

***WIB – Marion County
EmployIndy
Local Workforce Investment Plan
Program Year 2011***

I. Executive Summary

Marion County can be defined by its diverse labor market. More than half of Marion County employers have less than five employees, while nearly 60% of employment is in companies with greater than 100 employees. Manufacturing continues to be a mainstay, while Indianapolis' digital economy is earning the city the moniker "Silicone Prairie." Three of Indiana's five Fortune 500 companies call Indianapolis and Central Indiana home; however, the national *Editorial Project in Education* (2009) reports that Indianapolis Public Schools has the worst graduation rate (30.5%) of the 50 largest cities in the nation for the class of 2005. While Marion County is the largest metropolitan area in the state, it imports 20% of its workforce from surrounding counties.

Such diversity demands robust and innovative responses, strategic investment of resources, and a balanced approach to labor supply and labor demand to ensure Marion County's talent pool has the skills to meet the needs of its growing economy. For the third straight year, EmployIndy, the Workforce Investment Board for Marion County, is committed to investing more than 40% (\$7.25 million in program year 2010) of its annual operating budget in intentional, high-demand training based on its labor market analysis and "Where the Jobs Are" initiative. All available training resources will be directed to targeted growth industries and occupations locally which benefits job seekers and employers, alike: this targeted training connects job seekers to extensive career pathways and sustainable employment and enhances available labor talent for employers which, in turn, offers improved productivity and retention. This effort to more strongly align workforce investment with local economic growth and employer needs is a direct result of EmployIndy's development of its Business Solutions and economic development partnerships during the past two years. EmployIndy's focus on strengthening and stabilizing key, local business relationships offers greater ability to target workforce development and job seeker efforts on employers' growth and expansion needs.

In further pursuit of career pathways for the Marion County workforce, EmployIndy will continue to develop leading edge programs such as its YouthWorks Indy summer enrichment initiative, its Healthcare Careers Initiative, its information technology initiatives "PriorITize" and "AptITude," its STEMworks Indy initiative, its YouthBuild Indy initiative, its Youth Employment Service (YES) initiative, and its Working 4 Green initiative. These sector and demographic strategies funded through competitive federal and local government grants and private foundations build upon national best practices and local employer relationships to provide entry, middle, and leadership skills for long-term career success.

While Indianapolis sits at the center of the "Crossroads of America," public transit makes access to WorkOne offices and sustainable employment difficult. EmployIndy continues to dedicate resources to expand and enhance WorkOne access through its Mobile WorkOne and Virtual WorkOne offices. The Mobile WorkOne launched in 2009 with a small team of WorkOne staff,

60 laptops, portable printing equipment, and wireless cards. The office makes regular stops at established locations such as Marion County Public Libraries, community based organizations like Southeast Community Services, Rebuilding the Wall, Fathers and Families, Keys to Work, Flanner House, Healthnet, and Hawthorne Community Center. It also attends career fairs, community events like Indy Homeless Connect, and employer locations for hiring events or dislocations. In June of this year, the Virtual WorkOne Indy office, a highly interactive website designed to provide nearly all services available in the bricks and mortar sites and allow clients to schedule appointments for services, such as enrollment into WIA, will launch and further expand the reach of the Workforce Investment Act services in Marion County.

Since 2008 EmployIndy has continually improved its WorkOne operations by strengthening staff knowledge, streamlining operations, focusing on customer service, and standardizing procedures. Customer satisfaction ratings to date, for program year 2010, are 88.7% with the most recent quarter results of 90.7%. EmployIndy expects customer satisfaction to continue to increase, as it implements a new WorkOne Indy module called "Customer Solutions." Customer Solutions will standardize WorkOne Indy workshops, training, job seeker assessments, employer seminars, webinars, and other workforce products. It will enable a job seeker attending a resume workshop at the WorkOne East office to get the exact same information and training as a peer attending through WorkOne Parkstone, the Virtual WorkOne, or the Mobile WorkOne. Additionally, with the implementation of the Virtual WorkOne, the job seeker can attend that resume workshop at any time and as many times as needed. Along with the standardization of products, EmployIndy will continue to provide staff development and credentialing opportunities that empower WorkOne employees with the knowledge and skills to assist employers and job seekers.

WorkOne Indy will undergo other changes this year as it welcomes Dynamic Education Systems, Inc. (DESI) as a new service provider for Educational Recruiting and as ResCare (formerly Arbor Education & Training) expands its service provision role into Candidate Development. These two results-oriented organizations will work with the Customer Solutions service provider, the National Workforce Institute, under performance-based contracts. All service provider contracts will include performance metrics and incentives related to customer satisfaction and employment, thus requiring cooperation of all parties and intense focus on client success.

II. Labor Market Analysis

What are the area's primary business sectors by business size?

EmployIndy serves the geographical area of Marion County. Yet, in a discussion regarding labor force and economic dynamics, it is important to recognize that Marion County is part of the nine-county, Central Indiana economic region that is characterized by significant commercial and economic connections between the counties included in this region. Ultimately, economic development strategies and industry trends in Marion County are critically integrated with the economic development and labor market trends of Central Indiana. That said, EmployIndy offers Marion County-specific data wherever possible and logical in this local market analysis.

TABLE 1, directly below, shows Marion County's business sectors by business size and employment:

TABLE 1
Marion County Business Sectors by Business Size and Employment

BUSINESS SIZE	NO. OF BUSINESS UNITS	PERCENT OF TOTAL	AVERAGE EMPLOYMENT	PERCENT OF TOTAL
0 to 4 employees	12,137	51.0%	19,599	3.6%
5 to 9 employees	4,142	17.4%	27,841	5.1%
10 to 19 employees	3,245	13.6%	44,231	8.0%
20 to 49 employees	2,388	10.0%	73,489	13.4%
50 to 99 employees	982	4.1%	67,612	12.3%
100+ employees	891	3.7%	316,785	57.6%
TOTAL	23,785	100.0%	549,557	100.0%

Sources: U.S. Census Bureau, Economic Census (2007); Indiana DWD, Research & Analysis (2009)

Marion County's primary business sectors by sales/receipts and employment are manufacturing, retail, and health care and social services, as detailed in TABLE 2:

TABLE 2
Marion County Business Sectors by Sales/Receipts and Employment

NAICS	SECTOR	NO. OF ESTABLISHMENTS	SALES, RECEIPTS (\$1,000)	ANNUAL PAYROLL (\$1,000)	NO. OF EMPLOYEES
31-33	Manufacturing	1,009	24,333,886	3,137,104	60,704
44-45	Retail	2,895	12,951,290	1,278,716	49,151
62	Health Care and Social Services	1,930	8,186,377	3,168,616	74,541
81	Other Services (except public administration)	2,130	2,991,140	535,347	16,477
56	Administrative and Support and Waste Management and Remediation Services	1,507	2,413,598	1,116,613	40,348
72	Accommodation and Food Services	1,945	2,248,380	663,797	42,254
	Federal, State, Local Government	348		4,755,403	75,872

Sources: U.S. Census Bureau, Economic Census (2007); Indiana DWD, "Marion County Highlights" (2010); STATS Indiana

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

Indianapolis, while resilient through the early part of the recent recession and known to be a frequent Midwestern leader in economic growth, experienced significant job losses in four quarters of 2010. Many of these job losses are in the services industry – an industry that is highly dependent upon Eli Lilly which is experiencing disappointing lower earnings, recently struggled through an uneasy product launch, and is facing several patent expirations in 2011. Lilly continues its process of cutting 5,500 jobs most of them in Central Indiana. For Central Indiana and the state as a whole, the new reality is the need for a more educated, diversely-skilled workforce that can effectively participate and advance in a knowledge based economy.

Without controlling for wage or educational level required for these occupations, the market and economic analysts at the Indiana Department of Workforce Development indicate high current and 10-year (2006 – 2016) projected demand in Marion County for workers in these top twenty occupations:

1. Executive Secretaries and Administrative Assistants
2. Sales Representatives, Services
3. Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products
4. Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products
5. First-Line Supervisors/Managers of Office and Administrative Support Workers
6. First-Line Supervisors/Managers of Construction Trades and Extraction Workers
7. Managers, All Other (Primarily in Professional and Business Services and Public Administration)
8. First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand
9. First-Line Supervisors/Managers of Transportation and Material-Moving Machine and Vehicle Operators
10. First-Line Supervisors/Managers of Housekeeping and Janitorial Workers
11. First-Line Supervisors/Managers of Retail Sales Workers
12. First-Line Supervisors/Managers of Mechanics, Installers, and Repairers
13. First-Line Supervisors/Managers of Non-Retail Sales Workers
14. Transportation, Storage, and Distribution Managers
15. Self-Enrichment Education Teachers
16. First-Line Supervisors/Managers of Landscaping, Lawn Service, and Groundskeeping Workers
17. Food Service Managers
18. First-Line Supervisors/Managers, Protective Service Workers, except Police and Correctional Officers
19. Construction and Building Inspectors
20. Detectives and Criminal Investigators

These occupations should not be considered high wage occupations in high growth industries. In some cases, they are; but in others they are not. Please see the discussion that follows immediately below.

What are the area's high-demand, high-wage occupations, and what job skills and educational attainment are needed for those occupations?

Working closely with the State of Indiana's Department of Workforce Development, EmployIndy recently engaged in a multi-level return on investment analysis to identify current and projected employment opportunities in Marion County for the purpose of identifying high demand, high wage occupations for many types of workers. The result was an analysis that evaluated industry sectors in Marion County and identified high demand occupations that are in industries important to the Indianapolis economy and projected to grow in the next six years and 10 years.

Deepening the return on investment analysis referred to above and still working in collaboration with market analysts at Indiana Workforce Development, EmployIndy used Marion County data available through multiple public sources – including detailed industry and state-of-the-workforce analyses completed by EmployIndy in the last five years – to identify industries with constituent occupations that meet the following, general parameters:

1. <i>Economic Development</i>	Occupations are in industries that are strong, growing, and important to the economic vitality of Indianapolis.
2. <i>High Demand Occupations</i>	Occupations are in high demand and are projected to be in high demand.
3. <i>Career Pathways</i>	Occupations offer meaningful advancement paths.
4. <i>Self-Sufficiency Wages</i>	Occupations pay at least \$13 per hour.
5. <i>Educational Requirements</i>	Occupations require less than bachelor's degree.

The occupations that were identified as meeting both sets of criteria are included as attachments to this document. A copy of the *Training Investment Occupations* and *Where the Jobs Are*, which serves as the area's "demand occupation" list, are attached.

