

**PROJECT NARRATIVE TO EDA FOR GOOD JOBS CHALLENGE - “GOOD JOBS CHICAGO”**

Submitted by The Chicago Cook Workforce Partnership – February 10, 2022

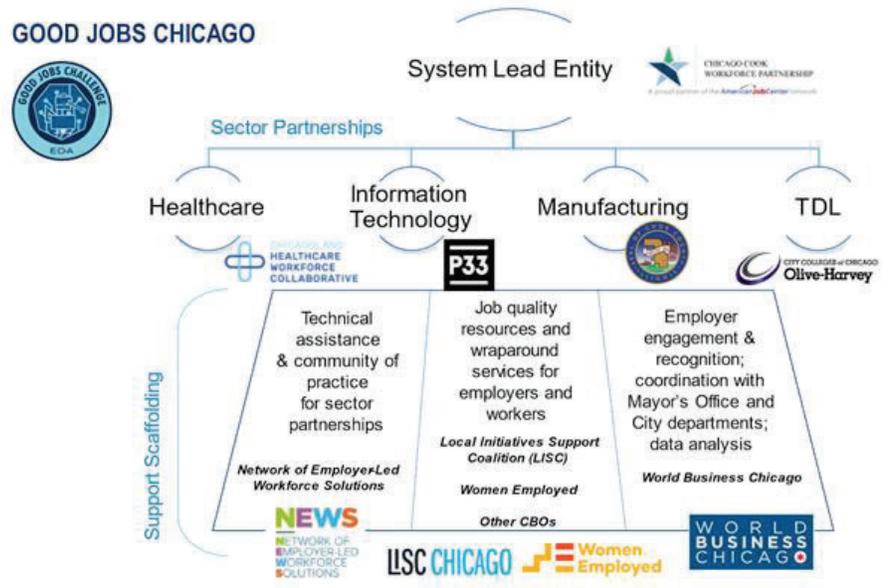
**SECTION 1: PROJECT DESCRIPTION AND OVERVIEW**

**Section 1a: Executive Summary Good Jobs Chicago (GJC)** is an employer-led, community driven initiative to promote economic resiliency and growth for Chicago and Cook County. Our region is blessed with proven and ready-to-scale sector partnerships for **healthcare, information technology (IT), manufacturing, and transportation/distribution/logistics (TDL)** based in the Partnership’s (applicant) sector models established to lead worker placement, the four Backbone Organizations’ industry expertise, employer relationships, and convening power; and a strong community college system built around sector-based training. Combined, these 4 sectors employ 1.34M people, have experienced 13% growth over the past five years, are projected to grow at 19% in the next five, and average 34,348 job postings per month, reflecting a huge aggregate talent gap. GJC will create durable, resilient talent pipelines through to mid-level jobs, linking Chicago’s un/underemployed residents into jobs that pay family wealth-building wages. With more investment, our region will be able to refine the model and expand it to other sectors in the future. GJC is focused on meeting the needs of communities suffering from intergenerational poverty exacerbated by the pandemic, particularly on Chicagoland’s South and West sides. With a focus on jobs and services that support family wealth-building, GJC aims to disrupt the systems that have created this dynamic.

**Section 1b: System Lead Entity and Backbone Organizations** *System Lead Entity:* The Chicago Cook Workforce Partnership (The Partnership) will serve as the system lead entity for GJC. The Partnership is a nonprofit organization that operates the largest public workforce network in the country and administers the local Workforce Innovation and Opportunity Act (WIOA) system for the city of Chicago and Cook County. In addition to delivering services, The Partnership coordinates across 17 different programs and agencies, including state and local government departments, nonprofit organizations, service providers, and educational institutions to deliver a seamless experience for jobseekers and employers. Since its inception in 2012, The Partnership has helped place 90,000 workers into permanent employment and served 2,000 employers. The Partnership delivers career counseling, training, and business services through several models, one of which is industry-focused “sector centers” that educate the rest of the workforce system on sector trends and provide customized employer solutions. The Partnership has extensive fundraising experience, including raising and managing more than \$400M of public and philanthropic funds in the last decade with no significant audit findings. Most recently, The Partnership was awarded a \$56M competitive grant from the City of Chicago to manage the City’s COVID-19 Contact Tracing program. This program resulted in over 700 transitional jobs since the summer of 2020. The Partnership will leverage its existing WIOA network, including 10 high-volume American Job Centers and nearly 90 affiliate workforce agencies to assist with recruiting participants into the GJC programming.

Chicago has the skeleton - and a true bounty of separate initiatives - for strong GJC sector partnerships. Chicago has strong existing industry-driven conveners that engage employers, education, workforce, and economic development. These conveners are in various stages of achieving the full role of a Backbone as envisioned in this initiative. These efforts are often siloed within their particular entities (community college, workforce system, private-sector/NGO), led by voluntary association rather than fully-staffed entities, and have not moved beyond convening to impact industry training and worker preparation. These various efforts must be more coherently coordinated both within and across industries. The funding requested through

this proposal will allow The Partnership to build the infrastructure, staffing, and cross-sector learning to make them national models of sector partnerships. **Backbone Organizations and cross-sector partners:** The Partnership proposes that GJC begin with four employer-led sector partnerships, in Healthcare, Information Technology, Manufacturing, and Transportation, Distribution and Logistics (TDL). These sectors were chosen in alignment with Chicago’s Recovery Task Force Report which identified critical industries for Chicago’s covid recovery. We have identified strong Backbone Organizations to lead each partnership, as well as a group of agencies that make up a “support scaffolding” – supporting the sector partnerships, building cross-sector value, and infusing job quality principles and wraparound services into sector activities. The structure of GJC is represented below, followed by Backbone Organization and support scaffolding member descriptions.



**Manufacturing:** *The Cook County Bureau of Economic Development (BED)*, a unit of local government and EDA eligible subgrantee, works to promote equitable economic growth and community development. The Bureau is the lead convener of the successful south suburban collaborative, the Calumet Manufacturing Industry Sector Partnership (CMISP). Since 2017, BED, through CMISP, has built a network of more than 100 manufacturing business leaders led by a ten-firm steering group and supported by community partners. Manufacturers have hired more than 300 full time employees from CMISP-related training programs, as well as 160 young adult interns, and 75 On- The-Job training completers. BED serves as the front-line agency mandated to expand, retain, and attract businesses in suburban Cook County, including providing support to 130 municipalities. In addition to convening CMISP, BED is an Illinois Department of Commerce designated Apprenticeship Navigator and Small Business Navigator, and leading agency for Chicago Metro Metal Consortium, one of 24 federally designed “manufacturing communities” connecting eight counties and the City of Chicago to strategically align stakeholders. **Transportation/Distribution/Logistics:** *Olive-Harvey College (OHC)* is a member of the public City Colleges of Chicago system (CCC), which serves 77,000 students annually. OHC houses the Evolution Center, the CCC TDL Center of Excellence, representing a \$25M investment. OHC serves 280 individuals through the TDL center annually. To bridge the fragmented sector, OHC and YWCA, The Partnership’s WIOA sector center for TDL, will work together in leveraging existing programs, employer advisory committees, and employer partnerships. OHC will leverage the fundraising capabilities of the CCC’s full District Office and the Chancellor’s network. Additional match funding is valued at \$417,656; see budget for

