

RICHARD J. DALEY COLLEGE ICCB WEI FY2022 d. APPLICATION NARRATIVE

I. Statement of Need: Richard J. Daley College's ("Daley") geographic location on Chicago's southwest side positions the college to effectively serve residents from a number of severely impoverished areas on the south and southwest sides of Chicago that each meet multiple of the WEI criteria. These include the following Chicago community areas with high poverty rates¹: Brighton Park (22.6% poverty), Chicago Lawn (23.5%), Englewood (40.8%), Near West Side (21.4%), North Lawndale (38%), South Lawndale (28%), West Lawn (13.6%) and Chatham (26.7%), compared to a Chicago poverty level of 18.4%, with Gage Park (17.7%) and Lower West Side (17.2%) slightly lower. The community areas also have very high and persistent unemployment at greater than 120% of national rates, as high as 25.6% in Englewood, North Lawndale at 15.9% Chatham at 15.7%, Gage Park at 13.1%, Brighton Park at 9.5%, and with all of the other areas much greater than 120% of the 4.6% national rate.² And these communities rank "high" on the Economic Hardship Index. The population is well over 60% African American and Daley commits to targeting at least 60% African Americans for this program. As City Colleges of Chicago's (CCC) Center of Excellence for Manufacturing, we also welcome students from across the city interested in our industry-focused training and will target individuals who are low-income, unemployed and African American. Daley's overall student population is 60% Hispanic, 20% African American, 10% White and the remainder Other. Levels by race for our Manufacturing department are 47% Hispanic, 34% African American, 15% White and 3% Multi-Racial. There are major gaps in African American presence in manufacturing training and in jobs in the industry so we can make real impact through targeting at least 60% for this project. **We have had significant success serving this population in the current WEI grant, with 115 students served of which 96 (or 92%) are African American.**

II. High demand sectors and occupations. Daley's training programs in advanced manufacturing are based on industry demand and data gathered from our employer partners and include CNC, Welding and Mechatronics,

¹ Sources, Chicago Community Data Portal, Heartland Alliance, available here: <https://www.heartlandalliance.org/heartland-alliance/research-and-policy/data-reports/chicago-data-dashboards/chicago-community-data-portal-chicago-well-being-indicators/>

² Bureau of Labor Statistics News Release, November 5, 2021, available at <https://www.bls.gov/news.release/pdf/empst.pdf>.

Quality Assurance and Preventative Maintenance Technician. Daley will continue and expand activities based on the existing WEI grant's successful implementation along three career pathways, CNC, Welding and Industrial Maintenance. Labor Market projections for relevant occupations are on the following table.

Standard Occupational Classification (SOC)		Employment Change 2018-2028					
Code	Title	Number	% Change	2028 Employment Projected	Average Annual Openings	Annual Compound Growth	Median Hourly Earnings
00-0000	Total, All Occupations	17,765	0.62	2,867,254	322,686	0.06	Wage per MIT
17-3024	Electro-Mechanical Technicians	-3	-2.88	101	10	-0.29	\$39.35
17-3026	Industrial Engineering Technicians	-11	-1.90	567	55	-0.19	\$26.40
49-2094	Elec. Repairers-Commercial/Industrial	-9	-1.22	729	63	-0.12	\$30.64
49-9041	Industrial Machinery Mechanics	50	1.06	4,773	440	0.11	\$28.95
49-9043	Maintenance Workers, Machinery	43	3.57	1,249	115	0.35	\$24.08
49-9044	Millwrights	18	2.54	727	64	0.25	\$35.82
51-4031	Cutting/Punching Mach Setters/Operators	-301	-9.47	2,878	309	-0.99	\$16.35
51-4032	Drilling/Boring Mach Tool Setters/Operators	-50	-20.00	200	19	-2.21	\$15.83
51-4034	Lathe/Turning Mach Tool Setters/Operators	-93	-10.85	764	83	-1.14	\$20.35
51-4035	Milling/Planing Machine Setters/Operators	-58	-17.63	271	25	-1.92	\$23.95
51-4041	Machinists	140	1.35	10,507	1,074	0.13	\$19.72
51-4111	Tool & Die Makers	-88	-5.41	1,539	148	-0.55	\$26.33
51-4121	Welders, Cutters, Solderers & Brazers	54	1.29	4,247	467	0.13	\$20.45
51-4122	Welding/Soldering Mach Setters/Operators	-42	-9.25	412	43	-0.97	\$15.36

https://www2.illinois.gov/ides/lmi/Pages/Employment_Projections.aspx

Career Pathways will include industry recognized certificates from organizations such as National Coalition of Certification Centers (NC3), National Institute of Metalworking Skills (NIMS), Manufacturing Skills Standards (MSSC) and Haas CNC Mill and Lathe Operator Certifications. These pathways will all lead to jobs earning above the area living wage (\$16.32 for an individual) or be on a pathway to earn a family sustaining wage.

