



C H I C A G O J O B S C O U N C I L

PARTICIPATING  
FOR CHANGE

A N N U A L R E P O R T 2 0 0 4

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Evelyn Diaz, *Director of Operations*

Lisa Hampton, *Policy Associate*

Rose Karasti, *Senior Policy Associate*

Vicky Nurre, *Director of Marketing & Membership*

Whitney Smith, *Associate Director*

Megan Winzeler, *Program Associate*

Robert E. Wordlaw, *Executive Director*

## About CJC

The Chicago Jobs Council (CJC) is an organization that works with its members to ensure access to employment and career advancement opportunities for people in poverty. Founded in 1981 with 18 original members, CJC has grown to include nearly 100 community-based organizations, civic groups, businesses, and individuals committed to helping disadvantaged Chicagoans gain access to the education and training they need to enter the labor market, secure stable employment at a living wage, and pursue sustainable careers.

CJC pursues its mission through advocacy, applied research, public education, and capacity building initiatives focused on influencing the development or reform of public policies and programs. Our work is grounded in the perspectives of our members, who contribute their expertise as direct service practitioners, advocates, and researchers. Our efforts are also guided by the results of demonstration projects that test innovative solutions to pressing employment problems. By organizing members and other interested parties around workforce development, welfare reform, and economic and community development issues, CJC fosters dialogue and cooperative strategies that effect change.

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## Letter from the Executive Director

Dear Friends,

For this year's annual report we choose to highlight the participation of our members and others in our work. From the very beginning, the Chicago Jobs Council (CJC) has acted on the principle that to eliminate poverty we must facilitate broad and diverse community participation in public policy. As we actively engage our members, funders, and other supporters in shaping CJC's advocacy, research, public education, and capacity building efforts, we are better able to fulfill our mission of "working to ensure access to employment and career advancement opportunities for people in poverty."

Because of the extensive participation of so many dedicated members, CJC has the ear of the highest-level policymakers in Chicago and Illinois. When members proposed changes to the Workforce Investment Act (WIA) contracting process, the Mayor's Office of Workforce Development (MOWD) responded. When we presented our vision for service delivery to the Illinois Department of Human Services (IDHS) Secretary Carol Adams and Director Marva Arnold, many of our recommendations were adopted. When new Department of Commerce and Economic Opportunity (DCEO) policies endangered the success of the Job Training and Economic Development (JTED) program, Director Jack Lavin listened to our concerns and revised these policies. Without the active and vocal participation of so many community-based providers, CJC's advocacy efforts could not gain such attention or be so effective.

In the past year, we have broadened this participation to communities outside of Chicago, strategically expanding our efforts. Through the Statewide Initiative, CJC helped launch the new Rockford Jobs Council in May of 2004. Reminiscent of the early days of CJC, there were more than 40 people at that first meeting who were excited about their potential for improving workforce service delivery in their community. We hope Aurora and Decatur will soon have their own Councils as well.

After much planning, we recently launched a ten-week Frontline Focus training course for job developers. This course is designed to address needs identified through a survey, pilot training seminars, and focus groups with employment services providers. In an effort to build a learning community across the country, CJC developed the course in partnership with Public/Private Ventures and two other workforce intermediary groups, one from New York and the other from Massachusetts. All three groups are piloting the course this year.

CJC also designed the Cultural Competency and Employment Initiative to teach organizations how to address discrimination in the workplace. As participants in the initiative, CJC and four other local organizations tackled our own internal racial, ethnic, religious, and gender issues to enable us to better serve our members and clients. Four more organizations have just begun their assessments and training.

With the new year on the horizon, my thoughts are on further expanding participation and taking advantage of new and unexpected opportunities to move disadvantaged and low-income individuals out of poverty. My outlook is shaped by the knowledge and commitment of the local employment and training service providers CJC has had the honor and pleasure of working with over the past years.

Without the continued participation of our members, funders, and other supporters, the accomplishments described in this report would not have been possible. On behalf of the staff and board of directors, I offer my heartfelt thanks to all of you.

