitutes an exception to the use of an ITA (29 CFR Part 663.340).

2. Customized Training

Customized training is training designed to meet the special requirements of an employer or group of employers. To be considered a countable training expenditure, the customized training:

a. May not be more than 50% of the total training cost; and

b. Must be with an employer who:

- 1) Agrees to hire WIA participants upon completion of the customized training; and
- 2) Are training employed workers who:
 - a) Do not earn wages at a self-sufficiency level and to whom the employer commits to continue to employ; and
 - b) Are being trained in new technologies, new production or service procedures, who require additional skills or workplace literacy required for employment, or for other appropriate purposes identified by local boards.

3. Incumbent Worker Training

Incumbent Worker Training involves development with an employer or employer association to upgrade skills training of a particular workforce. Training may occur in the workplace or after work hours. Only those costs that are associated with training of incumbent workers can be included. For the purposes of this policy those costs are:

- a. Training development;
- b. Instructor wages;
- c. Tuition;
- d. Training materials and supplies;
- e. Fees; and
- f. Travel.

4. Occupational Bridge Programs

Training that blends workplace competencies, career exploration, and basic literacy, and math skills in an occupational context. It provides accelerated advancement through short, intensive classroom components, and offers academic and personal support services to help balance work, family, and school responsibilities. A bridge program must target one or more of the following for consideration as an allowable training expenditure:

- a. Low-skilled, low-income adults unprepared to enter postsecondary occupational programs in high growth fields;
- b. Adult education students who still do not score high enough to enter postsecondary occupational programs; or
- c. Employability and career development content, if the major focus of the program is on academic remediation and occupational skills preparation.

5. On-the-Job Training (OJT)s

Payments made to public, not-for-profit, and private sector employers for training costs authorized pursuant to an OJT contract.

6. Work Experience

Payments made to participants that represent hours worked in work-based training, including internships.

7. Academic Remediation/Pre-vocational Services

All payments made to a training institution or training provider for classroom instruction in academic remediation or short-term prevocational services which would normally be classified as an intensive service.

- a. These services would be limited to no more than six months in duration, unless provided in conjunction with occupational training services.

b. This also includes costs associated with basic literacy training, including but not limited to, adult basic education, GED, and English as a second language.

8. Books, Materials and Related

All costs paid to a training institution, training provider or individual participant for books, training materials, required uniforms and other workplace attire, tools or equipment required for training and training related licenses, permits or fees. This includes assistive devices for individuals with disabilities that are necessary to ensure the individuals are able to participate in, and/or complete training.

9. Participant Support

Supportive services paid to or on behalf of a participant enrolled in training or in the twelve-month follow up period subsequent to placement, such as transportation, childcare, tutoring, and mentoring. Includes support services to clients who receive training from a source other than WIA funds, e.g., Pell Grants. This category also includes needs related payments to WIA registrants in training. In order to encourage the recruitment and use of high-quality training providers and programs, all training providers must be WIA-certified under the existing state eligible training provider system. The only exception to this requirement is when the employer is functioning as the training provider, or when the employer is procuring the training provider.

B. Prohibition on LWIA Staff Costs

Staff costs are not included in the definition of training. However, there are two exceptions to the prohibition against staff costs counting toward the training expenditure:

1. All costs included in an Individual Training Account (ITA) for a WIA eligible training provider.
2. Costs for assessment, case management and job placement incurred by an eligible training provider on behalf of WIA clients enrolled in training at that training provider, pursuant to a training contract other than an ITA. Such costs must be reasonable and necessary to the provision of training to these registrants, and documented via timesheets or other appropriate cost allocation method.

F. Description of Dislocated Worker Employment and Training Activities

The employment and training activities available to dislocated workers will follow the opportunities outlined for the adult population in [Section III E. For a description of these activities, please see Sections III D and E \(above\).](#)

Clients will be provided services to ensure that they meet a level of self-sufficiency as defined by the Board as 175% of the Lower Living Standard Income Level (LLSIL), or 95% of the dislocated worker's prior wage/income.

