

CMAP



Cook County
Department of Planning
and Development within
the Bureau of Economic
Development



Planning for Progress

Cook County's Consolidated Plan
and Comprehensive Economic
Development Strategy, 2015-19

January 2015

Appendix B



To: Cook County Bureau of Economic Development (BED) and Chicago Metropolitan Agency for Planning (CMAP)
From: Carrie Thomas, Chicago Jobs Council
Re: Workforce capacity and infrastructure analysis for Cook County *Planning for Progress*

September 27, 2014

I. Introduction

The Chicago Jobs Council (CJC) compiled the following information and analysis of workforce development training infrastructure in Cook County to inform CMAP's technical assistance to Cook County on *Planning for Progress* and the development of a new Consolidated Plan and Comprehensive Economic Development Strategy.

The following document contains an analysis of existing workforce development infrastructure and the extent to which there are programs and entities that meet the needs of the County's four target sectors: fabricated metals, food processing and packaging, transportation and logistics, and health care. To compile this summary CJC used available public data and information, leveraged reports and plans from related workforce planning documents, and conducted some individual interviews, as needed.

A couple of things to note about information and data included:

- In previous workforce existing conditions reports prepared for CMAP, CJC included supporting infrastructure from the human services system. Because of the larger geography of the County and the industry-specific focus of this report, we chose not to provide a detailed analysis of human services.
- We chose to categorize the workforce infrastructure into three categories: workforce services, public post-secondary institutions, and private post-secondary entities (including both for- and not-for-profit). Because there is not a single source of information about these organizations, we had to use several sources. Two important caveats: first, there is very limited information about the capacity of each entity, which meant we could not quantify "service gaps" in a meaningful way for resource allocation; and second, it is possible that we missed private entities that fill a training gap for the target industries, or that information about programs at public entities is not up-to-date.
- An important aspect of workforce resource planning is an understanding of jobs and job growth by industry. For this workforce infrastructure analysis, we relied on the jobs information in *Partnering for Prosperity* for the targeted industries. In addition, if it is possible to map business locations alongside workforce training providers this can give

an important picture for planning purposes. Lastly, as noted below, the County's workforce entity, the Chicago Cook Workforce Partnership's (CCWP) selection of forty high opportunity occupations for its Individual Training Account (ITA) program is based on job projections and an opportunity analysis. This selection is another good proxy for understanding demand.

- There is a significant amount of specific information on manufacturing in this report. This abundance reflects the confluence of: the sector's priority in several regional economic development planning efforts (CMAP, World Business Chicago (WBC), and the Alliance for Regional Development); its priority and related funding opportunities in the public workforce system (at local, state, and federal levels); and an investment from the Chicagoland Workforce Funder Alliance (CWFA) in the creation of a Manufacturing Industry Partnership.

The report concludes with some consideration about service gaps and specific workforce service needs of the targeted industries, as well as recommendations for future workforce investments to support those industries.

II. Analysis of existing workforce development infrastructure in Cook County

Workforce development refers to the services, programs, and activities that provide people with education, skill development, and improved access for employment and career advancement in the labor market. Workforce development programs assist a wide range of job seekers, current workers, and employers, by directly increasing the skill level of workers and, in turn, improving business performance. Since the skill level and suitability of the labor force is a major consideration for employers when choosing where to locate,¹ maintaining a strong system of workforce programs is an important contributor to economic growth in a given industry sector and region.

The customers of workforce development services and activities can be individuals or businesses, or both. Since *Planning for Progress* is focused on targeted industries, this analysis of the existing workforce infrastructure highlights the entities and initiatives that are focused on filling the skills gap in general, and for specific industries. Across Cook County, workforce development services are delivered by a variety of public and private entities and are funded through a number of public funding streams. There is a core "workforce development" system—funded primarily through the federal Workforce Investment Act (WIA)—but it is not the only source of publicly-funded education, training and workforce services.

¹ Natalie Cohen, *Business Location Decision-Making in the Cities: Bringing Business Back*, the Brookings Institution, April 2000.

