

# SOUTHERN ECONOMIC DEVELOPMENT REGION

## CRITICAL SKILL SHORTAGES INITIATIVE

### Overview

Due to past successes and the desire to be a successful regional system, the Southern Economic Development Region (SEDR) is applying for CSSI training funds as a calendar year applicant. Included you will find the Training Grant Application for the Manufacturing Sector. With this initiative, the Southern Economic Development Region's partners are collaborating to ensure a prosperous future for the nineteen county area. Specifically, the workforce development system is working with economic development, local businesses, education, and labor organizations to create effective partnerships which will ensure a strong, vibrant economy in the next decade and beyond. As part of this process, the SEDR previously submitted Phase One: Identification of Industry Sectors and Identification of Root Causes and Phase Two: Identification of Solutions. Included in this application:

**Part One:** Executive Summary

**Part Two:** Background

- Summary of root causes and solutions
- Contributions to the solutions
- Redirected resources

**Part Three:** Statement of Work

- Description of training elements
- Description of funding levels and participants
- Description of activities and outcomes expected

**Part Four:** Budget

## **PART ONE: Executive Summary**

The Southern Economic Development Region (SEDR), composed of the Workforce Investment Areas #25 and #26, is pleased to present this Training Grant Application under the Critical Skill Shortages Initiative. The Southern Illinois Workforce Investment Board for Area 25 and the Southern 14 Workforce Investment Board for Area 26 have successfully worked together over the past year during the Planning Phase of this initiative and are committed to a successful outcome for the Training Phase of the initiative.

With the agreement of WIA 26, and due to past successful alliances, Management, Training and Consulting, Corp. (MAN-TRA-CON) has been designated as the grant recipient for the SEDR. Appointed by the Chief Elected Officials, MAN-TRA-CON has served as the grant recipient for LWIA 25 for the past 35 years and has demonstrated meticulous effort with all programs to ensure complete fiscal responsibility for each service it provides. MAN-TRA-CON is committed to promoting economic and social development for communities in southern Illinois by working for all the people in the region and assisting them in attaining better lives for themselves and their families. In partnership with WIA 26, our efforts will benefit thousands more throughout the SEDR.

Preparation of this application was possible through a coordinated effort among Workforce Board #26, their board members and staff, Workforce Board #25, and the staff and Executive Director of MAN-TRA-CON. The board chairmen from Areas 25 and 26, Mr. Bill Armstrong and Mr. Bill Jackson, along with Southern 14 Executive Director, Mr. Jim Murphy, and MAN-TRA-CON Executive Director, Ms. Kathy Lively, collaborated on the vision and implementation of the project for the Southern Economic Development Region. They also provided oversight and management for all project activities. Additionally, the Southern 14 WIB

Grants Monitor, Ms. Mary Haley, and MAN-TRA-CON's Research & Development Analyst, Ms. Lucinda Pearce, attended and/or facilitated all committee meetings and implemented all project activities. In an effort to minimize regionalism, a national workforce consultant, Dr. Sandra Hastings, and Dr. John Washburn, Professor of Workforce Development at SIU-C, were contracted with to facilitate the regional briefing and sector focus groups. A CSSI website was also created at [www.siwb.org/cssi](http://www.siwb.org/cssi). The website has proven an effective tool for completion of surveys and constant updates for those interested.

This team of individuals from both areas has worked together during the past year to assist the Workforce Board chairmen and members in the work required for this initiative. The team will continue to assist the workforce boards and the consortium during the training phase. The team has been responsible for the preparation of all major product deliverables: Critical Skill Shortages Report, Root Cause Report and the Regional Solutions Report, and this Training Grant Application.

A Steering Committee for the CSSI project was appointed by both board chairmen to provide oversight responsibilities for the project. The Steering Committee consists of 26 members (13 from each Area) from the Southern Economic Development Region and is co-chaired by Mr. Bill Jackson, Board Chairman for LWA 26, and Mr. John Rendleman, LWA 25 Board member (see Appendix, Attachment 1 for list of steering committee members).

The Workforce Boards for Areas 25 and 26 hosted an initial regional information session in November of 2003 to provide information on the initiative and to enlist support for the project. Over 100 individuals from the 19 county region attended the session at Southeastern Illinois College in WIA 26. Committees were organized to participate in the data gathering process and to identify the occupations and sectors vital to the economy of the SEDR. The five committees

established represent: Economic Development, Business and Industry, Labor, Workforce Development, and Education. Each committee was co-chaired by an individual from Area 25 and an individual from Area 26. The committees have met a total of 13 times since the beginning of the initiative, rotating meeting sites between both workforce investment areas.

