The Center of Workforce Innovations
innovativeworkforce.com

March 2, 2006

Mr. Andrew Penca
Deputy Commissioner, Strategic Research & Development
Indiana Workforce Development
10 N. Senate Ave., SE302
Indianapolis, IN 46204-2277

Dear Mr. Penca:

The Center of Workforce Innovations (CWI) and the Lake County Integrated Services Delivery Board (LCISDB) are pleased to submit our Strategic Skills Initiative Solutions report for Economic Growth Region One (EGR-1).

The solutions presented in this proposal are grounded in solid partnerships, collaborative strategies, and innovation. We believe the impact of these strategies will be greater than the outputs represented in the report and will set the stage for outcomes which will: increase the employability of our workforce, expand the capacity for job growth and creation, and improve the quality of life of citizens in NWI.

The SSI Executive team, consortium members, and both organizations appreciate the opportunity to think regionally about our workforce challenges while finding solutions which will be implemented locally. We are confident the investment in this targeted strategy will be wisely managed, carefully leveraged, and will be of great benefit to people in many of our communities.

Please do not hesitate to call if you should have questions. We look forward to a favorable response.

Sincerely,

Linda Woloshansky
President & CEO
Center of Workforce Innovations

James H. McShane III
President & CEO
Lake County Integrated Services
Delivery Board

LW/lb

Enclosures

INDIANA WORKFORCE DEVELOPMENT

Strategic Skills Initiative Regional Solutions Report Cover Sheet

Economic Growth Region # 1 : Center of Workforce Innovations / Lake County Integrated Services Delivery Board

1. Funding Request		
Requested: $	**Start Date:**	**End Date:**
2. Designated Grantee		
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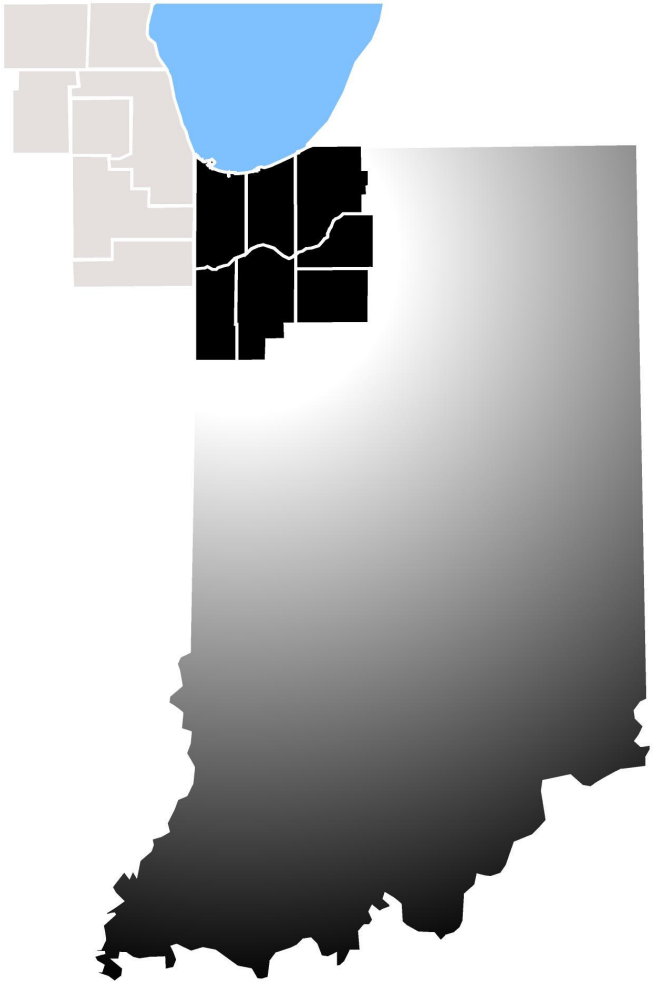
City: Valparaiso	**State:** IN	**Zip + 4:** 46383-8418
Member:	**Name:**	

Lead Team Members

Name:	Industry:	Signature:	Title:
Debora Butterfield	Chamber of Commerce	Debora Butterfield	President
Dr. Jeffrey Jones	Education		Asst. Vice Chancellor
Vince Galbiati	Econ. Develop.		Director
John Greaves	Labor	John Greaves	Program Chair Manu. Tech.
Colleen Reilly	Utilities		Director Communications
Jennifer Whaley	Econ. Develop.		Engagement Director
Harold Foster	IT	Harold J. Foster	President

Decade of Promise:
Positioning Northwest Indiana's Workforce for Economic Growth



Strategic Skills Initiative Solutions

March 2006

Submitted by:

The Center of Workforce Innovations
innovativeworkforce.com

Lake County Integrated Services Delivery Board

	Grading Scorecard		
	Regional Solutions Report		
	Thorough and Logical Methodology:		
Page 14	Clear statement of how recommended methodology was employed	(1-10) _____	
Page 16	Consortium used IDWD Web-based Workshops	Yes_____	No_____
	Description of Solutions:		
Page 17	Clear Description of each Solution	(1-10) _____	
Page 20-25	Evidence that solutions have potential to address short and long-term shortages	(1-10) _____	
Page 8-10, 18	Estimates of the contribution to shortages	Yes_____	No_____
Page 3,4,17, 18, 23, 24	atement of specific shortages and root causes	Yes_____	No_____
Page 5,17	Clear "line-of-sight" analysis	(1-10) _____	
	Action Plan:		
Page 26-30	Includes "Who will do what"	Yes_____	No_____
Page 32	Includes expected results	Yes_____	No_____
Page 33	Describe plan to reallocate/leverage existing public and private resources	(1-10) _____	
	Response from Outside Agencies:		
Page 35-36	Describes outside agencies' responses to the proposed solutions	Yes_____	No_____
Page 12, 35-36	Discusses how agencies plan to be involved in implementation	(1-10) _____	
	Funding Request:		
Page 13, 37-38	Detailed listing of funds required to implement solutions	(1-10) _____	
Page 44-45	Justification of funds	(1-10) _____	
Page 46	Appropriateness of funds	(1-10) _____	
Page 46	Clear "line-of-sight" analysis	(1-10) _____	
Page 42-43	Distinguishes between one-time funds and recurring funds	Yes_____	No_____
	Timeline:		
Page 47-49	Includes important implementation dates	Yes_____	No_____
Page 47-49	Includes listing of responsible parties	Yes_____	No_____
Page 49	Describes resource/funding allocation	Yes_____	No_____
	Regional Coalition and Industry Partner Engagement:		
Page 6-12, 49,50	Regional Consortia were provided a participatory opportunity	Yes_____	No_____
Page 6-12, 49,50	Development of Solutions was truly regional	(1-10) _____	
Page 50-51	Industry Partners were involved in entire process	(1-10) _____	
Page 51	Industry Partners endorse project	Yes_____	No_____
	Sustainability Measures:		
Page 53	Description of evaluation/measurement to be used	(1-10) _____	
Page 60-61	Includes how efficiently funds were used	Yes_____	No_____
Page 59	Includes how closely the proposed timeline was followed	Yes_____	No_____
Page 59	Includes how much shortages were actually reduced	Yes_____	No_____
Page 56	Includes how prevalent the shortages still are	(1-10) _____	
Page 60-61	Includes how the sectors/industries and/or clusters of industries have responded to the implementation of solutions	(1-10) _____	

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Executive Summary

Introduction

Northwest Indiana's key industries—Manufacturing (MFG), Transportation, Distribution and Logistics (TDL) and Healthcare—face serious challenges.

Manufacturing is an increasingly international industry characterized by resources, technology, workers and customers connected through ever-more sophisticated supply chains that span the world. While American firms are benefiting from access to new markets, they face increasing pressure to cut costs, improve quality and develop unique, high-value products and services to remain competitive. This is the environment Northwest Indiana manufacturing firms described as the Strategic Skills Initiative was launched in the region. While these firms are finding ways to compete by integrating new technologies, focusing on their core competencies, and moving toward more flexible labor practices, including the outsourcing of non-core functions, they are changing the way the industry works. The manufacturing employment base is shrinking, but the jobs available demand higher skills and offer more flexible career paths. This is a complicated message for prospective employees to hear, making it hard for firms to attract the top-notch talent they will need to compete in the future.

Transportation, Distribution and Logistics is uniquely important to relatively few regions in the United States, most of them large seaports. Northwest Indiana shares the shore of Lake Michigan, and with it, access to the St. Lawrence Seaway and the Atlantic Ocean. This shared region is also the only location in North America where all six Class One rail lines meet. One of every two inter-modal containers (over 12 million annually) travels through the region, more than Los Angeles and Long Beach combined. Moreover, this traffic is expected to increase 15% per year for the next decade. Northwest Indiana is well-placed to capitalize on this growth, but the TDL industry in the region currently lacks the brand, workforce, communications and community infrastructure to take full advantage of this opportunity.

Importantly, the Manufacturing and Transportation, Distribution and Logistics industries are enormously (and increasingly) dependent on each other for success. Finding ways to increase the cohesiveness among firms in these two industries will pay dividends in northwest Indiana's economy.

Healthcare is one of the most significant challenges faced—regionally, nationally, and globally— because of the serious shortage of nurses. In Northwest Indiana, this shortage has come just as the population is aging and undoubtedly need care. The nature of the problem demands that this region invest in its own talent all along the education and career continuum.

Communicating the needs of these key industries, building the education and training infrastructures, and promoting the innovative workplace practices that boost productivity and retain talented workers are formidable challenges for the region. Northwest Indiana

residents, firms and communities, together with the help of the State, are confident they can address them.

Toward that end, the Center of Workforce Innovations, the Lake Country Integrated Service Delivery Board and the many other firms, associations and educational organizations and residents have worked for the past six months to: identify key industries, shortage occupations and critical skills; determine the root causes of occupational and shortages; and now, to craft solutions.

This report is the third (and last) of the planned reports as part of Northwest Indiana's Strategic Skills Initiative (SSI). It presents the proposed solutions—including an Action Plan and Budget—and describes how these solutions will address the root causes of occupation and skills shortages identified in the Root Causes report.

While the SSI project is organized around shortages, its key aims are job creation and economic health. This logic was used to guide the solutions process—seeking to both address specific occupation and skills gaps and catalyze broader (positive) economic impact across the region. The SSI Team is pleased with the proposed solutions and confident in their ability to create real opportunity for the firms, residents and communities of Northwest Indiana.

Developing Solutions

In the SSI Occupation and Skills Shortage Report, submitted November 4, 2005, eighteen occupational shortages were identified together with critical skills gaps across those occupations in the three key industries: Manufacturing (MFG), Transportation/ Distribution and Logistics (TDL) and Healthcare. In the Root Causes Report, submitted December 30, 2005, the 13 root causes of those critical occupation and skills shortages were identified, focusing on the top seven across the three industries, since these scored significantly higher on importance than the others. These seven root causes (by industry) are summarized in Table 1.

As the SSI phases progressed from one to another, the economic environment was evolving too. Industry stakeholders were learning more about one another's challenges and responses. The time they spent together—and on SSI activities—helped them advise the SSI Team on which root causes should be higher priorities for solutions, making distinctions between the root causes SSI might successfully address, and those that were less likely to respond to this initiative. A summary version of their insights is offered in Table 1, column three, as these observations lent important context to the solutions proposed.

Table 1: Top Ranked Root Causes By Key Industry

Root Cause *(ranked in order of importance)*	Context
Manufacturing	
NWI jobs pay less than comparable jobs in Chicago metro, so workers commute (#1)	Although industry stakeholders are aware of this, they are not in a position (for the most part) to compete for talent on wages—they are looking for people who value quality jobs in their home communities.
Young people lack experience/contact with industry/firms/professionals (#2)	Industry stakeholders feel strongly about the impact of such little exposure (on both sides)—some firms expressed frustration at the inconsistency of efforts to establish school-business partnerships (e.g., "When someone gets the idea this is important, we all get together and create programs, but then interest shifts, and it all goes away overnight"). Nonetheless, they recommended this as a priority for the SSI solutions phase, particularly in combination with its parallel root cause in TDL.
Job and career seekers lack confidence in the industry as a good place to build a career (#3)	Industry stakeholders are aware that their (negative) image as an industry is among the toughest challenges they face in cultivating the next generation of talent, and recommend addressing the issue as a priority in the SSI solutions phase.
Good information (job, careers, pay) is not available/used (#4)	The availability and use of good information about jobs remains a key concern of industry stakeholders. Stakeholders felt that while this information exists, it is largely available in a format more appropriate for industry representatives and policymakers than individuals exploring careers. They recommended addressing this gap as a priority in the SSI solutions phase.
Transportation, Distribution, Logistics	
Young people lack experience/ contact with industry/firms/ professionals (#1)	Contact between industry professionals and young people remains a central concern of industry stakeholders—particularly because TDL has very little familiarity among young people or their teachers, parents/guardians. Particularly in combination with efforts in MFG, industry stakeholders recommended this as a priority issue in the SSI solutions phase.
Good information (job, careers, pay) is not available/used (#2)	The availability and use of good information about jobs remains a key concern of industry stakeholders—particularly because TDL has very little familiarity among job/career seekers or young people. Stakeholders recommended this as a priority issue in the SSI solutions phase.
Too few training programs (or slots) exist in the region (#3)	There is almost no TDL training infrastructure in the region. This is an obvious short- and long-term priority for the region. While stakeholders recommended it as a priority issue for the region's SSI project, building the industry infrastructure for the region was noted as a more urgent concern, or these gaps will continue to appear.
NWI jobs pay less than Chicago metro jobs, so workers commute (#4a)[1]	Industry stakeholders are aware of this wage gap, but it's not where they seek to address the problem. They are targeting local talent willing to trade a small wage premium for a good job closer to home. This was not recommended as an area for action in the SSI solutions phase.
Regional training content does not correspond to demand (#4b)	An obvious corollary to the root cause related to training programs, industry stakeholders recommended this as a priority area for the SSI solutions phase.

[1] Pay, training content and lack of confidence tied for 4th (all received the same numerical score using methodology outlines in Report #2) on the list of most important root causes of occupation and skill shortages. They are labeled "a", "b" and "c" so they can be referenced easily in other parts of this report.

Job and career seekers lack confidence in this industry as a good place to build a career (#4c)	The absence of familiarity with a growth industry that promises significant opportunity across many sectors (rail, truck/road, air, logistics, intermodal, etc.) and has the potential to improve the competitiveness of the region's largest industry (manufacturing) is a critical challenge and a recommended high priority for the SSI solutions phase.
Healthcare	
Employers in the region are not implementing innovative workplace practices newer workers demand (#1)	Early on in the SSI project, industry stakeholders felt that workplace practices were an important barrier to attracting talent, but one not easily addressed by heavily regulated healthcare facilities operating 24/7. By Phase 3, however, new ideas were learned about job-sharing, innovative professional development opportunities and other ways healthcare facilities were trying to address this issue—stakeholders began to see it as a communication issue (e.g., "you can have a career in healthcare *and* be home for dinner"), recommending it not be a programmatic focus of the SSI solutions.
Too many skilled people leave the region to build careers (#2)	Again, when the project began, there were many anecdotal accounts of healthcare professionals leaving for "greener pastures." But as data was collected (including data from healthcare workers and young people), and as publicity about the nursing shortage grew, industry stakeholders began to feel that this was a wave nearing its end. They encouraged the project to focus on *local* talent likely to stay in the region, rather than non-local talent inclined toward greater mobility.
Young people lack experience/contact with industry/firms/ professionals (#3)	Contact between industry professionals and young people remain a central concern of industry stakeholders who identified it as a priority for the SSI solutions phase.
Good information (job, careers, pay) is not available/used (#4)	The availability and use of good information about jobs also remains a key concern of industry stakeholders who identified it as a priority for the SSI solutions phase.

EGR 1's SSI Team proposes the two solutions listed below. The Executive Team (Appendix A) and Consortium Members (Appendix B) support both of these solutions. These solutions have incorporated the line-of-sight thought by means of attacking the root causes which directly impact the appropriate occupations. Because the solution is addressing the root cause the occupational shortage will be altered.

Solutions: Line-of-Sight

1 The Center for Advanced Logistics & Manufacturing

Mission:

To increase the industries competitive advantage by improving the quality of the workforce and increasing the number of individuals interested in pursuing careers in the industry through increased awareness, information, experience, workplace readiness skills and training.

Root Causes impacted by implementation of this Solution:

1. Lack of good information, which jobs and careers are available, what they pay, what the work is like, etc. is not available/used
2. Young people do not have enough experience in potential workplaces or contact with professionals
3. Job/career seekers lack confidence in this industry as a good place to build a career

Occupations addressed by this Solution:

Manufacturing

- 1st Line Sup/Mgrs of Production & Operating Workers
- Inspectors, Testers, Sorters, Samplers, & Weighers
- Mechanical Engineers
- Sales Representatives
- Welders, Cutters, Solderers, & Brazers

Transportation, Distribution, Logistics

- Bus/Truck Mechanics and Diesel Engine Specialists
- Dispatchers, Except Police, Fire, and Ambulance
- Industrial Truck/Tractor Operators
- Production, Planning & Expediting Clerks

2 To Increase Capacity Annually by Forty Slots for Registered Nursing Students in Two Separate Training Programs

Mission:

To produce more Registered Nurses for the workforce by increasing the number of slots available for students wanting to pursue this occupation

Root Cause impacted by implementation of this Solution:

Training programs (or slots) in the region are not available in sufficient numbers.

Occupations addressed by this Solution:

Registered Nurses

Background

Because firms and workers, students, job-seekers and members of the Industry Consortium and Executive Team were surveyed so extensively during the root cause phase, over 90 suggested solutions were accumulated by the time the solutions phase of the project began. While they varied dramatically in depth and quality, they fell roughly into three categories:

- Intelligence and advocacy; in each industry, stakeholders identified additional data and analysis that would help address key root causes over time and specific ways the region could better support its key industries through advocacy
- Partnerships; in each industry, partnerships between firms and schools, schools and colleges, colleges and firms and those between policy makers and professional and trade associations were identified as essential "building blocks" of the infrastructure needed to tackle critical occupation and skills shortages and related industry challenges in the region; and
- Business Support; while both short- and long-term training are needed to address different root causes, there was important solutions-phase recognition that investing in the skills of homegrown talent was the best way to insure the next generation of talent for Northwest Indiana's key industries.