III. Unduplicated number of individuals served. Participant Selection. The project will serve 160 students.

Daley has built a set of strong recruiting and service partnerships as described in the Partnership section below including Inner City Muslim Network (IMAN), Chatham Business Association (CBA), Manufacturing Renaissance (MR), Southwest Organizing Project (SWOP), Chicago area Project (CAP), Second Opportunity (2ndOp). These partners will identify individuals in their community and service populations for the program and provide candidate support services such as coordination, encouragement, counseling, case management and referral to other support services. We also recruit through the local WIOA system including a close partnership with Employment and Employer Services (EES) which operates an AJC on-site at Daley, Calumet Area Industrial Commission (CAIC), one of the area's most successful WIOA programs with a strong focus on manufacturing. Daley utilizes a

brief interest form to gauge interest among students/recruits. Those interested participate in an orientation reviewing the scholarship and programs available. Students interested in credit bearing programs submit their application to the college which includes prior education information. If no prior college experience, students take placement exams in math, reading and writing. These results and student interview discussion help students select the program best suited for them and help us to identify student readiness for the credit or Continuing Education non-credit programs in advanced manufacturing. Many students interested in these programs do not have their High School diploma or GED so we facilitate Adult Education GED programs so they can begin their training and career advancement.

IV. Project and activities. Daley will deliver a pre-credit and career readiness, personal and professional development curriculum for targeted at-risk and disadvantaged students, many of whom are first generation college students and have significant barriers and challenges to economic stability, and then move students from it into credit-bearing advanced manufacturing curriculum with industry-recognized credentials. Students in the credit program will follow the same first 7 classes and in the process complete two Basic Certificates prior to deciding on an Advanced Certificate if they decide to progress further in their studies. This provides a solid fundamental knowledge of manufacturing and the ability to qualify for a broad base of employment. Daley will modify its proven Weekend Warrior (WW) program, delivered in conjunction with partner Inner City Muslim Action Network (IMAN), expand and scale it to accommodate more students, and utilize lessons learned from this experience and customize it with additional community partners listed in the Partnerships section. WW provides extensive support services and case management for a holistic approach to promote student success. WW is weekend-based with IMAN present at all times but will now include a weekday programming with other partners to facilitate participation by a broader pool of students and their various schedules and work-life commitments. We have evolved the Weekend Warrior programming over time. As outlined above, students take the first seven classes in our Advanced Manufacturing program over 2 semesters. This includes Metrology, Blueprint Reading, Introduction to Mechatronics, Introduction to Robotics, Writing and Computer Skills and Introduction to CNC

through 3D Printing, Laser Cutting and Computer Aided Drafting. Daley will offer these classes in advanced manufacturing for students looking for accelerated pathways to skills that will allow them to quickly begin careers in manufacturing. Advanced coursework and pathways for those who complete these first 7 classes include CNC, Welding, CAD, Mechatronics and Industrial Supervision. New coursework in Industry 4.0 and the connected factory enhances curriculum in line with dramatic industry demand for these capabilities. Classes are in an accelerated format with expected completion of at least one Basic Certificate or one industry- recognized program and associated credential in as short as a semester. This grant will fund: *Community partner (IMAN, MR, CAP, SWOP, CBA, 2ndOpp) recruitment and intensive wraparound support services. *3 PT **program coordinators** each focusing on specific activities important to student success including recruitment, grant finances and purchasing, and employment placement. *One **FT recruitment coordinator** to target new community organizations and in person events to expand community contact. *Expansion of **open lab time**, to give students more time on our training equipment to hone skills, get practice, upskill and learn content in a real-world setting. ***Remediation in writing/reading/math and computer skills through a dedicated contextualized class**, with industry-specific content, to support students with gaps. *Newly enhanced **Employability Skills curriculum** described below. ***One-on-One and Group Mentoring** by more advanced students, alumni and working professionals because technical education is only a part of the skills needed. We are building a Mentor Collective supported by text and chat capabilities to support how students best communicate, along with in-person engagement activities. *Adding an **off-site location at the Chatham Workforce Training Center** where in partnership with the WIOA AJC partner, we will expand recruitment and increase accessibility, inclusion and community awareness. We will initiate cohorts there and train on metrology, blueprint reading, quality assurance and introduction to CNC and electricity in this new space and funding will support instruction, tuition, equipment and supplies for this new training space. ***Instructor special assignments** to continue to refine the classes, to support the training labs, provide open lab time, accelerated curricula and business-driven course improvements, and create new industry-driven, contextualized, accelerated classes. *Implement a **placement tracking system**