The Chairs of the Workforce Investment Boards from both areas presided over a regional briefing held on March 17, 2004, at John A. Logan College in WIA 25. Industry and occupation recommendations compiled from the committee work were reviewed. The briefing was attended by 75 individuals from the SEDR. At this meeting, stakeholders agreed to accept the recommendations of the consortia committees and the Steering Committee.

Preparation of this application was possible through the collaboration of representatives of education, workforce development, labor, economic development, and business and industry from the 19 county region. These representatives have participated in a series of focus group and summit meetings to identify the best possible solutions for the critical shortages in the manufacturing sector. Participants also identified their current contributions toward easing these shortages as well as their contributions to the initiative. A partial list of manufacturers who participated in focus group meetings includes the following: NHI-Pak, Inc., Sun-Transformer, Crownline Boats, Aisin, Maytag, Extra-Help (temp agency for area manufacturers), Pepsi, General Cable, IMEC (consultant group for manufacturers based at SIU-C), Airtex Products, Circuit City, MPP, and Baldwin Manufacturing. A complete listing of consortium members and focus group participants is included (See Appendix, Attachment 2).

This training grant will request CSSI funds for entry-level manufacturing, distribution, transportation, warehousing, and supportive industry occupations for the following initiatives:

- A short term *foundation skills* credential training program for entry-level and incumbent manufacturing workers to include areas such as teamwork, basic math, basic business understanding, general manufacturing processes, work ethic, mechanical aptitude, and computer skills.
- A supplement to the *Southern Business Journal* published by the *Southern Illinoisan* newspaper to showcase local manufacturers, career opportunities, and the necessary educational and skills requirements for manufacturing occupations.

## **PART TWO: BACKGROUND**

### **Summary of Root Causes and Solutions**

A number of root causes and solutions were identified at a variety of summits, focus groups and Steering Committee meetings held to address critical skill shortages in the manufacturing sector within the SEDR (See Pages 19 & 20 for the Root Cause/Solutions Matrix). The root causes and solutions identified by meeting participants, ranked in order of importance, include the following:

- A lack of a foundation skills credential training program in the community colleges for entry-level and incumbent manufacturing workers. The proposed solution is to offer a short-term, credentialed training program for entry-level and incumbent manufacturing workers. Manufacturers participating in summits and focus group meetings repeatedly stated that they were “ready and willing” to train workers in skills unique to their operations if they could be assured of a supply of “work ready” employees with the appropriate *foundation skills*. Manufacturers spoke often of the need for entry-level employees to be able to work in teams and

have a basic understanding of lean manufacturing processes. They also spoke of the need for foundation skills training in other areas such as basic math, work ethic, mechanical aptitude, and computer skills.

- A lack of understanding of career opportunities and benefits within the manufacturing industry. Expand knowledge and awareness of career opportunities and benefits in the SEDR to market the advantages of local manufacturing facilities through preparation of a full-color manufacturing supplement in the *Southern Business Journal* and coordination of job shadowing opportunities with local manufacturers.
- A potential shortfall of a supply of replacement workers. An aging workforce will require the development of a supply of replacement workers equipped with adequate foundation skills for entry-level positions. Proposed solutions include: implementing a short-term credentialed foundation skills training program, creation of a manufacturing supplement in the *Southern Business Journal*, and partnership development of the CSSI consortium with Community Audit Champions.
- The inflow into southern Illinois of adults with poor or modest education greatly exceeds the inflow of well-educated adults. The net effect of this migration flow is to diminish the overall level of educational attainment of southern Illinois' adult population, which, in turn lowers the quality of the workforce. Proposed solutions include: implementing a short-term credentialed foundation skills training program, creating a manufacturing supplement in the *Southern Business Journal*, working with Community Audit Champions and

teams developing strategies to combat brain drain and raising awareness of the population of the importance of skills and knowledge improvement.