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?

A more elaborate form of the methodology described above was then applied to 10-year Marion County occupational projections for the decades of both 2006 – 2016 and 2008 – 2018 and for a two-year period (2008 – 2010). Using these high quality occupational projections for the analysis, all occupations were ranked – according to the specific point values – for each of the five parameters listed in the section above (and their associated criteria) separately and then in a composite ranking that aggregated the results of all five parameters. The outcome of this data analysis was three detailed, occupational-level rankings of dozens of high demand occupations in high growth industry sectors in Marion County that were then refined to produce EmployIndy's job training and investment policy, "Where the Jobs Are." The industries and occupations on this "Where the Jobs Are" list represent where growth is present or expected.

Sectors showing significant employment gains as of January 2011 were construction (5,000 jobs); trade, transportation, and utilities (4,500); and manufacturing, (3,100). Significant declines were recorded in the professional and business services sectors, private education, and health services. Retail has also declined over the last two years in Indianapolis but is expected to regain strength as we move out of the current economic downturn.

As in the rest of the state, the manufacturing sector continues to decline overall. Notably, the size of manufacturing establishments has substantially changed in the last 10 years: the percentage of establishments employing 1 to 19 employees has increased from 48.9% to 59.1% for the entire manufacturing sector. This downsizing trend – which is also reflective of advances in technology as well as an increase in competition – is expected to characterize all manufacturing sectors in Indianapolis and Indiana over the next three and ten years. Still, Indiana is a strong manufacturing state. Indianapolis is among the nation’s exporting leaders (ranking 20th in the value of exports produced in 2008 and 9th in share of the local economy that came from exports – led by chemicals which includes pharmaceuticals); and Indianapolis is supported by a diverse economic base with a higher than national average worker productivity rate. Private sector employment is expected to grow over the next three and ten years in Indianapolis.

A copy of the *Marion County High Demand Occupation Detail* is included.

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.

Compared to Indiana as a whole, Indianapolis has a lower proportion of manufacturing jobs and a higher concentration of jobs in: wholesale trade; administrative, support, and waste management; professional, scientific, and technical services; and transportation and warehousing. With only slight variations across sources, Marion County’s targeted sectors – because of their multi-dimensional, positive influence on the county’s and Central Indiana’s economy currently and projections in this regard are:

- advanced manufacturing;
- information technology;
- logistics;
- life sciences;
- motorsports; and
- emerging or clean technologies.

These business sectors are identified through multi-dimensional economic development analyses that consider number of establishments, value of sales/receipts, annual payroll, size of workforce, multiplier effects, expected growth, and more. Develop Indy, Indy Partnership, EmployIndy, and every academic institution in Central Indiana identifies these sectors as key to Indianapolis’ and Central Indiana’s economy.

What does the area’s workforce look like statistically along the following categories: Demographics (Age, Gender, Race), Educational Attainment (HSD/GED, Associate, Bachelor, Advanced Degree), Current HS Graduation Rate, and Employed/Unemployed numbers and percentages?

TABLE 3
Marion County Demographic Data

CATEGORY	IN LABOR			
	TOTAL	FORCE	EMPLOYED	UNEMPLOYED
Population 16 years+	677,042	69.5%	63.0%	9.3%
AGE				
16 to 19 years	45,749	47.3	34.1	27.9
20 to 24 years	61,057	79.4	67.5	14.9
25 to 44 years	270,023	85.4	77.7	8.8
45 to 54 years	122,643	81.5	76	6.6
55 to 64 years	82,816	65.6	62.3	5.0
65 to 74 years	47,871	25.9	25.0	3.7
75 years+	46,883	6.5	6.0	6.8
RACE / ORIGIN				
One race	666,923	69.5	63.0	9.2
White	474,297	69.3	64.6	6.6
Black or African American	160,760	69.0	57.5	16.6
American Indian and Alaska Native	1,311	68.6	59.8	12.9
Asian	11,067	67.7	64.2	5.0
Native Hawaiian and Other Pacific Islander	197	33.0	21.8	33.8
Some other race	19,291	79.3	70.2	11.3
Two or more races	10,119	71.3	59.5	16.4
Hispanic and/or Latino (of any race)	33,304	77.4	69.5	10.1
White alone, not Hispanic or Latino	456,807	69.0	64.4	6.5
Population 20 – 64 years	536,539	80.8	73.8	8.5
SEX				
Male	262,110	85.3	77.7	8.7
Female	274,429	76.5	70.1	8.3
With own children under 6 years	46,829	72.6	63.6	12.4
Population 25 to 64 years	475,482	80.9	74.6	7.7
EDUCATIONAL ATTAINMENT				
Less than high school graduate	66,954	64.7	54.2	16.2
High school graduate or equivalency	136,258	77.8	69.9	10.1
Some college or associates degree	132,827	83.9	77.6	7.2
Bachelors degree or higher	139,443	89.0	86.0	3.2

Sources: U.S. Census Bureau (2009); Indiana DWD, “Marion County Highlights”(2010); STATS Indiana

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

As the largest metropolitan area in the state, Indianapolis is characterized by more diversity with regard to business sectors – and a much larger government and public administration sector given the presence of state and federal offices – but also more diversity in the workforce. Key differences in the character of Indianapolis’ labor market relative to the rest of the state are:

- ▶ **Ex-offenders** are the second largest group of new labor force participants annually in Marion County – more than double the number of high school dropouts and high school graduates combined. Marion County faces the stark realities of an incarceration rate of 1,080 convictions per 100,000 people – a rate that is nearly double the state’s average of 610 per 100,000 people and the fifth highest of all the states – an increasing recidivism rate (i.e., return to corrections within three years of release) that stood at 53% in 2009 in the context of a decreasing statewide rate of 39% recidivism, and over 5,500 ex-offenders returning to Marion County neighborhoods annually.
- ▶ Compounding this labor market and community challenge in Marion County is the fact that Indianapolis Public Schools (IPS) – Marion County’s largest public school district of the 11 districts within its jurisdiction – has struggled with one of the highest **high school dropout rates** in the country, as reported by the Indiana Department of Education (January 11, 2011):

TABLE 4

Indianapolis Public School Corporation Graduation + Dropout Data

SCHOOL YEAR	GRADUATION RATE	DROPOUT RATE
2009 – 2010	58.3% **	24.6%
2008 – 2009	48.6%	29.8%
2007 – 2008	47.2%	29.6%

*** IPS says that the dramatic increase in graduation rate in 2010 is due to a “decision by IPS to follow state guidelines that require students to earn 40 credits to be eligible for a general diploma; IPS required 42 credits to be eligible” previously.*

IPS’ low graduation rates and high dropout rates are markedly different than the experience in Marion County’s township and municipal school districts:

TABLE 5

Marion County Township + Municipal Graduation Rates

SCHOOL CORPORATION	2010 GRADUATION RATE
MSD Decatur	80.3%
Franklin Township	86.4%
MSD Lawrence	85.0%
MSD Perry	83.7%
MSD Pike	89.5%
MSD Warren	77.4%
MSD Washington	87.8%
MSD Wayne	83.9%
Beech Grove	88.7%
Speedway	100%
Average	86.3%

- ▶ Indianapolis has substantially higher rates of immigration of Hispanic-Latinos (nearly 300% over the past two decades) and, therefore, a **more diverse labor market**.
- ▶ Indianapolis has **higher birth rates** (17.0 per 1,000 persons) than the state as a whole (13.9 per 1,000).
- ▶ Indianapolis is **younger** than the rest of the state, ranking first in the four youngest age groups.
- ▶ **Commuting patterns** are different in Indianapolis: nearly one in five workers in Marion County lives outside the county.
- ▶ Indianapolis does well relative to the rest of the state in **attracting talented workers**.

III. 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.”

EmployIndy provides workforce related programming and services to the job seekers and employers of Marion County through three WorkOne offices, a mobile WorkOne office, and a virtual WorkOne. The WorkOne Marion County system is divided into five functional and interrelated modules including Business Solutions, Placement and Recruiting, Educational Recruiting, Candidate Development and Customer Solutions. WorkOne office locations, contact information, and hours of operation are as follows:

WorkOne East – 2525 North Shadeland Avenue, Suite C3, (317) 358-4500 – The East office is currently the largest in Marion County with 20,000 visits annually, providing the full array of workforce services including unemployment insurance. Hours of operation at this office are Monday, Tuesday, Wednesday and Friday, 8 a.m. - 4:30 p.m., and Thursday, 10 a.m. - 4:30 p.m.

WorkOne West – 805 East Beachway Drive, Suite 112, (317) 246-5400 – The West office is currently the second largest office in Marion County with 10,000 visits annually, also providing the full array of workforce services including unemployment insurance. This office is intended to be relocated this program year to a larger, more accessible location on the Westside of Indianapolis to appropriately accommodate and serve the volume of customers currently accessing WorkOne East. Hours of operation at this office are Monday, Tuesday, Wednesday and Friday, 8 a.m. - 4:30 p.m., and Thursday, 10 a.m. - 4:30 p.m.

WorkOne Parkstone – 9002 North Purdue Road, Suite 200, (317) 228-0682 – The Parkstone office provides the full array of workforce services, with the exception of unemployment insurance benefits which are available only through self-service, for the skilled and professional job seeker. In addition to the core and intensive services offered at East and West, additional intensive service workshops and high-growth sector training initiatives are offered at Parkstone. Hours of operation at this office are Monday, Tuesday, Wednesday and Friday, 8 a.m. - 5 p.m.,

and Thursday, 10 a.m. - 5 p.m.

Mobile WorkOne – The mobile WorkOne staff are physically located at the Parkstone office, with nearly all service delivery occurring on-site at employer locations, community based organizations, educational facilities, labor halls, and at community events. This staff is comprised of personnel from modules Placement and Recruiting, Educational Recruiting, Candidate Development, and when necessary, may also include personnel from Business Solutions. The mobile office is equipped to provide the full array of services based on the needs of each project or location, via professional staff, materials and equipment. The mobile office is not a vehicle such as a modified recreational vehicle, and services are provided during traditional office hours observed by the three physical locations, as well as in the evenings and on weekends as necessary to serve the needs of the community.

Virtual WorkOne – The virtual WorkOne is under development and is scheduled to be implemented prior to July 1, 2011 to more conveniently provide workforce related programming, services and resources to Marion County job seekers and employers through the use of a robust web portal and standardized content. The site will be almost exclusively self-service. Services such as core service level workshops, labor market information, labor exchange services, unemployment services, etc. will be available to those job seekers and employers who are not in need of intensive staff assistance, and will connect back to the physical WorkOne system through appointment scheduling, workshops and training opportunities.

