

G. Human Capital

Overview

As in other sections of the Quality of Life (QOL) Plan, this section on Human Capital focuses on City Council Districts 4 and 5 of the city of Joliet, the Planning Area for this project. Within the city of Joliet, more than 80 community and faith-based organizations and public agencies offer programs and services targeting residents; virtually all of these organizations are active in the Planning Area. Many of these organizations work collaboratively to coordinate services and provide a comprehensive infrastructure of support services.

In the Request for Proposals for the Quality of Life (QOL) Plan, questions and concerns were raised relative to specific programs and services for youth, adults, and seniors. In response to these concerns, an assessment was conducted to examine the current infrastructure of service providers to determine if there may be gaps in services or potential strategies to build on the present infrastructure. In addition to combining the areas focusing on youth, adults, and seniors, the assessment also focused on the potential role of residents. Data collected and analyzed included:

- Interviews with several of the area's service providers;
- Review of the 2006 Needs Assessment conducted by the United Way of Will County;
- Review of other strategic plans and publications related to area service providers;
- Review of the professional literature regarding some of the issues reported by service providers;
- Dissemination of an online survey to approximately 80 organizations with 28 responses received; and
- Feedback from the four community workshops involving 500+ community residents.

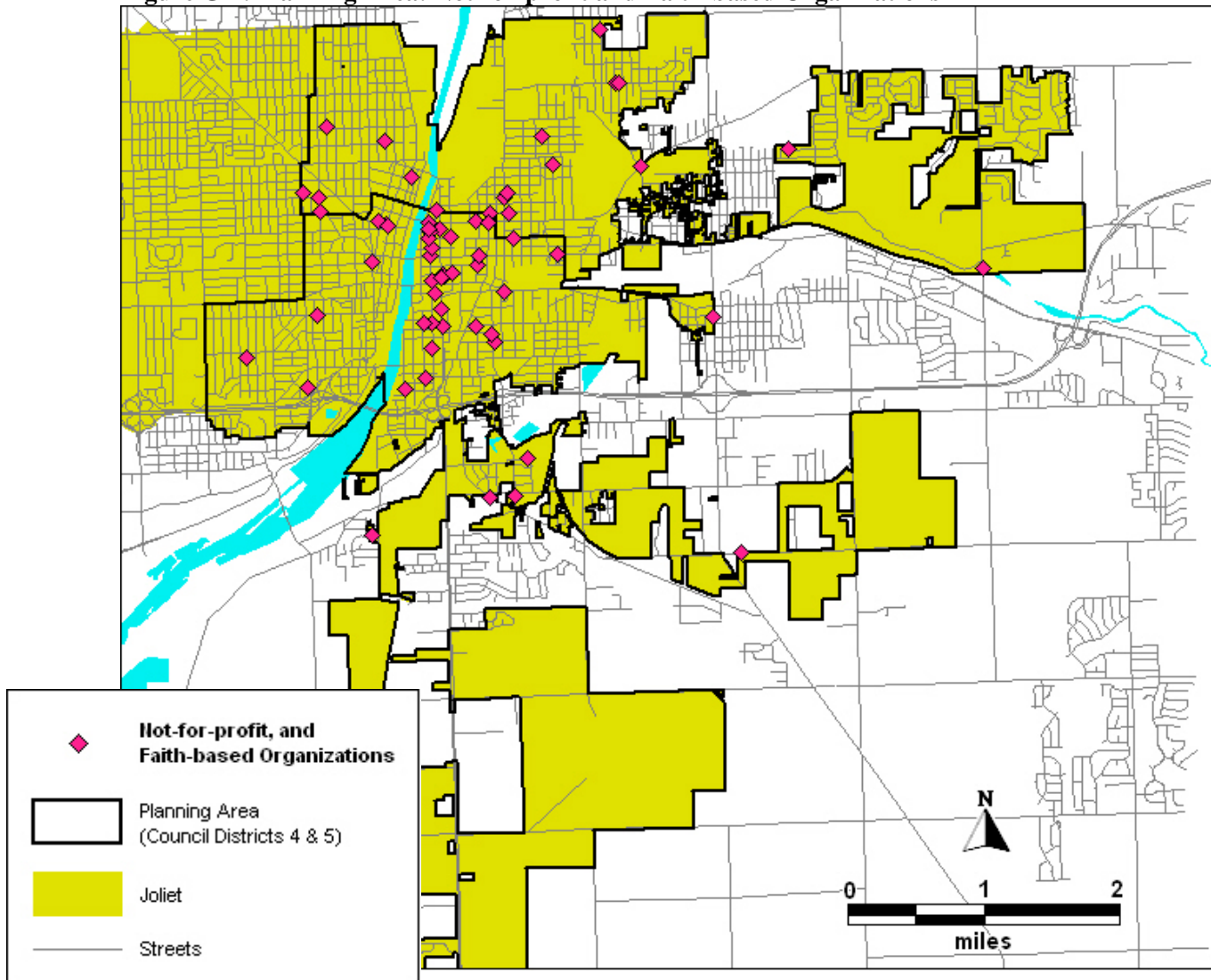
In addition to assessing the range of services available to Planning Area residents and future demand for services, the assessment sought to understand how service providers promote their services, engage Planning Area residents through employment, service on various boards or volunteerism opportunities. The assessment did not evaluate the quality of services provided.