Trade Act Assistance (TAA)

The employment and training activities available to individuals qualifying under the TAA section of the Trade Act are occupational/vocational training and remedial training as deemed appropriate through a one-on-one assessment with a case manager. These eligible workers also have access to job training assistance, relocation assistance, and job search assistance, in compliance with Trade policies. Benefits, rights, and obligation meetings are coordinated by the WIA staff with the Illinois Department of Employment Security. Through these meetings, customers are informed of available benefits, rights and obligations for Trade certified workers and provided the opportunity to apply for services.

G. Description of Youth Activities

1. Description of the Key Design Components of the Youth Program

The key design components that will be made available to each identified Title I eligible youth include:

- Objective Assessment

Using appropriate and validated instruments, system staff will determine the employability and educational needs of eligible youth and assist the youth in identifying potential skill training needs.

- Individual Service Strategy

The youth, in cooperation with the caseworker, will develop an individual service strategy. This strategy will include specific employment, educational, and training activities, which will be implemented for the purpose of leading the youth to unsubsidized employment.

- School Activities

LWIA 5 staff and some youth service provider staff will work with local school districts in identifying eligible in-school youth and will provide them with services that will assist the youth in accomplishing successful school activity(s), and a transition to continuous education and/or employment.

- Post-Secondary Education

Eligible youth will have access to post-secondary educational opportunities. This will be accomplished in collaboration with local community colleges or other training providers certified on the statewide list of approved training providers and programs.

There will be a direct link between academic and occupational learning, resulting from collaborative efforts among vocational schools, community colleges, and work experience sites in the tri-County area. The Board intends to involve employers extensively in developing these programs. Other critical partners in the link between academic and occupational learning are the school/business partnerships, and cooperative education programs. The goal is to help facilitate the inclusion of work skills as a part of the K-12 and other existing programs.

Preparation for employment is the overall goal of all the WIA Title I youth activities by enhancing vocational and educational skills. Such activities as on-the-job training, work experience, and job readiness programs will be available to eligible youth, as deemed appropriate through the development of the youth's Individual Service Strategy (ISS).

2. Provide a Description of How the Youth Programs will be provided in that Framework.

- Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies.

This program element will be provided primarily by the local school districts and community colleges through already existing resources at these institutions. The critical partner in providing

these services will be the Regional Superintendent offices in the tri-County area. Three alternative schools already exist in LWIA 5, and the Board will work very closely with these schools in referring eligible youth to available programs. LWIA 5 will also work closely with community based and faith-based organizations which offer programs to at-risk youth. The community college Partners will be utilized for GED preparation programs. It is anticipated that eligible youth requiring these services will have access to computer assisted programs.

- Summer employment opportunities directly linked to academic and occupational learning.

LWIA 5 will maintain limited opportunities for summer youth program. Programs and services in LWIA 5 have moved to a year-round format, providing continuity of services year-round. Under the direction of the Youth Council, a committee of the Council will review existing sub-contracts to assure WIA guidelines and performance standards are being met. Summer youth opportunities will be an extension of existing year-round contracts with local employers and organizations. In addition, they will be a tool for career exploration and meaningful work experience opportunity.

- Paid and unpaid work experiences, including internships and job shadowing.

Under the direction of the Youth Council, LWIA 5 will develop and implement a strategy to identify potential employers who are willing to offer these opportunities to eligible youth. The Youth Council will develop an organized comprehensive plan of action to address this element utilizing all the Partners involved in WIA Title I youth services.

A critical partner in providing these activities is the IDES. LWIA 5 will work closely with IDES in identifying potential employers who will provide these activities. Other partners will be Tech-Prep programs, school and business partnerships, the Illinois Department of Human Services ("DHS") and local trade unions.

- Occupational skill training.

