



## Application for Certification of One-Stop Centers

The Workforce Innovation and Opportunity Act (WIOA) envisions high-quality one-stop centers that are business-driven, customer-centered, and tailored to meet the needs of regional economies. One-stop centers are designed to serve job seekers and workers by increasing access to and opportunities for employment, education, training, and support services that help them overcome barriers and succeed in the labor market and secure high-paying jobs. Additionally, one-stop centers are structured to assist businesses by finding workers possessing the required skills through access to other supports, including education and training for their current workforce.

WIOA requires all one-stop centers to meet certification requirements, including assessments of their **effectiveness, physical and programmatic accessibility, and continuous improvement**. It is the responsibility of the IWIB to establish statewide criteria and procedures for certification to ensure a level of quality and consistency of services in one-stop centers throughout Illinois, regardless of their location. It is the responsibility of each Local Workforce Innovation Board (LWIB) to initially certify and subsequently recertify the one-stop centers in their area, using the statewide criteria and procedures outlined in this application. LWIBs may add criteria to their certification/recertification processes to better meet the needs of their local and regional economies.

### Instructions

This application is to be completed no less than once every three years for each one-stop center the LWIB is seeking State designation as a certified or recertified one-stop center. It is to be completed by the one-stop operator and submitted to the LWIB for use by the Local Certification Team. The Local Certification Team composition and steps in the certification process are outlined in the policy. Each criterion must first be self-evaluated by the one-stop operator as to whether the one-stop center meets the requirements by checking “Attained” or “Not Attained”.

- If “Attained” is selected, the “Basis of Determination” must be provided by marking each indicator that is in place. While all criteria must be met and all indicators addressed, the LWIB decides what level of flexibility is to be used. An “Other” option is provided for the one-stop operator and Local Certification Team to use in documenting alternative indicators that a specific criterion has been attained.
- If “Not Attained” is selected, the necessary improvements required to meet the criterion must be described.

All criteria must be assessed as “attained” and all indicators met for the certification team to recommend to the LWIB that a one-stop center be certified or re-certified. LWIBs may require additional evidence other than that provided in the application.

To facilitate the timely completion of the certification process, evidence of each indicator must be made available to assist the Local Certification Team in its verification process. Further, the one-stop operator and/or Local Certification Team must provide narrative in the Certification Team Comments section under each criterion detailing how the selected Basis for Determination was met.

The one-stop operator is encouraged to suggest examples of noteworthy practices and improvement opportunities in Section D. The completed application will be provided to the Local Certification Team to use in its evaluation. Certification team members are encouraged to add their comments, particularly in the areas of best practices and continuous improvement opportunities.

Each time an LWIB certifies a one-stop center, it must submit the completed Application for Certification of One-Stop Centers to the Illinois Workforce Innovation Board (IWIB).

Please submit the completed and signed Application for Certification of One-Stop Centers form to Mark Burgess, IWIB Staff, at [mark.a.burgess@illinois.gov](mailto:mark.a.burgess@illinois.gov) or mail to:

Illinois Department of Commerce and Economic Opportunity  
Office of Employment and Training  
Certification of One-Stop Centers  
500 East Monroe Street – 9th Floor  
Springfield, Illinois 62701



## Application for Certification of One-Stop Centers

### Identifying Information

One-Stop Center Name: Job Cetner of Lake County		
One-Stop Center Address: 1 North Genesee Street Waukegan, Illinois 60085		
LWIA: 1		
One-Stop Operator Name: Contact: Eva Locke		
One-Stop Operator Phone Number: 847.377.3456	One-Stop Operator E-mail: elocke@lakecountyil.gov	Date Assessment Completed: 06/19/2020
Local Certification Team Leader: Andrew Warrington, Kim Wimer, Laura Gergely, Jeffery Poynter		
Current Certification Level (check one): <input checked="" type="checkbox"/> Comprehensive One-Stop Center <input type="checkbox"/> Affiliate One-Stop Center <input type="checkbox"/> Specialized One-Stop Center <input type="checkbox"/> Not Certified		
If requesting a different certification level, check level requested (check one): <input type="checkbox"/> Comprehensive One-Stop Center <input type="checkbox"/> Affiliate One-Stop Center <input type="checkbox"/> Specialized One-Stop Center		



## Application for Certification of One-Stop Centers

### A. EFFECTIVENESS CRITERIA

#### 1. GOVERNANCE

All required governing documents are in place prior to the center’s certification.

##### CRITERION 1:

The current local MOU and, if applicable, an agreement between the chief elected officials (CEOs) are in place (or pending).

- Attained
- Attained with Technical Changes
- Pending
- Not Attained

An executed MOU is required before the final certification of the comprehensive one-stop center can occur. Please provide the status and anticipated date of MOU execution: [Click or tap here to enter text.](#)

##### BASIS FOR DETERMINATION:

(check all that apply)

- The MOU accurately reflects the name and location of the center and the way in which required partners will integrate services following the Governor’s Guidelines.
- A CEO agreement, if applicable, accurately reflects the roles and processes for appointing board members, designating a grant recipient and/or fiscal agent, collaborating on planning activities, and other governance functions.

**Certification Team Comments:** [Click or tap here to enter text.](#)

##### CRITERION 2:

Implementation of the nondiscrimination and equal opportunity (EO) provisions of WIOA has occurred.

- Attained
- Not Attained

**Improvements needed to meet criterion:**  
[Click or tap here to enter text.](#)

##### BASIS FOR DETERMINATION:

(check all that apply)

- The ADA Facilities Monitoring Checklist has been completed annually over the past three years with deficiencies corrected or a plan for correction identified.
- Methods of Administration/Nondiscrimination Plan has been developed and implemented.
- Other – describe below the basis used for determination:

**Certification Team Comments:** [Click or tap here to enter text.](#)

##### CRITERION 3:

A functional organizational chart has been developed.

- Attained
- Not Attained

**Improvements needed to meet criterion:**  
[Click or tap here to enter text.](#)

##### BASIS FOR DETERMINATION:

(check all that apply)

- The functional chart includes all partners providing services at the center and their organizational/service integration relationships.
- Other – describe below the basis used for determination:  
[Click or tap here to enter text.](#)

**Certification Team Comments:** [Click or tap here to enter text.](#)



## Application for Certification of One-Stop Centers

### A. EFFECTIVENESS CRITERIA

<p><b>CRITERION 4:</b> A one-stop center operator is competitively selected at least once every four years.</p> <p><input checked="" type="checkbox"/> Attained</p> <p><input type="checkbox"/> Not Attained</p> <p><b>Improvements needed to meet criterion:</b> Click or tap here to enter text.</p>	<p><b>BASIS FOR DETERMINATION:</b> (check all that apply)</p> <p><input checked="" type="checkbox"/> A one-stop operator has been competitively selected and is in place.</p> <p><input checked="" type="checkbox"/> Procurement documents contain clear conflict of interest policies, procedures demonstrating internal controls, and roles and responsibilities of the daily operation of the center and its staff.</p> <p><input checked="" type="checkbox"/> Other – describe below the basis used for determination: Click or tap here to enter text.</p> <p><b>Certification Team Comments:</b> Click or tap here to enter text.</p>
<p><b>CRITERION 5:</b> The LWIB is certified and all board members are current.</p> <p><input type="checkbox"/> Attained</p> <p><input checked="" type="checkbox"/> Not Attained</p> <p><b>Improvements needed to meet criterion:</b> Board certification is still in process.</p>	<p><b>BASIS FOR DETERMINATION:</b> (check all that apply)</p> <p><input type="checkbox"/> Documents attesting to the LWIB certification and currency of board members are available.</p> <p><input type="checkbox"/> Other – describe below the basis used for determination: Click or tap here to enter text.</p> <p><b>Certification Team Comments:</b> Click or tap here to enter text.</p>
<p><b>2. PROFESSIONAL STAFFING</b> Center staff have clear job descriptions, receive regular performance reviews, and are provided basic information about one-stop center programs, services, and eligibility requirements.</p>	
<p><b>CRITERION 1:</b> Center staff roles and responsibilities are clear at all stages of service delivery.</p> <p><input checked="" type="checkbox"/> Attained</p> <p><input type="checkbox"/> Not Attained</p> <p><b>Improvements needed to meet criterion:</b> Click or tap here to enter text.</p>	<p><b>BASIS FOR DETERMINATION:</b> (check all that apply)</p> <p><input checked="" type="checkbox"/> Evidence is provided that center staff understand their roles and responsibilities.</p> <p><input checked="" type="checkbox"/> All one-stop staff are familiar with service integration provisions in the MOU.</p> <p><input checked="" type="checkbox"/> Timely cross-training and program information resources addressing the role, services, and eligibility requirements of all WIOA partner programs are provided to all one-stop staff.</p> <p><input type="checkbox"/> Other – describe below the basis used for determination: Click or tap here to enter text.</p> <p><b>Certification Team Comments:</b> Click or tap here to enter text.</p>



## Application for Certification of One-Stop Centers

### A. EFFECTIVENESS CRITERIA

**CRITERION 2:**

The center has a system and procedures in place to assess staff members' skills and core competencies.

- Attained
- Not Attained

**Improvements needed to meet criterion:**

Click or tap here to enter text.

**BASIS FOR DETERMINATION:**

(check all that apply)

- A culture of accountability is created in which every partner agency's representative has ownership in achieving desired results. Describe in comments below how the one-stop operator assesses whether partner agencies are encouraging a culture of accountability related to service integration.
- Core job competencies, organizational values, and performance expectations related to service integration are established and communicated to all center staff.
- Other – describe below the basis used for determination:  
Click or tap here to enter text.