Key Findings

1. The Planning Area is served by multiple networks of nonprofit service providers.

Several stakeholders interviewed described their involvement in one or more networks of nonprofit organizations operating throughout the City and County and the value of collaborating and networking with other service providers. Most of the service providers are located in District 4 or District 5.

Figure G-1. Planning Area: Not-for-profit and Faith-based Organizations



The Continuum of Care, Social Services Council, and United Way of Will County were organizations repeatedly cited by service providers as the leading connectors of human service providers. Smaller networks also exist including Churches United to Fight AIDS (CUFA). Members of the various collaborations and consortiums said that the networks help limit unnecessary competition among organizations and encouraged greater coordination and referrals. Stakeholders also commented that attending collaboration meetings provided critical information regarding trends in the community, challenges, and strategies for improvement without staff members of any one provider feeling as if they are working in a vacuum.

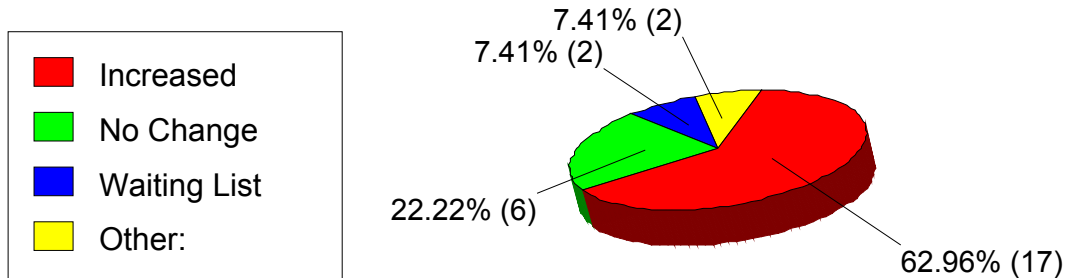
2. Growing demand for services among service providers.

Despite the economic growth experienced in Joliet, service providers in the Planning Area indicate an increase in demand for services by Planning Area residents. A common concern expressed by residents and service providers is that more families may be ‘slipping through the cracks’ and need more assistance from area service providers. It is unclear if economic and social

conditions in the Planning Area or improved outreach efforts by service providers is contributing to the increase in demand for service. Some of the stakeholders interviewed have established waiting lists as service demands continue to outpace their respective organizations' capacities to meet the growing need. Coordination among service providers helps minimize the extent of waiting lists as organizations regularly make referrals to other service providers. In looking at the survey responses that focused on the current and future demand for services, areas service providers responded:

Figure G-2. Demand for Services

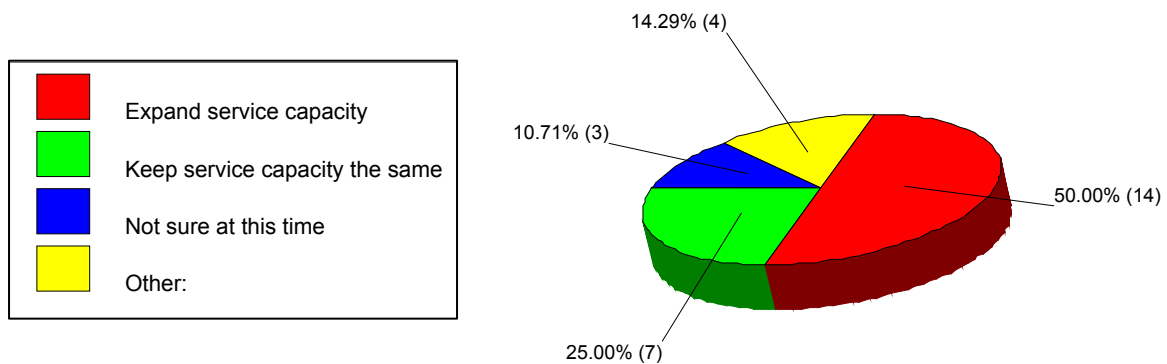
Since 2005, has the demand for your organization's services in the Planning Area:



Interviews and survey results also confirmed that many service providers expect to continue experiencing an increased demand for services in the years ahead.

