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Addendum of Mandatory Plan Updates for PY14

REGION 5

1) Describe how the WIB focuses its strategies and/or services to "targeted" business sectors.

Process and information utilized: Data is obtained from the Indiana Department of Workforce Development (DWD) regarding employment by Industry Sector and the number of firms within Industry Sectors. In Region 5 there are nine industry sectors which together represent over three fourths of total employment: Retail Trade (14 %), Health Care and Social Services (13 %), Accommodations and Food Services (11 %), Manufacturing (9 %), Administrative Support (8 %), Education (7%), Transportation and Warehousing (5%), Wholesale Trade (5%), and Construction (5%). Among these nine major employment sectors six are targeted including all except Retail Trade, Accommodations and Food Service, and Education. Retail Trade and Accommodations and Food Services have lower rates of pay than other sectors. Education occupations typically requires a four year degree or higher level of education. The Information sector (2%) is also targeted due to the opportunity for higher earnings. Data from DWD regarding long term and short term occupational growth and demand is analyzed. This data includes long term occupational projections regarding growth in openings, both number and rate, as well as short term data for the same factors. Data from both Region 5 and Marion County (Economic Growth Region 5) is used due to the large number of Region 5 workers who commute to Marion County. Sectors with the largest numbers of employees are targeted for contact by Business Consultants for client placement and training assistance. Information about employment opportunities and associated skill needs are conveyed to program participants and training institutions to supplement information they may have obtained from other sources. Although not always in the targeted business sectors, employment positions that require two years or less of training and pay a self sufficient wage are also targeted. The WIB has established that a self-sufficiency wage is 200% of the poverty level which equates to \$11.05 per hour for an individual and \$22.64 per hour for a family of four based on a 40 hour work week. These so called "middle skilled" jobs represent about 55% of the 2009 job market and are expected to increase by 50% through 2014 according to a National Skills Coalition Report and are deemed important for occupational targeting.

Sector history and why targeted: The current sectors have been consistent over the last four years in terms of employment share and are expected to continue to provide the most employment opportunities. The seven targeted sectors are Health Care and Social Services, Manufacturing, Administrative Support, Transportation and Warehousing, Wholesale Trade, Construction and Information. The seven sectors targeted provide average earnings opportunities above the regional median wage of \$15.89 per hour (\$33,044 annually). Although Health Care and Social Services jobs may start at a lower rate, they are part of a career pathway that leads to higher pay with advanced training.

Oversight of special Initiatives or grant programs: The WIB is a partner in the Shelby County "Manufacturing Skills Connection" which is an 8 week classroom training program leading to a MSSC-Certified Production Technician certificate. Through the local WorkOne office the WIB recruits and assesses candidates and provides tuition support. The WIB is the program Fiscal Agent. There are 7 local business partners who give first consideration to hiring graduates.

Allocation of Resources to serving targeted Sectors: No specific amount of funding is allocated. Staff are directed to work with employers in targeted sectors when making presentations, follow-up for job openings, candidate recruitment, assessment, and referral and hiring fairs.

Priority for training or services to targeted sector: Business Consultants prioritize their outreach contacts to businesses in the targeted sectors to identify hiring and training needs and for promotion of WorkOne services.

Sector Partnership Efforts: Advanced manufacturing worker preparation through Manufacturing Skills Connection in Shelbyville as described earlier. This program may be expanded to Noblesville in Hamilton County. The WIB is partnering with the National Aviation Consortium to promote MSSC (Health, Safety and Quality) certification program for aviation and aerospace workers. Sixteen week accelerated, online, interactive, simulated instruction with project based learning labs is conducted by IVY Tech.

Ensuring Targeted Sector Employer Engagement: Business leaders from the targeted sectors are serving on the WIB. They provide input on sector needs through participation in WIB committees and at regular meetings. Investments in various major sectors are tracked by the WIB.

How the WIB will align with IC22-4.4-4-6 regarding Performance based funding for training leading to industry recognized credentials or associates degrees for High Demand, High Wage occupations:

The Indiana Department of Workforce Development compiles lists of High Wage/High Demand (HW/HD) occupations. High Wage is defined as paying more than \$33,044 which is the median annual wage of all occupations. High Demand is those occupations expected to have annual openings through 2018. There are 270 such HW/HD Occupations identified in EGR5. Of these there are 132 that require an associate's degree or less training. Initial thinking is that the WIB will fund training for these occupations similar to the WorkINdiana model wherein training providers receive a portion of their tuition up front and the balance when the trainee finishes training. This may be coupled with an incentive payment for those trainees who achieve an industry recognized credential or associates degree after training completion. Training would be limited to occupations on the HW/HD listing. The goal is to support training to meet employers' needs for these occupations rather than simply provide training support that may or may not lead to a well paying job. The WIB is currently funding training in some HW/HD occupations such as CDL. It is anticipated that additional guidance will be forthcoming from the State Workforce Innovation Council regarding the appropriate level of funding to earmark for this type of training. In PY 2013 the WIB budgeted \$550,000 of the WIA Adult and Dislocated Worker allocations for direct training. A significant amount was spent on training for high demand or high wage jobs, but not all led to achievement of an industry recognized credential. For example many CNAs were trained which is a high demand occupation with a credential but not a high wage occupation. OJT training in advanced manufacturing was funded which is a high wage and high demand occupation but does not result in an industry recognized credential.

2) Describe how the WIB partners with economic development entities or other business or industry-focused groups within the local area.

Role: The WIB through its WorkOne staff works with local economic development entities to promote growth of well paying job opportunities. The WIB's strategic goal is to become an essential asset to employers with the end goal of filling all employer job openings and enabling as many program participants and other job seekers as possible to gain self-sufficient employment. The WIB role is to engage the various resources under its purview to support economic development efforts and initiatives. Examples of resources include labor market data, employee recruitment, marketing of economic development initiatives through Business Consultant contacts with employers and financial support for training of new employees.

How WIB partners with Regional Economic Development Entities: The WIB partners with local Economic Development Corporations, Councils and Committees in activities such as identifying skill gaps, accompanying Economic Development Officials in making presentations to existing and new businesses, and hosting job fairs. The WIB provides access to current labor market information, descriptions of recruiting, assessment and training services and programs available which supplement the employer's HR

functions. Programs such as WorkKeys Occupational Profiling enable employers to make more informed hiring decisions as well structure training for incumbent employees. As new businesses begin operations the WIB supports their ramp up as appropriate and may provide financial assistance with initial training for new hires. The WIB also informs the job seeker community about the opportunities available.

Shared sector strategies, outcomes shared with partnering entities The WIB is a member of the Greater Indianapolis Chamber of Commerce of which the Regional Indy Partnership is a division. The Indy Partnership, an Economic Development Organization, promotes the region as a desirable location for the targeted sectors of Logistics, Biosciences and Health Care, Advanced Manufacturing, Motor Sports and Information Technology. The WIB plans to become more engaged with Conexus through its workforce committee. The WIB through its local WorkOne staff has membership in local Chambers of Commerce in all Region 5 Counties for purposes of networking and staying abreast of local development strategies.

EXECUTIVE SUMMARY

Background

The Region 5 Workforce Investment Board (WIB) represents eight Indiana counties: Boone, Hamilton, Hancock, Hendricks, Johnson, Madison, Morgan and Shelby. According to the U.S. Census 2010, the populations of these eight counties grew by 24 percent¹ – accounting for 45.68 percent of the entire State of Indiana’s population growth. There are now 931,279 persons residing in this region; for the first time, the population of the ring counties of Indianapolis exceeds Marion County’s population. Almost 30 percent of the Region 5 population resides in Hamilton County.

The Region 5 employer base consisted of 21,120 and these employers hired close to 296,000 Hoosier workers, constituting over 11 percent of Indiana’s labor force. Five industry sectors – Professional, Scientific, Technical Companies, Retail Trade, Construction, Wholesale Trade and Health Care and Social Services - made up 51.5 percent of the Region’s employers in 2010. These five sectors that employed 50 percent of the labor market in Region 5 included Retail Trade, Health Care and Social Services, Accommodation and Food Services, Manufacturing and Administrative support.

As of January 2014, the Region 5 Labor Force consists of **483,474** workers an increase of **6,001 (1.3%)** from January 2013 and the unemployment rate had **decreased** to **5.6 %**. Over the period, **(January 2013 – December 31, 2013)**, **32,811** Region 5 residents **claimed** unemployment benefits.

Region 5’s Workforce Development Strategy

In 2009, fifty-five (55%) percent of all of Indiana’s jobs consisted of middle-skills jobs and it is projected that these kinds of jobs will increase by fifty (50%) percent over the next five years.² While not all of the projected openings in these sectors pay a self-sufficient wage, these sectors’ entry level jobs represent the beginning of a career pathway that will lead to a self-sufficient paying Middle-Skills job. Occupations that will be in High-Demand and or will provide High Wages in Region 5 over the coming six years (through 2018) will be Middle-Skills jobs.