**Certification Team Comments:** Click or tap here to enter text.



## Application for Certification of One-Stop Centers

### A. EFFECTIVENESS CRITERIA

**CRITERION 3:**

The center provides staff development that is appropriate for each individual’s specialty as well as more general staff development needs.

- Attained
- Not Attained

**Improvements needed to meet criterion:**

Click or tap here to enter text.

**BASIS FOR DETERMINATION:**

(check all that apply)

- A staff training plan has been developed to address topics identified by staff and the one-stop operator including, but not limited to:
  - Customer service (in-person and phone)
  - Center partners’ programs, services, and resources
  - Other Illinois workNet resources
  - Using center technology and other online resources (e.g., email)
  - Performance indicators, their importance, and how staff contribute to them
  - Accessibility and understanding the basics of assistive technology
  - Safety and security
  - Ethics
  - Other: Click or tap here to enter text.
- All one-stop partners are regularly asked to identify their training, information, and/or resource needs as part of a training assessment that leads to employee development. Describe in comments below how the one-stop operator assesses whether partner agencies provide appropriate employee development options in relation to service integration. Narrative should address staff training such as citing training schedules/logs, etc.
- Other – describe below the basis used for determination: Click or tap here to enter text.

**Certification Team Comments:** Click or tap here to enter text.



## Application for Certification of One-Stop Centers

### A. EFFECTIVENESS CRITERIA

#### 3. RESPONSIVENESS TO THE NEEDS OF JOB SEEKERS AND WORKERS

The center meets the career pathway and support needs of participants as established in local and regional plans.

##### CRITERION 1:

Required partners identify specific ways the one-stop center will integrate services and referrals among program partners as specified in the local and regional plans.

- Attained  
 Not Attained

##### Improvements needed to meet criterion:

Click or tap here to enter text.

##### BASIS FOR DETERMINATION:

(check all that apply)

- Documentation exists that all job seeker and worker services included in the local service matrix are provided through the center as well as how they are provided.
- The MOU identifies practices for integration through referrals, co-enrollment, and follow-up.
- Methods or systems for sharing client information across programs as appropriate and feasible subject to confidentiality are used.
- Informational materials and customer service plans reflect the most current available labor market information.
- Other – describe below the basis used for determination:  
Click or tap here to enter text.

**Certification Team Comments:** Click or tap here to enter text.

##### CRITERION 2:

Career pathway strategies drive service delivery and collaboration among partners.

- Attained  
 Not Attained

##### Improvements needed to meet criterion:

Click or tap here to enter text.

##### BASIS FOR DETERMINATION:

(check all that apply)

- A strategy for agency integration of career pathways aligned with the Career Pathway Dictionary has been implemented.
- Career planners coordinate career pathways goals with partners.
- Career pathways opportunities align with the skill needs of employers.
- Other – describe below the basis used for determination:  
Click or tap here to enter text.

**Certification Team Comments:** Click or tap here to enter text.



## Application for Certification of One-Stop Centers

### A. EFFECTIVENESS CRITERIA

#### 4. RESPONSIVENESS TO THE NEEDS OF BUSINESSES

The center meets the needs of local businesses as established in local and regional plans.

##### CRITERION 1:

Required partners identify specific ways the center identifies and responds to local and regional economic and workforce needs.

- Attained
- Not Attained

**Improvements needed to meet criterion:**  
Click or tap here to enter text.

##### BASIS FOR DETERMINATION:

(check all that apply)

- Documentation exists that all business services included in the local service matrix are provided through the center and how they are provided.
- Businesses are offered timely and coordinated access to all WIOA employer services whether on-site, through technology, at a partner site, or other appropriate and accessible community sites. Describe in comments below how this is occurring using business survey/evaluation results and anecdotal information.
- Other – describe below the basis used for determination:  
Click or tap here to enter text.

**Certification Team Comments:** Click or tap here to enter text.

##### CRITERION 2:

The center has a local Business Services Team (BST) comprised of knowledgeable business services partners with the ability to connect employers to a full range of partner services.

- Attained
- Not Attained

**Improvements needed to meet criterion:**  
Click or tap here to enter text.

##### BASIS FOR DETERMINATION:

(check all that apply)

- A list of BST members by title and agency is available.
- Updates and information from the BST are regularly provided to the LWIB. Describe in the comments below how updates are provided, e.g., content, frequency, etc.
- Other – describe below the basis used for determination:  
Click or tap here to enter text.

**Certification Team Comments:** Click or tap here to enter text.

##### CRITERION 3:

Each BST has a standardized process for contacting employers in each targeted industry sector and the capability of providing direct access to appropriate services or referral to others who can provide those services.

- Attained
- Not Attained

**Improvements needed to meet criterion:**  
Click or tap here to enter text.

##### BASIS FOR DETERMINATION:

(check all that apply)

- BST members are knowledgeable about all available services.
- Appropriate team members are identified to serve as resources for employer service delivery.
- The BST participates in community-based, business-focused events on a regular basis. Provide in the comments below examples of how this is occurring.
- Other – describe below the basis used for determination:  
Click or tap here to enter text.

**Certification Team Comments:** Click or tap here to enter text.



## Application for Certification of One-Stop Centers

### A. EFFECTIVENESS CRITERIA

**CRITERION 4:**

The BST partners with employers to identify their needs and provide timely solutions.

- Attained
- Not Attained

**Improvements needed to meet criterion:**

Click or tap here to enter text.

**BASIS FOR DETERMINATION:**

(check all that apply)

- The BST uses current and timely labor market information to develop customized business services proposals for employer customers that describe solutions to address employers' needs and challenges.
- BST develops and communicates coordinated service plans with businesses based on needs assessments (e.g., Regional Economic Development team, Rapid Response, Incumbent Worker, etc.) and business profiles. Describe in the comments below how employer needs are identified and how the one-stop center is responding.
- Other – describe below the basis used for determination:  
Click or tap here to enter text.

**Certification Team Comments:** Click or tap here to enter text.

### 5. PERFORMANCE

The center supports the achievement of negotiated local levels of performance.

**CRITERION 1:**

Core partners, with assistance from the one-stop operator and their respective state agencies, regularly share performance information with the LWIB.

- Attained
- Not Attained

**Improvements needed to meet criterion:**

Click or tap here to enter text.

**BASIS FOR DETERMINATION:**

(check all that apply)

- Core agency partners commit in the service matrix to sharing performance information. Describe in the comments below what and how specific performance information is shared.
- Other – describe below the basis used for determination:  
Click or tap here to enter text.

**Certification Team Comments:** Click or tap here to enter text.



## Application for Certification of One-Stop Centers

### A. EFFECTIVENESS CRITERIA

#### 6. PROGRAM COORDINATION

The center prioritizes program coordination, including collaborative efforts among required program partners to provide access to integrated programs, services and activities.

**CRITERION 1:**

Partner programs coordinate programs, service delivery and referrals in accordance with the MOU.

- Attained
- Not Attained

**Improvements needed to meet criterion:**  
Click or tap here to enter text.

**BASIS FOR DETERMINATION:**

(check all that apply)

- Staff work collaboratively across programs to meet participants' service needs, including referrals and referral tracking, as defined in Section 8 of the MOU.
- Staff are trained to complete an initial assessment of participants' needs and inform them of the range of available services.
- The customer's service plan identifies which partners or other agencies are to provide the necessary programs, services and activities.
- Customers are co-enrolled in all appropriate one-stop programs in accordance with their service plan.
- Other – describe below the basis used for determination:  
Click or tap here to enter text.

**Certification Team Comments:** Click or tap here to enter text.

#### 7. OPERATIONAL COORDINATION

The center prioritizes operational coordination, ensuring streamlined and efficient intake and assessment, service delivery, and administration and expedited customer flow.

**CRITERION 1:**

Customers are provided information about all services available through the center in a service-focused, customer-friendly manner.

- Attained
- Not Attained

**Improvements needed to meet criterion:**  
Click or tap here to enter text.

**BASIS FOR DETERMINATION:**

(check all that apply)

- All customers, as appropriate, are offered an orientation of the services available in various modes (e.g., in-person with staff, videos, written materials, or direct linkage) and in various formats (e.g., for individuals with sight or hearing disabilities or limited English and/or literacy).
- Other – describe below the basis used for determination:  
Click or tap here to enter text.