Sincerely,



Robert E. Wordlaw  
Executive Director



## CJC Advocates for Ex-Offender Employment

As growing numbers of former offenders return to Chicago neighborhoods, CJC members face new challenges in helping these individuals secure employment. CJC, recognizing the need for advocacy and public education to reduce employment barriers for ex-offenders, participated in a planning process with the Cabrini Green Legal Aid Clinic, Sargent Shriver National Center on Poverty Law, First Defense Legal Aid Clinic, and the Safer Foundation to develop and implement an outreach effort known as the Criminal Records Collaborative.

This collaborative informs CJC members about legal services for job seekers with criminal records, provides legislative updates related to ex-offenders and employment, and supports legislative change. CJC and our collaborative partners structured an ambitious outreach campaign aimed at employers, workforce development practitioners, state and local government employees, policymakers, social service providers, faith-based institutions, and ex-offenders in Cook and DuPage Counties. The participation of all of these stakeholder groups is crucial to improving the lives of

ex-offenders and to connecting them to stable employment. In addition, through its participation on the Illinois Workforce Investment Board Ex-Offender Employability Committee, CJC continues to call attention to the need to address employment barriers for ex-offenders.

CJC is currently partnering with the Illinois Department of Employment Security to launch a Web site for front-line staff who work with ex-offenders. The next step in the project is to develop and offer a detailed training curriculum.

## State Administration Supports Training Partnerships

CJC is a founding member of, and is the new fiscal agent for, the State Agenda for Community and Economic Development (SACED) coalition. SACED was the driving force behind the creation of the state's Job Training and Economic Development (JTED) program in 1997, which is the longest-standing program of its kind. The JTED program funds sector-focused partnerships between community-based providers and employers in order to train unemployed workers and low-wage incumbent workers in industry skills.

**"WE PRESENTED A UNIFIED VOICE ON HOW TO MAINTAIN THE QUALITY OF JTED, AND DCEO LISTENED."**

Ricky Lam, Chinese American Service League

The state JTED program budget allocation was \$1.45 million in Fiscal Year 2004. CJC became concerned when the Illinois Department of Commerce and Economic Opportunity (DCEO) expanded the total number of JTED contracts from nine to 31 without increasing funding, causing many contractors to receive significantly smaller grants despite consistent performance. DCEO also arbitrarily set a cap of \$1,500 per trainee. After consulting with SACED partners, CJC called a special meeting with DCEO Director Jack Lavin to argue that these new policies undermine the program's integrity. In response, DCEO accepted "hardship exemption" requests from contractors and lifted the cap, using federal funds to supplement JTED contracts.

**"CJC HAS CONNECTED US TO ORGANIZATIONS THAT NEED LEGAL HELP TO GET PEOPLE WITH CRIMINAL RECORDS READY FOR JOBS."**

Margaret Soffin, Cabrini Green Legal Aid Clinic

# FIELD VOICE™



In discussions with the Illinois Governor's Office and DCEO, SACED and CJC members recommended that the administration emphasize the role of JTED in achieving the state's vision for creating a world-class workforce by addressing employer needs. In his Fiscal Year 2005 budget proposal, Governor Blagojevich included a \$5 million allocation for JTED, a 345 percent increase. This past spring, SACED members visited with 38 key legislators and their staff to talk about the importance of the program. Despite our great promotional efforts, at the end of the fiscal year the state budget was mired in a deep deficit that caused further cuts to the JTED budget. However, the many Illinois providers proposing community-business training partnerships clearly demonstrates the need for CJC to continue educating policymakers about the importance of JTED.

## CJC Participants Weigh in on Welfare Reform

The welfare reauthorization bill passed last year by the U.S. House of Representatives ignored national and state welfare research outcomes and proposed "reforms" that would place new burdens on poor families and state welfare programs. This House bill

would give poor families with limited work experience and few skills less time to prepare for work and require them to work more hours. The bill also requires state agencies to implement these severe measures for more families with more restricted funding and less program flexibility.