Figure G-3. Anticipated Changes in Services

What anticipated changes in your organization's service to Planning Area residents do you expect over the next year?



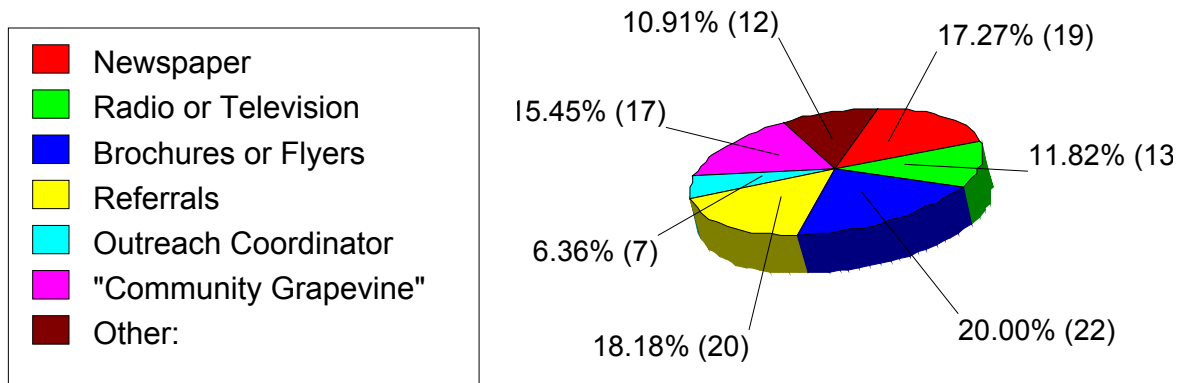
3. Concerns regarding the effectiveness of outreach efforts by service providers in reaching Planning Area residents.

Feedback from residents during the community sessions suggest that while some Planning Area residents are aware of the services available in the community, many others are not. Some service providers also questioned the effectiveness of their outreach efforts as shared through interviews and the online survey. Service providers deploy various methods to promote their

offerings throughout the community. Consistent with feedback from the stakeholder interviews, service providers use the following as their primary outreach methods:

Figure G-4. Outreach Methods

Please indicate the methods used by your organization to inform community residents of the various programs or services offered by the organization.



Some providers responding to the survey question regarding how they promote their services selected “other.” These providers offered examples of additional outreach methods including:

- Church bulletins
- Existing relationships
- Handbook, etc. in jail
- Newsletters
- Listed in the telephone book under government
- United Way
- Volunteer Match
- Website, direct mail, speakers, staff networking, bi-lingual staff
- Word of mouth (repeated several times)

Despite the wide variety of methods used to promote their services, several service providers agree with residents that opportunities exist to improve outreach efforts. A follow-up survey question allowed respondents to rate how well informed Joliet's Planning Area residents are about their organization's services. Almost half of the respondents rated the results of their community awareness efforts as average.

4. Opportunities to engage more residents to work with nonprofit service providers to address community change.

Community transformation requires input from service providers and residents. Service providers have a commitment and responsibility to address the needs of residents; residents also have a responsibility and opportunity to become engaged in the changes in their community. Fortunately, service providers can serve as an important bridge in helping residents connect to the broader community and encourage engagement in community-related efforts. This can include providing employment opportunities, encouraging residents to serve on boards or advisory committees and soliciting volunteers.