Occupational skill training may take place as part of the paid and unpaid work experience opportunities, as described above. Additionally, in order to address the needs of older and out of school youth, the Youth Council has received a waiver from the state in order to refer appropriate youth to training using ITAs in accordance with state policy. (See prior references to Youth ITAs under section II. B.2 above.)

- Leadership development opportunities, which may include such activities as positive social behavior and soft skills, decision making, team work, and other activities.

These types of activities are offered by a number of groups and organizations in the tri-County area. It is LWIA 5's intention to partner with community colleges and organizations in providing these services to eligible youth. Other critical partners for delivering these programs are the municipal youth departments (Aurora and Elgin), as well as local youth boards (DeKalb and Kendall). It is also anticipated that these types of program topics will be integrated into many of the pre-employment programs offered at the local Illinois workNet Centers.

- Supportive services.

Supportive services will be integrated through all program elements. LWIA 5 will make an effort to access existing resources to provide these services to youth in need. Critical services for at-risk youth include services for drug or alcohol addiction, domestic violence, and mental health problems. In addition, it is anticipated that under the direction of the Youth Council, LWIA 5 will work extensively with the community colleges and the public school districts in the tri-County area to expand, develop and implement support programs for youth with learning disabilities. Additional needs, such as clothing, transportation, child-care, food and shelter, will be addressed in cooperation with existing support service programs. These programs are offered through the Division of Rehabilitative Services, the Department of Corrections, local community-based organizations, faith-based groups, and the Department of Housing and Urban Development ("HUD"). It is anticipated that all these groups will be represented either on the Youth Council or the Board. LWIA 5 will work with HUD, Job Corps, the juvenile justice system and law enforcement in providing support services to existing programs, as well as potentially contracting with these groups to provide services to youth in the tri-County area.

- Adult mentoring for a duration of at least twelve months, which may occur both during and after program participation.

Adult mentoring is an essential support service for youth in need and, therefore, it will be a part of the information and referral activities provided. Parental involvement, where feasible, will be a part of the adult mentoring process. Many adult mentoring and parental involvement programs exist within the 3-County area. Approximately 20 organizations have been identified serving youth and families. Youth will be referred as needed to these organizations that have developed a broad range of assistance for youth.

- Follow-up services.

Follow-up services are an essential component to effective performance management. All follow-up activities will be conducted in compliance with State and local policy. Case managers will document the follow-up services, and a database will be used to maintain accurate records on all referrals and follow-ups.

- Comprehensive guidance and counseling, including drug and alcohol abuse counseling, as well as referrals to counseling, will be provided as appropriate to the needs of the individual youth.

LWIA 5's approach to comprehensive guidance and counseling services and referral is outlined above.

3. Identification of Successful Providers for Youth Services

The identification of successful providers for youth services is articulated in Section III C (2) above. Annually the list of selected and approved youth providers for LWIA #5 is provided to the DCEO contact for publication on the State website.

4. Mechanisms for Coordinating the Youth Program with Selected Programs

It is the intention of the Board to develop mechanisms for coordination with the following programs:

- Foster Care Programs
- Alternative Education
- Public Assistance Programs
- Other Youth Programs

5. Planned Registrants by Service Types

Planned Registrant numbers relate to those served with WIA Title I funds in year-round youth programs. Program enrollments will adhere to the WIA regulations.

IV. Performance Management

DOL accepted the state’s waiver to move to the Common Performance Measures for Adults and Dislocated Worker starting in PY07 and for Youth in PY08. For the Adult and Dislocated Worker programs this means that the credential measures have been dropped as of 10/1/2006 and both customer satisfaction measures are no longer in effect as of 1/1/2007. The state waiver included beginning the Common Performance measures for youth starting in PY08. In-school youth that were not exited by 10/1/2007 will be in the Common Measures for the **Placement in Employment or Education and Attainment of a Degree or Certificate** measures for PY08. The **Youth Earnings Change, Youth Employment Retention Rate, and Youth Placement and Retention Rate** measures were eliminated as of 4/1/2007 and the **Youth Skill Attainment Rate and Youth Diploma and Equivalency Rate** was also eliminated as of 4/1/2008. The Common Measure of Literacy and Numeracy Gains measure will start on 7/1/2008 for all out-of-school youth including the carry-overs.