Additional information was gathered from regional and national sources to validate the root causes and solutions identified by the SEDR Consortium participants. The National Association of Manufacturers (NAM) has conducted several surveys and studies on a national level regarding worker shortages in the manufacturing industry. One survey conducted in 2001 found that 69% of the respondents cited “inadequate basic employability” skills (work ethic, timeliness, attendance, etc.) as the number one reason for the shortage. Further, the NAM studies report a looming shortage of skilled manufacturing employees in spite of the downturn in manufacturing. This shortage is due to the large number of “baby boomers” preparing to retire and a smaller number of qualified “gen-Xers” waiting in the wings to fill the slots.

In a 2001 report from the **Southern Illinois Business Leadership Roundtable** entitled *Tearing Down the Little Stone Fences in Southern Illinois – A Regional Report on Economic Development and Business Retention* a survey and its results were highlighted. Eighty-four participants at the roundtable meeting completed a survey entitled “Southern Illinois Development Survey.” The participants were asked to offer their perceptions about which factors have the most influence on business retention and economic development in southern Illinois. Ninety-one percent of the participants ranked “availability of skilled labor” as the number one influence.

Manufacturers in the SEDR have participated in a number of local surveys in recent years. Hundreds of them responded to an ERISS survey in June 2003 regarding manufacturing needs in WIA 25. When asked which two training skills programs were the highest priorities for their company, respondents ranked work habits and communication skills the highest.

### **PART THREE: Statement of Work**

The LWIAs requesting funding in this initiative are LWA 25 and LWA 26. The Southern Illinois Workforce Investment Board for Area 25 serves the counties of Franklin, Jackson, Jefferson, Perry and Williamson. MAN-TRA-CON is the designated grant administrator for Area 25 and has been appointed by both Areas to serve as the administrator for the CSSI training grant funds for the SEDR. Additionally, MAN-TRA-CON is the service provider for all five counties in Area 25. The community colleges within LWA 25 are John A. Logan College in Carterville and Rend Lake College in Ina. MAN-TRA-CON will subcontract with the Southern 14 Workforce Investment Board of LWA 26. This area serves the southernmost 14 counties of the SEDR which include: Alexander, Edwards, Gallatin, Hamilton, Hardin, Johnson, Massac, Pope, Pulaski, Saline, Union, Wabash, Wayne, and White counties. Area 26 has three service providers and will subcontract with these agencies which include: Mid-5 Employment & Training in Harrisburg, Shawnee Development Council in Karnak, and Wabash Area Development in Enfield. The four community colleges in LWA 26 are Wabash Valley College, Frontier Community College, Southeastern Illinois College, and Shawnee Community College.

After careful consideration of the scope of work involved for this initiative; the Southern Economic Development Region respectfully requests \$382,224 for training funds for the manufacturing sector to underwrite the proposed activities of this important project. A description of the proposed activities follows in the next paragraphs.

#### **Foundation Skills Training Program**

A constant theme heard from manufacturing employers participating in numerous focus group meetings and committee meetings was a critical *lack of foundational skills* for entry-level

positions across all manufacturers in southern Illinois. Manufacturers stated a need for workers equipped with foundation skills such as: teamwork, basic manufacturing processes, proper work ethic, basic math, mechanical aptitude, and basic computer skills. Additionally, this need was communicated by employers during focus group meetings and summits conducted for the Community Audit studies for both workforce areas within the SEDR. After months of research of training programs designed to teach these types of foundation skills, a program designed and implemented by the Workforce Development Board of the Treasure Coast and the Palm Beach Workforce Board was identified by the SEDR consortium participants and the Steering Committee as a viable training solution.

The “Work Certified” program was developed by the Florida Workforce Boards to help job seekers understand what they must do to be successful in the work place. An employer-driven, employer-focused work readiness program, Work Certified was developed under the guidance of the National Skill Standards Board. The National Skill Standards Board stated, “this is the best program of its type in the country.” The overall program goal is to teach and verify skills and behaviors that ensure the success of entry-level employees in the workplace. The Work Certified Program establishes skill benchmarks that individuals need to succeed in the workplace. These benchmarks were set and adopted by businesses based on employers’ needs and expectations. The program is based on 50 competencies, including 5 universal competencies and 90 hours of training. The modules cover the following:

- Reading Comprehension
- Business Tools
- Pre-Employment
- Customer Service
- Business Writing
- Job Skills
- Business Math
- General Business Knowledge

In order to gain certification, program participants must: pass the reading, math, and business writing assessment with 80% or better competency; have no more than two excused absences and no more than three incidents of excused tardiness; demonstrate effective use of interpersonal skills when working with a supervisor by interacting respectfully and professionally with all teachers; and demonstrate effective use of interpersonal skills when working with co-workers by interacting respectfully and professionally with all classmates (classmates are considered the student's co-workers).