These three categories were used to work with the regional Industry Consortium, Executive Committee and stakeholder organizations to negotiate specific solutions to the root causes in each industry and for many of the shortage occupations. The process included: working sessions, on-line surveys and ranking exercises, "straw person" business plans and proposals, large and small group discussions, individual interviews and two requests for "letters of interest" as initial steps toward selecting partners for the implementation.

The proposed solutions, action plans, budgets, and funding requests articulated in this report is reflected at this time—February 2006. The SSI Team is proud of the progress to date, but the work continues. It is expected that the partner commitments will continue to shift as more stakeholders sign on to—and invest in—the solutions plan.

Proposed Solutions:

Manufacturing and Transportation, Distribution & Logistics: A proposed combined package of solutions for the Manufacturing and TDL industries.

This approach was chosen after industry stakeholders encouraged linking the two industries together, because they are mutually dependent and the root causes of shortages in each industry are so similar—all four top-ranked MFG root causes were among the top seven TDL root causes.

Industry stakeholders repeatedly observed that these industries lack:

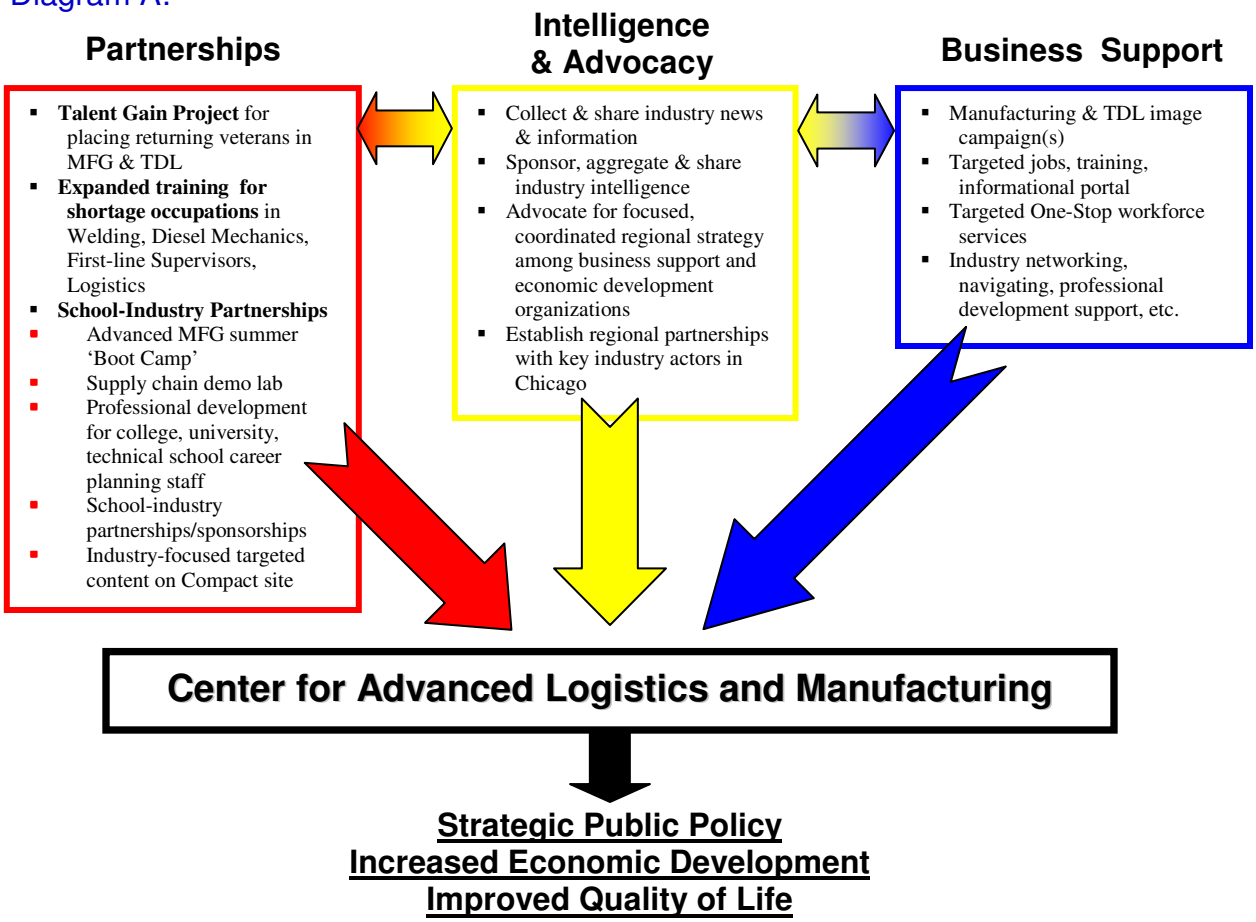
- An effective infrastructure that can ensure a healthy talent pipeline, generate community support for industry initiatives, or influence the provision of training and professional development;
- A central hub for information, intelligence and to help navigate the many small (and disparate) business assistance programs in the region;
- An "anchor" for TDL, from which the region might begin building a common strategy and shared message;
- A catalyst for making "talent" central to the industries' competitiveness agenda.

Stakeholders called for a way to organize a package of solutions that would prevent the dilution of individual program components. A Center for Advanced Logistics and Manufacturing was proposed. After convening a series of meetings and proposing program components to partners, a survey was conducted (for results see Appendix C) with 20 industry partners of which 95% agreed such a Center was needed in the region. The proposed Center is a flagship solution for both MFG and TDL.

The Center for Advanced Logistics and Manufacturing

The Center will focus on three interrelated areas: Industry Intelligence & Advocacy, Business Support, and Partnerships. It will capitalize on select existing efforts and launch new initiatives to addresses gaps.

Diagram A:



- Industry Intelligence and Advocacy. By collecting, sharing and sponsoring information, research and industry events activities in the region, the Center will become a magnet for the MFG and TDL firms, schools, colleges, workforce organizations and individuals seeking information and assistance, directly addressing MFG root cause #4 and TDL root cause #2. It will also play an advocacy role in an effort to build overall industry recognition in the region.
- Business Support. Including industry marketing campaigns, targeted jobs, training and information portal, industry-focused one-stop workforce services, and industry network support. These services require refocusing existing and additional programs and services. They will directly address MFG root causes #3 and #4 and TDL root causes #2 and #4c, and indirectly address MFG root cause #1 and TDL #4a.
- Partnerships. They will focus on training for shortage occupations (including welding, diesel mechanics and first-line supervisory and logistics training); school-industry partnerships, including an Advanced MFG Summer Boot Camp for students in 7th and 8th grades, career awareness, professional development opportunities for K-12 and post-secondary teachers, and a revamped industry section of the Compact Web site; and a recently launched program that targets returning Vets for jobs in the MFG and TDL industries which links them to job opportunities before they return or relocate to Northwest Indiana—this is called Talent Gain Project. These initiatives seek to directly alleviate short-term skills and occupational shortages, while addressing MFG Root Causes #2 and #3 and TDL Root Causes #1, #3, #4b and #4c.

Importantly, and at the suggestion of the regional Industry Consortium and Executive Team, a package of solutions for MFG and TDL that is larger than the sum of its parts is recommended. Each of the three program areas comprising the Center is intended to enhance the other. The leveraging of resources, relationships, generating and sharing best practices, and building the advocacy and networking capacity of the MFG and TDL industries. Two key themes will mark all programs the Center seeks to offer: 1) high-tech, high-touch services; and 2) accredited training programs that enable trainees to accumulate credits toward certificates or degrees.

The Center, as proposed, will begin virtually, though it is likely to become a physical organization over time.

MFG/TDL Solutions Plan Include:

- Portage High School (PHS) will expand its Diesel Mechanics training (the only program in the Region) by 16 students per year. IVY Tech Community College will work with PHS to develop a dual credit program through an articulated agreement. A career awareness program will be launched to increase capacity to 90% up from 50%.
- A partnership has been developed with IVY Tech Community College to increase welding capacity at the Valparaiso Campus, and to implement two different models of short-term fast track training for welding throughout the seven county IVY Tech Community College system. This includes a partnership with KV Works and the IMPACT program in Gary and East Chicago. Through these three tracks of training,

we will increase the number of individuals enrolled and completing welding training/certificates by 118 over a two year period. IVY Tech Community College will be increasing the number of welding stations by 26 which will result in long term increased capacity.

- The Center of Workforce InnovationsI will launch the Talent Gain Project program it is currently incubating. The program has established partnerships with vetsjobs.com, two military bases (Ft. Benning, GA and Ft. Bragg, NC) and six employers, and received $1,381.00 worth of (new) donated Webcam equipment. CWI will provide all aspects and be the sole provider for this solution. One-stop partners in Gary, Hammond, La Porte, and Portage…..will begin to focus their services on the MFG and TDL industries and launch an industry advisory board to help them redesign their operation and develop a targeted portal for information about jobs and training opportunities in Northwest Indiana's MFG and TDL industries.
- The Career Awareness Strategy will include programs and materials for students in the K-12 system. The Compact Web site www.cwcompact.con will be re-engineered to emphasize MFG and TDL industry information. This Web site is an effort to prepare youth for success by offering information about career awareness, exploration and planning. In January 2006, the site had over 80,000 hits.
- The Fabricators Association (FA) out of Rockford, IL will help develop an Advanced Manufacturing Boot Camp for students in 7th and 8th grades. FA has organized similar boot camps in other areas and is working with the Porter County Career Center, IVY Tech Community College, the Portage YMCA and employers in the community for the "pilot" year of the program.
- The Regional Development Authority, Northwest Indiana Forum, and Northwestern Indiana Regional Planning Commission will have organized a logistics task force which they have requested to be part of The Center for Advanced Logistics and Manufacturing.
- The Industry Consortium and Executive Team have agreed to continue participating as advisors as the SSI solutions phase begins. They will assist in developing the capacity to provide high-quality information and advocacy and advise the creation of a partnership to advance a series of image campaigns.

Planned MFG and TDL Project Outcomes by 2007:

- The Center for Advanced Logistics and Manufacturing maintains a network of 50 paying member firms and a targeted job, training, career portal.
- A focused, coordinated approach to MFG and TDL economic and workforce development is in-place among agencies in the region.
- Increased training capacity and increased numbers of enrolled students:
    - Welding: Over the next two years 118 people will receive welding training and 26 new welding "slots" for training will be sustained by the IVY Tech Community College Valparaiso campus. We anticipate 90% of students will complete their intended coursework.

  - Diesel mechanics: 16 new slots, 18 new enrolled students each year for two years, 90% completing the course.
  - First-line supervisory course: 30 new slots, new course enrolls 33 students, 90% completing the course.
  - Pilot new logistics training in the region for 15 new slots, new course enrolls 17 students, 90% completing the course.
  - Complete two Summer MFG and TDL Boot Camps for youth that involves 45 youth and 10 sponsoring firms.
- 35 returning Vets placed in good MFG and TDL jobs in the region on an annual basis, (Talent Gain Project).
- Consideration given by Regional Workforce Board to endorse a Manufacturing and TDL One Stop.
- The Compact Web site www.cwcompact.com Web site will be re-engineered to emphasizes MFG and TDL industry information. This Web site is an effort to prepare youth for success by offering information about career awareness, exploration, and planning. In January of 2006 the site had over 80,000 hits.
- Supply chain management demonstration/training lab to feature software solutions, RFID and other technologies for employers and postsecondary students.
- During the first two years of operation, the Center of Advanced Logistics and Manufacturing will be responsible developing a business plan for its continued operation.

The planned content for each of the three program areas and rationale for positively addressing the root causes of occupational shortages is summarized in (Section III-Action Plan).

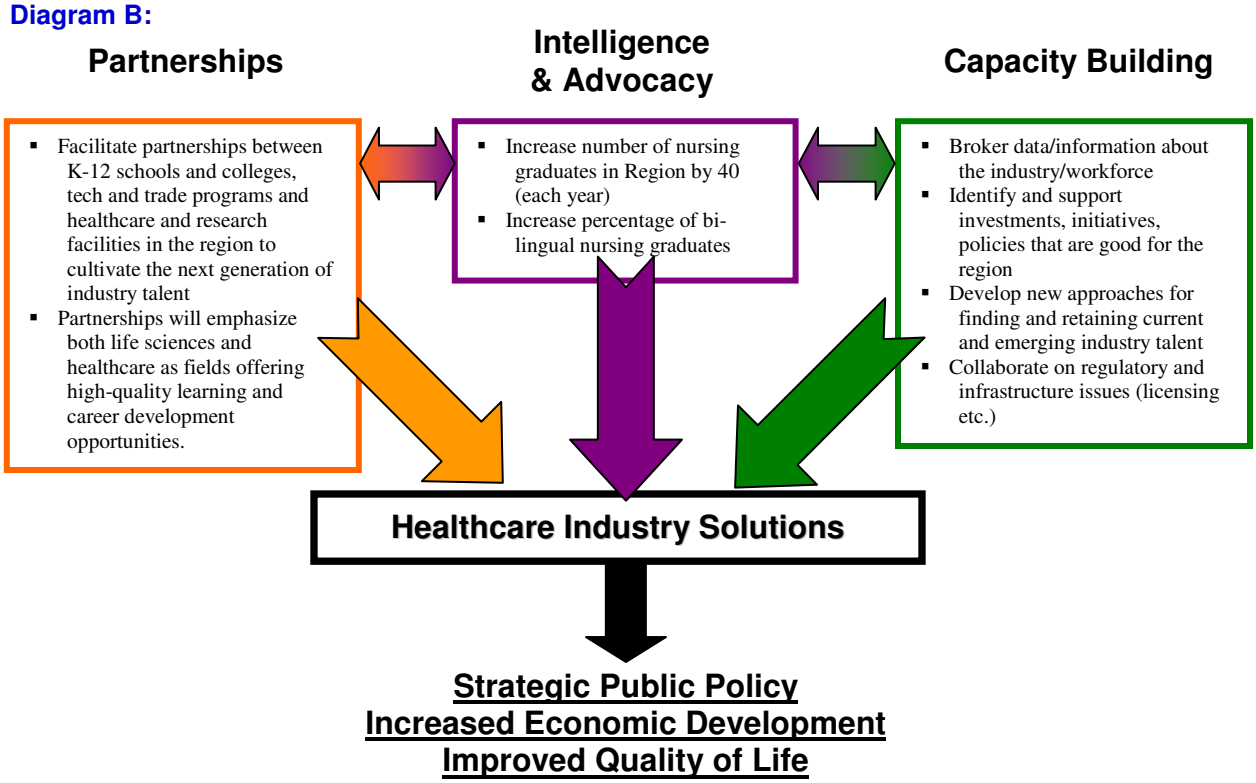
Proposed Solutions

Healthcare

Occupation and skills shortages in Northwest Indiana's Healthcare industry pose very different challenges than those in MFG and TDL. First, while seven shortage healthcare occupations were identified, Registered Nurses and Licensed Practical Nurses so dominated the industry's reported shortages and overshadowed the discussions with industry representatives that addressing these occupations became the focus of the healthcare SSI work.

While there were concerns about seeking to address the nursing shortage on a regional basis when it is known that it is a national—even global—problem, an approach was developed that will help make progress in other healthcare shortage areas, deepening and broadening the region's talent pipeline over time.

Diagram B:



- School-Industry Partnerships. It is planned to use SSI to facilitate partnerships between K-12 schools and colleges, technical and trade programs and healthcare and research facilities in the region. While such partnerships are intended to cultivate interest in healthcare among the next generation of talent, creating connections between the classroom and the world of work more generally is important. In addition, focus groups conducted early in the SSI process suggested that youth had very little understanding of the economic impact of the healthcare/life science industries in their communities. High-quality school-industry partnerships that enable student exposure and support classroom study across a range of disciplines (e.g. economic, sociology, etc.) can begin to address these gaps. This strategy directly addresses root cause #3, but also indirectly address #2 and #4.
- Intelligence and Advocac*y.* The SSI project demonstrates a need for the region to improve its ability to collect, analyze, manage, and share industry data and information, and to become more effective and efficient about partnering on issues important to the healthcare industry. Many examples (such as different organizations using different numbers to advocate for investments in nursing programs, single healthcare organizations taking it upon themselves to advocate for or against regulatory or licensing requirements, research organizations going-it-alone to advocate for R&D investments in the region, etc.) were raised during the SSI process that pointed to a need to "get on the same page". Creating a network of organizations with a common interest in the healthcare industry who share information and use each other's expertise would begin to directly address root

cause #4, indirectly address root causes #1 and #2, deepen the industry's relationships and networks in ways that benefit not only the region's advocacy work, but every healthcare employer and potential job seekers in the region.

- Capacity Building. The SSI strategy will be used to help increase (permanently) the number of nurses graduating in the region by 40 per year, emphasizing the enrollment of local bi-lingual candidates who are increasingly in-demand in the region. Another key goal is to find ways to retain students unable to complete the program in the healthcare field, as LPNs or in some other care, technical or administrative capacity. This strategy will directly address root causes #2 and #4.

The planned content for each of the three program areas and rationale for addressing the root causes of occupational shortages is summarized in Table 2, illustrated in Figure B and described in detail in the Action Plan included in this report.

Planned Key Partners in Healthcare Solutions Plan Include:

- Northwest Indiana Area Health Education Center (AHEC) is committed to providing resources to enhance and help ensure the successful implementation and sustainability of the proposed strategies. (School-Industry Partnership)
- Nursing 2000 is offering give new camps during the summer of 2006 in cooperation with universities and five hospitals in EGR 1 to create awareness of opportunities and to expose a more diverse population of students to the nursing field. (School Industry Partnership and Intelligence & Advocacy)
- Purdue University Calumet will increase their current annual number of nursing slots by 20 annually.
- Purdue University North Central will increase their current annual number of nursing slots by 20 annually.
- Community Foundation of Northwest Indiana will contribute 25% match (cash or in-kind) in year 1 and year 2.
- Sisters of St. Francis Health Services will partner with Purdue University Calumet as an active participant in this proposed project and to commit the necessary investment in accordance with the terms and conditions of the Economic Growth Region (EGR) 1 Strategic Skills Initiative.
- Methodist Hospital will commit in-kind financial resources to support Purdue University Calumet's program.

Planned Healthcare Project Outcomes by 2008:

- Net increase of 40 new licensed nurses in the region, 10 of which are bilingual
- 5 new school-industry partnerships in the region
- Network of healthcare industry and support organizations collaborating on data collection, intelligence and strategic advocacy in the region.