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

In addition to, and including Common Measures, the Workforce Investment Board for Marion County currently monitors performance with a scorecard focused on five key performance indicators, each defined by specific system metrics as follows:

1. Maximize investment of funds – Key performance indicator one is measured according to the current percentage of total expenditures related to the EmployIndy management cost, and the current percentage of the direct training (ITA) budget expenditures.
2. Meet or exceed all program management goals – Key performance indicator two is measured by the current number of clients enrolled in workforce development programs, the current number of clients enrolled in WIA, the current percentage of WIA clients in training, the current percentage of WIA clients in training who earn a credential, the current number of clients placed in employment, and the current percentage of WIA clients placed in employment.
3. Improve WorkOne performance and expand access to services – Key performance indicator three is measured by the current percentage of targeted employers receiving service outreach through business development, and the current percentage of contacts resulting in projects through business engagement.
4. Improve quality and consistency of customer service – Key performance indicator four is measured by the current percentage of overall customer satisfaction.

5. Generate greater visibility of EmployIndy, EmployIndy programs and services, and WorkOne – Key performance indicator five is measured by the current percentage of earned promotion attempts, at no cost to the organization, resulting in placement.

A copy of the *WIB Scorecard* is attached.

Module and system operational metrics are also used to monitor service provider performance and are directly reflected, where related, in the corresponding and interrelated WIB indicators listed above. For all modules, not including customer solutions, these system indicators currently include customer satisfaction, client placements, case management, client outreach, exits, and data entry compliance. Specific metrics for the Business Solutions and Placement and Recruiting modules include on-the-job training opportunities, hiring project placements, and job-order fill rates. Specific metrics for modules Educational Recruiting and Candidate Development include WIA enrollments, enrollments in WIA training, and WIA clients completing training with a credential recorded.

All job training and employment common measures not currently tracked monthly by the WIB are instead verified and validated by data regularly provided to EmployIndy by DWD. Metrics for Customer Solutions is forthcoming and not currently measured as it is the fifth functional module to be integrated into the Marion County system in PY11. All metrics for PY11 will be determined with contract development for service providers delivering corresponding modules. In addition, actual enrollment will be quantified against the region's *Where the Jobs Are* individual training investment list in the bi-monthly performance reporting to the WIB to verify the local investment in high wage/high demand training opportunities.

Describe how the WIB/RWB will track actual performance against performance goals.

Actual performance of the system indicators are tracked monthly against annually established performance goals and distributed as a scorecard to the WIB on a bi-monthly basis. Validation of the scorecard is conducted against verification of the case management system data reports and through review and accountability of the module metrics by the service providers on a monthly basis. Further accountability is verified via posting on the WorkOne Indianapolis intranet in the WorkOne offices.

WIA Adult and Dislocated Worker Services

Complete the WIA Adult and Dislocated Worker Services Matrix.

The attached *WIA Adult and Dislocated Worker Services Matrix* provides a description of core and intensive services, training, and additional services and programs to be provided throughout the system in PY11.

Describe the criteria to be used by the WIB/RWB to determine if WIA Annual Adult Funds shall be considered "limited." Describe how the WIB/RWB will be involved in the process of determining when WIA Adult Funds are "limited."

EmployIndy has established criteria for determining who may receive WIA intensive and training services and for setting a priority for providing services to WIA adults when WIA annual funds shall be considered “limited”. WIA Adult funds for intensive services will be considered to be limited when at any time total unspent State formula allocated WIA funds have diminished to less than 25% of the budgeted WIA Adult formula allocation for the current program year.

When funds have been determined limited, the criteria for prioritizing WIA Adult clients for intensive and training services are:

- Participants must reside in Marion County, Indiana;
- Participants must be ineligible for other programs that would pay the training costs, or eligibility for the other programs is exhausted; and
- Participants must be determined as economically disadvantaged based on the six-month period preceding WIA Adult registration

Once determined to be limited, WIA Adult funding will continue to be considered limited until the end of the program year or until additional funding is secured that raises unspent WIA funds above the threshold of 25% of the budgeted WIA Adult formula allocation for the current program year. See the attached *Priority of Services – Under Limited Funding* policy.

Describe the process that the WIB/RWB 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.”

The process to be used by the WIB to ensure priority is provided to veterans and veterans’ spouses, low income individuals, and recipients of public assistance when WIA Adult Funds become “limited” is consistent with the policy above. In the event that a customer is a veteran or a veteran spouse who meet all eligibility and program requirements, they are given priority over customers who also meet all eligibility and program requirements with the exception of possessing veteran status.

WIA Youth Services

Complete the WIA Youth Services Matrix.

The attached *WIA Youth Services Matrix* provides a description of education/training and employment programs, scholarships and workshops, to be provided throughout the system in PY11.

Indicate the number of WIA Youth service staff persons located within the area.

Targeted and flexible funding opportunities offer various programs/activities and a mix of resources that are leveraged to provide WIA services to a wide-range of youth in Marion County. The full array of services is delivered by the following service providers’ staff persons located within the area.

WIA Youth Services Staff Persons

PROGRAM/ACTIVITY	FULL TIME EQUIVALENTS
Jobs for America’s Graduates (JAG)	14 Specialists 2 Employer specialists 2 Program managers 2 Community service specialists
WorkOne Services	2 – one each at East and West
Youth Employment Services (YES)*	12
YouthWorks Indy	25
Connected by 25*	4
YouthWorks Indy GED	6
YouthBuild	6
STEMWorks Indiana	2 STEM advisors 1 Mentor/tutor liaison 1 Program manager
Pike High School Dual Credit Program	1 Program coordinator

* Not funded by WIA Youth.

Describe specific outreach activities targeted to Youth within the area.

EmployIndy combines targeted recruitment with a variety of outreach activities to engage in-school and out-of-school youth, as well as the other segments of the “neediest youth” as defined by WIA within Marion County.

Recruitment of in-school youth is conducted by collaborating with guidance counselors and school administrators to identify youth who are in jeopardy of not graduating, and/or those who show aptitude for high-growth sector specific initiatives. Youth services staff recruit program appropriate youth and their parents through school assembly presentations and outreach events. WorkOne youth services coordinators provide connectivity between system services, our external service providers, and by working closely with community based organizations whose mission is to reach and serve the targeted youth groups. To ensure stronger programming and to close service gaps, EmployIndy ties all youth programs together for a total wrap around service approach and for appropriate co-enrollment, handoff and transition between programs.

A variety of outreach efforts are utilized to ensure maximum participation by youth and youth service providers in EmployIndy programs and activities, including earned media through news releases and talk show appearances, media events featuring the Mayor of Indianapolis, and paid media placed in audience-specific and neighborhood publications. Other methods include distribution of printed outreach materials and general cross-marketing efforts through youth-serving organizations and programs, including Marion County high schools, online posting of information on employindy.org, workoneindy.org, and select youth Web sites, and utilization of select social media outlets.

How does WIB/RWB measure the success of Youth service providers?

Operational metrics used to measure the success of Youth service providers vary slightly by program and established performance outcomes. In most cases the key performance indicators coincide with DOL targets utilizing a mix of WIA funds to include enrollments, training, credentials and placements. These metrics are reported to the Youth Council on a bi-monthly basis both verbally and presented in a scorecard. Qualitative evaluations of several youth programs, including YES and YouthWorks Indy, have been conducted by a third-party evaluator, Brandeis University Heller School of Social Policy, in recent program years to identify best practices and offer guidance to entities providing job readiness, barrier-busting, and enrichment services to disadvantaged youth.

Other Services

How does the WIB/RWB ensure that local staff coordinate activities with the State Rapid Response team/Dislocated Workers Unit to perform the following:

- *Securing and sharing information when there is a possibility of a mass layoff (50 or more workers)?*
- *Coordinating activities where a layoff involves a company that is Trade certified?*

Rapid Response strives to lessen the impact on dislocated workers and to assist them in obtaining reemployment as soon as possible. Once the Rapid Response team receives notification of layoffs or closures that affect 50 or more workers through a WARN or through other means, the goal is to engage the impacted employees as quickly as possible and to encourage them to begin planning for reemployment. Our Rapid Response team seeks to provide services both on site and in the WorkOne centers dependent on the Employer's needs. At a minimum, the Rapid Response team will present a WorkOne and WIA services overview to all impacted employees and will make referrals to WorkOne Advisors. At the employer's request, core services and workshops can be provided on site if feasible. The Rapid Response team can be comprised of advisors from all service providers including DWD staff.

The following activities will be conducted for each Worker Adjustment and Retraining Notification (WARN) received:

- Contact the employer within 24-48 hours;
- Placement & Recruiting staff collect appropriate labor market information data and identify potential hiring partners;
- Candidate Development staff:
 - Begins planning the Rapid Response orientation;
 - Scheduling of Rapid Response orientations for the affected dislocated workers; and
 - Conducting program intake and coordinating, as appropriate, educational and employment needs with Educational Recruiting and Placement & Recruiting staff, respectively.

Rapid Response orientations will include, at a minimum, the following elements:

- Information on programs, including but not limited to:
 - Unemployment Insurance (UI),
 - Trade Adjustment Act (TAA),

- Workforce Investment Act (WIA);
- WorkOne locations and service information;
- WorkOne calendar of events and workshops;
- Career and Community resources;
- Information on career exploration and planning workshops;
- One-Stop partners presenting, as appropriate; and
- Information on online programs.

Collaboration with appropriate state staff includes TAA representation in Rapid Response activities as appropriate, along with the State operations director, Dislocated Worker Unit and State Rapid Response team. The Marion County Senior Director of Operations meets two to three times per quarter and maintains continual communication with State staff regarding service requirements and needs related to mass layoffs.

Rapid Response activities by WorkOne Indianapolis are a strong example of serving over 1000 customers with the full array of WIA services: core, intensive and training during the recent Navistar dislocation. Over 200 TAA training plans were developed, and over 200 workers placed in training, with outplacement centers established onsite and collaborative service delivery by both State and Marion County staff. Pre-employment training activities included onsite classes in basic computers, as well as onsite ABE classes for clients in need of remediation to further training.

How does the WIB/RWB ensure the coordination of the following programs, at minimum, at each WorkOne?