For Program Year 2014, the WIB has decided to invest its publicly funded resources in training programs that place a job seeker on a career pathway leading to a Middle-Skill Job. A middle-skill job requires just one (1) to two (2) year post-secondary education or occupational credential yet can lead to a job that pays a family supporting wage.³ The WIB will employ a targeted approach in identifying businesses in which to invest workforce development resources for these middle-skill jobs. Allocation and distribution of training funds will be driven by employers who have actual employment opportunities and are willing to work with Region 5 WIA clients and the WorkOne system.

The challenge to this strategy will be raising Region 5 employees’ educational levels. Over 61 percent of Region 5’s working age population (25 years and older) have secured a high school diploma or less. Of those who faced unemployment during the past three years of the recession, 72 percent of them had a high school diploma or less. The Region will be challenged to meet the

¹ All population statistics come from the 2010 U.S. Census

² National Skills Coalition, *Indiana’s Forgotten Middle-Skill Jobs*, p.8.

³ The CIRWB has defined a self sufficient wage as 200% of the poverty level for varying family size.

employer's demands for a trained workforce. In order for Central Indiana's economy to grow and remain strong, it is vital that its workforce raise its educational attainment levels.

Region 5 Workforce Development Implementation Plan

In PY 2014, the WIB plans to have WIA funding for Adults, Dislocated Workers and Youth in the amount of **\$ 5,321,693**, to invest in the Region 5 WorkOne system. Other anticipated funding includes **\$ 204,385** for WorkINDiana programs, **\$570,460** of state funding for JAG programs, **\$120,000 for Business Consultants and approximately \$110,000 of NEG for dislocated worker training**. In addition, other funding sources such as Wagner-Peyser and Unemployment Insurance funding will be available to the Region, as part of an integrated services contract. This additional funding will pay for some of the office costs and other expenses in WorkOne offices, where State staff are working.

It is anticipated that in PY 2014, the Region 5 WorkOne service delivery system will assist approximately 10,000 people, for a total of 60,000 workforce development services at the Core, Intensive or Training level. WIA Youth resources will be dedicated to the various Youth Activities in PY 2014. The planned number of In-school Youth to be served is **440, of which 242 will be WIA Youth enrollments**. The planned number of Out of School Youth to be served is 200. The planned number of adult WIA clients to be served is 2500 which includes 1250 dislocated worker enrollments and 1250 adult only enrollments.

The WIB wants to understand how investing its workforce development resources in occupational training impacts a WIA client's chances of obtaining a job in that relevant field that will lead to a fruitful career pathway. Further the board wants to track the impact the WorkOne services have on addressing and closing the education gap of Region 5's workforce. Therefore, the Board will collect the following data to begin benchmarking the progress:

- % of WIA clients who received training (ITA, OJT) AND obtained employment
- % of WIA clients trained who obtained jobs in the field in which they were trained.
- % of those in training who will receive a credential (AAS, Tech Cert, GED, Etc.)
- % of training money invested in different economic sectors.

LABOR MARKET ANALYSIS

PRIMARY BUSINESS SECTORS IN REGION 5

Background

As of 1st Quarter of 2010⁴, the Economic Growth Region 5 (including Marion County), had 44,636 employers who hired 832,136 workers – one-third of Indiana's workforce. Region 5's employer base consisted of 21,120 and these employers hired close to 296,000 Hoosier workers, constituting over 11 percent of the Indiana labor force. The average annual wage paid to employees working in Region 5 was \$36,280.

Private Industry Sectors with the Most Firms

⁴ From the Quarterly Census of Employment & Wages, 1st Quarter 2010

The business sector with the most firms operating in Region 5 was Professional, Scientific and Technical companies; there were 2,559 such firms conducting business in the eight counties. These firms employed 12,400 workers, who on average earned \$59,224 annually. The second sector with the most firms was Retail Trade; 2,476 stores are operated in Region 5 and employ 42,285 workers. The annual average wage for the retail worker in Region 5 equaled only \$22,660. The Construction Trade had the third highest number of firms operating in the Region. Over 2,400 construction oriented firms had 12,783 persons on their employee rolls. The average annual wage of a construction worker in 2010 was \$42,304. There were 1,749 Wholesale Trade companies in Region 5, and they employed 13,925 people, paying them average annual wages of \$53,780. The fifth business sector with the most establishments operating in Region 5 in 2010 was the Health Care and Social Services with 1,700 employers. This sector employed 32,866 people and the average wage was \$34,400.

Out of the twenty different private and public sectors represented in Region 5's economy, these five sectors – Professional, Scientific, Technical Companies, Retail Trade, Construction, Wholesale Trade and Health Care and Social Services made up 51.5 percent of the Region's employers.

Private Industry Sectors with Most Employees

The industry sector in Region 5 that employed the most people in 2010 was Retail Trade. Retail Trade establishments had 42,285 employees and constituted over 14 percent of the Region's entire labor force. Health Care and Social Services employed the second highest number of workers, 32,866 employees, representing 11 percent of the Region's economy. Accommodation and Food Service Sector employed almost 10.5 percent of the regions' labor force; 31,000 people worked in this sector in 2010. The average annual wage for this service oriented worker was just \$12,760. The Manufacturing Sector conducting business in Region 5 hired 24,564 people in 2010 and accounts for 8.3 percent of the region's labor force. The average annual pay level for the employee working in the manufacturing sector was \$44,880. The fifth largest Region 5 sector employing people in 2010 was Administrative Support. Almost 18,000 people were employed by this sector and their average annual earnings were \$30,400. This sector employs 6.1 percent of the labor force in Region 5. These five sectors – Retail Trade, Health Care and Social Services, Accommodation and Food Services, Manufacturing and Administrative support - employ 50 percent of the labor market in Region 5.

PROJECTED EMPLOYMENT OPPORTUNITIES in REGION 5

A variety of methods were used to collect reliable estimates of the employment opportunities that may become available in the region over the next couple of years. Information resources used to identify potential new jobs included labor market information updates, press releases, canvassing local employers, ICC Job Postings, and meetings with Region 5 LEDOs.

Employment Projections for businesses operating in the eight counties that comprise Region 5 are broken down by the following sectors. The time estimate for when these jobs will come available is over the next two years. Missing sectors does not signal that there will be no employment opportunities; rather, there just was no information regarding employment outlooks for these sectors:

<i>Employment Opportunities by Sector</i>	<i>Number of Jobs – Short Term</i>
Health Care Sector	290
Logistics Sector	2435
Manufacturing Sector	865
Office/Administration Sector	180

REGION 5 HIGH-DEMAND, HIGH WAGE OCCUPATIONS

According to Indiana’s Department of Workforce Development’s 2012 (short term) and 2018 (long term) occupational projections, central Indiana’s⁵ economy will experience healthy growth in most of its economic sectors; all but one (manufacturing) of the sectors are projected to experience an increase in employment openings in the short or long term futures. The occupations that will be in High-Demand and or have High Wages will be Middle-Skills jobs; such jobs are available in many economic sectors.

Middle-Skills Occupations

In 2009, fifty-five (55%) percent of all of Indiana’s jobs consisted of middle-skills jobs and it is projected that these kinds of jobs will increase by fifty (50%) percent over the next five years.⁶ While not all of the projected openings in these sectors pay a self sufficient wage, these sectors’ entry level jobs represent the beginning of a career pathway that will lead to a self sufficient paying Middle-Skills job.

There are several examples which would be considered Middle-Skill jobs. For instance, in the HealthCare sector, a Registered Nurse or Dental Hygienist professions require a two-year Associates Degree and pay as much as \$62,336 a year (RN) to \$75,000⁷ per year, salaries well above a self sufficient earning for a family of four. Licensed Practical nurses require some post secondary training and pay an annual salary of \$39,110. Dental Assistants need a post secondary credential and can earn \$37,000. Medical Assistants and Pharmacy Technicians require a post secondary training credential and pay between \$27,000 and \$29,000 a year; these two occupations represent more of the entry level positions of a career pathway.

The occupations of Bookkeeper and Executive Secretary (Office and Administrative Support Sector) require some post-secondary training and pay between \$34,000 and \$38,000 a year. A more entry-level position in this sector, Customer Service Representative pays almost \$15.00 per hour (\$30,816 annual) and can be the beginning point of a career ladder.

In the Construction Trades, many of the jobs including carpenters, pipefitters, electricians require on-the-job training (apprenticeships) and pay between \$35,000 and \$50,000. In the Logistics Sector, truck drivers are currently in high demand and the average pay is \$38,848.

While the entry level position of team assembler in a manufacturing firm has a starting salary of \$28, 477, with additional on the job training, career advancement with increase in pay is a reasonable expectation to have in today’s manufacturing environment.

⁵ Including Marion County Employers

⁶ National Skills Coalition, *Indiana’s Forgotten Middle-Skill Jobs*, p.8.