details. Healthcare: Health & Medicine Policy Research Group (HMPRG), a nonprofit and EDA eligible subgrantee, will coordinate two existing sector partnerships, Chicago Healthcare Workforce Collaborative (CHWC) and the Public Health Workforce Collaborative (PHWC). HMPRG is Illinois's leading health workforce research and policy organization, developing health policy and implementing strategies to support public and private initiatives. CHWC, launched in 2016, currently includes 12 of Chicago's major health systems and more than a dozen strategic partners. CHWC has conducted industry awareness, secured employer input on curriculum, and piloted career pathway initiatives and inclusive talent acquisition programs including the Medical Assistant Pathway Project which admitted 65 students in its first five cohorts. PHWC led a multi-agency Community Health Workers research project mapping the employment landscape and led the COVID-19 Response Corps, a pilot for a broader workforce partnership centered on contact tracers. HMPRG works with Chicagoland Workforce Funder Alliance to access relevant funders and CHWC employers often provide financial support to projects. Additionally, HMPRG will include \$104,906 in matching funds; see budget for details.

Information Technology (IT): P33, a privately funded nonprofit organization, was launched in 2019 to catalyze better connections between Chicago stakeholders and the global tech community to facilitate inclusive economic growth. P33 launched and staffs the Chicago Tech Talent Coalition, composed of 45 businesses that collectively represent more than \$1T in global revenue and employ more than 100,000 residents of Chicagoland. These companies share detailed, private data on hiring priorities and skill requirements to inform workforce, education, and other civic responses to these needs, and they collaborate on joint talent solutions. P33 is entirely privately funded. Additional match funding is valued at \$437,250; see budget for details.

Cross Sector: Chicago Workforce Funders Alliance (CWFA), an affiliate of Chicago Community Trust, has engaged over 30 major Chicago-based philanthropic funders of workforce development to coordinate shared strategies around partnerships, systems change, and worker empowerment. In 2021, CWFA convened the Network of Employer-Led Workforce Solutions (NEWS) to provide a forum where sector partnerships can collaborate, share challenges and best practices, and access technical assistance, in order to foster an ecosystem of employer collaboration. NEWS will provide implementation support for all four Backbones. Their plan leverages the National Fund for Workforce Solutions' *Industry Partnership Self-Assessment* and Next Gen Sector Partnerships' *Community of Practice*. NEWS will offer support through all three phases of the grant. NEWS has already wrapped the GJC Backbone organizations into its monthly "Convening the Conveners" meetings with 10+ employer roundtables to foster peer-to-peer learning. CWFA will provide \$193,469 in matching funds.

Cross Sector: World Business Chicago (WBC) is the City of Chicago's private economic development agency. WBC manages a Board of Directors, chaired by Chicago's Mayor, representing over 100 business and civic leaders. The Talent & Workforce department will leverage employer relationships across all four sectors. In its role as the Mayor's workforce liaison, WBC will leverage a network of approximately \$100M in public investment for workforce development, to ensure long-term dissemination and replication of the innovations developed. WBC regularly fundraises from board members and receives grant funding from the City of Chicago. *Cross-sector wraparound services and job quality resources* are further described on page 7.

**Equity and Reaching Underserved Workers:** The Partnership operates a diverse portfolio of 26 initiatives and oversees a network of more than 90 community-based organizations (CBOs), American Job Centers, satellite sites, and sector-driven centers serving more than 140,000 people each year, concentrated in high-need and under-resourced communities. The Partnership will leverage this

network for jobseeker outreach, assessment, foundational skills preparation, links to adult basic education, case management, and wrap-around and related services. We will work alongside partners to identify jobseekers and current workers for training programs, proposed and forthcoming. 80% of those served by the County's public workforce system in the past program year have been people of color and 88% have some significant barrier to employment, including up to 74% of adults with no more than a high school diploma and up to 36% who are basic skills deficient. The Partnership's leadership role will help ensure an equity focus for this project by recruiting from Chicago's most low-income and under-resourced communities. **Staffing Plan:** Backbones will have two full-time convening staff. In general, one convener is the general sector partnership manager and the other will project manage initiatives to ensure training development and other sector partnership priorities succeed. Both conveners ensure employer feedback informs candidate selection, curriculum development, and job placement. GJC will for the first time provide funds for full-time staffing capacity at the sector partnerships. *The Partnership* will staff this project through a full-time project manager, as well as a project coordinator who joins during the design and implementation phase. In addition, Business Relations Specialists focused on the four target sectors will support employer services and connections to leveraged training funds and supportive services funds from other sources. *Each Backbone* is led by a seasoned workforce professional and will leverage a team of staff and partner organizations to conduct the convening, employer engagement, curriculum advising, training, work-based learning development, and other activities as outlined below. *Manufacturing: Kindy Kruller, Program Manager, BED:* Kruller leads a variety of initiatives to connect employers, community-based organizations, and job training resources. She serves as a DCEO Apprenticeship Navigator for northern Illinois. Kruller will oversee the daily operations and the westside expansion. *TDL: Cheryl Freeman, Dean of OHC's TDL Center of Excellence:* In her 9 years at CCC, she's played a transformational role in developing signature partnerships with sector leaders and labor unions, launching the new Evolution Center at OHC, and building a system-wide office for apprenticeship. Freeman will oversee the launch of the sector table and guide employer convenings. *Healthcare: Kirstin Williams Smith, Senior Policy Analyst, HMPRG* is the current convener of PHWC. In her ten-plus years of public health experience, she has helped to create social impact programs, managed state-level initiatives, worked to provide seed funding to CBOs, and helped to craft plans for the creation of new educational institutions. *April Harrington, Strategy and Development Consultant* is the current convener of CHWC. Before this role she spent seven years with a CBO offering job training to justice-involved adults as their development director, chief operating officer, and interim executive director. April and Kirstin will oversee all aspects of CHWC and PHWC operations. *IT: Matthew Muench, Chief Impact Officer, P33* leads P33's Chicago Tech Talent Coalition. Prior to P33, he was Director of Workforce Innovation under mayors Rahm Emanuel and Lori Lightfoot. For this initiative, Muench will coordinate company engagement, direct talent solution co-design efforts with all stakeholders, and lead the coordination of all entities in the sector partnership. *NEWS: Kylin Fisher, Program Director: Employer-Led Workforce Solutions, CWFA:* Fisher coordinated the launch of NEWS and served on the convener teams multiple sector partnerships. Fisher holds a J.D. and MPP with a certificate in survey design and is also a certified mediator. Fisher is the convener of NEWS and will ensure the delivery of services to the sector partnerships. *WBC: Adam Levine, Director of Workforce & Talent Strategy, WBC* came to WBC with 12 years of experience in workforce focused CBOs with a focus on program evaluation, outcome measurement, and data visualization. Levine will be supported by a dedicated associate role and

WBC's Public Sector Investment Strategy Team.