Budget

A proposed total project budget of $2,298,956 (Section V-Funding Request) for this package of initiatives, 25% of which $574,739 comprises match from key partners, individuals and firms.

Solution	Budget Amount
The Center of Advanced Logistics and Manufacturing	**$ 921,214**
Healthcare	**$ 803,003**
Total Requested	**$ 1,724,217**

Conclusion

No one organization could have completed this work alone. In Northwest Indiana, hundreds of people, firms, trade and professional organizations, educational institutions, and community partners participated in the SSI project—many from start to finish. The SSI Team is humbled by their insight and grateful for their commitment.

The region is now more determined than ever to deliver results. Northwest Indiana communities deserve nothing less.

Methodology

A balance between creativity and discipline was key in the development of solutions. While committed to providing opportunities for creative thinking and problem-solving, the SSI Team was keenly aware of the deadlines and the need to be able to deliver real solutions—not just ideas—to the firms and residents in the region. Toward that end, a variety of techniques were used to move from the SSI root cause analysis to the solutions phase, including:

- Surveying
- Brainstorming
- Stakeholder interviews
- Affinity grouping
- Best-practice research
- Proposal development
- Requests for letters of interest

Surveys

Extensive use of surveys were made during the entire SSI process, collecting over 500 altogether. On each survey a version of the question "What one thing could be done to alleviate these [shortages/this root cause]?" was asked. When the solutions phase was launched in January 2006, over 90 solutions proposed by firms, members of the Industry Consortium and Executive Team, teachers, education providers, administrators, young people and working and job-seeking adults were already accumulated.

Brainstorming

Two Team Brainstorming Sessions were convened with staff working on the SSI project. During one of these sessions, "blue-skies" ideas were focused on, asking for creative solutions independent of cost or ability to deliver. During the second session, the focus was on solutions that were both "doable" within the SSI project and would be likely to generate significant impact on occupation and skills shortages.

Interviews

Throughout the SSI process, members of the Industry Consortium and Executive Team provided contact information for business owners and individuals they felt might be interested in the project. These individuals were regularly contacted for conducting stakeholder interviews (in person or by telephone) about both hiring and training experiences and ideas they had for addressing key challenges.

Affinity Grouping

In late January, an affinity grouping exercise was conducted, creating three affinity groups out of the 90+ proposed solutions that had been submitted for consideration or developed by team members: information and intelligence, partnerships, and training. This framework was used to describe the kinds of solutions proposed during the January 18, 2006 meeting with the Industry Consortium, using this time to brainstorm solutions with members.

Best-practice research

As the SSI Team began to sharpen the list of proposed solutions, best practice research was conducted to identify additional expertise or business plans and blueprints for programs similar to those being considered as SSI solutions. For example, after giving shape to the idea of a “Boot Camp” in advanced manufacturing for students in grades seven and eight, a similar program and potential partner was identified in the Fabricators & Manufacturers Association out of Rockford, IL. In addition, a youth focus group at Wheeler High School was conducted on February 14, 2006 (Appendix D). The group reviewed the Compact Web site, since a plan to enhance the content on this site with information about the region’s key industries, jobs and careers. Questions regarding the current content and age-appropriateness were asked in the focus group. Another aspect included generating ideas about how youth might use the site. Kim Genovese of the Nursing 2000 initiative and Lynn Olszewski of the Northwest Indiana Area Health Education Center (AHEC) were called upon to help validate the proposed healthcare solutions.

Proposal / Interest Letter Development

In early February 2006, the key solutions—The Center for Advanced Logistics and Manufacturing and expanded capacity in regional nursing programs—began to take shape. Written proposals were developed and one-on-one meetings with potential partners (e.g., colleges) began. Other partnerships began to form with key industry groups in the region such as the Regional Development Authority.

In order to develop cost estimates and generate formal statements of interest from potential project partners, requests for letters of interest were issued for proposed programs. For example, a request for letters of interest were sent to expand the capacity of nursing programs in the region on February 2, 2006, a follow-up request two weeks later, and another request for potential providers of logistics training during the same time frame.

Formal Meetings and On-line Sessions

The Industry Consortium and Executive Team provided formal oversight and guidance during four meetings convened during the solutions phase of the project:

- January 18, 2006 (Industry Consortium-Appendix A)
- February 15, 2006 (Industry Consortium)
- January 17, 2006 (Executive Team-Appendix B)
- February 21, 2006 (Executive Team)

They were equally valuable in supporting the efforts to develop program models, identify new partners, craft proposals, and find language that made sense to business/.

Finally, the SSI Team completed the three Solutions Phase Web-based workshops designed to help develop the third SSI report and solutions proposals. These workshops convened on the following dates:

- January 6, 2006- Angles of Attack
- January 12, 2006-Battle Plan
- January 31, 2006-Interactive Advisory

These on-line Webinars were very helpful in guiding the SSI Team by providing information that was relevant to establishing solutions that would directly have an impact on the root causes. The SSI Team was provided with success stories from other projects which offered insight into our own ideas and thought processes.

Ongoing Activity

By the end of February, the model began to emerge along with a written description of the proposed SSI solutions (section II-Description of Solutions). Since that time, ongoing negotiations with colleges, universities, hospitals, trade and industry groups, county boards and countless other potential SSI project partners have continued.

This report reflects the current partnerships and Action Plan, but further developments are anticipated. The SSI Team is generally pleased with the level of positive response and support offered by the region to date, although it is recognized that there is much work still needed, in addition to and in support of implementation. Two areas stand out as priorities in the coming months: building constituencies in Lake County; and building networks of TDL employers across the region.

Description of Solutions

Line of Sight Approach

Each solution presented in this report is the result of careful study, consensus building and communication among key stakeholders that has been built upon the foundation of the Phase I and Phase II reports. Key occupation and skill gaps were catalogued and measured, root causes were identified and prioritized, and have driven the solutions and metrics used to define successful solutions for Northwest Indiana.

The solutions chosen for implementation include a Center for Advanced Logistics and Manufacturing, which complements the interdependence between the region's logistics industry and manufacturing sectors by broadening overall career awareness while offering customized, just-in-time training to address demand areas; and a healthcare strategy which focused on increasing the number of available slots for RN students at two schools of nursing, which will help create the additional capacity needed to meet the needs of the region's healthcare employers.

Re-Statement of Specific Shortages and Root Causes

Table II.1: Number of Shortages Projected for 2007 & 2012

Healthcare					
Code	Occupational Title	2007[1] Employment	2007 Shortages+ Surpluses-	2012 Employment	2012 Shortages+ Surpluses-
29-2061	Licensed Practical and Licensed Vocational Nurses	2280	60	2,360	-16
29-2052	Pharmacy Technicians	1,035	63	1,120	71
29-2021	Dental Hygienists	500	-42	570	-148
29-2011	Medical and Clinical Laboratory Technologists	340	12	380	17
29-1111	Registered Nurses	7,270	250	7,910	348
29-1051	Pharmacists	960	98	1,030	109
11-9111	Medical and Health Services Managers	530	16	600	19
	Totals	**12,915**	**457**	**13,970**	**400**
Manufacturing					
Code	Occupational Title	2007[1] Employment	2007 Shortages+ Surpluses-	2012 Employment	2012 Shortages+ Surpluses-
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	1,625	51	1,560	55
51-4121	Welders, Cutters, Solderers, and Brazers	1,975	207	1,980	378
51-1011	First-Line Supervisors/Managers of Production and Operating Workers	2,620	28	2,580	32
41-4012	Sales Representatives, Wholesale and Manufacturing, except Technical and Scientific Products	2,360	200	2,400	231
17-2141	Mechanical Engineers	510	-1	480	-43
	Totals	9,090	485	9,000	653

TDL					
Code	Occupational Title	2007[1] Employment	2007 Shortages+ Surpluses-	2012 Employment	2012 Shortages+ Surpluses-
53-7051	Industrial Truck and Tractor Operators	1,845	58	1,760	62
53-1031	First-Line Supervisors/Managers of Transportation and Material-Moving Machine and Vehicle Operators	595	-1	600	-3
53-1021	First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand	485	12	480	18
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	1,015	21	1,030	24
43-5061	Production, Planning, and Expediting Clerks	1,485	48	1,400	54
43-5032	Dispatchers, except Police, Fire, and Ambulance	330	10	330	9
	Totals	5,755	148	5,600	164
	Totals for 3 Industries	27,760	1,090	28,570	1,217

[1] *Based on straight-line method*
Employment Source: Indiana Workforce Development Agency

Table II.2: New Sustainable Annual Capacity

Code	Industry and Occupational Title	New Annual Capacity
	Manufacturing	
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	10
51-4121	Welders, Cutters, Solderers & Brazers	26
51-1011	First-Line Supervisors/Managers of Production and Operating Workers	10
41-4012	Sales Representatives, Wholesale and Manufacturing - *Except Technical and Scientific Products*	15
17-2141	Mechanical Engineers	5
	Totals	**66**
	TDL	
53-7051	Industrial Truck and Tractor Operators	5
53-1031	First-Line Supervisors/Managers of Transportation and Material-Moving Machine and Vehicle Operators	5
53-1021	First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand	15
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	25
43-5061	Production, Planning, and Expediting Clerks	10
43-5032	Dispatchers - *Except Police, Fire, and Ambulance*	5
	Totals	**65**
	Totals for Both Industries	**131**

able II.3 MFG -Top Root Causes

Manufacturing	Root Causes	
Occupation	**Primary**	**Secondary**
First-Line Supervisors/Managers of Production & Operating Workers	Young people do not have enough experience in potential workplaces or contact with professionals	Job and career seekers lack confidence in this industry as a good place to build a career
Inspectors, Testers, Sorters, Samplers, & Weighers	Lack of good information, what jobs & careers are available, what they pay, what the work is like, etc.	Young people do not have enough experience in potential workplaces or contact with professionals
Mechanical Engineers	Lack of good information, what jobs & careers are available, what they pay, what the work is like, etc.	Job and career seekers lack confidence in this industry as a good place to build a career
Sales Representatives	Young people do not have enough experience in potential workplaces or contact with professionals	Job and career seekers lack confidence in this industry as a good place to build a career
Welders, Cutters, Solderers, and Brazers	Lack of good information, what jobs & careers are available, what they pay, what the work is like, etc.	Job and career seekers lack confidence in this industry as a good place to build a career

Table II.4: TDL-Top Root Causes

TDL	Root Causes	
Occupation	**Primary**	**Secondary**
Bus/Truck Mechanics and Diesel Engine Specialists	Job and career seekers lack confidence in this industry as a good place to build a career	Employers in the region are not challenging workers & supporting them in developing new skills
Dispatchers, Except Police, Fire, and Ambulance	Lack of good information, what jobs & careers are available, what they pay, what the work is like, etc.	Young people do not have enough experience in potential workplaces or contact with professionals
First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand	NWI employers do not pay enough for these jobs compared to jobs in other industries	Lack of good information, what jobs & careers are available, what they pay, what the work is like, etc.
First-Line Supervisors/Managers of Transportation & Material-Moving Machine / Vehicle Operators	Employers in the region are not challenging workers & supporting them in developing new skills	Lack of good information, what jobs & careers are available, what they pay, what the work is like, etc.

Industrial Truck/Tractor Operators	Job and career seekers lack confidence in this industry as a good place to build a career	NWI employers do not pay enough for these jobs compared to jobs in other industries
Production, Planning & Expediting Clerks	Lack of good information, what jobs & careers are available, what they pay, what the work is like, etc.	Young people do not have enough experience in potential workplaces or contact with professionals

Center for Advanced Logistics and Manufacturing

As stated already, The Center for Advanced Logistics and Manufacturing provides a focal point for the region's employers in both industries to address their critical needs and to begin thinking strategically about what it means to compete in a global market.

Many logistics employers recognize the need to adapt to the technological advances in their industry in order to remain competitive, but have been unable to make significant investments in their operations and employees to achieve that status due to the incredibly thin margins inherent in their business. The Center for Advanced Logistics and Manufacturing could provide a consortium approach for the region's transportation, warehousing and related sector employers to work together on building capacity and a portfolio of services that can compete with larger, national firms. The Center for Advanced Logistics and Manufacturing would also be able to leverage the development of a number of key regional assets that are being targeted by the recently formed Regional Development Authority (RDA). The RDA is set to fund efforts that will expand the region's ability to provide intermodal services, air freight and passenger transport, commuter rail and public bus systems, and other projects.

The Center for Advanced Logistics and Manufacturing has the ability to help manufacturers improve their supply chain management processes and operations by connecting employers with regional experts and each other to embrace process improvements like just-in-time (JIT) manufacturing, lean manufacturing, various quality initiatives, RFID and other technologies.

In addition, The Center for Advanced Logistics and Manufacturing can help bridge the divide between the region's TDL/logistics industry and manufacturing industry by promoting solutions and partnerships that result in connecting customers and suppliers, improving efficiencies of moving goods in and out of the region, and potentially lowering costs for participating companies. Since many of the challenges facing both industries are interrelated, including recruiting, retention, training and professional development of their workforce, any programs will likely increase the pipeline of available skilled workers to meet their current and projected employment needs.

Proposals were solicited from training providers, colleges and universities to provide various types of training to meet the needs of the Manufacturing and TDL industries for critical occupations and skill shortages.

A unique way was also developed to connect employers with potential employees in these critical occupations through the use of Webcams to facilitate the hiring of military personnel as they are discharged from various bases around the country and looking for work.

The Talent Gain Project has met with a lot of support from area employers who recognize the skills, abilities and ready-to-go experience that is available from recently discharged veterans. To date, several manufacturers have already signed up to participate in this program and make it sustainable throughout the region.

We also solicited a proposal from the Fabricators Association (based in Rockford, IL) to host a Manufacturing and TDL summer camp that is geared towards students in grades 7th and 8th, which could begin as early as July 2006 and will be repeated in 2007. This camp will expose a number of young people to careers and practical knowledge about specific jobs and opportunities in manufacturing and TDL. Reaching youth at the middle-school level is critical to motivating them to take the proper math and other classes that can prepare them for the more challenging technical jobs offered by these two industries.

The ongoing need for Diesel Mechanics is a tremendous challenge, since the only available training is currently offered at Portage High School under the direction of Porter County Career and Technical Education. Otherwise, people have to leave the region to attend training in the Chicago suburbs or downstate. The good news is that the program has additional capacity to add interested students to their program. The challenge is to “get the word out” about the opportunities, wages and career prospects for this occupation to students. Current “success stories” of students being placed in occupations must come to the forefront in order to promote this occupation as being one to pursue. Additionally, they are interested in offering an adult class for dislocated workers and career changers, offering an opportunity for WorkOnes to assist in assessment and recruitment for the expansion of this program.

Welding is a critical occupation that continues to be a challenge for employers in the region to fill. Many welding students are recruited by potential employers before they even finish their program. This is encouraging news for students who are considering a career in welding. It is also a good recruiting strategy for the region’s larger employers. However, most small companies cannot afford to offer sign-on bonuses or job offers to candidates—and wait for them to complete their training. Employers either tend to do without, or try to hire experienced welders. Those who offer their own training programs typically experience a 50 percent turnover during the first year for their welders. This is a very expensive strategy, since they must then start all over again to recruit and retain a potential welder.

Working with IVY Tech Community College, we have identified two different strategies which will build the number of qualified candidates for the various welding positions which are available in Northwest Indiana.

- The Valparaiso Campus will increase the capacity of students they can train by increasing the number of welding stations/materials. This increase will allow the campus to double their capacity from 26 to 52 students each year.
- The IVY Tech Community College Workforce and Economic Development Division will offer three tires of training, depending upon the needs of employers with vacancies. The Welding Fast Track Career Development Certificate (CDC) has been designed as a track approach to gaining welding skills, It is designed for the student than can dedicate full time to an accelerated program over a six, twelve, or eighteen week period. The program will result in the awarding the student an Entry Level, Intermediate or Advanced Level Welding CDC. Each Track awards the student, upon successful completion 9 credit hours. It also positions and prepares the student after achieving an Advanced Welding CSC to take both the structural and piple welding certification exams offered by the American Welding society (AWS) and the American Society of Mechanical Engineers (ASME).
    - As a subset of this strategy, KV Works will recruit and pay for 36 IMPACT customers for the six week Entry Level program.

This strategy would allow for 118 new students to fill the welding vacancies in the businesses of Northwest Indiana. Credits from these programs can transfer into the Manufacturing and Industrial Technology Program. Upon completion of any of the Welding Fast Track CDCs, students may continue their studies to complete a Technical Certificate or Associate Degree in Manufacturing and Industrial Technology. Faculty from the Manufacturing and Industrial Technology program will teach the courses.

One of the greatest challenges for offering a welding program is the high cost of welding supplies and materials needed for even a basic welding certification. This expansion of welding training will require an investment in additional instructors, equipment and associated materials. However, the current and projected demand for this occupation indicates that this objective would experience a very quick return on investment.

A clear majority of employers in Manufacturing and TDL agree that supervisory training is sorely needed in the region. A request was issued to several postsecondary institutions to offer supervisory training that would be directed at first-time supervisors. The content focus was on supervisory training that would support the critical first-line supervisor occupations and skill gaps in connection with The Center for Advanced Logistics and Manufacturing. Our goal is to provide flexible, short-term certifications, continuing education, and workshops to support the professional development of those joining the management ranks of their companies in Manufacturing and TDL. Several solutions were proposed by these institutions as a continuing education credit program, a certificate, or even a series of workshops. Some of these programs are already in place and being utilized by area employers, and typically include the following modules:

- Leadership training
- Career and professional development
- Team building: motivation skills, interpersonal skills, management by objective, conflict resolution, etc.

The postsecondary institutions were also asked them to develop an additional module that would be geared towards Supply Chain Management issues—strategy, managing channels of distribution, use of technology, logistics, operations, etc. A number of institutions were eager to supply that type of flexible supervisory training at a very affordable price.

One program that stood out in terms of flexible scheduling, affordable cost and ability for customization is the *Skills for Effective Supervision and Management* course, which is offered by Purdue University Calumet through its Distance Education and Extended Learning Center (DEEL). The program can be oriented for first-time supervisors or as a refresher for existing supervisors. Since our goal is to increase the number of people who are prepared to become supervisors, it was critical to find a program that provided the basics and had the ability to scale up to meet an employer's customized needs. This program fully satisfies those goals. Other programs were also responsive to meet the requirements, including a program offered through Indiana University Northwest Center of Management Development. The Center director and program manager will identify and promote these program offerings in collaboration with the providers and WorkOne partners.