- *Unemployment Insurance*
- *Trade Act*
- *Title 38 Veterans' Programs (LVER, DVOP)*
- *Worker Profiling and Reemployment Services (WPRS) and Reemployment and Eligibility Assessment (REA)*

Organizational success and seamless delivery of all programs is based on solid leadership, an integrated service structure and modules, and knowledgeable, well-developed employees. A strong focus on continued education and professional development ensures the awareness, understanding and ability to implement all programs available through the WorkOne Indianapolis system, including Unemployment Insurance, Trade Act, Title 38 Veterans' Programs (LVER, DVOP), Worker Profiling and Reemployment Services (WPRS) and Reemployment and Eligibility Assessment (REA). Customers entering an Indianapolis WorkOne center are never aware of "who" is serving them, but rather are greeted by a knowledgeable resource that may be contracted for a State program, a specific service module, or a sector training initiative. Further understanding of the Marion County structure and employee development activities follows to give context to this integrated delivery.

EmployIndy retains direct operator responsibility for the Marion County WIB and the basic management structure for the local WorkOne system. Functional management is utilized in the operation of WorkOne Indianapolis and the services provided. Supervisors direct the actions of

staff from different organizations but do not have responsibility for hiring, time reporting, payroll, formal work improvement actions and disciplinary actions.

EmployIndy is utilizing the National Workforce Institute (NWI) to provide WorkOne staff, including all contracted service providers and all DWD staff in the WorkOne Indy offices, customized testing, training, assessments and certifications in workforce development competencies. NWI maps credential competencies to staff job descriptions and then conducts customized assessments of staff through an online testing system. The system randomly generates questions that assess the current knowledge of WorkOne staff to establish a baseline and identify knowledge gaps.

After all staff is assessed, EmployIndy receives an analysis of the data and a training plan for all staff. All training is tied to NWI competencies to ensure that content is job-related. The training courses are developed in modular format and can easily be modified to meet specific job requirements. Training is delivered in traditional classroom settings and through online courses. Two hours per week are utilized at Thursday Morning Meetings for staff development to ensure changes are discussed, all programs are updated, and in-person training may take place on policies and key issues relating to customer service and employee safety.

EmployIndy also utilizes an e-learning tool that allows training to quickly be developed and delivered and provides for electronic tracking of competencies at the staff level. The e-learning tool is not only used to address skill based competencies, but program and process knowledge as well. All policies and procedures are required reading for staff and each staff member is tested on their knowledge of each policy and procedure.

EmployIndy leads cross-organizational committees to develop and update local policies and procedures. When approved by the EmployIndy leadership the policies and procedures are disseminated to staff through the WorkOne intranet.

The five system modules for ensuring the coordination of all programs available through the WorkOne Indianapolis system are Business Solutions, Placement and Recruiting, Educational Recruiting, Candidate Development and Customer Solutions. The purpose and system role of each module is outlined below.

The purpose of the Business Solutions module is to ensure that the workforce needs of Marion County employers, in high growth industries, are met in a timely manner and beyond the employers' expectations. The system role of the module is to work with the other modules to recruit, screen, and deliver qualified, appropriately trained candidates to help Marion County employers successfully staff their operations. The module's primary function will be the development of employer business relationships and the management of employer focused projects.

The purpose of the Placement and Recruiting module is to meet or exceed the employer needs when matching employers with talent. Document the skills and credentials for Marion County's high growth industries and fill the talent pipeline with candidates who have those skills and credentials. The system role of the module is to work with the other modules to identify, develop

and refer qualified candidates for high growth industries and for other hiring projects. Many of these projects will be managed by the Business Solutions module.

The purpose of the Educational Recruiting module is to connect candidates to secondary education, postsecondary education, and training for occupational skills. The system role of the module is to work with the other modules to maximize the number of Marion County job seekers that receive education and training related to basic education and occupational skills. The occupational training is specifically targeted to high growth industries and occupations as defined and/or identified on the EmployIndy's "Where the Jobs Are" individual training investment list. Educational Recruiting also works with Marion County job seekers on adult basic education, GED preparation programs, computer literacy programs and other prevocational training. Training projects may also include incumbent worker training and on-the-job training (coordinated by Business Solutions).

The purpose of the Candidate Development module is to enroll candidates, assess their readiness for work or education, provide initial assessments, and assist them in self-service job search. The system role of the module is to work with the other modules and will serve as the "front door" for job seekers. This module will be responsible for most of the enrollment activities, candidate development services including assessments, basic employment counseling and basic employment barrier removal.

The purpose of the Customer Solutions module is to develop and provide appropriate tools for the WorkOne Indianapolis system. Examples include, but are not limited to, the development and delivery of workshops & seminars, the development of self service tools, white papers on specific workforce topics, the development and maintenance of customer focused social media tools, and potentially the support of a virtual WorkOne. The development, acquisition and dissemination of these products will be in conjunction with EmployIndy and the other modules. Customer Solutions products will be for employers, jobseekers, WorkOne staff and system partners such as community based organizations. The system role of the module is to work with the other modules and will serve as a high quality resource of products. This module will be responsible for procurement development, maintenance, dissemination and delivery of the desired products.

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

As referenced above, EmployIndy dedicates an entire system module to Business Solutions service delivery, assisting high growth, high demand and high wage employers in meeting their workforce needs in a timely manner and beyond their expectations. In this program year module services will be provided directly by EmployIndy through WorkOne Operations at an annual cost savings estimated at \$300,000-400,000. Incorporation of these services in internal operations will more seamlessly enable the WIB to identify, align and connect employers with qualified workers as it relates to their immediate and long-term workforce needs. EmployIndy, rather than a service provider, will be positioned to provide direct services to employers while utilizing the Placement & Recruiting module to connect qualified individuals to their respective job postings. Lineal relationships with businesses offers real time labor market proficiency and industry perspective

to strategically identify and expand initiatives and programs in key economic sectors. The primary responsibilities of both modules are listed below, indicating the job recruitment, job posting, and job matching functions in each module.

Primary responsibilities of the Business Solutions module:

- Assist high-growth, high-demand, and high-wage employers in meeting their workforce needs
- Work in coordination with the management and staff in the other modules to maximize the overall objectives of WorkOne Indianapolis, while meeting the Business Solutions goals
 - Job Placement
 - Develop deliverables in conjunction with the employer
 - Operate the assignment as a project – organize and manage the deliverables
 - Communicate job order deliverables to the WorkOne Placement and Recruiting team
 - Ensure the necessary resources are available to deliver the required project outcomes
 - Follow-up with the employer to ensure expectations were exceeded in a timely manner
 - On-the-Job Training (OJT), Incumbent Worker Training and other employer-based training
 - Develop the deliverables in conjunction with the employer
 - Operate assignment as a project – organize and manage the deliverables
 - Communicate educational deliverables to the WorkOne Educational Recruiting team, as appropriate
 - Ensure that the necessary resources are available to deliver the required outcomes
 - Follow-up with the employer to ensure expectations were exceeded in a timely manner

Primary responsibilities of the Placement and Recruiting module:

- Work in coordination with the management and staff in the other modules to maximize the overall objectives of WorkOne Indianapolis, while meeting the Placement and Recruiting goals
- Ensure that all candidates are eligible for the placement services being provided and enroll in the appropriate programs
- Provide appropriate case management services to candidates that prepares them to properly engage employers and record those services in the case management system
- Develop candidate job getting skills such as interviewing, resume writing, job search, and “dress for success”
- Record placement services in the EmployIndy approved systems, such as, but not limited to Indiana Career Connect (ICC) and TrackOne (case management system)

- Accept placement and recruiting projects from the Business Solutions team
 - Secure job seeker resumes
 - Screen resumes based on employer criteria
 - Validate documents and work history
 - Interview candidates
 - Refer acceptable candidates to employer
- Locate job orders in ICC especially from employers in high growth industries, and work them as a placement and recruitment project
 - Follow same process as above
- Recruit talent for the high growth industries
 - Actively recruit candidates with talents that growth industries need
 - Create a “talent pipeline database” of candidates with talents that growth industries need
- Refer candidates in need of occupational skills or training to Educational Recruiting
- Refer candidates with significant barriers to employment to Candidate Development
- Develop and maintain a system for verifying and tracking job placements

Describe how the WIB/RWB will ensure that veterans’ priority of service will be carried out within the local area.

Currently, the Marion County process for Veterans’ priority of service is carried out in accordance with State policy when assisting Veterans and eligible spouses. A local policy and procedure will be developed by the Operator in this program year to establish guidelines for the provision and delivery of Veteran customers’ priority of service that strengthens and standardizes the State’s policy. The current process provides access to services and/or resources for a Veteran or eligible spouse instead of or before a non-Veteran customer. For instance, our bootcamp selection process employs a voting element following an intensive evaluation process for all candidates. All veterans are applied one vote prior to evaluator votes being calculated for all customers being assessed. In the case of a Veteran and a non-Veteran candidate receiving equal votes, services are provided to the Veteran.

IV. Key Partnerships

Complete the Key Workforce Investment Board/Regional Workforce Board Partnership Matrix and attach all One-Stop Partners’ Memorandum of Understanding (MOU).

Attached please find the *Key Workforce Investment Board/Regional Workforce Board Partnership Matrix*, identifying all key partners for administering and delivering WIA services in Marion County. Also attached are MOUs for the required WIB members, DWD and vocational rehabilitation with regard to WorkOne partnerships and include:

- American Indian Center of Indiana, Inc.
- Atterbury JobCorps Center

- Department of Workforce Development
- Family & Social Services Administration
- Indianapolis Housing Agency
- Ivy Tech Community College
- Metropolitan School District of Wayne Township
- Transitional Resources Corporation
- WIA Title 1

Describe how the WIB/RWB partners with economic development entities within the local area and at the state level.

EmployIndy maintains a strong partnership with the local economic development organization, Develop Indy through collaboration with their business development team who conduct visits with employers and business owners throughout Marion County, representing the targeted economic growth sectors of the region. The team assesses workforce development needs of new and expanding employers with regard to current and or growing hiring, recruitment, retention, training needs, skill gaps, and future demand. Beyond consultation and aid in creating and retaining jobs locally, the team represents the interests of qualified WorkOne customers and job seekers for primary access to the hires that may result. Joint staff serves to better understand business needs, workforce needs and impart relevant labor market data.

V. Budget

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

Attached is a copy of the Marion County proposed WIB/RWB budget, and those of its WIA service providers for Program Year 2011, estimated using preliminary allocations for PY 2011 distributed by DWD while service provider contracts and budget approvals have not yet been presented to the WIB for final approval.

