

Region 4 Workforce Board

# Local Workforce Service Area Plan

Program Year 2011

*Revised 8/12/11*

### 1) Executive Summary

“Expect the Unexpected” has become the key theme in the Region 4 Workforce Service Area. The mantra, “Embrace Uncertainty, Create our Future”, is a close second.

Who would have predicted that our regional unemployment rate would top 13% less than two years ago? Unemployment is now at 9% and trending lower. And there is good reason to expect greater demand for skilled workers in response to more than \$2 billion in planned capital investments in the region’s manufacturing base over the next two years. Matching those—and other—investments with human capital improvement strategies and activities is the overarching and greatest challenge facing the Region 4 Workforce Board.

The Board will ensure that the skills of the workforce match the needs of the regional economy’s “growth-driving” employers by:

- 1) Continuing to identify skills in demand, using its business intelligence-gathering system, and measure the skill levels of idled, incumbent and emerging workers to define the skills gaps that must be filled, using WorkKeys and other assessment measures.
- 2) Increasing the amount of non-WIA formula-allocated funds available for special intervention strategies that: a) assist employers provide “just-in-time” training to incumbent workers needing quick “retooling” in order to respond to workplace innovations; b) assist secondary and postsecondary schools expand their articulation programs that combine the last two years of high school with the first two years of college; c) expand work-based learning opportunities for new or returning workers; d) prepare the aging workforce with recareerment counseling and training that prepare them for occupations in demand; and e) work with adult education partners to develop community learning centers that promote and provide access to lifelong learning opportunities, including assessment, career counseling, and career pathway development for all community members.

As the Chief Elected Official’s designated grant recipient and fiscal agent for Workforce Investment Act funds and, subject to the Governor’s approval, the One-Stop Operator, the Board will direct and oversee the operation of Region 4’s WorkOne system, ensuring efficient, effective service to its job seeker and employer customers.

The Board will track leading indicator metrics in order to manage toward future performance outcomes. It will monitor grant expenditures to ensure that, when funding is limited, priority of training services will be given to low-income individuals, veterans, and veterans’ spouses. It will establish and support a dynamic Youth Council that both advises and leads in developing vibrant youth programs. The Board will collaborate with the Department of Workforce Development to ensure that special services supporting Rapid Response activities, the state’s Unemployment Insurance program, Worker Profiling and Reemployment Services program, Reemployment and Eligibility Assistance program, and programs serving Veterans are all well-coordinated, timely, and effectively provided within the “system flow”, as described in this Plan.

The Board will assiduously develop and scrutinize its budget to control overhead costs and prioritize the use of funds for direct participant training. It will closely monitor the program

performance and fiscal controls of its contracted service provider organizations. Rebidding of service provision will occur no less frequently than every three years. The Board will conduct a cost-benefit analysis to rationalize contracting for services vis-à-vis providing services itself.

The Board will implement [www.REACHtalent.org](http://www.REACHtalent.org) to provide employers and other stakeholders with objectively measured skill profiles of the region's workforce, including WorkKeys scores, skill certifications attained, and associate degrees awarded. Measures of regional skill attainment will be tracked year-to-year in order to reveal trends and inform future workforce investment strategies.

The Board will launch its *Smart Application* initiative to assist employers that experience mass hiring events to make the smartest, quickest hiring decisions. This Internet-based rating and ranking system will allow employers to customize the screening of thousands of job applicants to arrive at a manageable number of job candidates for further consideration.

Working with its economic development and postsecondary education partners, the Board will help spark the region's entrepreneurial spirit through the regional *Incubicity Network* and *Economic Gardening* initiatives. It will also collaborate with local economic developers to conduct employer surveys, support business retention and expansion opportunities by providing quick-turnaround labor information analyses, and convene stakeholders' forums that highlight workforce and economic development efforts across the region. And the Board will serve a key partnership role in implementing Region 4's *Reemployment and Diversification Strategy*, the legacy we share from WIRED (Workforce Innovations in Regional Economic Development).

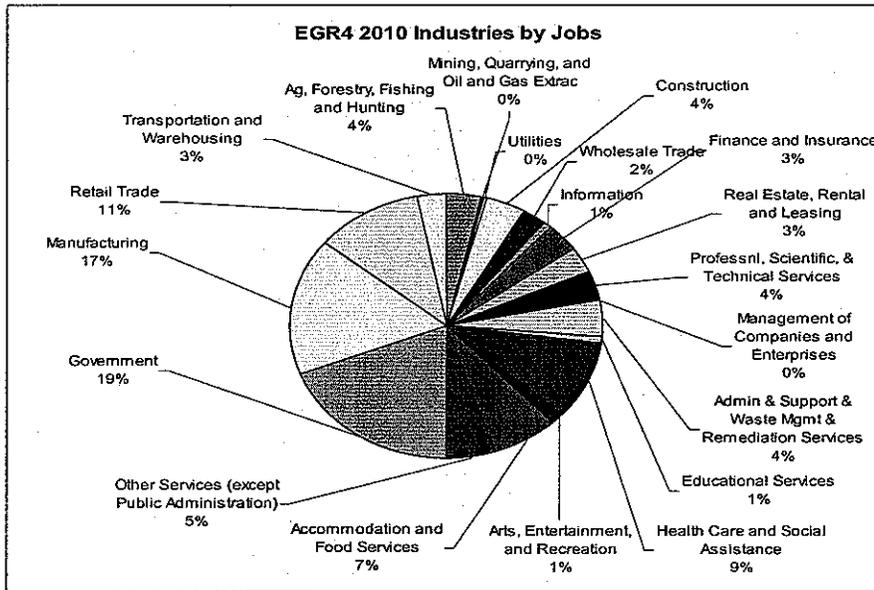
To increase public awareness of the resources available through the WorkOne system and its many partner agencies and institutions, the Board will continue to publish the *Region 4 Workforce Guide* (monthly), *Employer Services Resource Guide* (annually), *Top 60 Critical Occupations Career Guide* (biennially), and *State of the Workforce Report* (periodically).

The Board will serve as a major stakeholder and key contributor to the *Regional Leadership Institute* that promotes thinking and acting regionally. This 75-member institute represents business, government, education, and civic organizations that support the establishment of regional identity, development, and promotion.

Without knowing precisely what the next year will bring, the Region 4 Workforce Board will continue to "Expect the Unexpected", but will all the while "Embrace Uncertainty, Create our Future".

**2) Labor Market Analysis - all responses should be strongly supported by available data.**  
 • What are the area's primary business sectors by business size?

The primary business sectors of Economic Growth Region 4 are shown below. The concentrations are in Government (which includes universities), Manufacturing, Retail Trade, and Health Care & Social Assistance. The following pie chart and the next two tables provide data to illustrate the primary business sectors by business size indicated by numbers employed by business sector in the third table of this section (page 5).



NAICS Code	Description	2010 Jobs	2010 EPW	2010 Establishments
11	Agriculture, Forestry, Fishing and Hunting	8,900	\$33,577	219
21	Mining, Quarrying, and Oil and Gas Extraction	541	\$51,665	17
22	Utilities	604	\$91,003	25
23	Construction	10,707	\$39,499	1,119
42	Wholesale Trade	5,937	\$55,122	679
51	Information	2,287	\$34,497	136
52	Finance and Insurance	8,409	\$45,199	654
53	Real Estate and Rental and Leasing	7,611	\$19,033	410
54	Professional, Scientific, and Technical Services	8,745	\$41,123	831
55	Management of Companies and Enterprises	453	\$64,004	41
56	Admin & Support and Waste Mgmt and Remediation Serv	10,432	\$20,535	468
61	Educational Services	2,214	\$19,024	64
62	Health Care and Social Assistance	23,090	\$41,275	794
71	Arts, Entertainment, and Recreation	3,269	\$10,150	121
72	Accommodation and Food Services	17,634	\$14,093	988
81	Other Services (except Public Administration)	11,950	\$21,095	897
90	Government	46,627	\$51,659	528
31-33	Manufacturing	41,479	\$70,787	538
44-45	Retail Trade	27,409	\$23,431	1,591
48-49	Transportation and Warehousing	7,266	\$47,599	499
<b>Total</b>		<b>245,564</b>	<b>\$41,539</b>	<b>10,618</b>

Source: US Bureau of Economic Analysis

2009 County Business Patterns for Indiana EGR4  
 Major Industry  
 Number of establishments by employment-size class

Industry code	Industry code description	Total establishments	1-4'	5-9'	10-19'	20-49'	50-99'	100-249'	250-499'	500-999'	1000 or more
	<b>Total for all sectors</b>	9969	5043	2182	1420	843	270	149	32	17	13
11----	Forestry, fishing, hunting, and Agriculture Support	32	20	7	3	1	1	0	0	0	0
21----	Mining, quarrying, and oil and gas extraction	22	15	3	2	1	1	0	0	0	0
22----	Utilities	46	19	8	3	14	2	0	0	0	0
23----	Construction	986	674	169	66	40	13	4	0	0	0
31----	Manufacturing	521	152	98	74	70	38	44	14	11	10
42----	Wholesale trade	460	189	129	99	31	10	2	0	0	0
44----	Retail trade	1662	646	502	301	138	41	26	9	0	0
48----	Transportation and warehousing	421	263	62	39	41	13	3	0	0	0
51----	Information	147	63	30	28	17	6	3	0	0	0
52----	Finance and insurance	661	373	185	68	25	4	4	1	1	0
53----	Real estate and rental and leasing	382	260	79	33	8	2	0	0	0	0
54----	Professional, scientific, and technical services	710	470	116	95	22	4	3	0	0	0
55----	Management of companies and enterprises	35	12	2	10	6	3	2	0	0	0
56----	Administrative and Support and Waste Mang and Remediation Svcs	416	254	63	63	23	13	8	2	0	0
61----	Educational services	82	37	20	14	7	2	1	1	0	0
62----	Health care and social assistance	925	382	217	140	97	41	34	6	5	3
71----	Arts, entertainment, and recreation	161	99	25	18	13	4	2	0	0	0
72----	Accommodation and food services	1042	357	162	219	230	64	10	0	0	0
81----	Other services (except public administration)	1261	751	306	134	58	9	3	0	0	0
89----	Industries not classified	12	11	1	0	0	0	0	0	0	0

Source: US Census Bureau

Industry code description	Total establishments	1-4'	5-9'	10-19'	20-49'	50-99'	100-249'	250-499'	500-999'	1000 or more
<b>Total for all sectors</b>	9969	5043	2182	1420	843	270	149	32	17	13
Percent establishments by employment-size class		50.6%	21.9%	14.2%	8.5%	2.7%	1.5%	0.3%	0.2%	0.1%

**What are the current and projected employment opportunities within the local area?**

The current and projected employment opportunities for EGR4 with a projected increase of employment by at least 10% are listed below:

**Long Term Industry Projections: EGR4**

Industry	2009 Base Year Emp.	2018 Projected Emp.	Percent Change	Numeric Change
Professional, Scientific, and Technical Services	4,113	5,504	33.80%	1,391
Social Assistance	3,369	4,435	31.60%	1,066
Ambulatory Health Care Services	5,918	7,364	24.40%	1,446
Wholesale Electronic Markets and Agents and Brokers	158	196	24.10%	38
Waste Management and Remediation Service	313	388	24.00%	75
Professional and Business Services	10,483	12,784	21.90%	2,301
Nursing and Residential Care Facilities	4,799	5,796	20.80%	997
Health Care and Social Assistance	22,843	27,252	19.30%	4,409
Construction of Buildings	1,977	2,355	19.10%	378
Specialty Trade Contractors	4,665	5,504	18.00%	839
Construction	7,211	8,493	17.80%	1,282
Administrative & Support & Waste Mgmt & Remediation	5,913	6,856	15.90%	943
Education and Health Services	47,614	55,039	15.60%	7,425
Administrative and Support Services	5,600	6,468	15.50%	868
General Merchandise Stores	5,759	6,571	14.10%	812
Health and Personal Care Stores	1,331	1,507	13.20%	176
Warehousing and Storage	646	726	12.40%	80
Educational Services	24,771	27,787	12.20%	3,016
Heavy and Civil Engineering Construction	569	634	11.40%	65
Truck Transportation	2,651	2,951	11.30%	300
Transportation and Warehousing	4,046	4,479	10.70%	433
Services-Providing	135,108	149,167	10.40%	14,059
Hospitals	8,757	9,657	10.30%	900
State Government, Excluding Education and Hospitals	2,577	2,841	10.20%	264
Real Estate and Rental and Leasing	1,984	2,182	10.00%	198

Source: Indiana Department of Workforce Development

From a study completed in 2009, *Seed It! Make It! Reinvent It! – A Reemployment and Diversification Strategy*, shown below are the number of fast-growing high job-growth establishments for the region:

Region 4 High Job-Growth Businesses by Major Industry Sector, 2002-2006		
Sector	# of Fast-Growing Estab.	Share in Industry
Agriculture, Forestry, Fishing and Hunting	51	3.00%
Construction	41	3.50%
Manufacturing	41	5.30%
Wholesale Trade	16	3.10%
Retail Trade	28	1.90%
Transportation and Warehousing	3	0.90%
Information	1	0.60%
Finance and Insurance	40	9.50%
Real Estate and Rental and Leasing	30	4.90%
Professional, Scientific, and Technical Services	28	3.30%
Management of Companies and Enterprises	2	18.20%
Admin and Support and Waste Mgmt and Remediation Services	31	8.40%
Health Care and Social Assistance	24	3.90%
Accommodation and Food Services	12	2.30%

Source: NETS Note: Job growth ranking for establishments that existed in 2002 as well as 2006

- **What are the area's high-demand, high-wage occupations, and what job skills and educational attainment are needed for those occupations? (Please attach area's "demand occupation" list or policy.)**

Top 50 High-demand, High-wage Occupations in EGR4: *embedded table and Attachment 1*

	Job Title	2008	2018	Annual Growth %	Area Wage	Education
1	Computer Systems Analysts	451	572	26.8%	\$70,294	Bachelor's degree
2	Truck Drivers, Heavy and Tractor-Trailer	3,326	3,723	11.9%	\$38,308	Moderate-term on-the-job trng
3	Registered Nurses	2,888	3,502	21.3%	\$53,556	Associate degree
4	Licensed Practical and Licensed Vocational Nurses	1,308	1,566	19.7%	\$36,874	Postsecondary vocational trng
5	Heating, Air Conditioning, & Refrigeration Mechanics & Installers	416	536	28.8%	\$41,522	Long-term on-the-job trng
6	First-Line Supervisors/Managers of Construction Trades & Extraction Wrks	665	787	18.3%	\$57,645	Long-term on-the-job trng
7	Carpenters	1,621	1,820	12.3%	\$31,460	Long-term on-the-job trng
8	Cost Estimators	278	344	23.7%	\$52,387	Bachelor's degree
9	Human Resources, Trng, and Labor Relations Specialists	898	1,064	18.5%	\$39,696	Bachelor's degree
10	Primary & Secondary School Teachers	5,498	6,331	15.2%	\$45,624	Bachelor's degree
11	Maintenance and Repair Workers, General	3,140	3,262	3.9%	\$33,893	Long-term on-the-job trng
12	Bookkeeping, Accounting, and Auditing Clerks	2,871	3,082	7.3%	\$29,451	Moderate-term on-the-job trng
13	Social Workers	807	940	16.5%	\$34,596	Bachelor's degree
14	Physicians and Surgeons	729	867	18.9%	\$166,400	First professional degree
15	Education Administrators	657	715	8.8%	\$77,317	Bachelor's degree plus work exp
16	Sales Representatives, Wholesale and Manufacturing	1,814	1,867	2.9%	\$47,493	Moderate-term on-the-job trng
17	Counselors	612	704	15.0%	\$41,172	Bachelor's degree
18	Sales Representatives, Services	1,185	1,274	7.5%	\$41,640	Bachelor's degree
19	Network and Computer Systems Administrators	497	607	22.1%	\$56,017	Bachelor's degree
20	Accountants and Auditors	747	832	11.4%	\$54,006	Bachelor's degree
21	Secretaries and Administrative Assistants	4,917	5,258	6.9%	\$30,285	Moderate-term on-the-job trng
22	Fire Fighting and Prevention Workers	560	659	17.7%	\$39,816	Long-term on-the-job trng
23	Electricians	1,338	1,394	4.2%	\$52,723	Long-term on-the-job trng
24	First-Line Supervisors/Managers of Retail Sales Workers	2,887	3,007	4.2%	\$32,455	Work experience in a related occ
25	Dental Hygienists	261	332	27.2%	\$65,591	Associate degree
26	Network Systems and Data Communications Analysts	103	156	51.5%	\$42,884	Bachelor's degree
27	Mechanical Engineers	813	827	1.7%	\$70,550	Bachelor's degree

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28	Operating Engineers & Other Construction Equipment Operators	641	709	10.6%	\$37,108	Moderate-term on-the-job trng
29	Lawyers, Judges, and Related Workers	438	511	16.7%	\$71,763	First professional degree
30	Veterinarians	141	185	31.2%	\$75,061	First professional degree
31	First-Line Supervs/Mgrs of Office & Administrative Support Wrks	1,334	1,426	6.9%	\$38,546	Long-term on-the-job trng
32	Dental Assistants	404	513	27.0%	\$31,130	Moderate-term on-the-job trng
33	Supervisors, Bldg and Grounds Cleaning and Maintenance Wrks	571	613	7.4%	\$34,229	Work experience in a related occ
34	Water and Liquid Waste Treatment Plant and System Operators	320	380	18.8%	\$38,904	Long-term on-the-job trng
35	Public Relations Specialists	304	370	21.7%	\$42,643	Bachelor's degree
36	Management Analysts	133	163	22.6%	\$71,580	Bachelor's or higher, plus work exp
37	Cement Masons and Concrete Finishers	431	471	9.3%	\$30,620	Long-term on-the-job trng
38	Police and Sheriff's Patrol Officers	797	859	7.8%	\$41,857	Long-term on-the-job trng
39	Pharmacists	339	382	12.7%	\$102,933	First professional degree
40	Packaging and Filling Machine Operators and Tenders	567	583	2.8%	\$33,832	Short-term on-the-job trng
41	Respiratory Therapists	218	266	22.0%	\$49,043	Associate degree
42	Medical and Health Services Managers	356	406	14.0%	\$72,735	Bachelor's or higher, plus work exp
43	Surgical Technologists	195	244	25.1%	\$37,806	Postsecondary vocational trng
44	Construction Managers	202	249	23.3%	\$77,066	Bachelor's degree
45	Designers	638	660	3.4%	\$32,573	Associate degree
46	Electronics Engineers, Except Computer	112	129	15.2%	\$69,436	Bachelor's degree
47	Computer and Information Systems Managers	227	265	16.7%	\$89,138	Bachelor's or higher, plus work exp
48	Physical Therapists	263	316	20.2%	\$68,019	Master's degree
49	Industrial Machinery Mechanics	1,084	1,105	1.9%	\$57,536	Long-term on-the-job trng
50	Occupational Therapists	129	163	26.4%	\$63,214	Bachelor's degree

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- **What industries and occupations within the local area's economy are expected to grow or decline within the next three years and within the next ten years?**

Industry Growth and Decline Source: EMSI Complete Employment - 1st Quarter 2011

NAICS Code	Description	2010 Jobs	2013 Jobs	Change	% Change	2019 Jobs	Change	% Change	2010 EPW
62	Health Care and Social Assistance	23,356	25,443	2,087	9%	28,404	5,048	22%	\$41,571
54	Professional, Scientific, and Technical Services	8,736	9,711	975	11%	10,902	2,166	25%	\$41,045
90	Government	46,359	47,097	738	2%	49,329	2,970	6%	\$51,654
53	Real Estate and Rental and Leasing	7,604	8,255	651	9%	8,842	1,238	16%	\$19,028
52	Finance and Insurance	8,407	8,962	555	7%	9,778	1,371	16%	\$44,813
23	Construction	10,670	11,192	522	5%	11,806	1,136	11%	\$39,485
72	Accommodation and Food Services	17,626	18,109	483	3%	18,840	1,214	7%	\$14,439
81	Other Services (except Public Administration)	11,944	12,398	454	4%	12,913	969	8%	\$21,446
56	Admin & Support & Waste Mgmt & Remediation Serv	10,933	11,345	412	4%	12,765	1,832	17%	\$20,310
71	Arts, Entertainment, and Recreation	3,288	3,637	349	11%	3,997	709	22%	\$9,993
61	Educational Services	2,229	2,484	255	11%	2,775	546	24%	\$18,557
48-49	Transportation and Warehousing	7,298	7,493	195	3%	7,626	328	4%	\$46,879
42	Wholesale Trade	5,955	6,098	143	2%	6,161	206	3%	\$55,422
21	Mining, Quarrying, and Oil and Gas Extraction	551	591	40	7%	673	122	22%	\$51,184
51	Information	2,274	2,307	33	1%	2,401	127	6%	\$33,848
55	Management of Companies and Enterprises	438	423	(15)	(3%)	416	(22)	(5%)	\$58,773
22	Utilities	600	581	(19)	(3%)	584	(16)	(3%)	\$91,966
11	Agriculture, Forestry, Fishing and Hunting	8,883	8,746	(137)	(2%)	8,842	(41)	0%	\$33,647
44-45	Retail Trade	27,344	27,169	(175)	(1%)	27,564	220	1%	\$23,583
31-33	Manufacturing	41,560	38,079	(3,481)	(8%)	38,098	(3,462)	(8%)	\$67,791

Occupation Growth and Decline - Source: EMSI Complete Employment - 1st Quarter 2011

SOC Code	Description	2010 Jobs	2013 Jobs	Growth	Growth %	2019 Jobs	Growth	Growth %	2010 Median Hourly Earnings
29-0000	Healthcare practitioners and technical occupations	10,614	11,438	824	8%	12,786	2,172	20%	\$26.82
25-0000	Education, trng, and library occupations	17,544	18,161	617	4%	19,410	1,866	11%	\$24.13
41-0000	Sales and related occupations	28,646	29,243	597	2%	30,277	1,631	6%	\$10.72
35-0000	Food preparation and serving related occupations	19,193	19,760	567	3%	20,719	1,526	8%	\$8.86
13-0000	Business and financial operations occupations	7,634	8,173	539	7%	9,070	1,436	19%	\$18.11
31-0000	Healthcare support occupations	5,554	6,063	509	9%	6,854	1,300	23%	\$11.70
39-0000	Personal care and service occupations	7,745	8,244	499	6%	8,941	1,196	15%	\$9.01
43-0000	Office and administrative support occupations	29,097	29,475	378	1%	30,545	1,448	5%	\$12.79
27-0000	Arts, design, entertainment, sports, and media occ	5,424	5,800	376	7%	6,289	865	16%	\$10.88
11-0000	Management occupations	18,229	18,575	346	2%	19,218	989	5%	\$19.67
37-0000	Building and grounds cleaning and maintenance occ	9,739	10,054	315	3%	10,446	707	7%	\$9.28
47-0000	Construction and extraction occupations	10,028	10,321	293	3%	10,825	797	8%	\$16.38
21-0000	Community and social services occupations	3,083	3,261	178	6%	3,509	426	14%	\$13.83
33-0000	Protective service occupations	3,222	3,344	122	4%	3,619	397	12%	\$17.10
19-0000	Life, physical, and social science occupations	2,017	2,120	103	5%	2,278	261	13%	\$20.46
15-0000	Computer and mathematical science occupations	3,190	3,275	85	3%	3,527	337	11%	\$24.68
49-0000	Installation, maintenance, and repair occupations	10,361	10,388	27	0%	10,869	508	5%	\$18.07
23-0000	Legal occupations	955	981	26	3%	1,036	81	8%	\$24.02
55-0000	Military Occupations	1,819	1,810	(9)	0%	1,823	4	0%	\$10.96
45-0000	Farming, fishing, and forestry occupations	1,684	1,674	(10)	(1%)	1,751	67	4%	\$12.47
53-0000	Transportation and material moving occupations	16,123	16,094	(29)	0%	16,342	219	1%	\$13.86
17-0000	Architecture and engineering occupations	3,652	3,395	(257)	(7%)	3,493	(159)	(4%)	\$31.98
51-0000	Production occupations	30,504	28,472	(2,032)	(7%)	29,089	(1,415)	(5%)	\$16.96

- Does the area have any "targeted" business sectors that are unique from other areas within the State? If so, describe the information and process utilized to establish the "targeted" sector.