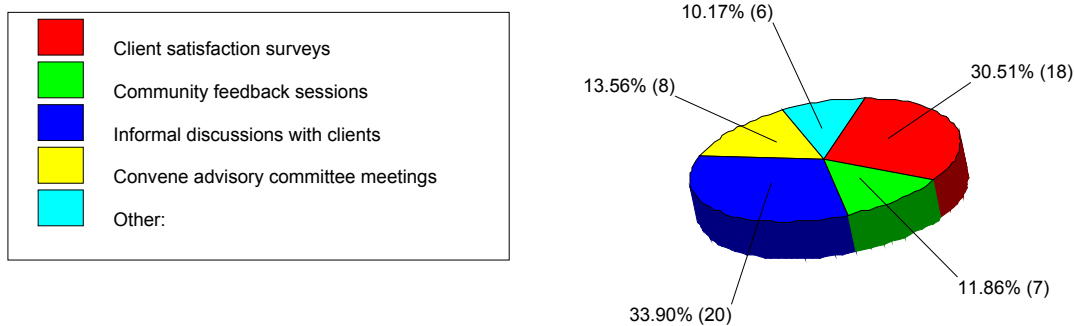
Hiring local residents provides needed employment opportunities and can also affect an organization’s outreach efforts in the community. Another way service providers can help encourage greater resident engagement involves helping to build the leadership capacity of more residents by encouraging them to serve on boards or advisory committees. Using residents as volunteers represents yet another option for engaging local residents – particularly older adults who may have a desire to stay engaged in their fields upon retirement.

In surveying the nonprofits, questions were asked about the percentage of clients, staff, board members, and volunteers who are residents of the Planning Area. Almost 43% of the respondents indicated the percentage of clients drawn from the Planning Area ranged from 35% to more than 90%. In contrast, when asked about the percentage of board members from the Planning Area, only three organizations indicated that 13%-15% of the board included residents from the Planning Area. These were the highest percentages of board participation by area residents as the overwhelming majority of the organizations indicated less than 10% of the board were residents of the Planning Area. Seven out of the 28 respondents indicated that no board members were from the Planning Area.

The existence of service programs and delivery mechanisms that are needed by community residents also demonstrates a level of connection between the service provider and the community. Monitoring the impact of new programs is also important to ensure that the program meets the needs and expectations of residents. When asked how service providers incorporate the feedback of residents into their programs, the responses included:

Figure G-5. Evaluating Service Effectiveness

How does your organization evaluate the effectiveness of its services in meeting the needs of clients?



There are opportunities for service providers to broaden their engagement of residents through their respective missions and integrate more residents into the community transformation process. During the community workshops, some residents indicated that they did not know about certain resources available to them in the community. Other residents did know and offered explanations regarding what each provider offered. These discrepancies in program awareness may alert service providers to a need to expand their outreach strategy; these discrepancies may also reflect an important opportunity to expand the community responsibility table to include residents. Broadening the responsibility of community residents to help share

and communicate with others about available resources is an important task that can be addressed by residents and should be integrated into the overall community plan

5. Potential gaps in service delivery infrastructure affecting youth, domestic violence victims, older youth seeking employment and individuals in need of mental health services.

While a wide network of service providers implements programs and services to Joliet's Planning Area residents, there may be some gaps in services. These gaps were recognized by service providers as well as community residents during the interviews and community sessions. Both service providers and residents acknowledged that some level of services exist in the community, but those levels may be insufficient to meet growing needs.

Domestic Violence

For example, community residents and stakeholders saw a need for more domestic violence shelters throughout the community, as did some of the community service providers. In many cases, becoming homeless for women is a direct result of avoiding a domestic violence environment. In examining the list of domestic violence resources for Will County, seven agencies/organizations were identified within Districts 4 and District 5. Most of the organizations provide temporary housing for victims of domestic violence and their children. Groundwork is the only one identified by the Illinois State's Attorney Office as operating a domestic violence shelter. This particular shelter provides approximately 22 beds. Lambs Folds is another organization that provides temporary shelter to women and their children under the age of eight who are homeless. Not all of the organizations identified as a resource for victims by the Will County State's Attorney's Office may provide shelter; some offer other services including financial or counseling services.

While the actual number of domestic violence victims in Joliet is unknown, both service providers and community residents agree that individuals and family members seeking to leave violent environments have limited options in the Planning Area. Based on a Minnesota study that looked at the ratio of population and number of beds, the ideal ratio for total population in Joliet is 38 beds³¹. This suggests that Joliet may have a sufficient number of beds; however, it does not address the longevity of this form of housing. The first line of support for DV victims may be Groundwork, but after factoring in the number of women who come to the shelter with their children, the bed space can be quickly tapped out. Other facilities in Joliet including Catholic Charities may provide some level of transitional housing, but overall, the availability of housing for DV and others in need is extremely limited. Fortunately, service providers working with this population operate with a strong referral network to provide accommodations for individuals in need. A more in-depth analysis should be conducted to thoroughly investigate other options for providing DV individuals with access to longer-term housing.