When an only slightly improved Temporary Assistance for Needy Families (TANF) reauthorization proposal was passed out of the U.S. Senate Finance Committee early in the fiscal year, CJC's Welfare-to-Work Group, members, and allies joined advocates nationwide to stop this misguided welfare reform legislation from passing. Numerous action alerts, letters, and media pieces advised Illinois Senators and the public to demand reforms that would promote viable job preparation, employment success, and real poverty reduction.

As the fiscal year ended, current TANF law was extended through March 2005 without change. While not the reform CJC members and allies dream about, our participation in the national debate ensured legislators did no harm to families struggling in poverty.

## CJC and Partners Promote Bridges to Careers

A priority this past year has been to promote educational strategies that assist people with limited literacy to gain access to good entry-level jobs and career advancement. Bridge programs lead to post-secondary education and/or skilled jobs by contextualizing adult basic education or English as a Second Language within a vocational or technical skills training curriculum, and integrating support services such as career and educational counseling.

In partnership with Women Employed, the University of Illinois at Chicago Great Cities Institute, and the Workforce Boards of Metropolitan Chicago, CJC sponsored two technical assistance conferences to help employment service providers develop and offer

their own bridge programs in such key regional industries as healthcare, manufacturing, and transportation/warehousing/logistics. More than 300 people participated in the conferences, representing nearly every college in the Northeast Economic Development Region and more than 25 community-based organizations, labor unions, and employers. CJC and our partners also provided follow-up technical assistance to community-based organizations interested in developing and implementing bridge programs.

**"I LEARNED WHAT OTHER SCHOOLS ARE DOING AND STRENGTHENED AN EXISTING PARTNERSHIP BY PARTICIPATING IN THE BRIDGE CONFERENCE."**

Rita Rodriguez, Casa Central

CJC, Women Employed, and the UIC Great Cities Institute are currently developing a hands-on guide to designing and implementing career and sector bridge programs. Providers across the country will be able to use this guide to establish programs tailored to the needs of their own communities.

## Stakeholders Assess and Improve One-Stop Services

Chicago's one stop delivery system has been recognized nationally for its commitment to serving disadvantaged populations and for its inclusion of community-based organizations as affiliate service providers. CJC works in partnership with the Mayor's Office of Workforce Development (MOWD) to ensure that these affiliates are able to continuously improve their employment and training services.

A key to the success of any program is the opportunity for stakeholders to participate in its design and implementation. Through a quarterly survey of about 40 local Workforce Investment Act (WIA) contractors, CJC documents technical assistance needs and gathers feedback about ways MOWD could improve the Chicago workforce delivery system and its contract management. Contractors' insights and recommendations have led to concrete changes in WIA procedures that have improved their ability to deliver services.

Participation in the CJC surveys has grown, and CJC now also convenes quarterly focus groups to provide additional opportunities for contractor participation. These focus groups taught CJC about the demand for development opportunities for frontline staff, the disconnects between community development corporations and contractors, and the growing need for youth-specific employment strategies.

**"MOWD PAYS ATTENTION TO THE WIA SURVEYS. THEY HAVE POSTED TRAINING CALENDARS AND IMPROVED OUR RELATIONS WITH DEPARTMENT LIAISONS."**

Jill Boepple, Goodwill Industries of Metropolitan Chicago

### **Nonprofits Develop Cultural Competency**

In 2004, CJC launched our Cultural Competency and Employment Initiative to help community-based organizations address discrimination in their hiring and workplace practices. This initiative helps them learn to evaluate their own internal diversity issues so they can become more culturally competent organizations. As culturally competent organizations, these agencies can, in turn, better help employers address their biases in hiring and promote culturally competent workplace policies and practices.

Over 75 staff from CJC, Central States SER, North Lawndale Employment Network, The Employment Project, and the YMCA Alliance participated in diversity assessments, skill-based training, and action planning at the individual and at the organizational level. These activities culminated in action plans for each organization designed to improve staff communication and to encourage a deeper understanding of how personal and workplace cultures affect service delivery. Each organization is implementing its own action plan, while the collective group continues to meet to address the challenge of taking the initiative model to employers. Four additional organizations, Jane Addams Resource Corporation, Chicago Women in Trades, Chinese Mutual Aid Association, and CARES Chicago recently began their cultural competency training.