**Section 2a: “Employer Leadership/Commitments** As shown in the 40+ letters from employers and industry associations attached, the GJC is a truly employer-driven effort with deep commitments from numerous firms. The four Backbones will continue to leverage broad networks to identify new businesses. All employer partners will: source talent through talent pipelines created by the sector partnerships; support their entry-level workforce through upskilling into intermediate positions; contribute to the development of new trainings and pipelines; participate in cultural competency education; promote diversity to address identified gaps across gender, race, ethnicity, and other factors; provide feedback on training programs delivered; report on common metrics; and collaborate with CBOs to create inclusive recruitment strategies. Tables show key employers and their commitments.

<b>Employers - Healthcare</b>
<b>Northwestern Medicine</b> – A network of multiple sites, committed to strengthening internal career ladders, and partnering with local community organizations to recruit more candidates from target populations.
<b>Rush University Health System</b> – A network of three hospitals, the largest located on the West side, committed to hiring from their immediate community and building new apprenticeship programs
<b>Advocate Aurora Healthcare</b> – A large network of 26 hospitals and >500 sites of care across Southern Wisconsin and Northwest Illinois, committed to expanding apprenticeships and offering career coaching.
<b>Ann &amp; Robert H. Lurie Children’s Hospital of Chicago</b> - a network of 15 sites across Chicagoland committed to providing pathways for underrepresented youth into frontline roles and partnering with local training providers to develop short-term training programs into medical assisting
<b>University of Chicago Medicine</b> – located on the South side committed to hiring from the immediate community, lowering hiring requirements, and partnering with CBOs to create pathways to in-demand roles
<b>University of Illinois Health</b> - a network of 35 sites across Chicagoland committed to exploring new pathway program models in partnership with local training providers and community organizations.
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<b>Employers - Manufacturing</b>
<b>The Will Group</b> – minority-owned lighting manufacturer in Chicago’s west side Austin neighborhood. Has agreed to serve as lead employer in sector partnership western expansion
<b>Freedman Seating</b> – family-owned seating manufacturer for the transportation industry with over 600 employees and headquartered on Chicago’s west side. Has agreed to serve in sector partnership, aims to hire at least 100 new employees and will contribute to the development of new curriculum at area training providers
<b>mHUB</b> - West side tech manufacturing incubator committed to supporting apprenticeship model for member companies
<b>National Tube Supply</b> – One of the nation’s largest suppliers of Carbon and Alloy round mechanical tubing located in the southlands of Chicago. Has agreed to continue serving as business lead in CMISP and aims to hire at least 120 new employees over 3 years
<b>FlexNGate</b> – Manufacturer and supplier of automotive components in the Southside of Chicago. Committed to prioritizing program trainees for an expected 1,000 openings over 3 years
<b>LB Steel</b> - Southland machining shop and recipient of recent large Amtrak contract. Committed to providing work-based learning opportunities and assisting in curriculum development
<b>Employers - TDL</b>
<b>AAR</b> – global aviation company providing services in MRO, Parts Supply, Integrated solutions and mobility systems. Committed to apprenticeships in aviation maintenance
<b>NFI Industries</b> – leading family-owned logistics company positioned nationally as 6th largest dedicated carrier and 4th largest warehouse provider. Committed to apprenticeships in supply chain, hiring in CDL and forklift
<b>PepsiCo</b> – leading food and beverage company serving more than 200 countries and territories globally. Committed to apprenticeships in supply chain, and training in Diesel Tech and CDL
<b>Uber Freight</b> – leading logistics company headquartered in Chicago is committed to participating in employer tables and informing curricula and outcomes for the partnership
<b>Echo Logistics</b> – A nationwide logistics company based in Chicago that is committed to project management, curricula design, and sourcing candidates for training
<b>Waste Management</b> - leading provider of comprehensive waste management, offering services such as garbage collection and disposal, recycling and dumpster rental. Committed to hiring in Diesel Tech and CDL
<b>Greater Chicago Food Depository</b> – Serves as the hub for a network of more than 700 food pantries, soup kitchens, shelters and other programs. Handles logistics at every point in the supply chain.
<b>Schneider</b> – Offers broad range of supply chain & freight shipping solutions and is committed to informing truck driver curricula and considering candidates from the program
<b>Worldwide Flight Services</b> - one of the world’s leading ground handling organizations, providing cargo, passenger, premium, ramp, baggage and technical services. WFS is committed to assisted the sector through job fairs and community outreach.

## Employers - IT

<b>Slalom</b> - A professional services organization committed to providing hiring forecasts, mentors, apprenticeships and offering interviews to candidates.
<b>Allstate</b> - A worldwide insurance company committed to provide forecasts, mentors, apprenticeships, interviewing and hiring 15 roles per year paying >\$51,000
<b>Kin + Carta</b> - A data and experience consultancy with 400 employees in Chicago committed to leverage consultancy to adapt curricula, provide work based learning and hire 10 roles per year paying over \$50,000
<b>J.P. Morgan Chase</b> - A worldwide financial institution with 16,000 employees in Chicago committed to inform curricula, provide mentors, share needs and interview candidates
<b>Microsoft</b> - A worldwide technology company committed to participate in community based upskilling and informing tech readiness curricula.
<b>Transunion</b> - A worldwide financial institution headquartered in Chicago committed to provide work-based learning, candidate selection and define curricula
<b>United</b> - A worldwide airline based in Chicago committed to informing curricula, mentoring candidates, providing mentorship, and interviewing, would like to fill roles with participants.
<b>Accenture</b> - A worldwide consulting firm which has brought 150 apprenticeships in Chicago already and plans to bring 90 more. There is a firm wide commitment to hire 20% of entry levels through apprenticeship
<b>Blue Cross Blue Shield</b> - A nationwide insurance company committed to providing work-based learning, mentorship, informing curricula and candidates interview
<b>Facebook/Meta</b> - A worldwide social media and technology company committed to supporting the sector and regional workforce training models