³¹ A 2001 evaluation of Minnesota's shelter program suggest that for every 50,000 people, there should be 14 shelter beds. Center for Applied Research and Policy Analysis.

Youth Issues

Interviews with stakeholders and community resident feedback suggest a concern for expanding the number of youth development programs to serve Planning Area residents.

In looking at specific youth development activities, community residents expressed a desire for more youth programming including additional recreational facilities as a strategy to discourage loitering and possible gang involvement. An analysis of the recreational facilities is included in another section of the overall report.

Community residents and other stakeholders acknowledged a void of youth leaders working along with older community residents to address the concerns affecting the overall community. Of the 49 social service organizations listed by the City and United Way as serving youth in Joliet, at least 14 of these organizations offer some type of youth development program. As youth leadership development was acknowledged as an important aspect of various youth-serving organizations, programs such as the Boys and Girls Club, Boy Scouts and Girl Scouts and 4-H of Will County all have a leadership component within their respective programs. Service providers and residents equally expressed a desire for the creation of a permanent vehicle focused on developing the leadership skills of youth who live in the community. The expansion of the pool of youth leaders serves as an investment for the community in helping to establish more youth role models and expand the voice for youth in the community.

Another concern shared by stakeholders and community residents was the perceived gap in skills necessary for securing meaningful employment opportunities for young adults (18-25). Given the high percentage of high school students who fail to graduate, residents expressed concern that there were limited options for these individuals to move into a career path (union or non-union) without sufficient education and training. The 2004 Will County State of the Youth report, presents a positive outlook for Will County youth in several areas as compared with other counties, but the report expresses concern about employment. In looking at Will County youth, ages 16-19 that were not enrolled in school, 13% were unemployed. Typically, in low-income areas, such as some neighborhoods of Districts 4 and 5, the percentage of unemployed youth is greater.

The report further describes the 29% of the youth in Will County who are not in school and not working suggesting that these youth have become “disconnected from the community.” Young adults who have not completed their high school education and may have entered the criminal justice system will experience even greater hardship in securing living wage employment. The Youth Council of the Workforce Investment Board has been formed in part as a direct result of the 2004 State of the Youth report. Through this initiative the Workforce Board has engaged four contractor organizations to provide employment with intensive remedial education and career counseling for youth who fit the description of “disconnected” noted above. The first year of service from these contractors will conclude in the summer of 2007, and an evaluation of their impact should inform future efforts to reach youth at risk of career and life failure. However, it is notable that very few community leaders, including some who manage youth programs, and virtually none of the 500+ residents attending community workshops for the Plan expressed any awareness of the Workforce Investment Board’s Youth Council programs. This lack of

awareness suggests a need for stronger community engagement in workforce development efforts discussed in the Industrial Development and Employment segment of the Plan.

Mental Health Needs

Residents and stakeholders also expressed concerns regarding the level/accessibility of mental health services – especially for youth. Unfortunately, public dollars allocated for mental health services have been insufficient to meet the demand in communities throughout the State including Joliet. Will County’s Department of Mental Health leads the coordination of mental health services in the Planning Area through its Community Health Center that works with local hospitals and service providers to offer residents assistance and referrals.

Proposals

Strategic Considerations

The following series of proposals builds on existing networks of human service providers and focuses on capacity building of nonprofits as well as residents. Given the network of service providers working in and around the community, the creation of new organizations or programs is generally not recommended unless all avenues involving existing providers have been exhausted. In a climate in which increasing numbers of nonprofits are competing for dollars to sustain their operations, establishing new entities without just cause could hamper the work of existing providers.

The proposals also focus on the roles of providers and residents in increasing accessibility to critical services. Residents must have a vested interest in the core proposals presented in the overall Quality of Life Plan and serve as active leaders in guiding the Plan. This may require leading the mobilization of more residents to become involved in the conditions in their community, helping to communicate assistance opportunities to others, increasing resources available within the community, and also working with service providers to identify and address gaps in the service delivery system.

Nonprofits continue to play an important role in the transformation of the community and must remain flexible and adaptable to change. Service providers must take extra steps to promote employment opportunities within their organizations and strive to engage residents beyond the role of “the client.” Given the feedback from the survey of service providers and the apparent anticipation of increased demand for services, there are opportunities to focus on building the capacity of the organizations within these networks – especially community-based or neighborhood-based organizations.