Using the most expansive definition of workforce services, there are over four hundred entities that provide some kind of employment-related service at close to six hundred locations in Cook County. We noted more than seventy of these organizations that have multiple sites in the region. The types of services provided range from post-secondary education at colleges and universities to occupation-specific training at private, for- and not-for-profit entities, to job readiness and support services at a wide variety of community-based organizations. The overwhelming majority of these organizations have locations in Chicago, with the remainder distributed across suburban Cook County. Just by the numbers, there are more with locations in the North sub-region (over seventy) and the South and West sub-regions have about fifty and forty, respectively. Again, it is important to note that while most, if not all, of the organizations are part of the workforce development and training network in the region, the infrastructure that is focused on meeting specific skill needs and developing and implementing workforce development solutions for specific industries is narrower.

A. General public workforce services

In Cook County, the core of the workforce system is led by the CCWP, which, as the designated Local Workforce Investment Area (LWIA), receives the federal WIA funding that flows through the Illinois Department of Commerce and Economic Opportunity (DCEO). CCWP administers workforce services through the federally-required local one-stop system and affiliate (also known as “delegate”) organizations.

WIA-funded services include: core services (self-help services and services that require minimal staff assistance available to the general public); intensive services (individual career planning, resume preparation, job clubs, career counseling, internships, and comprehensive assessments); training services are available for forty occupations,² paid for through ITAs at approved training providers.³

Annually, over 100,000 individuals go through Cook County’s ten Workforce Centers (One-Stops), which are well-distributed across the County’s sub-regions:

- Daley Southwest Workforce Center, 7500 Pulaski Rd. [Chicago]
- Garfield Workforce Center, 10 S. Kedzie [Chicago]
- Mid-South Workforce Center, 4314 S. Cottage Grove [Chicago]
- Pilsen Workforce Center, 1700 W. 18th Street [Chicago]

² <http://www.workforceboard.org/reports/labor-market-data/target-occupation-profiles-%28tops%29/>

³ There is a list of WIA-certified training providers for Cook County provided by Chapin Hall and available here: <http://www.chicagolandwiatraining.com/>.

- Northside Workforce Center, 5060 N. Broadway [Chicago]
- Arlington Heights Workforce Center [North]
- Chicago Heights Workforce Center [South]
- Cicero Workforce Center [West]
- Maywood Workforce Center [West]
- Oak Forest Workforce Center [South]

It is important to note that CCWP funds and oversees these one-stops and contracts with private entities to operate them.

The Workforce Centers are supported by WIA-funded affiliates that provide services to jobseekers and businesses. There are over forty WIA-funded agencies that work with a range of adult and youth jobseekers; there are four “sector centers” that serve the manufacturing, IT, and service industries; and there is one organization that is a business intermediary.

A wide range of non-WIA funded workforce organizations exist across the regions, providing job readiness, literacy, job search assistance, support, and other employment services. These organizations receive funding from a range of public sources, including: the Illinois Department of Human Services for Temporary Assistance for Needy Families (TANF) and Supplemental Nutrition Assistance Program (SNAP) recipients; the Chicago Department of Family and Support Services for hard-to-serve jobseekers including those with criminal records; and the Chicago Housing Authority (CHA) for unemployed residents and voucher holders. For many, workforce services or training is only one service line that they deliver.

B. Workforce training capacity in Cook County

Below, the entities that deliver training programs for industry-specific skills are organized into two categories: public post-secondary entities and private post-secondary entities (both for- and not-for-profit). There is an overview of the capacity of each category with detail about specific target industries and sub-regions. Industry-specific initiatives augmenting the training capacity in individual entities are highlighted in the final section.

It is important to note that, while there are many entities poised to serve the skills needs of employers, there is not a robust funding source for skills training. The main sources to pay for training are: financial aid (only for credit-based programs and only at accredited institutions); WIA ITAs (fewer than 2,500 ITAs annually); competitive grant programs (Job Training and Economic Development grants such as Health Profession Opportunity Grants (HPOG), for example); employer-paid; or student-financed.

1. Public post-secondary institutions

The region's community colleges are the backbone of the infrastructure that trains individuals for industry and occupation credentials and degrees. Public four-year and graduate institutions also provide education and training relevant to the targeted industries. There are fourteen public community colleges in Cook County that deliver programming at over twenty locations. Seven are located in the City of Chicago,⁴ three in the south, two in the north and two in the west. The following is the programming by targeted industry with some limited information about capacity.

a. Manufacturing

This section highlights programs in manufacturing rather than just the targeted sub-industries of fabricated metals and food processing and packaging. This approach is necessary because the information for post-secondary programs is organized by occupation, rather than industry and the cross-walk between sub-industry and occupation appeared to leave out manufacturing training programs that would prepare people for both of these sub-industries. Since it is likely that occupations across manufacturing sub-industries require some similar skills, it is important to recognize the full manufacturing training program capacity at the colleges.