**Certification Team Comments:** Click or tap here to enter text.



## Application for Certification of One-Stop Centers

### A. EFFECTIVENESS CRITERIA

<p><b>CRITERION 2:</b> One-stop partners offer customers appropriate assessments.</p> <p><input checked="" type="checkbox"/> Attained</p> <p><input type="checkbox"/> Not Attained</p> <p><b>Improvements needed to meet criterion:</b> Click or tap here to enter text.</p>	<p><b>BASIS FOR DETERMINATION:</b> (check all that apply)</p> <p><input checked="" type="checkbox"/> As appropriate, partner agencies participate in assessment strategies, tools, and processes with co-enrolled consumers as a cross-agency assessment team for that customer.</p> <p><input checked="" type="checkbox"/> As appropriate, staff coordinate and share comprehensive and specialized assessments of the skill levels and service needs of customers.</p> <p><input checked="" type="checkbox"/> Customer assessments are used to develop appropriate goals that make up the customer service plan.</p> <p><input type="checkbox"/> Other – describe below the basis used for determination: Click or tap here to enter text.</p> <p><b>Certification Team Comments:</b> Click or tap here to enter text.</p>
<p><b>CRITERION 3:</b> Staff identify and implement best practices in internal communication.</p> <p><input checked="" type="checkbox"/> Attained</p> <p><input type="checkbox"/> Not Attained</p> <p><b>Improvements needed to meet criterion:</b> Click or tap here to enter text.</p>	<p><b>BASIS FOR DETERMINATION:</b> (check all that apply)</p> <p><input checked="" type="checkbox"/> Regular meetings are held with all WIOA one-stop partner staff identified by the one-stop operator.</p> <p><input checked="" type="checkbox"/> Staff are able to communicate suggestions and concerns to management on such issues as customer service, organizational climate, and other issues for continuous improvement purposes.</p> <p><input checked="" type="checkbox"/> Other communication vehicles, such as newsletters and meeting minutes, are used to provide important information to one-stop staff who may be off-site or unable to attend staff meetings.</p> <p><input checked="" type="checkbox"/> State interagency team representatives visit each center annually to discuss service integration processes, opportunities, and resource needs.</p> <p><input checked="" type="checkbox"/> Using the MOU as guidance, the one-stop operator collaborates with the partners to establish on-site expectations.</p> <p><input type="checkbox"/> Other – describe below the basis used for determination: Click or tap here to enter text.</p> <p><b>Certification Team Comments:</b> Click or tap here to enter text.</p>



## Application for Certification of One-Stop Centers

### A. EFFECTIVENESS CRITERIA

**CRITERION 4:**

High-quality, up-to-date information about available services is accessible to all customers.

- Attained
- Not Attained

**Improvements needed to meet criterion:**  
Click or tap here to enter text.

**BASIS FOR DETERMINATION:**

(check all that apply)

- Websites, resource rooms and collateral material provide information about all programs and services available in the center.
- Resource room material describes all available services and includes a date or other method of indicating it is current.
- All services described on the center’s website and resource materials align with the local service matrix.
- Other – describe below the basis used for determination:  
Click or tap here to enter text.

**Certification Team Comments:** Click or tap here to enter text.

**8. SERVICE HOURS**

The one-stop center provides maximum access to partner program services during regular business hours and any timeframes determined by the local board to be feasible and effective.

**CRITERION 1:**

The local board considers optimum business hours and any timeframes outside of regular business hours to accommodate customers’ work, childcare, or transportation needs.

- Attained
- Not Attained

**Improvements needed to meet criterion:**  
Click or tap here to enter text.

**BASIS FOR DETERMINATION:**

(check all that apply)

- LWIB meeting minutes reflect discussion regarding how regular business hours were established.
- Regular business hours are clearly visible outside and inside the center.
- Directions for arranging services outside of regular business hours are clearly stated and available.
- Other – describe below the basis used for determination:  
Click or tap here to enter text.

**Certification Team Comments:** Click or tap here to enter text.



## Application for Certification of One-Stop Centers

### A. EFFECTIVENESS CRITERIA

#### 9. EQUAL OPPORTUNITY AWARENESS

Center staff and program partners are familiar with and apply laws, regulations and policies regarding nondiscrimination and equal opportunity for all customers.

##### CRITERION 1:

Staff and program partner trainings cover key topics in providing services in a universal and nondiscriminatory manner.

- Attained  
 Not Attained

##### Improvements needed to meet criterion:

Click or tap here to enter text.

##### BASIS FOR DETERMINATION:

(check all that apply)

- Staff and program partners demonstrate they are knowledgeable about using and accessing assistive resources to meet the needs of all customers and comply with federal requirements.  
 Other – describe below the basis used for determination:  
Click or tap here to enter text.

**Certification Team Comments:** Click or tap here to enter text.

##### CRITERION 2:

Required partners ensure all customers have access to all services.

- Attained  
 Not Attained

##### Improvements needed to meet criterion:

Click or tap here to enter text.

##### BASIS FOR DETERMINATION:

(check all that apply)

- Assistive technology is provided to customers with disabilities (e.g., visual, hearing, physical, mental, and intellectual) to access computers and other center resources/services.  
 Resources and services are made accessible to customers with language and literacy barriers.  
 Corrective action plans are developed and implemented if any required partners or customers identify barriers to accessing services.  
 Other – describe below the basis used for determination:  
Click or tap here to enter text.

**Certification Team Comments:** Click or tap here to enter text.



## Application for Certification of One-Stop Centers

### B. ACCESSIBILITY AND INFRASTRUCTURE CRITERIA

#### 1. PHYSICAL LAYOUT

The location and physical layout of the center is accessible to all customers and provides suitable space for service delivery.

##### CRITERION 1:

The center’s layout supports access and inclusiveness, guided by federal, state and local laws and regulations.

- Attained
- Not Attained

##### Improvements needed to meet criterion:

[Click or tap here to enter text.](#)

##### BASIS FOR DETERMINATION:

(check all that apply)

- Monitoring documents attest to the center’s compliance with ADA standards.
- If deficiencies are identified, a corrective action plan has been developed with a timeline for remediation.
- Computers (hardware/software) and equipment that support direct linkage to center functions is up-to-date and operational.
- Other – describe below the basis used for determination:  
[Click or tap here to enter text.](#)

**Certification Team Comments:** [Click or tap here to enter text.](#)

##### CRITERION 2:

The center has space and capacity appropriate for customer needs, customer traffic, and key center functions.

- Attained
- Not Attained

##### Improvements needed to meet criterion:

[Click or tap here to enter text.](#)

##### BASIS FOR DETERMINATION:

(check all that apply)

- The center layout is clear and logical in terms of customer navigation and flow.
- The resource room area provides customers with privacy and access to the internet, printers, copiers, and fax machines.
- Other – describe below the basis used for determination:  
[Click or tap here to enter text.](#)

**Certification Team Comments:** [Click or tap here to enter text.](#)

##### CRITERION 3:

Technology to support center functions is up-to-date and operational.

- Attained
- Not Attained

##### Improvements needed to meet criterion:

[Click or tap here to enter text.](#)

##### BASIS FOR DETERMINATION:

(check all that apply)

- The center has current and adequate technology, e.g., projectors, videoconferencing, hardware and software, and technology-related infrastructure.
- Other – describe below the basis used for determination:  
[Click or tap here to enter text.](#)

**Certification Team Comments:** [Click or tap here to enter text.](#)



## Application for Certification of One-Stop Centers

### B. ACCESSIBILITY AND INFRASTRUCTURE CRITERIA

#### 2. CENTER LOCATION

The center is accessible by public transportation, driving, or walking.

##### CRITERION 1:

The center is accessible by public transportation and recognizable from the public access road.

- Attained  
 Not Attained

##### Improvements needed to meet criterion:

[Click or tap here to enter text.](#)

##### BASIS FOR DETERMINATION:

(check all that apply)

- The center sign is visible from the public access road.  
 The LWIB has determined what a “reasonable distance” is from public transportation stops.  
 Other – describe below the basis used for determination:  
[Click or tap here to enter text.](#)

**Certification Team Comments:** [Click or tap here to enter text.](#)

##### CRITERION 2:

Adequate parking is available and accessible for customers who drive to the facility.

- Attained  
 Not Attained

##### Improvements needed to meet criterion:

[Click or tap here to enter text.](#)

##### BASIS FOR DETERMINATION:

(check all that apply)

- The center has suitable parking for the anticipated number of customers.  
 The parking lot has spaces closest to the door dedicated and marked for individuals with disabilities.  
 Other – describe below the basis used for determination:  
[Click or tap here to enter text.](#)

**Certification Team Comments:** [Click or tap here to enter text.](#)

#### 3. CENTER APPEARANCE AND SAFETY

The center is well maintained and provides a safe space for customers and staff.

##### CRITERION 1:

The center and center staff maintain a professional and welcoming appearance.

- Attained  
 Not Attained

##### Improvements needed to meet criterion:

[Click or tap here to enter text.](#)

##### BASIS FOR DETERMINATION:

(check all that apply)

- The center and its furnishings are clean and in working order.  
 The center’s exterior is clean and well maintained (building, landscaping, driveway, sidewalks, etc.).  
 Name badges identify the wearer as staff of the center (rather than staff of their respective agencies/programs).  
 Other – describe below the basis used for determination:  
[Click or tap here to enter text.](#)

**Certification Team Comments:** [Click or tap here to enter text.](#)



## Application for Certification of One-Stop Centers

### B. ACCESSIBILITY AND INFRASTRUCTURE CRITERIA

**CRITERION 2:**

The center provides a safe and secure environment for its employees and customers.

- Attained
- Not Attained

**Improvements needed to meet criterion:**

Click or tap here to enter text.

**BASIS FOR DETERMINATION:**

(check all that apply)

- A written emergency response plan exists that addresses the full range of potential emergency situations and evacuation procedures and is shared with all center partners and their staff.
- The center has security in place that is appropriate to the center and the local area (e.g., security personnel, locks/security keypads, security cameras, etc.).
- Confidential information (paper and electronic) is handled sensitively and appropriately and is secured in a locked location when not attended by staff.
- All new staff and partners receive an orientation in center safety and security.
- Other – describe below the basis used for determination:  
Click or tap here to enter text.

**Certification Team Comments:** Click or tap here to enter text.

**4. COMMON IDENTIFIER**

The center displays the one-stop delivery system common identifier as the location for required programs, services and activities.

**CRITERION 1:**

One-stop center signage, logos, and marketing material reflect the state identifier, “Illinois workNet”, and “American Job Center Network”.