***Business enthusiasm and commitment; and coordination with City resources:*** Current partners are wholehearted supporters of the model. As the GJC formalizes and institutionalizes the sector partnership ecosystem in Chicago, we will need to engage more employers, with firmer commitments, than we have in the past. To promote and facilitate this, WBC will leverage firmwide assets mentioned in §1b. ***Industry Associations and other Sector-Specific Partners:*** Our Backbones have long engaged individual firms and industry groups to identify new business partners, inform on curriculum, and tell the aggregated story about gaps and challenges that individual firms may be reluctant to share among competitors. Industry partners include Illinois Manufacturing Extension Partnership, Association of Supply Chain Management, and other partners detailed above. ***Employer-led design and implementations:*** Backbones will use a committee structure, based on CMISP and CHWC experience developing employer-driven training programs. After engaging all partner employers to determine the roles to target, preferred training models, and key learning outcomes, the committee members will work with training partners and CBOs to design the full training programs. Employers will also help CBOs and training providers identify barriers faced by employees. Committees will stay active after the training program launch and reconvene at critical milestones to provide feedback on the training programs. ***Employers as Recruiters:*** Employers will be vital in recruiting training candidates. Employers will be asked to be a part of the process of recruiting and selecting candidates early in the training cycle to increase the employers' buy-in to the success of individual trainers. The Backbones also anticipate working directly with employers on incumbent worker upskilling. ***The Worker Perspective:*** Worker voice will be incorporated into the process through several channels. Each sector partnership has CBOs and training partners that include equity and worker voice in their central mission. Additionally, CWFA leads several convenings and initiatives focused on worker power. Through NEWS, CWFA will provide resources and connections from those initiatives to ensure training and upskilling are done in a way that empowers workers. Backbones will receive training via NEWS on how to center equity and worker voice into an employer-led model, focusing on the mutual benefits to workers and employers when workers are empowered.

**Section 2b: Other Stakeholders and Partnerships** The Partnership and each sector Backbone have for years focused on securing the full range of partners needed for a mature sector initiative. See chart below and attached letters for key partners. ***Workforce Development:*** The Partnership stakeholders and resources can be found in §1b and §5c. Chicago's Department of Family and Support Services (DFSS) will provide additional public sector support; its 52 Community Development Block Grant providers will collaborate on worker recruiting and preparation and DFSS will be a core part of wrap-around service strategy. ***Education and Training:*** *City Colleges of Chicago (CCC)* will deliver important work across the sectors in worker training and Adult Basic Education. Since 2013, CCC has focused on industry needs by developing each

college as a Center of Excellence (CoE) in one of the region’s largest industries. The CoE’s together train more than 40,000 students annually. Each CoE has an Industry Advisory Council to advise on curriculum, facilitate work-based learning (WBL), offer equipment and technology, and provide faculty/instructors. With partnerships with multiple suburban community colleges and other training entities, GJC will provide residents throughout the county with high-value training opportunities. **Organized Labor:** The Chicago Federation of Labor will participate, directly and through their Workforce and Community Initiative, a strong partner of our manufacturing and TDL Backbones. They will leverage their employer relationships and recruit workers for upskilling and training, including union members in lower-level positions who can benefit from skill upgrades. Additional labor partners are listed below. **Human Services and CBOs for Wrap-around services:** We will provide a broad array of services including DFSS’s childcare linkages and services noted above, LISC for financial literacy, Metropolitan Family Services, Women Employed (WE) for inclusive workplaces and equity, and the Partnership’s American Jobs Centers to support candidate intake. The incorporation of LISC and WE will ensure that workers have the support to capitalize on their financial position and that employers, tools to create equitable employment environments. WE will provide employer-facing workshops which aid employers in developing an inclusive and welcoming workplace culture where all workers can thrive. LISC will provide financial literacy and management workshops through employees. Each Backbone has relationships with training providers and community organizations to incorporate supportive services into training.

<b>Other Stakeholders - Healthcare (additional partners to be identified based on employer feedback)</b>	
Community College/Adult Education Provider	Malcolm X College –City Colleges of Chicago’s Center of Excellence in Healthcare
Community College/ Adult Education Provider	Harper College – Northwest suburban community college with large healthcare presence
Labor Organization	SEIU Healthcare – represents healthcare workers throughout the Midwest
Industry Group	Illinois Health and Hospital Association – coalition of more than 200 hospitals and 40 health systems throughout the state, currently focused on increasing racial equity across healthcare, including in healthcare workforce practices
CBO/Supportive Service Provider	CARA Collective – Training and supportive resources to help lift individuals out of poverty
CBO/Supportive Service Provider	Upwardly Global – helps immigrants and refugees with healthcare experience in their home countries to restart their careers
CBO/Supportive Service Provider	Equus – houses the Healthcare Sector Center funded by the Chicago Cook Workforce Partnership, as well as an American Job Center
Workforce Investment Board	The Partnership – specifically, The Partnership’s Healthcare Business Relations Specialist and Healthcare Sector Center

<b>Other Stakeholders - Manufacturing (additional partners to be identified based on employer feedback)</b>	
Adult Education Provider	Richard J. Daley College –City Colleges of Chicago’s West side Center of Excellence in Manufacturing & Humboldt Park Vocational Center
Labor Organization	Chicago Federation of Labor - Workforce and Community Initiative
Industry Group	Chicago Metro Metals Consortium - one of 24 federally designed “manufacturing communities” to help firms find new opportunities
Industry Group	The Technology and Manufacturing Association – trade organization serving small/mid-sized manufacturers with training and apprenticeships
CBO/Supportive Service Provider	Jane Addams Resource Corporation – West-side; Provides life skills, adult education, and manufacturing training for low-income adults.
CBO/Supportive Service Provider	OAI – Targets individuals and communities affected by poverty or language barriers; provides manufacturing job training focused on safety, health, and workers’ rights. Serves both south and west sides of Chicago
CBO/Supportive Service Provider	Manufacturing Renaissance – Located in west side Austin community. Provides training, job placements and supports for youth and young adults, and advocates for the inclusive expansion of the manufacturing sector.
Workforce Investment Board	The Partnership – specifically, The Partnership’s Manufacturing Business Relations Specialist

<b>Other Stakeholders - IT (additional partners to be identified based on employer feedback)</b>	
Partnership Co-Lead	Discovery Partners Institute – a unit of the University of Illinois focused on inclusive tech talent development and advanced R&D in the Chicago areas, and the home of Pritzker Tech Talent Labs
Community College/Adult Education Provider	Wilbur Wright College –City Colleges of Chicago’s Center of Excellence in Computer Science and Engineering
Community College/ Adult Education Provider	Harper College – Suburban community college with a history of leadership on apprenticeships, offering an existing program in computer science, recently identified among the nation’s top 150 community colleges by the Aspen Institute.
Industry Group	Chicago Tech Talent Coalition – 45 companies representing 100,000+ local employees
Ecosystem Partner	GET Cities Chicago – working to accelerate the representation and leadership of women in tech
Workforce Investment Board	The Partnership – specifically, The Partnership’s IT Business Relations Specialist and IT Sector Center
Training provider/CBO/Supportive Service Provider	Per Scholas – Provides technical training and professional readiness, serving 60% Black and Latino learners and 54% with high school diploma as highest level of education. Incorporates wraparound services.
Training providers	Code Platoon & General Assembly – Tech boot camps. Code Platoon focuses on returning veterans.