Overall, it has become clear that employers are looking for a responsive entity that can help them coordinate their training needs and develop a pipeline of current and future workers with relevant skills. They also want a forum for advocacy, benchmarking, collaboration, technology applications, process improvements, new product/service development, and strategic planning. The Center for Advanced Logistics and Manufacturing is a solution that can fulfill that agenda, and become a catalyst for the growth of these two vital industries in Northwest Indiana. A specific action plan for each objective is detailed in the following Section III.

Recently, there were no providers in Northwest Indiana offering a formal logistics education program. Now there is a 10-week Logistics Fast-Track Career Development Certification that was just created by IVY Tech Community College. The training will consist of courses relating to Logistics/Supply Chain Management, Inventory Management, Transportation Systems, Work Cell Design and Integration. The students will receive a Career Development Certificate upon the successful completion of the instructional period.

Table II.5 Healthcare-Top Root Causes

Healthcare	Root Causes	
Occupation	**Primary**	**Secondary**
Dental Hygienists	Training programs (or slots) in the region are not available in sufficient numbers	Too many skilled people leave the region to build their careers
Licensed Practical and Licensed Vocational Nurses	Training programs (or slots) in the region are not available in sufficient numbers	Stress and burnout among employees
Medical and Clinical Laboratory Technologists	Training programs (or slots) in the region are not available in sufficient numbers	Young people do not have enough experience in potential workplaces or contact with professionals
Medical and Health Services Managers	Young people do not have enough experience in potential workplaces or contact with professionals	Too many skilled people leave the region to build their careers
Pharmacists	Training programs (or slots) in the region are not available in sufficient numbers	Employers are not implementing new workplace practices that meet newer workers demand
Pharmacy Technicians	Lack of good information, what jobs & careers are available, what they pay, what the work is like, etc.	Stress and burnout among employees
Registered Nurses	Training programs (or slots) in the region are not available in sufficient numbers	Demographic changes (aging workforce, increasing diversity, gender imbalances)

Increasing the Capacity for Nursing Students

For the last several years, perpetual shortage of available nurses in the region have been studied. A variety of healthcare providers, including hospitals, nursing homes, clinics and related facilities were interviewed, including administrators, human resource directors, directors of nursing, nursing staff and even those who left the profession. One consistent message was the constraint of current nursing schools to add capacity for additional students. In fact, practically all nursing programs have waiting lists of qualified and motivated young people who typically have already received a healthcare career orientation class at the high school level, and understand the rigors and rewards of a career in nursing.

We asked each school of nursing to put together their best estimate of what it would take to expand their current program by 10 nursing slots per semester for a total of 20 new slots per year. In previous discussions with them, they expressed their difficulty in finding available healthcare facilities for their students to finish their clinical studies. Clinicals now take place on weekends and evenings, and are regulated by the State Board of Nursing. No more than 10 students may participate in one group, and they must be fully engaged in that portion of their studies at a qualified facility.

Four responses to our request were received. Upon further evaluation and follow up, three of these schools were able to partner with hospitals in their communities to facilitate such an increase in available slots, with the hospitals even offering matching funds to ensure its success. After careful review of each proposal and alignment with the needs of employers, two schools of nursing were chosen to include in the SSI Solutions proposal: Purdue University Calumet and Purdue University Northwest. Both schools are committed to creating an additional 20 Registered Nursing slots for students annually, which has the potential to create RN opportunities for an additional 80 students over the next two years.

It is an expensive proposition for these schools to add such capacity, since their reimbursement for capital and operating costs is typically a two-year cycle and only partially covered by new tuition revenues. They still face the challenge of hiring qualified instructors within their constrained salary ranges and budgets. They will also have to coordinate the increased demand for openings in general and related courses that support the RN program, such as mathematics, chemistry and biology. Both schools have indicated a commitment from their respective administrations to fully support this objective. The specific action plan for this objective is outlined in the following Sect. III.

Two very active organizations have indicated their intentions to fully partner with us on this objective: Nursing 2000, which is a consortium of hospitals working on addressing the nursing shortage in Northwest Indiana, and the Northwest Indiana Area Health Education Center (AHEC), which focuses on attracting students from diverse backgrounds, ethnicities and urban communities to become RNs. Activities center on career orientation, summer camps, and various support efforts to encourage students and help defray the expense of entering nursing school. They are excited about a future working partnership with us to recruit dedicated young people for these additional nursing slots.

Action Plan

The Center for Advanced Logistics and Manufacturing

The Center for Advanced Logistics and Manufacturing has a wide array of activities which will be organized by the staff to be hired to oversee the Center. There are numerous partners and players who will all contribute to the success of this strategy including the Regional Operator which will oversee this effort and help manage the implementation until all staff are trained.

1. Career Awareness Strategy: A career awareness strategy will be developed to promote the availability and benefits in working in the Logistics and Manufacturing industries. This will include development of material, presentations, re-engineering of the Compact Website, and potential internship development for teachers and students.

   - The Compact Web site www.cwcompact.com will be realigned and updated (see recommendations in Appendix D) to offer more current information and strategically target Manufacturing and TDL as a good place to build a career. Youth, teachers and parents will know about the jobs available in the region, wages and benefits paid, along with training locations and opportunities to prepare for those jobs. The Compact membership and 20 members of two subcommittees have been the dominating force for this Web site development with the support of the CWI and LCISDB staff. It is anticipated the partners currently supporting this information resource will continue in the future.

     - The website will be re-engineered during the first two quarters of the SSI launch to maximize promotion of its use amongst students in 44 school systems in NWI. The volunteers along with Center program director and a key consultant will acquire the information to be included on the redesigned website. Employers will be solicited to post their company information on the site to provide the community with knowledge about the plethora of companies in these industries.

     - Sponsorships will be solicited to sustain the website with necessary upgrades to keep the information current.

     - The project oversight and participant selection will we handled by CWI.

   - Another facet of career awareness will include the development of a strategy to partner with the schools to present career information to teachers , counselors and students as well as an internship program for 25 teachers during the summer months of 2007.

2. Talent Gain (Webcam) Project (MFG, TDL): The Talent Gain Project was specifically developed to address the filling of key positions in the MFG and TDL industries with veterans returning from the military. It is intended to assist veterans as they return to Northwest Indiana and recruit veterans to the area with a specific purpose of filling key vacancies in MFG and TDL.

   - Employers signed up are; US Steel, Mittal Steel, Northcoast Distributors, Monosol Inc*, Priority Transportation*, Truck N Trailers*, Trailer Repair Services*, and United Transportation Group* these employers These employers will post available jobs within the Manufacturing and TDL industries that the Root Causes report has deemed have shortages. After year one the goal is have 10 companies participating in this project and by year two it's 20. Payment for the cost of job postings are considered private matching funds.

   - WorkOne Locations will install a Webcam in their location; Gary, Hammond, La Porte, and Portage locations. Each office will select personnel to oversee the coordination of time-slots to utilize the computer and Webcam. The times offered will be between 9 a.m. and 2 p.m. with a maximum interview time of two hours. After the first year the goal is to have an additional four WorkOne offices in the region providing this service and by year two have at least one in each county and larger community. Veterans staff and key field operations are supported by public funds and consider match for this initiative.

   - Military Bases that will install a Webcam in their Army Career and & Alumni Center (ACAP); Fort Bragg, NC (Bill McMillan) and Fort Benning, GA (Ms. Beecham). Fort Riley, KS, office wants to evaluate the program after three months before they agree to participate. The San Diego Workforce Partnerships will also be involved by installing a Webcam in their location as they assist the San Diego military installation exiting veterans for transitioning into civilian life. Within six months of the launch of the Talent Gain Project the goal is to have an additional four military bases signed on, these are; Camp Casey, Korea, Fort Stewart, GA, Fort Drum, NY, and Fort Hood, TX. Mr. McMillan will be the project manager for Fort Bragg and Ms. Beecham in Fort Benning. It will there responsibility to market and promote the Talent Gain Project to Veterans exiting their particular base. These people will be the liaison between coordinating the interview times among the WorkOne offices and the interviewee. Military support and resources are public funds considered match for this project.

   - Vetjobs.com (Ted Daywalt-President) has offered this project a significant discount. 24 companies can sign-up for the cost of one company ($5,250). Vetjobs.com will be responsible for receiving the job postings from the employers and also be in charge of accepting and posting the resumes of the Veterans on his Web site www.vetjobs.com. Vetjobs contribution of reduced posting fees for participating employers are considered a combination of private and public matching funds.

- Logitech www.logitech.com has donated 10 Webcams and Creative Labs www.creativelabs.com provided five Webcams to be used for the Talent Gain Project. These cameras solicited by CWI are ready to be distributed to each location mentioned above upon approval of the SSI applications. The contribution of Webcams is a private source of matching funds.

- CWI will be the lead agent for this project. They will gather the resources needed, garner the commitment of the parties listed in a through d above, and oversee the implementation. After the project has demonstrated a smooth uptake of effort, CWI will look to the partner organizations to select a group best suited to carry on this initiative post pilot phase.

3. Working with Fabricators Association out of Rockford, IL, the Porter County Career Center, IVY Tech Community College, and the Portage YMCA will put on a Manufacturing and TDL camp geared toward 7th & 8th graders. This program is designated to run during July of 2006 and July of 2007. (MFG, TDL) and to be offered to another community in 2007. The Fabricators will take the lead and use their resources for project oversight, with other costs associated with participant expenses coming from project funds and/or other public resources. Opportunities will exist for private pay tuition.

   - The camp will be a one week camp operating from 9 a.m. to 5:00 p.m. and will consist of classes, meetings with manufacturers, plant tours and tours of advanced laboratories at Valparaiso University and IVTY Tech State college.

   - The key partners are beginning to work on the implementation of the camp and brochures and material are being developed in anticipation of funding.

   - CWI will oversee the coordination of this project locally but will turn the project over to the director of the center or overall SSI manager and RO.

4. Diesel Mechanic Training, the only provider in northwest Indiana is Portage High School which is overseen by the Porter County Career and Technical Education would work with The Center for Advanced Logistics and Manufacturing personnel to plan a strategy to open its training facility at night in order to train adults. (TDL)

   - They will be active in assisting The Center for Advanced Logistics and Manufacturing in establishing a career awareness campaign geared to High School students across the region in order to increase capacity to 90% (currently, it's at 50%). This 40% increase would put an additional 16 students in the program each year. This will be done by the provider of The Center for Advanced Logistics and Manufacturing along with collaborating efforts of WorkOne personnel.

   - The SSI Team is in negotiations with both of these establishments to offer the diesel mechanic training to adults at night. It would be offered (for a fee) to dislocated workers and career changers. This is also part of a strategy that would provide an incentive to current High School students to take the course

while in school at no charge in lieu of waiting until they graduate, when they will have to pay the fees and/or tuition involved. The tuition is estimated to cost $3,600 per year or a grand total of $7,200. This training would consist of approximately 1,000 hours.

- The partner funds being leveraged for this initiative are primarily public money. The Porter County Career and Technical Education Center in collaboration with Portage Schools will be the key lead under the support and encouragement of the consortium.

5. Purdue University Calumet and its Distance Education and Extended Learning Center (DEEL) will provide customized First-Line Supervision/Managers training for companies in our region for $320 per worker. They will base this training on each company's specific needs. Each graduating member will receive a certificate of completion and will be awarded continuing education credits. (MFG, TDL) The lead for this initiative will be Purdue Calumet under the support and guidance of the consortium to ensure alignment with both employer need and key root causes.

   - Key responsibility for recruitment selection and guidance will be the staff at the Center of Advanced Logistics and Manufacturing with support from WorkOne partners and Purdue University. The Regional Board and consortium will oversee this effort.

   - Staff will also help to gather employer input to ensure content is adequately customized.

6. The Center for Advanced Logistics and Manufacturing personnel will be responsible for marketing the "Center" to employers in the region and soliciting its services. The Center for Advanced Logistics and Manufacturing representatives will accumulate 50 companies to pay a $200 annual membership due to participate and belong to The Center for Advanced Logistics and Manufacturing. By doing so, the employers will have rights to all services offered by The Center for Advanced Logistics and Manufacturing.

7. IVY Tech Community College (through The Center for Advanced Logistics and Manufacturing) will expand their welding capacity as follows:

   - The Valparaiso campus will expand their welding stations for 26 new students. The Center will assist in promoting this opportunity to a broad range of constituents working the Regional Operator and WorkOne partners. A more fully developed marketing strategy will be executed upon approval of the SSI application.

   - IVY Tech Community College has developed a new fast track program which can address the need for entry level welders, intermediate welders, and advanced welders, depending on the expectations of the employers and the skill level of the students. The Center staff will work with existing employers experiencing vacancies to determine which programs need to be operated in which

communities. With the assistance of the WorkOne partners and other, individuals will be recruited, assessed, and then enrolled in the appropriate level fast track training with the expectations of completion and hire by employers.

8. The Center for Advanced Logistics and Manufacturing will host Radio Frequency Identification (RFID) training for employees through a provider. While still in negotiations, two developers/employers are analyzing whether they can contribute existing space for this training as well as for the physical location of the Center.

Healthcare-Increasing the Capacity for Nursing Students

Partnerships have been established to further promote the opportunities available in nursing to a diverse pool of potential candidates as well to create an additional 40 Registered Nursing student slots annually.

1. Nursing 2000 in Northern Indiana Region is a group which advocates for nursing as an occupation as well as collecting data and information about needs, trends, and programming in the nursing field. They will partner with SSI to provide awareness to more students about the opportunities available. This summer (2006) they will implement a new nursing camp in partnership with Purdue Calumet, Community Hospital, Indiana University Northwest, Methodist Hopsital, Valparaiso University, Porter, Ancilla College, Plymouth Hospital, Purdue North Central and the LaPorte Regional Health Care System

2. Northwest Indiana Area Health Education Center (AHEC) is committed to providing new programming support of $15,000 (in-kind) match over the new two years to enhance and help ensure the successful implementation and sustainability of the proposed strategies.

3. Purdue University Calumet will create an additional 20 Registered Nursing student slots annually. Purdue will apply to the State Board of Nursing to get approval for the additional slots but are confident this will be met with success. They have reached out to the Community Foundation of Northwest Indiana. This organization/hospital will contribute 25% match (cash or in-knd) in year I and yer 2 to support the expansion of the Registered Nursing program. The Sisters of St Francis Health Services will also be an active partner in this initiative as will Methodist Hospital.

4. Purdue North Central will create an additional 20 Registered Nursing student slots annually. The project specifics and detailed matching initiatives are contained within this report. The consortium will continue to guide and support this development of this initiative. The university will also apply to the State Board of Nursing to receive approval for the addition of these slots but are also confident that this will be authorized. Purdue North Central has Porter, Pulaski Memorial Hospital, and LaPorte Regional Health Care systems as key partners in this effort to provide clinical space and resources to ensure student success.

Expected Results

By 2007, it has been estimated if the root causes are not addressed the Manufacturing and Transportation, Distribution, Logistics (TDL) industries will have 633 shortages among the 11 occupations. And by 2012, these shortages will increase to a projected shortage of 817, see Table III.1.

Table III.1: Number of Shortages Projected for MFG and TDL for 2007 & 2012

Manufacturing					
Code	**Occupational Title**	**2007[1] Employment**	**2007 Shortages+ Surpluses-**	**2012 Employment**	**2012 Shortages+ Surpluses-**
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	1,625	51	1,560	55
51-4121	Welders, Cutters, Solderers, and Brazers	1,975	207	1,980	378
51-1011	First-Line Supervisors/Managers of Production and Operating Workers	2,620	28	2,580	32
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	2,360	200	2,400	231
17-2141	Mechanical Engineers	510	-1	480	-43
	Totals	**9,090**	**485**	**9,000**	**653**
TDL					
Code	**Occupational Title**	**2007[1] Employment**	**2007 Shortages+ Surpluses-**	**2012 Employment**	**2012 Shortages+ Surpluses-**
53-7051	Industrial Truck and Tractor Operators	1,845	58	1,760	62
53-1031	First-Line Supervisors/Managers of Transportation and Material-Moving Machine and Vehicle Operators	595	-1	600	-3
53-1021	First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand	485	12	480	18
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	1,015	21	1,030	24
43-5061	Production, Planning, and Expediting Clerks	1,485	48	1,400	54
43-5032	Dispatchers, Except Police, Fire, and Ambulance	330	10	330	9
	Totals	**5,755**	**148**	**5,600**	**164**
	Totals for Both Industries	**14,845**	**633**	**14,600**	**817**

[1] *Based on straight-line method*
Employment Source: Indiana Workforce Development Agency

Once The Center of Advanced Logistics and Manufacturing "action plan" and "implementation dates" are met, these 11 occupational shortages will be addressed and reduced significantly. Table III.2 indicates the new annual capacity projected by the services offered by The Center for Advanced Logistics and Manufacturing.

Table III.2: New Sustainable Annual Capacity

Code	Industry and Occupational Title	New Annual Capacity
	Manufacturing	
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	10
51-4121	Welders, Cutters, Solderers & Brazers	26
51-1011	First-Line Supervisors/Managers of Production and Operating Workers	10
41-4012	Sales Representatives, Wholesale and Manufacturing - *Except Technical and Scientific Products*	15
17-2141	Mechanical Engineers	5
	Totals	**66**
	TDL	
53-7051	Industrial Truck and Tractor Operators	5
53-1031	First-Line Supervisors/Managers of Transportation and Material-Moving Machine and Vehicle Operators	5
53-1021	First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand	15
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	25
43-5061	Production, Planning, and Expediting Clerks	10
43-5032	Dispatchers - *Except Police, Fire, and Ambulance*	5
	Totals	**65**
	Totals for Both Industries	**131**

The increased numbers of new workers available to meet the demand of the workplace is essential. By meeting these goals, The Center for Advanced Logistics and Manufacturing will have reduced the occupational shortages by 20% by the year 2007 and 92% by the year 2012. By 2012 approximately 750 (125 x 6 years) new workers will be available to fill the vacant 817 positions. The current shortages were calculated by considering the existing infrastructure in place with no changes made to it. The Center for Advanced Logistics and Manufacturing will be providing new services and training to the workplace environment by altering or increasing the number of trained people to fill these slots.