Other concerns identified by the Quality of Life Task Force (QOLTF) and community residents will require more investigation and discussion to determine if there are clear gaps in the system or weaknesses that could be addressed through increased public education and training. The following points reflect a summary of the key human service recommendations prior to a statement of core proposals.

- Joliet has strong networks of local service providers as well as several county agencies that serve residents in the Planning Area. Some members of existing networks of service providers appear to coordinate services and referrals. The overall infrastructure can continue to be strengthened by ensuring that all service providers are actively engaged and sharing information to help assess the effectiveness of the service delivery system.
- Just as service providers work through networks to support the service delivery infrastructure, residents must also be organized and integrated in the community planning and implementation process. A mechanism comparable to the Neighborhood Watch format should be established enabling residents to meet regularly to learn how to interpret relevant data and deploy effective problem-solving techniques. Residents can then propose resident-led solutions that serve to compliment the work of service providers. Ultimately, service providers and residents might collaboratively host a Community Summit, designed to bring residents and service providers together to share and learn from each other.
- If the demand for services continues to grow in the Planning Area, it will be important to help providers increase their operating capacity and seek out diverse funding to support their respective operations. Providers should be encouraged to share their un-duplicated client load to determine if there is truly an increase in demand for services.
- Encourage service providers to maximize relationships with local faith-based institutions and residents to help expand outreach efforts that may include developing a resource directory that is distributed throughout the Planning Area. This might also include expanding the use of public access channels and radio to promote service offerings while continuing to use public events to distribute material.
- With at least 14 different organizations offering youth programs in the Planning Area, the QOLTF, or a successor organization that represents the Planning Area community, should construct an asset map of these service providers to determine the extent of any potential gap in services for youth. Most of the providers appear to focus on critical areas such as academic enrichment and development. A number of these organizations have formed the Joliet Alliance for Youth to coordinate their efforts. As the number of youth in the community continues to grow, it may be critical for the Joliet Alliance for Youth to monitor the capacity of the existing service providers to ensure that its members can adequately meet the growing demand. The entire community should support the Joliet Alliance for Youth's collaboration as they coordinate their current program strategies, build staff capacity, and seek funding opportunities. The work of these organizations should also be coordinated with the Youth Council of the Workforce Investment Board, which is focused primarily on improving the employment readiness and early career steps of older youth. The priority should remain on growing the capacity of existing organizations before considering creating new entities.
- While the community operates with one domestic violence shelter and a number of organizations that provide transitional housing, the resources of these organizations may not be sufficient to meet the needs in the community. Based on a Minnesota report, Joliet appears to have sufficient beds however, it is important to conduct a more thorough examination of the specific services provided at the transitional housing locations to determine if all victims

of domestic violence receive adequate housing and care throughout the network of shelters and transitional housing.

- Will County recently adopted a new community health plan to address concerns raised about several health issues including limited mental health services for youth and adults. The concerns raised during this assessment process are consistent with those of communities across the State, and include limited state resources and the threat of the Tinely Park hospital closing. While there are a number of mental health service providers in the area including the County, both hospitals and community organizations that offer some degree of mental health services, service providers and residents are concerned that some individuals are not accessing help due to lack of financial resources. Community Organizations should support the delivery of more services through the Will County Mental Health Department and existing organizations, in keeping with the recently completed Community Health Plan, before reaching taking any action to establish new mental health services.
- Other sections of the Plan discuss the need for a Planning Area community organization that would succeed the Quality of Life Task Force in representing the community and share responsibility for implementing the overall Plan and many of its critical proposals. These sections propose the formation of a Planning Area Community Development Corporation (CDC) as an appropriate entity to act for the community in these ways. Working with the United Way, the Social Service Council, the Continuum of Care and other social service provider networks, A Human Services Committee of the CDC could coordinate the implementation of the Plan's proposals for Human Capital.

Core Proposals

1. Continue to support the various collaborations and consortiums of service providers working in the Planning Area and encourage new opportunities to connect with residents.

Joliet appears to have a strong system of service providers who work collaboratively to address the needs of community residents. As these networks continue to develop in terms of communication, outreach, and referrals, there is an opportunity to increase the engagement of local residents with service providers.