⁷ All salaries quoted are 2009 Annual Wages for Central Indiana; DWD provided for the National Bureau of Labor Statistics

INDUSTRIES AND OCCUPATIONS PROJECTIONS in REGION 5 - SHORT TERM (2012) AND LONG TERM (2018) ⁸

Office and Administrative Support Occupations

Office and administrative support jobs constitute the majority of employment opportunities Central Indiana; in 2012, almost 16 percent of all jobs will be in these occupations and in 2018, these jobs will constitute 15 percent of all jobs. While growth in new jobs for this sector is expected to be modest, due to the sheer volume (147,550 jobs in 2012 and 164,612 in 2018) there are estimated to be a total of 43,679 job openings in the Office and Administrative Support Occupations over the next seven years. Many of these jobs with significant forecasted openings include Bookkeepers (3,166 openings) with average annual pay of \$34,287 and Executive Secretaries (2,874 openings) with annual salaries of \$38,303. Entry level jobs in this sector that could serve as the beginning point of a career pathway include the Customer Service Representative (projected openings of 7,595) with annual salaries of \$30,816.

Health Care Occupations

Health care occupations (Practitioners and Health Care support) will employ 86,410 people in 2012 and 103,793 medical professionals by 2018, representing 9.36 percent employment sector in Central Indiana's economy. More important however, is the fact that it is projected that openings in health care occupations will grow by 50 percent by the largest projected increase in job creation in a given sector in the region over the seven years. By 2018, a total of 19,616 new health care jobs will be added to the Region 5 economy and an additional 14,848 jobs will become open due to replacement for a total of 34,462 health care job openings. Some of the occupations that will be in great demand include registered nurse (8,162 openings) licensed practical nurse (3,100 openings) pharmacy technicians (1,354 openings), dental hygienists (702 openings) and dental assistances (999 openings) -- all middle-skills jobs.

Logistics Jobs

Between 8.5 and almost 9 percent of Central Indiana's labor force will be employed in a logistics occupation between 2012 and 2018. Creation of new jobs in this sector is projected to increase by 5.2% over the short term and 10 percent by 2018, with a forecast of 8,224 new logistics jobs being created. Beyond new jobs, it is anticipated that 20,504 logistic jobs will come open due to replacement. There will be 7,128 job openings for the middle-skill job of Truck Driver by 2018. By far, the majority of the job openings in the logistics sector will be entry level warehouse workers (10,464). While these jobs are low wage jobs, many Logistic firms are beginning to demand of employees some post secondary training, recognizing that the Logistics Industry will be an evolving and far more complex environment that will demand trained employees.

Construction Trades Jobs

It is projected that jobs in the construction field will represent 4.29 percent Central Indiana's labor force in 2012 but will grow to 5.83% of labor force by 2018; there will be over 60,000 persons employed in this field. Projected job openings for 2018 in the construction trades will equal 18,332 and the majority of these openings will be for middle-skill jobs including Manager (annual pay \$60,100), Carpenter (\$40,614), Construction Laborer (\$37,063), Electrician (\$53,395) and Pipefitters (\$45,318).

⁸All data presented in this section is taken from the Short-Term Indiana Occupation Projections (September 2010) and Long-Term Occupational Projections (September 2010) prepared by IN Department of Workforce Development, Research and Analysis Department. The statistics include Marion County.

Manufacturing Jobs

While the Manufacturing employment ranking in Central Indiana is anticipated to drop from 6.3% in 2012 to 5.83 percent in 2018, with an estimated job loss of 1 percent over this timeframe, due to replacement openings, there will still be significant opportunities to find employment with Central Indiana's manufacturers. It is projected that there could be as many as 12,888 job openings in the region. While the majority of openings will be for the entry level team assembler position (2,077 openings), there will be a good number of openings in middle-skill jobs including Machinists (414 openings), Welders (548 openings) and First-Line Supervisors/Managers (668 openings).

TARGETED BUSINESS SECTORS

Choosing to concentrate training investment in one sector over another would limit the WIB's ability to respond to opportunities that may become available within a given industry. However, the WIB does understand the need to target limited public dollars in a strategic fashion that will best serve the region's economy and its workforce needs.

Therefore, the WIB has decided to invest its publicly funded resources in training programs that place a job seeker on a career pathway leading to a Middle-Skill Job. A middle-skill job requires just one (1) to two (2) years post-secondary education or occupational credential yet can lead to a job that pays a family supporting wage.⁹

There will be a targeted approach in identifying businesses in which to invest workforce development resources. Allocation and distribution of training funds will be driven by employers who have actual employment opportunities and are willing to work with Region 5 WIA clients and the WorkOne system. Such employers will be considered Preferred Employer Partners by the WIB.

Preferred Employer Partners must be able to demonstrate that the employment opportunities they have available are for middle-skill jobs OR are entry level jobs that are part of an identified career pathway in their company or their sector industry that will lead to a Middle Skills jobs. Further, the preferred employer partners should demonstrate they have a long term commitment to their employees. Such commitment could include a permanent position (rather than temporary), a position with benefits, opportunity for advancement or tuition reimbursement for training in the future.

Further, it is the WIB's hope that public investment in a WIA client's early occupational training will help attract private investment in the client's future training. Regardless of whether training investment monies support short-term or long-term training, it should always be evident that such investment will benefit a client's long term career potential, leading to a middle-skill job that pays a family sustaining wage.

WORKER CHARACTERISTICS OF REGION 5

⁹ The WIB has defined a self sufficient wage as 200% of the poverty level for varying family size.

Demographics

According to the U.S. Census 2010, the eight counties that comprise the Central Indiana Workforce Region grew by 24 percent in its population¹⁰ – accounting for 45.68 percent of the entire State of Indiana’s population growth. There are now 931,279 persons residing in this region; this population total for the first time exceeds Marion County’s population. Almost 30 percent of the Region’s population resides in Hamilton County. Indeed, Hamilton county’s increased by 33.44% over the past decade and constituted almost one-quarter of the state’s entire population growth.

The Region’s minority population grew by 132.5% over the past ten years. Almost 9 percent (8.62%) of Region 5’s population is minority (80,279). While the majority of the 80,279 minorities reside in Hamilton County, Madison County has the highest minority percentage among the eight counties; 12.29% of all residents of Madison County are a minority. The Hispanic population also grew significantly. There are now 27,217 persons of Hispanic origin living in Region 5, a population increase of 180.47%. The Hispanic population is evenly spread across the region, with each county’s percentage of Hispanic persons ranging between 1 and 3 percent.

The age distribution across the region remained stable over the last decade.¹¹ Children up to the age of 18 represent 29 percent of the region’s population. The College age students account for 5.35 percent of the total. Persons between the ages of 25 and 49 (the Gen-Xers) represent 36.92 percent of Region 5. While this age cohort gained additional persons, it lost about 2 percentage points in age distribution proportions due to the fact that the age cohort between 50 and 69 grew from 18.45 percent of the population to 21.11 percent. There are now an additional 51,376 people in this older worker age cohort in Region 5.

Educational Attainment

There are approximately 588,370 adults, age 25 or older who reside in Region 5 and almost 91 percent of these adults have a high school degree or better. However, only 38.78 percent of the adult population has secured a post secondary degree; approximately 9 percent of the population has failed to obtain a High School degree or GED. A full 20 percent of the high school graduates, 360,152 people, have attempted post secondary studies but have failed to secure a degree. There are 188,733 persons who stopped pursuing any education upon graduation from High School.

High School Graduation Rate

Region 5 high school graduation rates are in the high 90 percent rate for most counties. Madison and Morgan Counties have some schools with graduation rates below 85% while Boone County has the highest graduation rates.

2012 High School Graduation Rates	
Indiana Dept. of Education:	
Low – High Range within each County	
Boone	95.78% - 97.00%
Hamilton	86.00% - 96.32%
Hancock	88.39% - 97.53%
Hendricks	94.75% - 97.22%
Johnson	87.99% - 94.38%