The Registered Nursing shortage is the largest and most critical. As of 2007, it is projected the 250 shortages exist in northwest Indiana and if nothing is done to address this situation the shortages will increase to 348 by the year 2012 (Table III.3).

Table III.3: Number of Shortages Projected for Healthcare for 2007 & 2012

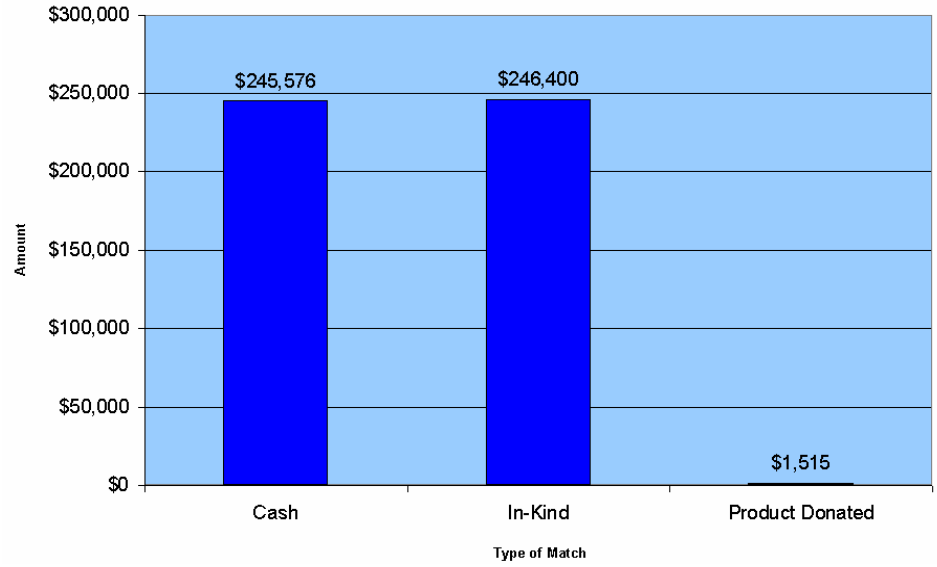
Healthcare					
Code	Occupational Title	2007[1] Employment	2007 Shortages+ Surpluses-	2012 Employment	2012 Shortages+ Surpluses-
29-2061	Licensed Practical and Licensed Vocational Nurses	2280	60	2,360	-16
29-2052	Pharmacy Technicians	1,035	63	1,120	71
29-2021	Dental Hygienists	500	-42	570	-148
29-2011	Medical and Clinical Laboratory Technologists	340	12	380	17
29-1111	Registered Nurses	7,270	250	7,910	348
29-1051	Pharmacists	960	98	1,030	109
11-9111	Medical and Health Services Managers	530	16	600	19
	Totals	**12,915**	**457**	**13,970**	**400**

During the year 2007-2008 PNC and PUC will begin graduating and producing new Registered Nurses that will be available to the workforce. Each school will turn out an additional 40 news students each year. The new output of these schools will create an another 200 nurses by the year 2012, which will reduce the projected shortage of 348 by 57%.

Plan To Reallocate/Leverage Existing Public & Private Resources

The SSI Team has leveraged a total match (Table III.4) of $493,491[2] out of our required $574,739, with additional match currently under negotiation. The majority of this match comes from providers supplying their own cash match or from an external source that has partnered to make the solution a possibility.

Table III.4: Matching Streams



CWI has already received the $1,515 worth of equipment in Webcams donated by Creative Labs and Logitech. The cash match will be distributed immediately pending each provider being notified that they're project will be awarded funds. This will continue each year that they agree to assist in financing the project (the same thing applies for the in-kind match).

[2] Some of this money is pending approval of companies final approval

Response from Outside Agencies

In addition to the input we received from our Executive Team and Industry Consortium, we have solicited insights and recommendations from a number of key organizations and stakeholders throughout all phases of the Strategic Skills Initiative process.

Our solutions require the endorsement and participation of employers. For each of the three industries, we interviewed dozens of business owners and professionals about the entire process of identification of occupational shortages and skill gaps, determining the root causes of these shortages, and solutions that have the most potential to be effective. Throughout this process, many faithful employers have expressed their ongoing interest and support to help guide our proposed solutions into the implementation phase.

In addition to employer participation, key stakeholder groups also provided support. One such stakeholder is the Northwest Indiana Forum, a regional economic development organization that coordinates much of the marketing and prospect management of companies looking to relocate or expand in Northwest Indiana. They have provided us with an ongoing forum at their monthly meetings to engage local economic development professionals, the Northwest Indiana regional office staff of the IEDC, and other community leaders in focus groups and discussion regarding the Strategic Skills Initiative. Their leadership on this project is seen as an example to individual LEDO organizations, who have also been eager to see SSI objectives translate into solutions for their communities and the region.

Another key stakeholder group includes workforce development agencies and WorkOne partners who have also been very receptive to the messages of our first two reports and welcome any opportunity to work with us during the solutions phase.

Educational Institutions on both the secondary and post secondary level, have also shown interest in assisting throughout the SSI project and have shown support in the development of solutions.

Finally, local elected officials in the region have also indicated their support. They are very interested in helping these selected industries grow in their communities, and increasing the skills and wages for youth and the current workforce.

Center for Advanced Logistics and Manufacturing

Based on survey results, numerous employers from both manufacturing and logistics have expressed their interest in seeing the creation of The Center for Advanced Logistics and Manufacturing. A few of these employers include:

- New York Blower
- Northcoast Distributing
- Pepsi Cola Co.
- Mittal Steel
- Holiday Group

With an emphasis on meeting the practical needs of these employers, this center has the opportunity to engage them to solve immediate concerns, and build a strategy for long-term strategic benefit and economic development.

Many stakeholders have come forward to support the center through a variety of activities. The Porter County Economic Development Alliance has gone so far as to commit $25,000 per year over the next two years to help fund the Center for Advanced Logistics and Manufacturing. Representing a consortium of over five local economic development corporations, they see the value of preparing young people for occupations in demand that pay good wages and helping employers in two interrelated industries continue to increase their capabilities and competitiveness through the expanded use of technology and collaboration. They have also offered to help recruit funding from other counties in Northwest Indiana as well.

KVWorks, a WorkOne partner and provider of WIA services, has expressed support for this initiative and has pledged to train 36 of their customers in welding to help supply the pipeline. As mentioned previously, IVY Tech Community College has pledged to increase the number of slots in welding training. Porter County Career Center has pledged to increase the number of slots in their diesel classes.

Healthcare: Increasing the Capacity for Nursing Students

In healthcare, several hospitals have given us their commitment to move forward on the objectives we have outlined to increase the number of training slots available for RNs, and assist with efforts to provide career awareness and other activities to recruit students interested in pursuing a career in healthcare.

The two outside agencies that have provided the most support for this objective are Nursing 2000, and the Northwest Indiana Area Health Education Center (AHEC), as mentioned in Section II.

In addition, we received responses from four schools of nursing in the region that submitted proposals for funding to increase the available slots for RN students. Those

four schools include: Purdue University Calumet, Purdue University North Central, IVY Tech Community College, and Valparaiso University.

After narrowing the selection to the top three, Purdue University Calumet, Purdue University North Central, and IVY Tech Community College, we asked these schools to look for funding partners to assist with the local match. All three were able to come up with matching funds (one school proposed to match with their own internal funds). The two selected proposals from Purdue University Calumet and Purdue University North Central featured a partnership and funding agreement from hospitals in their communities. This commitment from these educational institutions clearly demonstrates how much momentum and interest there is in Northwest Indiana to tackle the nursing shortage issue, and bodes well for our efforts to develop a long-term sustainable solution for the region.

Although we have several key stakeholders that have come forward to support this initiative, we know that it will take a tremendous effort to keep these partners and investors focused. As such CWI will demonstrate to them on a continual basis that there is a return on their investment. In addition, we will continue to reach out to new partners as the project commences.

Funding Requests

List of Funds Required to Implement Solutions

Table V.1 will provide the financial information needed in order launch the whole package of solutions. The overall amount being requested is $1,724,217. Column one labeled "Description" explains the benefits and/or services associated with each cost. It also briefly explains which project the monies are being targeted for.

Table V.1: Summary of Year 1 & 2

Description	One Time Funds	Recurring Funds	Total Amount Requested
Staff Costs	**-**	**335,660.00**	**335,660.00**
- Center Director 100% time x $70,000 / yr (Trans & Mfg Center Project)	-	140,000.00	140,000.00
- Program Staff 100% time x $50,000 / yr (Trans & Mfg Center Project)	-	100,000.00	100,000.00
- Clerical -35% time at $26,000/ yr (Trans & Mfg Center Project)	-	18,200.00	18,200.00
Fringe Benefits (Rate 30%)	-	77,460.00	77,460.00
Service Providers	**-**	**1,078,177.00**	**1,078,177.00**
- Faculty (2) - Salary + Benefits Purdue Calumet for 2 years (Nursing Project)	-	220,253.00	220,253.00
- Benefits, std tests, Web-based resources Purdue Calumet for 2 years (Nursing Proj)	-	99,114.00	99,114.00
- Faculty (2) yr 1 (3) yr 2 - Salary + Benefits Purdue North Central for 2 years (Nursing)	-	372,736.00	372,736.00
- Supplies, chem lab, travel Purdue North Central for 2 years (Nursing Project)	-	18,000.00	18,000.00
- Logistics training - $3,000 x 30 students, 29 cr hrs, supply chain mgmt (Trans Proj)	-	90,000.00	90,000.00
- Develop business plan for new Diesel training -Porter Adult Ed, Portage HS	-	10,000.00	10,000.00
- Mfg Boot Camp $4,900 Yr 1, $9,800 Yr 2 (Trans & Mfg Center Project)	-	14,700.00	14,700.00
- Career Planning Strategies (Trans & Mfg Center Project)	-	100,000.00	100,000.00
- First Line Supervisor Training - 30 students x $320 each (Trans & Mfg Ctr Project)	-	19,200.00	19,200.00
- Welding Training - 30 students at 3 different skill levels	-	98.574.00	98.574.00
- Membership fees Vetjobs.com for employers, 2 x $2,600, 2 x $5,200	-	15,600.00	15,600.00
- Tech Asst Veteran's Proj- install, test, maint $10,000 per year (Trans & Mfg Ctr)	-	20,000.00	20,000.00

Table V.1: Summary of Year 1 & 2 Continued

Description	One Time Funds	Recurring Funds	Total Amount Requested
Equipment	**50,600.00**	**-**	**50,600.00**
- Computers for classroom -12 @ $1,500 ea, incl software (Trans & Mfg Ctr Project)	18,000.00	-	18,000.00
- RFID lab fixtures - sensors, readers, printer, computer (Trans & Mfg Center Project)	20,000.00	-	20,000.00
- Furniture and lab for Purdue North Central (Nursing Project)	9,000.00	-	9,000.00
- Computers for Purdue North Central (Nursing Project)	3,600.00	-	3,600.00
Travel Expenses	**-**	**3,360.00**	**3,360.00**
- Center Director -150 miles/ mth x .40 mile x 12 months (Trans & Mfg Ctr Project)	-	1,440.00	1,440.00
- Program Staff - 200 miles/ mth x .40 mile x 12 months (Trans & Mfg Ctr Project)	-	1,920.00	1,920.00
Other Expenses	**-**	**256,420.00**	**256,420.00**
- All premises and office costs $27,000/ yr x 2 years (Trans & Mfg Ctr Project)	-	54,000.00	54,000.00
- Marketing, communications campaign (Trans & Mfg Ctr Project)	-	10,000.00	10,000.00
- Program Development, handbook creation, printing (Trans & Mfg Ctr Project)	-	20,000.00	20,000.00
- Fiscal, Oversight, Prog & Fiscal Monitoring, Audit (Both Projects)	-	172,420.00	172,420.00
Total SSI Cost	**50,600.00**	**1,673,617.00**	**1,724,217.00**
Match at 25%			**574,739.00**
Total Project Cost			**2,298,956.00**

One-time Funds & Reoccurring Funds

There is a list of one-time funds required to implements the solutions in Chart V.1 column 2. There is a total of $50,600 one-time funds being requested prior to implementation of solutions. Most of this funding is needed to purchase equipment for different training purposed. Column 3 in Chart V.1 describes the amount of recurring funds needed to provide ongoing project rollout; it's a total of $1,724,217. These finances are needed for expenses such as travel and pay for a Center Director.

Table V.2: Year 1 Funding

Description	One Time Fund	Recurring Funds	Total Amount Requested
Staff Costs	**-**	**167,830.00**	**167,830.00**
- Center Director 100% time x $70,000 / yr (Trans & Mfg Center Project)	-	70,000.00	70,000.00
- Program Staff 100% time x $50,000 / yr (Trans & Mfg Center Project)	-	50,000.00	50,000.00
- Clerical -35% time at $26,000/ yr (Trans & Mfg Center Project)		9,100.00	9,100.00
Fringe Benefits (Rate 30%)	-	38,730.00	38,730.00

Table V.2: Year 1 Funding Continued

Description	One Time Fund	Recurring Funds	Total Amount Requested
Service Providers	**-**	**483,183.00**	**483,183.00**
- Faculty (2) - Salary + Benefits Purdue Calumet (Nursing Project)	-	110,126.00	110,126.00
- Benefits, standardized tests, Web-based resources Purdue Calumet (Nursing Project)	-	49,557.00	49,557.00
- Faculty (2) yr 1 - Salary + Benefits Purdue North Central (Nursing Project)	-	145,600.00	145,600.00
- Supplies, chem lab, travel Purdue North Central (Nursing Project)	-	8,000.00	8,000.00
- Logistics training - $3,000 x 15 students, 29 cr hrs, supply chain mgmt (Trans Proj)	-	45,000.00	45,000.00
- Develop business plan for new Diesel training -Porter Adult Ed, Portage HS	-	-	-
- Mfg Boot Camp $4,900 Yr 1, $9,800 Yr 2 (Trans & Mfg Center Project)	-	4,900.00	4,900.00
- Career Planning Strategies (Trans & Mfg Center Project)	-	50,000.00	50,000.00
- First Line Supervisor Training - 30 students x $320 each (Trans & Mfg Ctr Project)	-	9,600.00	9,600.00
- Welding Training - 30 students at 3 different skill levels	-	40,000.00	40,000.00
- Membership fees Vetjobs.com for employers, 2 x $2,600, 1 x $5,200	-	10,400.00	10,400.00
- Tech Asst Veteran's Proj- install, test, maint $10,000 per year (Trans & Mfg Ctr Proj)	-	10,000.00	10,000.00
Equipment	**46,400.00**	**-**	**46,400.00**
- Computers for classroom -12 @ $1,500 ea, incl software (Trans & Mfg Ctr Project)	18,000.00	-	18,000.00
- RFID lab fixtures - sensors, readers, printer, computer (Trans & Mfg Center Project)	20,000.00	-	20,000.00
- Furniture and lab for Purdue North Central (Nursing Project)	6,000.00	-	6,000.00
- Computers for Purdue North Central (Nursing Project)	2,400.00	-	2,400.00
Travel Expenses	**-**	**1,680.00**	**1,680.00**
- Center Director -150 miles/ mth x .40 mile x 12 months (Trans & Mfg Ctr Project)	-	720.00	720.00
- Program Staff - 200 miles/ mth x .40 mile x 12 months (Trans & Mfg Ctr Project)	-	960.00	960.00
Other Expenses	**-**	**129,900.00**	**129,900.00**
- All premises and office costs $27,000/ yr (Trans & Mfg Ctr Project)	-	27,000.00	27,000.00
- Marketing, communications campaign (Trans & Mfg Ctr Project)	-	10,000.00	10,000.00
- Program Development, handbook creation, printing (Trans & Mfg Ctr Project)	-	10,000.00	10,000.00
- Fiscal, Oversight, Prog & Fiscal Monitoring, Audit (Both Projects)	-	82,900.00	82,900.00
Total SSI Cost	**46,400.00**	**782,593.00**	**828,993.00**
Match at 25%			**276,331.00**
Total Project Cost			**1,105,324.00**

Table V.3: Year 2 Funding

Description	One Time Funds	Recurring Funds	Total Amount Requested
Staff Costs	**-**	**167,830.00**	**167,830.00**
- Center Director 100% time x $70,000 / yr (Trans & Mfg Center Project)	-	70,000.00	70,000.00
- Program Staff 100% time x $50,000 / yr (Trans & Mfg Center Project)	-	50,000.00	50,000.00
- Clerical -35% time at $26,000/ yr (Trans & Mfg Center Project)		9,100.00	9,100.00
Fringe Benefits (Rate 30%)	-	38,730.00	38,730.00
Service Providers	**-**	**594,994.00**	**594,994.00**
- Faculty (2) - Salary + Benefits Purdue Calumet (Nursing Project)	-	110,127.00	110,127.00
- Benefits, standardized tests, Web-based resources Purdue Calumet (Nursing Project)	-	49,557.00	49,557.00
- Faculty (3) yr 2 - Salary + Benefits Purdue North Central (Nursing Project)	-	227,136.00	227,136.00
- Supplies, chem lab, travel Purdue North Central (Nursing Project)	-	10,000.00	10,000.00
- Logistics training - $3,000 x 15 students, 29 cr hrs, supply chain mgmt (Trans Proj)	-	45,000.00	45,000.00
- Develop business plan for new Diesel training -Porter Adult Ed, Portage HS	-	10,000.00	10,000.00
- Mfg Boot Camp $9,800 Yr 2 (Trans & Mfg Center Project)	-	9,800.00	9,800.00
- Career Planning Strategies (Trans & Mfg Center Project)	-	50,000.00	50,000.00
- First Line Supervisor Training - 30 students x $320 each (Trans & Mfg Ctr Project)	-	9,600.00	9,600.00
- Welding Training - 30 students at 3 different skill levels	-	58,574.00	58,574.00
- Membership fees Vetjobs.com for employers, 1 x $5,200	-	5,200.00	5,200.00
- Tech Asst Veteran's Proj- install, test, maint $10,000 per year (Trans & Mfg Ctr Proj)	-	10,000.00	10,000.00
Equipment	**4,200.00**	**-**	**4,200.00**
- Computers for classroom -12 @ $1,500 ea, incl software (Trans & Mfg Ctr Project)	-	-	-
- RFID lab fixtures - sensors, readers, printer, computer (Trans & Mfg Ctr Project)	-	-	-
- Furniture and lab for Purdue North Central (Nursing Project)	3,000.00	-	3,000.00
- Computers for Purdue North Central (Nursing Project)	1,200.00	-	1,200.00
Travel Expenses	**-**	**1,680.00**	**1,680.00**
- Center Director -150 miles/ mth x .40 mile x 12 months (Trans & Mfg Ctr Project)	-	720.00	720.00
- Program Staff - 200 miles/ mth x .40 mile x 12 months (Trans & Mfg Ctr Project)	-	960.00	960.00