so we can continue to follow students through training and obtaining jobs. *Implementation of a **contact management system** to be able to better manage the application and recruitment process and increase the effectiveness of our recruitment staff. *Limited additional **equipment acquisition** for the new Chatham Workforce Center, our Arturo Velasquez Campus Labs and Industry 4.0 programs. ***Paid 4 to 6 week supported Internships** in partnership with staffing agencies to lower employment barriers for these mostly first-time manufacturing job seekers. *Partner with Calumet Area Industrial Commission (CAIC) for tuition through their H-1B One Workforce grant. *Provide opportunity for students to join these programs by eliminating barriers such as past due balances at CCC, providing Ventra cards and program success payments.

Chart of Goals and Objectives.

Measure	Goal	Goal Description/Explanation
Number Recruited (unduplicated)	500 total, 60% African American	Daley and Partners
Number Enrolled (unduplicated)	160 total, 60% African American	Credit and non-credit programs
Number of completions	80	Credit and non-credit programs
Number of individuals entering employment earning 30% above the regional living wage	50 PT internships 50 FT employment	Placements at manufacturing partner firms in targeted positions.
Projected # of students to receive a credential	100	Includes industry and college credentials
Estimated # of college and industry recognized certifications attained by each student.	3-5 per student average	Varies by class/course and program and based on each student's pathway.
Number of students who make a transition to additional postsecondary education.	40	Many students move on directly to other education

V. Project timeline of activities.

Activity	Responsible Party/ Partners	Start/End Date	Outcome/Impact on Goals
Recruit candidates for Daley coursework and Weekend Warrior (WW) Programs	Daley, IMAN, CBA, EES, MR, CAP, SWOP, 2ndOpp	Spring Semester Summer Semester Fall Semester	Accelerated scheduling for completions within each semester
Assessment and Enrollment of new students	Daley	12/2021-9/2022	Placement of candidates in proper courses
Develop CAIC scholarship application process	Daley, CAIC	12/1/2021-1/2022	Set up 3rd party payer
Remedial contextualized basic skills education	Daley College	1/2022 - 12/2022	Building skills for credit program

Deliver Weekend Warrior program with IMAN	IMAN	1/2022 - 12/2022	New Cohort each semester
Confirm new partners (Chatham Business Assn, SWOP, Mfg Renaissance, CAP, 2ndOpp)	Daley College	12/1/2021 - 3/31/2022	Each requires Quote and MOU
Develop curriculum and begin programming at Chatham Workforce Center	Daley College	12/1/2021 - 3/31/2022	
Deliver coursework in industry- recognized programs/curricula. Open labs available for hands-on/custom skills development	Daley College	1/2022 - 12/2022	Train skills and prep for certification
Recruit employers for manufacturing student employment, internships and apprenticeships	Daley College	1/2022 - 12/2022	Educate employers on programs
Acquire new customized equipment in line with accelerated programs, based on employer input	Daley College	2/2022 - 9/2022	Equip 2 campuses and off-site location
IMAN and other partner counselors on-site for counseling, support, supportive services	IMAN, CBA, others.	ongoing	Whole life support
Development/implementation of Recruitment and Placement tracking systems	Daley College	1/2022 - 2/2022	Quote and MOU
Job Placement and Apprenticeship facilitation	Daley College	4/2022 - 10/2022	Job placement
Employer Industry Advisory Committee meetings and informal input	Daley College	Dates vary, 2x annually	Input and awareness
Supportive services including tutoring, Wellness Center, Access Center, Advising, Stipends	Daley, EES, CAIC, IMAN, others	Ongoing as needed by students	Whole life support
PPE, tools, computers, supplies, for students	Daley College	Each semester	Whole life support