Other Stakeholders – TDL (additional partners to be identified based on employer feedback)	
Sector Partnership Co-Convener	YWCA – serves as the WIOA Center for TDL supporting connections between employers and training opportunities
Community College/Adult Education Provider	Olive-Harvey College –the City Colleges of Chicago Center of Excellence in TDL
Community College/ Adult Education Provider	Moraine Valley College – Suburban community college with a holistic suite of supply chain courses
Labor Organization	Local 701 – Largest Mechanics Union in the Country representing 700,000 mechanics across sectors. Committed to apprenticeships.
Industry Expert	Chicago State University – Offers innovative programming in Supply Chain Management. Committed to curriculum/training design
Industry Expert	Governors State University –Leads Supply Chain Innovation Center and Business Incubator as part of Illinois Innovation Network. Committed to curriculum and training design
Industry Group	Association of Supply Chain Management - Global leader in supply chain organizational transformation, innovation and leadership. Committed to employer engagement, training and curriculum design.
CBO/Supportive Service Provider	Aerostar Avion Institute – provides programming to support academic awareness of aviation and aeronautical career path opportunities to students of color, female students, and at-risk youth. Committed to outreach and community engagement.
Workforce Investment Board	The Partnership – specifically, The Partnership’s TDL Business Relations Specialist and TDL Sector Center

**SECTION 3: REGIONAL DESCRIPTION** GJC will serve Cook County, Illinois, home to over 130 municipalities, including the nation’s third-largest city, Chicago. Cook County is home to more than 5 million people and more than half a million firms. Over the last 21 months, as many companies closed physical locations, front-line and essential workers, a disproportionate amount being workers of color, continued to report to work, risking COVID-19 exposure and illness. Still more workers, weighed down by familial obligations like managing children’s remote learning, left the workforce altogether. The four GJC sectors were critical to the regional economy before the pandemic and meeting the sectors’ current skills needs is key to our ongoing recovery. Unique supports like Cook County CARES funds created temporary jobs and training opportunities, and the county-wide Contact Tracing efforts created increased accessibility to testing and vaccination information. Despite opportunities, many jobseekers need training before they can enter GJC industries’ career pathways. **Manufacturing:** In Illinois, manufacturing represents the largest share of the state’s Gross State Product. (Illinois Manufacturing Association) A 2020 survey of over 1,000 Cook County manufacturers identified finding, training, and retaining a skilled workforce a critical priority for manufacturers with 50+ workers (IMEC Census). With a rapidly aging workforce, an influx of trained labor is critical to its viability. Simultaneously, Black, Latino, and female workers remain underrepresented in manufacturing, providing a fortuitous moment to promote career pathways and opportunities for underemployed populations while meeting industry needs. **TDL:** TDL is central to the region’s economy, and Chicago’s infrastructure assets make it well situated for continued robustness and growth. Chicago regional assets include the largest rail freight hub in the country, with one-quarter of rail freight starting or going through the region. Chicago is the only U.S. city where six of the seven largest North American railroads intersect. With over 200,000 total jobs, TDL makes up approximately 15% of middle-skill online job postings in the Chicago region. TDL has a projected employment growth rate of 10.6% over the next 5 years. **Healthcare:** The American Association of Critical Care Nurses, estimates that Covid has caused 66% of the nursing workforce to consider permanently leaving the field. Issues of burnout and fewer entrants in multiple clinical roles, coupled with a regional growth rate of 3.5% have exacerbated workforce shortages that existed before the pandemic. For jobs like patient care technician and certified nursing assistant the current pay, benefits, schedule, and conditions are not commensurate with the high level of competency, formal credentialing and licensure, and significant experience required. Additionally, jobseekers and employers describe a lack of clarity around pathways from low-wage healthcare jobs into better-paying roles. The unfortunate reality is that workers of color are overrepresented in these low-wage jobs, and without formal career pathways, they are kept from advancing to family wealth-building positions. **Information Technology:** Chicago-area companies are struggling to fill critical IT roles in software, information security, data, and other functions. Recent data P33 collected from Chicago companies shows more than 90% of companies anticipating growth in their software engineering and data teams, and more than 75%

anticipating staffing growth across several tech functions, including cloud, DevOps, product, and cybersecurity. Software developers represented the highest volume of Cook County job ads in the last quarter of 2021 and are projected to be the biggest need going forward. Only 14% of highly skilled tech roles in Chicago are filled by Black or Latinx Chicagoans, even though those populations make up 2/3 of the city's population. And only 1/3 of these roles are filled by women. The companies in our Coalition want to improve these numbers. ***Alignment with CEDS and Broad Regional Planning:*** The project aligns strongly with the local CEDS developed by Cook County and its broader Policy Roadmap (PR) as noted in their attached letter, including key goals to: "Grow key economic clusters by launching and supporting industry-led partnerships including CMISP" and "Create a center for industry partnerships" (CEDS 2.6) a function which NEWS is fulfilling. "Open access to economic prosperity for all by investing in workforce and talent development" (PM Objective 5) is an effort all Backbones and partnered employers are committed to. "Fund the sustainability and expansion of targeted cluster intermediary approaches" (PM 2) as we propose here to expand our manufacturing sector partnership to cluster on the west side of the county. Additionally, we are in alignment with the broader Chicago Metropolitan Agency for Planning (CMAP) OnTo2050 Plan (<https://www.cmap.illinois.gov/2050>). CMAP is the regional planning organization of northeastern Illinois. ON TO 2050, the region's comprehensive plan, emphasizes strategies that support robust economic growth to reduce inequality. GJC will directly implement the CMAP's recommendation by pursuing regional economic development and prioritizing pathways for upward economic mobility, emphasizing family-sustaining wages and wealth building. The GJC proposal has also worked with mHUB's Build Back Better Regional Challenge proposal and, through conversations, has identified initial alignment across the manufacturing and TDL sector partnerships. Daley College sits in the mHUB proposal and the GJC manufacturing sector partnership. While projects will be distinct, leveraged assets and funds will be used to support all programs across Daley to ensure maximum impact and cohesion.

#### **SECTION 4: IMPACTS OF THE REGIONAL WORKFORCE TRAINING SYSTEM**

**4a: Project components** We are proposing to work in all three project components, System Development (SD), Program Design (PD), and Program Implementation (PI). ***Strengths:*** Chicago has a diverse population and strong talent pool for employers and has seen rapid growth in TDL (40,000 new jobs in 2021, 19% growth), IT (growth at 6.3%), and Healthcare (continuing to expand, especially in higher-level positions), and a large presence in manufacturing (10% of the economy and exceeding the national average in hiring per BLS). Our proposal can leverage regional assets like O'Hare Airport. Chicago boasts multiple world-class healthcare systems, and tech continues to expand with major hubs for Meta (Facebook), Microsoft, and others. ***Challenges:*** Given the size of the region, employers find it costly and time-consuming to navigate among the various systems to build talent pipelines. Residents face a complex web of training options and providers. This near-impossible task exacerbates inequitable outcomes in education, income, and household wealth. Workforce training systems and employers lack the cultural competency to reach the talent in all our communities. The workforce is aging in our industries: in Manufacturing and TDL about 30% of workers are 45-54 and 25% over 55 (EMSI). There is a severe lack of diversity in management levels. Please find more on regional sector strengths and challenges in §3. ***System Development: Capitalize on opportunities and tackle structural challenges.*** To address the regional challenges, the GJC will leverage the strength of the existing sector partnerships to create downstream and upstream solutions guided by three principles: 1. Knowledge pathways for industry-identified skills to

inform curricula. 2. Knowledge pathways to reach community talent and amplify community voices. 3. Partners who meet jobseekers where they are and support the worker's career journey that continues to the intermediate and mid-level positions. During system design, champion employers and key partners will convene monthly for six months to one year, depending on the needs of the sector. Beginning with a focus on the first principle, employers will lead the group in determining what skills and competencies they need for their organizations to attract and retain talent. The next set of convenings will focus on current skills-based training to identify strengths and gaps in meeting the skills identified by employers. The Partnership and its network of agencies will act as the one stop shop to direct individuals to the relevant program.