- Attained
- Not Attained

**Improvements needed to meet criterion:**

Click or tap here to enter text.

**BASIS FOR DETERMINATION:**

(check all that apply)

- The common identifier is highly visible inside and outside of the facility.
- The common identifier appears on products and materials.
- Other – describe below the basis used for determination:  
Click or tap here to enter text.

**Certification Team Comments:** Click or tap here to enter text.



## Application for Certification of One-Stop Centers

### B. ACCESSIBILITY AND INFRASTRUCTURE CRITERIA

#### 5. PROGRAM SERVICES

All customers have equal opportunity to access at or through the center all training, education, employment, support, and business services in accordance with the applicable sections of WIOA.

##### CRITERION 1:

Access to all available services is provided at or through the center.

- Attained  
 Not Attained

##### Improvements needed to meet criterion:

Click or tap here to enter text.

##### BASIS FOR DETERMINATION:

(check all that apply)

- The local service matrix accurately reflects all services provided by all partners that are available in person or on demand via technology at or through the center.
- The coordinated service delivery method and approach is accurately described in the local MOU.
- Services are delivered across programs in a consistent and quality manner.
- Job seeker/worker, employer customers and one-stop staff describe the customer experience with services as streamlined and aligned.
- Other – describe below the basis used for determination:  
Click or tap here to enter text.

**Certification Team Comments:** Click or tap here to enter text.

#### 6. DIRECT LINKAGE

Customers have access to a program staff member who can provide program information or services, within a reasonable time, by phone or through a real-time Internet communication.

##### CRITERION 1:

All services are available on demand through a direct connection with the center either through on-site staff or through technology consistent with the “direct linkage” requirement.

- Attained  
 Not Attained

##### Improvements needed to meet criterion:

Click or tap here to enter text.

##### BASIS FOR DETERMINATION:

(check all that apply)

- Staff understand “direct linkage” protocols and relationships.
- Basic technology is physically present and enables real-time interaction (e.g., through Skype).
- The local service matrix indicates which program staff are stationed at the center.
- Career planners work with customers to develop individual employment plans encompassing all program services, including those provided via direct linkage, appropriate to customers’ needs and goals.
- Other – describe below the basis used for determination:  
Click or tap here to enter text.

**Certification Team Comments:** Click or tap here to enter text.



## Application for Certification of One-Stop Centers

### B. ACCESSIBILITY AND INFRASTRUCTURE CRITERIA

#### 7. ACCOMMODATIONS

The center provides reasonable accommodations for customers with disabilities, language, or literacy barriers to fully access all services.

##### CRITERION 1:

The center has the capacity to accommodate customers with disabilities through available equipment, policies, staff training, and other resources.

- Attained  
 Not Attained

**Improvements needed to meet criterion:**

Click or tap here to enter text.

##### BASIS FOR DETERMINATION:

(check all that apply)

- Assistive technology devices or other auxiliary aids are readily available.  
 Center staff can explain how the center handles the range of requests for accommodations.  
 Appropriate accommodations are made for people with disabilities consistent with ADA regulations.

**Certification Team Comments:** Click or tap here to enter text.

##### CRITERION 2:

The center can connect non-English speaking customers to appropriate on-site staff, materials, or translation services.

- Attained  
 Not Attained

**Improvements needed to meet criterion:**

Click or tap here to enter text.

##### BASIS FOR DETERMINATION:

(check all that apply)

- The center's resources include materials or on-demand translation for limited English proficiency (LEP) persons in languages spoken by a significant number or proportion of the LEP persons in the eligible service population\*. Describe in the comments below what is being done to accommodate LEP customers.  
 Other – describe below the basis used for determination:  
Click or tap here to enter text.

\* Access for limited English proficient (LEP) individuals is outlined in Subsection 38.9 of the Implementation of the Nondiscrimination and Equal Opportunity Provisions of the Workforce Innovation and Opportunity Act (29 CFR 38).

**Certification Team Comments:** Click or tap here to enter text.

##### CRITERION 3:

The center provides information about available resources and services to customers of varying literacy levels, including non-English speaking customers.

- Attained  
 Not Attained

**Improvements needed to meet criterion:**

Click or tap here to enter text.

##### BASIS FOR DETERMINATION:

(check all that apply)

- Written materials are developed for a minimum literacy level determined jointly by center staff and partners in consultation with the local board. Describe in the comments below how minimum literacy level was determined.  
 Other – describe below the basis used for determination:  
Click or tap here to enter text.

**Certification Team Comments:** Click or tap here to enter text.



## Application for Certification of One-Stop Centers

### C. CONTINUOUS IMPROVEMENT CRITERIA

#### 1. CUSTOMER-CENTERED DESIGN

The center has a systematic method of collecting, analyzing, and using feedback from job seeker and business customers.

##### CRITERION 1:

The center tracks job seeker and business customer experience and satisfaction.

- Attained  
 Not Attained

##### Improvements needed to meet criterion:

Click or tap here to enter text.

##### BASIS FOR DETERMINATION:

(check all that apply)

- Multiple approaches are used to solicit one-stop job seeker and business customer feedback.
- The center has a process for tracking and responding to job seeker and business customer comments/suggestions.
- Documentation exists that functional managers and staff use job seeker and business customer feedback to design, refine, and deliver integrated services.
- Other – describe below the basis used for determination:  
Click or tap here to enter text.

**Certification Team Comments:** Click or tap here to enter text.

#### 2. EVALUATION OF INTERNAL OPERATIONS

Internal procedures and systems are monitored and assessed vis-à-vis operational effectiveness and opportunities for improvement by the LWIB and/or one-stop operator.

##### CRITERION 1:

Internal systems are in place to identify and track operational efficiency and effectiveness.

- Attained  
 Not Attained

##### Improvements needed to meet criterion:

Click or tap here to enter text.

##### BASIS FOR DETERMINATION:

(check all that apply)

- An LWIB-approved evaluation plan is in place that includes key questions, data sources, and methods of analysis for assessing service integration and operational efficiency and effectiveness.
- Other – describe below the basis used for determination:  
Click or tap here to enter text.

**Certification Team Comments:** Click or tap here to enter text.

##### CRITERION 2:

Provisions of the MOU are periodically reviewed to ensure partner responsibilities and commitments are being met.

- Attained  
 Not Attained

##### Improvements needed to meet criterion:

Click or tap here to enter text.

##### BASIS FOR DETERMINATION:

(check all that apply)

- Board meeting minutes reflect that the MOU was reviewed.
- Other – describe below the basis used for determination:  
Click or tap here to enter text.

**Certification Team Comments:** Click or tap here to enter text.



## Application for Certification of One-Stop Centers

### C. CONTINUOUS IMPROVEMENT CRITERIA

#### 3. IMPROVING PERFORMANCE

Core partners engage local boards in using customer feedback and operational data to continuously improve service delivery, operations and performance.

##### CRITERION 1:

Customer feedback is used to improve quality and use resources most effectively.

- Attained
- Not Attained

##### Improvements needed to meet criterion:

Click or tap here to enter text.

##### BASIS FOR DETERMINATION:

(check all that apply)

- Local board meeting minutes reflect that customer feedback and performance data helped inform decision-making about strategic improvements to strengthen customer-center design goals.
- Other – describe below the basis used for determination:  
Click or tap here to enter text.

**Certification Team Comments:** Click or tap here to enter text.



## Application for Certification of One-Stop Centers

### D. LOCAL CERTIFICATION TEAM RECOMMENDATION

Taking into consideration all criteria and indicators, the local certification team:

- Recommends certification – all criteria and indicators have been met
- Recommends provisional certification pending successful completion of an MOU
- Recommends provisional certification pending implementation of the following improvements by the specified dates.  
Explanation (include dates for completion): subject to the certification of the board
- Does not recommend certification. Explanation: [Click or tap here to enter text.](#)

### 1. NOTABLE PRACTICES

Identify any strengths, best practices, or other notable practices of this one-stop center:

Creation and rollout of virtual tools due to COVID-19, partner relationships, Business Services Team, and Communication efforts.

### 2. IMPROVEMENT OPPORTUNITIES

Going forward, in what areas should the center consider strengthening its performance:

Effectiveness?

- Develop relationships with municipalities – focus on 5 -6 areas of most need.
- Develop a training session for employers on services and tools they can utilize at the job center.

Accessibility and infrastructure?

- Continue to work and comply with social distancing and other CDC recommendations post COVID.

Continuous improvement?

- Continue to share data and information with the board such as the annual OSO Customer Survey results.
- Look into mining Lake County 211 data for future needs and analysis.

### 3. OTHER COMMENTS



## Application for Certification of One-Stop Centers

### D. LOCAL CERTIFICATION TEAM RECOMMENDATION

Provide any additional comments related to this application: [Click or tap here to enter text.](#)



## Application for Certification of One-Stop Centers

### E. SIGNATURES

As a member of the local certification team, I concur with the certification recommendation identified in Section D.  
(Attach additional signature pages, if needed.)

LAURA GERGELY /s/

Signature

Laura Gergely

Printed Name

Board Coordinator

Title

06/29/2020

Date

Lake County Workforce Development Board

Organization

ANDREW WARRINGTON /s/

Signature

Andrew Warrington

Printed Name

Chair/United Conveyor

Title

06/29/2020

Date

Lake County Workforce Development Board/President

Organization

KIMBERLY WIMER /s/

Signature

Limberly Wimer

Printed Name

Human Resource Manager

Title

06/29/2020

Date

Laser Precision

Organization

JEFFERY POYNTER /s/

Signature

Jeffery Poynter

Printed Name

Director of Workforce Network Board

Title

06/29/2020

Date

McHenry Workforce Network Board

Organization

Signature

Printed Name

Title

Date

Organization

# LWIA 1 Certification of One-Stop Centers: 2020 Explanatory Text

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The Job Center of Lake County was first certified as a One Stop in 2017. For the 2020 certification process, we will highlight and focus on the elements that have been updated since that time.