In 2009, the Regional Workforce Board along with the Local Economic Development Officials commissioned a reemployment and diversification study to coincide with the State of the Workforce Report for EGR4.

The 2009 *Seed It! Make It! Reinvent It! – A Reemployment and Diversification Strategy* identified the following targeted industries. They were chosen through analysis of Midwest and national jobs growth forecast and trends outlook; existing regional specialization; opportunity for intra-regional buy-supply linkages; synergy with regional educational institutions/programs; linkages to State priorities and policies; and synergy between these targeted business sectors.

**Trucking and Warehousing**

- Freight Trucking
- Warehousing
- Advanced Freight Service

**BioFrontiers**

- Biotech Services
- Agricultural Biotech

**Advanced Manufacturing for Growth Markets (including green)**

- Automotive Advanced Manufacturing
- Wind Advanced Manufacturing
- Solar Advanced Manufacturing

**Medical Manufacturing**

**Food Manufacturing**

**Call Center**

**Advanced Business Services with IT focus**

**Air Service**

- What does the area's workforce look like statistically along the following categories?
  - Demographics (Age, Gender, Race)

The total population of EGR4 (2009) is 491,206 with Lafayette (population 65,704) and Kokomo (population 45,396) as the two largest cities in the region.

Population Estimates by Age, 2009	Number	Pct Dist. in Region	Pct Dist. in State
Preschool (0 to 4)	32,217	6.60%	6.90%
School Age (5 to 17)	81,923	16.70%	17.80%
College Age (18 to 24)	72,231	14.70%	10.00%
Young Adult (25 to 44)	117,496	23.90%	26.30%
Older Adult (45 to 64)	121,231	24.70%	26.00%
Seniors (65 and older)	66,108	13.50%	12.90%

Sources: U.S. Census Bureau; Indiana Business Research Center  
 Source: EMSI Complete Employment - 1st Quarter 2011

Gender	2009 Population	2009 % of Cohort
Males	247,788	50.45%
Females	243,393	49.55%

Population Estimates by Race and Hispanic Origin, 2009			
	Number	Pct Dist. in Region	Pct Dist. in State
American Indian or Alaska Native Alone	1,927	0.40%	0.30%
Asian Alone	10,968	2.20%	1.50%
Black Alone	15,630	3.20%	9.20%
Native Hawaiian and Other Pac. Isl. Alone	179	0.00%	0.10%
White	456,899	93.00%	87.80%
Two or More Race Groups	5,603	1.10%	1.20%
<b>Hispanic or Latino Origin (can be of any race)</b>			
Non-Hispanic	460,796	93.80%	94.50%
Hispanic	30,410	6.20%	5.50%

Source: U.S. Census Bureau

o **Educational Attainment (HSD/GED, Associate, Bachelor, Advanced Degree)**

Education Level	2009 Population	% of Population	State % Population	Nat. % Population
Less Than 9th Grade	21,803	7%	7%	9%
9th Grade to 12th Grade	21,413	7%	8%	7%
High School Diploma	118,650	39%	36%	29%
Some College	59,394	19%	20%	21%
Associate's Degree	21,047	7%	7%	7%
Bachelor's Degree	36,437	12%	14%	17%
Graduate Degree and Higher	26,100	9%	8%	10%
<b>Total</b>	<b>304,844</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

o **Current HS Graduation Rate**

Our high school graduation rate of 87.2% stands higher than the State's rate of 84.1%.

o **Employed/Unemployed numbers and percentages**

January 2011 Employed/Unemployed numbers and percentages

Area	Labor Force	Employed	Unemployed	Jan 2011 Rate	Jan 2010 Rate
U.S.	152,536,000	137,599,000	14,937,000	9.8	10.6
Indiana	3,088,004	2,793,424	294,580	9.5	11.5
<b>EGR4</b>	<b>230,908</b>	<b>209,534</b>	<b>21,374</b>	<b>9.8</b>	<b>12.6</b>

Source: Dept. of Workforce Development

- **Based upon labor market information and demographics, what makes the area unique to its contiguous areas and within the State as a whole?**

The primary business sectors of Economic Growth Region 4 have concentrations in Government (which includes schools and universities), Manufacturing, Retail Trade, and Health Care & Social Assistance. Our region is well endowed with education and training organizations including: Purdue, IU-Kokomo, Ivy Tech, Harrison College and Wabash College.

Much of our base industry is in manufacturing. Since the massive restructuring of the automotive manufacturing industry, the region is slowly climbing out of a devastating mass layoff of workers. The automotive manufacturing industry affects many of the smaller supply chain businesses. 86% of the companies in the region employ 20 or less employees with only 2.2% with 100 or more employees. The economic recession brings many hardships. Yet rising unemployment offers an expanded pool of experienced and skilled labor. During a recession, and especially after the closure of a major plant, idle workers may be very skilled, very experienced, and very employable.

While the labor force as a whole is not growing at this time, EGR4 has a growing 'mature' labor force. To date, labor market needs, by broad occupational category, are largely being met because the mature-age group continues to work. Mature workers are also showing signs of high energy on the entrepreneurial front. Many of the small/mid-size businesses in the region are owned or managed by mature-age individuals.

The region has a shortage of young resident mid-level workers. While 8% of jobs require an Associate degree, individuals so qualified account for only 7% of the adult population. In addition to the loss of mid-level workers, one of the region's challenges is the under-preparedness of its newcomers, domestic and foreign.

Worker mobility is one of the key attributes of a flexible labor market. 94.2% of the region's labor force lives and works within the region with only 18,631 of the 319,215 implied resident labor force commuting outside the region. With gasoline prices where they are, there will most likely not be a big change in the next couple of years.

Our proximity to Chicago and Indianapolis poses a unique asset of the region. With the major highways through the region, it makes it easily accessible for businesses and distribution.

The region is in a unique situation with its highly productive farmland. Agriculture in West Central Indiana feeds into the "targeted" industries of food manufacturing and agricultural bio-tech. While some datasets show a decline in agriculture jobs, others show this industry as one of the high job-growth areas. Regardless of the statistics, farming and agriculture will always be required and vital to sustainability.

**3) Operational Plans**

- **Provide the address, phone number, and hours of operations for each WorkOne office located within the area. Identify which offices are "full-service" and "express."**

Region 4 WorkOne Offices and Express Sites

WorkOne Lafayette-Full Service

820 Park East Blvd.  
Lafayette, IN 47905  
Phone (765) 474-5411  
Monday – Friday 8:00AM-4:30PM

WorkOne Kokomo-Full Service

709 S. Reed Rd.  
Kokomo, IN 46903  
Phone (765) 459-0571  
Monday – Friday 8:00AM-4:30PM

Peru WorkOne Express

Ivy Tech Community College  
425 W. Main St.  
Peru, IN 46970  
Phone (765) 472-3562  
Monday – Friday 8:00AM-4:30PM

Covington WorkOne Express

418 Washington Street  
Covington, IN 47932  
Phone (765) 793-4881  
Monday – Friday 8:00AM-4:30PM

Delphi WorkOne Express

901 Prince William Road  
Delphi, IN 46923  
Phone (765) 564-1020  
Wednesday 9:00AM-4:30PM or by appointment

L.A.R.A. WorkOne Express

1100 Elizabeth Street, Suite 3  
Lafayette, IN 47904  
Phone (765) 476-2960  
Monday – Friday 8:00AM-4:30PM

Crawfordsville WorkOne Express

201 E. Jefferson St.  
Crawfordsville, IN 47933  
Phone (765) 362-4096  
Monday – Friday 8:00AM-4:30PM

Monticello WorkOne Express

1500 E. North Main St.  
Monticello, IN 47960  
Phone (574) 583-4128  
Monday – Friday 8:00AM-4:30PM

Logansport WorkOne Express

1 Ivy Tech Way, Suite B  
Logansport, IN 46947  
Phone (574) 722-6652  
Monday – Friday 8:00AM-4:30PM

Frankfort WorkOne Express

1111 S. Jackson Street  
Frankfort, IN 46041  
Phone (765) 654-5400  
Monday – Friday 8:00AM-4:30PM

Williamsport WorkOne Express

28 E. 2nd Street  
Williamsport, IN 47993  
Phone (765) 764-1880  
Wednesday 1:00PM-4:30 PM or by appointment

Tipton WorkOne Express

1202 S. Main Street, Suite A  
Tipton, IN 46072  
Phone (765) 675-4525  
Tuesday-Friday 8:00AM-4:30PM or by appointment

- **Does the WIB use any performance metrics in addition to Common Measures? If so, describe those metrics.**

The Region 4 Workforce Board uses several performance reports/metrics in addition to Common Measures to ensure the quality of services provided and as leading indicators for performance outcomes.

- Entered employment of adult and dislocated worker customers at exit:  
Enrolled customers who exit the system and have entered employment during the quarter of exit is a leading indicator for the Common Measures Entered Employment Measure. PY 11 goal – 65.5% Adult/72% DW
- Customers receiving skill enhancement services:  
Customers receiving skill enhancement services to increase their ability to obtain and retain employment is a metric used as a leading indicator of the services valued by customers. PY 11 goal – 60%
- Training Completion:  
Customers who complete training and receive certifications is a metric used as both an indicator of quality service and as a potential indicator for all adult Common Measures. (Customers who withdraw for employment are excluded from this measure.) PY 11 goal – 70%
- Regional Dashboard: Data report on customer use and engagement with system is reviewed monthly.  
A data report providing information on:
  - Number of customers enrolled by each county of residence
  - Number of customer in training services and types of training
  - Number of services provided each month
  - Number of customers receiving workshops
  - Number of Youth receiving services
  - Number of customers engaged in skill enhancement activity

- **Describe how the WIB will track actual performance against performance goals.**

Actual Performance is reviewed each quarter by the WIB as data becomes available through Indiana Department of Workforce Development. The WIB reviews and compares this quarterly data to the negotiated state annual performance goals for trending to meet final goals. Performance reports are provided at WIB meetings. Leading indicators are also reviewed and analyzed quarterly by the WIB to ensure the region is providing appropriate mix of services to meet annual goals. The WIB requires staff and Service Provider leadership team members to review weekly and monthly reports from the case management database extract to ensure services inputs will result in positive performance and meet validation requirements. Detailed reports are requested from DWD for WIB staff to delve deeper into any performance area not being met. WIB staff analyzes local and state reports and provides recommendations to the State, to improve regional and state performance. The region will continue to be diligent in the review and analysis of performance data for continuous system improvement. The region requires data input into the State's case management data system in a manner consistent with state and federal policy to ensure the integrity of the data.

### WIA Adult and Dislocated Worker Services

The data provided in Attachment 2 - Matrix of WIA Adult and Dislocated Worker Services is projected based upon past usage of WorkOne services/workshops in PY 09 and PY 10 and the new customer flow as described in DWD policy 2010-13. Future funding and economic changes will impact projections.

- **Describe the criteria to be used by the WIB to determine if WIA Annual Adult Funds shall be considered "limited."**

Funds are defined as limited at such times when budget projection anticipates 80% of available WIA adult funds will be obligated. Priority for training services will be given to recipients of public assistance and low income residents of EGR 4.

- *Low Income* – In accordance with WIA Section 101 (25), a low-income individual is defined as a customer who receives, or is a member of a family that receives cash payment under a Federal, State, or local income-based public assistance program; or has received an income, or is a member of a family that received a total family income, for the 6-month period prior to the application for the program involved (exclusive of unemployment compensation, child support payments, Old Age and survivors insurance(OASI) benefits, and income based public assistance program that does not exceed the Economically Disadvantaged Criteria levels.  
Establishing such does not mean that, only public assistance recipients and other low income individuals may receive training, but rather they must receive priority. In all cases, if a customer is not selected for WIA Adult training services because they do not meet these priority criteria, they will receive appropriate and high-quality core and intensive services through the WorkOne West Central system. Indiana Department of Workforce Development and the Regional Workforce Board have determined that funds are unlimited for intensive level services.
- **Describe how the WIB will be involved in the process of determining when WIA Adult Funds are "limited."**

Priority of service for training funds has been implemented in the past and the Region 4 Workforce Board will do so again. The Workforce Board set the criteria for priority of adult training services only when funds are limited. Funds are considered limited when budget projection anticipates 80% of available WIA adult funds will be obligated. For PY11 it is anticipated 80% will be obligated, therefore all WIA training funds will be considered limited.

- **Describe the process that the WIB will use to ensure priority is provided to veterans and veterans' spouses, low income individuals, and recipients of public assistance when WIA Adult Funds become "limited."**

Priority of Service to Veterans and Eligible Spouses will be provided by (WIA) service providers, Wagner-Peyser staff, DVOPs and LVERs. To assist with identifying veterans and

eligible spouses, Priority of Service signs will be posted where they can be easily seen (typically, this will be near the entry point) in all WorkOne offices. In accordance with the priority of service sign, eligible veterans and eligible spouses should notify staff upon entry into the facility. Customers with visual impairments must be asked if they are a veteran or eligible spouse. Veterans will also be indentified via the State's Case Management System. Priority of service for recipients of public assistance and low income individuals will be provided when funds are limited by calculating the income of all customers seeking training services to ensure 'low income' standard is met. Staff will verify low income status and retain documentation in accordance with the Data Element Validation (DEV) Handbook.

Veterans meeting the low-income guidelines (defined above) will receive first priority for receipt of training services when funds are limited. Establishing this priority does not prohibit serving other eligible participants, however first priority must be given to veterans for receipt of training services and to low income.

**WIA Youth Services**

- The data provided in Attachment 3 - Matrix of WIA Youth Services is projected data based upon activity in PY 09 and PY 10 and the new customer flow as described in DWD policy 2010-13. Future funding and economic changes will impact projections.
- **Indicate the number of WIA Youth service staff persons located within the area.**

Region 4 has a total of 10 Youth staff serving youth in our 12 counties.

Location	Number of Staff	Youth Program Area
White County & Benton County	½ FTE shared	In and Out of School Youth
Carroll County	½ FTE	In and Out of School Youth
Montgomery County	½ FTE	In and Out of School Youth
Fountain County & Warren County	½ FTE shared	In and Out of School Youth
Clinton County	½ FTE	In and Out of School Youth
Tippecanoe County	2 ½ FTE	In and Out of School Youth In School JAG Program Out of School JAG Program
Cass County	1 FTE	In and Out of School Youth Out of School JAG Program
Howard County	1 ½ FTE	In and Out of School Youth
Miami County	2 FTE	In and Out of School Youth In School JAG program
Tipton County	½ FTE	In and Out of School Youth

- **Describe specific outreach activities targeted to Youth within the region.**

The Youth team has developed and cultivated many partnerships to reach youth throughout the region. Outreach is done through networking with high schools, post-secondary institutions, social service agencies, adult education providers and other partnerships. This has been our most effective way to reach and recruit the neediest youth. Additionally, we coordinate efforts with other agencies such as; Vocational Rehabilitation, DFR, foster care agencies, alternative schools, Salvation Army, and the Twenty-first Century Scholar program to reach youth in need. The youth team developed a recruitment flyer, "Let Us Help Find Your Future". The flyer focuses on the youth 10 elements and reaching the

neediest youth. The flyer is published in our WorkOne magazine to promote services to youth. This magazine is published bi-monthly and 10,000 copies are distributed in the region every other month. Recruitment efforts also include placing ads and articles in area newspapers and with radio stations. Recruitment for specific projects is conducted to targeted audiences through collaborative partnerships such as adult education centers, high schools, Inter-disciplinary Cooperative Education departments, community service organizations, DFR, youth members of energy assistance households and probation departments.

- **How does WIB measure the success of Youth service providers?**

The Region 4 Workforce Board measures the success of the Youth service providers by their Common Measures performance, quality of service, ability to recruit youth and innovation in providing services that meet the needs of youth in the region. Region 4 youth performance has been outstanding and has led the state in the past several years. All youth monitoring has passed both state and region review. Service providers use multiple vehicles for recruiting youth as described above and have demonstrated innovation and flexibility in providing a wide range of services to target the needs of youth in the region.

**Other Services**

- **How does the WIB ensure that local staff coordinate activities with the State Rapid Response team/Dislocated Workers Unit to perform the following:**
  - o **Securing and sharing information when there is a possibility of a mass layoff (50 or more workers)?**

When information is verified of a mass layoff or a plant closure the Statewide Dislocated Worker Program Coordinator is contacted via email or telephone by local RR Coordinator and given all appropriate information including number of effected employees, plant closure and layoff dates, union affiliation, potential for Trade certification and dates for initial face to face meetings with company representatives. The Local RR Coordinator informs the State DWPC of the dislocated worker orientation session times and dates and ensures that a representative from Unemployment Insurance and local service providers are scheduled to provide information on the full array of services to Dislocated Workers. Surveys are collected during RR Sessions with employees and they are sent to the state coordinator for data entry. Rapid Response teams consist of individuals from Unemployment Insurance, local WIA service providers, Wagner-Peyser staff, TAA specialist, business consultants, and representatives from community based organizations such as United Way and labor. Staff from Department of Labor's Employee Benefit Security administration has joined the team to provide information on COBRA benefits, pensions and health plans.

- o **Coordinating activities where a layoff involves a company that is Trade certified?**

When the event involves a Trade certified company, the State TAA coordinator is alerted. The State coordinates TAA orientation sessions between laid off employees and the local RR staff and sends letters to all employees informing them that in addition to the regular Dislocated Worker Orientation of Services, a separate TAA orientation session will be scheduled by the Statewide Dislocated Worker Program Coordinator informing them of TAA benefits, rights and responsibilities. The State TAA coordinator generally sends a

representative to provide a presentation of the TAA benefits available. The local team provides the orientation of local services in coordination of the TAA resources.

- **How does the WIB ensure the coordination of the following programs, at minimum, at each WorkOne?**

The Region 4 Workforce Board has several strategies for coordinating services with WorkOne staff. The primary strategy is the integration of frontline staff into functional teams and the integration of leadership teams to deliver and improve WorkOne system services. In the same manner, the Job to Job/Case Management team, the Training to Job/Career Counseling team and the Business Services team are integrated to connect customers to the full array of services, not just those provided by one funding source. By working together, staffs develop solutions and create a Work One system environment where coordination of resources is the normal course of business. The intent of staff integration and of co-enrollment of customers is to allow the customer to be served in the best manner possible and with whatever staff is available to provide the service. Thus, well-trained WIA and DWD staffs work together to provide services as necessary and appropriate. The focus is on providing customers with the best service rather than on which funding stream is supporting the service.

- **Unemployment Insurance**  
The Welcome team is comprised of both State and Local staff, including staff with unemployment insurance expertise. This initial point of contact begins the identification of services from multiple programs. Customers receiving unemployment insurance are critical to engage to the WorkOne system to assist in the reemployment process.
- **Trade Act**  
Trade Act staff are part of the WorkOne teams to ensure that dislocated workers who are Trade Act Certified are appropriately assessed, training plans well developed, and customers receive all services available in the System to become re-employed. All TAA customers will be co-enrolled under WIA as dislocated workers and receive WIA support services in accordance with TAA regulations.
- **Title 38 Veterans' Programs (LVER, DVOP)**  
Veteran staffs are integrated into the WorkOne teams to ensure the utmost coordination of services is provided to veterans. The Local Veteran Employment Representative is a member of the Business and Employer services team and the Dislocated Veterans Outreach Person is part of the Case Management Team. All staff provide services to veterans, however if staff identify veterans with barriers to employment, the customer is directed to the Disabled Veterans' Outreach Program (DVOP) specialist for assistance. In the event that a DVOP is not available, the LVER may be utilized. Veterans' staffs make themselves available to veteran customers on those days when the volume of traffic in a WorkOne office is high and staff may be experiencing delays, ensuring that veteran and eligible spouse priority of service is delivered.
- **Worker Profiling and Reemployment Services (WPRS) and Reemployment and Eligibility Assessment (REA)**  
All customers receiving WPRS and REA services will be enrolled in Wagner Peyser and co-enrolled in WIA as appropriate. The case management staff, who

may be state or local staff, will work closely with REA coordinators to assist identified UI recipients in becoming reemployed through all services available through the WorkOne system. Case managers will assist recipients in developing an Academic and Career Plan for a systematic approach to reemployment.

- **Briefly describe the business services, specifically job recruitment, job posting, and job matching services, that are offered within the area.**

Business services staff provide seminars on the use of Indiana Career Connect and provide assistance to employers with job posting and candidate search in Indiana Career Connect. Staff assist employers in accessing programs such as the Work Opportunity Tax Credit, On the Job training and other available resources to benefit to employers and connect them to qualified job candidates. Staff also provides customized services such as job fairs, interview space, on line job application support and guidance on finding and using labor market information.

Business Consultants are strategically located within the region and available to provide enhanced employer services. Services provided include, connecting employers to the workforce development system, representing programs and services to assist employers in growing their business, providing follow-through services that assist employers in managing publicly funded grants or incentives and participating with local economic development officials in cooperative administration of *Executive Pulse*, a regional business retention and expansion information system.

Regional employment and assessment centers for hiring (REACH) have been established in the Lafayette and in Kokomo to grow and support regional business attraction, expansion and retention. The centers were developed on a demand side strategy of 'finding people for jobs' by brokering a skilled talent pool of workers to meet the needs of business. Applicants are recruited and skills assessed for high pay - high skill career fields. The centers focus on the redesign of business services by providing tailored quality products to employers. These services include customized recruitment, regional labor market information, business training opportunities, employment verification, business seminars, grant funding, marketing, background checks, reference checking, customized screening services and additional innovative solutions as determined by the business community. A data base is maintained of all WorkKeys profiled companies and WorkKeys assessments in a variety of demographics, to provide objective criteria of the workforce for both business attraction and retention.