**"THIS IS THE FIRST TIME ROCKFORD PROVIDERS HAVE COME TOGETHER TO FOCUS ON COLLECTIVE SOLUTIONS TO EFFECT CHANGE."**

Jeannette Haight, Promised Land Employment Service

### **Statewide Initiative Empowers Communities**

CJC recently began a statewide initiative to help workforce development providers across the state to form their own local job councils and coordinate cross-region activities. Like CJC, these new councils will help providers to better understand the workforce development system, share promising practices, and advocate for important policy changes.

Because there is no central workforce development system in the state of Illinois, implementation of policies for disadvantaged job seekers differs among regions. Most providers are largely unfamiliar with the services and resources that are available to job seekers through publicly funded programs. Also, there are few opportunities for providers across regions of Illinois to share ideas or to act collectively to affect policies. Increasing communication and networking within



**"FOCUS ON COLLE**

**"BY PARTICIPATING IN THE CULTURAL COMPETENCY WORKSHOPS AND ACTIVITIES, NLEN HAS LEARNED TO FURTHER EMBRACE BOTH VISIBLE AND INVISIBLE MATTERS OF DIVERSITY."**

Brenda Palms Barber, North Lawndale Employment Network

and between regions will increase opportunities to share best practices and better coordinate advocacy for improved workforce development policies.

CJC convened the first Rockford Jobs Council meeting, attended by 42 individuals representing 27 organizations. The new Rockford Jobs Council is a coalition of community-based workforce development providers and other stakeholders whose mission is to expand access to quality education, training, and employment for low-income, disadvantaged job seekers and low-wage workers. CJC is working to launch similar efforts in Aurora and Decatur in Fiscal Year 2005.

### **CJC Focuses on the Frontline**

Now in its second year, CJC's Frontline Focus continues to provide professional development opportunities for Chicago area frontline workforce staff. This year, over 300 workforce professionals participated in a range of sessions that included briefings on the hospitality and healthcare industries, training in job development essentials and strategies for working with employers, and an "employer pitch clinic."

The participation of industry experts, employers, and human resource professionals in Frontline Focus events was key to providing up-to-date information and relevant skills and strategies that participants could directly apply to their work. Also valuable were the contributions of frontline workers themselves, who were able to share their expertise and network with each other. Workforce professionals who attend Frontline Focus report that they gain insights that improve their overall productivity, client services, and employer outreach. They continue to request development opportunities to strengthen their employer relations, better understand growth industries, and improve their services for ex-offenders and other job-seeking clients.

In the beginning of Fiscal Year 2005, in response to specific requests, Frontline Focus launched a ten-week comprehensive training course for entry-level job developers, to teach them practical skills and strategies for reaching out to employers and making effective placements. Topics include employer-focused issues,

such as prospecting for new employer customers, developing the employer relationship, providing services to employers, and communicating with employers; strategies for placing job seekers that employers are hesitant to hire and retaining employer customers beyond the hire; and understanding contractual obligations and budgetary pressures. In the spring, Frontline Focus will also launch an electronic industry newsletter and offer workshops on job development for special populations.

**"PARTICIPATING IN FRONTLINE FOCUS HAS IMPROVED MY SKILLS AND MAKES ME FEEL PART OF A PROFESSIONAL NETWORK."**

Ashley Crossan, Jane Addams Resource Corporation

**CTIVE SOLUTIONS"**

## Welfare-to-Work Group Changes IDHS Delivery

Dismal results of national and state “work first” efforts spurred CJC to look for more successful models in other states and talk to employment services contractors who work with public benefits recipients. The general consensus was that a “mixed strategy” service delivery approach with a flexible menu of barrier remediation, job search, education and training, and job placement assistance can increase employment and earnings, provide better quality job placements, and reduce dependence on TANF and food stamps.