After the previous certification, the One Stop Operation Lead redesigned the One Stop Operations Quarterly Report to align with the bid proposal and the criterion detailed below. In the situations when a criterion is addressed by the Quarterly Report, you will be directed to the pertinent portion of the report. The One Stop Operations Quarterly Report is reviewed by the consortium and by the Operations Committee. The most recent reports are linked below.

- [January to March 2020 report](#)
- [September to December 2019 report](#)
- [June to August 2019 report](#)
- [April to May 2019 report](#)

The Lake County Workforce Brief is published three times per year with a rotating focus on Business Services, One Stop Operations, and the Talent Pipeline.

The Success Newsletter was published twice per year. It was revised to a two-page format in 2020 and will be published on a quarterly basis.

Copies of both the Success Newsletter and the Workforce Brief can be found on the [Job Center website resource page](#).

The Job Center website also reflects the combined resources of the partners and board.

<https://www.lakecountyl.gov//167/Job-Center-of-Lake-County>

A [virtual information session](#) was created during the COVID-19 crisis. The slideshow for this session includes links to all of the MOU partner organizations.

## **A. Effectiveness Criterion (page 3 in application)**

### **Criterion 1: Local MOU (page 3 in application)**

The Job Center of Lake County partners agree that the shared vision for the local one-stop delivery system is to promote business driven talent solutions through integrated resources and partnerships and to enhance the economic vitality of Lake County. The intent of the MOU is to carefully plan and coordinate services among all federally funded workforce development programs to achieve the level of integrated service delivery WIOA envisions. The partners to the MOU will work collaboratively to optimize the quality of services provided with an ongoing focus on sector strategies; enhanced business and employer services; career pathways; access and opportunity for all populations; clear metrics for progress and success; and focus on continuous improvement and innovation.

The Job Center of Lake County partners envision a comprehensive one-stop and high performing one-stop delivery system focused on inclusivity and equity in serving priority populations, shared customers, shared business outreach activities, efficient and effective referral process and tracking; and succinct reporting mechanisms on progress, continuous improvements and customer satisfaction.

You can find the full PY19 MOU [here](#) and the DRAFT PY20 MOU that is scheduled to be approved and implemented on June 30, 2020 [here](#).

Criterion 2: **EEO policy** (page 3 in application)

The EEO policy is posted on the [Job Center website](#) (see the bottom of the home page) and in the resource room at the Job Center. It is also posted on Job Center flyers and publications.

Examples: [2020 newsletter](#) and [January workshop schedule](#)

Please find more of the 2019 monitoring documents [here](#).

Criterion 3: **Functional organization chart** (page 3 in application)

Roles are defined by this [functional org chart](#)

[A 2018 Workforce Brief](#) described the Job Center Partners and the role of the consortium.

[A 2019 Workforce Brief](#) described the integration of Job Center Partners.

Criterion 4: **Competitive selection process** (page 4 in application)

In March 2018, the Lake County Purchasing Division issued the RFP for a One-Stop Operator – the RFP included a funding line item and budget request. The Request for Proposal for the One Stop Operator for the Job Center of Lake County requested proposals for a high-quality one-stop operator that are business-driven, customer-centered, integrated and tailored to meet the needs as established in the federal regulations drafted by the U.S. Department of Labor as it relates to the One-Stop Delivery System. The scope of work for the One-Stop Operator of the Job Center included coordinated and integrated services and referrals among program partners.

Twenty-seven vendors received the RFP and one vendor submitted a response, the Workforce Partner Consortium: Lake County Workforce Development Department, Illinois Department of Employment Security, and College of Lake County. These three core workforce development partners as defined under the Workforce Innovation and Opportunity Act submitted a proposal to continue to serve as the one-stop operator for the Job Center of Lake County.

Lake County Purchasing Division reviewed the submitted proposal and determined that the proposal submitted by Lake County Workforce Development Department as a partner consortium with College of Lake County and Illinois Department of Employment Security met all the submission criteria and was a valid response to the RFP. The Workforce Board approved the proposal and recommended to award the One Stop Operator to the partner consortium. Lake County Purchasing Division entered into an MOU with the Lake County Workforce Development Department on behalf of the partner consortium.

Criterion 5: **LWIB is certified** (page 4 in application)

The Board is appointed by the Chief Elected Official in every workforce area. By law, local Workforce Development Boards are required to maintain at least a 51% representation from the business sector. The intent of this law is to develop a workforce development system based upon local business needs, which is accountable to all customers.

The remaining board membership includes entities representing labor organizations, education and training providers, economic and community development, and the public sector. Diversity is sought between small and large businesses, type of services and industry, and geographical location. Each Board member has the responsibility to participate in at least one committee.

A current list of the members of the Lake County Workforce Development Board can be found [here](#). The board is currently in the process of being certified.

## 2) Professional Staffing

### Criterion 1: **Center staff roles (service integration and cross training)** *(page 4 in application)*

The One Stop Operation Lead is Eva Locke. She has served in this role since the inception of the One Stop. The full-time Receptionist is Isamary Sotomayor.

Integration of business and career services is typically addressed on the third page of each quarterly report. Cross-training and staff development can be found on the fourth page of each quarterly report.

The first Service Integration Action Planning Meeting was held on September 9, 2019. Approximately 15 representatives attended from 7 partner organizations including: CLC, DHS, DRS, IDES, SCSEP, Waukegan Housing Authority, Workforce Development, and YCC. Carlotta Roman, Lake County Workforce Development Board Member facilitated the meeting. The group prioritized four areas for growth and created a Service Integration Plan for the upcoming year. You can find the Service Integration Action Plan for LWIA 1 [here](#).

### Criterion 2: **Assess members' skills and core competencies (culture of accountability)** *(page 5 in application)*

A customer satisfaction survey is conducted on a quarterly basis. This is distributed to job seekers both in electronic and paper format. A team of frontline staff representing the three consortium partners was formed in fall 2019 to review and respond to survey results.

View a sample survey here: [Job Center Survey](#)

We did a "secret shopper" exchange with McHenry County in 2019. Eva Locke visited the McHenry Job Center as a secret shopper and provided feedback to them. In exchange, Jake Rohn from the McHenry County Workforce Network visited the Job Center of Lake County in August 2019. Results were shared with frontline staff and leadership.

Three Business Service Team members participated in online training in November 2019 and earned CBEP designation (Certified Business Engagement Professional) through Business U, the only institutionally accredited national organization that focuses exclusively on business engagement.

### Criterion 3: **Staff Development and Training** *(page 6 in application)*

The One Stop Operation Lead coordinates quarterly cross-training events for Job Center partners. These feature one or more pertinent programs each quarter. [A 2019 Brief](#) listed attendance at these events.

The One Stop Quarterly Report has a section dedicated to staff development and training at the end of the report. [See example.](#)

Additionally, the Job Center holds an annual workshop open to employers and partner staff relevant to accessibility. One recent event titled “EEOC and Fidelity Bonding/ Tax Credits” was presented by representatives of the Equal Employment Opportunity Commission and the Illinois Department of Employment Security.

An invitation to WIOA webinars is forwarded to frontline partner staff involved in the Job Center.

Example: *April 8, 2020 Bringing Your Best Self to the Virtual Workplace*

As a practice, internal partner staff are invited to staff development meetings and board events.

Noteworthy events coordinated by the Workforce Board include “[Global Solutions for Workforce and Economic Development](#)” and “[Communicating Across Cultures](#)”

During COVID-19, frontline staff members from partner organizations were invited to shadow the workshop “[Job Search Resources During COVID-19](#)”.

Demar Harris, the EEOC officer, distributes an [EEOC questionnaire](#) to onsite personnel annually. All frontline staff members must complete and return this questionnaire after reviewing the related documents. A member of DCEO visits the Job Center annually to ensure that the layout of the center meets EEOC standards.

On the local level, the quarterly One Stop Report and results of the customer satisfaction survey are shared with frontline staff members involved at the Job Center. Program performance is also addressed in the Operations and Executive committees. Statewide WIOA performance is made public via the [IllinoisworkNet portal](#).

### **3) Responsiveness to the needs of job seekers and workers (page 7 in application)**

Criterion 1: **Integrating services and referrals (page 7 in application)**

The One Stop Operations Quarterly Report has a section dedicated to referrals and integration. [See page 3 in the linked report](#)

Organizations can refer customers to the Job Center of Lake County using the [paper referral form](#) which is available on the Job Center website. They can also create and send in their own referral form. Organizations that use the ServicePoint web referral system can also refer customers via this system. About 60% of the referrals that the Job Center receives come from PADS (homeless services). This is described on the second page of [the Brief](#).

Multi-organizational teams have been formed to serve specific client groups and to deliver special events.

- A key example of this is the role of the Disability Coordinator as described on page 2 of [the Brief](#). The first disability job fair is also described in the Brief.
- The Revive team was formed to serve ex-offenders.
- Reemployment Services and Eligibility Assessment (RESEA)
- The One Stop Operator meets with a team formed by the Department of Human Services to assist public-aid recipients to find employment; DHS clients are invited to the Job Center for “Wildly Important events” to meet key partners and learn about Job Center services.