¹⁰ All population statistics come from the 2010 U.S. Census

¹¹ 2005-2009 Census Household Survey

Madison	84.44% - 95.19%
Morgan	73.47% - 94.02%
Shelby	86.42% - 92.78%

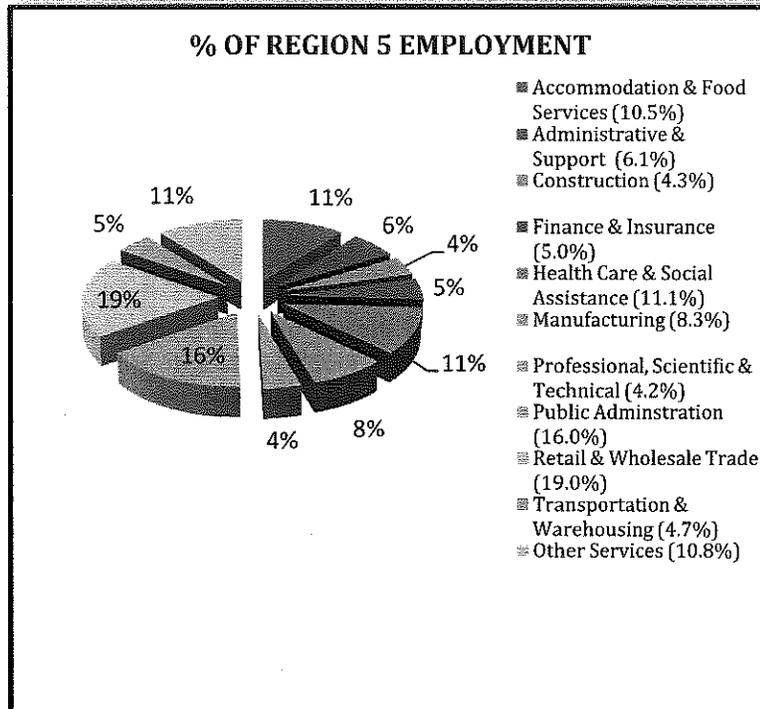
Employed/Unemployed¹²

At the height of the recession, Region 5's unemployment rate was 9.4 percent. (Feb 2010). As of January 2014, the Region 5 Labor Force *was 483,474* and the unemployment rate *was 5.6* percent. Over the *period January 2013 through December 2013, 32,811 people claimed unemployment benefits*. Region 5 workers with a high school degree or less were particularly hard hit by the recession. While 61 percent of the general population lack post secondary education, 72 percent of Region 5's unemployment population this past year possessed only a high school degree or less.

UNIQUE LABOR MARKET ATTRIBUTES IN REGION 5

Region 5, as part of the larger Economic Growth Region 5 which includes the state's Capitol, Indianapolis, is the heart of Indiana's economy. This ten county Metropolitan Statistical Area (MSA) comprises nearly 30% of the state's entire workforce and the state's employers. While the state as a whole remains a Manufacturing oriented economy, in Central Indiana, the economy is much more diversified as illustrated by the chart below:

¹² IN, DWD Research and Analysis, LAUS



OPERATIONAL PLAN

WORKONE OFFICES – As of July 1, 2014.

BOONE COUNTY	HAMILTON COUNTY
<p><u>WorkOne Lebanon - Express</u> 125 Lakeshore Dr. Lebanon, IN 46052</p>	<p><u>WorkOne Fishers - Express</u> 10204 Lantern Rd. Fishers, IN 46037</p>
<p><u>Contact</u> Phone: (765) 482-0160 Fax: (765) 482-0178</p>	<p><u>Contact</u> Phone: (317) 841-8194 (877) 674-3671 Fax: (317) 841-8275</p>
<p><u>Hours</u> Sunday: Closed Monday: 8:00 am - 4:30 pm Tuesday: 8:00 am - 4:30 pm Wednesday: 8:00 am - 4:30 pm Thursday: 8:00 am - 4:30 pm Friday: 8:00 am - 4:30 pm Saturday: Closed</p>	<p><u>Hours</u> Sunday: Closed Monday: 8:00 am - 4:30 pm Tuesday: 8:00 am - 4:30 pm Wednesday: 8:00 am - 4:30 pm Thursday: 8:00 am - 4:30 pm Friday: 8:00 am - 4:30 pm Saturday: Closed</p>

<p>HANCOCK COUNTY</p> <p><u>WorkOne Greenfield - Express</u> 836 S. State Street Greenfield, IN 46140</p> <p><u>Contact</u> Phone: (317) 462-7711 Fax: (317) 462-6340</p> <p><u>Hours</u> Sunday: Closed Monday: 8:00 am - 4:30 pm Tuesday: 8:00 am - 4:30 pm Wednesday: 8:00 am - 4:30 pm Thursday: 8:00 am - 4:30 pm Friday: 8:00 am - 4:30 pm Saturday: Closed</p>	<p>HENDRICKS COUNTY</p> <p><u>WorkOne Plainfield – Full Service</u> 160 Plainfield Village Dr., Suite 101 Plainfield, IN 46168</p> <p><u>Contact</u> Phone: (317) 838-9335 Fax: (317) 838-9398</p> <p><u>Hours</u> Sunday: Closed Monday: 8:00 am - 4:30 pm Tuesday: 8:00 am - 4:30 pm Wednesday: 8:00 am - 4:30 pm Thursday: 8:00 am - 4:30 pm Friday: 8:00 am - 4:30 pm Saturday: Closed</p>
<p>JOHNSON COUNTY</p> <p><u>WorkOne Franklin – Full Service</u> 99 N. Lovers Lane Franklin, IN 46131</p> <p><u>Contact</u> Phone: (317) 736-5531 Fax: (317) 736-8402</p> <p><u>Hours</u> Sunday: Closed Monday: 8:00 am - 4:30 pm Tuesday: 8:00 am - 4:30 pm Wednesday: 8:00 am - 4:30 pm Thursday: 8:00 am - 4:30 pm Friday: 8:00 am - 4:30 pm Saturday: Closed</p>	<p>MADISON COUNTY</p> <p><u>WorkOne Anderson – Full Service</u> 222 E. 10th St., Suite B Anderson, IN 46016</p> <p><u>Contact</u> Phone: (765) 642-4981 Fax: (765) 641-6557</p> <p><u>Hours</u> Sunday: Closed Monday: 8:00 am - 4:30 pm Tuesday: 8:00 am - 4:30 pm Wednesday: 8:00 am - 4:30 pm Thursday: 8:00 am - 4:30 pm Friday: 8:00 am - 4:30 pm Saturday: Closed</p> <p>WorkOne Elwood – Itinerant Location and Hours -TBD</p>

MORGAN COUNTY	SHELBY COUNTY
<p><u>WorkOne Martinsville - Itinerant</u> 180 South Main Street (Basement) Martinsville, IN 46151</p> <p><u>Contact</u> Phone: (765) 349-5505</p> <p><u>Hours</u> Sunday: Closed Monday: 8:00 am - 4:30 pm Wednesday: 8:00 am - 4:30 pm Thursday: 8:00 am - 4:30 pm Saturday: Closed</p>	<p><u>WorkOne Shelbyville – Express</u> 130 West Rampart Shelbyville, IN 46176</p> <p><u>Contact</u> Phone: (317) 392-3251 Fax: (317) 392-3419</p> <p><u>Hours</u> Sunday: Closed Monday: 8:00 am - 4:30 pm Tuesday: 8:00 am - 4:30 pm Wednesday: 8:00 am - 4:30 pm Thursday: 8:00 am - 4:30 pm Friday: 8:00 am - 4:30 pm Saturday: Closed</p>

PERFORMANCE METRICS IN ADDITION TO COMMON MEASURES

In addition to the common performance measures that the U.S. Department of Labor requires all Workforce Investment Act systems to report, the WIB has requested the following additional performance measures be collected over the next program year:

- % of WIA clients who received training (ITA, OJT) AND obtained employment
- % of WIA clients trained who obtained jobs in the field in which they were trained.
- % of those in training who will receive a credential (AAS, Tech Cert, GED, Etc.)
- % of training money invested in different economic sectors

The WIB wants to understand how investing its workforce development resources in occupational training impacts a WIA client’s chances of obtaining a job in that relevant field that will lead to a fruitful career pathway. Further the board wants to track the impact the WorkOne services have on addressing and closing the education gap of Region 5’s workforce.

In addition to these performance benchmarks, the WIB has requested regular implementation of the Net Promoter System to measure customer satisfaction, both for the job seekers and employers. This system measures both satisfaction levels and customer loyalty. Each time the surveys are disseminated, the results will be analyzed and compared to previous scores; any corrective actions necessary will be taken. All suggestions and/or comments will be taken under consideration.

CUSTOMER FLOW IMPLEMENTATION

The customer flow policy was implemented in program year 2011, to include the identification of staff and corresponding functions, staff training, and new procedures. The Customer Flow DWD Policy 2010-13 is the basis for the procedures that have been put into

place. The customer pool is following the integrated model of co-enrollment in all funding streams for which customers are both eligible and in receipt of services. In full service Offices, the implementation of utilizing staff with specific functions is more aligned with the DWD policy. Designated staff function as Job to Job Case Managers, or Job to Training Case Managers, or Academic Career Counselors. Two state funded Academic Career Counselors are an integral part of the process, and each one works in two WorkOne locations, participating in the work flow that is specific to that WorkOne Office. In Express WorkOne locations, with fewer staff available, it is necessary to have WIA funded staff perform multiple functions. As an example, this may entail a staff person conducting job search workshops as well as assisting individuals with their training needs.

In August of 2011, the CIRWB adopted a new policy on core and intensive services. Core services as listed in this policy include: Initial assessments, Unemployment Insurance Assistance, Orientation Information and Workshops, Indiana Career Connect, Internet Based Learning Tools, Informational Workforce Development Workshops, WorkKeys, Labor Market Information, Information on Eligible Training Providers, Information on Student Financial Aid, Information on Public and Community Resources and Follow-Up Services. In the implementation of this CIRWB policy, it does state that all staff, regardless of the funding stream that is used to pay their wages, will be expected to provide the core services as listed above.