An ad-hoc committee of the Welfare-to-Work Group then drafted “From Safety Net to Self-Sufficiency: A CJC Proposal for a State Mixed Strategy Approach to Prepare TANF and Food Stamp Employment and Training Participants for Illinois’ Skilled Workforce.” The proposal was presented to the Illinois Department of Human Services (IDHS) decision-makers. It maintained that neither the current TANF program nor the WIA one-stop system meets the employment needs of public benefits

recipients. The proposal cautioned that Illinois Governor Rod Blagojevich’s new economic and workforce development regional planning initiatives may not address the employment training needs of public benefits recipients. CJC challenged IDHS to take the lead in assessing its clients’ employment needs, and to aggressively develop and promote an array of barrier remediation, education, training, and work opportunities, including bridge programs and transitional jobs programs that would better prepare TANF and food stamp recipients to join the state’s skilled workforce.

This spring, IDHS incorporated some of CJC’s recommendations, reorienting service delivery from a “work first” toward a mixed strategy approach, a monumental shift. The working group is currently pressing IDHS for local office process changes to support contractors in this new approach.

## CJC Provides Critical Information

In 2004, CJC wrote and released two noteworthy publications aimed at improving the state’s workforce policies and programs. CJC’s “Illinois 2003 – Workforce and Economic

Development,” a funding streams report, details federal and state workforce development funding available in Illinois and includes recommendations focused on job training access, improving workforce development accountability and coordination, and expanding work supports.

CJC also partnered with Women Employed to release “Making the Pieces Fit: A Plan for Ensuring a Prosperous Illinois.” This document describes the conditions of low-wage workers, examines current state policies and their impact on advancement, and includes recommendations for making Illinois families more economically stable and the Illinois workforce more competitive. Both publications were distributed to thousands of individuals and organizations, including CJC members, legislators, community colleges, funders, public agency administrators, and other stakeholders.

**“WORKING TOGETHER,  
WE CONVINCED IDHS TO  
ADOPT MIXED STRATEGY  
SERVICES AND WE’LL  
CONTINUE TO ADVOCATE  
FOR DEVELOPMENTS  
THAT SUPPORT REAL  
EMPLOYMENT SUCCESS.”**

Wendy Pollack, Sargent Shriver National Center on Poverty Law



## Chicago Jobs Council Statement of Financial Position

June 30, 2004

### Assets

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Current assets	
Cash	\$379,469
Short-term investments	54,686
Other receivables	1,147
Contributions receivable	318,000
Prepaid expenses	16,902
Total current assets	\$770,204
Noncurrent assets	
Long-term investments	\$ 32,069
Fixed assets	
Leasehold improvements	102,053
Computers	19,407
Equipment and furniture	5,272
Less: accumulated depreciation	(40,476)
Total fixed assets	86,257
Total noncurrent assets	118,326
Total assets	\$ 888,530

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### Liabilities and Net Assets

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Current liabilities	
Accounts payable and other liabilities	\$ 38,258
Custodial Funds Payable	5,264
Payroll liabilities	14,989
Note payable - current portion	-
Total current liabilities	\$58,511
Noncurrent liabilities	
Note payable - noncurrent portion	-
Total liabilities	58,511
Net assets	
Unrestricted	206,742
Temporarily restricted	623,278
Total net assets	830,020
Total liabilities and net assets	\$ 888,530

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### **CJC Funders**

Alphawood Foundation  
Annie E. Casey Foundation  
Bank One Corporation  
Chicago Community Trust  
Grand Victoria Foundation  
John D. and Catherine T.  
MacArthur Foundation  
John D. Rockefeller Foundation  
Joyce Foundation  
LaSalle Bank  
Lloyd A. Fry Foundation  
Northern Trust Charitable Trust  
Polk Bros. Foundation  
Robert R. McCormick Tribune  
Foundation  
Sara Lee Foundation  
Woods Fund of Chicago