Table V.3: Year 2 Funding Continued

Description	One Time Funds	Recurring Funds	Total Amount Requested
Other Expenses	**-**	**126,520.00**	**126,520.00**
- All premises and office costs $27,000/ yr (Trans & Mfg Ctr Project)	-	27,000.00	27,000.00
- Marketing, communications campaign (Trans & Mfg Ctr Project)	-	-	-
- Program Development, handbook creation, printing (Trans & Mfg Ctr Project)	-	10,000.00	10,000.00
- Fiscal, Oversight, Prog & Fiscal Monitoring, Audit (Both Projects)	-	89,520.00	89,520.00
Total SSI Cost	**4,200.00**	**891,024.00**	**895,224.00**
Match at 25%			**298,408.00**
Total Project Cost			**1,193,632.00**

Table V.4: Center of Advanced Logistics and Manufacturing

Description	One Time Funds	Recurring Funds	Total Amount Requested
Staff Costs	**-**	**335,660.00**	**335,660.00**
- Center Director 100% time x $70,000 / yr	-	140,000.00	140,000.00
- Program Staff 100% time x $50,000 / yr	-	100,000.00	100,000.00
- Clerical -35% time for 2 years at $26,000/ yr		18,200.00	18,200.00
- Fringe Benefits	-	77,460.00	77,460.00
Service Providers	**-**	**368,074.00**	**368,074.00**
- Logistics training - $3,000 x 30 students, 29 cr hrs, supply chain mgmt, etc.	-	90,000.00	90,000.00
- Develop business plan for new Diesel training -Porter Adult Ed, Portage HS	-	10,000.00	10,000.00
- Mfg Boot Camp $4,900 Yr 1, $9,800 Yr 2	-	14,700.00	14,700.00
- Career Planning Strategies	-	100,000.00	100,000.00
- First Line Supervisor Training - 60 students x $320 each	-	19,200.00	19,200.00
- Welding Training - 30 students at 3 different skill levels	-	98,574.00	98,574.00
- Membership fees Vetjobs.com for employers, 2 x $2,600, 2 x $5,200		15,600.00	15,600.00
- Tech Asst Veteran's Proj- install, test, maint $10,000 x 2 yr	-	20,000.00	20,000.00
Equipment	**38,000.00**	**-**	**38,000.00**
- Computers for classroom -12 @ $1,500 ea, incl software	18,000.00	-	18,000.00
- RFID lab fixtures - sensors, readers, printer, computer	20,000.00	-	20,000.00
Travel Expenses	**-**	**3,360.00**	**3,360.00**
- Center Director -150 miles/ mth x .40 mile x 24 months	-	1,440.00	1,440.00
- Program Staff - 200 miles/ mth x .40 mile x 24 months	-	1,920.00	1,920.00
Other Expenses	**-**	**176,120.00**	**176,120.00**
- All premises and office costs $27,000/ yr x 2 years	-	54,000.00	54,000.00
- Marketing, communications campaign	-	10,000.00	10,000.00
- Program Development, handbook creation, printing	-	20,000.00	20,000.00
- Fiscal, Oversight, Prog & Fiscal Monitoring, Audit	-	92,120.00	92,120.00
Total SSI Cost	**38,000.00**	**883,214.00**	**921,214.00**
Match at 25%			**307,071.00**
Total Project Cost			**1,228,285.00**

Table V.2 provide a more in-depth look at the funding requested for the Center of Advanced Logistics and Manufacturing. The total amount requested to implement this solution is $921,214. Column 2 lists the one time funds and column 3 recurring funds. Column 4 represents the total cost. The funding attributed directly to SSI is the amount needed to fund the implementation of The Center for Advanced Logistics and Manufacturing not sustainability funds.

Table V.5 also takes a specific look at the funding amount being requested to implement the Registered Nursing solution.

Table V.5: Increasing Nursing Slots

Description	One Time Funds	Recurring Funds	Requested
Staff Costs	**-**	**-**	**-**
Service Providers	**-**	**710,103.00**	**710,103.00**
- Faculty (2) - Salary + Benefits Purdue Calumet for 2 years	-	220,253.00	220,253.00
- Benefits, standardized tests, Web-based resources Purdue Calumet for 2 yrs	-	99,114.00	99,114.00
- Faculty (2) yr 1 (3) yr 2 - Salary + Benefits Purdue North Central for 2 years	-	372,736.00	372,736.00
- Supplies, chem lab, travel Purdue North Central for 2 years	-	18,000.00	18,000.00
Equipment	**12,600.00**	**-**	**12,600.00**
- Furniture - Purdue North Central classroom and lab	9,000.00	-	9,000.00
- Computers - Purdue North Central classroom	3,600.00	-	3,600.00
Travel Expenses	**-**	**-**	**-**
Other Expenses	**-**	**80,300.00**	**80,300.00**
- Fiscal, Oversight, Prog & Fiscal Monitoring, Audit	-	80,300.00	80,300.00
Total SSI Cost	**12,600.00**	**790,403.00**	**803,003.00**
Match at 25%			**267,668.00**
Total Project Cost			**1,070,671.00**

Table V.6: Justification of Funds

Description	Grant Budget	Market or other Comparative Data	Comp Data Source	Compared to mkt price	Compared other offers	Verified computations	Cost is reasonable
Staff Costs	-	-	-	-	-	-	X = yes, O = no
Labor		Salary range		Indiana wages	***		
Center Director - $70,000 salary 100% time for 2 years	140,000	$41,100 - $108,000	Career Infonet				
Program Staff - $50,000 salary 100% time for 2 years	100,000	$26,600 - $89,900	Career Infonet	X	N/A	X	X
Clerical - $26,000 salary 35% time for 2 years	18,200	$10.00 - $17.00 per hour	Career Infonet	X	N/A	X	X
Benefits at 30%	77,460	20% - 30% is average	Dept of Labor Employee Benefits Research Institute	X	N/A	X	X
Total Labor & Benefits	335,660						
Service Providers							
- Faculty (2) - Salary + Benefits Purdue Calumet for 2 yrs	220,253	$43,400 - $63,800 salary range	Career Infonet	X	X	X	X
- Benefits, stand. tests, Web-based resources Purdue Cal	99,114	20- 30 % fringe is average	Dept of Lbr Emp Ben Resrch	X	X	X	X
- Faculty (2) yr 1(3)yr 2 -Salary+Benefits PurdueNC for 2 yrs	372,736	$43,400 - $63,800 salary range	Career Infonet	X	X	X	X
- Supplies, chem lab, travel Purdue North Central for 2 years	18,000					X	X
- Logistics training - $3,000 x 30 students, 29 cr hrs, supply chain mgmt (Trans Proj)	90,000	$3,000 / 29 cr hrs = $103.44 cr hr	$68 - $212/ cr hr Indiana Schls	X	X	X	X
- Mfg Boot Camp $4,900 Yr 1, $9,800 Yr 2	14,700	Newly created class			X		X
- Career Planning Strategies	100,000	Travel to 7 counties, mtls				X	X
- First Line Supervisor Training - 30 students x $320 each	19,200	$320 / 3 cr hrs = $106.66 cr hr	$68 - $212/ cr hr Indiana Schls	X	X	X	X
- Welding Training - 30 students at 3 different skill levels	98,574	$250/ 3 cr hrs + $250 weld supl ea	$68 - $212/ cr hr Indiana Schls	X	X	X	X
- Tech Asst Veteran's Proj- install, test, maint $10,000/ year	20,000	10 locations @ $1,000 per year	Offset technicians time			X	X
Total Service Provider Costs	1,078,177						

Table V.6: Justification of Funds Continued

Description	Grant Budget	Market or other Comparative Data	Comp Data Source	Compared to mkt price	Compared other offers	Verified comput-ations	Cost is reasonable
Equipment							
- Computers for classroom -12 @ $1,500 ea, incl software	18,000	Competitive Procurement Process		X	X		X
- RFID lab fixtures - sensors, readers, printer, computer	20,000	Competitive Procurement Process		X	X		X
- Furniture and lab for Purdue North Central	9,000	Competitive Procurement Process		X	X		X
- Computers for Purdue North Central	3,600	Competitive Procurement Process		X	X		X
Total Equipment Costs	50,600						
Travel							
- Center Director -150 miles/ mth x .40 mile x 24 months	1,440	Up to $.445/ mile allowed - IRS	IRS Web site	Federal	N/A	X	X
- Program Staff - 200 miles/ mth x .40 mile x 24 months	1,920	Up to $.445/ mile allowed - IRS	IRS Web site	Guidelines	N/A	X	X
Total Travel	3,360						
Other Costs							
- All premises and office costs $27,000/ yr x 2 years	54,000	Price range $16 - $28 sq ft, ann'l	Called rental offices	X	N/A	X	X
- Program Development, handbook creation, printing	20,000	Rpt only ranged $10,200 - $15,400	Desco, TPM, CSW	X	N/A	X	X
- Fiscal, Oversight, Prog & Fiscal Monitoring, Audit	172,420	State standard 10%		X	N/A	X	X
Total Other Costs	256,420						
Total All Costs	1,724,217						

Table V.7: Appropriateness of Funds

Funds by Source	Nursing Slot Increase		Ctr for Logistics/ Mfg		Total
	Funding	Percentage	Funding	Percentage	
WIA 5% Reserve - Admin	80,300	10.0%	92,121	10.0%	172,422
WIA 10% Reserve - WIA Allowable	722,703	90.0%	414,516	45.0%	1,137,249
State Workforce Development Funds	-	0.0%	-	0.0%	-
State UI Assessment Funds	-	0.0%	414,516	45.0%	414,546
Total Funding Requested	**803,003**	**100.0%**	**921,214**	**100.0%**	**1,724,217**

Table V.8: Line of Sight

Program Description	Root Causes				Total	Total Dollars by Program
	Lack of Good Information what jobs are available	Training Programs (slots) not avail in sufficient numbers	Young people do not have exp with potential workplace	Lack of confidence in industry as a good place for career		
Career Planning Strategy	50%			50%	100.0%	**100,000**
Mfg/ TDL Academy	30%	40%	20%	10%	100.0%	**633,494**
Veteran's Transition Program	90%			10%	100.0%	**35,600**
Business Plan			100%		100.0%	**10,000**
Increase RN slots		100%			100.0%	**722,703**
Mkt Campaign	50%			50%	100.0%	**10,000**
Printed Reports	100%				100.0%	**20,000**
Data Collection	25%	25%	25%	25%	100.0%	**20,000**
Admin, Program, Audit	25%	25%	25%	25%	100.0%	**172,420**
Total Dollars by Root Cause	**$345,193**	**$1,024,206**	**$184,804**	**$170,014**		**$1,724,217**
Percent of Total	**20%**	**59%**	**11%**	**10%**		**100%**

Timeline

Implementation Dates & Responsible Parties for The Center for Advanced Logistics and Manufacturing

The Center for Advanced Logistics and Manufacturing functional by July of 2006.

The Porter County Economic Development Association plans to deliver the $50,000 cash over a two-year period. (pending commissioner approval) Responsible party: The Center of Workforce Innovations

1. $25,000 will be awarded over the summer of 2006
2. $25,000 will be awarded the same month one year later (2007)

Talent Gain (Webcam) Project Responsible party: The Center of Workforce Innovations

1. Employer's fees are due by June 16, 2006. They have an option of paying the $130 annual fee per year or paying the whole 2-year cost of $260 up front. If they pay the $130 each year than the first installment if due by June 16, 2006 and the second June 15, 2007.
2. Webcams will be distributed to military bases and WorkOnes in July-2006
3. Webcams to be installed on military bases and WorkOnes the first week of August-2006
4. By August of 2007 have 10 employers participating
5. By August of 2008 have a total of 20 employers participating
6. Implementation date of August of 2006.
7. Since February of 2006 The Center of Workforce Innovations has been able to persuade two companies (US Steel, Mittal Steel) to use vetjobs.com (without Webcam) as a trial basis. They will easily streamline into the system once the Webcams are installed.

Fabricators Association's Manufacturing and TDL "boot camp" being offered for 7th and 8th graders will take place either July or August of both 2006 & 2007. Responsible parties: Fabricator Association and local service structure.

Diesel Mechanic Training-A career awareness campaign geared toward High School students will be created by The Center for Advanced Logistics and Manufacturing personnel and implemented over the summer of 2006. It will be in effect prior to students arriving at school in August. Responsible parties: Porter County Career & Technical Education, Portage Schools, regional operator, The Center for Advanced Logistics and Manufacturing staff.

1. A business plan will be crafted by The Center for Advanced Logistics and Manufacturing personnel over the summer of 2006 that will be used to establish diesel training availability to adults during the night at Portage High School.
2. By September of 2006, Portage High School and the Porter County Career & Technical Education will be able to offer its Diesel Mechanic training to adults that wish to pursue this career path.

In August of 2006 students will begin to be accepted into IVY Tech Community College's Welding program

Implementation Dates & Responsible Parties for Increasing Registered Nursing Slots by Forty

January 2007, an addition of 40 Registered Nursing slots available to potential students that are pursuing this career. Purdue University Calumet (PUC) will provide 20 new Registered Nursing Student openings per year and Purdue University North Central (PNC) will provide the same.

1. May of 2006, both schools will have written and requested to the Indiana State Board of Nursing permission to increase their slots annually by 20.

2. August of 2006, each school should be granted permission to go forward with these proposed increases of 20 new slots per year.

3. August of 2006, each school would have already accepted 10 new students into the program (this is the first wave of 20 to start in January of 2007.

4. November of 2006, PUC will have already hired one additional clinical faculty to teach in an undergraduate entry level nursing program.

5. November of 2006, PNC will hire two tenure track nursing faculty. Master's degree minimum, Ph.D. preferred.

6. January of 2007, PUC will start classes for the first wave of 10 new nursing students (only has one new faculty at this time).

7. January of 2007, PNC will start classes for the first wave of 20 new nursing students.

8. May of 2007, PUC will hire one doctoral prepared nurse to teach future nurse educators.

9. May of 2007, PNC will hire it's third and final tenured track nursing faculty.

10. August of 2007, 40 new students will begin training, both schools will increase its number of slots by an additional 20 students each

11. January of 2008, 40 new students will begin training; both schools will increase its number of slots by an additional 20 students each.

12. May 2008, 30 students will graduate from both schools with a degree in nursing, 10 from PUC and 20 from PNC.

13. August of 2008, 40 new students will begin training, both schools will increase its number of slots by an additional 20 students each

14. Each semester, (twice per year) this process will be sustained, 40 new students will begin training at each respective school. 20 will start in January and another 20 will start in August.

15. Each year, beginning in 2007-2008, 40 new Registered Nursing students will graduate from these two Universities and will be available to enter the workforce.

Description of Resource/Funding Allocation

The Center for Advanced Logistics and Manufacturing will be financed (Table VI.1) 10% ($92,120) through WIA 5% Reserve-Administration and 45% ($414,546) WIA 10% Reserve allowable and 45% ($414,546) State UI Assessment funds. Total funding requested for implementation of The Center for Advanced Logistics and Manufacturing is $921,214.

The Nursing slot increase will be funded by 10% ($80,300) through WIA 5% Reserve-Administration and 90% ($722,703) WIA 10% Reserve allowable. Total funding requested for implementation of the Nursing slot increase is $803,003.

Table VI.1: Appropriateness of Funds

Funds by Source	Nursing Slot Increase		Ctr for Logistics/ Mfg		Total Funding
	Funding	Percentage	Funding	Percentage	
WIA 5% Reserve - Admin	80,300	10.0%	92,121	WIA 5% Reserve - Admin	80,300
WIA 10% Reserve - WIA Allowable	722,703	90.0%	414,516	WIA 10% Reserve - WIA Allowable	722,703
State Workforce Development Funds	-	0.0%	-	State Workforce Development Funds	-
State UI Assessment Funds	-	0.0%	414,516	State UI Assessment Funds	-
Total Funding Requested	**803,003**	**100.0%**	**921,214**	**Total Funding Requested**	**803,003**

Regional Coalition & Industry Partner Engagement

As in Phases I and II of the Strategic Skills Initiative, the SSI Team feels comfortable with the level of industry and partner engagement they were able to realize during the Solutions Phase (III) of the project. It has been learned from many previous community engagement efforts that quality partnerships take time to build. The SSI project has helped generate new relationships in the region—among and between firms, economic development, education and community organizations—many of which are evolving into working partnerships.

Coalition Partner Involvement in Developing Solutions

As detailed in the Occupation and Skills Shortage and Root Cause Reports, early in Phase I of the project, an advisory structure was established intended to guide the SSI project's three phases. The structure includes a Regional Industry Consortium comprising representatives from key business, education and economic development organizations as well as firms representing a range of industries important to the region—healthcare, manufacturing and transportation/ distribution/logistics among them. The Industry Consortium provided high-quality intelligence during the first two phases of the SSI project, and helped open doors to their peer organizations and trade associations as the project progressed.

During the solutions phase, the Industry Consortium met twice during this phase—January 18, 2006 and February 15, 2006—members worked with the SSI Team one-on-one, by telephone, and in small groups to brainstorm and problem solve around draft solutions throughout the two-month solutions phase.

The Executive Team, as part of the project's formal advisory structure, comprises a smaller group of education, economic development and industry stakeholders from across the region. This group provided leadership and guidance to the SSI Team, and made final decisions about our key industries, occupations, root causes, and solutions. It also met twice—formally—during the solutions phase, though Executive Committee Members worked with SSI Team members on specific issues as needed.

Finally, throughout the project, the network of people and organization interaction grew. By the solutions phase, an ad-hoc network of people who had provided advice and guidance to the project had evolved, even though they had no official advisory role. Their assistance was invaluable—and in fact, many of the solutions were shaped during information conversations with members of this informal group, which included teachers, school principals, managers of TDL and MFG firms, economic development organizations and training organizations from our seven-county region.