The Intensive Services policy adopted by the CIRWB in August of 2011, identifies customers that will be in receipt of intensive services as one of the following: The customer has less than a high School diploma or a GED; or, the customer has been unemployed for 16 weeks when the Region's unemployment rate is at or above 6.5 % or for 12 weeks or more when the Region's unemployment rate has been 6.4 % or lower; or, the customer has utilized Core services and continues to struggle to secure employment. Signs of customer's struggle may include difficulty navigating computer based services or low WorkKeys Test Scores; or, the WorkOne customer requests Intensive Services. Documentation demonstrating the need for Intensive Services is a part of the procedure. Customers identified above that are in agreement to accept an Intensive Service are fully enrolled in Intensive Services. The significant difference between Core and Intensive services is the individualized, customized service the customer receives. The customer is assigned to a professional level case manager and an academic career counselor, both of whom will invest significant time and resources in helping the customer overcome their barriers to employment. The WIB expects that, at the time of signing an Academic Career Plan, the customer and WorkOne staff are clear on their individual responsibilities for which they will be held accountable.

In August of 2011, a policy was adopted by the CIRWB to provide guidelines concerning the provision of training. In order to receive a direct client funded training service, the customer must meet WIA eligibility criteria and Data validation requirements and be academically ready, as defined by the DWD Policy 2010-13. Customers must be tested to ensure they are free from drugs, according to DWD Policy 2010-22. The customer must be pursuing occupational training that will lead to a Middle Skills Job. A customer may choose a non-Middle Skill occupational training if they can document that employment

opportunities exist upon completion of the training. A Middle Skills job is defined as an occupation that will pay a self-sufficient wage. A CIRWB policy defines a self-sufficient wage for a household to be 200 % of poverty. Therefore, training services will be limited to WIA Adult clients whose individual or household incomes are less than 200 % of poverty. Should direct client funds used to pay for training be determined limited, a limited fund policy is utilized, which restricts eligibility for training to 100 % of poverty for the Adult individual or household. The CIRWB has determined that WIA funding is limited as of July 1, 2014, and will utilize its policy for priority of clients to be served. Only adult clients with income of 100 % or less of the Economically Disadvantaged criteria will be offered funding for direct client services. This policy will be evaluated after the first quarter ends (9-30-14) to decide if WIA Adult funds continue to be limited. In order to protect its investment of public funds and the investment of the client's time, the WIB will invest training dollars only in occupational training programs that provide a national or industry recognized certification, results in college credit or is employer designed to meet an employer's or industry's required specifications.

TRACKING ACTUAL PERFORMANCE AGAINST PERFORMANCE GOALS

Though the management reports for Common Measures is only periodically made available to the Region from DWD, the WIB staff will generate monthly real time data reports and project probability of meeting performance outcomes that are mandated by DOL and DWD. In addition, reports will reflect any additional goals and objectives of the WIB, as they are implemented in program year 2014. As data is collected and reports are generated monthly by RO staff, desktop reviews are also conducted. Data reports with goals and actual performance will be distributed to WIB members on a regular basis. RO staff will discuss with WIB members and Service Providers any performance deficiencies and make recommendations for improvement. One example is a target number of individuals to receive on-the-job training contracts and ways in which the performance, if less than planned, may be increased. Another example would be providing more intensive follow-up services for job retention during the performance period. Reviewing expenditure levels on a monthly basis is also critical for meeting required expenditure levels to ensure the Region does not lose funding because minimum levels are not met. This requires close planning and analyzing probable causes for any low or high levels of expenses.

WIA ADULT AND DISLOCATED WORKER SERVICES

Attachment 2 is the PY 2014 WIA Adult and Dislocated Worker Services Matrix

CRITERIA TO DETERMINE IF WIA ADULT FUNDS ARE "LIMITED" & WIB INVOLVEMENT IN DETERMINING WHEN ADULT FUNDS ARE "LIMITED"

The WIB recognizes that the Adult WIA funds are often limited and therefore has established a system that will alert the Board when direct client funds become low and therefore need to be prioritized. The WIB has passed a policy that requires the WIB staff to report each month or at regularly scheduled meetings, the amount of WIA Adult Direct Client funds remaining for the year. The WIB will consider Adult funds "limited" when 50 % of the budgeted Adult direct client services funds have been obligated prior to the 6 month mark of the program year, or in December. These funds will remain limited until the end of the program year or until additional funding is secured that raises the direct client services funding to 50 % of the budgeted amount of the current program year.

In addition to the WIB policy stated above, the WIB has determined that WIA Adult client funding is limited as of July 1, 2014 and will utilize its policy for priority of clients to be served. Only adult clients with income of 100 % or less of the Economically Disadvantaged criteria will be offered funding for direct client services. This policy will be evaluated after the first quarter ends (9-30-14) to decide if WIA Adult funds continue to be limited.

PROCESS TO ENSURE PRIORITY IS PROVIDED TO VETERANS AND VETERANS' SPOUSES, LOW INCOME INDIVIDUALS, AND RECIPIENTS OF PUBLIC ASSISTANCE WHEN WIA ADULT FUNDS BECOME "LIMITED"

Once the Adult direct client funds have been declared "limited" by the WIB, the policy then lays out the following protocol for WorkOne Center staff to use when determining which Adult WIA clients may receive direct funding, based on most in need. The policy states if a limit on Adult direct client funding is activated, only new WorkOne customers will be impacted by the restriction. WIA Adult clients currently being served will continue to receive services as a first priority, so that training plans may be completed.

For new WIA Adult clients, first consideration for direct client services when funds are "limited" are those who earn less than 100 % of the Economically Disadvantaged Guidelines based upon the six month period preceding WIA Adult registration. A veteran or a military spouse who earns less than 100 % of the Economically Disadvantaged Guidelines will receive first consideration of direct client funding, according to a WIB policy. For all other Adult WIA clients who meet the income criteria, they must meet at least two of the following characteristics in order to receive funding:

- Needs a *High School Equivalency certificate*
- Needs occupational skills training
- Is age 55 or older
- Is a single parent with a poor work history
- Is homeless
- Is an individual with disabilities
- Is an individual with substantial language or cultural barriers
- Is a resident of Region 5

WIA YOUTH SERVICES

Attachment 4 is the PY 2014 Youth Services Matrix.

Number of WIA Youth Service staff persons

The One Stop Operator will employ an Associate Director who will work closely with the JobWorks and JobSource management staff in oversight of the youth programs. There are currently 5 youth Career Coaches from the Service Provider staff and **11 JAG Specialists. *Additionally, there is one full-time and one part time JAG coordinator positions.*** In total there will be 15 to 17 youth staff.

Youth Outreach Activities

Summer Youth Employment Opportunities: Region 5 will offer a limited summer program to current youth and JAG students. During their 8 weeks of employment, youth will also work with their local Youth Career Coach to gain workplace skills, with a weekly focus on job search techniques, resume writing, interview skills, communication skills and employer expectations.

Work Experience/Internship Program: The Work Experience and Internship program has been designed to match the WIA program elements by providing youth with opportunities to gain real-life work experience in their field of interest, while also providing them feedback from a supervisor, workplace soft skills and knowledge from a Youth Career Coach. Youth will be placed with a local employer for up to 8 weeks of employment and exposure to their chosen career pathway. While exceptions may be made for additional weeks, approval would be required by the Associate Director.

Jobs for America's Graduates (JAG) Program: The Jobs for America's Graduates Program is a nationally recognized drop-out prevention program currently serving Region 5 students at Anderson, **Pendleton Heights**, Eastern Hancock, Martinsville, Shelbyville **Mt. Vernon, Greenfield Central, and Whiteland High Schools**. Through this program, students are taught employability skills, team membership, leadership and soft skills by an in-class Specialist.

WIA funded Youth programs will be promoted in the Region 5 community through a variety of methods.

- Word of mouth and referrals from existing WIA youth and Jobs for America's Graduates students
- Walk-ins at the local WorkOne office
- Posters in local high schools for in-school WIA youth (non-JAG), as well as referrals from guidance staff
- Posters in Region 5 JAG high schools for the program, as well as referrals from guidance staff and school advisory committees
- 16x24 posters, 8x11 flyers in other local areas for out of school WIA youth (churches, community centers, **adult** education sites, food banks, libraries, McDonald's restaurants, etc.)
- Participation at job fairs, resource councils, chamber of commerce meetings, etc. to promote WIA youth enrollments, and participation of local employers for guest speakers in JAG classes
- Postcard hand-outs at the above events and in mailings to referrals
- Social Media

Performance Measures to determine Success of Youth Programs

The three WIA common measures for youth programs: placement in employment or education, attainment of degree or certificate, and literacy and numeracy gains, will be the first measurements used to determine success. ***Additionally, JAG requires the measurement of employment, successful completion, and graduation attainment related outcomes.*** Enrollment goals will be established for counties and their success in meeting those goals will be important to their overall performance. Staff will work with the Youth Council of the WIB to determine if additional measurement tools are to be identified.