***Manufacturing:*** Currently, CMISP is not sufficiently staffed to execute on many of the opportunities available in the sector partnership model. Second, CMISP is limited only to the Southlands of Chicago and Cook County. The Good Jobs Challenge will provide the resources to expand the CMISP model beyond the Calumet region to industrial corridors in the western suburbs and on the west side of Chicago. ***TDL:*** OHC has an advisory board of employers and state-of-the-art sector center established in 2019, but they have not established an employer table to address the needs of the entire sector. SD phase will facilitate the development of an authentic sector partnership. TDL is a fragmented sector by nature, so OHC will work with YWCA's WOIA sector center to ensure the employer table created through the GJC will address the wide array of TDL employers. ***Healthcare:*** While CHWC and PHWC are both functional sector partnerships, coordination is needed before they can achieve the ambitious goals of this initiative. To facilitate the expansion of capacity, CHWC will move in-house to HMRPG. As a current strategic partner of the CHWC, the current convener of the PHWC, and the administrator of the Chicago Area Health Education Center, HMRPG stands at the intersection of all this work. ***IT:*** P33's Chicago Tech Talent Coalition launched in 2020 and released a preliminary report in November 2021. System development in the IT sector will focus on working with industry partners to address the challenges identified in the Tech Talent report. One priority solution is working with employers to adapt job descriptions to remove over-credentialing thus facilitating inclusion. ***Program Design: Engaging Employers to create high-value programs.*** Sector partnership will use a committee structure developed during the SD phase to ensure an employer-led training design method. Focusing on the employer-led methods will 1) ensure train programs directly align with industry needs and lead to actual work placements, and 2) higher levels of employer buy-in and ownership so that they stay engaged with the program past the first cohort of trainees. ***Program Implementation: Training candidates to fill industry needs.*** At this phase, convenings will focus on launching talent pipelines with employers taking leadership roles in recruiting, training, and upskilling workers from entry-level through mid-level. Engaging with leaders from community-based organizations that currently help workers navigate the landscape and center worker voice from under-resourced communities is a primary objective of program implementation. Depending on the individual worker, career pathways will begin with basic adult education and then flow through occupational skills, technical skill training, and WBL initiatives. GJC will develop with NEWS an online presence, both a public-facing and industry-facing resource that will include customized local labor market data and links to career exploration and training resources for jobseekers. This platform will also house an internal resource for the Backbone partners, training institutions and employers to house cross-sector best-practice methods, curricula and other materials. These processes will be critical to a fully formed regional workforce sector strategy, as the learnings from one industry will be more easily transmitted to the other industry groups for consideration and new industry partners.

*Manufacturing:* Given CMISP’s experience and insights into the sector’s demands, challenges, and opportunities, training will likely focus on Welders, CNC Machinists, and Maintenance Technicians, though the west side sector partnership will confirm employer needs. The Apprenticeship Navigator positions, the Backbone’s matching ARPA funds, and existing on-the-job training programs will be leveraged. Program capacity will quickly expand in the Southlands and be replicated on the west side. Finally, manufacturing employers stress the need for career awareness/exploration activities for youth, including better coordinating Career and Technical Education for high school students to create a resilient future flow of workers. *TDL:* Given the nascent stage of employer tables, system development and program design phases will be emphasized. Based on current employer feedback TDL will focus on aviation and diesel mechanics, supply chain and logistics managers, and incumbent warehouse workers who need training to manage automation and transition to warehouse systems managers. However, OHC and YWCA will help employers cultivate talent within their existing workforce and new populations through certificate programs, the adaptation of existing upskilling training, apprenticeship placement, and direct full-time placement. The sector will also work with CTA’s Second Chance program as a potential model for expansion. The sector has enlisted minority-serving institutions like Chicago State University, Metropolitan Family Services, and YWCA’s WIOA Sector Center, among others, to conduct specific outreach to target populations. Specific programming will be adaptive to serve industry needs. *Healthcare:* Based on regular engagement with the industry, CHWC and PHWC have identified urgent demand for several key roles, including patient care technicians, certified nursing assistants, registered nurses, pharmacy technicians, respiratory therapists, and community health workers. This demand was present before the pandemic but has skyrocketed at the same time the importance of increasing diversity amongst mid-level practitioners has become more apparent. To meet current and future needs, training will include upskill entry-level staff and creating new pathway programs that bring workers into entry-level to middle-skill, family-sustaining wage roles. *IT:* P33 and DPI have identified five specific occupations where employers struggle to meet diversity goals. The identified areas of need are full stack software developer, data systems analyst, cybersecurity analysts, and junior Dev Ops engineers. Employer partners are motivated to co-design new talent programs that will deliver the IT talent they need. All programs will have a 3-pronged approach focused on technical skills, professional skills, and work-based training with employers. Apprenticeships will be a priority, building on the success of programs at partner-companies Accenture and JPMorgan Chase. In on-the-job training and placement, P33 will work with firms like Facebook, Allstate and Slalom to name a few. The Chicago Tech Talent Coalition is partnering with CBOs and minority-serving organizations, like IC Stars and Per Scholas as seen in §2 to access target populations.

**Section 4b: Explain how the proposed project would meet EDA’s Recovery and Resilience investment priority**

GJC meets EDA’s Recovery/Resilience priority to build economic resilience and long-term economic growth as well as clearly EDA’s workforce development priority through 1) Ensuring the local economy remains diverse and vibrant, staying at the cutting edge of training toward highest technology-based capacity within each industry (“Industry 4.0”, the IIOT, connected machines and driverless trucks, etc. as noted in §4.a), all of which allow us to ensure our region’s business will prosper and recover quickly to future shocks. 2) Strengthening Supply Chains. Well-trained manufacturing and TDL workers ensure that the goods are produced and move along supply chains that can weather crises. As the largest transportation hub in the country, Chicago’s supply lines drive the nation’s, so our project

supports our resilience by both preparing workers to manage this system and also broadening dialogue within and across industries well beyond the core-function of worker-skill-building. Our Backbones engage industry on the broader economic development, collaboration, innovation and integration that are key to future success and resilience. This also supports EDA’s Tech-Based Economic Development and Manufacturing priorities. 3) By focusing on Equity (a shared EDA and region priority), the project will tap the full pool of workers - people of color, women, workers with different abilities, and those lacking in prior education - for good jobs. In the past our industries have only engaged a portion of our human capital. This also supports EDA’s Equity priority. 4) Environmental Sustainability (and support of that EDA priority). Upskilling workers to work on modern, often cleaner, technology can ensure our partners have a workforce ready for a clean economy. Workforce efforts are also guided by Chicago’s own resilience strategy ([resilient.chicago.gov](http://resilient.chicago.gov)) that highlights environmental and climate commitments. Our business partners share that commitment to build an economy that is resilient to the many climate change-driven economic challenges.