VI. Partnerships. As mentioned above, *IMAN* helps to recruit and deliver the “*Weekend Warrior*” (WW) soft skills career development component, to help African American men at risk of further experience with violence engage in positive activities. IMAN has a coordinator on-site during business hours to work directly with program students, provide counseling and case management. The weekend program with IMAN keeps students engaged, supports homework, offers physical education and art classes to broaden students’ positive experiences to mirror the kind of extracurricular “whole person” enrichment more common in four-year education but that are so critical to improving outcomes. IMAN adds to the technical training by providing meals for students during the program, individual case management, individual counseling, mentoring, encouragement. In the coming year, we are adding several other organizations in disadvantaged communities near Daley including Manufacturing Renaissance (MR, <https://mfgren.org/>), a national leader in advancing sustainable development focused on manufacturing career pathways for residents of disadvantaged communities, Chatham Business Association

(CBA, <http://www.cbaworks.org/>), which has deep community roots and works to improve the quality of life of residents by building community capacity and economic, educational and social opportunities with a focus on keeping at-risk youth safe and positively engaged as well as the Southwest Organizing Project (SWOP) and Chicago Area Project (CAP). Each CBO will recruit, deliver ongoing case management, counseling, mentoring, and facilitate wrap-around support services based on our learnings from the model at IMAN but customized with their programmatic strengths and services for the specific communities they will be working with. We have additional partners for recruiting, support services, and job placement. These include American Job Centers, including *Employment and Employer Services (EES)* which operates an AJC on-site at Daley. *Calumet Area Industrial Commission (CAIC)* is both a WIOA Affiliate and a business association representing more than 150 area manufacturers. *One Million Degrees* offers life coaching, mentoring, counseling, and individual support services through a CCC district-wide contract. Second Opportunity (2ndOpp) which works with returning citizens, halfway houses and correctional institutions to provide a productive path forward for individuals.

VII. Employer Engagement. The above support by *EES*, *CAIC* (and the local AJC system) and *Manufacturing Renaissance* are critical to our employer engagement, as we will leverage the full effort of the local WIOA system and CAIC's 150+ business members to connect to industry. Daley has a *Manufacturing Employer Advisory Committee* that meets formally twice annually and more regularly informally to review and advise on curriculum, develop work-based learning models, and provide connections to additional employers. *American Gear Manufacturing Association (AGMA)* links Daley to dozens of firms across Chicago that have extensive current demand for CNC and industrial maintenance personnel. Daley is currently leasing out a building to them to host the American Gear Training Center. *Chicago Association of Spring Manufacturers, Inc. (CASMI)* represents more than 100 firms and holds monthly meetings where Daley networks, gains employer insight and links for job placements and apprenticeships. Firms committed to offer curriculum guidance, recruit/refer students, partner on WBL, and hire candidates include: *Denson Machine* continues to need additional skilled employees. *Pepsi Corporation* has several plants in the area, has ongoing need for Industrial Maintenance personnel, is

implementing an apprenticeship program with us and will advise on curriculum. *Mauser Packaging* has multiple facilities in Chicagoland, recently hired six apprentices and is continuing to partner to fill positions and guide curriculum. Others committed include Great Lakes Coca Cola, Pactive Evergreen, Target Automated Warehousing, Citgo Lemont Refinery, Brad Foote Gear, Freedman Seating, and Rocfon. Daley held an Employer event in October 2021 attended by 50 firms that provided insights on their needs, discussed equity goals and initiatives, and gave input on curriculum and strategies.

VIII. Academic and non-academic supportive services. Daley leverages the College's broad array of supportive services including Tutoring, Academic Advising, Financial Literacy, Wellness, Career Placement, Soft Skills, Counseling and Child Care. This grant would fund needed supplies and services for these programs including PPE, tuition, past due fees, Ventra Cards, food support through our food pantry, and advising for the students, all provided directly by Daley. Further, the grant will fund tutoring for the students so that supports are available to ensure success in the credit classes. We will enlist community partners for recruiting and support services such as counseling and advising on life issues (*IMAN, MR, CAP, SWOP, CBA, 2nd Opp*) detailed in the Partnerships **section**). IMAN will deliver their Weekend Warrior program and on-site support throughout the weekend. This provides career development and one-on-one and group coaching and counseling on life skills as well as supports to help students address life challenges and emergencies on transportation, childcare, healthcare, housing, mental health and other family and life issues. Between classes, they provide physical education, artistic training and other benefits to relieve stress and help students become well-rounded and broaden their worlds beyond the classroom. We will develop a mentoring process for new students to learn from the experience of more experienced students and alumni to support students in a non-academic flexible way.