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

The WIB monitors its annual budget and the budgets of its service providers through a combination of many internal controls to act as good stewards of the WIA, State and Federal, and private foundation funds with which we are entrusted to invest in increasing the pipeline of skilled workers for Marion County businesses.

The WIB establishes overall maximums for each of the cost categories established in the annual budget. These parameters determine maximums to be held back by EmployIndy for general and administrative costs, in an effort to maximize the local area's investment in direct training. As indicated earlier, the WIB scorecard provides reliable and timely evaluation of these financial indicators on a bi-monthly basis. Monthly financial reports are also provided to the WIB for the purposes of monitoring actual expenditures for management and operational activities, along with actual expenditures to service providers for direct training services.

Cross-departmental reviews are conducted monthly to review grants and contracts of service providers, sub-grantees, and sub-contractors, and include fiscal team members, grant/program managers, operations managers and members of the leadership team. Monthly desk reviews of narrative reports, accrued expenditure reports and supporting documentation required based on contract expenditure schedules are also conducted by grant managers and the operations director. Monthly budget reviews are conducted by the Senior Director of Operations with service providers during the review of system performance indicators and metrics. These meetings provide regular opportunities not only to review budgets and metrics, but also to ensure adherence to State and local policies and plans.

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

- *Explain how WIA administrative funds will be utilized, including projected expenditures for the following categories: Staffing (Administrative Cost), Travel, Outreach, Other (describe)*
- *Provide any policies/procedures the WIB/RWBs will utilize to approve the following: Hiring of staff and travel*

The Workforce Investment Board sets goals at the beginning of each fiscal year. One of its goals is to decrease the amount of funding set aside for Management and General Expenses and to increase the amount set aside for direct participant expenses, i.e. Individual Training Accounts. Both of these measurements are on the WIB's scorecard which is evaluated on a monthly basis. WIA Administrative Funds are a portion of the costs included in the Management and General expenses. EmployIndy is very aggressive at seeking other federal and local grants. In the past three years, EmployIndy has increased its available revenue approximately 69% (from \$13 million to \$22 million) while at the same time has decreased the Management and General Expenses (for all funding sources) total available budget from \$3.2 million in PY 08 to \$2.6 million in PY 10.

For Program Year 2011, we have budgeted the following amounts out of our WIA Admin: Staffing (Administrative Cost) \$393,687, Travel \$1,939, Outreach, \$0, and Other, \$226,610, which includes Rent, Utilities, Telephone, Meeting Expense, and IT Support for the WIB Administrative Office as well as for the WorkOne offices.

Policies and procedures utilized by the WIB to ensure that administrative spending is kept to a minimum and approve the hiring of staff are included in the attached *Personnel Policy* and *the Personnel Policy Handbook*. Procedures also used by the WIB to conduct the President search, selection and salary recommendations are included in the attached *Bylaws* referenced in section VI of this document. The policy for *Travel* is also attached.

VI. Governance and Structure

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

The EmployIndy President is continually engaged with all key partners and stakeholder groups, including representatives of business, labor, and economic development, for input, opinion and consultation on all strategic and operational plans for the purpose of training and developing Marion County's workforce. The WIB meets bi-monthly to review performance and incorporate their direction and oversight in workforce planning and execution. The Local Workforce Plan was developed with cross-departmental collaboration by EmployIndy leadership and management as it directly relates to this cyclical and ongoing collaboration and oversight among key partners, industry representation and the WIB.

The Plan was submitted to our chief local elected official prior to submission and presented to the WIB for approval on April 19, 2011. Following comment and endorsement by both entities, posting of the Plan will be for 30 days on our Web site for public comment and feedback. Employer and industry organizations, especially in high-growth economic sectors, and organized labor groups will be notified of the posting so that they may also provide comment. Posting for public comment will result in responses to the public within 14 days and/or request to the State Workforce Innovation Council for modification to the Marion County Plan.

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

Mayor Gregory A. Ballard, Chief Local Elected Official for the Consolidated City of Indianapolis and Marion County, Indiana, designates the Indianapolis Private Industry Council, Inc. d/b/a EmployIndy, as the fiscal agent responsible for funds granted under the Workforce Investment Act; as a grantee for special workforce programs and activities to be carried out under the service plans for WIA; and as the entity responsible for implementing and developing strategic and/or operational plans under WIA. The Mayor is actively involved in special programming, like YouthWorks Indy, ex-offender and re-entry initiatives, and YouthBuild, and he acts as a representative of EmployIndy to the Department of Labor when necessary. In addition the Mayor sponsors city-wide career fairs and hiring events for dislocated workers, adults and youth. M. Karega Rausch, Director of Education Innovation, is appointed as the official representative of the City to the WIB who also actively sits on the executive committee and is the liaison to the CEO, meeting, on average, on a quarterly basis.

The Mayor provides governance and policy leadership relative to workforce planning and related educational issues, and appoints members to the Workforce Investment Board of Marion County and the Youth Council of Marion County. Additionally, he is responsible for establishing procedures for financial and program oversight, approval of the local board's WIA budget, and oversight of the workforce-related activities carried out under established workforce service plans. EmployIndy and the Mayor work collaboratively to negotiate local WIA performance measures with the Governor. Oversight to assure that a strategic and seamless link exists between the workforce and economic development activities of the City of Indianapolis.

A copy of the Agreement Between the Mayor of Indianapolis and the Indianapolis Private Industry Council, Inc. for Implementing the Workforce Development Services in Indianapolis/Marion County is attached.

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?

In accordance with 29 USC 2832(B)(I)(1), the Chief Local Elected Official shall serve as the local grant recipient for, and shall be liable for misuse of Workforce Investment Act funds allocated to the local area. While the Chief Local Elected Official may designate an entity to serve as a local subrecipient for such funds or as a local fiscal agent, such designation shall not relieve the Chief Local Elected Official for the liability or misuse of any grant funds.

As fiscal agent for funds under the Workforce Investment Act, EmployIndy will administer grants for federal and state funds and serve as the depository for all WIA resources granted on behalf of Indianapolis/Marion County. EmployIndy will be accountable, responsible and liable for such funds, expenditures and activities. As the fiscal agent, EmployIndy will be responsible for any disallowed costs incurred relative to workforce services conducted under the workforce plans developed. EmployIndy in turn will hold its contractors responsible for any costs incurred, and if all administrative remedies have been exhausted, the City of Indianapolis, assumes ultimate liability for such costs.

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

The fiscal agent and/or entity responsible for the disbursement of WIA grant funds in Marion County is:

Brooke Huntington, President and CEO
Indianapolis Private Industry Council, Inc. dba EmployIndy
151 N. Delaware Street, Suite 1600, Indianapolis, IN 46204
(317) 639-4441 or (317) 684-2221
bhuntington@employindy.org

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

As required by WIA, nominations of private sector directors to the Workforce Investment Board shall be made by businesses and professional or trade organizations located in the City of Indianapolis and Marion County. Nominations of the non-private sector directors shall be made by those organizations described in WIA. The Office of the Mayor of the Consolidated City of Indianapolis and Marion County, Indiana shall make written solicitations to the nominating organizations cited previously, and nominating organizations shall provide written letters of nomination to the Mayor within 20 calendar days of the written solicitation for nominations. Nominating organizations, excluding private sector nominating organizations, shall provide at least two nominations per director position. If nominating organizations fail to provide the requested nominations, the Mayor may appoint directors to fill the vacant seats in accordance with the requirements of WIA and the policies of the State of Indiana.

Appointments of directors to the Workforce Investment Board are made by the Mayor in accordance with the provisions of WIA and its regulations and the policies of the State of Indiana. Appointments may be renewed at the discretion of the Mayor. The Board, in its discretion, may determine by resolution the need for and extend invitations to organizations and agencies to designate ex-officio members of the Board to serve in an advisory capacity.

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 service area.

The use of available workforce data, and data supporting the growth and key economic sectors targeted for the local area by our partners at Develop Indy, enables us to accurately reflect the employment opportunities and the geographic diversity of the local workforce service area. Sources are continually referenced and reviewed to determine with current business representatives and stakeholders additional workforce and industry representation, key to the economic and emerging growth sectors that would strengthen the local WIB. Nominations of private sector directors are solicited by businesses and professional or trade organizations currently representing the key economic sectors of advanced manufacturing, clean technology, information technology, life sciences, logistics, and motorsports, and representative of varying sized employers.

Attach a copy of the WIB/RWB Bylaws.

A copy of the *First Amended and Restated Bylaws of Indianapolis Private Industry Council, Inc.* is attached and includes the following WIB/RWB required information:

- Quorum rules, establishing that at least 50% of members attending in-person constitutes a quorum
- Attendance rules
- Membership terms
- Identification of board officers and election procedures
- Description and duties of any WIB/RWB subcommittees and the mandatory Youth Council for WIBs
- Voting rules
- Rules for amending bylaws

A conflict of interest to a board member constitutes any jeopardy presented to the Corporation's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director, or might result in a possible excess benefit transaction. Directors have a duty to disclose any actual or possible conflict of interest, and the existence of any financial interest, to the directors and committee members considering the proposed transaction or arrangement. The *Economic Interest/Conflict of Statement* required by all directors upon assuming their appointment on the WIB is attached.

In full compliance with Indiana Open Records Laws, all records, books, and annual reports of the financial activity of the Corporation shall be kept at the administrative offices for three years

after closing of each fiscal year and shall be available to the public for inspection and copying during normal business hours in compliance with the Indiana Open Records Laws. All meeting notifications and agendas are posted at the entrance of the location of the meeting prior to the meeting. All memoranda and minutes are available following the meeting for the purpose of informing the public of the WIBs and any of its subcommittees’ proceedings. WIB/RWB and subcommittees’ minutes are available for request online for public inspection.

Provide a description of the WIB’s/RWB’s support and administrative staffing.

The Marion County WIB is led by Brooke Huntington, President and CEO of EmployIndy, and is supported by four key leaders. Compensation of the entire leadership team, and top five paid individuals employed by the WIB is included in the chart below and as an attachment.