To qualify for the Work Certified comprehensive exam the student must complete all 9 modules and successfully participate in class activities, assignments, exercises and pass all module quizzes with 80% or better competency; thus, demonstrating professional work attitudes and ethics within the business environment (motivation, attitude, judgment, cooperation, decision-making, work practices, etc.).

In the four county region of Florida where the program was developed and conducted, 750 students have participated in the program with 70% successfully passing the certification exam. Of the students trained, 92% found employment within 30 days after certification, 86% are still employed, and 27% of the program graduates have been promoted.

The program will be offered each quarter at all six community colleges located within the SEDR: John A. Logan College in Carterville, Rend Lake College in Ina, Southeastern Illinois College in Harrisburg, Shawnee Community College in Ullin, Wabash Valley College in Mt. Carmel, and Frontier Community College in Fairfield. Additionally, the training program will be offered at the SEDR One Stop Centers and the coordinators of the local Community Technology Centers have offered their sites as training locations. These sites will donate the use of their facilities for program delivery. Local manufacturers have pledged their support for the training

program by agreeing to give preferential hiring to training participants credentialed in the Work Certified Training Program.

A total of 230 students will be offered training in the Work Certified Program during the grant year. The training funds requested for this initiative will cover the following program costs:

- 5 Train the Trainers and 20 Teachers
- Trainee books
- Curriculum materials and forms for tracking progress and performance outcomes
- Testing fees and Certifications
- Mileage & Daycare for program participants
- Advertising

Discussions with area EFE directors indicated that local secondary schools have expressed an interest in implementing a program similar to the Work Certified Program within the SEDR high schools to address career awareness and preparation as well as foundation skills training. SEDR consortium participants will be working with area EFE Directors to explore implementing the curriculum and developing dual credit opportunities with the local community colleges.

Additionally, the local community colleges have agreed to develop a local, customized training program to address foundation skills training for use with incumbent workers beyond this grant time period. Business and Industry representatives from the colleges agreed the Work Certified Program is a practical short-term method for training pre-entry manufacturing workers; however, they voiced concern regarding the 90-hour training commitment for incumbent workers. Local manufacturers do not have the financial resources to allow release time for their employees to attend a three-week training session. For this reason, Business and Industry representatives from the SEDR community colleges will begin meeting in January 2005 to begin development of a customized foundation skills training program that will meet the scheduling needs of local employers and workers.

## **Southern Business Journal**

An aging workforce will require the development of a supply of replacement workers equipped with adequate foundation skills for entry-level positions in manufacturing, distribution, warehousing, transportation, and supportive industries. Also, a lack of understanding by youth and adults of career opportunities and the benefits of working within the manufacturing sector inhibit the supply of an adequately prepared workforce for this important industry. By disseminating information in the *Southern Business Journal*, a special monthly supplement published by the *Southern Illinoisan* newspaper, local manufacturers will be showcased as viable career choices. The two-page, full color supplement will provide information on wages, benefits, educational requirements, and skills requirements specific to SEDR industries in each monthly publication. Additionally, the supplement will be used as another means to advertise the benefits of the Work Certified Program to employers and workers throughout the SEDR. The *Southern Business Journal* is distributed throughout the 19 county SEDR to over 20,000 people. The *Southern Illinoisan* newspaper will assume all mailing costs associated with the distribution of the supplement.

## **Project Management**

MAN-TRA-CON's Research and Development Analyst, Ms. Lucinda Pearce, will oversee management of the manufacturing training grant and all related activities. Specific activities will include: recruitment of Work Certified Program participants through the WIA service providers and through advertising in local newspapers; oversight of the training program delivery; and the continued partnership development of the SEDR consortium. Also, Ms. Pearce, with assistance from MAN-TRA-CON's graphics coordinator, Ms. Theresa Smith, will

design the layout and content of the supplement to the *Southern Business Journal*. Ms. Pearce will also coordinate distribution of the supplement with the *Southern Illinoisan* newspaper to the local One Stops, community colleges, and high schools. The newspaper will assume all mailing costs for distribution of the supplement. In addition, Ms. Pearce will work with and recruit employers for future participation in the foundation skills training program for incumbent workers to accommodate their work schedules so as to provide a flexible means of program delivery. Ms. Pearce will work with the community colleges as they prepare a local, customized program to accommodate the needs of local manufacturers.