Building this connection through employment, advisory committees, boards, or volunteerism will serve to enhance the effectiveness of the services provided as well as efforts to increase awareness among residents of the array of programs and services available in the community. Through the community workshops, residents acknowledged several programs and services available in their community and the network of service providers appears committed to achieving impact in meeting the needs of residents. As the role of residents in working with service providers is expanded through employment, board service or volunteerism, service providers can benefit from the added outreach. Also, engaging residents to assess current outreach efforts may help service providers streamline outreach efforts to ensure that individuals needing assistance are reached.

In addition to encouraging education and employment opportunities, in cooperation with the Workforce Investment Board, service providers may opt to convene residents annually for a community summit. During the summit, all participants would take part in assessing the progress in providing services and work together to explore new strategies to affect positive change. A combined summit involving all service providers would further demonstrate the strength of the existing networks and allow the network to incorporate community feedback into future service delivery strategies. This summit would also provide residents an opportunity to offer service provider constructive feedback on the effectiveness of the service delivery infrastructure and recommendations for improvements. Connecting residents, other stakeholders, and service providers creates a new team design in seeking to address the social challenges affecting communities and allows all parties to celebrate in positive outcomes.

2. Establish a resident leadership initiative to increase the number of residents actively engaged and accountable in the revitalization of the community.

Expanding the pool of residents to work along side service providers in addressing issues affecting local residents requires another type of capacity building strategy. While the Planning Area of Joliet does have a pool of resident leaders, there is an opportunity to expand this pool to include youth and adults with diverse interests and skills that could help implement positive change for the entire community.

Neighborhoods seeking to implement revitalization plans must also focus on building the skills of resident leaders. Broadening each resident's toolbox in participating in the planning and execution of community plans helps to keep everyone focused and positively engaged. For service providers interested in engaging local residents to serve on their respective boards or advisory committees, it is important to provide interested residents, including youth, with training on topics including governance, strategic thinking, community organizing, and leadership.

The Planning Area Community Development Corporation (CDC) can help encourage more residents, and youth in particular, to become leaders in their community through a specific initiative designed to help increase the leadership capacity of residents. This could be accomplished through a series of workshops and training. Entities such as NeighborWorks America, located in Washington DC provide a variety of training options for communities. Participants may attend one of the four Training Institutes held across the country and participate in a weeklong series of training classes.³² Communities can also arrange for the training to be brought directly into a neighborhood through Place-based Training. Neighbor Works also offers a Community Leadership Institute, which brings resident leaders from across the country together for a weekend of training. The University of Illinois Extension is another local resource that can design and coordinate training for residents.

The expansion of resident leaders can also focus on growing the pool of leaders by age, ethnicity, and gender. As community residents commented on the need for more mentors, Joliet has the opportunity to build upon the work of existing service providers to find new ways to broaden the pool of African American and Hispanic male mentors. Some of the social and civic

³² For more information on NeighborWorks go to: <http://www.nw.org>

organizations operating throughout Joliet can play an instrumental role in the program design and recruitment of male leaders to participate in this program.

A funding opportunity to help stimulate neighborhood revitalization and resident leadership capacity is the U.S. Department of Justice, Weed and Seed Communities designation. Designed to help communities address crime issues, build partnerships between residents and law enforcement, strengthen service delivery systems and encourage neighborhood restoration, the Weed and Seed Communities grant is a 5-year, one million dollar award for communities experiencing Part I crime with a population over 10,000 and demonstrated collaborations already operating.

3. Increase capacity building assistance to local nonprofits including community and faith-based organizations.

Joliet has the potential to strengthen its existing network of service providers by helping to build the capacity of community centers and other faith-based organizations. For many local residents, the community centers serve as a major resource for after school programming as well as other programs for adults and seniors. Other faith-based institutions were also acknowledged by stakeholders as providing some level of assistance to the community. While Joliet is fortunate to have the range of service providers operating in the City and in most instances, Districts 4 and 5, it is important to ensure these providers maintain their capacity to meet the growing need for assistance. Capacity building assistance also helps to ensure organizations are addressing diversity issues ranging from board and staff composition, resources (individual donors, corporations, foundations, and government grants) as well as communication, evaluation, technology, and service offerings.

Over the past several years, many foundations in Illinois along with public agencies have increased their commitment to support capacity-building efforts of local nonprofits. The federal government allocates millions each year to states in an effort to build the capacity of community and faith-based organizations serving at risk youth, ex-offenders, high-risk adults including the homeless and substance abusers. The Compassion Capital Fund provides up to \$500,000 annually over three years to support the capacity building efforts of nonprofits. City government and large nonprofits are typical recipients of this grant.