Executive Compensation

	STAFF PERSON NAME AND TITLE	SALARY	BENEFITS	BONUSES	TOTAL ANNUAL COMPENSATION
1	Brooke Huntington, President and CEO	\$134,400	\$27,853	\$0	\$162,253
2	Gartha Ingram, Vice President Strategic Development	\$105,000	\$19,056	\$0	\$124,056
3	Tara Bradley, Chief Financial Officer	\$96,000	\$17,717	\$0	\$113,717
4	Gus Linde, Senior Director of WorkOne Operations	\$80,500	\$22,925	\$0	\$103,425
5	Nicole Thompson, Director of Policy and Planning	\$73,000	\$21,854	\$0	\$94,854

Attach a WIB/RWB Organizational Chart, and provide a brief description of the key responsibilities of all WIB or Regional Operator staff persons.

The Strategic Development team is led by a vice president and three directors, and made up of four grant/project managers and an administrative assistant. This team is the primary organizational entity responsible for planning and conception, program development, resource development and implementation of all new policies -- with the support of a cross-departmental team, high-growth sector specific initiatives, and pilot programs for Marion County. Workforce, youth and strategic initiative development, in support and expansion of the economic growth sectors throughout Marion County, includes necessary labor market data collection, product and tool development, partner and relationship building, and program assessment and evaluation.

The Fiscal team is led by the CFO and one director, and made up of an accounts payable specialist, a grants and contracts services coordinator, and a contract services specialist. In addition to providing daily fiscal management of all WIA, USDOL, USDOE, City of Indianapolis and private foundation resources and program finances, the team also manages

accounting for Develop Indy. Fiscal monitoring for all WIA service providers and contracts is provided by this team along with fiscal technical assistance to Community Development Block Grantees managed by EmployIndy.

The WorkOne Operations team is led by a senior director, with daily WorkOne operations oversight provided by two general managers, a business solutions manager and a services manager. Data and information services management is monitored by one full time equivalent and information services for all EmployIndy managed offices is contracted to a technology services firm. The team is supported by an administrative assistant.

Attached is the EmployIndy *Organizational Chart*, identifying the supporting structure for the key responsibilities of all operator staff persons identified by team above.

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

By request of the Chief Local Elected Official, Mayor Gregory A. Ballard, EmployIndy is designated as the One-Stop Operator in Marion County by the Governor of the State of Indiana, Mitchell E. Daniels, Jr. through July 1, 2012. As the operator, EmployIndy manages daily WorkOne activities, develops and implements policy, and coordinates services with all WorkOne partners and service providers. The WorkOne operator provides equipment and supplies, as well as assumes management costs of the WorkOne offices.

Attached are both *letters* requesting the designation for One-Stop Operator in Marion County by the Mayor, and the response from the Governor granting approval of the designation.

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.

WIA Adult and Dislocated Worker services and activities to be awarded through competitive grants within the local area include the five module system, sector and industry specific initiatives, and all special projects and initiatives using WIA or other Federal/State funding.

WIA Youth services and activities to be awarded through competitive grants within the local area include JAG, YES, YouthWorks Indy, YouthWorks Indy GED and YouthBuild.

See the attached *Procurement Policy* of EmployIndy guiding the competitive process utilized within each competition. Competitive activities include development of a procurement for public response; issuance of a procurement to the public for bid via solicitation and public posting; announcement of and public participation in a bidders conference; public questioning period and posted responses; internal review and scoring of bidders' responses; interviews and presentations by qualified bidders; and a documented assessment of presentations with recommendation to the President and CEO, and board approval if applicable. Upon acceptance of recommendations, contract negotiations and awards are made. Cross-departmental and cross-functional internal review teams are assigned to participate in all stages of the competitive activities.

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

All services/activities procured and WIA service providers delivering direct client services and receiving funds from the WIB and/or EmployIndy are monitored on-site at least annually, or once during the term of the contract if it lasts less than one year, for financial and program compliance. Monitoring activities include review of compliance with applicable federal and state laws and regulations, and EmployIndy policies; assurance of proper disbursement of, accounting for, and reporting of funds; and provision of technical assistance when necessary and appropriate.

Monitoring schedules have not yet been established for PY11 but will be carried out by either a procured and contracted service provider or EmployIndy staff, with monitoring guides developed and provided by EmployIndy. Desktop monitoring may be conducted to supplement on-site monitoring. Service providers demonstrating noncompliance or the potential risk of noncompliance are identified as high risk and additional monitoring may be performed. Monitoring reports and any necessary corrective actions are issued to service providers.

Programmatic monitoring objectives are to ensure that: data in participant files is accurate, reliable and up-to-date; participant data reported in the WIA case management and reporting system accurately reflects the data in participant files; and the activities of case managers and participants are appropriate and accurately reflected in participant files and in the WIA case management and reporting system. Fiscal monitoring objectives are: to review the adequacy of internal controls and the reliability of the subrecipient's financial management system as they relate to the contract; and to ensure that the subrecipient meets the terms and conditions of the contract, fiscal goals or requirements and that amount reported are accurate, allowable, supported by documentation and properly allocated.

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

No EmployIndy staff member or agent in a decision-making capacity on behalf of EmployIndy shall engage in any official activity, including participation in the selection, award, or administration of a contract, if a direct or indirect material conflict of interest, real or apparent, would be involved. Such a conflict would arise when this individual and/or the organization they represent has a direct or indirect financial interest in the firm or organization selected for an award. When a conflict of interest is identified, the individual(s) involved must declare the conflict and recuse themselves immediately.

New staff members are required to complete a conflict of interest questionnaire at the time of hire. Additionally, all staff and agents will complete a conflict of interest questionnaire at least annually. If a staff member fails to adhere to this policy, discipline can range from a verbal warning up to and including dismissal.

During the selection of a contracted entity, reviewers are required to confirm with signature that they have no "potential conflict of interest" when acting in the capacity of a review and

recommendation team member. This conflict of interest statement, signed by each review team member, is retained in the procurement files for the corresponding award. External representation may also be invited to participate in selection and awards for contracts when they have no real or perceived conflict of interest.

A similar procedure is used for contract awards presented to the WIB for approval. Directors are asked to disclose any real or perceived conflict to the recommendation being presented and to remove themselves from contract review and voting. Contract files include board approval where necessary, along with a conflict of interest statement indicating those directors who may have a real or perceived conflict, and these conflicts are also reflected in the corresponding meeting minutes.

Elimination of real or perceived conflict during the development of a request for proposals is difficult; however any contractor collaborating on the development of a program or preparation of an RFP for a program or service is a disqualified bidder. All parties contributing to the issuance of an RFP is limited to discussing program and proposal elements to bidders' conferences and through responses to posted Q&A. Any attempts by potential bidders to question staff, directors or parties responsible for the development of an RFP during its issuance will result in a warning regarding potential disqualification of a bid.

Attached is the *Conflict of Interest* policy

Attachments included:

- 1) Training Investment Occupations
- 2) Where the Jobs Are
- 3) Marion County High Demand Occupation Detail
- 4) WIB Scorecard
- 5) WIA Adult and Dislocated Worker Services Matrix
 - a. Individual Training Accounts Policy
 - b. On-the-Job Training Policy
 - c. Supportive Service Policy
- 6) Priority of Services – Under Limited Funding Policy
- 7) WIA Youth Services Matrix
- 8) Key WIB/RWB Partnership Matrix
- 9) Copies of One-Stop Partners’ Memorandum of Understanding (MOU) (for WIBs only)
 - a. American Indian Center of Indiana, Inc.
 - b. Atterbury JobCorps Center
 - c. Department of Workforce Development
 - d. Family & Social Services Administration
 - e. Indianapolis Housing Agency
 - f. Ivy Tech Community College
 - g. Metropolitan School District of Wayne Township
 - h. Transitional Resources Corporation
 - i. WIA Title 1
- 10) WIB or RWB Budget and Service Provider Budgets
- 11) Personnel Policy
- 12) EmployIndy Employee Handbook
- 13) Travel Policy
- 14) Copy of Local Elected Officials’ Agreement
- 15) Copy of WIB/RWB Bylaws
- 16) Economic Interest/Conflict of Statement
- 17) Executive Compensation
- 18) Organizational Chart
- 19) WO Operator Mayor Request 4-8-10.pdf
- 20) WO Operator Gov Approval 4-20-10.pdf
- 21) Conflict of Interest Policy

VII. Program Contact Persons and Signature Page

Primary contact persons and contact information for Marion County are as follows:

Primary Contact Persons for WIB – Marion County

PROGRAM/FUNCTION	CONTACT
WIA Adult and Dislocated Worker WIA Equal Opportunity Officer WIA Program Complaints	Gus Linde Senior Director of WorkOne Operations glinde@employindy.org (317) 684-2431
WIA Youth	Gartha Ingram Vice President, Strategic Development gingram@employindy.org (317) 684-2219
Fiscal Management	Tara Bradley Chief Financial Officer tbradley@employindy.org (317) 684-2313
Electronic/Information Systems Data Collection/Performance	Cynthia Casanova Information Services Manager ccasanova@employindy.org (317) 684-2253

Local Workforce Investment Plan Chief Elected Official and WIB Chairperson approval:

Gregory A. Ballard, Mayor
City of Indianapolis

Signature:



Date: 4/26/11

Andrew Warrington
WIB/RWB Chairperson
(317) 924-7225
awarrington@peerlesspump.com

Signature:



Date: 4/26/11

**Marion County Top Jobs
High Pay, In Demand Jobs
Ranked by Target Occupations Compound Score**

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Ranked by Compound Score, then by 'Top Jobs' Rank