- CLC, Workforce Development, and Lake County Partners collaborated to deliver the first annual Graduation Job Fair for students last year.

Criterion 2: **Career pathway strategies** (page 7 in application)

[The Lake County Workforce Development Board Strategic Plan for 2020-2024](#) includes four new imperatives. One imperative is to develop solutions through career pathways. The objective is to deploy career pathway frameworks, resources, and tools and invest in training and talent development.

Other resources utilized by staff to develop and implement Career pathway strategies:

- [Career Pathways](#) posted on Lake County Careers Website and also available in paper form/binders located in the center.
- [Career Pathways Dictionary](#)

Below are a few examples of career pathway models that include promising practices to be looked at for replication going forward highlighted in the [Lake County Workforce Development Board 2020 – 2024 Local Plan](#):

- Workforce Development partnered with Associated Builders and Contractors, Inc. Illinois Chapter (ABC) and the Waukegan Housing Authority to develop and implement Level 1 construction certification training class taught at Waukegan Housing Authority and a community-based organization in Lake County. ABC delivered a 12-week course leading to a National Center for Construction Education and Research (NCCER) credential. that prepares students for a career in carpentry National Center for Construction Education and Research (NCCER). This partnership was initiated through a DCEO Talent Pipeline grant – paying for participants tuition and personal protective equipment and a basic set of tools. Upon successful completion of the training program, ABCIL will work to connect participants to employers that have job placement opportunities.
- The Workforce Ecosystem has developed the Lake County Careers website that has initiated the conversation and development of a number of career pathways in four core industry sectors – Healthcare, Manufacturing, TDL and IT. Information is also available on Illinois WorkNet.
- ConstructionWorks is another example of the Workforce Board collaborating with partners to develop and deliver a career pathway in a key industry sector. ConstructionWorks delivers to career pathway modules from awareness, industry partners, training programs to apprenticeship programs in the construction and trades industry.
- SHINE Pharmacy Technician Program is a WIOA Youth funded program working with opportunity youth ages 18-24 through a partnership between Workforce Development, Waukegan High School, College of Lake County, and Walgreens. Occupational training is provided by College of Lake County in Pharmacy Technician coursework, leadership development and internships in the Pharmaceutical Industry as a Pharmacy Technician or in pursuit of other occupations/career paths in Health Sciences pathway. Walgreens Corp. has provided work experience at 18 Lake County Pharmacies, hosting interns for 160 hours of a paid work experience. The program is expanding to Northwestern Lake Forest Hospital – providing workplace tours and Pharmacy Staff as guest speakers and a resource to the students during their occupational training at CLC. Northwestern Medicine Lake Forest Hospital is working to set up internships within the Pharmacy Department.
- Youth Conservation Corps HVAC Program is a WIOA Youth funded program working with opportunity youth ages 18-24. are enrolled in an occupational training program in HVAC/R Installation, 18 credits over a 16-week period. The program is a partnership between Workforce Development, Youth Conservation Corps, College of

Lake County and area employers. selected to learn in demand occupational skills, prepare for their next step by developing job skills, and ultimately moving into well paid jobs. Upon successful completion of the CLC training, students are placed in a 210-hour paid internship with a local business. At this point the student will determine if they are interested in employment in the field of HVAC or interested in further education and training in this career pathway.

- The Lake County Area Vocational System allows thousands of students from middle school through high school explore career options through local high school Career and Technical Education classes and through the Tech Campus. The Tech Campus put together a Career Guide that gives stakeholders an overview to explore and become familiar with the CTE opportunities at Tech Campus. The magazine is a great conversation starter with students, counselors and partners.

#### **4) Responsiveness to the needs of Businesses (page 8 in the application)**

**Criterion 1: Required partners identify specific ways the center identifies and responds to local and regional economic and workforce needs. (page 8 in application)**

The flyer "[Business Solutions and Resources for Employers](#)" describes the tools and services available to businesses. The Lake County BST shares a Customer Relationship Management database ([Salesforce](#)) which allows for communication, data input, depository of industry specific employers, action plans, and displays outcomes of team members for the identified employer.

**Criterion 2: The center has a local Business Service Team (BST) comprised of knowledgeable business service partners with the ability to connect employers to a full range of partner services. (page 8 in application)**

##### **Job Center of Lake County Business Service Team Members**

- Lake County Workforce Development
  - Demar Harris, Director of Programs
  - Jeff Hubert, Employment Specialist
  - Reggie Gaines, Employment Specialist
  - Wilson Giraldo Hernandez, Employment Specialist
- Illinois Department Employment Security
  - Kathy Wager, Local Veterans Employment Representative
  - Gus Zamora, Employment Service Program Representative
- Department of Human Services: Division of Rehabilitation Services
  - Biswa Phuyal, Business Services Consultant

The Lake County Workforce Development Business Service Team reports out to the WB on a quarterly basis. Please see the following reports below:

- [2<sup>nd</sup> Quarter Business Services Report](#)
- [3<sup>rd</sup> Quarter Business Services Report](#)
- [4<sup>th</sup> Quarter Business Services Report](#)

Criterion 3: **Each BST has a standardized process for contacting employers in each targeted industry sector and the capability of providing direct access to appropriate services or referral to others who can provide those services.**  
(page 8 in application)

**BST members are knowledgeable about all available services:**

- The identified lead for one stop operations conducts partner training quarterly that covers partners services, activities, resources, and programs and the integrated business service team participates.
- The business service team meets bi-weekly to share partner services, business incentive programs, job postings, industry led initiatives, tax credits, and partner policies to ensure all members are up to date with partner resources to ensure the business community receives the necessary strategy, tactic, or service from the Job Center.
- The business service team utilizes the one stop's Who's Hiring page to post industry job postings for each partner agency.
- There are regional business service meetings with partner staff to cover local and regional activities and to provide updates on career service offerings.
- All business service team members are part of staff meetings hosted at the local one stop, regional conferences and trainings, and conduct business visits jointly to share collective services.
- All business service team members are housed within the local job center and conduct partner workshops and updates.

**Appropriate team members are identified to serve as resources for employer service delivery:**

- The team has identified industry employment specialist to focus on certain industries and become industry experts within a certain industry to better articulate a response to the identified industry due to his or her familiarity with the industry.
- Team members are aware of which partner encompasses certain financial incentives and will refer the appropriate team member to address the identified need by the business (Tax Credits-IDES, OJT-LCWF, Illinois Job Link-IDES, Disability Services-DRS etc.)
- Upon assessing each employer needs the business service team identifies the appropriate strategy, partner, or tool to address the underlining workforce need identified by the employer. The collaborative meetings take place weekly depending on the employers' request
  - The team **MEETS** with an employer, **LISTENS** to their pain points, **ASSESS** the employers pain points and overall operations, **CONDUCT** an evaluation of resources that can respond to the employer's needs, **CONVENE** business service team members to form a tactic, **PRESENT** the solution or strategy to the employer, **IMPLEMENT** business service team resources and tools.

**The BST participates in community-based, business-focused events on a regular basis:**

- The business service team has a strong relationship with the following:
  - **Libraries**- Conduct workshops at local libraries and share employer opportunities
  - **Schools**- Conduct Industry Expos at schools to educate teachers, students, parents, faculty, and community members
  - **Housing Authorities**- Conduct job fairs at housing authorities to increase self-sufficiency and to support their self-sufficiency programs
  - **United Way**- Conduct work experiences and On-The-Job training opportunities at United Way to expose individuals to community-based programs that assist underemployed or unemployed individuals while learning a variety of skills sets
  - **Catholic Charities**- Conduct partnered job fairs and share employer data to assist the population group being served by Catholic Charities
  - **Community Action Project**- Conduct financial literacy workshops at the Job Center for job seekers to ensure financial literacy is practiced once employed. Job Fairs are also marketed and supported by each agency

- **College of Lake County-** Conduct Industry Job Fairs and employer meet and greets collectively to provide a diverse supply of workers to our employers
- **Department of Labor-** EO presentations to update HR Generalist on the new EEOC laws they are governed by
- **Health Departments-** Conduct an annual Healthcare Job Fair to address the in-demand healthcare career fields within the local area

Criterion 4: **The BST partners with employers to identify their needs and provide timely solutions.** (page 9 in application)

Team members utilize Economic Modeling Specialists International (EMSI) to obtain labor market insights to visualize the unfolding economic changes and building the future workforce. A multitude of comprehensive reporting can assist employers and business service staff to analyze and conduct a proper locally-based and regionally driven economic development plan. Such reporting outcomes include: research occupations, analyze job postings, research industries and demographics, wage compensation, compare industries across different regions and study the effects of the in and out economic modeling (economic impact on an area if a company leaves the region or locates to a region).

The Job Center of Lake County also partners with Lake County Partners who offered a “State of the Workforce” presentation at the Job Center for partner staff on November 19, 2019. 16 staff members attended. Organizations represented included IDES, Workforce Development, Department of Human Services and Department of Rehabilitation Services. The full presentation can be found [here](#).

**Capacity to Address the Needs of Employers:**

- Assist employers by posting job orders on Job Center of Lake County website ([www.lakecountyjobcenter.com](http://www.lakecountyjobcenter.com)) as well as Illinois Job Link ([www.illinoisjoblink.com](http://www.illinoisjoblink.com)); source resumes and send to employers for review. Provide employers complimenting candidates currently enrolled in WIOA training programs which would be considered appropriate for their workforce needs and requirements.
- Conduct on-site recruitment events for employers on a weekly basis (approximately 4-6 per week), advertise via e-blast messages to job seekers, our social marketing presence on Twitter, Facebook and LinkedIn, direct mailings, community partnerships with chambers, townships, colleges and our providers throughout the area.
- Collaborate with chambers, churches and other municipalities to assist with job fair organization and employer engagement.
- Complete initial screening of resumes for employers and perform phone interviews as requested by employers to assist with the turnaround time to fill an open position without straining an employer further until a new candidate is onboarded.