As in Phases I and II, each group had formal and informal input into the solutions process through:

- Interviews and surveys
- Formal meetings and information discussions (for example, information was regularly presented at Chamber of Commerce and economic development meetings Consortium or Executive Team members attended);
- Regular email correspondence and requests for input
- SSI conference calls
- Work sessions during which the team brainstormed and prioritized solutions

By early February, there was broad consensus among the members of both the Industry Consortium and the Executive Teams on the following:

- A Center for Advanced Logistics and Manufacturing, whether virtual or real—is a useful way to organize our proposed MFG and TDL industry initiatives so that resources and impact are maximized. All initiatives included in the Center's initial draft work plan also received broad support, with the exception of campaign work aimed at improving the image of the MFG and TDL industries.
- Emphasizing a permanent increase in the capacity of nursing programs in the region, and focusing on recruiting local, bi-lingual candidates and retention in healthcare occupation for non-completers is a good investment in talent for the region. Related healthcare initiatives also drew broad support from industry stakeholders.

Solutions Partners

Where Phase III differs from Phases I and II is in implementation—many of the stakeholders, will now become program partners as the project moves to solve the region's key challenges.

- Army Career and Alumni Center (ACAP) Fort Bragg, NC
- Army Career and Alumni Center (ACAP) Fort Benning, GA
- Community Foundation of Northwest Indiana
- Department of Workforce Development
- Fabricators and Manufacturers Association (FMA)
- Indiana University Northwest
- IVY Tech Community College
- KV Works
- Methodist Hospital
- Northwestern Indiana Planning Regional Planning Commission (NIRPC)
- Northwest Indiana Regional Development Authority (NWIRDA)
- Northwest Indiana Area Health Education Center (AHEC)
- Northwest Indiana Forum

- Nursing 2000 North-Northern Indiana Region
- Portage High School
- Porter County Career & Technical Education
- Porter County Economic Development Association
- Purdue University Calumet
- Purdue University North Central
- Sisters of St. Francis Health Services
- Workforce Development Services
- VetsJobs.com

Industry partners referenced throughout this report together with these key stakeholders—now project partners—and the hundreds of individuals and firms that have helped to launch the SSI project have now endorsed this project. Then the implementation of a solid package of solutions for the region begins. While the SSI data collection and analysis phases have at times been difficult, the real work begins now.

Sustainability Measures

Measuring the impact of this work is important to the SSI team members and stakeholders—and important to the region. While some program components lend themselves to measurement, others will be more difficult to gauge, or reflect long-term investments in our economic infrastructure or talent pipeline.

Evaluation Measures To Be Used

The proposed program components are at different levels of development. All project components will be assessed relative to:

- The planned SSI project timeline—was each initiative implemented on time?
- The planned SSI project budget—was the costs of each initiative close to what was budgeted?
- Efficiency—were project resources invested efficiently and did they produce outcomes in line with expectations?

The overall project—all initiatives in all three industries—will be assessed based on its impact on shortages identified during occupational shortage and root causes phases and against the prevalence of shortages that may (or may not) exist at the end of the project implementation period.

Measuring the response of the industries will be accomplished in primarily two ways:

- Assessing customer satisfaction (of firms and industries) relative to key initiatives
- Tracking firm and industry engagement in the solutions program components—engagement will be counted in both program terms (how many firms participate and in what ways?) and in investment terms (how many firms invest financial resources in the SSI solutions?)

Finally, since the program components included in our proposed solutions are diverse, different categories of measures have been crafted that will be used to evaluate the progress in specific area as well as signal impact over time.

Center for Advanced Logistics and Manufacturing

Intelligence and Advocacy is one area of focus for the proposed Center. The activities the Center will support in this area include:

- Collecting and sharing industry news and information
- Sponsoring, aggregating and sharing industry intelligence

- Advocating for a focused, coordinated regional strategy among business support and economic development organizations
- Establishing Regional partnerships with key industry actors in Chicago.

While information sharing is an important set of activities on its own, the Center's efforts are also intended to indirectly support three other objectives: 1) organizing firms in the region (TDL firms in particular) around shared needs, such as training; 2) Coordinating economic development organizations and strategies around the MFG and TDL industries; and 3) Supporting the other program components in the Center (such as the proposed image campaign or training supported by a group of firms with similar needs).

The kinds of measurements that will be used to assess our progress in this area include:

- Customer satisfaction—are firms, business organizations and trade groups using our information and do they find it valuable? Are they paying for it? Are they using it to make hiring, retention and training decisions?
- Alignment of MFG and TDL economic development approaches in the region. Are the objectives of the groups similar? Parallel? Are they working together and leveraging programs and services?
- Number and quality of partnerships (measured by events and regular contact) with Chicago-based trade and industry groups that could lend value to firms and trade groups in the region.

Since measurement in the area of intelligence and information is more difficult than in training or business support, the plan is to follow the advice of Jim Collins in *Good to Great for the Social Sectors* and collect evidence—anecdotal and otherwise—that tells something about the impact of programs and ways to improve them.

A second program area for the Center is Business Support, which includes:

- MFG & TDL industry image campaign(s)
- Targeted jobs, training, information portal
- Targeted One-Stop workforce services
- Industry networking, navigating, professional development support etc.

The activities in this component are likely to be measured separately:

To assess the impact of a proposed image campaign, pre-and post-intervention opinion surveys would be conducted among the target groups and monitor increases in enrollment in training programs or job applications among well-known employers. Surveys would be short but would be designed to elicit changes in attitude or awareness resulting from successful campaign messages.

An organization of a group of employers will provide guidance on the development of the targeted jobs, training, and information portal, in partnership with the Compact Web site www.cwcompact.com

Measures of success would include:

- Levels of use (by individuals and employers)
- Customer satisfaction (of individuals and firms)
- Goals achieved (Did employers find people? Did people find jobs?)
- Did wage levels meet expectations (for individuals)?
- Did skill levels meet expectations (for firms)?

Planning efforts with WorkOne partners (and a likely group of employer advisors) will help one of the WorkOne centers in the region adopt a sectoral approach to service design and delivery. Performance measures associated with the common measures would obviously apply, including:

- Placement rates
- Wage levels
- Retention rates
- Customer satisfaction (individual and firm)

Market growth and penetration (both employer and job seeker) is also critical measure of success.

Industry networking and support would be primarily measured using a customer satisfaction index, but business culture is an achievement characterized by deeper, broader, more effective industry networks. As a result, some measure of market growth and penetration linked to “refer a friend” programs would be an important corollary to overall satisfaction.

The Center’s third program area focuses specifically on Partnerships, specifically, the development of future talent for Northwest Indiana’s MFG and TDL industries. Proposed training initiatives include:

- Expanded training for shortage occupations in Welding, Diesel Mechanics, First-line Supervisors, and Logistics.
- School–Industry Partnerships, such as
  - Advanced MFG Summer “Boot Camp.”
  - Professional development for college, university, technical school career planning staff.
  - School-industry partnerships/sponsorships.
  - Industry-focused targeted content in the Compact Web site.
- Talent Gain Project for placing returning vets in MFG & TDL jobs.
- Each of these initiatives would be measured in slightly different ways as described below.

Training:

- Welders are a shortage occupation in the region and IVY Tech Community College is seeking to double enrollment in welding programs as it opens its new lab in June of 2006. Assistance will appear in the creation of partnerships between students, employers and the new training programs. Through SSI, 26 new permanent training slots have been created and will be sustained. Fifteen welders will be paid for through SSI grant funds, placing them in career ladder jobs in MFG or TDL.
- Diesel mechanics are a shortage occupation in our region, yet the only training program is in Portage High School (PHS). The SSI Team is working with PHS to expand and accredit the program, and open it to adults in the evenings. An additional 16 trained diesel mechanics is expected each year, with placement in career-ladder jobs, while building the region's training capacity overall, in preparation for additional growth in the TDL industry.
- First-line supervisors are in short supply in both the region's MFG and TDL industries. A launch with Purdue University Calumet has been made to develop a program that emphasizes skills development, but also provides an overview of the industries, introduction to key challenges and a career development component. The SSI Team seeks to help 30 new first-line supervisors annually be more prepared for their jobs, and build the capacity for logistics training in the region.
- All programs will include career counseling or placement components, emphasize dual or transferable college credit, and include a customer satisfaction evaluation component to improve coursework over time.

School-Industry Partnerships:

- Enroll 15 seventh and eighth grade students in Advanced MFG Summer "Boot Camp" in 2006 and another 20 in 2007. Fabricators and Manufacturing Association of Rockford, IL, which has run similar camps in Illinois, is helping to develop an evaluation methodology. It will likely include pre and post tests, student, parent and employer opinion surveys, and an annual survey to assess the career choices of youth alumni as they advance in school.
- Develop industry-focused targeted content in the Compact's Web site. The Compact's Web site www.cwcompact.com received over 80,000 hits in January of 2006. Although the Compact site's content is currently managed by a group of volunteers, work to generate industry sponsorship and then develop an evaluation strategy to assess the site relative to how it is used by students, teachers, counselors, etc. will be conducted.
- Finally, school-industry partnerships/sponsorships will help address two of the most critical root causes of shortages—youth lacking exposure to key industries and lack of information about those industries. By focusing on industry-school partnerships, professional development opportunities will be available for teachers. Partnerships will be evaluated relative to their perceived value to teachers, students, and firms through a customer satisfaction survey. A development of at least five during the first year of implementation and 10 more during year two is planned.

Talent Gain Project (Webcam):

The Talent Gain Project is currently incubating at the Center of Workforce Innovations. Begun just a month ago, the Center has already developed relationships with two major military bases, Ft. Benning, GA and Ft. Bragg, NC, and eight employers in the MFG and TDL industries. The Center has also secured $1,515 in donated Webcam equipment and developed partnerships with vets.com. The program's objective is two-fold: first, to help returning vets secure jobs in MFG and TDL before they return home; and second, to recruit vets seeking to relocate into shortage occupations in Northwest Indiana's MFG and TDL industries. Within six months, there is a goal to incorporate relationships with four more military bases and 20 employers over the course of the next two years, and recruit and place 35 vets in jobs, with 90% satisfaction levels among vets and participating employers.

Healthcare Industry Solutions

Like the Manufacturing and TDL solutions aligned with our proposed Center for Advanced Logistics and Manufacturing, our proposed Healthcare-industry solutions also fall into three different program areas: Capacity Building, Intelligence and Advocacy and Partnerships. Also like the proposed MFG and TDL solutions, a sustained impact on the health of the industry and its talent pipelines is pursued rather than just a short-term infusion of capital that increases the number of nurses in the short-term. Proposed sustainability measured associated with each of our three program areas are described below.

Capacity Building:

The solutions seek to increase capacity in three ways:

- By increasing the number of nurses that graduate from the regions' programs;
- By retaining aspiring nurses who do not complete their programs in the healthcare industry
- By increasing the pipeline of second-language speaking nurses—and the ability of the schools in the region to cultivate this demographic.

Impact measurements of the capacity building initiative performances of our partners—Purdue University Calumet and Purdue University Northwest— will be made using these measures:

- The net number of new nurses graduating in the region during the next two years—the goal is 40 per year even after the two-year life of the project is over; each University will sustain their programs through tuition.
- 100% retention of nursing student non-completers in healthcare careers
- A 25% increase in the percentage of second-language speakers among the new graduates compared to the current class (percentage will be negotiated with each school as part of their contract).

Since eliciting the support of these learning institutions using a request for letters of interests, followed by a seven question screening and best and final offers for reduced cost estimates, the SSI Team has confidence in their partners' ability to deliver value for money.

Intelligence and Strategic Advocacy:

As in the manufacturing and TDL industries, it will be important to invest in the industry's ability to network and collaborate more effectively in order to prevent future occupation and skill shortages or other challenges to the industry's economic health.

This is why a proposed concerted effort to better organize the industry through intelligence and strategic advocacy. This work will include:

- Brokering data/information about the industry/workforce.
- Identifying and supporting investments, initiatives, and policies that are good for the Region.
- Developing new approaches for finding and retaining current and emerging industry talent.
- Collaborating on regulatory and infrastructure issues (e.g., licensing).

Because each of these activities will comprise specific projects, the primary measures of sustainable impact during the two-year life of the proposed initiative will include:

- customer satisfaction
- perceived value for money.

Partnerships

Finally, partnerships designed to improve the size and quality of the talent pipeline entering the healthcare industry is a critical component of our planned approach—it is this pipeline that will ultimately impact both the career choices and industry health over time (beyond the life of the SSI project). Two interrelated goals include:

- Facilitate partnerships between K-12 schools and colleges, tech and trade programs and healthcare and research facilities in the region to cultivate the next generation of industry talent by improving career information; and
- Familiarize young people with both the life science and healthcare as fields offering high-quality learning and career development opportunities.

This work is measurable using the following metrics:

- Number of schools participating
- Number of students participating in events or activities
- Number of teachers completing industry-related professional development event or activities

- Student, teacher and parent attitude surveys determining long term increased stated interest in occupations
- Customer satisfaction surveys (of schools and employers)

As the nature and quality of partnerships evolves, more specific measures linked to the goals of each project will be developed.

Reduced Shortages

The Registered Nursing shortage is the largest and most critical. As of 2007, it is projected the 250 shortages exist in northwest Indiana and if nothing is done to address this situation the shortages will increase to 348 by the year 2012 (Table III.3).

During the year 2007-2008 PNC and PUC will begin graduating and producing new Registered Nurses that will be available to the workforce. Each school will turn out an additional 40 news students each year. The new output of these schools will create an another 200 nurses by the year 2012, which will reduce the projected shortage of 348 by 57%.

Proposed Timeline

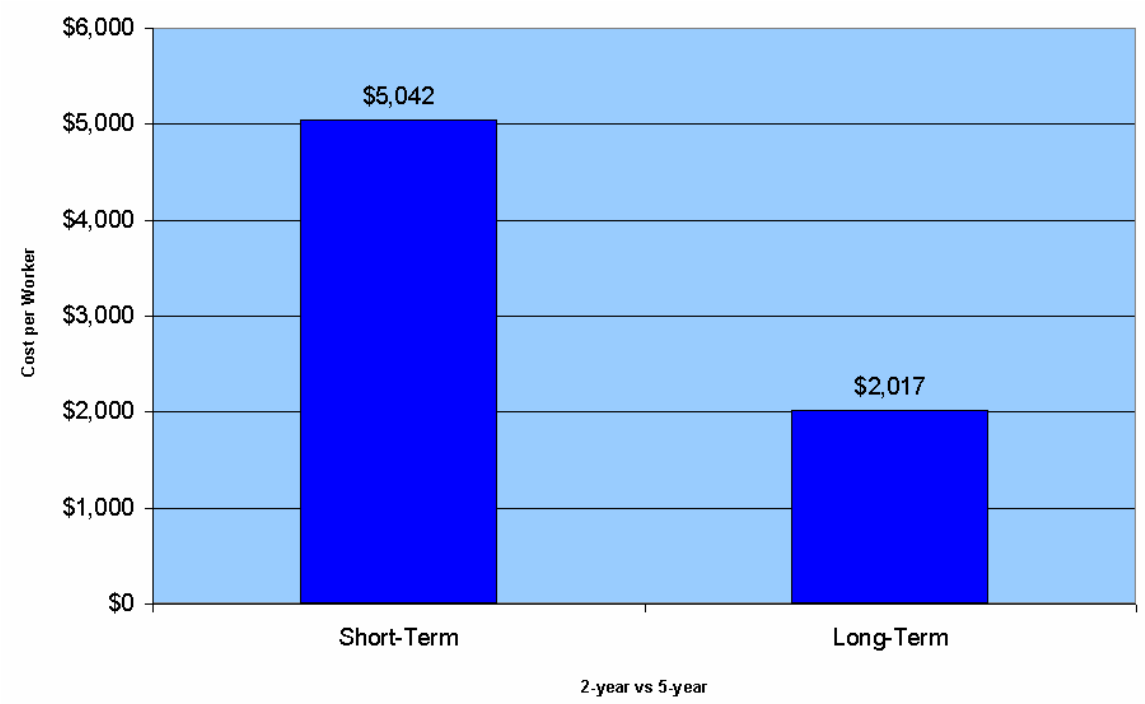
The proposed timeline, which starts on page 47, will be measured and evaluated each quarter to assure quality control. Each result and/or plan of action must be completed by the mentioned due date. The Center for Advanced Logistics and Manufacturing personnel will assure that this happens by tracking the responsible party for each set of activities. When specific numbers are involved each one must be measured against its goal. In order for these explicit results/goals to be met follow up must be done prior to the due date. A model will be designed which demonstrates each project and the tasks involved within its core to make it functional. Instead of waiting until the due dates to verify if the task has been accomplished it is recommended that the required work be done before the due date. The organization tracking the outcomes and measurements make sure these tasks are completed prior to due dates.

The provider that oversees and assures that both Universities are continuing to increase their registered nursing student capacity by 20 per year will also need to evaluate their success. Just prior to each semester (twice per year), the provider must contact each school to get the actual number of students accepted into the program. Each semester there must be 10 new students accepted into their programs on top of their previous capacity. Beginning with the first flow of graduating students in 2007-2008, there needs to be an additional 10 students graduating twice per year (10 each semester). If this isn't taking place prior to the end of the two year SSI funding, it's possible that the school may lose a portion of its funding.

Efficiency of Funds Being Used

Just within the two year budget of SSI this proposal will train 342 workers (171 annually) within the Healthcare , Manufacturing, and Transportation-Distribution-Logistics industries. This proposal is requesting a total of $1,724,217 over this two year period, this is an average of $5,042 per worker (chart VIII.1). However, keep in mind that when sustainability is considered this cost goes down tremendously. By 2012 alone, the number of new trained workers will increase to 855, now the cost is only $2,017 per worker. Basically, each year these proposed solutions train new workers the cost per trainee will go down. This funding is seed money to get these solutions off the ground.

Table VIII.1: Efficiency of Funds



Industries Response to Solutions

The SSI Team, Consortium Members, and Executive Team all agreed that all solutions would address the root causes. Below is a summary of the thinking and rationale that continued to substantiate this position.