### **CJC Organizational Members**

Access Community Health Network  
Ada S. McKinley Community Services  
Albany Park Community Center, Inc.  
Alternative Schools Network  
Asian Human Services  
Association House  
B.U.I.L.D. Inc.  
Behavioral Interventions, Inc.  
Bethel New Life  
Breakthrough Urban Ministries  
The CARA Program  
CARES Chicago  
Center for Labor and Community  
Research  
Center on Work & Community  
Development  
Central States SER  
Charles A. Hayes Family Investment  
Center  
Chicago Area Project  
Chicago Christian Industrial League  
Chicago Commons E.T.C.  
Chicago Federation of Labor Workers  
Assistance Committee  
Chicago Interfaith Committee on  
Worker Issues  
Chicago Lighthouse  
Chicago Urban League  
Chicago Women in Trades  
Chicagoland Chamber of Commerce  
Chinese American Service League  
Community Assistance Programs  
Corporation for Supportive Housing

Council on Adult Experiential Learning  
CTCNet Chicago  
DePaul University/Egan Urban Center  
Dependable Nursing  
DESI  
The Employment Project  
The Enterprising Kitchen  
Family Support America  
Genesis Housing Development  
Corporation  
Goodwill Industries of Metropolitan  
Chicago  
Grand Boulevard Federation  
Greater North-Pulaski Development  
Corporation  
Greater West Town Community  
Development Project  
Health and Disabilities Advocates  
Healthcare Consortium of Illinois  
Heartland Alliance  
Howard Area Community Center  
Humboldt Park Economic Development  
Corporation  
i.c. stars  
Industrial Council of Nearwest Chicago  
Inspiration Corporation  
Instituto del Progreso Latino  
Jane Addams Resource Corporation  
Jewish Federation of Metropolitan  
Chicago  
Jobs For Youth/Chicago  
Kenwood Oakland Community  
Organization  
Lakefront Supportive Housing  
League of Women Voters of Chicago  
Local Initiatives Support Corporation  
Management Association of Illinois  
National Able Network  
New Moms Inc.  
Nonprofit Financial Center  
North Lawndale Employment Network  
OAI, Inc.  
Ounce of Prevention Fund/Kids PEPP  
Division  
Paul Simon Job Corps Center  
Policy Research Action Group (PRAG)  
Polish American Association  
Project JOBS  
Project Match  
Protestants for the Common Good  
Pyramid Partnership, Inc.  
Safer Foundation  
Sargent Shriver National Center on  
Poverty Law

Save-A-Lot, Ltd.  
Southeast Chicago Development  
Commission  
Southwest Women Working Together  
St. Leonard's Ministries  
St. Sabina Employment Resource  
Center of Chicago  
Suburban Job Link Corporation  
Women Employed  
Women's Business Development Center  
Women's Self-Employment Project  
Work, Welfare & Families  
YMCA Alliance  
Youth Guidance  
Youth Service Project

### **CJC Individual Members**

Jill Swan Baldwin  
Deborah Minor Bennett  
Evelyn Brodtkin  
Sandi Brown  
Cheryl Francis  
Alethia Gambrell  
Betty M. Gibson  
Mimi Gilpin  
Henry Jackson  
Davis Jenkins  
Richard Kaye  
Paul Kleppner  
Murray Manus  
Sandy O'Donnell  
Kathleen Petefish  
Rhonda Present  
Sandra Watson-Smith  
Kapila Wewegama  
Marta White  
Betty Willhoite  
Kaye Wilson

**CJC Working Group  
Participants**

Roopa Akkineni  
Elba Aranda-Suh  
Wendy Ardagna  
Sue Augustus  
Herschel Bailey  
Brenda Palms Barber  
Lynette Barnes  
Richard Barrera  
Kandie Berridge  
Rev. Donald Bester  
Indre Biskis  
William Black  
Cheryl Bland-Windbush  
Jill Boepple  
Nancy Brandt  
Gregary Brown  
Anthony Burton  
Jennie Busch  
Nancy Castro  
Arlene Charbonneau  
LeKeeta Charley  
David E. Chavez  
Cheryl Chrismon  
Dia Cirillo  
John Coburn  
Jerome Collins  
Theresa Connell  
Ashley Crossan  
Yolanda Cruz  
Lenora Dailey  
Demetrious Daniels  
Marcos Davis  
Shelley A. Davis  
Margie Davis  
Renee M. Daye  
Diego Diaz  
David Disabato  
Magdalena Dolas  
Rose Dominguez  
Susan Donovan  
Kathleen Dowling  
Liz Drew  
Tom Dubois  
Pansy Dyson  
Randi Edwards  
Amanda J. Eichelkraut  
Michael Elliott  
Gervaise Embry  
Laura Erving Bailey  
Eleazar Flores  
Sherise Folk  
Marsie Frawley