Based on college data reporting student completion in any manufacturing program, twelve of the public community colleges offer manufacturing training programs: Truman, Kennedy-King, Daley, Olive-Harvey, Oakton, Harper, Moraine Valley, Prairie State, Morton, Triton, South Suburban, and Wilbur Wright. There are five in the city (reporting a total of 121 completers of any manufacturing program in 2012) and two each in the North (110 total program completers), South (104 total completers⁵) and West (25 total completers) sub-regions. Based on data about completers, Harper and Moraine Valley report the greatest capacity in manufacturing training and Truman reports the lowest. Overall, there is a good distribution of offerings across the region.

Seven of the programs report having a focus on fabricated metals: Harper, Triton, South Suburban, Daley, Prairie State, Moraine Valley, and Kennedy King. It is also worth noting that CMAP's Manufacturing Drill-Down report showed that 70% of the jobs in the fabricated metal sub-industry would require mid or short term on-the-job training, rather than classroom training of any kind. Wholly 95% need experience or vocational training that is less than an associate's degree.

⁴ Richard J. Daley College; Harold Washington College; Harry S. Truman College; Kennedy-King College; Olive-Harvey; Wilbur Wright, and Malcolm X. There are also seven satellite sites.

⁵ No program data is available for South Suburban, so this total does not count their programs.

The following is a non-exhaustive list of manufacturing-related training features at community colleges in Cook County:

- Richard J. Daley College: Daley College is the lead institution for manufacturing in the College to Careers Initiative, a City Colleges of Chicago (CCC) program seeking to align curricula with the needs of growing fields. The Daley College program focuses on advanced manufacturing, a sub-industry estimated to have 14,000 new jobs available over the next decade. Daley College is also a key partner in the Calumet Green Manufacturing Project (CGMP) and is a leader in developing and delivering manufacturing “bridge” programs that deliver adult education (i.e. literacy and numeracy) contextualized to manufacturing.
- William Rainey Harper College: Harper College has a leadership role in the Illinois Network for Advanced Manufacturing (INAM), a statewide consortium of community colleges with the goal of improving the delivery of education and career training programs leading to industry-recognized certificates or degrees. Harper’s curriculum is in four areas: Mechatronics, Computer Numerical Control (CNC) Machining, Metal Fabrication (Welding), and Supply Chain & Logistics. Changes to Harper’s degree and certificate programs are currently pending Illinois Community College Board (ICCB) approval.
- Oakton Community College (OCC): Oakton’s satellite location is in Skokie at the High Tech Pavilion. It is the hub of the college’s manufacturing program and site of 90% of the OCC manufacturing classes. Programs include: CNC Operations and Programming Preparation; Computer-Aided Manufacturing (CAM) Programming; Manufacturing Technology; Mechanical Design/Computer-Aided Design (CAD); and Tool & Die Design and Engineering. There is also a machine technology apprenticeship program. The department offers customized training—they help businesses create a customized curriculum to train their workers for specific skill needs.
- Wilbur Wright College is located in the northwest part of Chicago and offers courses in engineering and industrial technology that introduce students to manufacturing design software, CNC machining and programming, and welding. The college also assists in placing individuals in internships at manufacturing companies.
- Triton College is located south and east of O’Hare Airport and is also a member of INAM. They offer degrees and certificates related to engineering technology, including design capabilities and mechatronics.

In addition to the community colleges, Northern Illinois University (NIU) and University of Illinois-Chicago (UIC) offer programs that prepare people to work in manufacturing. With a campus in Hoffman Estates, NIU offers a Master of Science degree in Industrial Management, preparing students to assume leadership positions in manufacturing industries. UIC reports over 160 student completers across programs in manufacturing.

b. Transportation, Distribution, and Logistics (TDL)

Olive-Harvey and Harold Washington are the only schools that report data for programs related to Transportation. The small number of programs is not surprising, since related research on TDL shows that the most common training needed is related to truck driving and licensing, and a significant amount of training is on-the-job and customized to employer-specific processes.