SOC Code	Occupational Title	2006 Employment	2016 Projection	Total Growth	Percent Change	Replacements	Total Openings	2009 Annual Wage	Education Requirement	Top Jobs Index Rank	Compound Score	Compound Score Rank
43-3031	Bookkeeping, Accounting, and Auditing Clerks	9,166	10,422	1,256	13.7%	1,435	2,691	\$16.74	Moderate-term on-the-job training	146	7.8	2
53-3032	Truck Drivers, Heavy and Tractor-Trailer	11,967	14,226	2,259	18.9%	2,123	4,382	\$19.28	Moderate-term on-the-job training	197	7.8	2
15-1051	Computer Systems Analysts	2,386	3,049	663	27.8%	633	1,296	\$33.20	Bachelor's degree	41	7.5	4
15-1081	Network Systems and Data Communications Analysts	1,557	2,305	748	48.0%	317	1,065	\$31.61	Bachelor's degree	44	7.5	4
15-1041	Computer Support Specialists	2,441	2,760	319	13.1%	754	1,073	\$20.26	Associate degree	40	7.3	9
43-4161	Human Resources Assistants, Except Payroll and Timekeeping	659	753	94	14.3%	48	142	\$17.89	Short-term on-the-job training	148	7.0	10
13-2011	Accountants and Auditors	6,841	7,921	1,080	15.8%	1,204	2,284	\$28.98	Bachelor's degree	32	6.8	11
15-1071	Network and Computer Systems Administrators	1,598	2,042	444	27.8%	364	808	\$30.27	Bachelor's degree	43	6.8	11
43-5061	Production, Planning, and Expediting Clerks	1,455	1,583	128	8.8%	396	524	\$21.35	Moderate-term on-the-job training	149	6.8	11
13-1071	Employment, Recruitment, and Placement Specialists	1,109	1,398	289	26.1%	238	527	\$18.13	Bachelor's degree	24	6.5	14
13-1199	Business Operations Specialists, All Other	3,707	4,511	804	21.7%	397	1,201	\$27.95	Bachelor's degree	31	6.5	14
29-1111	Registered Nurses	13,919	17,917	3,998	28.7%	2,298	6,296	\$30.34	Associate degree	109	6.3	17
31-9091	Dental Assistants	836	1,107	271	32.4%	145	416	\$18.84	Moderate-term on-the-job training	128	6.3	17
43-5011	Cargo and Freight Agents	826	1,062	236	28.6%	225	461	\$21.43	Moderate-term on-the-job training	149	6.3	17
47-2141	Painters, Construction and Maintenance	2,361	2,704	343	14.5%	420	763	\$17.89	Moderate-term on-the-job training	165	6.3	17
51-2041	Structural Metal Fabricators and Fitters	795	967	172	21.6%	137	309	\$18.88	Moderate-term on-the-job training	186	6.3	17
15-1031	Computer Software Engineers, Applications	1,601	2,274	673	42.0%	233	906	\$33.76	Bachelor's degree	38	6.0	24
29-2061	Licensed Practical and Licensed Vocational Nurses	3,529	4,089	560	15.9%	963	1,523	\$19.44	Postsecondary vocational training	123	5.8	30
43-5032	Dispatchers, Except Police, Fire, and Ambulance	1,130	1,222	92	8.1%	285	377	\$18.80	Moderate-term on-the-job training	149	5.8	30
43-5052	Postal Service Mail Carriers	1,108	1,133	25	2.3%	325	350	\$25.08	Short-term on-the-job training	149	5.8	30
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	1,878	2,153	275	14.6%	408	683	\$18.95	Postsecondary vocational training	177	5.8	30
53-6099	Transportation Workers, All Other	313	358	45	14.4%	57	102	\$17.78	Short-term on-the-job training	198	5.8	30
27-1024	Graphic Designers	1,112	1,256	144	12.9%	295	439	\$19.21	Bachelor's degree	94	5.5	40
47-2051	Cement Masons and Concrete Finishers	858	981	123	14.3%	249	372	\$23.21	Moderate-term on-the-job training	160	5.5	40
47-2181	Roofers	879	1,039	160	18.2%	201	361	\$18.11	Moderate-term on-the-job training	167	5.5	40
49-9042	Maintenance and Repair Workers, General	6,322	6,932	610	9.6%	156	766	\$16.72	Moderate-term on-the-job training	181	5.5	40
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	2,765	2,856	91	3.3%	409	500	\$16.12	Moderate-term on-the-job training	191	5.5	40
41-3011	Advertising Sales Agents	543	654	111	20.4%	95	206	\$18.79	Moderate-term on-the-job training	138	5.3	48
43-4011	Brokerage Clerks	306	345	39	12.7%	99	138	\$21.43	Moderate-term on-the-job training	147	5.3	48
47-2061	Construction Laborers	4,646	5,211	565	12.2%	350	915	\$20.19	Moderate-term on-the-job training	161	5.3	48
47-2073	Operating Engineers and Other Construction Equipment Operators	1,585	1,773	188	11.9%	307	495	\$25.67	Moderate-term on-the-job training	161	5.3	48
53-3022	Bus Drivers, School	1,189	1,331	142	11.9%	156	298	\$20.46	Moderate-term on-the-job training	196	5.3	48
13-1072	Compensation, Benefits, and Job Analysis Specialists	476	570	94	19.7%	102	196	\$24.87	Bachelor's degree	25	5.0	63
13-1079	Human Resources, Training, and Labor Relations Specialists, All Other	892	1,041	149	16.7%	192	341	\$23.33	Bachelor's degree	27	5.0	63
17-2112	Industrial Engineers	955	1,155	200	20.9%	230	430	\$33.33	Bachelor's degree	53	5.0	63
17-3031	Surveying and Mapping Technicians	486	568	82	16.9%	92	174	\$18.06	Moderate-term on-the-job training	62	5.0	63
19-3021	Market Research Analysts	737	876	139	18.9%	50	189	\$27.45	Bachelor's degree	67	5.0	63
27-3031	Public Relations Specialists	1,406	1,658	252	17.9%	106	358	\$21.36	Bachelor's degree	96	5.0	63
51-4121	Welders, Cutters, Solderers, and Brazers	1,020	1,189	169	16.6%	216	385	\$17.14	Postsecondary vocational training	189	5.0	63
15-1032	Computer Software Engineers, Systems Software	1,063	1,360	297	27.9%	155	452	\$37.24	Bachelor's degree	39	4.8	75
15-1061	Database Administrators	783	996	213	27.2%	84	297	\$32.27	Bachelor's degree	42	4.8	75
17-2141	Mechanical Engineers	1,301	1,368	67	5.1%	282	349	\$31.33	Bachelor's degree	55	4.8	75
25-2021	Elementary School Teachers, Except Special Education	3,561	4,145	584	16.4%	778	1,362	\$22.53	Bachelor's degree	81	4.8	75
49-3011	Aircraft Mechanics and Service Technicians	701	880	179	25.5%	71	250	\$30.45	Postsecondary vocational training	174	4.8	75
13-1051	Cost Estimators	1,014	1,216	202	19.9%	207	409	\$28.36	Bachelor's degree	23	4.5	87
13-1081	Logisticians	334	386	52	15.6%	49	101	\$31.41	Bachelor's degree	28	4.5	87
17-3013	Mechanical Drafters	507	584	77	15.2%	145	222	\$22.88	Postsecondary vocational training	57	4.5	87
29-2021	Dental Hygienists	606	807	201	33.2%	116	317	\$36.26	Associate degree	118	4.5	87
29-2055	Surgical Technologists	432	567	135	31.3%	132	267	\$19.12	Postsecondary vocational training	122	4.5	87
49-3023	Automotive Service Technicians and Mechanics	2,554	2,853	299	11.7%	512	811	\$18.89	Postsecondary vocational training	176	4.5	87
11-9021	Construction Managers	2,462	2,836	374	15.2%	381	755	\$38.75	Bachelor's degree	10	4.3	98
17-2051	Civil Engineers	1,314	1,577	263	20.0%	346	609	\$33.19	Bachelor's degree	59	4.3	98
23-2011	Paralegals and Legal Assistants	1,046	1,305	259	24.8%	138	397	\$20.66	Associate degree	70	4.3	98
29-1126	Respiratory Therapists	759	979	220	29.0%	111	331	\$26.10	Associate degree	112	4.3	98
29-2012	Medical and Clinical Laboratory Technicians	1,046	1,254	208	19.9%	158	366	\$18.06	Associate degree	117	4.3	98
29-2034	Radiologic Technologists and Technicians	1,008	1,197	189	18.8%	137	326	\$25.41	Associate degree	121	4.3	98
13-2051	Financial Analysts	673	869	196	29.1%	38	234	\$28.02	Bachelor's degree	34	4.0	107
17-3023	Electrical and Electronic Engineering Technicians	513	552	39	7.6%	100	139	\$26.39	Associate degree	59	4.0	107
27-3042	Technical Writers	360	444	84	23.3%	109	193	\$26.13	Bachelor's degree	97	4.0	107
29-2011	Medical and Clinical Laboratory Technologists	1,153	1,415	262	22.7%	175	437	\$23.60	Bachelor's degree	116	4.0	107
29-9011	Occupational Health and Safety Specialists	232	289	57	24.6%	44	101	\$25.95	Bachelor's degree	123	4.0	107
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	1,593	1,672	79	5.0%	392	471	\$25.54	Postsecondary vocational training	172	4.0	107