David Fries  
Carlos Gabler  
Elena Galarza  
Alethia Gambrell  
Mary Geoghegan  
Mimi Gilpin  
Robert Ginsburg  
Lynn Goffman  
Margie Gonwa  
Sharod Gordon  
Samir Coswami  
Joyce Grangent  
Joanna Greene  
Ben Greer  
Kathleen Gruber  
Ric Gudell  
Gina Guillemette  
Garrett Harper  
Deborah Harrington  
Melissa Harris  
Garnetta Harrison  
Rev. Anthony Haynes  
Margaret Haywood  
Dianne Heeren  
Maureen Hellwig  
Toni Henle  
Gloria Hernandez  
Mary Himmelberger  
Sidney Hollander  
James Hollins  
Sheryl Holman  
Stanley Horn  
Lois Horning  
Robert House  
Lacinda Hummel  
Lois E. Hummel  
Sharon Hurwitz  
Russell Jackson  
Sheila Jackson  
Zenobia Johnson-Black  
Reginald Jones  
Earl Jordan  
Rev. Myra Jordan  
Sandee Kastrul  
Richard Kaye  
Charles Kelley  
Andre Kellum  
Soyoung Kim  
Karla Kim  
Kevin Kwong  
George Lakehomer  
Ricky Lam  
Denise Lam  
Amy LaMantia

Jane Larkin  
Kathy Latek  
G. Sequane Lawrence  
Cleophus Lee  
Alona Lerman  
Michelle Light  
Daniel Loftus  
Angelica Lorzano  
Reid Mackin  
Murray Manus  
Michael Maranda  
Tony Martin  
Sharron D. Matthews  
Maura McCauley  
Rachel McDonald  
Rosemary McDonnell  
Mariann McGill  
Angela McHenry  
Sarah McKinley  
Sybil Mead  
Marcia Medema  
Curtis Meeks  
Jose Mendez  
Zabi Mojadaddu  
Gabriela Moroney  
Sherri Moses  
Darren Nolen  
Starr Nordgren  
Jackie Norwood  
Crystal Odom  
Layton Olson  
Bethany Pahl  
Jessica Palys  
Edna Pardo  
James Parker  
Jonathan Peck  
Mary Ann Peterson  
Wendy Pollack  
Tracy R. Poyser  
Alex Prentzas  
LaViva Primm  
Katanya Raby  
Dory Rand  
Diocelino Rangel  
Artis T. Ray  
Mary Reid  
Rocio Restrepo  
Lowell Rice  
Andre Robinson  
Derrick Rodgers  
Terry Roseborough  
Chris Ross  
Phyllis Russell  
Juliann Salinas

Steven C. Saunders  
Luke Shaefer  
Damaris Shaffer  
Tony Shepard  
Sarah Shipp-Parran  
Aaron Shkuda  
Greg Sills  
Patrick Smith  
Wally Smith  
Stephen Smith  
Lois Snyder  
Stephanie Sommers  
Susan Stafkowski  
Alfonso Stewart  
Shannon Stewart  
Aleeza Strubel  
Eve Stuglin  
Laurel Taylor-Dudley  
Octavion Thomas  
Franklin Turner  
Rachel Unruh  
Kenneth Upshaw  
Charles Van Wickel  
Lise VanderVoort  
Aurelio Velazquez  
Howard Wait  
Larry Wallace  
Rian Wanstreet  
Earl Watson  
Danielle Weeks  
Colleen Wessel-McCoy  
Betty Willhoite  
Cynthia Williams  
Mel Williams  
Nafari Willis  
Rod Wilson  
Marc Woods  
Helena Worthen  
Tony Wu  
James Zeckhauser  
Meg Zimbeck



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