OTHER SERVICES

The WIB will ensure that regional staff coordinate activities with the State Rapid Response Team and Dislocated Workers Unit, as well as take responsibility for the coordination of Adult Education, Unemployment Insurance, Trade Act, Title 38 Veterans' programs, and Worker Profiling and Reemployment Services (WPRS), ***Jobs for Hoosiers***, and Reemployment and Eligibility Assessment (REA). WIB designated staff will oversee the State and Service Provider regional team members responsible for these activities.

Rapid Response Services

Business Consultants on behalf of the regional WorkOne service delivery system will coordinate closely with the State Rapid Response team to manage a mass lay-off.

The Business Consultants will take the lead with dislocations of 50+ by responding to all WARN Notices provided by the State Rapid Response team. Additionally, the Business Consultants, and local staff will attempt to respond to all known dislocations of less than 50.

The Rapid Response Team will play an active role in meeting with the company and union representatives. Designated WIA Service Provider staff and state staff will provide an orientation to the affected workers prior to lay-off, when possible. This will include the provision of information about unemployment insurance, services for veterans, and other WorkOne offerings, such as workshops. Staff will identify for the affected workers the WorkOne locations that are both within and outside of the regional area to allow for customer choice following their lay-off. Designated WIB staff, working with the Service Provider and State Rapid Response team, will determine if additional discretionary dislocated worker funding may be needed.

The Business Consultants will assess the reason(s) for the mass lay-off and provide information regarding eligibility criteria for TAA. If appropriate, the Business Consultants will provide information on how to submit a TAA petition and assist the employer/union in completing the petition. The Business Consultants will notify the State Rapid Response team of the date and time of the initial contact, subsequent meetings, and TAA petition filing if applicable. Upon notice of TAA certification, the Regional Operator will work with the State Rapid Response team to identify eligible workers, notify workers, and provide TAA orientation at the earliest possible time.

When the Business Consultant identifies any opportunities to avert the mass lay-off the State Rapid Response team will be notified and invited to assist in the aversion.

Coordination of State Workforce Development Programs

Adult Education

Designated WIB staff will participate in the Adult Education regional consortium that is established, working together with the Board Staff of Marion County, as well as with the Adult Education providers to coordinate partner services. In Program Year 2014, funding for each region will include funds for innovative projects as well as for WorkINDiana programs. Consortium members will work together to achieve a high level of performance according to the consortium metrics that have been developed. This includes : Entered Employment, Employment Retention, Wage Gain, Entered Postsecondary Education/Training, Obtained GED Certificate/High School Diploma, Percent of Co-Enrollment with WIA, Speed to Level Gains, and Enrollment Persistence and Retention.

Staff in the WorkOne offices will be knowledgeable of the Adult Basic Education program operators and referral mechanisms. Coordination will take place to include cross-referral to the WorkOne offices from the adult education program operators. Enrollment into WorkOne services will occur, as appropriate, and may include case management and academic and career counseling, as appropriate. The objective for those attaining a *High School Equivalency certificate*, High School diploma, or higher skill level through their participation with an Adult Basic Education program, will be to participate in a WorkINDiana or WIA funded training program, as may be appropriate. Some individuals attaining a certain level of achievement will choose to seek employment upon completion. WorkOne staff on the Business Services Team will work with businesses to better understand and communicate to all WorkOne staff what certifications are in demand. Training objectives will be focused on demand skill certifications. Designated WIB Staff, State, and Service Provider staff will designate a contact person at each WorkOne location responsible for the overall coordination of Adult Basic Education programs. Working together, they will be able to identify ways in which they may achieve maximum success for each student or client, as well as maximize program performance. Working within the budgets established, the goal is to spend 100 % of the funding provided.

Unemployment Insurance

Unemployment Insurance claimants will be assisted with filing their initial claims in full service WorkOne offices. Customers may utilize the customer computers available in WorkOne Express offices as well to file their claims. In Region 5, a few Unemployment Insurance specialists have been designated to assist claimants with issues beyond the initial filing of their claim. These specialists escalate unresolved issues to the Unemployment Insurance staff located in Indianapolis. In addition, these specialists provide training to other staff to ensure that all staff is kept up to date with changes to the Unemployment Insurance program.

Trade Assistance Act

In Region 5, the Trade Assistance Act services are only available in the full service WorkOne offices. These services are provided by Wagner Peyser, Trade Assistance Act, and Unemployment Insurance funded staff. If needed and policy allows, WIA staff may on occasion provide TAA services. TAA eligible customers may be co-enrolled into the WIA Dislocated Worker and Wagner Peyser programs to ensure coordination of services. As stated in the WorkOne Customer Flow State policy, DWD Policy 2010-13, the intent of the co-enrollment is to allow the customer to be served in the best manner possible, utilizing available staff to provide the service.

Title 38 Veterans' Programs (LVER, DVOP)

The U.S. Department of Labor Veterans' Program Letter No. 07-10, is the current guidance letter with the subject "Refocused Roles and Responsibilities of Jobs for Veterans State Grant Funded Staff". All current State management staff in the region, as well as two of the Program Year 2012

Regional Operator staff of Interlocal Association have attended training regarding the established roles, conducted by the National Veterans' Training Institute staff.

The primary focus of the position of Local Veteran Employment Representative (LVER) is employer outreach and job development services. The LVERs in the region are integrated within the Business Services Team. They are an integral part of this team, with specialized knowledge of Federal Contractors and re-employment rights for Veterans. LVERs ensure veterans preference is given on all job orders received in the WorkOne offices. They provide training to other staff to better serve the veteran population and also act as a resource for other staff regarding veterans' issues.

The Disabled Veteran Outreach Program (DVOP) Specialist provides intensive services to targeted Veterans. The DVOP Specialists in the region work in an integrated environment, working together with Wagner Peyser, UI and WIA funded staff, to deliver services to Veterans. Efforts of the DVOP Specialist are focused on providing services to those economically or educationally disadvantaged Veterans who can reasonably be expected to benefit from improved employability as a result of the receipt of intensive services.

Worker Profiling and Reemployment Services (WPRS) and Reemployment and

Eligibility Assessment (REA)

In Region 5, REA and WPRS services are only available in the full service WorkOne offices. WPRS and REA customers will be dually enrolled as Workforce Investment Act Dislocated Workers and/or Adults as appropriate. The REA and WPRS Coordinators in the full service WorkOne offices will be designated in the new customer flow as job to job case managers. If REA/WPRS customers are in need of additional training, they will be transitioned to an Academic Career Counselor or job to training to job case manager as appropriate.

Business Services

The WIB has set forth in its Training Investment Policy the philosophy that workforce development policies and programs should be structured to respond to the needs of the region's economic development mission to retain, expand and attract business endeavors to the region. The Region 5 Business Service Team consists of two Business Consultants funded by a separate allocation to the WIB, and a Business Consultant funded by WIA, Service Provider staff and State staff. Oversight is provided by designated staff of the WIB. The team works to raise employers' awareness of the region's workforce development programs and to deliver to employers appropriately trained workers who possess the 21st Century skill sets required by today's employer.

The responsibilities of the Regional Workforce Team include marketing the WorkOne brand by using various methods and packaging to highlight the services and benefits of the WorkOne system to businesses. Business Services Team members join and participate on employer groups, human resource groups, local economic development corporations and community groups, making presentations and participating in workforce development events such as job fairs and hiring fairs. Job recruitment activities also include maintaining candidates in a job ready On-the-Job training pool. Job posting activities include managing the Indiana Career Connect job orders, and meeting

with employers to secure new job orders. Job matching activities include WorkKeys and other assessments and tests. Veteran and non-Veteran job orders are identified, hiring lists are obtained, and WorkKeys profile applications are facilitated for employers.

To ensure that the region's limited resources are invested in businesses that will provide the greatest impact on the region's economic welfare, the Business Team will concentrate its efforts on businesses that pay self-sufficient wages, offer benefits and growth opportunities, and utilize and promote the WorkOne system.

Veterans' Priority of Service

Under WIB Priority of Service Policy, Veteran and eligible spouse customers should 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 have been developed and are posted in all WorkOne offices where veterans are served. Signs are framed and displayed in a manner where the public and especially veteran and eligible spouse customers can easily see them. In accordance with the Priority of Service sign, 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 when checking in.

Eligibility is as follows:

- 1) A veteran.
- 2) The spouse of any of the following individuals:
 - a) Any veteran who died of a service-connected disability or,
 - b) Any member of the Armed Forces serving on active duty who, at the time of application for the priority, is listed in one or more of the following categories and has been so listed for a total of more than 90 days:
 - i) missing in action or,
 - ii) captured in line of duty by a hostile force or,
 - iii) forcibly detained or interned in line of duty by a foreign government or power.
 - c) Any veteran who has a total disability resulting from a service-connected disability, as evaluated by the Department of Veterans' Affairs.
 - d) Any veteran who died while a disability, as indicated in (3) above, was in existence.