In 2006, a new federal grant focused on providing capacity building assistance to youth-serving organizations. In the state of Illinois, four organizations successfully secured these grants. Given the four community centers operating in Joliet, these organizations in conjunction with United Way would be an ideal team to pursue this funding opportunity of \$750,000 over three years.

4. Increase efforts to expand youth leadership programs specifically targeting youth residing in the Planning Area of Joliet.

By all accounts, service providers offer various youth programs that may reflect a leadership component; however, the community has few visible youth leaders in the Planning Area. Both residents and service providers acknowledged that youth as leaders on the Planning Area of Joliet is a void that must be addressed. A key benefit in focusing on developing more youth leaders includes the ability of other community youth to see more role models and peer mentors.

As we develop more youth leaders, these youngsters will also begin to provide more input in the design and delivery of programs that target area youth. Increasing the pool of youth leaders also expands the pool of social capital that can be leveraged as other aspects of the community begin to undergo a positive transformation.

Two strategies for broadening the pool of youth leaders include:

- Build upon existing programs to promote targeted opportunities to develop more local youth as leaders. A specific event could be hosted such as a Youth Leadership Summit.
- Coordinate the development of a new youth leadership initiative that builds on key resources including the community college, faith-based institutions, high schools, and other community-based organizations. While a leadership program for civic leaders in Joliet exists, a youth leadership program could be developed that specifically targets youth residing in the Planning Area. This type of program could be offered during the summer months and provide specific learning objectives achieved through classroom, volunteer, and perhaps outdoor education opportunities.

5. Support the collaborative efforts of local youth serving organizations.

Given the community's high level of concern for youth and the importance of youth for the future, particular efforts should be made by the Human Services Committee of the Planning Area CDC to communicate with and support the collaboratives of youth service providers including the Joliet Alliance for Youth and the Youth Council of the Workforce Investment Board. In coordination with these collaboratives, the CDC should consider conducting a survey that could be administered to junior and senior high school students to solicit their feedback regarding:

- Accessibility of youth programs
- Areas of interest
- Concerns they believe have not been addressed
- Potential strategies for engaging more youth in the community

The findings of this survey could inform planning for future programming and fund raising, which the Planning Area community should support through the CDC.

6. Explore the feasibility of modifying existing programs or establishing a new program to develop the technical and life skills of out-of-school young adults interested in securing living wage employment.

Working in conjunction with the Workforce Investment Board, explore the feasibility of pursuing a Department of Labor, Youthbuild grant that works to achieve living wage employment and skills training objectives. Another option may be to pursue a Jobs for Low-Income Individuals grant that provides funding for training to prepare individuals for higher skill jobs or micro enterprise.

Proposals Summary

Short Term (0-3 years)	Responsibility	Priority	Completion Date	Estimated Costs	Potential Funding Sources
1) Continue to support the various collaborations and consortiums of service providers working in the Planning Area of Joliet and encourage new opportunities to connect with residents.	Existing collaborations	1			
2) Establish a resident leadership initiative to increase the number of residents actively engaged and accountable in the revitalization of the community.	Representative Planning Area community organization, possibly a Community Development Corporation (CDC), United Way, University of St. Francis, Lewis University, Joliet Junior College (JCC), City of Joliet	1		\$35,000 - \$50,000	Area financial institutions, Foundations
3) Increase capacity building assistance to local nonprofits including community and faith-based organizations.	United Way, City of Joliet, JCC, Lewis University, University of St. Francis	1		\$500,000 - \$750,000	US Dept of Health and Human Services (DHHS), Administration for Children and Families Compassion Capital Fund (CCF) and Communities Empowering Youth (CEY) grants
4) Increase efforts to expand youth leadership programs specifically targeting youth	CDC, United Way, JCC, existing youth	1		\$50,000 - \$75,000	Area foundations, Corporations

residing in the Planning Area of Joliet.	serving org.				
5) Support local youth serving organizations and collaboratives, including a survey to determine program needs from a youth perspective and capacity level needs.	CDC, local youth serving organizations. and programs	1		\$15,000	Area foundations, Corporations
6) Explore the feasibility of modifying existing programs or establishing a new program to develop the technical and life skills of out-of-school young adults interested in securing living wage employment.	JCC, Workforce Investment Council	1		\$700,000 over three years	US Department of Labor (DOL) Youthbuild