- **Describe how the WIB will ensure that veterans' priority of service will be carried out within the local area.**

To further improve service to veterans, Priority of Service to Veterans and Eligible Spouses is provided by (WIA) service providers, Wagner-Peyser staff, DVOPs and LVERs. Veteran and eligible spouse customers are to be identified upon entry at a WorkOne and allowed to move to the front of the waiting line. To assist with identifying veterans and eligible spouses, Priority of Service signs are posted where they can be easily seen (typically, this will be near the entry point) in all WorkOne offices. In accordance with the priority of service sign, eligible veterans and eligible spouses should notify staff upon entry into the facility. Customers with visual

impairments will be asked if they are a veteran or eligible spouse. Veterans will also be identified via the State's Case Management System as part of the initial demographic data asked upon arrival for service.

With respect to any qualified job training program, a veteran and other covered persons shall be given priority over a non-covered person for the receipt of employment, training, and placement services provided under that program, notwithstanding any other provisions of the law. All job orders will be processed providing priority to veterans.

Priority in the context of providing priority of service to Veterans and Eligible Spouses in qualified job training programs means the right to take precedence over non-covered persons in obtaining services. Depending on the type of service or resource being provided, taking precedence may mean:

- The Veterans and Eligible Spouses receives access to the service or resource earlier in time than the non-covered person; or
- If the service or resource is limited, the Veterans and Eligible Spouses receive access to the service or resource instead of or before the non-covered person.

#### **4) Key Partnerships**

- **Complete Key Workforce Investment Board Partnership Matrix**  
The Key Partnership Matrix is provided as Attachment 4 to this plan.
- **Attach One-Stop Partners' Memorandum of Understanding (MOU).**  
One-Stop Partners' Memorandum of Understanding (MOU) is provided as Attachment 5 to this plan.
- **Describe how the WIB partners with economic development entities within the local area and at the state level.**

The only way to ensure that workforce development is relevant to regional economic growth is to connect with key employers. And the best way to connect with employers is through LEDOs. Region 4's Workforce Service Area places a high importance on partnering with local and state economic development entities in support of regional goals that advance the Governor's state economic development strategy, *Accelerating Growth*. The Workforce Service Area's WIB will focus on two primary goals:

- The WIB will ensure the skills of the workforce match the needs of businesses.
- The WIB will align workforce development with local economic development.

The Board will continue to maximize connections of the workforce development/economic development partnership that ensure a demand driven workforce development system that aligns with economic development initiatives. This is enhanced by Business Consultant engagement with local and state economic development officials. The Board will continue to directly support LEDOs by providing labor analysis services, working with their companies to prepare state grant applications, conducting job task analyses (job profiling) for communities' key industrial employers. Business consultant and other Board

representatives participate in meetings with site selectors, at the LEDOs' request, because workforce quality and availability are always at the top of the list of things prospective companies want to know about the community they are investigating. Additionally, implementation of the Region's reemployment and diversification strategy, *Seed It! Make It! Reinvent It!* a collaborative effort of the region's economic development officials, and the region's workforce board, et.al., serves as the road map to the region's continuous improvement of worker skills that provide a competitive advantage for business retention, expansion, and attraction and lead to improved employment outcomes for its citizens.

**5) Budget**

- **Attach a copy of the WIB's, and its WIA service providers' proposed budgets for Program Year 2011 using 2010 allocation information.**

Attachment 6 provides a preliminary budget for planning purposes only and is not to be considered an operating budget. The actual funds available for next year are unknown at this time. Estimates provided by DWD were used to prepare this planning budget. Special grants that go beyond 6/30/11 were also factored into the attached plan.

- **Describe how the WIB/RWB monitors its annual budget and the budget of its service providers.**

The Finance Committee is charged with the development and oversight of the budget. On a monthly basis, the Finance Committee reviews revenue and expenditures and reports to the full board on a bi-monthly basis. The Board reviews actual accrued expenses to the projected budget and actual revenue on a bi-monthly basis to ensure that budget goals are being met and that costs are contained to a conservative percentage of the actual expenses. The service providers present a budget and expenses monthly that is reviewed internally and a detailed report is prepared quarterly and reviewed by the Finance Committee. If areas of concern are identified they are addressed immediately.

- **Describe how the WIB/RWB will ensure that administrative spending is kept to a minimum.**

It is anticipated that PY'11 will bring a significant reduction in the total funds available. As a result the following measures are being taken: the Chief Financial Officer position will be part time; all out of state travel will be curtailed; several board-related projects will be reduced or eliminated for the upcoming year. As always, containing administrative costs is vital for sound fiscal management.

- **Explain how WIA administrative funds will be utilized, including projected expenditures for the following categories:**

- **Staffing (Administrative Cost)**

The projected percent of a staff salary paid by administrative funds from WIA are:

Executive Director	50%
Executive Assistant	50%
Chief Financial Officer	part-time as of March 2011
Controller	100%

Chief Operations Officer 10%

■ **Travel**

In order to cut costs there will not be any out-of-state travel approved for the budget during this program year. The Board's travel policy is used to guide and control travel expense. The travel policy is provided as Attachment 11.

■ **Outreach**

Outreach is not an administrative activity.

■ **Other**

The Board conducts an Annual Meeting and a Strategic Planning Board Retreat. The Annual Meeting is a Board function that invites the regional stakeholders for a look at the success of the previous year and present the workforce development focus of the current year. Board Retreat: The Board holds an annual retreat to prepare the Strategic Plan. This is traditionally held in May to set the goals and objectives for the next program year.

- **Provide any policies/procedures the WIB/RWBs will utilize to approve the following:**

■ **Hiring of staff**

The Region 4 Workforce Board, after considering several alternatives decided the most logical future corporate structure would be to merge the Region 4 Workforce Board, Inc., and Tecumseh Area Partnership, Inc. into Tecumseh Area Partnership, Inc. (TAP). Tecumseh Area Partnership, Inc. will be the surviving entity and serve as the Workforce Investment Board for Region 4. At the direction of the TAP and Region 4 Workforce Boards, Articles of Merger of Nonprofit Corporations will be filed with the Indiana Secretary of State. Upon completion of the merger, TAP will file a Certificate of Assumed Business Name with the Indiana Secretary of State to do business as the Region 4 Workforce Board and the Region 4 Workforce Investment Board.

Because TAP staff currently serve as the Regional Operator to the Regional Workforce Board, it was determined the number and type of staff employed by TAP matches the activities/work to be conducted by the executive staff of the Workforce Investment Board. TAP has successfully completed audits each fiscal year since the inception of the Workforce Investment Act without any disallowed costs. The Region 4 Workforce Board determined all current TAP staff would be retained.

■ **Travel**

Travel will be only as reasonable and necessary to accomplish the goals of the Board and in compliance with the WIA and any applicable state policy. The Board's travel policy is provided as Attachment 11.

**6) Governance and Structure**

- **Describe how the WIB consulted with members of the public, including local elected officials, representatives of business, labor, and economic development prior to the submission of this plan**

Consultation with the public, including: local elected officials, business representatives, labor, education, and economic development officials will be a multidimensional approach. All methods will announce the opportunity for public comment about the WSA Plan for a minimum

of 30 days. However the Board has sought the opinions of regional stakeholders for over three years. Business, educators, labor, local elected officials and local economic development officials have been invited, and engaged during a variety of forums, summits, and planning meetings and the ideas generated during these events have been considered in the development of this Plan. The following methods were selected to provide the greatest opportunity to collect public comments prior to the final submission of the Workforce Service Area Plan.

- o Local media news release announcing plan development and inviting comment,
- o Posting of Workforce Service Area Plan on the Board's website,
- o Electronic announcement to local elected officials, business representatives, labor and economic development entities with an embedded link to the Workforce Service Area Plan,
- o Direct correspondence with local elected officials.

The public may comment electronically via email by entering "WSA Plan Comment" in the subject line and addressing comments to: [mconn@tap.lafayette.in.us](mailto:mconn@tap.lafayette.in.us) . Or comments may be mailed to the Region 4 Workforce Board. Comments should be addressed to:

Region 4 Workforce Board  
Attention: WSA Plan  
976 Mezzanine Drive, Suite C  
Lafayette, IN 47905

Any comments received by the Workforce Board that represent a disagreement with the plan will be submitted to the Governor.

**• Describe the role of the local elected officials in the governance and implementation of WIA programs in the local area.**

Local Elected Officials actively engage in the governance and implementation of local WIA programs, activities and services through their designated County Chief Elected Official (CCEO). The 12 CCEO's of Region 4 provide guidance to the local Workforce Board (WIB) through their membership on the Region's Executive Council. The Council agrees to the county's financial liability for the use, or possible misuse of funds, and selects from among them a Chief Elected Official (CEO) for the Workforce Service Area (WSA) by way of executing a CCEO Agreement. All 12 counties that comprise Region 4 have completed both, a Local Elected Official Agreement and a County Chief Elected Official Agreement.

In Region 4 the Chief Elected Official is Mayor, Tony Roswarski of Lafayette. In addition to other governance duties specified within the CCEO agreement, the Chief Elected Official designates or serves as the grant recipient for WIA funds. In Region 4 the CEO has exercised his authority to designate a local grant sub-recipient/fiscal agent, the Workforce Investment Board. The Executive Council has provided their majority agreement for the CEO's local grant sub-recipient/fiscal designation.

To maintain accuracy and the integrity of WSA governance in Region 4, the WIB will perform an annual review of the LEO and CCEO agreements to confirm that the signatories of the agreements are still in office. Modification of agreements will be completed as necessary to ensure that the current signatory is accurate, and accepts the agreements liability clause. Sample copies of the LEO and CCEO agreements are provided as Attachments 7 and 8. The original signed agreements are available upon request.

- **Who is the chief elected official for the area, and how is liability for the misuse of WIA funds assumed by the local elected officials?**

Lafayette Mayor, Tony Roswarski, is the Chief Elected Official for Region 4. Mayor Roswarski was selected in accordance with DWD policy 2010-08 and confirmed by the fully executed, County Chief Elected Officials' agreement of Region 4. The Local Elected Officials of Region 4 have adopted an equitable and fair approach to the issue of liability to address any possible determination of misuse of WIA funds. Since local units of government holding taxing authority are responsible for the use, or misuse of the grant funds, the CCEOs favored a liability clause that would not place undue burden on one unit of government. The liability clause acceptable to and, adopted by the Regional CEO, Mayor Roswarski and County Chief Elected Officials identifies the most fair, and equitable distribution of the responsibility for repayment of any disallowed costs. The selected liability clause states that if there is a disallowed cost and all other avenues have been exhausted for the repayment of those costs, i.e. service provider, WIB, etc. it would then go to the elected officials for repayment from their own funds. Repayment must come from nonfederal funds. The repayment must come from tax revenue funds.

- **Identify who the fiscal agent or entity responsible for the disbursement of WIA grant funds in the local area.**

The Fiscal Agent for Disbursement of WIA Funds in Region 4 is:

<b>Name:</b>	Roger L. Feldhaus
<b>Organization:</b>	Tecumseh Area Partnership, Inc.
<b>Address:</b>	976 Mezzanine Drive, Suite C, Lafayette, IN 47905
<b>Telephone Number:</b>	(765) 807-0880
<b>E-mail Address:</b>	rfeldhaus@tap.lafayette.in.us

- **Describe the nomination and selection process used to appoint members to the workforce investment board.**

In accordance with the state criteria established under the Workforce Investment Act, the Chief Elected Official of Region 4 is the sole authority for the solicitation of nominees and appointment of Workforce Investment Board members within Region 4. A regional perspective will be maintained in making appointments so that each of the 12 counties has representation on the WIB.

Guided by the specific criteria for each WIB member category, and in accordance with all general requirements of DWD Policy 2010-09, each cognizant nominating authority shall be requested to provide a nominee for consideration in appointing members to the WIB.

**Nominations**

1) The Chief Elected Official sends a letter of explanation and requests a nominee for each specific category of WIB member to the appropriate nominating authority. A nomination form is provided for convenience in making the nomination; letters of nomination are also acceptable. Nominations are returned to the attention of the Chief Elected Official of Region 4.

**Appointments**

2) The Chief Elected Official reviews all nominations to determine: statutory

compliance of each within the category they are nominated, that the nomination comes from an appropriate nominating authority, and that the overall composition (quantity & sector) of the Board, as defined in the WIA, and DWD Policy 2010-09, are met. The sectors represented on the WIB shall include: business, labor, education, community-based/faith-based organizations, economic development, WorkOne Partners, and other workforce investment board members when determined by the Chief Elected Official. The Chief Elected Official of Region 4 shall comply with DWD Policy 2010-09 and WIA policy in the appointment of members of the WIB.

- **Using available workforce data, describe how business representatives that serve on the WIB are appointed to accurately reflect the employment opportunities (primary industries, business size) and the geographic diversity of the local workforce serve area.**

The goal of the appointment process for business representatives is to seat a Board that reflects the workforce development interests of the primary industries of the region. A mix of small, medium, and large employer representatives will be appointed to the board to closely replicate the composition of employment opportunities within the service area. Every effort will be made to respect the geographic diversity of the region by appointing at least 1 business representative from each of the 12 counties that comprise region 4.

The total labor force of the region in February 2011 was 231,327. There are approximately 10,618 establishments in EGR4 with 245,564 jobs within those establishments. In 2010 the top four job sectors were in: Government (includes colleges & universities), Manufacturing, Retail Trade, and Health Care/Social Science. Combined these four sectors represent 138,605 jobs or 56.4% of all jobs in EGR4. Appointments will be representatives of these industries or industries that require similar worker skills.

In making future appointments to the WIB job projection outlooks will be monitored closely for emerging trends that may indicate the need for a new industry sector representation on the WIB. For example, IN DWD 2018 job projections indicate a 33.8% or 1,391 jobs growth in the professional, scientific, and technical services industry, perhaps indicating the need for a proactive appointment to represent the emerging industry needs for uniquely skilled workers.

- **Attach a copy of the WIB Bylaws**

Please see Attachment 9 for the Region 4 Board Bylaws draft.

- **The following information, at minimum, is required in the bylaws:**
  - **Quorum rules, establishing that at least 50% of members attending in-person constitutes a quorum**  
The Board draft bylaws propose a quorum of at least 50% of members attending in-person to conduct the business of the Board, or any of its committees or subcommittees.
  - **Attendance rules**  
Each Director is required to attend a majority of the meetings of the Directorship, and failure to do so may result in the removal of such Director pursuant to the terms of Article I., Section 1.5., which states: Any Director may be removed, with cause, by a two-thirds' vote of all the Directors of the Board.

- **Membership terms**

All of the Directors appointed by the Chief Elected Official shall serve for a term of two (2) years and may be reappointed according to their willingness to serve and the appointing authority's willingness to reappoint, or until their successors shall be elected and qualified, or until their resignation, removal, or death. Ending dates of the Directors' terms shall be staggered so that no more than one-half of the Directors' terms end each year.
- **Identification of board officers and election procedures**

There may be four offices of the Directorship: Chairperson, Vice Chairperson, Secretary, and Treasurer. The Chairperson, Vice Chairperson, Secretary, and Treasurer of the Directorship shall be elected by the Directors annually in May. Newly elected officers' terms will begin on July 1. The Board shall select a chairperson from the Board's business representatives and such chairperson may not serve more than two (2) years consecutively.
- **Description and duties of any WIB subcommittees including Youth Council**

The Chairperson or the Board of Directors may, from time to time, create and appoint standing and special councils and committees, including the youth council, to undertake studies, make recommendations and carry on functions for the purpose of efficiently accomplishing the purpose of the Board.
- **Voting Rules**

A Director entitled to vote at any meeting of Directors must vote in person. No Director may vote by proxy at any such meeting of Directors.
- **Describe what constitutes a conflict of interest to a board member and what actions will be taken by the board member in the event of a conflict of interest.**

A Director shall promptly disclose any actual or potential conflict of interest the Director may have with respect to any contract, transaction, or other matter which the Director knows to be considered by the Board, the voting Directors, the Board of Directors, or any Committee of the Board, or any Officer of the Board. A Director with a conflict of interest will not participate in any vote on, or discussion or review of, the matter other than to disclose the conflict of interest. If during a meeting, it is determined that a Director has a conflict of interest, the Director must verbally indicate so (with the minutes reflecting) and the Director excuse him/herself from the remainder of the discussion and the vote.
- **Describe how the WIB and any of its subcommittees comply with Open Door Laws, including the requirement that WIB and subcommittees' minutes will be posted online for public inspection.**

Within 48 hours of a Board of Directors meeting, or any meeting of the board's permanent committees, notice of the meeting, and the meeting agenda will be posted at [www.Region4WorkforceBoard.org](http://www.Region4WorkforceBoard.org), on LinkedIn under the Region 4Workforce Board Group under events, and at the office of the Region 4 Workforce Board located at 976 Mezzanine Drive, Suite C, Lafayette, Indiana, 47905. Minutes of the Board of

Directors meeting and its permanent committees will be posted at [www.Region4WorkforceBoard.org](http://www.Region4WorkforceBoard.org).

■ **Rules for amending**

Subject to law and the Articles of Incorporation, the power to make, alter, amend, or repeal all or any part of the bylaws, is vested in the Board of Directors. Written notice stating the place, day, and hour of any meeting of the Board of Directors called to alter, amend, or repeal all or any part of these bylaws shall be delivered or mailed by the Secretary of the Board or his or her designee to each voting Director of record, as such address as appears upon the records of the Board, and at least ten (10) days before the date of such meeting.

- **Provide a description of the WIB's support and administrative staffing.**
  - **Complete an Executive Compensation Chart indicating the compensation of the top five paid individuals employed by the WIB or employed by any entities using WIA funds to provide administrative or staff support to the WIB.**

The executive compensation table is provided below and also as Attachment 10.

Executive Compensation of Top 5 Individuals employed by the WIB					
	Staff Person Name	Salary	Benefits	Bonuses	Total Annual Compensation
1	Roger Feldhaus	\$81,101	\$19,512	\$0	\$100,612
2	Deborah Waymire	\$66,573	\$17,964	\$0	\$84,537
3	Chad Boldry	\$59,690	\$17,231	\$0	\$76,921
4	Christopher Waymire	\$59,495	\$17,211	\$0	\$76,705
5	Connie Ahlers (P.T.)	\$39,476	\$4,744	\$0	\$44,220

- **Attach a WIB Organizational Chart, and provide a brief description of the key responsibilities of all WIB staff persons.**

The WIB organizational chart is provided as Attachment 12 and page two as 12a. The WIB staff key responsibility descriptions are provided as Attachment 13.

- **Who is the area's One-Stop Operator (OSO), what are its roles and responsibilities, and describe the OSO designation process. WIBs only need to respond.**

- **Who is the One-stop Operator?**

The Board and Chief Elected Official made an explicit request in writing to Governor Mitch Daniels for the WIB to serve as One-stop Operator. The request delineated how certain criteria and assurances will be fulfilled by the executive staff of the WIB. Guidelines identified within DWD Policy 2010-12 were observed in the preparation of this request.

- **What are the roles and responsibilities of One-Stop Operator?**

The role of the OSO is to coordinate services and activities of the entire Workforce Service Area One-Stop system. The responsibilities include strategic planning, oversight, and compliance with all pertinent legislation and regulations and the attainment of short-term and long-term goals to obtain WIA objectives and metrics.

o **Process for designating the One-stop Operator**

By the authority of DWD Policy 2010-12, the Board and Chief Elected Official, together, designated the One-stop Operator. The Board and CEO prepared an explicit request for the consideration of the Governor's approval of the One-stop Operator designee, Tecumseh Area Partnership, Inc. d/b/a/ Region 4 Workforce Board. The request provided detailed assurances for all of the points outlined within DWD Policy 2010-12 for this type of request. The request for approval of this designation was signed by both the Chief Elected Official and the Board Chair prior to the submission to the Governor. The Governor approved this request in a letter dated June 30, 2011.

- **Identify what WIA services and activities will be awarded through competitive grants within the local area, and briefly describe the competitive process that was or will be utilized within each competition.**
  - 1) One-Stop Operator?
  - 2) WIA Youth Service Providers?
  - 3) WIA Adult Service Providers?
  - 4) WIA Dislocated Worker Providers?
  - 5) Other?

A competitive procurement for WIA Services to Adult, Youth and Dislocated Workers was conducted for service beginning in PY'09. In accordance with current state policy, Region 4 will continue services with the organizations procured at that time. Those organizations are: Community Action Program, Inc. of Western Indiana and JobWorks, Inc. PY'11 will be the third and final year of the PY'09 procurement. If other services are solicited, a Request for Proposal will be released.

The procurement of service providers in PY '09 observed the required procurement law and practices required for the procurement service providers.

- **Describe the process the WIB/RWB utilizes to monitor any services/activities it procures, including WIA Service Provider**

The WIB staff (CFO and COO) will conduct regular oversight and monitoring of its service providers (subcontractors), pursuant to 20 Code of Federal Regulations Part667.410 (a) of Workforce Investment Act Final Rules, as part of the One Stop Operator responsibilities.

Oversight/Monitoring responsibilities include the following areas:

- Determine that expenditures have been made against the cost categories and within the cost limitations specified in the Act and these regulations;
- Determine whether or not there is compliance with Region 4 Workforce Board policy;
- Determine whether or not there is compliance with other provisions of the Act and the WIA regulations and other applicable laws and regulations;
- Provide technical assistance as necessary and appropriate; and
- Evaluate contractor performance.

In addition, regular monitoring via desktop review, monthly fiscal and programmatic review, and on-site visits are conducted to review financial accountability and internal controls, procurement, attendance and payroll systems. On-site programmatic monitoring is also conducted to ensure eligibility documentation, selective service registration (as applicable), appropriate assessment, Individual Employment Plan (IEP) development,

program activity documentation, case notes, and other necessary verification and documentation.

The Region 4 Workforce Board designee will, at a minimum, monitor annually (once per fiscal year), or once during the term of the agreement if the agreement is for less than 12 months:

- all WIA service providers on-site for financial and operational compliance
- all non-WIA service providers and sub-recipients for financial and operational compliance in accordance with the provisions of the project agreement
- all local youth programs on-site for financial and operational compliance

A written monitoring report is provided within thirty working days after the on-site visit. The report includes the date of the review, the organizations reviewed and the reviewing entity, the purpose and scope/objective of the review, the areas that were reviewed, any compliance findings, or performance deficiencies noted, and time lines for resolution and/or corrective action for appeal. Appeals may be filed using the complaint/grievance procedure.