KEY PARTNERSHIPS

Attachment 5 (b) is a Matrix that outlines the partnerships the WIB and staff maintain with organizations operating in Region 5.

Economic Development Partnerships

The WIB is committed to serving the Business Community of Central Indiana. To ensure that the economic development leaders for Central Indiana know of and work with the WorkOne System, there are two Economic Development officials serving on the WIB. Further, designated WIB Staff will communicate and meet regularly with the eight Economic Development Corporations located within the region.

Designated Business Services team members will coordinate with staff of the local business and economic development organizations. A Business Service Team representative will actively participate in all existing Chambers of Commerce. Working with the Local Economic Development Organizations (LEDOs) in Region 5, partnering opportunities will be identified and pursued. Some of the services provided to employers, Chambers and LEDOs include attraction projects, job fairs,

expositions, business outreach, WorkKeys, OJT program, Indiana Career Connect, and special projects.

BUDGET

In PY 2014, the WIB plans to have WIA funding for Adults, Dislocated Workers and Youth in the amount of **\$5,321,693**, to invest in the Region 5 WorkOne system. Other anticipated funding includes **\$204,385** for WorkINdiana programs, and **\$ 570,460** of state funding for JAG programs, **\$120,000 for Business Consultants and approximately \$110,000 of NEG for dislocated worker training**. In addition, other funding sources such as Wagner-Peyser and Unemployment Insurance funding will be available to the Region, as part of an integrated services contract. This additional funding will pay for some of the office costs and other expenses in WorkOne offices, where State staff are working.

Budget Matrices for the WIB, One Stop Operator and Service Providers will be attached as directed by DWD.

MONITORING OF BUDGETS

Every month the Fiscal Agent prepares a financial report of expenditures that includes expenditures for all current contracts as well as all other regional expenditures. The Fiscal Agent reviews expenditures and spending rate of the One Stop Operator, Service Provider, Direct Client Services and Board expenses monthly. The financial report is submitted monthly to the Finance Committee for review, discussion and approval. After financial committee review the financial report is presented to the WIB for final approval.

MINIMIZING OF ADMINISTRATIVE COSTS

The CIRWB recently issued a Request for Proposals and procured a new Regional Operator organization, Interlocal Association (IA) for PY12 and PY13, with a possible third year extension. ***The WIB approved continuing with Interlocal Association as Regional Operator for PY 2014 at its February 19, 2014 meeting.*** IA functioned with fewer fulltime equivalent positions than in Program Year 2011, resulting in reduced expenses. The CIRWB issued a request for proposals for the Fiscal Agent function for PY12 and PY13 and a new organization, Interlocal Association was selected resulting in \$91,765 of additional administrative savings. ***The WIA Grant Recipient selected Interlocal Association as its Fiscal Agent and the IA contract will continue at the lower rate.*** Dependent on the Annual Audit approach, audit costs may be reduced through a single entity audit process. The WIB planned meeting schedule is every other month to reduce travel expense and other meeting costs. Committee and workgroup meetings are centralized based on the location of attendees or sessions may be conducted via conference call. The regional website and e-mail are used to reduce copying and mailing expenses.

Allocation of WIA Administrative to Staff, Travel and Outreach

The WIA administrative funds have been distributed to the Board and Designated Board Staffing budgets. Administrative funds in the Board's budget will pay for the Fiscal agent and the annual audit. The remainder of the allowable administrative funds will be spent on designated WIB staff who perform administrative tasks on behalf of the board, fees for service such as accounting and payroll, audit and marketing and liability insurance costs.

Policies and Procedures in Place that Govern the Hiring of Staff and Travel

The WIB adheres to the Indiana Department of Workforce Development policies including those contained in DWD Policy 2010-12 dated March 8, 2011.

The WIB will adopt travel policies consistent with OMB circular requirements.

GOVERNANCE AND STRUCTURE

CONSULTING WITH PUBLIC, LEOs, BUSINESS, LABOR AND ECONOMIC DEVELOPMENT

The Regional Operator utilized the Central Indiana Regional Workforce Board as the representative body of the interest groups that would have an interest in this plan. The board is comprised of eight business leaders, as well as a labor, economic development, community service and education representatives. The board was consulted several times, seeking their input and approval to focus workforce development resources on Middle Skill career pathways.

Because the plan calls for the targeting of resources on trainings that match up with actual identified employment opportunities, the Regional Operator staff also met with all of the Region 5 Local Economic Development Officials (LEDOs) to review the Workforce Development Strategy and Implementation Plan on April 25, 2011. Seven out of the eight LEDOs for Region 5 attended the meeting.

The economic development experts expressed frustration that there are no public monies for job training of incumbent workers nor public money that can be included in a business attraction package. The RO staff did explain that industry specific training can be developed for an employer, provided the employer is willing to work within the WorkOne system. The LEDOs expressed the need to have data on the training levels of the workforce in Central Indiana. Businesses often ask LEDOs how they can identify and locate employees trained for a particular occupational skill. The RO has been working with the LEDOs on this issue for a year now and will continue to work to identify up-to-date, accurate information about the workforce.

Finally, the Local Plan was posted to the CIRWB's website for public comment in 2013. No comments were received. For PY14 the plan was posted May 23, 2014 at www.workonecentral.org and a public notice of the plan's availability for review and comment will be published.

ROLE OF THE LOCAL ELECTED OFFICIALS IN DELIVERY OF WORKFORCE DEVELOPMENT SERVICES

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."

Selection of a County Chief Elected Official to Represent the County

The Local Elected Officials of each county together shall select from among them a County Chief Elected Official (CCEO) to represent their interests on the local Region 5 Workforce Investment Board (WIB). The CCEO shall interact with:

1. The Local Elected Officials Executive Council and

2. The Chief Elected Official for the formally designated Region 5 Workforce Service Area (WSA) per the region's County Chief Elected Officials (CCEO) Agreement, on matters concerning the local Region 5 Workforce Investment Board (WIB).

On behalf of the County, the CCEO will enter into an agreement with other CCEOs on the Executive Council of the Region 5 Workforce Service Area. The CCEO will act as the liaison for the county she/he represents. The CCEO may also serve as the Chief Elected Official for the Region 5 Workforce Service Area as agreed by all CCEOs.

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 service area to establish related responsibilities and actions as it pertains to the Workforce Investment Act (WIA) and local workforce investment boards;
- Providing guidance to the local Region 5 Workforce Investment Board as a member of the CCEO Executive Council;
- Communicating updates and changes to the Local Elected Officials of the County;
- Selecting a Chief Elected Official (CEO) for the Region 5 Workforce Service Area;

In the event the Elected Official determines the need to utilize a proxy to the CCEO 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.

Other CCEO Responsibilities

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

Duties and Responsibilities of the Chief Elected Official for the Region 5 Workforce Service Area

The Chief Elected Official (CEO) for the Region 5 workforce service area 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 5;
- Appoint members to the local Workforce Investment Board (WIB) serving Region 5, 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 a Memorandum of Understanding (MOU) with WIA partners for the operation of the WorkOne system in the local area; and
- Consult with the local WIB to conduct oversight of WIA youth programs.

In addition, the CEO for the workforce service area will be responsible for interacting with the designated County Chief 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 County Chief Elected Officials Executive Council.

* The Chief Elected Official for Region 5 is Madison County Commissioner John Richwine.

In Region 5, financial liability for the misuse of workforce investment funds shall be handled in the following manner:

The CCEOs will require the following of all Entities receiving funding from the Grant Recipient:

- Entities shall have appropriate bonding and insurance overages which protect against the loss of funds;
- Entities receiving funding shall be well qualified and audited annually;
- Contracts and agreements with Entities shall include provisions for repayment of any disallowed expenditures found as a result of monitoring or audit.

Recovery of any misused funds will begin with the Entity expending the funds and continue upward through the chain of disbursement from the Grant Recipient. If after due diligence and all efforts to recover misused funds are unsuccessful, the Region 5 CCEOs agree that of the total amount to be recovered, the amount due from each shall be determined based on the public entity's share of the total Region 5 population as stated in the 2010 Census. The county's share shall be determined based on the county population minus the population of the other cities and/or towns in that county with a population of 5000 or more.

LOCAL ELECTED OFFICIAL AGREEMENTS

Local Elected Officials Agreements for each of the eight counties in Region 5 are included as Attachment 8. As needed, these agreements are in the process of being updated and signed by Local Elected Officials.

FISCAL AGENT

Lance D. Ratliff

Interlocal Association
836 S. State Street
Greenfield, IN 46140
317-467-0248 Ext 317
Lratliff@workonecentral.org

NOMINATION AND SELECTION PROCESS FOR WIB APPOINTMENTS

Nominations for WIB appointment are solicited from the appropriate business and non-business entities identified in WIA as prescribed by DWD Policy 2010-09, Change 2. The County Chief Elected Officials have agreed that the Hamilton, Madison, Johnson and Hendricks counties will have three business representatives and that Boone, Hancock, Morgan, and Shelby Counties will have two business representatives. All non-business WIB appointments will be made on a regional basis. Nominations received are sent to the CEO with a copy to WIB Executive staff. Executive staff circulate the nominations to all County Chief Elected Officials for information and comment. CCEOs have 10 calendar days in which to submit comments to the CEO. After the 10 day comment period the CEO will make appointment to the WIB via letter or may decline to appointment the nomination. If the nominee is not appointed, additional nominations will be requested. All CCEOs are notified of all appointments made.