Olive-Harvey College is the designated TDL institution of the Colleges to Careers initiative. Located on the south side of Chicago, it is the state's first school to train people for jobs in transportation, freight, and logistics. A new facility is scheduled to be completed in 2015, where programming will prepare workers for various TDL fields. The facility will be designed to give students hands-on training. Current TDL programs at City Colleges include logistics (including warehousing and supply chain management), commercial driver training, forklift, automotive technology and public chauffeur courses (taxi and limousine). The Colleges' new TDL pathway includes an adult education bridge program, stackable basic and advanced certificates, and an associate degree.

c. Health Care

Health care is an industry that crosses a breadth of sub-industries and a wide variety of occupations. To most effectively use its limited funding for workforce training, CCWP has limited eligibility for use of its training funds to forty occupations, including thirteen health care occupations. All of the colleges located in Cook County have programs in the health care industry. The ability to meet employer needs will vary depending on the sub-sectors in health care where there is skill demand and the specific occupations for which training is needed.

2. Private post-secondary institutions and organizations (both for- and not-for-profit)

Private training providers offer industry-specific training programs outside of the traditional college model. Though training is also offered through industry associations and employers, the entities highlighted in this category are unique due to their special focus on training. These entities are both for-profit and not-for-profit organizations and are funded in a variety of ways, including government grants, training fees, and charges for customized training with businesses. Both for-profit and not-for-profit entities, including private post-secondary institutions, deliver training programs in the region, including in the targeted subsectors. Based on a review of institutions that report data to the U.S. Department of Education's Integrated

Postsecondary Education Data System (IPEDS) and CCWP’s list of WIA-certified training providers, we estimate that there at least ninety training organizations. The following is the breakdown of private post-secondary capacity by targeted industry with some information about capacity.

a. Manufacturing

Manufacturing programs are offered at a wide variety of entities: private, four year and graduate institutions; proprietary schools; and not-for-profit training organizations. Four private four-year/graduate institutions report offering programs in manufacturing; four proprietary schools report offering manufacturing programs (BIR Training; University of Phoenix; Robert Morris College; and Chicago ORT Technical Center); and several not-for-profits offer training opportunities. There is no detailed information on whether any are specific to fabricated metals.

Some examples of private sector manufacturing training available in the region—but not limited to fabricated metals:

- ManufacturingWorks (MW): MW is a Manufacturing Business Service Sector Center providing employers across the region with services including: candidate assessment, recruitment project management, production “shop floor” consulting, and customized incumbent worker training. It serves as one of the WIA-funded manufacturing sector centers and is a partner on the CWFA-funded manufacturing industry partnership project (described below).
- Symbol Job Training, Inc.: Symbol operates the other WIA-funded manufacturing sector centers. Its training program is accredited by the National Institute of Metalworking Skills (NIMS) and Symbol is certified by the Illinois Board of Higher Education (IBHE) and nationally accredited by the North Central Association Commission on Accreditation and School Improvement (NCA CASI).
- Jane Addams Resource Corporation (JARC): Located on the north side of Chicago,⁶ JARC is a job-training and workforce development organization focused on addressing skill gaps in the metal fabricating and manufacturing sectors. JARC has a rolling enrollment system, which allows an individual to begin training at any time. The flexibility is very beneficial to job seeker and employers, as potential employees can get into the program as soon as there is an opening in the class. In addition to on-site training, JARC’s Business Services department works with manufacturers across the Chicago region to

⁶ JARC recently opened a second location in DuPage County.

help develop customized training curriculum and other resources that can assist in business development.

- Fisher/Unitech: Fisher/Unitech is a reseller of SolidWorks, a common CAD software package, and offers SolidWorks training to companies that use the software. A nationwide company, Fisher/Unitech is headquartered in Schaumburg. The training division offers over 25 courses related to SolidWorks, 3D CAD, Enterprise PDM, and 3DVIA. Training methods include in-classroom training, online training, and on-site training at manufacturers. The company has strong ties to manufacturers in the tool making industry.
- Business Electronics Soldering Technology, Inc. (BEST): Located in Rolling Meadows, BEST provides a number of training courses, in addition to selling products and providing services to businesses in the electronics industry. BEST offers IPC-certified trainings (four to five days in length) as a core curriculum. IPC is an association for companies in the electronics industry, and their certification serves as an industry standard.

b. Transportation and Logistics

There are thirteen private trucking driving training entities in fifteen locations in Cook County. Seven locations are in Chicago, four are in the west sub-region, two in the south, and two in the north. All of them are certified as WIA training providers. There are no not-for-profit training programs in transportation and logistics.