IX. Employability Essential Skills. While previously these were simply integrated into curriculum, experience has taught there is a greater need for focused instruction on these skills. We are adding a specialized non-credit course (Career Success) that will train on all of the elements targeted by ICCB as part of the G-Peak program including Teamwork/Conflict Resolution; Adaptability/Flexibility; Cultural Competence; Communication;

Initiative/Self-Drive; Reliability/ Accountability; Planning/Organizing; Problem Solving; Decision Making; Critical Thinking. Daley will continue to blend essential skills content into all courses as well. Employability will be supported through paid 4-6 week internships through Purpose Workforce Solutions support model.

X. Project impact. **Students** gain industry-demanded education and holistic life skills through the new accelerated programs. Many who are first-generation college students gain exposure to the manufacturing industry with benefits much greater than a first job and career. They leave with a paid-for education (and no debt as this is a “first dollar” program) including industry recognized credentials that give value important to employers. Further they will have access to mentoring and supported and paid internships to lower the hiring barriers at prospective full time employment opportunities. **Businesses** secure workers trained to the specific skills they have outlined in their curriculum advising. They secure workers with enhanced life skills and stability, access to a range of wrap-around retention services, and a greater likelihood of job retention and success due to this intensive support ecosystem. They have a low cost on the job training and interview opportunity through the 4-6 week paid internship program. The **Community** benefits through reinforcing and strengthening Chicago’s power as a manufacturing hub and strengthening links from disadvantaged communities directly to industry by exposing workers who haven’t prioritized the industry to see a future in it, which grows our city’s strength as an industry hub. The success of Weekend Warrior has had real impact on Englewood and surrounding communities. Initially a violence reduction initiative, WW helps students exposed to violence step out of those situations and begin a productive pathway. And we demonstrate strong positive ripple effects as these students become positive forces in their neighborhoods against street life and violence and toward career and economic advancement. And **Daley College** benefits by securing support to refine and accelerate our curriculum, grow the program through new partnerships and customize curriculum to be more student focused, whole person, industry-driven and hands-on.

XI. Daley’s Capacity and Previous Experience. Located on the southwest side of Chicago, Daley serves 13,000 students annually as City Colleges of Chicago’s Center of Excellence in Manufacturing. The 52,000 sq.ft. Manufacturing Technology & Engineering Center (MTEC) is equipped with high-bay space and ten engineering

and manufacturing labs that train students for technology-oriented careers. We serve more than 300 students annually in Advanced Manufacturing. Manufacturing faculty and staff have extensive industry experience and knowledge in addition to drawing on our deep relationships with industry. Daley has extensive experience managing large grants such as Illinois Apprenticeship Expansion Grant, Gene Haas Foundation Grant, experience as the sponsor of Registered Apprenticeships, and our current ICCB WEI 2021 grant which has been meeting its goals and acknowledged successful by ICCB. Daley is committed to maintaining the research, teaching and administrative infrastructure to manage externally funded programs to serve a broad and diverse student population. In the last year, Daley College has successfully secured over \$3M in competitive grants from foundations and state agencies. Daley leverages significant district-wide resources, including the CCC Office of Institutional Advancement to support administrative, reporting and project management. CCC has years of experience managing federal funds (over \$15M annually ranging from \$5K to \$2.5M). Departments such as Finance and General Counsel ensure internal controls and reporting requirements are followed.

XII. Applying a Racial Equity Lens. As noted above, Daley is a diverse college and has deep experience on racial equity and serving people of color. We have built strong partnerships with IMAN and Chatham Business Association, both rooted in African American neighborhoods and focused from a racial equity lens. The College has an Equity and Inclusion Strategic Plan that begins from Daley's position serving a high proportion of African Americans from Chicago's poorest neighborhoods on the south side of the city and outlines detailed, cross-departmental goals and strategies. Daley was one of the first community colleges to join the Illinois Equity in Attainment Initiative (ILEA) where higher education leaders meet frequently to discuss models to eliminate achievement gaps among racial groups. Daley is building "men of color" and "first year experience" models geared towards providing culturally sensitive supports, especially during the most vulnerable early terms and is leveraging programs including Weekend Warrior to increase course success rates among students of color. Daley is proud of its diverse faculty, administration, and staff that include 27.6% Hispanic/Latinx, 26.3% African-American, 39.6% White, and 6.5% Other, leading to our driving desire for student success in our communities.