**Section 4c: Expected Jobs**

		3 Year Regional Openings	Median Wages	Industry Union Membership	Projected Starting Wages	Projected Annual Income Gains	Training Cost	Number Enrolled In Training	Number Completing Training	Number Placed in Jobs	Target Demographic Breakdown	Total Training Cost by Occupation	Total Training Cost by Sector
Manufacturing	Welders	1,121	\$ 43,813	9%	\$ 36,363	\$ 11,673	\$ 8,000	275	250	225	35% Black; 35% Latinx; 35% Female	\$ 2,000,000	\$ 4,080,000
	CNC Operators	718	\$ 39,953		\$ 33,379	\$ 8,689	\$ 8,000	143	130	117		\$ 1,040,000	
	Maintenance Technicians	212	\$ 58,773		\$ 46,681	\$ 21,991	\$ 8,000	143	130	117		\$ 1,040,000	
Healthcare	Nursing Assistant	8,645	\$ 31,936	7%	\$ 28,563	\$ 3,873	\$ 3,000	165	150	135	35% Black; 35% Latinx; 50% Female	\$ 450,000	\$ 1,950,000
	Registered Nurse (upskilling from CNA)	9,556	\$ 77,118		\$ 64,294	\$ 35,732	\$ 8,000	82	75	68		\$ 600,000	
	Community Health Worker	279	\$ 53,131		\$ 43,504	\$ 18,814	\$ 2,000	220	200	180		\$ 400,000	
	Medical Assistant	3,452	\$ 37,101		\$ 32,182	\$ 7,492	\$ 3,000	110	100	90		\$ 300,000	
	Respiratory Therapist	355	\$ 64,677		\$ 57,713	\$ 33,023	\$ 8,000	28	25	22		\$ 200,000	
TDL	Diesel Mechanics	1,244	\$ 54,045	17%	\$ 39,201	\$ 14,511	\$ 8,000	110	100	90	45% Latinx; 45% African American; 35% Female	\$ 800,000	\$ 3,140,000
	Aviation Mechanics	911	\$ 75,644		\$ 45,892	\$ 21,202	\$ 8,000	88	80	72		\$ 640,000	
	Supply Chain Manager	786	\$101,037		\$ 76,310	\$ 51,620	\$ 5,000	231	210	189		\$ 1,050,000	
	Truck Drivers	8,615	\$ 50,263		\$ 41,304	\$ 16,614	\$ 5,000	143	130	117		\$ 650,000	
IT	Software Developers	7,584	\$112,003	1%	\$ 88,140	\$ 63,450	\$10,000	220	200	180	32% Black; 41% Latinx; 35% Female	\$ 2,000,000	\$ 3,760,000
	Database Administrators	654	\$101,948		\$ 74,436	\$ 49,746	\$ 8,000	66	60	54		\$ 480,000	
	Network and Computer Systems Administrators	1,030	\$ 91,916		\$ 73,660	\$ 48,970	\$ 8,000	66	60	54		\$ 480,000	
	Information security analyst	527	\$115,006		\$ 86,442	\$ 61,752	\$ 8,000	110	100	90		\$ 800,000	
<b>Totals</b>								2200	2000	1800		\$ 12,930,000	
Notes: All positions will include benefits.		Sources: EMS I & BLS											

As discussed throughout this proposal, Good Jobs Chicago will leverage the existing workforce infrastructure overseen by The Chicago Cook Workforce Partnership, as well as the Backbone Organizations, support scaffolding organizations, and dozens of entities providing letters of support for this proposal.

**Section 4d: Project Achievability** This initiative is achievable because it has 1) A strong foundation and momentum. We have nascent/growing sector partnerships in these industries, colleges focused on them and a workforce development lead agency driving employer-driven training. We have momentum and this funding will drive us toward success along the paths outlined. 2) Leveraged support. Identified match funding in the budget reflects commitments for sustainability. GJC will direct the full efforts of our \$58M WIOA system, college educational system, and corporations’ own resources to deliver the training our employers demand. 3) Leadership Commitment. The Mayor, County President and Board, and heads of City Colleges, the Chicago Community Trust (largest community foundation), and State of Illinois are all

driving their staff to implement the GJC 4) Deep benches and multiple voices. We have employer-convenings at each Backbone, CCC’s industry councils, and additional industry associations like CAIC, and the Association of Supply Chain Management which ensures large numbers and diverse voices from committed businesses. 5) Equity-focused resources for worker success. From the Partnership’s existing networks and CBOs and FBOs partners, we will successfully reach the thousands of un/underemployed Chicagoans from our most disadvantaged communities, listen to the worker perspective, and provide the essential wrap-around supports.

**Section 4e: Target Demographics and Equity** Cook County, including the City of Chicago, is home to 5.15 million people but the region’s challenges are not spread evenly amongst residents. The Partnership will engage 2,200 participants directly through the GJC supported programming with the greatest impact in communities on the south and west sides of Chicago and suburban Cook County, targeting communities identified by the Mayor’s \$1.4B Invest South/West initiative and Cook County’s neighborhood investment plans. Though Cook County is 65% white and 24% Black, Black people represent over 31% of those living under the federal poverty level in the County. In Cook County, the median income Black households is only 50% that of Whites. Latino households (of any race) earn 69% that of Whites. Since 2000, poverty rates have grown throughout Cook County, growing fastest on the south and west sides of Chicago and south suburban Cook County. Historic residential segregation resulted in these areas housing large concentrations of Black and Latino residents living in poverty. The average percentage of households living below the federal poverty level in these areas is 32% compared to the 19% citywide average. The average unemployment rate across these areas is 22%, with three neighborhoods suffering as high as 28% unemployment.

**SECTION 5: FUNDING REQUEST & PROGRAM DESIGN AND IMPLEMENTATION**

**Section 5a: Funding request** The Partnership requests \$20,048,724 from the EDA for the Good Jobs Chicago Initiative, to be allocated across years and project phases as shown below.