c. Healthcare

There are approximately sixty-five private post-secondary institutions and organizations that offer training for healthcare occupations at over seventy different locations in Cook County. Over forty are offered by not-for-profit entities, most of which are institutions that award four-year degrees (ranging from the University of Chicago to Robert Morris College). Five are institutions that award credentials and associates degrees. Thirteen are private entities that are not necessarily part of accredited institutions but offer training for health careers. Another way to understand the capacity is to use the narrower focus on health care training used by CCWP, which has forty-six WIA-approved health care training providers at over fifty locations in Cook County (including public colleges). Given the range of occupations and educational pathways in the healthcare industry, it is not surprising to have a diversity of programs and providers.

3. Special industry-specific workforce initiatives

Augmenting the specific workforce training provider capacity are the efforts in the County to collaborate across systems and across providers to meet industry and employer needs. The most robust efforts are in manufacturing. Below is a list of those efforts by targeted industry.

Manufacturing

- The CWFA prioritized workforce industry partnerships in its initial round of funding. The Alliance made a grant to the Illinois Manufacturing Excellence Center (IMEC) to strategically position an industry partnership in manufacturing that would contribute to and enhance the well-developed and complex network of manufacturing initiatives in the region. One of the projects it engaged in was the development and testing of a model for engaging employers on their workforce challenges based on standard manufacturing process consultancy approaches such as Six Sigma and lean manufacturing.
- The Calumet Green Manufacturing Partnership (CGMP) is a collaboration between OAI Inc., South Suburban Mayors & Managers Association, Daley College, Prairie State College, South Suburban College and Moraine Valley College to enhance the manufacturing industry in the Millennium Reserve/Calumet Region by addressing the labor/skills mismatch and promoting careers in manufacturing to ensure a competitive workforce is a key asset for regional economic development.
- The Golden Corridor Advanced Manufacturing Partnership (GCAMP) is a diverse group of employers, education institutions, training providers, local government, and other stakeholders who share the goal of ensuring the “golden corridor” along I-90 is a manufacturing leader not just in the region but also nationally. The group, active since 2009, has been instrumental in making employment connections, marketing events, and raising awareness on the opportunities within advanced manufacturing.
- The Colleges to Careers Initiative, a CCC program, forges partnerships between City Colleges and industry leaders to better align City Colleges’ curricula with the demand in growing fields. Daley College (described above) is the designated college for manufacturing. The partnerships provide students access to real-world experience via teacher-practitioners, internships, top-notch facilities, and job opportunities.
- Manufacturing Industry Associations: Industry Associations are entities that offer a range of services to employers from networking opportunities to advocacy to training options. The following associations are active in the region:
 - The Tooling and Manufacturing Association (TMA), which offers lab-based training at the Fred W. Buhrke Training Facility in Arlington Heights;
 - Precision Metalforming Association (PMA) is headquartered in Ohio, but works with many employers in the region. The PMA’s Education Foundation’s mission is to develop the manufacturing workforce through the creation and support of training and education programs;
 - Illinois Manufacturing Association (IMA) - The IMA offers a range of training courses through the Manufacturing Institute for Training (MIT). Trainings provided through MIT are focused on general workplace skills (e.g.,

communication, safety, time management) as opposed to industry-specific skills related to machining, design software, electronics, etc.

- Illinois Manufacturing Excellence Center - IMEC works with small and mid-sized manufacturers across Illinois to help address business challenges. Workforce challenges are included, though IMEC tends to focus on leadership and supervisor development, as opposed to industry-specific skills training. As noted above, IMEC is leading the development of an industry partnership with support from CWFA.
- Chicago Manufacturing Renaissance Council (CMRC): The CMRC is a group of leaders from business, labor, government, and the community interested in the advanced manufacturing sector. They are committed to working to help Chicago lead in this sector. Specific goals include supporting education and training efforts that increase access to manufacturing careers, as well as improving the public's perception of the manufacturing industries.
- Manufacturing Careers Internship Program: Business & Career Services (BCS) helped create a ten-week program geared toward youth ages 18-21 and designed to offer employment and training opportunities in manufacturing. The training also helps manufacturing companies highlight the changing nature of the sector. Originally run out of the BCS location in Arlington Heights, the MCIP program is now also run through the CGMP in the southland, serving two sub-regions. It receives WIA funding and support from CCWP.
- The Advanced Training in Manufacturing (ATIM) initiative is funded by DCEO with a grant from the U.S. Department of Labor. The Metro Suburban Region has received funding to work with employers to train workers for high demand manufacturing jobs. Although based in the collar counties, residents from Cook County are eligible for training and will benefit Cook County employers.
- World Business Chicago's Plan for Economic Growth and Jobs includes ten transformative strategies for the Chicago region, including its first strategy: Becoming a Hub for Advanced Manufacturing. Most recently, WBC launched a project to fund personnel at six workforce organizations in the region to focus on placement in manufacturing jobs.