Knowing the Center of Advanced Logistics and Manufacturing held the key to offering root cause solutions, including information, career laddering, and hands on training the team, staff and consortium felt it prudent to further test this idea with the public to calculate people's potential willingness to use these types of services. In order to validate that the Center of Advanced Logistics and Manufacturing is a sound idea to individuals outside of the SSI setting a survey was conducted and it was concluded that 95% of the respondents agreed that it was a good idea. And since the inception of this proposed center, it was clear to the SSI Team that it was a feasible project based on communications with employers, decision makers, and key business partners.

When the "letter of interest" was sent to 46 healthcare providers asking if they would be willing and able to increase capacity annually by 10 slots for Registered Nursing students in training program the SSI Team didn't expect to get so many responses (six). Based on the data that had been collected to this point it was clear that hiring nursing faculty and the availability of clinicals were two primary obstacles in the way of increasing the number of students. So the SSI Team was excited and pleased to receive such detailed proposals. Even more impressive since providers were only allowed one week preparing these proposals. These six providers definitely stepped up by delivering very well thought out proposals. The SSI Team went back to the providers asking for more information and for ways to cut costs. Once again, not much time (three days) were given to make all necessary revisions. All providers provided a second proposal, which averaged reduction in costs of over $100,000 per proposal. The SSI team believes that the demand for this occupation (Registered Nurse) and the root cause of insufficient availability of training in the region will directly be addressed by the solution of increasing the number of slots. And because of the professional and well thought out proposals received in such a short notice should say that industry experts are very well aware of the criticality of this occupational shortage, how important it is and have demonstrated a willingness to be part of this solution.

Conclusion

Importantly, the SSI project is viewed—and the resources it will make available to the region—not as ongoing support for programs or organizations, but as a short-term support for projects that make a more substantial impact over time. While it is anticipated reduced numbers of shortage occupations and skills, the SSI Team is working toward more industry and community networks so shortages do not occur again and the supply of workers equal demand.

Appendix A. Executive Team

Shortly after the SSI project was announced in summer of 2005, the Center of Workforce Innovations (CWI) and the Lake County Integrated Services Delivery Board (LCISDB) convened a *Planning Consortia* to take responsibility for the project's launch. This group became the project's Executive Team. This group included:

- **Deb Butterfield**, President, Greater Valparaiso Chamber of Commerce and Officer, Valparaiso Economic Development Corporation
- **Harold Foster**, President of Tugtel Communications and former Chairman of the Gary Chamber of Commerce
- **Vincent Galbiati**, Executive Director, Northwest Indiana Forum
- **John Greaves**, U.S.WA 6787, former President of the Northwest Indiana Chapter of the AFL-CIO and current Program Chair for Manufacturing Industrial Technology with IVY Tech Community College of Indiana
- **Dr. Jeff Jones**, Assistance Vice Chancellor for Engagement at Purdue University North Central
- **Colleen Reilly**, Director of Communications and Public Affairs for NIPSCO (public utility serving Northern Indiana)
- **Jennifer Whaley**, the Executive Director for Newton County Economic Development

Appendix B. Consortium

Name	Company	County
HEALTH CARE		
Amy Bean	Pulaski Hospital	Pulaski
Tony Ferracane	Community Hospital System	Lake
Gary Mitchell	Opportunity Enterprises	NWI
Connie Ford	La Porte County Hospital	La Porte
IT		
Greg Scasny	Golden Technologies	Porter
Richard Barnes	Hokey Spokes	Lake
TDL		
Bob Bernth	NICTD	NWI
Travis Colbaugh	Smith Transport	Jasper
MANUFACTURING		
Scott Farrisee	The Chicago Faucet Company	La Porte
Steve Wagner	Local 1010	Lake
Jim Hicks	JW Hicks	HWI
Jim Wozniak	Mittal Steel	NWI
PROFESSIONAL SERVICE		
Mike Baird	Mercantile Bank	NWI
Bill Joiner	Structure Resources	Lake
LIFE SCIENCES		
P. Scott Bening	Monsol LLC	NWI
ENTERTAINMENT/HOSPITALITY		
Charlotte Cook-Hawkins	Trump Casino	Lake
EDUCATION		
Dr. Dee Haklin	IVY Tech Community College	NWI
AGRICULTURE		
Matt Gibson	Gibson Farms	Newton

Appendix C. Sample Survey

SSI Solutions Survey – Center for Advanced Logistics and Manufacturing

MISSION

The proposed center would serve as a catalyst for strategic investments in the competitiveness of forms in both Manufacturing and TDL. It would increase the industry's competitive advantage by improving the skills of current workers and increasing the number quantity of individuals pursuing careers in these industries through awareness, information, experience, workplace readiness skills and training. Initially, The Center would focus on:

- Collecting, aggregating and dissemination intelligence (data, information, awareness, analysis, etc.)
- Providing direct business support – both networking and advocacy as well as specific services, programs and initiatives designed to meet the needs of the firms and communities in the region.

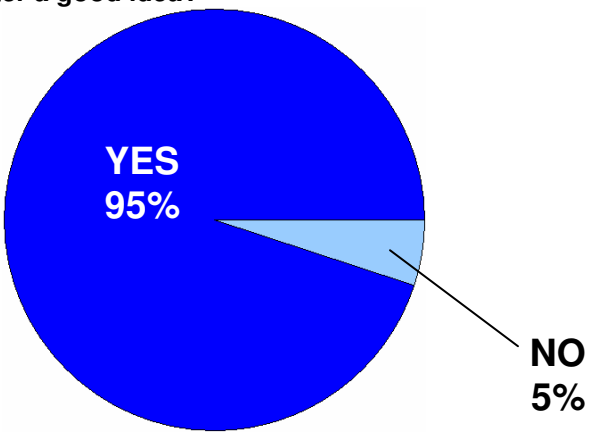
PROGRAMS & SERVICES

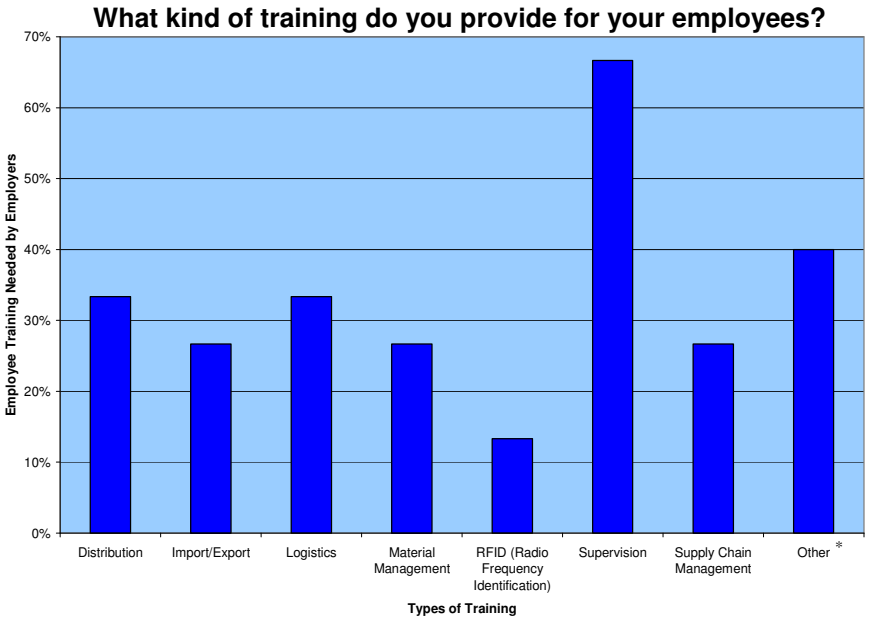
An enormous number of center-base programs and initiative have been proposed. The following have attracted broad support in the region:

1. The Clearing house – Identifying and promoting existing business support, training and industry specific events and activities in the region.
2. The Incubator – Engineering the development of new programs and services that address unmet and newly emerging needs, particularly training.
3. Campaign HG – Promoting industry awareness and advocating for the TDL and SFG knowledge jobs of today and tomorrow.
4. K-12 Connection – Developing programs that connect schools with industry to support experimental learning for the emerging workforce.
5. Regional Partnerships – Specific outreach and partnership development with Chicago's TDL and MFG infrastructure.

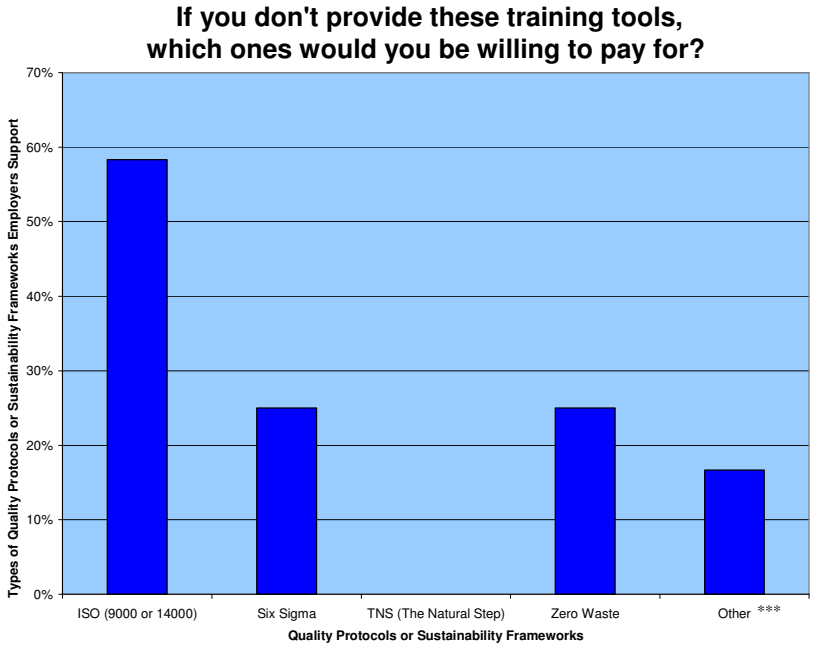
SURVEY QUESTIONS

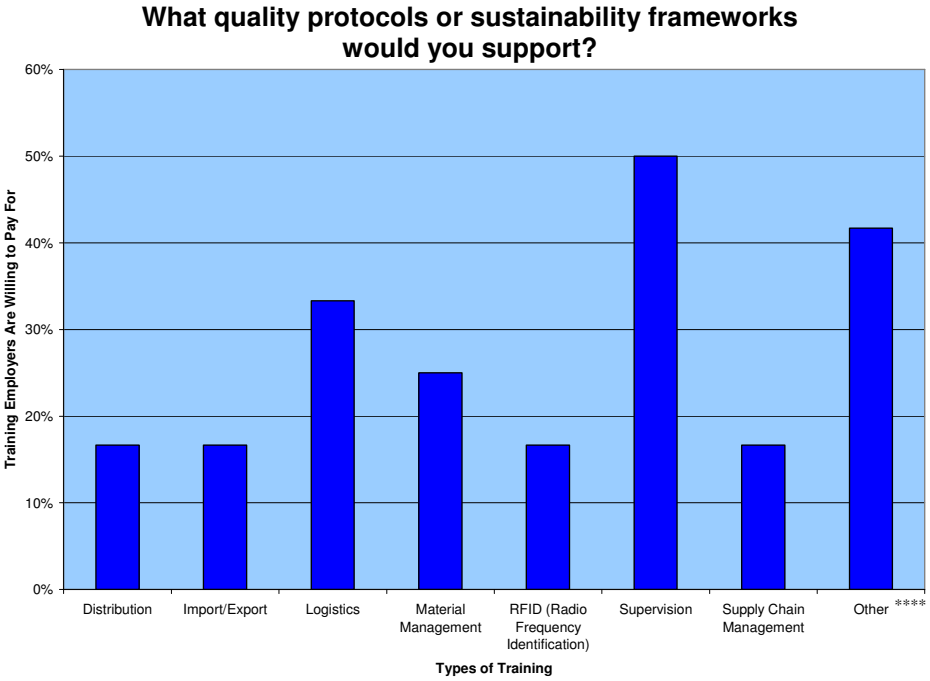
Do you think this proposed Center a good idea?




What kind of training do you provide for your employees?
Employee Training Needed by Employers
70%
60%
50%
40%
30%
20%
10%
0%
Distribution
Import/Export
Logistics
Material Management
RFID (Radio Frequency Identification)
Supervision
Supply Chain Management
Other *
Types of Training

What type of training do your employees need?
Percentage of Employers Who Provide These Types of Training
60%
50%
40%
30%
20%
10%
0%
Distribution
Import/Export
Logistics
Material Management
RFID (Radio Frequency Identification)
Supervision
Supply Chain Management
Other **
Types of Training


If you don't provide these training tools, which ones would you be willing to pay for?
Types of Quality Protocols or Sustainability Frameworks Employers Support
70%
60%
50%
40%
30%
20%
10%
0%
ISO (9000 or 14000)
Six Sigma
TNS (The Natural Step)
Zero Waste
Other ***
Quality Protocols or Sustainability Frameworks


What quality protocols or sustainability frameworks would you support?
Training Employers Are Willing to Pay For
60%
50%
40%
30%
20%
10%
0%
Distribution
Import/Export
Logistics
Material Management
RFID (Radio Frequency Identification)
Supervision
Supply Chain Management
Other ****
Types of Training

SURVEY QUESTIONS - *Other* Answers

*** What kind of training do you provide for your employees?**

- Maintenance
- Hydraulics
- Remedial Mathematics
- First Aid / CPR
- Computer Spreadsheets
- Factory Labor
- Financial Management
- Higher Education, B.A, and Master's Programs

**** What type of training do your employees need?**

- Maintenance
- Hydraulics
- Remedial Mathematics
- First Aid / CPR
- Computer Spreadsheets
- Health Care
- Teaching / Training Others

***** If you don't provide these training tools, which ones would you be willing to pay for?**

- Maintenance
- Hydraulics
- Remedial Mathematics
- First Aid / CPR
- Factory Labor
- Computer Spreadsheets
- Professional Development

****** What quality protocols or sustainability frameworks would you support?**

- Unsure
- Not Applicable in Our Industry

Appendix D. Focus Group Overview

SSI Solutions Focus Group – Wheeler High School

WEB SITE USED: http://www.cwcompact.com/

What is the first thing you notice about the *main page*?

1. Colorful
2. Bold & Bright
3. Graphics
4. Categories
5. Categorized Well

What do you like about the 'look' of the *main page*?

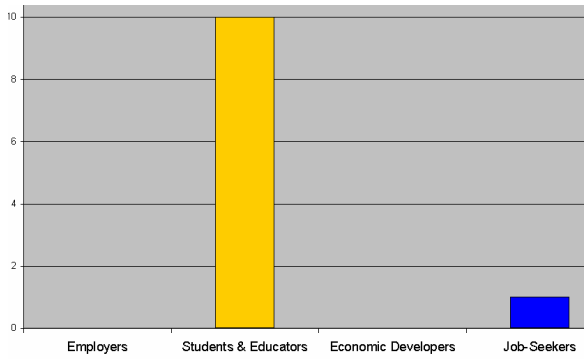
1. Colors, How Well Used, Bright
2. Easy to Follow
3. Professional but Educational
4. Fun

What do you *NOT* like about the 'look' of the main page?

1. Needs More Color
2. Words Are Hard to Read
3. Writing in Gray Areas
4. Words in Yellow Area
5. Right Side is Heavy
6. Heading Does Not Fit In with Design
7. Too Many Colors
8. Too Bright, Hard to Focus
9. Not Very Detailed
10. Boring, Except for the Colored Boxes

Which link/tab are you most likely to follow for more information? (Circle)

1	2	3	4
Employers	**Students & Educators**	**Economic Developers**	**Job-seekers**
Increase	Prepare	Diversify	Improve



Spend a few minutes looking through the Web site. Please jot down what you like and dislike as you move through the pages.

Compact Likes		
Area	Comments	
1	▪ A lot of info ▪ Detailed ▪ Good for employers to get to know the employees	▪ Influential info ▪ Informative Info ▪ Links with more info ▪ Simple to follow
2	▪ 'Hot Jobs' section is cool ▪ Can be applied to everyday life ▪ Career cluster section ▪ Design ▪ Easy to follow ▪ Good cluster descriptions ▪ Good self-evaluation ▪ Good Web links	▪ Helpful ▪ Looks like fun ▪ Love the definitions ▪ Stars as links ▪ Steps on different topics ▪ Student oriented ▪ Very animated
3	▪ A lot of info ▪ Easy to follow ▪ Good color scheme ▪ Good source	▪ In-depth info ▪ Influential info ▪ Organized ▪ To the point, not a lot to read
4	▪ A lot of info about differ careers ▪ Ave. (wages) depending on experience ▪ Choices ▪ Cool to see career income	▪ Good explanation about career area ▪ Good graphics ▪ Layout ▪ Very helpful info
All Areas	▪ Site is clean, neat & organized	

Compact Dislikes		
Area	Comments	
1	▪ Better when you can click for more information, not just a paragraph ▪ Boring compared to main page ▪ Does not apply to "me" ▪ Looks "childish" ▪ Looks dull	▪ Needs to draw more attention ▪ Not enough info on skill level ▪ Paragraphs confusing ▪ Too many links to separate info ▪ Too much description ▪ Too much to read
2	▪ Chat rooms? ▪ Does not include every job ▪ Employee skills some what repetitive ▪ Give more examples in career planning ▪ Info is timely ▪ More graphics	▪ More info on differ jobs ▪ More specific prep. Ideas ▪ No career interest listed ▪ Only covers Indiana ▪ Too much to read ▪ Very little info
3	▪ Boring ▪ Cannot access Excel file ▪ Difficult to understand ▪ Little info about developers ▪ Little understanding	▪ More graphics ▪ Put data charts on same page for more convenience ▪ Too many links to separate info ▪ Vague
4	▪ Hard to fin which category career is listed ▪ Indiana info only ▪ More categories ▪ Needs more information	▪ Salaries can differ ▪ Stats do not seem accurate ▪ What are Logistics?
All Areas	▪ No calendar ▪ No sponsor info	▪ Toolbar at the top of every page for each of the colored sections, instead of the drop-down menu

Other Comments:

- Students would like to revisit the 'Reality Store' in the higher grades 10-12
- Area 2 **Students & Educators** Prepare, would be good for 12-15 year olds (depending on the maturity level of those students)
- Area 2 **Students & Educators** Prepare, would be good for junior (11th grade) parents