- **How does the WIB/RWB eliminate real or perceived conflict of interest in developing RFPs, scoring proposals, and issuing grant awards?**

When preparing RFPs, scoring proposals, and issuing grant awards, the team chosen to participate will immediately identify any perceived conflict of interest. If one exists, the person selected will decline participation and another team member will be selected. In order to eliminate any real or perceived conflict each member selected will be required to complete a Conflict of Interest form related to the procurement taking place.

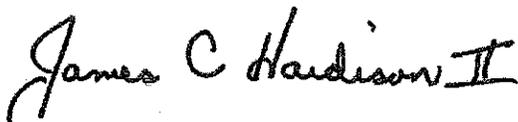
#### **7) Program Contact Persons**

- **WIA Adult and Dislocated Worker Programs**  
Deborah Waymire, Chief Operations Officer  
Tecumseh Area Partnership, Inc.  
976 Mezzanine Drive, Suite C  
Lafayette, IN 47905  
Phone: (765) 807-0882  
Email: [dwaymire@tap.lafayette.in.us](mailto:dwaymire@tap.lafayette.in.us)
- **WIA Youth Programs**  
Deborah Waymire, Chief Operations Officer
- **Fiscal Management**  
Connie Ahlers, Chief Financial Officer  
Tecumseh Area Partnership, Inc.  
976 Mezzanine Drive, Suite C  
Lafayette, IN 47905  
Phone: (765) 337-7132  
Email: [cahlers@tap.lafayette.in.us](mailto:cahlers@tap.lafayette.in.us)
- **Electronic/Information Systems**  
Tina Overlay-Hilt, Data Administrator & Operations Assistant

Tecumseh Area Partnership, Inc.  
976 Mezzanine Drive, Suite C  
Lafayette, IN 47905  
Phone: (765) 807-0884  
Email: [toverleyhilt@tap.lafayette.in.us](mailto:toverleyhilt@tap.lafayette.in.us)

- **Data Collection/Performance**  
Deb Waymire, Chief Operations Officer
- **WIA Equal Opportunity Officer**  
Tina Overlay-Hilt, Data Administrator & Operations Assistant
- **WIA program complaints**  
Deb Waymire, Chief Operations Officer

• Signature Page



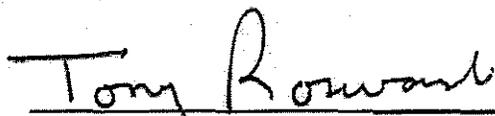
4/26/11

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James C. Hardison  
Region 4 Workforce Board Chair  
Email: [jim.hardison@inpac.com](mailto:jim.hardison@inpac.com)  
Mailing: Indiana Packers Corporation  
Highway 421 South  
PO Box 318  
Delphi, IN 46923

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Date



4-26-11

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Tony Roswarski, Mayor, City of Lafayette  
Chief Elected Official  
Email: [troswarski@lafayette.in.gov](mailto:troswarski@lafayette.in.gov)  
Mailing: Mayor's Office  
Lafayette City Hall  
20 N. 6th Street  
Lafayette, IN 47901

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Date

Attachments

- 1) WIB Demand Occupations list
- 2) WIA Adult and Dislocated Worker Services Matrix
- 3) WIA Youth Services Matrix
- 4) Key WIB/RWB Partnership Matrix
- 5) Copy of One-Stop Partners' Memorandum of Understanding (MOU)
- 6) WIB Budget and Service Provider Budgets
- 7) Copy of Local Elected Officials' Agreement
- 8) Copy of County Chief Elected Officials' Agreement
- 9) Copy of WIB/RWB Bylaws
- 10) Executive Compensation
- 11) Board Travel Policy
- 12 and 12a) WIB Organizational Chart
- 13) WIB Support and Administrative Staff Key Responsibility Descriptions

Attachment 1  
**EGR4 High Wage/High Demand Occupations List**

	Job Title	2008	2018	Annual Growth %	Area Wage	Education
1	Computer Systems Analysts	451	572	26.8%	\$70,294	Bachelor's degree
2	Truck Drivers, Heavy and Tractor-Trailer	3,326	3,723	11.9%	\$38,308	Moderate-term on-the-job trng
3	Registered Nurses	2,888	3,502	21.3%	\$53,556	Associate degree
4	Licensed Practical and Licensed Vocational Nurses	1,308	1,566	19.7%	\$36,874	Postsecondary vocational trng
5	Heating, Air Conditioning, & Refrigeration Mechanics & Installers	416	536	28.8%	\$41,522	Long-term on-the-job trng
6	First-Line Supervs/Mgrs of Construction Trades & Extraction Wrks	665	787	18.3%	\$57,645	Long-term on-the-job trng
7	Carpenters	1,621	1,820	12.3%	\$31,460	Long-term on-the-job trng
8	Cost Estimators	278	344	23.7%	\$52,387	Bachelor's degree
9	Human Resources, Trng, and Labor Relations Specialists	898	1,064	18.5%	\$39,696	Bachelor's degree
10	Primary & Secondary School Teachers	5,498	6,331	15.2%	\$45,624	Bachelor's degree
11	Maintenance and Repair Workers, General	3,140	3,262	3.9%	\$33,893	Long-term on-the-job trng
12	Bookkeeping, Accounting, and Auditing Clerks	2,871	3,082	7.3%	\$29,451	Moderate-term on-the-job trng
13	Social Workers	807	940	16.5%	\$34,596	Bachelor's degree
14	Physicians and Surgeons	729	867	18.9%	\$166,400	First professional degree
15	Education Administrators	657	715	8.8%	\$77,317	Bachelor's degree plus work exp
16	Sales Representatives, Wholesale and Manufacturing	1,814	1,867	2.9%	\$47,493	Moderate-term on-the-job trng
17	Counselors	612	704	15.0%	\$41,172	Bachelor's degree
18	Sales Representatives, Services	1,185	1,274	7.5%	\$41,640	Bachelor's degree
19	Network and Computer Systems Administrators	497	607	22.1%	\$56,017	Bachelor's degree
20	Accountants and Auditors	747	832	11.4%	\$54,006	Bachelor's degree
21	Secretaries and Administrative Assistants	4,917	5,258	6.9%	\$30,285	Moderate-term on-the-job trng
22	Fire Fighting and Prevention Workers	560	659	17.7%	\$39,816	Long-term on-the-job trng
23	Electricians	1,338	1,394	4.2%	\$52,723	Long-term on-the-job trng
24	First-Line Supervisors/Managers of Retail Sales Workers	2,887	3,007	4.2%	\$32,455	Work experience in a related occ
25	Dental Hygienists	261	332	27.2%	\$65,591	Associate degree
26	Network Systems and Data Communications Analysts	103	156	51.5%	\$42,884	Bachelor's degree
27	Mechanical Engineers	813	827	1.7%	\$70,550	Bachelor's degree
28	Operating Engineers & Other Construction Equipment Operators	641	709	10.6%	\$37,108	Moderate-term on-the-job trng
29	Lawyers, Judges, and Related Workers	438	511	16.7%	\$71,763	First professional degree
30	Veterinarians	141	185	31.2%	\$75,061	First professional degree
31	First-Line Supervs/Mgrs of Office & Administrative Support Wrks	1,334	1,426	6.9%	\$38,546	Long-term on-the-job trng
32	Dental Assistants	404	513	27.0%	\$31,130	Moderate-term on-the-job trng
33	Supervisors, Bldg and Grounds Cleaning and Maintenance Wrks	571	613	7.4%	\$34,229	Work experience in a related occ
34	Water and Liquid Waste Treatment Plant and System Operators	320	380	18.8%	\$38,904	Long-term on-the-job trng
35	Public Relations Specialists	304	370	21.7%	\$42,643	Bachelor's degree
36	Management Analysts	133	163	22.6%	\$71,580	Bachelor's or higher, plus work exp
37	Cement Masons and Concrete Finishers	431	471	9.3%	\$30,620	Long-term on-the-job trng
38	Police and Sheriff's Patrol Officers	797	859	7.8%	\$41,857	Long-term on-the-job trng
39	Pharmacists	339	382	12.7%	\$102,933	First professional degree
40	Packaging and Filling Machine Operators and Tenders	567	583	2.8%	\$33,832	Short-term on-the-job trng
41	Respiratory Therapists	218	266	22.0%	\$49,043	Associate degree
42	Medical and Health Services Managers	356	406	14.0%	\$72,735	Bachelor's or higher, plus work exp
43	Surgical Technologists	195	244	25.1%	\$37,806	Postsecondary vocational trng
44	Construction Managers	202	249	23.3%	\$77,066	Bachelor's degree
45	Designers	638	660	3.4%	\$32,573	Associate degree
46	Electronics Engineers, Except Computer	112	129	15.2%	\$69,436	Bachelor's degree
47	Computer and Information Systems Managers	227	265	16.7%	\$89,138	Bachelor's or higher, plus work exp
48	Physical Therapists	263	316	20.2%	\$68,019	Master's degree
49	Industrial Machinery Mechanics	1,084	1,105	1.9%	\$57,536	Long-term on-the-job trng
50	Occupational Therapists	129	163	26.4%	\$63,214	Bachelor's degree

**Attachment 2 - WIA Adult and Dislocated Worker Services Matrix**

Board Name:		Region 4 Workforce Board								
Activity	Description	% WIA Funds to be Utilized		Other Funds to be Utilized (Type of Funds and Amount)	Annual Participation Target			Annual Service Target		
		Adult	DW		Adult	DW	Or Enrolled Out-of-School Youth	Adult	DW	
Core Workshops	Orientation Workshop			Wagner Peyser - staffing costs	1200	220	120	1200	220	
	Resume Workshop			Wagner Peyser staffing Costs	800	160	40	800	160	
	Interviewing Workshop			Wagner Peyser staffing Costs	800	160	40	800	160	
	Career Interest Workshop			Wagner Peyser staffing Costs	200	70	40	200	70	

**Attachment 2 - WIA Adult and Dislocated Worker Services Matrix**

Activity	Description	% WIA Funds to be Utilized		Other Funds to be Utilized (Type of Funds and Amount)	Annual Participation Target			Annual Service Target	
		Adult	DW		Co-Enrolled Out-of-School Youth	Adult	DW		
								Adult	DW
Job Search Workshop	<ul style="list-style-type: none"> <li>•Frequency: 2 times per week</li> <li>•Delivery Mechanism <b>face-to-face currently, intend to pursue recorded or on line with staff support</b></li> <li>•Objective: <b>Inform customers about where to search for job opportunities</b></li> <li>•Anticipated Learning Outcomes: <b>Customer will gain knowledge of how to conduct a job search.</b></li> </ul>	0.5%	0.5%	Wagner Peyser staffing Costs	300	100	40	300	100
UI Workshop	<ul style="list-style-type: none"> <li>•Frequency: 4 times per week</li> <li>•Delivery Mechanism: <b>face-to-face currently, intend to pursue recorded or on line with staff support</b></li> <li>•Objective: <b>Inform customers of UI benefit requirements</b></li> <li>•Anticipated Learning Outcomes: <b>Customer is able to file UI claim and post resume on ICC.</b></li> </ul>			UI Staffing	1200	400		1200	400
Healthy Lifestyles Workshop	<ul style="list-style-type: none"> <li>•Frequency: x times per week</li> <li>•Delivery Mechanism (online, recorded, face-to-face, etc.)</li> <li>•Objective (One sentence description)</li> <li>•Anticipated Learning Outcomes (One sentence summary) <b>The region will provide upon</b></li> </ul>	Pending	DWD	Guidance					
Digital Literacy Workshop	<ul style="list-style-type: none"> <li>•Frequency: 4 times per week</li> <li>•Delivery Mechanism (online, recorded, face-to-face, etc.)</li> <li>•Objective: <b>Provide information about computers and their functions and uses.</b></li> <li>•Anticipated Learning Outcomes: <b>Customer will gain basic knowledge of computers and their uses.</b></li> </ul>	0.5%	0.5%	Wagner Peyser staffing Costs	800	160		800	160
Financial Literacy Workshop	<ul style="list-style-type: none"> <li>•Frequency: 2 times per week</li> <li>•Delivery Mechanism <b>On-line.</b></li> <li>•Objective: <b>Provide customers with budget basics</b></li> <li>•Anticipated Learning Outcomes: <b>Customer will have a financial survey of budget habits.</b></li> </ul>	0.5%	0.5%	Wagner Peyser staffing Costs	120	40	40	120	40
Work Readiness Workshop	<ul style="list-style-type: none"> <li>•Delivery Mechanism: <b>face-to-face currently, intend to pursue recorded or on line with staff support</b></li> <li>•Objective: <b>Inform customer about work environments and soft skills.</b></li> <li>•Anticipated Learning Outcomes: <b>Customer</b></li> </ul>	0.5%	0.5%	Wagner Peyser staffing Costs WIA Youth Staffing	120	40	80	120	40

**Attachment 2 - WIA Adult and Dislocated Worker Services Matrix**

Activity	Description	% WIA Funds to be Utilized		Other Funds to be Utilized (Type of Funds and Amount)	Annual Participation Target			Annual Service Target	
		Adult	DW		Adult	DW	Co-Enrolled Out-of-School Youth	Adult	DW
Other Workshops	Add rows for any additional core workshops offered at WorkOnes within local area. See below								
Other Core Services	•Delivery Mechanism: <b>face-to-face currently, intend to pursue recorded or on line with staff support. May include job referral to unsuppressed JOB orders, WorkKeys assessment for job matching, Provision of Labor Market information, Over the shoulder</b>	2.0%	2.0%	Wagner Peyser - staffing costs	23,000	3,600	120	69,000	10,800
Case Mgmt	•Objective . Our region plans for 18 WIA and WP Case management staff to assist customers in understanding how their skills and abilities can transfer to new	28.0%	25.0%	Wagner Peyser Staff	2100	420	20	20,160	4,640
Counseling	•Anticipated Learning Outcomes: Our region will have 13 WIA & WP staff providing academic and career counseling services to assist customers in understanding their skills, abilities, barriers and goals to	13.5%	17.0%	Wagner Peyser Staff	420	160	20	2940	1120
Prevocational Training	Describe any prevocational training activities that are funded by the WIB/RWB, and provide the rationale for offering. The prevocational training provided on a regular basis is Adult Basic Education.	2.0%	2.0%	ABE grant if availa	100	30	20	100	30
Intensive-Level Workshops	Add rows for any intensive-level workshops offered at WorkOnes within local area, and provide brief description of workshops including frequency, delivery mechanisms, and anticipated learning outcomes. See additions below.								
Job Club Intensive-Level Workshops	<b>This Intensive Level workshop will have multiple modules presented with significant staff assistance to help customers to secure employment. Skill identification, Resumes, Interviewing and Networking will be some of the modules presented. One on one assistance is available.</b>	5.0%	4.0%		800	200	40	800	200

**Attachment 2 - WIA Adult and Dislocated Worker Services Matrix**

Activity	Description	% WIA Funds to be Utilized		Other Funds to be Utilized (Type of Funds and Amount)	Annual Participation Target			Annual Service Target	
		Adult	DW		Adult	DW	Co-Enrolled Out-of-School Youth	Adult	DW
Facilitated Computer Lab WorkShops	This intensive level workshop will present multiple software applications modules. Significant staff assistance allow customers to learn, create and practice the software applications of Word, Excel, PowerPoint. One on one assistance will be available.	4.0%	4.0%		800	200	40	800	200
Training	ITAs Describe key principles of area's ITA policy, including any restrictions on in-demand occupations, level of education, costs (both tuition and supportive services), and length of time. An Individual Training Account (ITA) will be developed for Adults and Dislocated Workers who enter occupational training utilizing WIA funds. Individuals will receive information they need -e.g., skills assessment, labor market conditions and trends, to make an informed choice about their own employment future – and the	24.5%	28.0%		420	160	20	420	160
	OJT Describe key principles of area's OJT policy, including any restrictions on cost or length of time. On-the-job training is considered occupational skills training (not a subsidy to an employer) in exchange for the	1.0%	1.5%	OJT Grant funds	10	80		10	80
Other Activities or Programs	Supportive Services Describe the key principles of area's supportive service policy, including any restrictions on eligibility or cost. Supportive services are services such as transportation, books, childcare and dependent care that are necessary to enable an individual to participate in off-site intensive prevocational and Occupational Training.	4.00%	4.50%		310	230	20	480	1320
	Business Services Describe the services the area makes available for businesses - include the number of staff persons solely dedicated to serving businesses. Hiring - assistance with job posting and candidate search in Indiana Career Connect	0.4%	0.0%	Wagner Peyser & RC					
	Staff Development Describe any staff development activities undertaken in the area/region - include how regularly staff are provided with development opportunities. Multiple training events are available for staff throughout the year.	0.1%	0.0%						

**Attachment 2 - WIA Adult and Dislocated Worker Services Matrix**

Activity	Description	% WIA Funds to be Utilized		Other Funds to Be Utilized (Type of Funds and Amount)	Annual Participation Target			Annual Service Target	
		Adult	DW		Adult	DW	Co-Enrolled Out-of-School Youth	Adult	DW
Other Activities in Program Other Aging Worker Initiative	Briefly describe any other activities or programs offered within the local area/region, and provide the rationale for offering. Add additional rows, if necessary. <b>The region offers specialized services to older workers through DOL Aging</b>			AWI Grant					
Administrative Activities	will be utilized) Administrative funds will be used for program and fiscal administration, monitoring	10%	10.0%						
Totals	Total Core Services	7.5%	6.0%		28,540	3,820	520	74,540	12,150
	Total Intensive Services	52.5%	52.0%		4,220	1,010	80	24,800	6,190
	Total Training Services	25.5%	27.5%		430	240	20	430	240
	Total Other	4.5%	4.5%		310	230	20	480	1,320
	Total Admn	10.0%	10.0%						
	<b>Grand Total</b>	<b>100.0%</b>	<b>100%</b>		<b>33,500</b>	<b>6,430</b>	<b>700</b>	<b>100,250</b>	<b>19,900</b>

Data represents the percentage of the funding stream allocated to the functions above. Note: all overhead, supplies and staff costs are factored into the core and intensive level services.

Note: Information above factored on PY 10 activity and may change pending funding and economic conditions.

Attachment 3 - WIA Youth Services Matrix

Board Name: Region 4 Workforce Board - Attachment 3

Program/Activity	Description	Program Elements											% WIA Youth Funds to be Utilized		Other Funds/Resources to be Utilized (Type of Funds and Amount)	Annual Participation Target	
		Priority Skills/Secondary School Completion	Alternative Secondary School Services	Summer Employment Opportunities	Part-time/Project Work Experiences	Occupational Skills Training	Leadership Development Opportunities	Supportive Services Initiatives	Adult Mentoring	Follow-up Services	Guidance and Counseling	In School	Out of School	In School		Out of School	
Jobs for America's Graduates (JAG)	Provide description of JAG Program - # of programs, plans for expansion, etc. <b>The region operates 2 in-school JAG programs and 1 Out of school program. The region is planning to add one additional In-School program</b>	x	x	x	x	x	x	x	x	x	x	x	40.0%	10.0%	JAG Grant - unknown	90	10
Employment Programs	Provide description of Youth Employment Programs to be offered - Summer Youth, Work Experience, etc. <b>Youth Summer Employment Program offers the youth a combination of employment and education opportunities. Youth are linked with an employer related to their individualized career goals. All worksites are monitored to insure adequate supervision and legal compliance. Individual performance is evaluated to document proficiencies and provide constructive feedback. Internship/Wk Exp program</b>	x	x	x	x	x	x	x	x	x	x	20.0%	40.0%		30	95	

Attachment 3 - WIA Youth Services Matrix

Program/Activity	Description	Program Elements											% WIA Youth Funds to be Utilized		Other Funds/Resources to be Utilized (Type of Funds and Amount)	Annual Participation Target	
		Reading/Study Skills Secondary School Completion	Alternative Secondary School Settings	Summer Employment Opportunities	On-Site/On-the-Job Experience	Occupational Skill Training	Leadership Development Opportunities	Supportive Services/Incentives	Adult Mentorship	Follow-Up Services	Counseling and Coaching	In-School	Out of School	In-School		Out of School	
Adult Education Programs	Provide description of how Youth Programs are linked with Adult Education programs within area, including projected GED/HSD attainment rates for participants. Youth are connected with ABE partners for both GED attainment and Numeracy/Literacy goals. In addition our "Learn and/or Earn" program combines Adult Basic Education curriculum activities with Job Search and/or Work Experience/ Internships activities. Career Pathways will be a collaboration with ABE to assist youth in attaining certifications with GED attainment.	x	x	x	x	x	x	x	x	x	x	x	15.0%	20.0%	ABE funds unknown	110	35
Scholarships	Provide description of any scholarship programs offered with WIA funds, or by WIB/RWB. The region offers post-secondary transition scholarship programs	x	x	x	x	x	x	x	x	x	x	22.0%	5.0%		100	10	

Attachment 3 - WIA Youth Services Matrix

Program/Activity	Description	Program Elements										% WIA Youth Funds to be Utilized		Other Funds/Resources to be Utilized (Type of Funds and Amount)	Annual Participation Target		
		Training/Student Secondary School Completion	Attendance/Secondary School Services	Summer Employment Opportunities	Apprenticeship/Work Experiences	Occupational Skills Training	Leadership/Development Opportunities	Strategic Services Initiatives	Adult Literacy	Follow-up Services	Guidance and Counseling	In-School	Out of-School		In-School	Out of-School	
Workshops	Provide a description, including frequency, locations, and learning outcomes, for any workshops targeted specifically to Youth participants. <b>Work Readiness</b> - information on today's working environment and the soft skills such as motivation and punctuality which are key to successfully getting and keeping a job. <b>Resume</b> - Information and resources for drafting a resume and cover letter. <b>Interviewing</b> - workshop presents information about skill id and today's job interviews.					x			x				3.0%	5.0%		80	70
Other Programs	List any other Youth Programs offered in conjunction with WIB/RWB, and provide brief description of program, and rationale for offering. <b>Occupational Skills Training</b> Occupational Skills Training is a program for eligible youth who are interested in various occupational training programs. This program targets short term certifications and training is also available to out-of-school youth that are already participating in degree programs at post secondary institutions (but need the tuition assistance to complete their program)		x			x	x	x	x	x	x		0.0%	20.0%			24

Attachment 3 - WIA Youth Services Matrix

Program/Activity	Description	Program Elements										% WIA Youth Funds to be Utilized		Other Funds/Resources to be Utilized (Type of Funds and Amount)	Annual Participation Target				
		Through Study Skills Secondary School Completion	Alternative Secondary School Services	Summer Employment Opportunities	Participatory Work Experiences	Occupational Skills Training	Transition Developmental Opportunities	Supportive Services Initiative	Adult Mentoring	Follow Up Services	Guidance and Counseling	In-School	Out of School		In-School	Out of School			
	Major Opportunities - Employment for individuals 18 - 30. Anticipate out of school youth to participate.			x			x				x	x	x				Major Opportunities Grant funding unknown		15
	The <b>Build Me, Keep Me</b> program is a series of workshops designed to provide youth participants with basic computer support skills including multiple sessions in building a desktop computer and installation and troubleshooting of operating systems and utilities. Participants also receive training in leadership competencies, which are valuable skills to many occupations. Youth receive an IBTA certification. This program has proven to be a successful incentive for out of school youth to attain their GED and IBTA Certification.	x																Depends upon funding	
<b>Totals</b>											100.0%	100.0%			410	259			

Note: Region 4 Workforce Investment Board intends to utilize youth funds as : 50% for in-school youth and 50% for out of school youth. The percentages above show how each portion of the funds will be used.