Transportation

- The Colleges to Careers Initiative (described above for manufacturing) also offers training in transportation and logistics. As noted above, Olive-Harvey College is poised to become the first college with a range of programming preparing workers for career pathways in TDL. Programs currently include: Commercial Driver's License (Class A and Class B); Forklift Operator Certificate (aligned with the Supply Chain Management

Certificate); Supply Chain Management (Basic and Advanced Certificates); and Adult Education TDL Bridge Program.

Health Care

- The Health Professions Grant Program (HPOG). The U.S. Department of Health and Human Services made two HPOG grants in the Chicago region (one to the Workforce Board of Will County on behalf of the Workforce Boards of Metropolitan Chicago; the other to the Southland Healthcare Forum). Both are delivering health care training to low-income jobseekers in Cook County for Certified Nursing Assistant, Medical Assistant, Nursing, and Pharmacy Technician positions, as well as preparing them for additional education and training. Three of the six sub-grantees in the project were located in Cook County: Jewish Vocational Services (North), Central States SER (Chicago and West), and Instituto del Progreso Latino (Chicago). The Southland Healthcare Forum trained individuals in the South part of the region. This is a unique partnership amongst the region's WIA system, community-based organizations and community colleges (all outside of Cook County).
- The Colleges to Careers Initiative has designated Malcolm X College as the lead on health care. All College to Careers-related programs align with CCC's "stackable" curricular paradigm that aims to produce credentials of economic value. Students can enter CCC's healthcare pathways at different points, accruing skills as they move in and out of the workforce and toward more advanced and marketable credentials. Courses incorporate feedback from Accretive Health, Advocate Healthcare Systems, University of Illinois Medical Center and Northwestern Memorial Hospital. Graduates of City Colleges' associate's degree in nursing program have the opportunity for guaranteed admission to the University of Illinois' premier online Bachelors of Science in Nursing (BSN) program through a transfer agreement. The Adult Education Healthcare Bridge Program is targeted for adult education students who want to enter the healthcare field but are not yet college-ready, and will create a fluid pathway to careers in health professions and nursing.
- Metropolitan Chicago Healthcare Council (MCHC): MCHC has had a longstanding leadership role in addressing the nursing workforce shortage, including: implementing the Illinois Clinical Scheduler to streamline the clinical placement process by using a database to catalog availability at participating facilities; and working with Instituto del Progreso Latino to develop the Instituto Health Sciences Career Academy (IHSCA), which is a Chicago high school preparing students for successful college careers and providing them with industry-recognized credentials.
- Carreras en Salud at Instituto del Progreso Latino is a nationally recognized bridge program model focused on building a bilingual health care workforce.

- Allied Health Care Career Network (AHCCN) is a coalition of community organizations in Chicago (Association House of Chicago, Chicago Commons, Erie Neighborhood House and Greater Humboldt Park Community of Wellness) that collaborates to provide a healthcare career pathway for people from Greater Humboldt Park, Little Village, and West Town communities to complete training for a variety of jobs in health care.

C. Workforce development service gaps in Cook County

The core workforce training infrastructure provided by the public systems—CCWP’s one-stops and affiliates and community colleges—is well-distributed across the region.

Every part of the region has community-college-based workforce training in all the targeted sub-industries, generally speaking. Transportation and logistics is less-well served by community colleges, but this gap is due to the employer-based nature of workforce training and preparation in this industry. In addition, there are both for-profit and not-for-profit education and training entities that augment the community college system across all targeted sectors. Again, the transportation sector is uniquely served—the majority of training entities are for the provision of truck driving training, representing the greatest demand for skills.

As noted above, there is very limited data to assess capacity of training organizations—either what their current capacity is (i.e. current enrollment and completion) or what their potential capacity could be (maximum enrollment). The majority of non-credit training (for industry-recognized credentials) is heavily related to demand by jobseekers and/or funding targeted to that kind of training.