It is the belief of the SEDR consortium participants that a proven successful training program will encourage participation of more and more local manufacturers and will entice them to offer the program within their organizations. A proven method of program delivery coupled with a successfully trained supply of entry-level workers will encourage local manufacturers to participate in and sustain future foundation skills training programs whether it is the Work Certified Training Program or a customized program developed by the community colleges.

## **PART FOUR: Budget**

<b>Work Certified Training Program</b>	<b>\$243,990</b>
WIA 26, 70 trainees	
WIA 25, 160 trainees	
Work Certified Instructor, trainees, teachers - \$44,000	
Travel for program audit - \$3,000	
Trainee books - \$23,000	
Testing & Certifications - \$8,740	
Advertising - \$8,000	
Meeting Costs - \$2,000	
Mileage for program participants - \$69,000	
Daycare for program participants - \$86,250	
<b>Southern Business Journal</b>	<b>\$ 30,080</b>
<b>Staff</b> – includes WIA 25 and 26	<b>\$ 73,407</b>
<b>Administration</b>	<b>\$ 34,747</b>
<b>Total</b>	<b>\$382,224</b>

## 15% PROGRAM BUDGETED COSTS

LWA/Region: <u>8 Southern Economic Dev Region</u>	Grant Number: _____	PY: _____
Grant Recipient: <u>Management, Training &amp; Consulting</u>	Plan Mod. No: _____	
Contact Person: <u>Kathy Lively, Executive Director</u>	Date Submitted: <u>11/30/2004</u>	

	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
<b>END DATE OF QUARTER</b>	03/31/05	06/30/05	09/30/05	12/31/05
<b>TOTAL BUDGETED COSTS:</b>	95,557	191,112	286,668	382,224

<b>ADMINISTRATIVE COSTS:</b>	8,687	17,373	26,060	34,747
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<b>ADULT PROGRAM BUDGETED COSTS:</b>	86,870	173,739	260,608	347,477
1. Core Services	984	1,968	2,952	3,937
2. Intensive Services	18,701	37,402	56,103	74,803
3. Training Services				
4. Supportive Services	38,813	77,625	116,437	155,250
5. Needs Related Payments				
6. Other Program Costs	28,372	56,744	85,116	113,487

<b>DISLOCATED WORKER PROGRAM BUDGETED COSTS:</b>				
1. Core Services				
2. Intensive Services				
3. Training Services				
4. Supportive Services				
5. Needs Related Payments				
6. Other Program Costs				

<b>YOUTH PROGRAM BUDGETED COSTS:</b>				
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<b>INCUMBENT WORKER PROGRAM BUDGETED COSTS:</b>				
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2. Intensive Services				
3. Training Services				
a. Voc'l, Occ'l, OJT, Cust. Trng.				
b. Academic Services				
4. Supportive Services				
5. Needs Related Payments				
6. Exiters				
7. Entered Employment				

<b>YOUTH REGISTRANTS:</b>				
1. Voc'l, Occ'l Training Services				
2. Academic Services				
3. Work Exp., Work-Related Svcs				
4. Exiters				
5. Entered Employment				
6. Skill Attainment				
7. Credential				

<b>INCUMBENT WORKER REGISTRANTS:</b>				
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<b>TOTAL REGISTRANTS:</b>	58	115	174	230
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## Root Causes and Solutions Matrix for Solutions Report – Manufacturing