## Key Workforce Board Partnership Matrix

Board Name: Region 4 Workforce Board		
Name of Partner	Description of Partnership	Shared Customers/Interests
<b>Transition Resources, Inc.</b> <i>WIA Title I -Migrant and Seasonal Farmworkers Programs</i>	<ul style="list-style-type: none"> <li>•Cross educational training of front-line staff</li> <li>•Reciprical promotion of programs &amp; services</li> <li>•Strive to improve access to partner services</li> <li>•Collaborate to assist in meeting or exceeding unique performance measures</li> <li>•Share resources to minimize duplication of</li> </ul>	<ul style="list-style-type: none"> <li>• Adults</li> <li>• Veterans</li> <li>• TAA customers</li> <li>• Older Workers</li> <li>• In School Youth</li> <li>• Out of School Youth</li> </ul>
<b>IN DWD Representative</b> <i>Wagner-Peyser Act, TAA, Veterans Programs &amp; UI</i>	<ul style="list-style-type: none"> <li>•Cross educational training of front-line staff</li> <li>•Reciprical promotion of programs &amp; services</li> <li>•Strive to improve access to partner services</li> <li>•Collaborate to assist in meeting or exceeding unique performance measures</li> <li>•Share resources to minimize duplication of</li> </ul>	<ul style="list-style-type: none"> <li>• Adults</li> <li>• Dislocated Workers</li> <li>• Veterans</li> <li>• TAA customers</li> <li>• Older Workers</li> <li>• In School Youth</li> </ul>
<b>IN DWD Representative</b> <i>WIA Title II - Adult Education and Literacy Programs</i>	<ul style="list-style-type: none"> <li>•Cross educational training of front-line staff</li> <li>•Reciprical promotion of programs &amp; services</li> <li>•Strive to improve access to partner services</li> <li>•Collaborate to assist in meeting or exceeding unique performance measures</li> <li>•Share resources to minimize duplication of</li> </ul>	<ul style="list-style-type: none"> <li>• Adults</li> <li>• Dislocated Workers</li> <li>• Veterans</li> <li>• TAA customers</li> <li>• Older Workers</li> <li>• In School Youth</li> </ul>
<b>Bureau of Rehabilitative Services - FSSA</b> <i>Title I Rehabilitation Act of 1973</i>	<ul style="list-style-type: none"> <li>•Cross educational training of front-line staff</li> <li>•Reciprical promotion of programs &amp; services</li> <li>•Strive to improve access to partner services</li> <li>•Collaborate to assist in meeting or exceeding unique performance measures</li> <li>•Share resources to minimize duplication of</li> </ul>	<ul style="list-style-type: none"> <li>• Adults</li> <li>• Dislocated Workers</li> <li>• Veterans</li> <li>• TAA customers</li> <li>• Older Workers</li> <li>• In School Youth</li> </ul>
<b>Experience Works, Inc.</b> <i>Title V - Older Americans Act of 1965 (SCSEP grantee)</i>	<ul style="list-style-type: none"> <li>•Cross educational training of front-line staff</li> <li>•Reciprical promotion of programs &amp; services</li> <li>•Strive to improve access to partner services</li> <li>•Collaborate to assist in meeting or exceeding unique performance measures</li> <li>•Share resources to minimize duplication of</li> </ul>	<ul style="list-style-type: none"> <li>• Adults</li> <li>• Dislocated Workers</li> <li>• Veterans</li> <li>• TAA customers</li> <li>• Older Workers</li> <li>• Core Services</li> </ul>
<b>Ivy Tech Community College</b> <i>Carl Perkins Post-Secondary Voc/Edu Programs</i>	<ul style="list-style-type: none"> <li>•Cross educational training of front-line staff</li> <li>•Reciprical promotion of programs &amp; services</li> <li>•Strive to improve access to partner services</li> <li>•Collaborate to assist in meeting or exceeding unique performance measures</li> <li>•Share resources to minimize duplication of</li> </ul>	<ul style="list-style-type: none"> <li>• Adults</li> <li>• Dislocated Workers</li> <li>• Veterans</li> <li>• TAA customers</li> <li>• Older Workers</li> <li>• In School Youth</li> </ul>
<b>Community Action Programs of Western IN</b> <i>Community Services Block Grant Act</i>	<ul style="list-style-type: none"> <li>•Cross educational training of front-line staff</li> <li>•Reciprical promotion of programs &amp; services</li> <li>•Strive to improve access to partner services</li> <li>•Collaborate to assist in meeting or exceeding unique performance measures</li> <li>•Share resources to minimize duplication of</li> </ul>	<ul style="list-style-type: none"> <li>• Adults</li> <li>• Dislocated Workers</li> <li>• Veterans</li> <li>• TAA customers</li> <li>• Older Workers</li> <li>• In School Youth</li> </ul>

## REGION 4 WORKFORCE INVESTMENT BOARD & MANDATORY PARTNERS

### MEMORANDUM OF UNDERSTANDING

#### I) **Identifying Information**

The following organizations are entering into this Memorandum of Understanding (MOU) with the workforce Investment Board (WIB) representing Region 4:

- Indiana Department of Workforce Development (Wagner-Peyser Act Programs, Trade Act Programs, Title 38 Veterans' Programs, Unemployment Compensation Programs, and Adult Education and Family Literacy Act)
- Experience Works, Inc., Senior Community Service Employment Programs (SECSEP)
- Bureau of Rehabilitative Services, Family Social Services Administration (FSSA)
- Transition Resources, Corp. (Migrant and Seasonal Farm Workers Programs)
- Community Action Programs of Western Indiana (Community Services Block Grant Programs)
- Area IV Agency on Aging & Community Action Programs (Community Services Block Grant Programs)
- Area V Agency on Aging and Community Services (Community Services Block Grant Programs)
- Ivy Tech Community College (Carl Perkins Post-secondary Vocational Education Programs)

#### II) **Provision of Services**

The attached chart identifies the services provided by each partner through the one-stop delivery system.

The partners entering into this MOU agree to continue to work with the WIB to develop new access or improve upon existing access to their services through the one-stop system. Each partner will work with the WIB to analyze available services and identify areas where access to services through the one-stop system could be improved. The partners agree to work with the WIB on continuous improvement of the one-stop system.

#### III) **Operating Expenses for the Local One-Stop System**

The one-stop system will be funded primarily through local Workforce Investment Act funds, and funds allocated to the local Department of Workforce Development programs. (i.e. Wagner-Peyser, Veterans, Unemployment Compensation, and Trade Act). As other partners elect to negotiate with the workforce investment board to locate staff in WorkOne offices, financial agreements with those individual partners may be negotiated.

All one-stop partners assure that they will work with the WIB and the State to work out funding of operational costs pursuant to federal and state guidelines.

**IV) Referral of Clients**

All one-stop partners agree to establish a mechanism that facilitates the referral of individuals between WorkOne offices and the one-stop partners. Possible methods of referral may include electronic access to and transmittal of information, personal visits with staff, telephone contact, or coordinated orientation sessions where all partner services are explained and representatives are present.

The one-stop partners agree to have a referral mechanism established within one year of this MOU, and that the MOU will be modified once the mechanism has been established.

**V) Duration**

This MOU will be in effect for two years for the period of July 1, 2011 – June 30, 2013.

**VI) Procedures for Amending**

A partner may submit a written request to the workforce investment board for an amendment to this Memorandum of Understanding at any time. Such amendments will require the signatures of all partners and the WIB indicating agreement with the proposed changes on an amended MOU document.

**VII) One-Stop Partner Signatures**

The undersigned agree to enter into the Memorandum of Understanding for the period July 1, 2011 to June 20, 2013.

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James C. Hardison, Chair  
Region 4 Workforce Board

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Sherry Seiwert, Executive Director  
Indiana Housing and Community Development  
Authority

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Matt Naikelis, Program Director  
Indiana FSSA Division of Aging

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Mark Everson, Commissioner  
Indiana Department of Workforce Development

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Kay S. Gordon, State Director  
Transitional Resources Corporation

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Greg McAloon, Director  
Bureau of Rehabilitation Services,  
Division of Disability and Rehabilitative  
Services

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Thomas J. Snyder, President  
Ivy Tech Community College

## One-Stop Partner Memorandum of Understanding Service Matrix

Entity Name		Region 4 Workforce Board	DWD Wagner-Peyser, Trade Act, Veterans, & UI	Bureau of Rehabilitative Services	DWD Adult Education	Ivy Tech Community College	Housing & Community Development Authority	Transition Resources	IN FSSA Division of Aging
	<b>One-stop Activity</b>								
<b>Core Services</b>	Outreach/Intake	X	X	X	X	X	X	X	X
	Initial Assessment	X	X	X	X		X		
	Job Search	X	X	X			X	X	
	Job Placement	X	X	X			X	X	
	Career Counseling	X	X	X	X	X	X	X	X
	Workshops	X	X						
	Supportive Services Information	X	X	X		X	X	X	X
	WIA Eligibility Determination	X	X						
	Follow-up Services	X	X	X	X		X	X	
	Eligible WIA Training Providers Information	X	X	X	X	X	X	X	
<b>Intensive Services</b>	Comprehensive Assessment	X	X		X				
	Develop Individual Plan	X	X	X	X			X	
	Career Planning	X	X	X		X	X	X	
	Short-term Prevocational Services	X	X		X	X			
	Adult Basic Education Services	X	X		X	X			
<b>Training Services</b>	Individual Training Accounts/Occupational Skills Training	X	X	X		X	X	X	
	On-the-Job Training	X	X						
<b>Other Services</b>	Work Experience	X		X				X	
	Rehab Technology			X					
	Job Site Modification			X					
	Housing Assistance						X		

<b>WIB/Regional Workforce Board: Region 4 Workforce Investment Board</b>						
<b>Budget PY 12 (7-1-11 thru 6-30-12)</b>	<b>WIA Admin (Adult/Dislocated Worker/Youth)</b>				<b>Other From DWD</b>	<b>TOTAL</b>
<b>Administration</b>			<b>Youth</b>			
	<b>Adult</b>	<b>Dislocated Worker</b>	<b>In-School</b>	<b>Out-of School</b>	<b>Other From DWD</b>	<b>TOTAL</b>
Wages & Benefits	\$ 201,126	\$ 10,056			\$ 211,182	
Travel - In-State	\$ 8,730	\$ 438			\$ 9,168	
Travel - Out-of-State	\$ -	\$ -			\$ -	
Supplies	\$ 6,000	\$ 300			\$ 6,300	
Equipment (Purchase)	\$ -	\$ -			\$ -	
Equipment (Rental)	\$ 3,600	\$ 180			\$ 3,780	
Overhead (Rent, Utilities, etc.)	\$ 65,536	\$ 3,277			\$ 68,813	
Meeting Expense	\$ 18,896	\$ -			\$ 18,896	
Contractual (Fiscal Agent, Legal, etc.)	\$ 65,000	\$ -			\$ 65,000	
<b>TOTAL Allocated ADMINISTRATION</b>	<b>\$ 90,431</b>	<b>\$ 154,077</b>	<b>\$ 62,190</b>	<b>\$ 62,190</b>	<b>\$ 14,251</b>	<b>\$ 383,139</b>
<b>Program</b>						
<b>Internal Costs</b>						
Wages & Benefits	\$ 133,065	\$ 197,544	\$ 82,337	\$ 42,337	\$ 21,575	\$ 476,858
Travel - In-State	\$ 7,133	\$ 7,708	\$ 4,810	\$ 4,810	\$ 1,080	\$ 25,541
Travel - Out-of-State	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	\$ 2,802	\$ 4,776	\$ 1,156	\$ 786	\$ 12,140	\$ 21,660
Equipment (Purchase)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment (Rental)	\$ 1,330	\$ 2,266	\$ 914	\$ 914	\$ 3,810	\$ 9,234
Overhead (Rent, Utilities, etc.)	\$ 62,838	\$ 65,350	\$ 40,234	\$ 40,233	\$ 223,014	\$ 431,669
Meeting Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL Internal - Program</b>	<b>\$ 207,168</b>	<b>\$ 277,644</b>	<b>\$ 129,451</b>	<b>\$ 89,080</b>	<b>\$ 261,619</b>	<b>\$ 964,962</b>
<b>TOTAL Contracted</b>	<b>\$ 606,712</b>	<b>\$ 1,109,050</b>	<b>\$ 554,642</b>	<b>\$ 346,252</b>	<b>\$ 767,889</b>	<b>\$ 3,384,545</b>
<b>TOTAL PROGRAM</b>	<b>\$ 813,880</b>	<b>\$ 1,386,694</b>	<b>\$ 684,093</b>	<b>\$ 435,332</b>	<b>\$ 1,029,508</b>	<b>\$ 4,349,507</b>
<b>TOTAL AGENCY</b>	<b>\$ 904,311</b>	<b>\$ 1,540,771</b>	<b>\$ 746,283</b>	<b>\$ 497,522</b>	<b>\$ 1,043,759</b>	<b>\$ 4,732,646</b>

**Service Provider: #1 - Community Action Program, Inc. of Western Indiana**

Budget PY: 2011 /7-1-11 thru 6-30-12	WIA Admin (Adult/Dislocated Worker/Youth)				Other From DWD	TOTAL
	Adult	Dislocated Worker	Youth In-School      Out-of School		Other From DWD	TOTAL
<b>Administration</b>						
Wages & Benefits						\$ -
Travel						\$ -
Supplies						\$ -
Equipment (Purchase)						\$ -
Equipment (Rental)						\$ -
Overhead (Rent, Utilities, etc.)						\$ -
Contractual						\$ -
<b>TOTAL Allocated ADMINISTRATION</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Program</b>						
<b>Internal Costs</b>						\$ -
Wages & Benefits	\$ 167,015	\$ 305,298	\$ 152,681	\$ 95,316	\$ 11,866	\$ 732,176
Travel	\$ 7,645	\$ 13,975	\$ 6,989	\$ 4,363	\$ 550	\$ 33,522
Supplies	\$ 6,518	\$ 11,915	\$ 5,959	\$ 3,720	\$ 675	\$ 28,787
Equipment (Purchase)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment (Rental)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Overhead (Rent, Utilities, etc.)	\$ 15,361	\$ 28,079	\$ 14,042	\$ 8,766	\$ 3,312	\$ 69,560
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL Internal - Program</b>	\$ 196,539	\$ 359,267	\$ 179,671	\$ 112,165	\$ 16,403	\$ 864,045
<b>Contractual</b>						
Core Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Orientations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Workshops	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Individual Intensive Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Training Services	\$ 116,792	\$ 213,492	\$ 106,769	\$ 66,654	\$ 388,550	\$ 892,257
Supportive Services	\$ 20,361	\$ 37,219	\$ 18,613	\$ 11,620	\$ 33,788	\$ 121,601
<b>TOTAL Contracted</b>	\$ 137,153	\$ 250,711	\$ 125,382	\$ 78,274	\$ 422,338	\$ 1,013,858
<b>TOTAL PROGRAM</b>	\$ 333,692	\$ 609,978	\$ 305,053	\$ 190,439	\$ 438,741	\$ 1,877,903
<b>TOTAL AGENCY</b>	\$ 333,692	\$ 609,978	\$ 305,053	\$ 190,439	\$ 438,741	\$ 1,877,903

**Service Provider: #2 JobWorks**

Budget PY: 2011 /7-1-11 thru 6-30-12	WIA Admin (Adult/Dislocated Worker/Youth)				Other From DWD	TOTAL
	Adult	Dislocated Worker	Youth In-School      Out-of School		Other From DWD	TOTAL
<b>Administration</b>						
Wages & Benefits						\$ -
Travel						\$ -
Supplies						\$ -
Equipment (Purchase)						\$ -
Equipment (Rental)						\$ -
Overhead (Rent, Utilities, etc.)						\$ -
Contractual						\$ -
<b>TOTAL Allocated ADMINISTRATION</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Program</b>						
<b>Internal Costs</b>						\$ -
Wages & Benefits	\$ 140,172	\$ 256,228	\$ 128,142	\$ 79,995	\$ 8,306	\$ 612,843
Travel	\$ 4,376	\$ 8,000	\$ 4,001	\$ 2,498	\$ 420	\$ 19,295
Supplies	\$ 2,883	\$ 5,271	\$ 2,636	\$ 1,646	\$ 510	\$ 12,946
Equipment (Purchase)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment (Rental)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Overhead (Rent, Utilities, etc.)	\$ 13,651	\$ 24,954	\$ 12,479	\$ 7,791	\$ 2,980	\$ 61,855
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL Internal - Program</b>	\$ 161,082	\$ 294,453	\$ 147,258	\$ 91,930	\$ 12,216	\$ 706,939
<b>Contractual</b>						
Core Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Orientations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Workshops	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Individual Intensive Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Training Services	\$ 95,557	\$ 174,675	\$ 87,356	\$ 54,535	\$ 300,988	\$ 713,111
Supportive Services	\$ 16,381	\$ 29,944	\$ 14,975	\$ 9,348	\$ 15,645	\$ 86,293
<b>TOTAL Contracted</b>	\$ 111,938	\$ 204,619	\$ 102,331	\$ 63,883	\$ 316,633	\$ 799,404
<b>TOTAL PROGRAM</b>	\$ 273,020	\$ 499,072	\$ 249,589	\$ 155,813	\$ 328,849	\$ 1,506,343
<b>TOTAL AGENCY</b>	\$ 273,020	\$ 499,072	\$ 249,589	\$ 155,813	\$ 328,849	\$ 1,506,343

## Local Elected Officials Agreement Sample County

This agreement is made and entered into by and between the Local Elected Officials (LEOs) in Benton County of Region 4 to set forth the procedures that shall govern LEOs and their responsibilities and actions pursuant to the provisions of the Workforce Investment Act, and all federal and state statutes, rules, and regulations promulgated hereunder.

A Local Elected Official is defined as “the chief elected executive official of a unit of general local government, or any general purpose political subdivision of a State that has the power to levy taxes and spend funds, as well as general corporate and police powers.” In Benton County of Region 4, the units of general local government within Region 4 are the following counties and incorporated cities with populations of 5,000 or greater: Cities: Crawfordsville, Frankfort, Kokomo, Lafayette, West Lafayette, Logansport, Monticello, and Peru; and Counties: Benton, Carroll, Cass, Clinton, Fountain, Howard, Miami, Montgomery, Tippecanoe, Tipton, Warren, and White.

### **I. Selection of a County Chief Elected Official to Represent the County**

The Local Elected Officials together shall select from among them a County Chief Elected Official (CCEO) to represent their interests to the local Workforce Investment Board. The CCEO shall interact with the Local Elected Officials Executive Council and the Chief Elected Official for the Workforce Investment Service Area on matters concerning the local Workforce Investment Board. The CCEO will enter into an agreement with other CCEOs on the Executive Council of the workforce investment service area on behalf of the County. The CCEO will act as the liaison for the county s/he represents. Nothing in this Agreement shall prohibit the CCEO from serving as the Chief Elected Official for the Workforce Investment Service Area.

### **II. Duties of the County Chief Elected Official**

The Elected Official selected to represent the County is responsible for:

- Entering into a County Chief Elected Officials Agreement with the other CCEOs within the workforce investment service area to establish responsibilities and actions as it pertains to the Workforce Investment Act and local workforce investment boards;
- Providing guidance to the local Workforce Investment Board as a member of the Executive Council;
- Communicating updates and changes to the Local Elected Officials of the County;
- Selecting a Chief Elected Official for the Workforce Investment Service Area;

In the event the Elected Official determines the need to utilize a proxy to the Executive Council on his/her behalf, such proxy shall be an individual that has the ability and/or authority to exercise the authorities granted to the County Chief Elected Official he/she represents.

The following individual has been duly selected to serve as the County Chief Elected Official for Benton County within Region 4 workforce investment service area.

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Contact Information: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**III. Other Responsibilities**

As their schedules permit, all Local Elected Officials are encouraged to attend local Workforce Investment Board meetings, and meet with Board members and Board chairperson for updates on progress and actions in improving workforce development for the employers and citizens for the region.

Local Elected Officials may request, individually or collectively, information from the local Workforce Investment Board and may request such information to be delivered in person and/or in writing.

**IV. Authority to Act**

Each Commissioner signing on behalf of the Board of County Commissioners shall obtain the necessary approvals from the Board to so act. Hence, this Agreement needs to be signed by only one Commissioner from the County and the Executive of each of the designated cities or towns.

By signing this Agreement, the designated County Commissioner and Mayor of each designated city or town approves the selected Elected Official specified in Section II of this Agreement to act on their behalf.

**V. Period of Agreement**

The period of this Agreement shall be immediately upon affixing signature, *and from July 1, 2011 through June 30, 2013. An annual review of this agreement will be conducted by the workforce investment board to confirm that all documents are accurate and current in regards to identification of the chief elected official and specifying how the liability of misused funds or disallowed costs will be assumed.*

**VI. Amendment**

This Agreement may be amended at any time by written request to the designated Elected Official, who will set up a process of voting on the change. Changes in federal or state legislation affecting the Workforce Investment Act may require a modification to this Agreement. A modification of the Agreement requires a majority vote of the Local Elected Officials.

**SIGNATORIES OF REGION 4 LEO AGREEMENTS ARE AS FOLLOW:** *The original agreements are available upon request.*

**BENTON CCEO**

Leon Cyr, Commissioner

**MIAMI CCEO**

H. Jon Faust, Commissioner

**CARROLL CCEO**

Patrick Clawson, Commissioner

**MONTGOMERY CCEO**

Charles E. Coons, Mayor,  
City of Crawfordsville

**CASS CCEO**

Michael E. Fincher, Mayor, City of Logansport  
of Lafayette

**TIPPECANOE CCEO and  
REGION 4 CEO**

Tony Roswarski, Mayor, City

**CLINTON CCEO**

Mike Beard, Commissioner

**TIPTON CCEO**

Mike Cline, Commissioner

**FOUNTAIN CCEO**

Walter Wilson, Commissioner

**WARREN CCEO**

Steve Eberly, Commissioner

**HOWARD CCEO**

Greg Goodnight, Mayor, City of Kokomo  
Commissioner

**WHITE CCEO**

John C. Heimlich,  
Commissioner

## Sample County Chief Elected Officials Agreement

This agreement is made and entered into by and between the designated County Chief Elected Officials (CCEOs) from the counties of Benton, Carroll, Cass, Clinton, Fountain, Howard, Miami, Montgomery, Tippecanoe, Tipton, Warren, and White comprising Region 4, to set forth the procedures that shall govern the CCEOs and their responsibilities and actions pursuant to the provisions of the Workforce Investment Act (WIA), and all federal and state statutes, rules, and regulations promulgated hereunder. The Local Elected Official Executive Council includes one designated CCEO from each County as set forth in each Local Elected Official (LEO) Agreement.