**Prepare the Workforce:**

- Incumbent Worker Training Program is a company match program that helps local employers develop and implement training programs for current employees who need intensive services in order to retain employment. Workforce Development can cover up to 50% of the cost incurred by an employer to train/educate employees on a product, equipment or process, which allows the company to be efficient, effective, productive and profitable.
- On-The-Job Training (OJT) Program provides knowledge or skills essential to complete the position. An OJT provides up to 50% reimbursement of the wage rate, which must \$10.00 or more per hour. Overall, an OJT is intended to encourage the development of in-company training programs that lead to transferrable skills for candidates who would not otherwise be hired for the opportunity.
- Paid Internship/Work-based learning opportunities provide the essential hands-on training component. The planned and structured work experience takes place in a workplace for a limited period of time and it can be paid or unpaid as appropriate. The opportunity to train a potential employee in a work-based learning environment coupled with a meaningful transition into employment is the ultimate outcome goal.

## 5) Performance

Criterion 1: **Core partners, with assistance from the one-stop operator and their respective state agencies, regularly share performance information with the LWIB.** *(page 9 in the application)*

**Core agency partners commit in the service matrix to sharing performance information:**

On a quarterly basis the Business Service team report is submitted to the Employer Connections committee and ultimately to the LWIB for consideration and review. The business service team reviews multiple elements of performance as shown on the Business Service Team Report. *Recent copies of this report are linked on page 6 of this document.*

The BST reviews partner metrics and reviews the Comprehensive Economic Development Strategy report by the local economic development association to review industry trends, data, local performance, and strategies that are being utilized to increase business engagement.

On a monthly basis the financials are reported and submitted to the Executive committee and ultimately to the LWIB for consideration and review.

The BST reviews IWDS/DCEO performance metrics and benchmarks and assists partner agencies with hitting the identified metrics through career service resources. IWDS measures employment retentions, average wage, credential attainment, and business engagement. The IWDS report is reviewed monthly and the outcomes of the benchmarks are submitted to DCEO yearly.

Partner agencies such as IDES and DRS share their performance outcomes and data elements monthly.

## 6) Program Coordination

Criterion 1: **Partner programs coordinate programs. Service delivery and referrals in accordance with the MOU.** *(page 10 in the application)*

[A Job Center partner onboarding binder](#) is given to new frontline staff members at the Job Center. The binder includes information about the Job Center MOU partners and the referral process. The Job Center Supervisor reviews this binder with each new staff member and discusses their role within the One Stop.

[The referral form](#) is shared during this orientation. It is also shared at the quarterly Job Center cross-training events.

Reception staff maintain a call log and meet on a weekly basis with the Job Center Supervisor to discuss telephone referrals.

Cross-departmental teams have been developed for multiple situations. A recent example involves [Transform Lake County](#), a program that provides full-tuition for short term programs at the College of Lake County. The goal is to create more equity in the Lake County workforce by offering an education at no cost to the student. Workforce Development

and Community Works provided ongoing support in the form of employment assistance, outreach, and counseling to student participants during COVID-19.

## 7) Operational Coordination

**Criterion 1: Customers are provided information about all services available through the center in a service-focused, customer friendly manner.** *(page 10 in the application)*

A virtual Job Center information session is now available to the public continuously. When the Job Center is open, an in-person information session is offered three times weekly at two locations.

IDES personnel invite unemployed individuals identified through the RESEA program to in-person or telephone discussions about program services and make appropriate referrals to partners.

Accommodations equipment and assistive technology is available at the Job Center.

The Job Center is a [Ticket to Work site](#). The Ticket to Work (Ticket) program is a free and voluntary program that can help Social Security beneficiaries go to work, get a good job that may lead to a career, and become financially independent, all while they keep their Medicare or Medicaid. Individuals who receive Social Security benefits because of a disability and are age 18 through 64 probably already qualify for the program. More information on the program can be found [here](#).

**Criterion 2: One-stop partners offer customers appropriate assessments.** *(page 11 in the application)*

The TABE is one of the primary tools used to assess reading and math levels of training applicants. In 2018 when the TABE transitioned to an online system, the College of Lake County and Workforce Development partnered together to administer this test. This example of integration is discussed on the second page of the Brief.

At the Job Center Information session, individuals are encouraged to use the assessment tools available on [Illinois workNet](#). These include both skills and interest surveys. Additional assessment and career preparation websites are listed in the [Recommended Job Search websites flyer](#).

A team is currently researching the purchase of licensure of [TORQ Works](#). Torq Works is an online analytical tool the counselors can use to assess the skills of their customers (job seekers), guide their career counseling sessions and identify skills gaps for specific careers.

**Criterion 3: Staff identify and implement best practices in internal communication.** *(page 11 in the application)*

- Job Center staff members from multiple organizations attend staff meetings twice per month.
- Monthly meetings are held with all front desk staff members to ensure optimum service delivery; during COVID-19, the One Stop Operations Lead met on a weekly basis with reception staff to ensure that telephone services were effective during this critical time.
- The Operations committee with representatives from all WIOA partners meets on a bi-monthly basis.

- The first internal customer satisfaction survey was conducted in spring 2016 and has continued on a bi-annual basis. See the results from the [November 2019 survey](#).
- New partner staff receive a [Partner Onboarding Binder](#) and a one hour orientation.
- The One Stop Operation Lead sends out a quarterly newsletter called Joining Forces to front-line staff and administrators of the Job Center partners. See the [February 2020 edition of Joining Forces](#).

Criterion 4: **High quality, up to date information about available services is accessible to all customers.** *(page 12 in the application)*

All partners are linked in the slide show of the [virtual information session](#).  
Partners are also linked in the [Job Center website](#).  
The resource library is linked here on the [Job Center website](#).

## 8) Service Hours

Criterion 1: **The local board considers optimum hours and any timeframes outside of regular business hours to accommodate customers' work, childcare, or transportation needs.** *(page 12 in the application)*

Job Center business hours are 8:30 am to 5:00 pm. This information is posted under facility information on the [Job Center website](#) and also on the entry door of the Job Center.

During COVID-19 when the building was closed, the telephone was still answered by a designated staff member during regular hours of operation. Virtual tools and an orientation were available outside of the regular hours of operation.

## 9) Equal Opportunity Awareness

Criterion 1: **Staff and program partner trainings cover key topics in providing services in a universal and nondiscriminatory manner.** *(page 13 in the application)*

Board staff ensures that all sub-recipients are aware, knowledgeable and have received the [training guide on the provisions of WIOA Section 188](#) to ensure knowledge of how to best serve individuals with disabilities. As part of this training, all federally-funded core program staff is cross-trained on each other's federal program (Workforce Staff conducts this at monthly meetings) to gain a common understanding of all program services, enabling the most informed, appropriate and effective mix of services for the individual or employer. [See staff signatures for 2019](#).

In 2019, front-line staff members also completed training regarding the LEP (limited English proficiency) policy. [List of staff participants](#) Translation is provided through [Propio Language Services](#).

Criterion 2: **Required partners ensure all customers have access to all services.** *(page 13 in the application)*

The Job Center supports individuals with disabilities. Adaptive equipment available at the Job Center includes: adjustable height computer station large screen monitor, JAWS software that acts as an audible screen reader, ZoomText software that enlarges items on computer monitor, and a closed-circuit TV to magnify documents. Front-line staff members are trained to identify and assist individuals with language or literacy barriers.

[An Equal Opportunity flyer](#) is included in every orientation packet, in the virtual information session and posted in the resource room. This flyer identifies Demar Harris as the Equal Opportunity Officer for the Job Center of Lake County.

## **B. Accessibility and Infrastructure Criteria (page 14 in application)**

### **1) Physical Layout**

**Criterion 1: The center's layout supports access and inclusiveness, guided by federal, state and local laws and regulations. (page 14 in the application)**

The center receives an annual audit by DCEO regarding accessibility and inclusiveness. As a part of this audit, the EEO officer completes a comprehensive self-evaluation tool. See the [2019 tool](#). Due to a finding in 2018 regarding accessibility at the Workforce office in Grayslake, the office was moved to a different building on the College of Lake County building. [Letter of explanation](#).

**Criterion 2: The center has space and capacity appropriate for customer needs, customer traffic, and key center functions. (page 14 in the application)**

The resource area includes 20 publicly accessible computers with access to the internet, printer and copier. Visitors check in at the reception desk, then are directed to the appropriate location. The resource area includes two semi-private meeting spaces for staff, employers and customers.

As we make plans to re-open, we will adjust the resource room space to adhere to social distancing guidelines.

**Criterion 3: Technology to support center functions is up to date and operational. (page 14 in the application)**

The center has adequate technology, e.g., teleconferencing, hardware, software, and technology-related infrastructure.

As a result of COVID-19, the Job Center has purchased licensures in order to facilitate ZOOM meetings and trainings for our customers. Going forward the Job Center team will research other forms of technology needed to better serve our customers remotely.

## 2) Center Location

Criterion 1: **The center is accessible by public transportation and recognizable from the public access road.** (page 15 in the application)

The Job Center is located at the corner of Genesee and Washington St. in Waukegan. A bus stop is located immediately across the street. The Waukegan train station is located within walking distance. The Job Center sign is visible from the street.