Manufacturing and health care have the most program offerings. As noted above, the workforce needs of the manufacturing sector are getting a high level of attention by multiple public and private systems. In particular, there are strong intermediary organizations that are serving sub-regions and sub-sectors of manufacturing. The biggest service gaps for those efforts are likely to be: sustainable funding; real-time information about employer demand; and additional resources for short-term training when financial aid is not available.

III. Recommendations

Potential areas of workforce development investment to support four target sectors are outlined below with some general considerations for investment in any of the target sectors.

A. General considerations for investment

- Given the variety of training entities that serve the region, there is a need to balance the roles of the public “backbone” infrastructure in Cook County (CCWP and the community

colleges) and the roles of the private (both for- and non-for-profit) workforce training entities. CCWP is structured to provide the backbone for leadership, oversight, and leverage of federal resources. The colleges have the most training capacity in some training areas. Private entities can often be well positioned to: deliver training services in a sub-region (both its employers and jobseekers); be an intermediary on a sub-industry-specific project; or try out new or innovative strategies.

- Currently, public workforce funding for training is finite, and any new funding from the County can be used to be flexible and leverage other investments, whether federal, state, or private. Specific examples of upcoming opportunities might be the reauthorization of the federal workforce law and potential investments at the federal level in apprenticeship models.
- New investments should build on existing industry partnerships that are targeting the sub-industries, rather than starting something new.
- Training investments should connect to both jobseeker-serving organizations and economic development strategies:
 - Strong jobseeker-serving organizations or collaborative efforts amongst organizations can be relied on regardless of industry. At a minimum, they can screen and support applicants and host job fairs, and some can mediate finding training solutions.
 - Development initiatives that have potential for job creation in the region can be leveraged to connect to entities that are providing training. The most obvious are investments to implement the Millennium Reserve initiative and public infrastructure improvements (Chicago Transit Authority, Forest Preserves)
- To most effectively use limited funding for workforce training, CCWP restricted use of its ITAs to forty occupations, including thirteen health care occupations, seven in TDL, and six in manufacturing. This arrangement is a good place to start to understand demand, since CCWP considered growth projections, wage levels, and advancement opportunities to determine where public funding can make the most difference.

B. Specific investment opportunities

1. Manufacturing

- Sustainability and expansion of sub-regional manufacturing intermediary approaches: between the WIA-funded manufacturing sector centers, CGMP and the GCAMP, there is an opportunity to help those initiatives grow to meet the demand of employers with whom they work.
- Increased use of on-the-job training and other paid work experience models. The needs of manufacturing employers—including the finding that 70% of fabricated metals jobs require on the job training— call for the expansion of strategies that are currently

limited by resources. CCWP and the MCIP have internship and on-the-job training models that can be expanded.

2. Transportation and logistics

- There is not a clear direction for new training strategies for the TDL industry. While the expansion of programs at Olive-Harvey is promising, there may be additional capacity in other parts of the region or sub-regional strategies related to specific development projects.
- Given the high level of employer-based training, exploration of strategies that leverage the state's Employer Training Investment Program for TDL employers, and/or expanding an on-the-job training or apprenticeship model in this industry.

3. Healthcare

- The career pathways programs within community colleges can be further enhanced by supporting on-ramps from the public workforce system and the network of community providers. CCWP and adult education funding support career bridge programs for health care, but new capacity that has developed through HPOG and at community providers like Carreras en Salud and the AHCCN do not have sustained funding.

4. Workforce Support Services

- Colleges, workforce training providers and community-based organizations regularly report the transportation challenges of the students and jobseekers in their programs. Lack of stable, predictable transportation is a barrier to completing training and education programs and limits job opportunities. Flexible funding for these organizations could help them:
 - Pay for transit passes or gas cards for job seekers to go on interviews, attend training, and sometimes for the first few weeks on a job. This is the assistance strategy that is most frequently used by workforce organizations.
 - Help jobseekers solve situations that prevent them from driving a car—paying a fine; paying for car insurance; or getting their driver's license renewed.
 - Set up vanpool-type services—purchasing, maintaining and insuring a vehicle to use for program participants to get to trainings, job interviews, internships, etc. While this is not a cost-effective strategy for most organizations, it should be considered where there are obvious gaps in transit or remote job sites.