### I. Duties and Responsibilities of County Chief Elected Officials

The County Chief Elected Officials selected by the LEOs of their county to represent the County are responsible for:

- Entering into an Elected Officials Agreement with the Local Elected Officials in Region 4 to establish responsibilities and actions as it pertains to the Workforce Investment Act and local Workforce Investment Board;
- Providing guidance to the Workforce Investment Board as a member of Local Elected Officials Executive Council;
- Communicating updates and changes to the Local Elected Officials of the County;
- Selecting a Chief Elected Official (CEO) for the Workforce Investment Service Area (Region 4).
- Establishing an agreement on the designation of financial liability for any misuse of workforce investment act funds granted to Region 4.

In Region 4, financial liability for the misuse of workforce investment funds shall be handled in the following manner:

The parties to this agreement acknowledge their financial responsibility for any disallowed costs incurred during the period of this agreement involving funds made available under the Workforce Investment Act of 1988, et seq. The financial liability for disallowed costs flows with the funds by way of financial agreements from Indiana Department of Workforce Development (IDWD) to the Workforce Service Area (WSA) Grant Recipient (City of Lafayette); from the WSA Grant Recipient to the WSA Sub-recipient/Fiscal Agent, (the Region 4 Workforce Board); and from the WSA Sub-recipient/Fiscal Agent to Service Providers or Vendors.

In the event that disallowed costs are incurred, the Grant Recipient and Sub-recipient/Fiscal Agent will invoke a repayment plan based on the reverse of the flow of funds. Repayment will first be sought from the level at which the disallowed cost was incurred. If repayment is unsuccessful at the level incurred, the next entity up the financial agreement ladder will be held liable. This process will continue until all repayment options have been exhausted and any established debts have been determined uncollectible by the establishing entity.

If a disallowed cost was incurred by a Service Provider, that Service Provider would be held liable for repayment of the disallowed cost. If the Service Provider proves unable to repay the

disallowed cost, the WSA Sub-recipient/Fiscal Agent would next be held liable for repayment of the disallowed cost.

If the WSA Sub-recipient/Fiscal Agent incurred a disallowed cost, it would be held liable for repayment of the disallowed cost. If the WSA Sub-recipient/Fiscal Agent were unable to repay the disallowed cost, the WSA Grant Recipient would be held liable for repaying the disallowed cost.

Following is the agreed-upon plan for repayment of a disallowed cost when the repayment process reaches the WSA Grant Recipient level:

1. The parties to this agreement assume liability and ultimate financial responsibility resulting from disallowed costs for expenditures made under this agreement only after IDWD has formally established a debt and taken aggressive debt collection action against the WSA Grant Recipient, Sub-recipient/Fiscal Agent and/or other legally liable organizations or individuals, and has determined such debt to be uncollectible.
2. Any disallowed costs that were determined to have been disbursed and expended to the benefit of a resident of one of the political subdivisions that is a party to this agreement will be repaid by that subdivision. If the benefiting resident is a resident of two political subdivisions (city and county), then both units of government that are parties to this agreement will share equal financial responsibility. In the event the costs cannot be traced to any particular political subdivision that is a party to this agreement, then each political subdivision that is a party to this agreement will be responsible for repayment of the debt pro rata, in the same proportion as the funds were originally allocated within the Workforce Service Area.

## **II. Duties and Responsibilities of the Chief Elected Official for the Workforce Investment Service Area**

The Chief Elected Official (CEO) for the Workforce Investment Area (Region 4) will be responsible for the following duties, as established in the Workforce Investment Act (WIA) of 1998 and 20 CFR Parts 661, 662, 663, and 664:

- Serve as, or designate, the grant recipient for WIA funds for Region 4;
- Appoint members to the local Workforce Investment Board (WIB) serving Region 4, following the criteria established by the State and WIA Section 117(b);
- Cooperate with the local WIB to appoint members to the Youth Council;
- Partner with the local WIB to develop and submit a local plan for WIA activities;
- Approve the budget developed by the local WIB;
- Negotiate local performance measures with the local WIB and the Governor;
- Agree to the selection of the One Stop Operator by the local WIB;
- Provide agreement to the local WIB to establish an MOU for the operation of the WorkOne system in the local area;
- Consult with local WIB to conduct oversight of WIA youth programs.

In addition, the CEO for the Workforce Investment Service Area will be responsible for interacting with the designated Local Elected Officials' Executive Council on matters concerning

the Workforce Investment Board. The CEO shall be authorized to act as a contact person for all CEO business and to sign all contracts/grant agreements not requiring the approval of all County Chief Elected Officials. Additionally, the CEO has the authority to sign all necessary documents representing the actions approved by the Local Elected Official Executive Council.

The following individual has been duly selected to serve as the Chief Elected Official for Region 4 workforce investment service area.

Name: Tony Roswarski

Title: Mayor, City of Lafayette

Contact Information: 976 Mezzanine Drive, Suite C, Lafayette, IN 47905

### **III. Designation of Grant Recipient / Fiscal Agent**

The CEO for the Local Workforce Investment Service Area is responsible for serving as, or designating the grant recipient/fiscal agent for WIA Funds.

If the CEO opts to designate another entity, such as the local workforce investment board, to act as the grant recipient/fiscal agent, a majority of the Local Elected Official Executive Council must agree in writing to the designation of the grant recipient/fiscal agent.

It is understood that in cases where an alternative entity is designated as the grant recipient/fiscal agent that the liability for all grant funds remains with the Chief Elected Official, as required by the Workforce Investment Act and specified in Section I of this agreement.

### **IV. Selection of Local Elected Officials Executive Council**

The County Chief Elected Officials selected by the Local Elected officials will operate as an Executive Council who will serve a two-year term. There is no limit on the number of consecutive or non-consecutive terms a chief elected official may serve on the Executive Council.

Any chief elected official may designate, in writing, a proxy to act on his/her behalf at an Executive Council meeting. The proxy shall be an individual that has the ability and/or authority to exercise the authorities granted to the County Chief Elected Official he/she represents.

The Chief Elected Official for the Workforce Service Area (Region 4) will be selected by the members of the Executive Council and will serve a two-year term. There is no limit on the number of consecutive or non-consecutive terms the CEO may serve.

### **V. Duties of the Executive Council**

Duties of the Executive Council include, but are not limited to, the following:

- Provide guidance to the local Workforce Investment Board;
- Communicate updates and changes to the Local Elected Officials of each county contained within the Workforce Service Area (Region 4);
- Select a Chief Elected Official for the Workforce Service Area;

- Ensure that members of the local Workforce Investment Board are appointed following the criteria established by the State and WIA Section 117(b).

**VI. Frequency of Executive Council Meetings**

The Executive Council will meet at least once a year to perform the duties as outlined above. There is no limit to the number of times the Executive Council may meet to address the issues brought to their attention.

**VII. Other Responsibilities**

As their schedules permit, members of the Executive Council are encouraged to attend Workforce Investment Board meetings, and meet with WIB members and the WIB Chairperson for updates on the progress and actions in improving workforce development for the employers and citizens of their community.

Local Elected Officials may request, individually or collectively, information from the Workforce Investment Board and may request such information to be delivered in person and/or in writing.

**VIII. Authority to Act**

Each County Chief Elected Official signing on behalf of a given county shall obtain the necessary approvals from the Local Elected Officials to so act. Hence, this Agreement shall be signed by only one County Chief Elected Official from each County.

**IX. Counterparts**

This Agreement may be executed in separate counterparts, each of which when so executed shall be an original, but all of such counterparts shall together constitute but one of the same instrument.

**X. Period of Agreement**

The period of this Agreement shall be immediately upon affixing signature and from July 1, 2011 through June 30, 2013. *An annual review of this agreement will be conducted by the workforce investment board to confirm that all documents are accurate and current in regards to identification of the county chief elected official and specifying how the liability of misused funds or disallowed costs will be assumed.*

**XI. Amendment**

This Agreement may be amended at any time by written request to the Chief Elected Official, who will set up a process of voting on the change. Changes in state or federal legislation affecting the Workforce Investment Act may require a modification to this Agreement. A modification of the Agreement requires a majority vote of the Executive Council.

**SIGNATORIES OF THE REGION 4 CCEO AGREEMENT ARE AS FOLLOW:**

*The original signed agreements are available upon request.*

**BENTON CCEO**

Leon Cyr, Commissioner

**MIAMI CCEO**

H. Jon Faust, Commissioner

**CARROLL CCEO**

Patrick Clawson, Commissioner

**MONTGOMERY CCEO**

Charles E. Coons, Mayor, City of  
Crawfordsville

**CASS CCEO**

Michael E. Fincher, Mayor, City of Logansport  
Lafayette

**TIPPECANOE CCEO and  
REGION 4 CEO**

Tony Roswarski, Mayor, City of

**CLINTON CCEO**

Mike Beard, Commissioner

**TIPTON CCEO**

Mike Cline, Commissioner

**FOUNTAIN CCEO**

Walter Wilson, Commissioner

**WARREN CCEO**

Steve Eberly, Commissioner

**HOWARD CCEO**

Greg Goodnight, Mayor, City of Kokomo

**WHITE CCEO**

John C. Heimlich, Commissioner

**RESTATED BYLAWS  
OF  
TECUMSEH AREA PARTNERSHIP, INC.  
dba REGION 4 WORKFORCE BOARD  
dba REGION 4 WORKFORCE INVESTMENT BOARD**

The Tecumseh Area Partnership, Inc. ("TAP") dba Region 4 Workforce Board and dba Region 4 Workforce Investment Board (Board) is incorporated under the Not For Profit laws of the State of Indiana for the charitable and educational purposes of planning, policy development, oversight of workforce development programs and services, and related activities, as defined in the Articles of Incorporation as a 501c(3) corporation. The Board of Directors of "TAP" shall also be commonly known as the Region 4 Workforce Board.

**ARTICLE I: DIRECTORSHIP**

**Section 1.1. Board of Directors Directorship Certification.** As provided by law, the Directorship of the Board will be certified by the State Workforce Innovation Council. In order to request certification, Directors will provide their professional job description/job duties information to the Board. All Directors shall serve the Board without compensation, unless prior written approval is obtained by a unanimous vote of the Directors. Reasonable business related expenses, which have prior approval of the Board may be reimbursed.

**Section 1.2. Appointment of Board of Directors.**

A. Individuals to be considered for voting Directorship shall be recommended by the constituency the Director is to represent (in accordance with the Workforce Investment Act of 1998 (WIA), and all relevant State laws including the Indiana Strategic Two-Year Plan for Title I of the Workforce Investment Act of 1998 and the Wagner-Peyser Act, July 1, 2005 through June 30, 2011, Modification 6, as amended). The Chief Elected Official of the local workforce service area, as defined in the WIA, shall appoint an individual to serve as a voting Director in accordance with the representation requirements set forth in Section 1.2.B. herein.

B. In appointing the voting Directors of the Board, the Chief Elected Official shall appoint the following in accordance with all relevant laws.

1. A majority of the Board will be Business Representatives from among the counties of Benton, Carroll, Cass, Clinton, Fountain, Howard, Miami, Montgomery, Tippecanoe, Tipton, Warren and White. At least one-half of the Business Representatives must represent businesses that employ at least 50 workers. All Business Representatives must represent businesses employing at least five (5) workers, with the exception that one (1) Business Representative may come from a business that employs at least one full-time employee other than the owner of the business. All Business Representatives shall be individuals with optimum policymaking or hiring authority who reflect the employment opportunities of the local workforce service area. Business Representatives shall be appointed from among individuals nominated by local business organizations and trade associations.

2. At least two (2) members of the Board shall represent labor organizations, having been nominated by labor federations that have jurisdiction in the local workforce service area.
3. At least two (2) members of the Board shall be selected from among individuals nominated by regional or local educational agencies, institutions, or organizations representing local educational entities. At least one (1) representative must come from a community college, nominated by the chancellor within the workforce area or president or provost of the university. An Education Representative must be an individual with maximum policymaking authority for the entity represented.
4. The Board shall include at least two (2) representatives, who shall have been nominated by community-based or faith-based organizations that deal with workforce development or human services, such as veterans' organizations or organizations that represent individuals with disabilities.
5. The Board shall include at least two (2) members representing economic development agencies, including private sector economic development entities. At least one (1) Economic Development Representative shall be appointed from a public economic development entity.
6. The Board shall include at least one (1) member who represents a youth services organization. The Youth Services Representative shall be selected from among those nominated by community-based or faith-based organizations that provide services to underprivileged youth or youth with employment barriers with the local area.
7. The Board shall include one (1) representative of each mandatory WorkOne partners, as defined in Section 121 of the Workforce Investment Act of 1998, which is located in the local workforce service area:
  - a) Representative of Workforce Investment Act, Title I, Adult, Youth, and Dislocated Worker Programs, designated by the Chief Elected Official;
  - b) Representative of Workforce Investment Act, Title I, Migrant and Seasonal Farm Worker Programs, nominated by the local MSFWP grantee;
  - c) Representative of Workforce Investment Act, Title II, Adult Education Programs, nominated by the state director of Adult Education;
  - d) Representative of Title I of the Rehabilitation Act of 1973, nominated by the state executive director of vocational rehabilitation services;
  - e) Representative of Title V of the Older Americans Act of 1965, Senior Community Services Employment Activities, nominated by organizations with interests in older worker workforce development issues;
  - f) Representative of the Carl D. Perkins Vocational and Applied Technology Education Act, Post-secondary Vocational Education Activities, nominated by entities that receive Carl Perkins post-secondary funds;
  - g) Representative of the Community Services Block Grant Act, nominated by organizations receiving CSBG funds that provide employment and training activities;
  - h) Representative of U.S. Department of Housing and Urban Development, nominated by Indiana Housing & Community Development Authority, if employment and training activities are being provided;

- i) Representative of the Wagner-Peyser Act, the Trade Act, veterans' workforce programs, and state unemployment compensation programs, nominated by the Indiana Department of Workforce Development Commissioner or his or her designee; and
- j) Optional Representative(s) may be appointed by the Chief Elected Official, as determined appropriate.

8. A Board member who meets the membership requirements for more than one representative position may be appointed to fulfill the requirements of each position for which the member is qualified.

9. The maximum size of the Board shall be 47 members, unless an increased size is approved by the State Workforce Innovation Council.

**Section 1.3. Term of Office.** All of the Directors appointed by the Chief Elected Official shall serve for a term of two (2) years and may be reappointed according to their willingness to serve and the appointing authority's willingness to reappoint, or until their successors shall be elected and qualified, or until their resignation, removal, or death. Ending dates of the Directors' terms shall be staggered so that no more than one-half of the Directors' terms end each year.

**Section 1.4. Vacancies.** Any vacancy among the Directors caused by death, resignation, removal or otherwise will be filled by soliciting a nomination from the constituency to be represented and appointed by the Chief Elected Official. The representation requirements contained in Section 1.2.B. will be observed. The term of office of a Director chosen to fill a vacancy shall expire when the term of the Director's predecessor would have expired. A Director may resign at any time by giving written notice to the Board. The resignation shall be effective upon the receipt of the written resignation.

**Section 1.5. Removal.** Any Director may be removed, with cause, by a two-thirds' vote of all the Directors of the Board.

**Section 1.6. Director Conflicts of Interest.**

A. Definitions

For the purposes of this Section:

1. a "conflict of interest" exists between the Board and a Director with respect to a contract, transaction, or other matter if the contract, transaction, or other matter is between the Board and:
  - a) the Director;
  - b) any corporation, partnership, firm, association, or other entity in which the Director is an officer, employee, or director receiving compensation other than per diem or expenses; or
  - c) any corporation, partnership, firm, association, or other entity in which the Director is financially interested.
2. a Director is "financially interested" in a corporation, partnership, firm, association, or other entity if:

- a) the Director or a spouse or un-emancipated child of the Director owns any legal or beneficial interest in the corporation, partnership, firm, association, or other entity, whether equity or debt, with a fair market value of greater than five thousand dollars (\$5,000); or
- b) the Director or a spouse or un-emancipated child or the Director would directly benefit financially from a contract, transaction, or other matter between the Board and the corporation, partnership, firm, association, or other entity; or
- c) the Director knows that any of the following family members of the Director receives compensation other than per diem or expenses as an officer, director, partner, or the principal of the corporation, partnership, firm, association or other entity : (i) spouse, (ii) parent, (iii) child, (iv) sibling, (v) grandparent, (vi) grandchild, (vii) sibling of a spouse, or (viii) spouse of any person listed in sections (ii) through (vii); provided, however, that a Director is not financially interested if the legal or beneficial interest described in Subsection A: (i) consists of securities publicly traded on a national or regional securities exchange and the Director's ownership interest does not exceed five percent (5%) of those securities outstanding, or (ii) is a time or demand deposit in a financial institution or insurance policy.

B. Disclosure of Conflict of Interest; Disqualification. A Director shall promptly disclose any actual or potential conflict of interest the Director may have with respect to any contract, transaction, or other matter which the Director knows to be considered by the Board, the voting Directors, the Board of Directors, or any Committee of the Board, or any Officer of the Board, which disclosure shall be made to the voting Directors, the Board of Directors, the President, and any Committee considering the matter. The Director shall disclose the actual or potential conflict of interest as soon as it is discovered. In any event, such an actual or potential conflict of interest shall be included and briefly noted on the agenda for any public meeting including the matter at issue. A Director with a conflict of interest shall not participate in any vote on, or discussion or review of, the matter other than to disclose the conflict of interest. If during the meeting, it is determined that a Director has a conflict of interest, the Director must verbally indicate so (with the minutes reflecting) and the Director excuse him/herself from the remainder of the discussion and the vote.

C. Prohibited Transactions. If an actual conflict of interest exists in connection with a contract, transaction, or other matter before the Board and the Director subject to that conflict nonetheless knowingly and significantly participates in Board discussions relating to that contract, determinations of specific standards for performance of the contract, development of invitations for bid or requests for proposal, or similar activities relating to the contract, the contract shall not be awarded to the Director or any other activity that gave rise to the conflict of interest.

D. Annual Disclosure. Upon becoming a Director and thereafter annually – set at the midpoint of the two (2) year planning cycle in June -- each Director shall file with the Secretary of the Board an adequate written statement of disclosure of economic interests of the Director and the Director's spouse (a "disclosure statement.") The disclosure statement shall be considered adequate if it:

1. sets forth information that would permit independent verification or other confirmation of compliance by the Director with this Section 1.6. which is from time to time acceptable to the Indiana Department of Workforce Development; or
2. includes the following information:
  - a) positions of employment;

- b) positions as director, officer, or agent of or for any corporation, partnership, firm, association, or other entity for which compensation other than per diem or expenses is received;
- c) corporations, partnerships, firms, associations, or other entities in which the Director is financially interested unless the Director provides a written statement declaring that, for each entity in which the Director is financially interested and which is not disclosed in the economic interest statement, such entity does not have any potential to give rise to a conflict of interest with regard to the activities of the Board;
- d) for each entity listed under item a), b), or c) above, a listing of any benefits or services that the Director knows such entity has provided to the Board for any of its programs for a fee or any benefits or services that the Board has provided to such entity for a fee, within the last five (5) fiscal years; and
- e) such additional information as the Board may require.

The Board may provide a form to be used in making these disclosure statements. All disclosure statements filed with the Board shall be available for inspection by any person during regular business hours at the Board's administrative office. The Board shall provide copies of all such statements to the Commissioner of the Indiana Department of Workforce Development.

E. **Contract or Purchase.** If the Board enters into a contract or purchase with respect to which a conflict of interest exists involving a Director and the ultimate contractor or purchase is an entity that gave rise to the conflict of interest, the Board (in addition to compliance, the specific requirements regarding the procedures and disclosures in such circumstances) must be able to establish to the reasonable satisfaction of the DWD that the contract or purchase was adequately bid or negotiated and that the terms of the contract or purchase are fair and reasonable to the Board.

F. **No Limitation.** The provisions of this section are supplemental to and not in limitation of Indiana Code 23-7-1.1-61 or any corresponding provision of any applicable law affecting the Board.

**Section 1.7 Officers of the Directorship.** There may be four offices of the Directorship: Chairperson, Vice Chairperson, Secretary, and Treasurer. The Chairperson, Vice Chairperson, Secretary, and Treasurer of the Directorship shall be elected by the Directors annually in May. Newly elected officers' terms will begin on July 1. The Board shall select a chairperson from the Board's business representatives and such chairperson may not serve more than two (2) years consecutively.

Whenever any vacancies shall occur in any of these offices, for any reason, the same may be filled by the Directorship at any meeting thereof. The Chairperson or Vice Chairperson may choose to appoint a Nominating Committee to nominate a Director for the vacated office. If the Chairperson's office is vacant at any time, the Vice-Chairperson shall occupy the office of Chairperson until such time a Chairperson is elected.

## **ARTICLE II: MEETINGS OF DIRECTORS**

**Section 2.1. Quorum.** A quorum of the Board shall comprise fifty percent (50%) of the occupied seats of the Board of Directors. Directors who are disqualified from voting under Section 1.6 may be counted for purposes of determining a quorum at any meeting of the voting Directorship, Board of Directors, or any Council or Committee of the Board.

**Section 2.2. Annual Meetings.** The annual meeting of the Directors may be held during the first six (6) months of each fiscal year on such date as may be designated by the Directors, the Board of Directors, or by the Executive Committee.

**Section 2.3. Regular Meetings.** Regular meetings and special meetings of the Directors in addition to the annual meeting, shall be held at such times and places as shall be determined by the Directors. All meetings shall be open to the public, unless exempted by state or federal law.

**Section 2.4. Notice of Meetings.** Written notice stating the place, day, and hour of any meeting of Directors, shall be provided at the beginning of each fiscal year, and in the case of special meetings or when otherwise required by law the purpose for which any such meeting is called, shall be delivered by electronic means, hand delivered, or mailed by the Secretary of the Board to each voting Director of record, at such address as appears upon the records of the Board, and at least ten (10) days before the date of such meeting. Public notice of all regular business and subcommittee meetings of the Board will be made by posting the place, day, and hour of the meeting and minutes of the same to the Board's website and at the primary offices of the Workforce Board.

**Section 2.5. Waiver of Notice.** Notice of any meeting may be waived by any voting Director, in writing, filed with the Secretary of the Board. Attendance at any meeting, in person, shall constitute a waiver of notice of such meeting.