Criterion 2: **Adequate parking is available and accessible for customers who drive to the facility.** (page 15 in the application)

Metered parking is located immediately outside the Job Center. Handicapped accessible parking is available. CLC parking garage located on Sheridan Road, 1/2 block north of Washington Street.

## 3) Center Appearance and Safety

Criterion 1: **The center and center staff maintain a professional and welcoming appearance.** (page 15 in the application)

The Infrastructure team continuously looks for ways to improve our space to better serve our customers. This has included the purchase of new signage for the walls and computers.

A “beautification week” is held on a quarterly basis. Staff members are challenged to address specific areas that need to be re-organized. The first such event focused on desktops. Staff members took before and after photos of their desktop. The second event focused on filing systems.

As the situation with COVID-19 evolves, the Job Center is following the requirements issued by the State of Illinois and the [guidance of the Lake County Health Department](#) regarding how to re-open to staff and the public safely.

Lake County has a contract with Best Quality Cleaning Service to maintain and clean the Job Center. Please find the full details of the contract [here](#).

Criterion 2: **The center provides a safe and secure environment for its employees and customers.** (page 16 in the application)

The Job Center is located in a CLC building and follows [CLC safety procedures](#).

A security staff member is employed full time at the Job Center through Monterrey Security.

Locked bins are available in several locations for disposing of confidential information: Record Management Inc. shreds the contents.

Robert Trapp, Reggie Gaines and the security guard acts as liaisons with CLC security, attends security awareness training through Lake County and safety coordinator training through CLC. Effective July 1, 2017, all staff members will

be asked to review and sign the safety manual on an annual basis.

The Job Center of Lake County was closed to the public in March in accordance with the requirements of the State of Illinois and guidelines provided by the Lake County Health Department. In May, a limited number of personnel were allowed back into the building. Staff were scheduled strategically to meet social distancing guidelines. Leadership is following the return-to-work guidelines of Lake County. There are no immediate plans to re-open the Job Center to the public. Services are being offered online and via the telephone.

The Job Center leadership team is following the [County Re-open Plan](#) which is updated regularly as the pandemic progresses.

#### 4) Common Identifier

**Criterion 1: The center displays the one-stop delivery system common identifier as the location for required programs, services and activities. (page 16 in the application)**

The American Job Center logo has been added to signage and Job Center documents, both in online and print format. The logo has been added to the Job Center website, social media, and print documents.

See the [home page of the website](#).

See the [Write Yourself Into Your Next Job](#) booklet

See the [Training Detail Flyer](#)

#### 5) Program Services

**Criterion 1: All customers have equal opportunity to access at or through the center all training, education, employment, support, and business services in accordance with the applicable sections of WIOA. (page 17 in the application)**

A partner matrix for staff members can be in the second half of the [Job Center Partner Onboarding binder](#).

Links to all MOU partners are posted on the [Job Center website](#).

Pre-coronavirus, the monthly workshop schedule listed partners who would be hosting specific workshops. See the second page of the [workshop schedule](#) for contact information for specialty programs.

During the time that the Job Center is closed, partners have been invited to submit their online events to the One Stop Operations Lead so that these events can be posted to the [Job Center calendar](#). Partner events and announcements are also posted to social media channels.

Additionally, the Job Center actively advertises 211 Lake County—the free, confidential, 24-hour information and referral helpline that provides a central access point to health and human services in Lake County. All Job Center partners have been asked to post program information to 211.

Job seekers are surveyed on a quarterly basis regarding their experience. View the current survey here: [Job Center Survey](#)

A question regarding how streamlined the process is will be added to the next survey.

## 6) Direct Linkage

**Criterion 1: Customers have access to a program staff member who can provide program information or services, within a reasonable time, by phone or through a real-time internet communication. (page 17 in the application)**

All partners of the Job Center must disclose the local partner’s direct linkage service delivery procedures in the MOU via the Direct Linkage Compliance checklist. The WIOA Final Rule identifies three methods through which partners can provide access to services at comprehensive one-stop centers. Illinois is electing to specify more detailed requirements for one of these methods—making services available through technology via a “direct linkage”—to assure a high-level of service quality for the customers of partners using this service delivery method. The Direct Linkage Compliance Checklist is intended to act as a helpful guide for each local partner using direct linkage via technology as a service delivery method. It encompasses three types of service delivery methods: Direct Linkage via Phone, Direct Linkage via Real-time Web-based Communication (Video or Web Chat), and Formal Expertise Assurance.

## 7) Accommodations

**Criterion 1: The center provides reasonable accommodations for customers with disabilities, language, or literacy barriers to fully access all services. (page 18 in the application)**

Local office staff complete an annual site review questionnaire assessing their knowledge of EO policies and accommodations.

The Job Center supports individuals with disabilities. Adaptive equipment available at the Job Center includes adjustable height computer station, large screen monitor, JAWS software that acts as an audible screen reader, ZoomText software that enlarges items on computer monitor, and a closed-circuit TV to magnify documents.

The Job Center of Lake County is an Employment Network and participates in the [Ticket to Work](#) program.

**Criterion 2: The center can connect non-English speaking customers to appropriate on-site staff, materials, or translation services. (page 18 in the application)**

Bilingual (English/Spanish) staff members are available onsite. A limited number of materials are available in Spanish, as well. Translation services are available through Propio Language Services.

**Criterion 3: The center provides information about available resources and services to customers of varying literacy levels, including non-English speaking customers. (page 18 in the application)**

The [College of Lake County](#) and its APC 532 partners—[Mundelein High School](#) and [Highland Park High School](#)—provide adult education and literacy activities to Lake County’s population who lack basic skills in reading, writing, math, and those who need English as a Second Language instruction. Under Title II of the 2014 Workforce Innovation Opportunity Act, Adult Education providers must integrate and coordinate with workforce employment services (Title III), workforce development (Title I), and vocational rehabilitation (Title IV) activities. This can be accomplished

primarily through the Job Center of Lake County, functioning as the One Stop Center per WIOA, which will be staffed on-site and off-site by the four core partners.

The College of Lake County and its APC partners provide on-site and/or off-site personnel to coordinate with services and Job Center partners. College of Lake County ABE staff are co-located at the Job Center to provide referrals to adult education and career/technical education providers, job search assistance and workshops, Spanish translation, and referrals to other Job Center partners. Also, CLC's Adult Education program located in the same building as the Job Center will make referrals to the Job Center for any of its students needing services. In Grayslake, CLC's Adult Education program will coordinate with the Job Center of Lake County and CLC's Career and Job Placement Center. Mundelein HS and Highland Park HS will provide direct linkage to the Job Center and will work with Workforce Development to bring services and workshops into their classrooms.

Adult Education is a partner within the Job Center; pertinent staff members have been asked to review the core documents that represent the Job Center.

## C. Continuous Improvement Criteria (*page 19 in application*)

### 1) Customer Centered Design

Criterion 1: **The center tracks job seeker and business customer experience and satisfaction.** (*page 19 in the application*)

A customer satisfaction survey is conducted on a quarterly basis. This is distributed in English and Spanish to job seekers both in electronic and paper format. A team of frontline staff representing the three consortium partners was formed in December 2019 to review and respond to survey results. Sample surveys were reviewed, and the survey was revised based upon input from the team. The survey was also translated to Spanish by a team member. Screen shot of email to survey team regarding updates

An internal customer satisfaction survey is also conducted twice a year. This is a survey of Job Center personnel regarding their satisfaction with reception and resource room services. This survey is reviewed by the One Stop Operations Lead, front desk personnel, and leadership team. [November 2019 internal customer satisfaction survey](#)

- Upon assessing each employer needs the business service team identifies the appropriate strategy, partner, or tool to address the underlining workforce need identified by the employer. The collaborative meetings take place weekly depending on the employers' request
- The team **MEETS** with an employer, **LISTENS** to their pain points, **ASSESS** the employers pain points and overall operations, **CONDUCT** an evaluation of resources that can respond to the employer's needs, **CONVENE** business service team members to form a tactic, **PRESENT** the solution or strategy to the employer, **IMPLEMENT** business service team resources and tools.

### 2) Evaluation of Internal Operations

Criterion 1: **Internal systems are in place to identify and track operational efficiency and effectiveness.** (*page 19 in the application*)

[The Lake County Workforce Development Board Strategic Plan for 2020-2024](#) includes an evaluation plan that contains key questions, data, and methods of analysis for assessing service integration and operational efficiency and effectiveness.

Criterion 2: **Provisions of the MOU are periodically reviewed to ensure partner responsibilities and commitments are being met.** (page 19 in the application)

All Board and committee meeting minutes and agendas reflecting the approval and review of the Job Center of Lake County MOU is located on the Lake County Workforce Development Board Website located [here](#).

### 3) Improving Performance

Criterion 1: **Customer feedback is used to improve quality and use resources most effectively.** (page 20 in the application)

See Criterion 7.3 listed above.

An Enterprise Account to Survey Monkey was purchased in May 2020. The account will be administered by the One Stop Operations Lead and will be used to expand and enhance the current surveys being conducted.

### ***D. Local Certification Team Recommendation***

1. **Notable Practices:** (these will be highlighted in the walkthrough zoom presentation)
  - a. Partner Relationships
  - b. Customer Services
  - c. Business Services
  - d. Communication
2. **Improvement Opportunities:**
3. **Other Comments:**

**\*All details and discussion will take place during the virtual tour and presentation.**