Root Causes	Solutions	Leveraged Resources (Public and Private)	Estimates of contribution toward reducing shortage
1. Lack of a foundation skills credential training program in the community colleges for entry-level manufacturing workers.	<p>Implement the “Work Certified Training Program” - a short-term credentialed training program which targets foundation skills training (i.e., teamwork, basic math, general manufacturing processes, work ethic).</p> <p>The local community colleges will begin developing a customized short-term foundation skills training program to address employers work schedule needs so as to allow incumbent worker training in year 2 of the grant and beyond.</p> <p>Local school districts are exploring implementing foundation skills training programs. The Work Certified and community college programs will be investigated for use at the secondary level.</p>	<p>Manufacturers have promised preferential hiring for new credentialed applicants and career advancement opportunities for incumbent workers who become credentialed.</p> <p>Community Colleges, One Stop Centers, and Community Technology Centers will donate space for program training. Value: \$36,000</p> <p>Local school districts plan to implement foundation skills training at the secondary level.</p>	180
2. Lack of understanding of career opportunities and benefits within the manufacturing industry, especially in the formative career development years of high school, limits adequate foundation skills for entry-level positions.	<p>Expand knowledge &amp; awareness of career opportunities and benefits in the SEDR to market the advantages of local manufacturing facilities through the following actions:</p> <ol style="list-style-type: none"> <li>1. Disseminate information in Southern Business Journal with a 2-page full color “Ad-itorial” supplement published by the <i>Southern Illinoisan</i> newspaper with circulation in all 19 counties of the SEDR. The supplement would showcase local manufacturing facilities focusing on wages, benefits, and career opportunities as well as the educational requirements of manufacturing occupations. The Southern Business Journal will be distributed through the One-Stop Centers, Community Colleges, and high schools also.</li> <li>2. Work with Community Audit Champion and teams and CSSI Consortium participants developing strategies to address career awareness in the K-12 system.</li> </ol>	<p>Investment of manufacturers’ time to supply articles and purchase ad space.</p> <p>Community Audit Champions and teams will work with the CSSI Consortium participants to address issues such as brain drain, career awareness, &amp; foundation skills training.</p>	19
3. A potential shortfall of a supply of replacement workers due to	<p>Implement the “Work Certified Training Program” - a short-term credentialed training program which targets foundation skills training (i.e., teamwork, basic math, general manufacturing processes, work ethic).</p> <p>Expand knowledge &amp; awareness of career opportunities and benefits in the</p>	<p>Manufacturers have promised preferential hiring for new credentialed applicants and career advancement opportunities for incumbent workers who become credentialed.</p>	16

<p>retirements and an aging workforce.</p>	<p>SEDR to market the advantages of local manufacturing facilities by disseminating information in the Southern Business Journal with a 2-page full color “Ad-itorial” supplement published by the <i>Southern Illinoisan</i> newspaper with circulation in all 19 counties of the SEDR. The supplement would showcase local manufacturing facilities focusing on wages, benefits, and career opportunities as well as the educational requirements of manufacturing occupations. The Southern Business Journal will also be distributed through the One-Stop Centers, community colleges, and high schools located in the 19 county SEDR.</p>	<p>Investment of manufacturers’ time to supply articles and purchase ad space.</p> <p>ManTraCon, Corp. will contribute the time of their Graphics Coordinator for content development and staff time to coordinate the SBJ ad-itorial committee. Value: \$3,000</p> <p><i>Southern Illinoisan</i> newspaper will absorb mailing costs for distributing 10,000+ copies of the SBJ. Value: \$2,500</p>	
<p>4. The inflow into southern Illinois of adults with poor or modest education greatly exceeds the inflow of well-educated adults. The net effect of this migration flow is to diminish the overall level of educational attainment of southern Illinois’ adult population, which, in turn lowers the quality of the workforce.</p>	<p>Implement the “Work Certified Training Program” - a short-term credentialed training program which targets foundation skills training (i.e., teamwork, basic math, general manufacturing processes, work ethic).</p> <p>The local community colleges will begin developing a customized short-term foundation skills training program to address employers work schedule needs so as to allow incumbent worker training in year 2 of the grant and beyond.</p> <p>Local school districts are exploring implementing foundation skills training programs. The Work Certified and community college programs will be investigated for use at the secondary level.</p> <p>Expand knowledge &amp; awareness of career opportunities and benefits in the SEDR to market the advantages of local manufacturing facilities by disseminating information in the Southern Business Journal with a 4-page full color “Ad-itorial” supplement published by the <i>Southern Illinoisan</i> newspaper with circulation in all 19 counties of the SEDR. The supplement would showcase local manufacturing facilities focusing on wages, benefits, and career opportunities as well as the educational requirements of manufacturing occupations. The Southern Business Journal will also be distributed through the One-Stop Centers, community colleges, and high schools located in the 19 county SEDR.</p>	<p>Manufacturers have promised preferential hiring for new credentialed applicants and career advancement opportunities for incumbent workers who become credentialed.</p> <p>Community Colleges, One Stop Centers, and Community Technology Centers will donate space for program training. Value: \$36,000</p>	<p>11</p>