**Section 2.6. Voting Rights.** Unless otherwise specified in the Articles of Incorporation of the Board, each Director of the Board physically attending a meeting of the Board shall be entitled to one (1) vote for each matter submitted to the Directorship for a vote at each meeting of the Directorship, Council, and Committee of the Board subject to Section 1.6.B. herein.

**Section 2.7. Voting.** A Director entitled to vote at any meeting of Directors must vote in person means. No Director may vote by proxy at any such meeting of Directors. A majority of the validly appointed members attending in person constitutes a quorum. A member who has resigned shall not be counted in the definition of a quorum. Each Director shall be entitled one one (1) vote for each matter submitted to the Directors for a vote at each meeting.

**Section 2.8. Voting List.** The Secretary or an assistant to the Secretary of the Board shall, at all times, keep at the principal office of the Board, a complete and accurate list of all Directors entitled to vote by the Articles of Incorporation. Such list may be inspected by any Director for any proper purpose at any reasonable time.

**Section 2.9. Conduct of Meetings.** Meetings of Directors, including the order of business, shall be conducted in accordance with Roberts' Rules of Order, Revised, except insofar as the Articles of Incorporation, these bylaws, or any rule adopted by the Board of Directors or Directors may otherwise provide. The Directors may, by unanimous consent, waive the requirements of this section, but such waiver shall not preclude any Director from invoking the requirements of this section at any subsequent meeting.

**Section 2.10. Attendance of Meetings.** Each Director shall be required to attend a majority of the meetings of the Directorship, and failure to do so may result in the removal of such Director pursuant to the terms of Article I., Section 1.5. herein.

### **ARTICLE III: DIRECTORSHIP OF COUNCILS AND COMMITTEES**

**Section 3.1. Creation.** The Chairperson or the Board of Directors may, from time to time, create and appoint standing and special councils and committees, including the youth council, to undertake studies, make recommendations and carry on functions for the purpose of efficiently accomplishing the purpose of the Board.

A. Youth Council Membership. The Board, in cooperation with the Chief Elected Official, shall establish the Youth Council, which will be a subgroup of the Board. The Youth Council shall include at least two (2) members from each of the following categories, except as noted under local public housing authorities:

1. Local Board members with special interest or expertise in youth policies;
2. Representatives of youth service agencies. Representatives from juvenile justice and local law enforcement agencies may meet the requirements under this category;
3. Representatives from local public housing authorities which provide employment and training services. If only one public housing authority provides employment and training services, one representative will meet the requirement under this category;
4. Parents of eligible youth seeking assistance through the WIA Youth Program;
5. Individuals who have experience related to youth activities. Former program participants and representatives of organizations who have experience related to youth activities may meet the requirements under this category; and
6. Other individuals, if deemed appropriate by the Board Chairperson in cooperation with the Chief Elected Official.

B. Governance of the Youth Council. The Chairperson of the Youth Council shall be a voting member of the Board. Youth Council members who are not Board members will be voting members of the Youth Council, but will not have voting rights on the Board. Youth Council vacancies must be filled within ninety (90) days.

**Section 3.2. Directorship.** Directors shall be assigned to councils and committees where responsibilities are unlikely to cause conflicts of interest to arise; and such assignments shall be determined in a manner which is reasonably designed to maximize the amount of attention and energy that each Director can devote to the Board while at the same time minimizing the number and extent of potential and actual conflicts of interest.

**Section 3.3. Quorum.** At any council or committee meeting, the Directors or Members present in person at the meeting who are qualified to vote as Directors or Members, so long as no fewer than one half of the filled Directorship or Membership seats are present in person at the meeting, shall constitute a quorum of the transaction of any business by the meeting.

### **ARTICLE IV: MISCELLANEOUS**

**Section 4.1. Corporate Seal.** The RWB shall have not seal.

**Section 4.2. Execution of Contracts and Other Documents.** Unless otherwise ordered by the Board of Directors, all written contracts and other documents entered into by the Board shall be executed on behalf of the Board by the Chairperson, and, if required, attested by the Secretary.

**Section 4.3. Fiscal Year.** The fiscal year of the RWB shall begin on July 1 of each year and end on the day immediately following June 30.

#### **ARTICLE V: INDEMNIFICATION**

A. The Board shall indemnify each Director of the Board, partnership, joint venture, trust, employee benefit plan, or other entity that such person is serving or has served in any capacity at the request of the Board ("other entity") against all liability and reasonable expense that may be incurred by such person in connection with or resulting from any claim, action, suit, or proceeding (whether actual or threatened, and whether civil, criminal, administrative, investigative, or in connection with an appeal relating thereto) in which such person may be involved by reason of being or having been a Director or Officer of the Board or such other entity or by reason of any past or future act or omission of such person in the person's capacity as a Director or Officer, if such person acted in good faith, and reasonably believed:

1. in the case of conduct in such person's official capacity, that his or her conduct was in the best interest of the Board or other entity, as the case may be; and,
2. in all other cases, that this or her conduct was at least not opposed to the Board's best interests.

In addition, such person must have had no reasonable cause to believe that his or her conduct was unlawful.

The RWB may indemnify any person who is or was an employee or agent of the Board or other entity to the same extent as Directors and Officers as provided in this Article V.

B. Notwithstanding any other provisions of this Article V, there shall be no indemnification:

1. as to amounts paid or payable to the Board or other entity, as the case may be, based on a persons having gained any personal profit or advantage to which the person was not legally entitled;
2. with respect to matters as to which indemnification would be in contravention of the laws of the state of Indiana or of the United States of America, whether as a matter of public policy or pursuant to statutory provisions; or,
3. with respect to matters as to which indemnification would result in inurnment of the net earnings of the Board "to the benefit of any private shareholder or individual," within the meaning of Section 501(c)(3) of the Internal Revenue Code, as amended, or a similar provision of any subsequent Federal tax law.

If several claims, issues, or matters of action are involved, a person may be entitled to indemnification as to some matters even though he or she is not entitled as to others.

C. Any Director or Officer who has been wholly successful, on the merits or otherwise, with respect to action, suit or proceeding described herein shall be entitled to indemnification except to the extent the person has been otherwise indemnified. In all other cases, indemnification shall be provided thereunder only if:

1. the Board of Directors, acting by a quorum, consisting of Directors who are not and have not been parties to such claim, action, suit or proceeding, shall find that the person seeking indemnification has met the applicable standards of conduct set forth in Paragraph A. of this Article V; or
2. outside legal counsel engaged by the Board (who may be regular counsel of the Board) shall deliver to the Board its written opinion that such person has met such applicable standards of conduct; or
3. a court of competent jurisdiction has determined that such person has met such standards, in an action brought either by the Board or by the person seeking indemnification, applying de novo such applicable standards of conduct.

The termination of any claim, action, suit or proceeding, civil or criminal, by judgment, settlement (whether with or without court approval), conviction, or upon a plea of guilty or of nolo contendere, or its equivalent, shall not create a presumption that the person seeking such indemnification did not meet the applicable standards of conduct set forth in Paragraph A. of this Article V.

D. As used in this Article V, the term "liability" shall mean an obligation to pay in settlement or in satisfaction of claims, judgments, fines, or penalties and, with respect to employee benefit plans, excise taxes; and the term "expense" shall include, but shall not be limited to, attorneys' fees and disbursements incurred in connection with the claim, action, suit, or proceeding.

E. The Board may purchase and maintain insurance for the benefit of any person who is or was a Director, Officer, Employee, or Agent of the Board or other entity against any liability asserted against and incurred by such person in any capacity or arising out of his or her status as such, whether or not the Board or other entity would have the power to indemnify such person against such liability under the provisions of this Article V or otherwise. The Board may advance expenses to, or may at its option and expense undertake the defense of, any person who is or was a Director, Officer, or Employee of the Board or other entity upon receipt of an undertaking by or on behalf of such person to repay such expenses if it ultimately should be determined that the person has not met the requisite standards of conduct set forth in Paragraph A. of this Article V.

F. It is the intent of this Article V to empower the Board to provide indemnification to the fullest extent allowed by law. Except as otherwise expressly provided herein, indemnification may be provided irrespective of the legal or equitable theory of the claim, action, or proceeding, including but not limited to joint, several, comparative or sole negligence, breach of contract or warranty, strict liability, breach of fiduciary duty, mismanagement, corporate waste, or any violation of federal or state securities law or any other law. The provisions of and the rights and obligation created by this Article V:

1. shall not limit any other rights of indemnification to which a person otherwise may be entitled by contract or as a matter of law;
2. subject to Paragraph B. of this Article V shall inure to the benefit of the heirs, executors, and administrators of any such present or former Director, Officer, Employee, or Agent; and,

3. shall not give rise not be deemed to give rise to "compensation for personal services" as described in IC 34-4-11.5-1 et.seq., as amended.

#### **ARTICLE VI: AMENDMENTS**

Subject to law and the Articles of Incorporation, the power to make, alter, amend, or repeal all or any part of these bylaws, is vested in the Board of Directors. Written notice stating the place, day, and hour of any meeting of the Board of Directors called to alter, amend, or repeal all or any part of these bylaws shall be delivered or mailed by the Secretary of the Board or his or her designee to each voting Director of record, as such address as appears upon the records of the Board, and at least ten (10) days before the date of such meeting.

**Region 4 Workforce Board Executive Compensation Table****Board Name: Region 4 Workforce Board Top 5 Paid WIB Staff**

<b>Executive Compensation</b>					
	<b>Staff Person Name</b>	<b>Salary</b>	<b>Benefits</b>	<b>Bonuses</b>	<b>Total Annual Compensation</b>
1	Roger Feldhaus	\$81,101	\$19,512	\$0	\$100,612
2	Deborah Waymire	\$66,573	\$17,964	\$0	\$84,537
3	Chad Boldry	\$59,690	\$17,231	\$0	\$76,921
4	Christopher Waymire	\$59,495	\$17,211	\$0	\$76,705
5	Connie Ahlers (PT)	\$39,476	\$4,744	\$0	\$44,220

**Tecumseh Area Partnership, Inc. dba Region 4 Workforce Board  
dba Workforce Investment Board**

**Travel Policy**

**Effective: July 1, 2008**

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**POLICY: Authority**

The Board Finance Committee, under the direction of the Board of Directors, shall establish the travel policies and rates for the directors.

**General Guidelines**

Expenses incurred in relation to travel for business purposes are expected to be necessary, allowable, reasonable, prudent, cost effective and properly approved prior to the travel. Approved travel status for overnight travel is defined as travel that has been approved in advance and exceeds a fifty - (50) mile radius from the Director's home.

Board Members who travel overnight and/or out of state are responsible for obtaining written approval from the Board Chairperson prior to arranging the travel. A list identifying the purpose of the travel, dates of travel, and cost estimates for airfare, lodging, ground transportation, car rental, mileage, meals, and conference or seminar fees (when applicable) should be submitted for approval at least 14 days prior to the travel date. The Regional Operators Executive Assistant is responsible for scheduling air travel to ensure cost effectiveness and coordination of billing. All other arrangements are the responsibility of the Director.

Directors are reimbursed for those approved travel expenses that are not prepaid by the company. In addition, when in approved overnight travel status, Directors may request a travel advance to cover hotel, meals, ground transportation, and other business expense prior to their departure. The Board has adopted a daily Per Diem Rate for Meals. This rate is to be used to determine the travel advance per diem dollar amount. All travel advances are to be reconciled within five (5) working days of the return date. Advances are deducted from the total travel expense to determine the net amount due or owed by the person traveling.

Directors are reimbursed for miles traveled while using a personal vehicle to conduct board business. The Board has adopted the federal IRS mileage reimbursement rate. In the case where a funding source has limited the mileage reimbursement rate below the approved IRS rate, the Board will reimburse the difference between the funding source-approved rate and the approved IRS rate using other funding sources.

Mileage can only be reimbursed to board members who have a valid driver's license and adequate public liability and property damage insurance in effect at the time of travel.

Reimbursement forms are to be supported with original receipts and prior approval

forms (where applicable), approved by the Board Chairperson and submitted to fiscal agent for processing. Travel reimbursement requests are processed through accounts payable and follow the accounts payable schedule for check issuance.

**Travel Reimbursement Guidelines**

The Travel Expense Reimbursement Form (TER) will be completed by the board member requesting reimbursement for overnight travel. A copy of the approved Travel Request Form along with the original receipts must be attached. The TER must be approved by the Board Chairperson or their designee and forwarded to the accounting department for payment. Board Members will NOT be reimbursed for expenses that do not have receipts.

Air Fare: Traveling by commercial air carrier is an allowable expense if approved in advance. All commercial flights should be scheduled based on the lowest possible fare available after taking into consideration reasonable individual productivity factors and business schedules associated with the purpose of the travel.

Hotel Accommodations: Reimbursement for overnight lodging at single occupancy accommodation rate is an allowable expense, if approved in advance, and scheduled events relating to the purpose of the travel:

- 1) Begin before 12:00 Noon (for overnight lodging the night before the event)
- 2) End after 3:00 PM (for overnight lodging the night after the event)

All hotel accommodations require original receipts for reimbursement.

Transportation: Taxi fares, including tips, are allowable expenses if in approved out-of-state travel status. Reasonable expense includes fares to and from airports, hotels and meeting sites. Car rental is an allowable expense if in approved travel status and the cost benefit is more cost effective than other means of transportation. An individual who rents a vehicle for business purposes must ensure that adequate insurance protection is in force to cover the individual and the organization. Transportation expenses require original receipts for reimbursement.

Parking: Airport parking is an allowable expense if the individual is in approved out-of-state travel status and the expense is properly supported by receipts. Parking cost associated with attendance at business meetings located off site is reimbursable if properly supported by receipts.

Meals: The Board has adopted a per diem allowance in accordance with Federal guidelines. The full day per diem rate applies when the individual is in approved overnight travel status and the individual leaves prior to 12:00 noon on the first day of travel and returns after 12:00 pm on the final day of travel status. When travel begins after 12:00 noon on the first day, the individual is entitled to the dinner meal on the first day. On the last day of travel the individual is entitled to the following:

Travel ending prior to 11:00 AM

Breakfast Only

Attachment 11

Travel ending between 11:00 AM & 5:00 PM	Breakfast & Lunch
Travel ending after 6:00 PM	Full per diem rate

Individuals are not reimbursed for meals for one day travel.

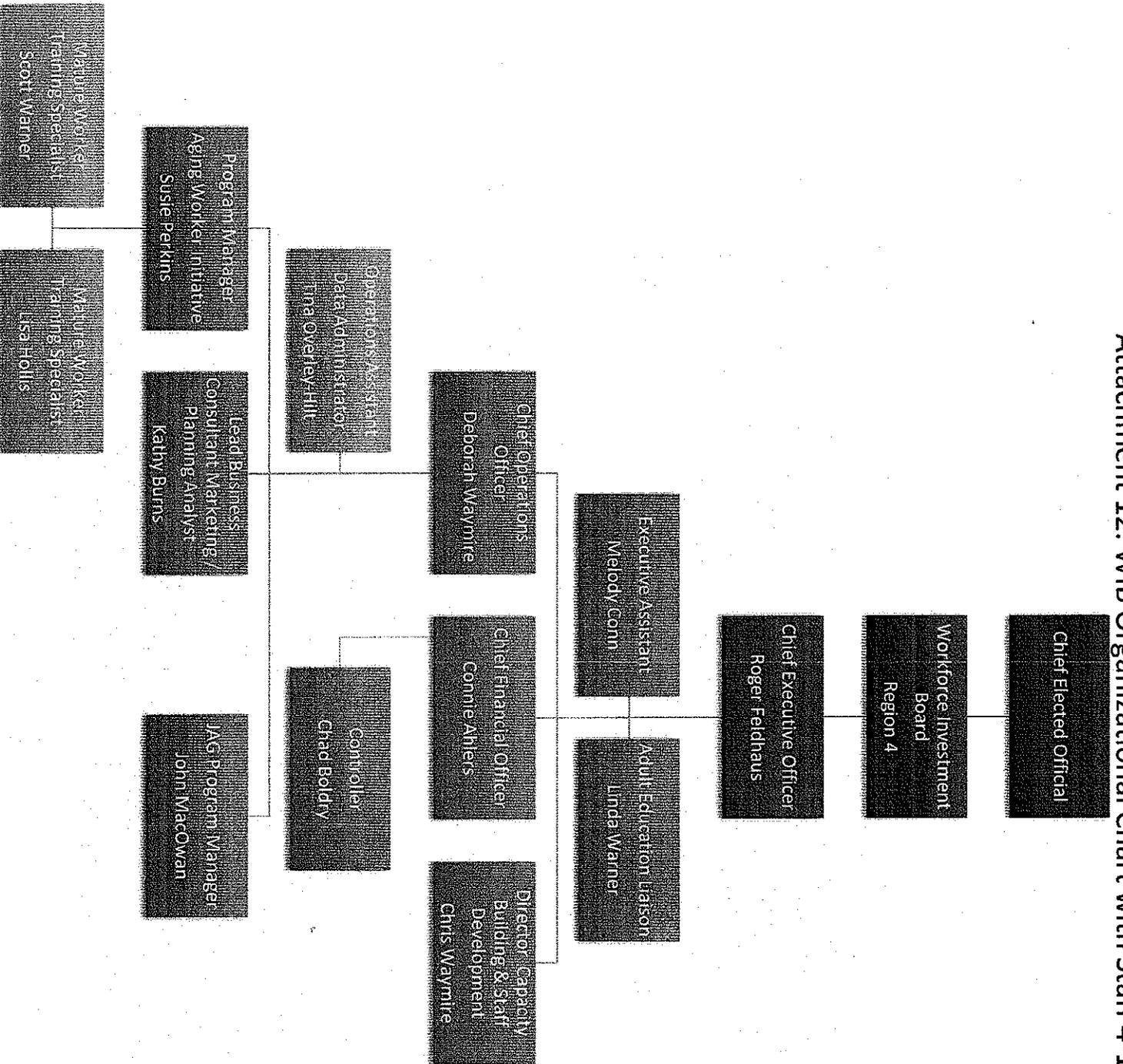
Travel Advances: Advances for travel may be approved by the Board Chairperson or their designee. Advances can include the estimated cost of hotel and per diem. Requests are processed through accounts payable via the Request for Reimbursement Form with a copy of the approved travel request form attached.

Mileage: Reimbursement for miles traveled while using a personal vehicle to conduct company business is an allowable expense and is reimbursed at the established rate. The Mileage Claim Form will be used to request mileage reimbursement for travel. The form must be approved by the WIB Chair. If odometer readings or the agency approved mileage chart are not used, you must use MapQuest mileage from the beginning to ending point, indicating the shortest route, and attach it to your claim form.

Communications: Expenses associated with business related phone calls, faxes, and delivery of documents (electronic or snail-mail), while in approved travel status are reimbursable.

IRS Website: Please use this website to check the MIE PER DIEM RATE for the area in which you will be traveling. <http://www.gsa.gov/>

Attachment 12: WIB Organizational Chart with Staff 4-11-11



Attachment 12a  
Region 4 Workforce Investment Board  
Organizational Chart

**Board of Directors**

**Business Representatives**

Scott Ruppel, Benton County  
 Jim Hardison, Carroll County  
 Richard Bradshaw, Carroll County  
 John Hipskind, Cass County  
 Arden Cramer, Cass County  
 Anita Stewart, Clinton County  
 Becky Goings, Fountain County  
 Matt Boor, Howard County  
 Larry West, Miami County  
 Deb Close, Miami County  
 Patricia Overpeck, Montgomery County  
 Andrew Ball, Tippecanoe County  
 Tim Powers, Tippecanoe County  
 Randy Williams, Tippecanoe County  
 Michael Smith, Tipton County  
 Lori Van Meter, Warren County  
 Dani Paluchniak, White County

**Representing Partner Funding Streams**

Robert Taylor (represents two partners)  
 Stephen Daily,  
 Roger Feldhaus  
 Kay Gordon  
 Dennis Wimer  
 Fred Williams  
 Ruth Hooker

**Education Representatives**

John Schneider  
 Stephen Daily

**Labor Representatives**

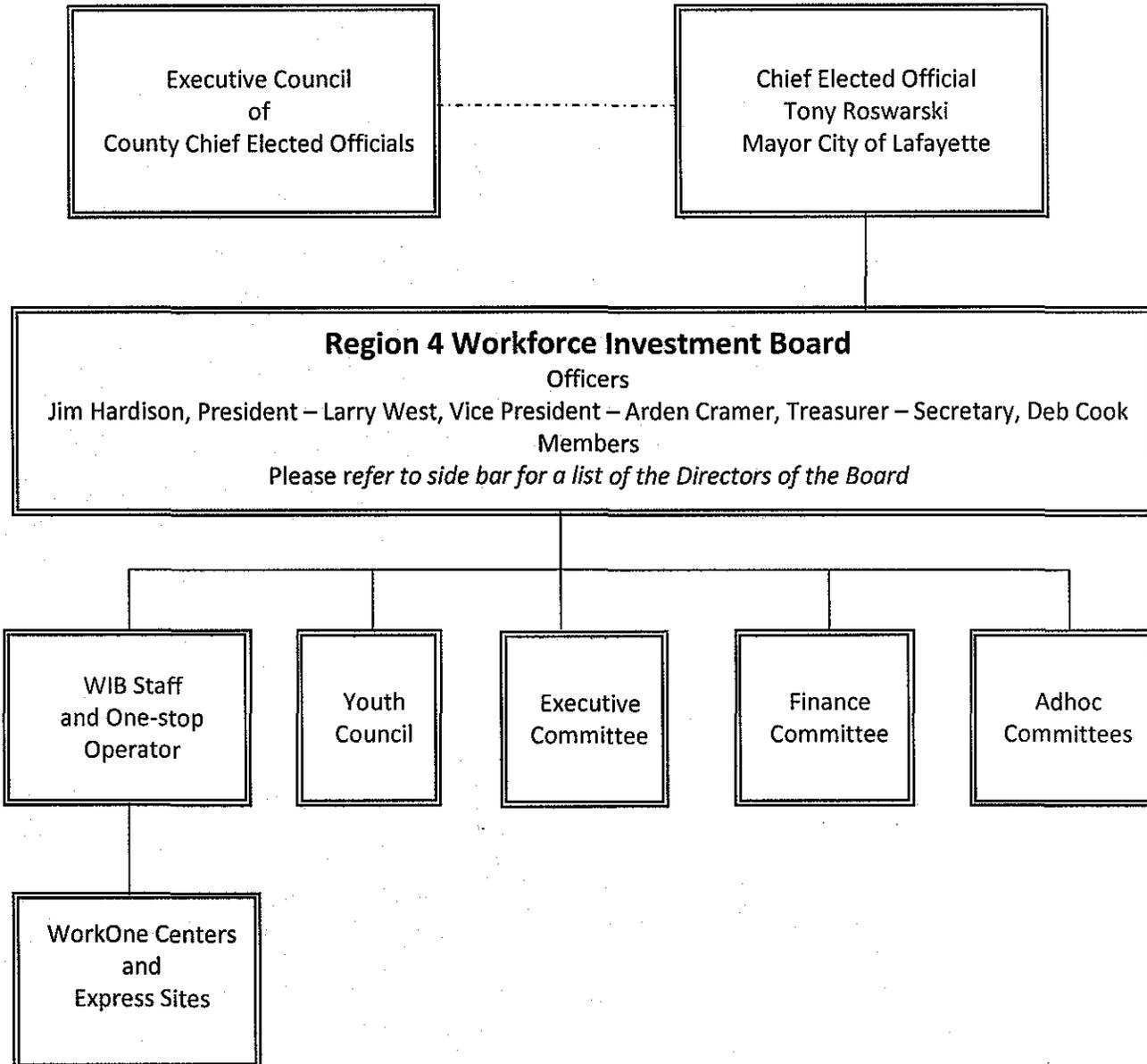
Mitchel Morrow  
 Greg Thoennes

**Economic Development Representatives**

Debra Cook  
 Dennis Carson

**Youth Service Representatives**

Randy Vernon



## **Support and Administrative Staffing Descriptions with Key Responsibilities**

### **Chief Executive Officer**

*Description:* The Chief Executive Officer administers all TAP, Inc., d/b/a Region 4 Workforce Board programs in the Workforce Service Area under the general supervision of the WIB and in compliance with all pertinent legislation and regulations. Key responsibilities of the position include but are not limited to:

#### *Key Responsibilities:*

- Administers all WIB programs in the Region 4 under the general supervision of the WIB Board and in compliance with all pertinent legislation and regulations.
- Attends all board meetings and makes reports as requested.
- Administers the preparation of all job training plans and grants.
- Administers the development of Requests for Proposals (RFPs), evaluation of those proposals for presentation to the board and negotiates service provider contracts.
- Administers the monitoring system (subgrants and program operations).
- Administers all personnel matters (including providing final resolution of employee grievances).
- Administers local office operations and meeting of performance standards.
- Administers the development and implementation of special projects.
- Assumes fiscal responsibility for TAP, Inc., as grant recipient of all WIA funds allocated to Region 4 including oversight of budget development and administration, and funds flow management.
- Administers a marketing/public information/public relations/employer services program for the private and public sectors to assure knowledge of TAP & WIA programs.
- Serves as representative to the State workforce board.
- Supervises the administrative team members.