SELECTION OF WIB BUSINESS REPRESENTATIVES

About one half of the Region 5 employment is within five sectors which include Retail Trade; Health Care and Social Services; Accommodations and Food Services; Manufacturing; and Administrative Support. The five sectors with the largest number of firms include Professional, Scientific and Technology; Retail Trade; Construction; Wholesale Trade; and Health Care and Social Services. WIB representatives are sought from among these sectors as well as from Sectors which offer jobs that require two years or less of training, often referred to as middle skills jobs. The rationale being that these are the sectors that will provide the greatest employment opportunities for program participants. The CCEOs have agreed to a balanced approach in the geographic appointment of WIB business members so that each county within Region 5 is appropriately represented. Each of the four larger population counties has three WIB business members and each of the four smaller population counties have two WIB Business members.

BOARD BY-LAWS

The WIB Bylaws are attached.

STAFF TO the BOARD

A chart showing the compensation packages for the top five paid staff persons of the Regional Operator, Interlocal Association.

Executive Compensation

<u>Staff Name</u>	<u>Salary</u>	<u>Fringe</u>	<u>Bonuses</u>	<u>Total Annual Compensation</u>
Lance Ratliff	\$92,465	\$33,287	0	\$125,752

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Becky Branham	\$68,045	\$24,496	0	\$92,541
Patricia Griffin	\$68,045	\$24,496	0	\$92,541
David Spears	\$63,392	\$22,821	0	\$86,213
Judy Horner	\$54,390	\$19,580	0	\$73,970

Attachment 11 is an organizational chart for Designated WIB staff. Below are brief descriptions of all of the positions.

A brief description of the key responsibilities of all Designated WIB staff follows:

The first six staff listed below provide both WIB support and operational support. Additional positions listed are 100 % operational support.

Lance Ratliff, Executive Director, is responsible for WIB communications, liaison with DWD and funding resources, grant contract negotiations, LEO/partners liaison, grant applications, and overall operational staff support.

Open Position, Executive Administrative Assistant, will be assigned to WIB and operations communications, office support, WorkOne offices maintenance, inventory, and supplies.

Becky Branham, Associate Director, is responsible for the Human Resources function, EEO and WIA program complaints. She is also responsible for Youth programs oversight for Service Providers, to include youth program policy and procedures, performance management for youth programs, youth partner liaison, grant preparation, and program monitoring.

Patricia Griffin, Associate Director, is responsible for coordination and communication with WorkOne partner entities, including the WIA Service Providers and State staff. In addition to providing functional supervision of partner entities, other functions include developing policy and procedures, performance management, grant preparation, and program monitoring.

David Spears, Controller, is responsible for financial management and contracts, fiscal monitoring of Service Providers, and will be a liaison for Information Technology work that is provided to the WorkOne and WIB staff, as well as the maintenance of computer labs in WorkOne locations.

Donni Barnes, Management Information Systems Officer, is responsible for overall quality assurance of client data and eligibility, data validation and monitoring, preparation of WIB reports, and staff training.

The following staff positions are 100 % operational support only:

Karen Bray, MIS Specialist/Tracker, provides quality assurance of client data and eligibility, data maintenance, and staff training.

Judy Horner, Assistant Operations Director, is responsible for working with special projects and supports the efforts of the Business Services activities, including On-the-Job Training and other activities as assigned by the management team. The Assistant Operations Director may assist with the preparation of grant proposals for discretionary funding.

Paula Lawhorn, Assistant to the Controller, is responsible for the payroll of the staff, non-payroll direct payments for leases, utilities, **inventory** and supplies, and assists in processing payments for direct training to vendors and reporting.

Jill Bennett, Bookkeeper, is responsible for the processing of direct client payments to vendors, reporting, and financial data reporting.

ONE STOP OPERATOR

Interlocal Association is the contracted One Stop Operator

PROCESS FOR SECURING WIA MANAGEMENT AND SERVICE PROVISION

The WIB for Region 5 promotes free and open competition in all procurement activities and encourages involvement of small and minority owned local businesses when possible. The board competitively procures services for Regional Operator, WIA Adult and Dislocated Worker Provider, WIA Youth Provider and Fiscal Agent. The board has developed a procurement policy that is consistent with OMB circulars, the Workforce Investment Act and 20 CFR parts 95.40-48.

The WIB will secure needed staffing, services and service providers in adherence with state and federal guidelines.

Each contract executed by or on behalf of the WIB, will contain a minimum number of elements required to be included in the contract. A desktop review will be conducted on WIA Adult and Dislocated Worker Service Providers and WIA Youth Service Providers. On-site compliance monitoring will be conducted annually for WIA Adult and Dislocated Worker Service Provider and WIA Youth **Service** Provider contracts.

Monitoring of Service Providers

The WIB has adopted a Monitoring Procedures Policy that would be used to communicate Federal Department of Labor (DOL), Indiana State Department of Workforce Development (IDWD) regulations regarding the monitoring and oversight of Workforce Investment Act (WIA) sub-recipients (Service Providers) and program processes through the WIB for Region 5. The WIB in partnership with the Chief Elected Official, is responsible for the oversight of WIA funded services and programs and its oversight responsibilities include:

1. Compliance with applicable state and federal laws and regulations and monitoring priority areas such as procurement and fiscal.
2. Ensure expenditures have been made against cost categories and within the cost limitations specified in the ACT and regulations.
3. Evaluating contractor performance.
4. Provide technical assistance as necessary and appropriate.

On behalf of the board, the designated staff annually conducts the monitoring of the WorkOne Offices, WIA sub-recipients and program processes. Staff conducts onsite interviews of random WorkOne personnel and monitors files using the State prescribed electronic case management information system and hard case files. The files selected are pulled during the WorkOne on-site visits and the Service Provider is notified of which files have been selected so that they can provide additional documentation not contained within the participant file. All WorkOne offices will be monitored for safeguarding confidential information, document destruction, workplace

safety, accessibility and security. Monitoring guides have been developed as an oversight tool and are shared with the service provider within 24 hours of the scheduled monitoring.

The Fiscal Agent is responsible for financial monitoring activities.

WIB Management of Conflict of Interest in Procuring Services and Contracts

The WIB places high priority on management of conflicts or potential conflicts of interest in procuring services and contracts. As required by IDWD Policy, Board Directors and staff complete an annual Conflict of Interest Statement. New Board Directors are counseled on the importance of disclosure and given the WIB's Conflict of Interest Policy upon their appointment. Additionally, when procuring contracts or services, each member of the RFP Committee, whether a Board Director, Staff member, Fiscal Agent, etc. must complete and sign a "Proposal Review Committee" Conflict of Interest statement regarding that particular RFP process.

PROGRAM CONTACT PERSONS /

WIA Adult and Dislocated Worker programs – Patricia Griffin – pgriffin@workonecentral.org

WIA Youth programs – Becky Branham – bbranham@workonecentral.org

Adult Education programs – Patricia Griffin – pgriffin@workonecentral.org

Fiscal Management – David Spears – dspears@workonecentral.org

Electronic/Information Systems – David Spears – dspears@workonecentral.org

Data collection/performance – Donni Barnes – dbarnes@workonecentral.org

WIA Equal Opportunity Officer – Becky Branham – bbranham@workonecentral.org

WIA program complaints – Becky Branham – bbranham@workonecentral.org

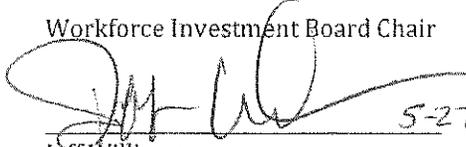
All of the individuals listed above may be reached by a central contact number:
317-467-0248

SIGNATURE PAGE

The Local Workforce Investment Plan signature page is attached.

Signature Page

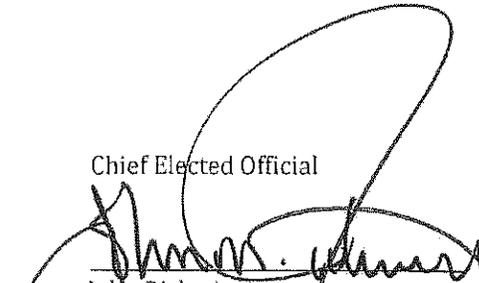
Workforce Investment Board Chair



5-27-14

Jeff Williams
Chair
Region 5 Workforce Board, Inc.
836 S. State Street, P.O. Box 69
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317-467-0248
jwilliams@majorhospital.org

Chief Elected Official



5-20-14

John Richwine
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