	Year 1	Year 2	Year 3	Total by Phase
Phase I - System Development	\$987,250.00	\$0.00	\$0.00	\$987,250.00
Phase II - Program Design	\$905,658.00	\$3,362,908.58	\$0.00	\$4,268,566.58
Phase III - Program Implementation	\$0.00	\$5,714,999.71	\$9,077,908.29	\$14,792,908.00
Total by Year	\$1,892,908.00	\$9,077,908.29	\$9,077,908.29	\$20,048,724

Each Backbone organization will be awarded between \$800k and \$850K to fund the key activities outlined in this proposal, \$12.9 million will fund employer led training including certificate programs, apprenticeship programs, and technical bootcamp training models outlined in §4, and \$2.16M will fund wraparound services and job quality training/resources for employers and workers. *See above in §2.a. for a Planned Outcomes table that demonstrates the outcomes and impact expected through this funding.*

**Section 5b: System Development, Program Design, and Program Implementation projects**

This section does not include all planned projects but outlines specific actions that will be taken to accomplish sector goals. More detailed information about the sector’s priorities can be found in §4. **Cross Sector Programs: Community of Practice:** The four Backbones will create a community of practice embedded within the larger NEWS community. The most frequent touchpoint is a monthly meeting of the conveners of the regional sector partnerships. Conveners share best practices, solicit advice, and discuss potential joint efforts and initiatives. The meetings facilitate the creation of joint projects, especially for IT and TDL, which have occupations in many industries. In addition, NEWS will provide intensive training in year one for the Backbones and their key employers on sector partnership convening and fostering more

robust industry and community engagement. Sector Partnership Toolkit and Resource Bank: Systematizing tools, templates, processes, and mechanisms that work for sector partnerships and individual employers in our region is also a key resiliency feature. Tools created will be housed on the NEWS website in both public and members-only pages. The resource bank will reduce the barrier to entry to stand-up sectoral partnerships for other industries in the future. WBC has already started working with 22 food & ag manufacturing CEOs, which can be the next regional sector partnership. Sector Partnership Long Term Planning: In years two and three, NEWS will engage consulting services, in conjunction with in-house NEWS staff, to work with the sector partnerships to establish sustainable internal evaluation methods and long-term sustainability plans to ensure the sector partnership remains viable after Good Jobs Challenge funding ends and increasing the resiliency of the sector partnerships. Worker Empowerment projects: LISC will offer financial education to 400 GJC trainees to equip workers with tools, support and knowledge to boost earnings, build credit, reduce expenses, and make sound financial decisions. Women Employed will provide business-facing workshop training on inclusive workplaces. The program design includes three-part workshops on “People – First Practices” for up to 20 participating GJC employers of all sizes. Manufacturing: On-the-Job Training for welders and maintenance technicians: Programs will provide the education and credentials for workers and give training to supervisors within the company to help create a better management culture. Partners like TMA will help employers develop a personalized On-the-Job train that pairs with TMA's virtual classroom and TMA's mentor training for supervising staff. Direct Technical training for non-WIOA Candidates: CMISP employers have struggled with keeping and upscaling good employees because the employee does not fit into traditional funding streams. CMISP will work with employers to establish human-centered, upskilled training that uses braided funding, including employer contributions, and relies on trusted training providers the employers are already working with through CMISP. To start, this program will focus on CNC Machinist and Welders, but the model will be expanded to other in-demand roles. Apprenticeship for CNC Machinist and other mechanic roles: OAI and CAIC have apprenticeship programs developed with CMISP employers and can be modified with additional input from the convening employers. The first wave of one-year apprenticeships will lead to workers will receive PMMI Mechanical Components I certification or a journeyman's card for CNC Machinists. Manufacturing apprenticeships will also be supported with matching ARPA funds from Cook County, up to \$1.2M. TDL: Accelerate existing 16-week diesel and aviation mechanics certificate curriculum to match the needs of employers like AAR and CTA. YWCA will also shorten its incumbent worker training program and expand this program to additional employers. OHC will also work with Loyola, to adapt their supply chain management curricula to serve individuals without a bachelors. Workers will then be placed into roles like supply chain or third-party logistics manager with partner industry firms like Pepsico and NFI. Apprenticeship committed to by AAR Healthcare: Apprenticeships for pharmacy technicians, certified nursing assistants, registered nurses, and other non-clinical roles such as health IT, food service, and facility maintenance. Apprenticeship is not a model used commonly in healthcare but Chicago hospitals have increased interest in apprenticeships over the last year. For example, Advocate Aurora Healthcare is currently launching an apprenticeship program for non-clinical food service roles in Chicago and has a pharmacy tech program in Wisconsin. The sector partnership will lead the development of programs for other positions using Advocate as a champion of the apprenticeship approach. Accelerated credentialing programs for Certified Nursing Assistants. Most hospitals in CWFA have a shortage of CNAs. The accelerated program will help quickly

fill the demand and help lower the worker's cost and time investment for the entry-level role. Additionally, employer participation in this high-demand program will require employers to ensure a significant number of their CNAs are enrolled in incumbent training programs within a certain amount of time. This will ensure that the entry-level role of CNA is only the first step in a more holistic career pathway. *Incumbent worker upskilling programs* for Registered Nurses. This program will move non-clinical and entry-level clinical staff, such as CNAs, into higher-paying clinical roles. The program will allow working to keep working and maintain a reliable income while gaining registered nursing credentials. **IT:** *Adapt existing boot camp curriculum* to address required skills for the five identified occupations of need. For example, Co-Lead DPI is spearheading the launch of a new Software Developer Apprenticeship pathway in Chicago in Spring 2022. Program structure, designed with some industry feedback, will include 1-2 months of pre-apprenticeship orientation, 3 months of curriculum focused training and 9 months of on-the-job training. Similar programs will be created with feedback from P33's employers and deployed through targeted training providers such as IC Stars and Per Scholas. *Work with all sectors* to create curricula that can be responsive to IT needs across sectors.

**Section 5c. Barriers** The Partnership has an unwavering commitment to serving people who face multiple barriers to employment; and demonstrates success in deploying innovative solutions that layer the support and services people need to secure family sustaining employment. Anticipated barriers to worker participation include childcare/eldercare responsibilities, transportation, basic skills deficiency, and COVID-related challenges such as vaccination requirements and quarantine protocols. The Partnership will provide prospective employees with individualized assessment of the material supports they need to be successful in securing employment and stabilizing in their new position. Workers may also benefit from free digital literacy courses and a host of virtual and in-person workshops offered by agencies within our network which are available to the public. The Partnership will ensure program sustainability by setting milestones, meeting regularly with partners to collaborate and process feedback from participants. The Partnership will establish monthly meetings and will employ rigorous recruitment methods using our network of over 90 delegate agencies, and dozens of mandated and non-mandated community partners. The Partnerships' mailing list with over 30,000 recipients, its website and social media platforms and paid advertisements will all contribute to providing a steady pipeline of workers. Due to the nature of federal performance metrics, which focus heavily on employment retention in the months following employment, The Partnership will leverage its existing infrastructure to provide employment services to participants and to track outcomes throughout the program.