### **Chief Financial Officer**

*Description:* Plans, directs, and implements the budgetary, accounting, and financial reporting practices of the organization in support of policies established by the WIB. Read, analyzes, interprets, implements and communicates results of technical journals, financial reports, and legal documents, including OMB Circulars, Federal and State Regulations, GAAP, and Internal Revenue Circulars. Coordinates services with banking institutions, vendors and grantor sources. Oversees auditing and financial monitoring functions. Designs and implements financial reporting models to comply with agency and funding source needs.

#### *Key Responsibilities:*

- Directs and implements grant, budgeting, audit, subrecipient monitoring, accounting, and fixed asset activities for the organization.
- Supervises accounting staff.
- Develops the company budget and supervises the monitoring of encumbrances and expenses against the budget.
- Directs the preparation of financial reports required by grantor agencies, including Accrued Expenditure Reports, Match reports, and federal Status of Funds reports. Appraises the organization's financial position and issues periodic financial and operating reports to include monthly income statements and corporate balance sheets.

## Attachment 13 – Region 4

- Supervises grant close out activities and performs the annual year-end closing of the book of accounts.
- Develops corporate cost allocation plan and ensures its certification. Analyzes, consolidates and directs cost allocation procedures in compliance with approved plan and rates.
- Develops corporate cash management policy. Ensures that cash levels are adequate for spending requirements and that bills, encumbrances, and obligations are kept within company aging policies. Supervises accounting activities as custodian of funds and assets of the organization.
- Directs the audit, financial monitoring, and resolution process of subrecipients. Oversees the agency independent annual audit process. Ensures that financial data is properly prepared for agency annual audit and that conditions for a satisfactory audit are maximized.
- Oversees the corporate property system. Ensures annual inventory is completed, reconciled and activity is properly reported to funding sources.
- Directs participation in formulating, writing and administering policies and procedures for the agency, including the Cost Allocation Plan, Accounting SOP, Procurement Policies, Travel Policy, Audit Plan, Monitoring Plan and Schedule, and Cash Management Policy. Communicates to and trains staff in their use.
- Supervises the payroll system, identifies payroll system needs and changes, and assists administrative staff in formulating and administering personnel and benefits. Ensures personnel and benefit policies are properly implemented through the payroll system.
- Functions as financial advisor to the organization's operational management team, providing budgets, cost price analyses, and contractor negotiation. Prepares combined financial and operational month-end reports to determine progress toward stated goals and objectives. Confers with senior and administrative personnel to review achievements and discuss required changes in goals or objectives resulting from current status and conditions.
- Directs the proper operation of the accounting financial system software, train staff on proper usage and develop methods and procedures that allow for maximum usage of software capabilities. Guarantees integrity and security of the software and data. Researches and implements software upgrades and enhancements to allow for effective and efficient operation of the accounting system.
- Participates in formulating and administering company policies and developing long-range goals and objectives. Designs and implements financial models to parallel program design and operational plan activities.
- Serves as liaison for agency with statewide financial managers by attending and participating in the Fiscal Roundtable and Fundware User's Group.
- Guides, directs and trains staff in policy interpretation and appropriate regulations, including WIA, OMB Circulars A-110, A-122, A-133, IDWD directives, Generally Accepted Accounting Practices (GAAP), and IRS rules and regulations.

### **Chief Operations Officer**

*Description:* Plans and directs the organization's operational policies, objectives, initiatives. Responsible for the attainment of short and long-term operational goals. Directs the development of the organization to ensure future growth. Relies on extensive experience and judgment to plan and accomplish goals. Leads and directs the work of others to attain and exceed WIA program objectives and metrics. Responsible for the oversight of the operations of the WorkOne System for Economic Growth Region 4. Responsible for planning, budgeting, administration, operations, and coordination of major employment and training programs within the Region to meet regional and state goals. Major program areas shall include, but not be limited to, Wagner-Peyser, Workforce Investment Act, and Trade Adjustment Act programs. Operational responsibilities and functional guidance of State Merit staff and local merit staff and making recommendations for funding, corrective actions, leases and subcontracts. Sets strategic direction, develops and implements work scope and related operational policies.

#### *Key Responsibilities:*

- Develop regional plan of service including goals and objectives for employment and training services.
- Leadership in developing methods to achieve regional goals.
- Guide in organizing functional teams in order to most efficiently utilize capabilities and meet workload demands, overall goals and objectives across the region.
- Develops and reviews methodology to quantitatively and qualitatively measure accomplishments of program outcomes, goals and performance standards.
- Assist in building an Income Growth center focused on the outcomes of growing jobs and personal income. Center will be demand side driven so outcomes will meet the needs of business
- Development of Enhanced Business Services for the Region and improved liaison with local Economic Developers.
- Design, implement and monitor the Regional Employment and Assessment Center for Hiring.
- Build Business solutions for the region based upon Business Intelligence information.
- Direct Business Consultants in building strengthened liaisons with Local Economic Developers
- Provides updates of local, state, and national issues, priorities, and policies relative to workforce operations.
- Assures that performance from staff meets standards of quality and quantity as outlined in the Unified Plan and other applicable state and federal rules and regulations, and sets standards of performance for activities within those parameters.
- Develops, directs, and participates in community public relations.
- Manages region staffing budget assuring maximum utilization of all available funding sources.
- Works cooperatively with DWD Regional Coordinator and the Regional Operator for the purpose of ensuring efficient coordination of local delivery of Employment and Training Service.

### **Director of Capacity Building & Staff Development**

#### *Description:*

The Director of Capacity Building and Staff Development is responsible for the development of coordinated assessment and training initiatives and practices. Position works within statutory guidelines of the Workforce Investment Act (WIA) and with One-Stop System partners and service

providers to build a comprehensive, high quality, continuously improving array of assessment and training activities and services that will contribute to the development of worker employment skills and assist employers in identifying and addressing the skill gaps that exist within their respective workplaces. The incumbent may also serve in the roles of Staff Assistant to the Incumbent Worker Council (IWC), WSA Rapid Response Coordinator and Facilitator for the WIBs One-Stop Partner Committee.

*Key Responsibilities:*

- Maintains communication and positive relationships with RWB, service provider and One-Stop partner staff, and labor, business and state and local government representatives.
- Researches and keeps abreast of assessment and training innovations and best practices within the state and national workforce development arenas.
- Develops content expertise in continuous quality improvement principles and practices and disseminates that information to WSA service provider and partner organizations through written and train-the-trainer formats.
- Develops content expertise in incumbent and dislocated worker issues and uses that expertise to provide staff assistance to the RWBs Incumbent Worker Council and the Indiana Workforce Development Regional Rapid Response Coordinator.
- May conduct assessment/training in the context of Dislocated Worker Rapid Response events, Incumbent Worker assessment/training initiatives, and Unemployed Worker Profiling activities as a part of the local One-Stop System's response to meeting employer and worker needs.
- Will assume primary responsibility for the development and delivery of workforce development fee-for-service activities that supplement the grant-funded activities offered to employers and workers through the local One-Stop System.
- May supervise support staff.
- May complete other projects and be assigned other responsibilities by the Executive Director.

**Executive Assistant**

*Description:* The Executive Assistant will assist the Executive Team in the operation of Tecumseh Area Partnership, Inc./WIB. The Executive Assistant will assist the Executive Team in administering activities of the organization in support of policies, goals, and objectives established by Tecumseh Area Partnership, Inc., d/b/a, Region 4 Workforce Board.

*Key Responsibilities:*

- Work closely with the Executive Team to oversee efficient operation of the office and support all TAP staff in the completion of special projects events and initiatives as requested.
- Support the Board of Directors by serving as the recording secretary and communications liaison to accomplish mission and goals.
- Planning and coordination of meetings, business luncheons, seminars, conferences and Board retreats
- Develop business systems, standard operating procedures, and train personnel in their use.
- Manage office systems: copier, postage, telephone, and all other electronic communication.
- Coordinate office communications including but not limited to staff meetings, staff schedules, and web site inquiries.
- Perform general office duties & manage purchasing system for office supplies.
- Assist Executive Team in preparing documents for RFP's, contracts, reports and other correspondence.

## Attachment 13 – Region 4

- Develop New Hire Orientation Program which includes employee information packet ensuring that new hire forms are completed and maintained in personnel files.
- Maintain personnel files, records and reports, policies and employee handbook.
- Office receptionist

### **Data Administrator/Operations Assistant**

*Description:* Assist the Operations Officer and serve as the contact for the Regional Coordinators in reporting Workforce Investment Act performance and common measure information for validation. Assist Chief Operations Officer in oversight of Workforce Development programs. Assist program monitoring and policy compliance, prepare and analyze data reports, assist in project implementation and establishing new processes. Serve as TrackOne Master User for Region IV. Serve as Local EO.

#### *Key Responsibilities:*

- Serve as the expert on Track One Policies and Procedures
- Communicate Track One changes to Region IV Service Providers upon receipt (Monitor DWD website for updates)
- Complete all Service Provider requests for Track One data corrections in the Track One system with 48 hours or provide specific reason why correction cannot be made
- Review and respond to all questions and clarifications regarding Track One issues within 48 hours of the request
- Monitor Track One Service Provider Activity on a weekly basis via random sampling from TrackOne reports or correction requests
- Review all TTGB to assess relevance, impact and importance of bulletin to the Region and current processes and provide recommendation for implementation and/or impact
- Conduct Performance Monitoring and provide monthly performance report
- Review Track One System for recommendation of changes/clarification on behalf of WIB for success in Regional Performance
- Provide monthly activity reports to the TAP/WIB Chief Operations Officer and the Region IV Service Providers.
- Assist Operations Director and serve as Regional Operator point of contact for WIA Performance and Common Measure Information and validation.
- Serve as Local WIA-EO for Region IV

### **Controller**

*Description:* Performs primarily skilled duties associated with the overall financial reporting and management responsibilities of the organization. Works closely with the Chief Financial Officer to insure a strong internal control remains in place.

#### *Key Responsibilities:*

- Responsible for the completion of activities related to the recordkeeping and reporting for TAP.
- Prepares and processes accounts payable in accordance with written procedures.
- Prepares and processes agency payroll in accordance with written procedures.
- Prepares and submits month end invoices for reimbursement (WIRED, etc).
- Prepares and submits invoices for Job Profiling.
- Conducts procurement for agency equipment.
- Prepares Request for Proposals and related contract documents.

## Attachment 13 – Region 4

- Maintains furniture and equipment inventory. Conducts organization wide annual equipment inventory.
- Responsible to report any potential audit problems and/or financial inconsistencies to the Chief Financial Officer and/or Executive Director as discovered.
- Guides, directs and trains staff in policy interpretation and appropriate regulations, including WIA, OMB Circulars A-110, A-122, A-133, IDWD directives, Generally Accepted Accounting Practices (GAAP), and IRS rules and regulations.

### **Lead Business Consultant**

*Description:* The Lead Regional Business Consultant will work to redesign and market Business Services in Economic Growth Region IV. Primary functions will include; develop Regional Workforce reports, compile Business Intelligence, coordinate Workforce Development activities with Economic Development activities and assist in the development of a Regional Economic/Workforce development strategy. Position collaborates with: Regional Business, Local Economic Development Organizations (LEDO), Chambers of Commerce, Small Business Development Center Directors and other key stakeholders in the Region.

#### *Key Responsibilities:*

- Provide information on Workforce and Economic Development programs and resources available in the region to businesses and business organizations.
- Work with Regional LEDO Partnership to facilitate the development of a Regional Workforce Report.
- Develop a Regional Resource Guide of Regional Business Networks and resources
- Presentation of key data to appropriate Community Stakeholders
- Presentation of key data to Service Providers for development of innovative services to meet needs of the Region
- Broker resources for background/drug screening services to targeted industries
- Assist LEDO's in conducting executive interviews with attracting business as needed.
- Input data into regional data base, tracking business needs, conducting timely follow up to see that needs of business are met.
- Recommend and assist in developing new business services
- Lead or assist in conducting employer seminars/workshops on relevant topics
- Develop with marketing professionals marketing materials for Business
- Participate as members of local chambers
- Compilation of Business Intelligence to better understand the needs of Business for solution development.
- Development of Regional Workforce Reports
- Marketing of Business Services in Region.
- Promotion of and provision of technical assistance, when applicable, for Training and WorkKeys or other Assessment grants.
- Communication, facilitation and coordination of services with State, Regional and Local entities.
- Work with local and regional economic development professionals in business retention, expansion and attraction activities as needed.

### **Business Consultant**

*Description:* Connect employers to the Workforce Development System. Coordinate workforce development activities with economic development activities. Develop professional relationships with Local Economic Development Organizations (LEDO's), and Small Business Development Center Directors to gather local and regional economic and business information that will be used to better align TAP, Inc./WIB services to the needs of the employer. The Regional Business Consultants will work to redesign business services in Economic Growth Region IV. Primary functions will include, coordinate workforce development activities with economic development activities, gather business intelligence, and assist in the development of a regional economic/workforce development strategy.

*Key Responsibilities:*

- Provide information on Workforce and Economic development programs and resources available in the region
- Develop resource mapping of Regional Business Networks and resources
- Refer/assist Businesses with applications for publicly funded resources
- Broker resources for background/drug screening services to targeted industries
- Assist LEDO's in conducting executive interviews with attracting business as needed.
- Input data into regional data base, tracking business needs, conducting timely follow up to see that needs of business are met.
- Assist business in using the Regional WorkOne Services
- Work with WorkOne System staff to ensure business customer's needs are met.
- Recommend and assist in developing new business services
- Lead or assist in conducting employer seminars/workshops on relevant topics
- Make presentations to business organizations/trade associations
- Developing/distributing business services marketing materials
- Participate as members of local chambers

**JAG Program Manager & Business Consultant**

*Description:* Manages JAG-Indiana services provided within a defined geographical region of the State of Indiana. Supervises the Site Specialists and serves as the liaison between the region's workforce board and the schools within assigned area.

*Key Responsibilities:*

- Ensures that JAG-Indiana mission is adhered to and model standards are met through site visits, classroom observations, discussion with school administrators and others, advising, counseling, and directing Site Specialists.
- Supports Site Specialist with career placement and employment contacts for students.
- Enhances status and perception of program and resolves problems by developing and maintaining effective working relationships with school administrators and community leaders, and by serving as liaison between schools and regional workforce board.
- Ensure that all assigned programs are in compliance with all JAG model components and all contract expectations, including data, data validation and WIA expectations.
- Assures that quality direct service is provided to clients by monitoring outcomes, observing and overseeing processes such as selection and testing, and obtaining feedback.
- Advocates for the program and enhances its visibility by participating in public relations.
- Ensures that all documentation and reporting requirements are met in a timely fashion by Site Specialists.

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- Interviews, selects, supervises, and evaluates the performance of Site Specialists; performs personnel functions, such as pay adjustment forms and reference checks, related to those he or she supervises. . Handle disciplinary issues of assigned specialists and documenting all disciplinary warnings and actions immediately in the personnel file. Maintain a management record for each specialist with additional information.
- Plans and implements regional group meetings on a regular basis. These responsibilities as assigned may include, but not limited to the planning and implementation of Leadership Development Conference, Career Association Conference and Competition, Site Specialist Professional Development.
- Plans and implements participation in State-wide JAG-Indiana events every year.
- Reviews and evaluates relevancy of all field trips.
- Participates as an active member of the Regional Managers Team.

### **Marketing /Planning Analyst & Business Consultant**

*Description:* Assist in positioning TAP, Inc./WIB as the leading regional workforce service provider, through the development and implementation of a dynamic marketing strategy that uses an inclusive multimedia approach. Oversee and safeguard branding efforts. Establish collaborative partnerships among public and private sectors, educational and training institutions and individuals of the region to advance WIB workforce development programs and initiatives.

Develop, and assist in the implementation of a marketing strategy, conduct market research, analyze, and stay abreast of market trends as related to regional objectives and support the goals and objectives of the WIB. Research, analyze and provide workforce development information in support of workforce/economic development activities of the state and region.

#### *Key Responsibilities:*

- Formulate marketing activities to promote workforce services and products working with the Chief Operations Officer and other WIB staff as directed
- Oversee Website development, and maintenance
- Graphic design
- Serve and/or lead various committees and/or task forces and marketing efforts as requested
- Compile data, analyze and generate reports as requested
- Develop TAP, Inc. Communications Guide and monitor compliance
- Plan, develop, and deliver presentations to internal and external professionals

### **Aging Worker Initiative Program Manager**

*Description:* Plans, develops, coordinates and implements strategies and activities within DOL/ETA Aging Worker Initiative Statement of Work. The position works closely with the CFO, COO and CEO and other WIB staff and personnel and community resources in development, coordination, and implementation of the Aging Worker Initiative for West Central Indiana EGR 4, from August 2009 through June 2012.

#### *Key Responsibilities:*

- Oversee development of a Career Transition Hub for mature and aging workers within Kokomo and Lafayette WorkOne Centers
- Facilitate training techniques for older learners with WorkOne personnel to foster successful life-long learning
- Organize and provide “Managing Your Mature Workforce” seminars for employers in EGR 4, 12-county region

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- Oversee development of opportunities for skills assessment, and regional internships opportunities for aging workers
- Collaborate with regional educational and training programs to create learning opportunities related to targeted high growth industry sectors
- Understand and collaborate with CFO in adhering to approved grant budget
- Administer public awareness activities to promote services within the AWI program
- Initiate a “Maturity Matters Employer Award” for annual recognition of a regional business exemplifying practices and policies valuing the mature and aging workforce
- Facilitate Strategic Partnership Alliance meetings and activities

### **Mature Worker Training Specialist**

*Description:* Plans, develops, coordinates and implements services and activities within WorkOne Career Transition Hub appropriate for aging workers in transitioning to critical high growth employment sectors in the region and in compliance with DOL/ETA Aging Worker Initiative grant. The Mature Worker Training Specialist also serves as a case manager for individuals enrolled through the AWI program. The position works closely with the Aging Worker Initiative Program Manager, WorkOne personnel and community resources in development, coordination, and implementation of the Aging Worker Initiative. The ultimate outcome of the position is to: 1) match qualified workers with good paying jobs and 2) increase the value employers place on experienced older workers.

#### *Key Responsibilities:*

- Understand demographics of the changing workforce as well as challenges for aging workers seeking employment
- Learn and facilitate training techniques for older learners with all WorkOne personnel to foster successful life-long learning
- Collaborate with community resources to increase opportunities for aging workers
- Become knowledgeable about and promote WorkOne workshops and seminars among mature workers
- Utilize appropriate software in planning workshops specifically for mature workers
- Refer and/or proctor appropriate AWI individuals for available assessments in academic and transferable skills
- Coordinate development of career support and affinity groups within the WorkOne Career Transition Hub to provide information to, and networking among AWI participants
- Provide individual guidance and case management to participants enrolled through AWI in areas of career development, job search and academic/skill development
- Maintain accurate case notes and data tracking for each person on the caseload
- Build internship opportunities in area businesses where older workers may upgrade or ply newly learned skills

### **Adult Education Liaison**

*Description:* Serve the Region 4 Workforce Board (WIB) by facilitating the integration of regional adult education services provided through the 4-REAL (Regional Education Alliance for Learning) Network and workforce development services provided through the Region 4 WorkOne System.

#### *Key Responsibilities:*

- completing the goals and objectives set forth in the Region 4 Adult Education Plan

## Attachment 13 – Region 4

- managing adult education programs in accordance with funding guidelines
- developing and maintaining strong partnerships within the region
- re-establishing or aligning programs as outlined in the Plan
- monitoring program outcomes and conducting program evaluations
- making recommendations for program improvement & amending administrative procedures within various programs
- communicating information with appropriate parties
- compiling program data and completing reports
- preparing grant applications or other solicitations
- managing funds
- making recommendations and communicating actions taken by the regional consortium
- performing other duties assigned by the WIB
- implement goal attainment strategies as outlined in the Plan
- organize, direct, and supervise adult education programs in compliance with public and private mandates
- create and/or bolster relationships among programs and organizations
- instigate proceedings, provide input, and/or support activities that reinstate programs or align services
- address the three strands of the evaluation process: self-evaluations, external program assessments, and consortium appraisals
- provide guidance and directives regarding program development, remediation, or enrichment
- revise administrative actions for improvement of services
- inform, publicize, or convey information to or among various entities
- collect and assemble program statistics and prepare reports
- assist with an awareness campaign and fund raising activities
- monitor expenditure reports, determine adherence with fiscal guidelines, and make suggestions regarding reserve funding or budget modifications
- plan, attend, and take minutes at the consortium meetings
- engage in other activities requested by the WIB