A. Negotiated Performance Goals

1. Negotiated Performance Goals for Program Year 2009

P E R F O R M A N C E M E A S U R E		PROGRAM YEAR 2009
LNG	Title I Youth Literacy & Numeracy Gains	33%
ADC	Title I Youth Attainment of a Degree or Certificate	45%
PEE	Title I Youth Placement in Employment or Education	56%
AEER	Title I Adult Entered Employment Rate	78%
ARR	Title I Adult Employment Retention Rate	84.5%
AAE	Title I Adult Average Earnings	\$12,850
DEER	Title I Dislocated Worker Entered Employment Rate	88%
DRR	Title I Dislocated Worker Employment Retention Rate	91%
DERR	Title I Dislocated Worker Earnings Retention Rate	\$17,150

B. Locally Developed Performance Measures

At this time, the Board has not developed additional performance measures. Presently, the Partners report on number of individuals served through the resource center, the number attending

workshops, the numbers enrolled in WIA service levels including training, and the number of job orders received. The Grantee also provides an independent report on the financial and program analysis of planned vs. actual performance in accordance with the 5-year plan.

C. Local Continuous Improvement Program

LWIA 5 is committed to continuous improvement efforts in the areas of customer service, performance, customer choice, program development, partner relationships, and operations. It is anticipated that the Board will authorize and implement a continuous improvement program to accomplish these objectives and will evaluate the results on a regular basis in conjunction with the One-Stop Operator(s) and One-Stop Partners.

V. Assurances

A. Rapid Response

The Board certifies that it will coordinate workforce investment activities in the local area with statewide rapid response efforts, where applicable.

B. Union Organizing

The Board assures that no funds received through the Workforce Investment Act of 1998 will be used to assist, promote or deter union organization.

C. Nondiscrimination

The Board assures that it will comply with all provisions pertaining to nondiscrimination as outlined in Section 188 of the Workforce Investment Act.

VI. Plan Development Process

A. Process for Developing the Local Workforce Investment Plan

Members of the Committees were involved in the planning process through the Board's membership and participation. These Members represent the business community, labor organizations, educators, vocational rehabilitation agencies, and local elected officials.

B. Mechanisms for Public Comment

This Plan will be made available to the public for thirty (30) days through the Board's website. Notice of availability of the Plan for review will be published in local papers following the Board's approval.

C. Measures Taken for Formal Comment

Formal comment from the public, as well as business and labor representatives, was encouraged through the mechanisms identified in **Section VI B** above. Interested individuals are allowed to submit formal comment via e-mail or by hard copy response at their election.

D. Disagreement with the Plan

All public comments are taken under advisement and will be presented to a committee of the Board for consideration.

VII. Budgets and Registrants

Information pertaining to **budgets and registrants may be found in Attachments 5 and 6** to this Plan.

Attachments

The following documents are included in the River Valley Workforce Investment Board's Five-Year Plan:

Attachment 1	Adult ITA Policy, Youth ITA Policy, Supportive Service Policy, and Self sufficiency
Attachment 2	Workforce Investment Area 5 Local Policy on Separation
Attachment 3	Memorandum of Understanding (including Attachments I through VI)
Attachment 4	Provider Certification/Re-Certification Policy
Attachment 5	WIA Title I Budgeted Costs, WIA Master Budget and Payroll Allocation Policy
Attachment 6	WIA Title I – Program Cumulative Registrants
Attachment 7	LWIA5 Five-Year Plan – Youth Services
Attachment 8	Local Content Policy for Illinois workNet