Electrical and Electronics Repairers, Commercial and												
49-2094	Industrial Equipment	354	397	43	12.1%	120	163	\$24.93	Postsecondary vocational training	173	4.0	107
13-2052	Personal Financial Advisors	942	1,266	324	34.4%	85	409	\$42.10	Bachelor's degree	35	3.8	117
17-2072	Electronics Engineers, Except Computer	375	414	39	10.4%	87	126	\$37.56	Bachelor's degree	52	3.8	117
17-3011	Architectural and Civil Drafters	401	433	32	8.0%	114	146	\$21.22	Postsecondary vocational training	56	3.8	117
17-3026	Industrial Engineering Technicians	220	247	27	12.3%	43	70	\$23.61	Associate degree	60	3.8	117
17-3027	Mechanical Engineering Technicians	281	316	35	12.5%	55	90	\$22.38	Associate degree	61	3.8	117
43-6012	Legal Secretaries	1,224	1,397	173	14.1%	195	368	\$22.81	Associate degree	153	3.8	117
43-9111	Statistical Assistants	46	52	6	13.0%	20	26	\$15.97	Moderate-term on-the-job training	155	3.8	117
49-9062	Medical Equipment Repairers	391	504	113	28.9%	110	223	\$23.68	Associate degree	184	3.8	117
53-3021	Bus Drivers, Transit and Intercity	658	761	103	15.7%	86	189	\$16.36	Moderate-term on-the-job training	195	3.8	117
17-1011	Architects, Except Landscape and Naval	689	839	150	21.8%	131	281	\$31.80	Bachelor's degree	47	3.5	128
17-2031	Biomedical Engineers	392	514	122	31.1%	89	211	\$28.10	Bachelor's degree	49	3.5	128
17-2071	Electrical Engineers	512	552	40	7.8%	119	159	\$34.50	Bachelor's degree	51	3.5	128
19-4091	Environmental Science and Protection Technicians, Including Health	172	228	56	32.6%	65	121	\$19.28	Associate degree	69	3.5	128
25-2022	Middle School Teachers, Except Special and Vocational Education	1,325	1,511	186	14.0%	290	476	\$22.96	Bachelor's degree	82	3.5	128
29-1031	Dietitians and Nutritionists	314	347	33	10.5%	80	113	\$23.94	Bachelor's degree	103	3.5	128
29-2031	Cardiovascular Technologists and Technicians	244	320	76	31.1%	33	109	\$25.64	Associate degree	118	3.5	128
29-2032	Diagnostic Medical Sonographers	241	296	55	22.8%	33	88	\$30.39	Associate degree	120	3.5	128
31-2011	Occupational Therapist Assistants	157	208	51	32.5%	24	75	\$23.00	Associate degree	126	3.5	128
31-2021	Physical Therapist Assistants	232	312	80	34.5%	30	110	\$24.93	Associate degree	127	3.5	128
41-3031	Securities, Commodities, and Financial Services Sales Agents	968	1,102	134	13.8%	248	382	\$37.28	Bachelor's degree	140	3.5	128
51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	355	373	18	5.1%	42	60	\$14.82	Moderate-term on-the-job training	187	3.5	128
21-1020	Social Workers	2,346	2,712	366	15.6%	494	860	\$18.51	Bachelor's degree	199	3.5	128
11-9141	Property, Real Estate, and Community Association Managers	1,004	1,094	90	9.0%	138	228	\$21.00	Bachelor's degree	18	3.3	150
11-9151	Social and Community Service Managers	454	543	89	19.6%	87	176	\$25.27	Bachelor's degree	19	3.3	150
13-2021	Appraisers and Assessors of Real Estate	320	359	39	12.2%	64	103	\$25.70	Bachelor's degree	33	3.3	150
13-2099	Financial Specialists, All Other	863	905	42	4.9%	231	273	\$29.97	Bachelor's degree	37	3.3	150
17-3022	Civil Engineering Technicians	344	398	54	15.7%	67	121	\$24.99	Associate degree	77	3.3	150
21-1011	Substance Abuse and Behavioral Disorder Counselors	231	276	45	19.5%	46	91	\$18.54	Bachelor's degree	71	3.3	150
21-1091	Health Educators	711	848	137	19.3%	83	220	\$27.45	Bachelor's degree	74	3.3	150
21-1099	Community and Social Service Specialists, All Other	283	342	59	20.8%	33	92	\$22.96	Bachelor's degree	75	3.3	150
25-2031	Secondary School Teachers, Except Special and Vocational Education	2,618	2,838	220	8.4%	780	1,000	\$23.97	Bachelor's degree	83	3.3	150
25-2043	Special Education Teachers, Secondary School	385	432	47	12.2%	85	132	\$27.99	Bachelor's degree	86	3.3	150
27-1021	Commercial and Industrial Designers	286	341	55	19.2%	76	131	\$25.60	Bachelor's degree	93	3.3	150
27-1025	Interior Designers	410	515	105	25.6%	109	214	\$18.83	Associate degree	94	3.3	150
29-9091	Athletic Trainers	112	146	34	30.4%	21	55	\$18.90	Bachelor's degree	123	3.3	150
41-3021	Insurance Sales Agents	2,280	2,461	181	7.9%	495	676	\$26.04	Bachelor's degree	138	3.3	150
13-1121	Meeting and Convention Planners	279	356	77	27.6%	56	133	\$19.31	Bachelor's degree	30	3.0	177
13-2061	Financial Examiners	314	367	53	16.9%	55	108	\$38.51	Bachelor's degree	36	3.0	177
17-1022	Surveyors	167	213	46	27.5%	51	97	\$24.12	Bachelor's degree	48	3.0	177
17-2081	Environmental Engineers	117	164	47	40.2%	34	81	\$41.07	Bachelor's degree	53	3.0	177
25-2012	Kindergarten Teachers, Except Special Education	258	306	48	18.6%	43	91	\$25.15	Bachelor's degree	80	3.0	177
25-2041	Special Education Teachers, Preschool, Kindergarten, and Elementary School	465	567	102	21.9%	103	205	\$24.61	Bachelor's degree	84	3.0	177
25-2042	Special Education Teachers, Middle School	320	381	61	19.1%	71	132	\$26.69	Bachelor's degree	85	3.0	177
25-9099	Education, Training, and Library Workers, All Other	68	76	8	11.8%	9	17	\$23.01	Bachelor's degree	90	3.0	177
27-1014	Multi-Media Artists and Animators	267	349	82	30.7%	62	144	\$17.58	Bachelor's degree	92	3.0	177
27-3043	Writers and Authors	323	364	41	12.7%	58	99	\$19.59	Bachelor's degree	98	3.0	177
19-4099	Life, Physical, and Social Science Technicians, All Other	730	848	118	16.2%	277	395	\$16.02	Associate degree	70	2.8	193
31-9011	Massage Therapists	420	512	92	21.9%	48	140	\$15.58	Postsecondary vocational training	128	2.5	194
51-4122	Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	306	322	16	5.2%	65	81	\$15.11	Postsecondary vocational training	190	2.5	194
29-1199	Health Diagnosing and Treating Practitioners, All Other	284	337	53	18.7%	49	102	\$14.98	Bachelor's degree	115	2.0	197
21-1092	Probation Officers and Correctional Treatment Specialists	316	368	52	16.5%	37	89	\$16.71	Bachelor's degree	75	1.8	198
41-9022	Real Estate Sales Agents	1,056	1,098	42	4.0%	168	210	\$14.86	Postsecondary vocational training	144	1.5	200

**WHERE THE JOBS ARE:
Indianapolis Private Industry Council's
Individual Training Investment List 2010**

17 August 2010

INFORMATION TECHNOLOGY

Computer Support Specialists	Associates
Computer Specialists, All Other	Associates
Security and Fire Alarm Systems Installers	PS Voc
Telecommunications Equipment Installers and Repairers, Except Line Installers	PS Voc
Computer Systems Analysts	Bachelors
Network Systems and Data Communications Analysts	Bachelors
Network and Computer Systems Administrators	Bachelors
Computer Software Engineers, Applications	Bachelors
Computer Software Engineers, Systems Software	Bachelors
Database Administrators	Bachelors

LIFE SCIENCES – HEALTH CARE DELIVERY

Registered Nurses	Associates
Radiologic Technologists and Technicians	Associates
Dental Hygienists	Associates
Respiratory Therapists	Associates
Physical Therapist Assistants	Associates
Cardiovascular Technologists and Technicians	Associates
Surgical Technologists	PS Voc
Emergency Medical Technicians and Paramedics	PS Voc
Psychiatrics Technicians	PS Voc
Licensed Practical and Licensed Vocational Nurses	PS Voc
Pharmacy Technicians	Mod OJT
Dental Assistants	Mod OJT
Medical Assistants	Mod OJT
Healthcare Support Workers, All Other	Short OJT

LIFE SCIENCES – OTHER THAN HEALTH CARE DELIVERY

Medical and Clinical Laboratory Technicians	Associates
Medical and Clinical Laboratory Technologists	Bachelors
Medical Records and Health Information Technicians	Associates
Health Technologists and Technicians, All Other	PS Voc
Medical Equipment Repairers	Associates
Medical Secretaries	Mod OJT
Medical Transcriptionists	PS Voc
Environmental Science and Protection Technicians, Including Health	Associates
Life, Physical, and Social Science Technicians, All Other	Associates

ADVANCED MANUFACTURING

Electrical and Electronic Engineering Technicians	Associates
Electrical and Electronics Repairers, Commercial and Industrial Equipment	PS Voc
Mechanical Drafters	PS Voc
Industrial Engineering Technicians	Associates
Mechanical Engineering Technicians	Associates
Commercial and Industrial Designers	Bachelors
Production, Planning, and Expediting Clerks	Mod OJT
Industrial Machinery Mechanics	Long OJT
Mobile Heavy Equipment Mechanics, Except Engines	Long OJT
Mixing and Blending Machine Setters, Operators, and Tenders	Mod OJT
Structural Metal Fabricators and Filters	Mod OJT
Packaging and Filling Machine Operators and Tenders	Short OJT
Inspectors, Testers, Sorters, Samplers, and Weighers	Mod OJT
Welders, Cutters, Solderers, and Brazers	PS Voc
Team Assemblers	Mod OJT
Food Batch Maker	Short OJT
Production Workers, All Other	Mod OJT
Installation, Maintenance, and Repair Workers, All Other	Mod OJT
Helpers – Installation, Maintenance, and Repair Workers	Short OJT
Maintenance and Repair Workers, General	Mod OJT
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	Work Exp
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	Work Exp
First-Line Supervisors/Managers of Mechanics, Installers, and Repairers	Work Exp
Purchasing Agents, Except for Wholesale, Retail, and Farm Products	Long OJT

LOGISTICS

Aircraft Mechanics and Service Technicians	PS Voc
Automotive Service Technicians and Mechanics	PS Voc
Bus and Truck Mechanics and Diesel Engine Specialists	PS Voc
Industrial Truck and Tractor Operators	Short OJT
Truck Drivers, Heavy and Tractor-Trailer	Mod OJT
Truck Drivers, Light or Delivery Services	Short OJT
Cargo and Freight Agents	Mod OJT
Shipping, Receiving, and Traffic Clerks	Short OJT
Transportation Workers, All Other	Short OJT
Air Traffic Controllers	Long OJT
First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers	Work Exp
First-Line Supervisors/Managers of Transportation and Material-Moving Machine and Vehicle Operators	Work Exp

FINANCE AND INSURANCE

Accountants and Auditors	Bachelors
Financial Analysts	Bachelors
Claims Adjusters, Examiners, and Investigators	Long OJT
Loan Interviewers and Clerks	Short OJT
Credit Authorizers, Checkers, and Clerks	Short OJT
Bookkeeping, Accounting, and Auditing Clerks	Mod OJT
Billing and Posting Clerks and Machine Operators	Mod OJT
Procurement Clerks	Mod OJT
Brokerage Clerks	Mod OJT
Statistical Assistants	Mod OJT
Paralegals and Legal Assistants	Associates
Legal Secretaries	Associates
Executive Secretaries and Administrative Assistants	Work Exp
Customer Service Representatives	Mod OJT
Bill and Account Collectors	Short OJT
Interpreters and Translators	Long OJT
First-Line Supervisors/Managers of Office and Administrative Support Workers	Work Exp
First-Line Supervisors/Managers of Non-Retail Sales Workers	Work Exp

OTHER OCCUPATIONS

Civil Engineering Technicians	Associates
Architectural and Civil Drafters	PS Voc
Hazardous Materials Removal Workers	Mod OJT
Bus Drivers, Transit and Intercity	Mod OJT
Bus Drivers, School	Mod OJT
Interviewers, Except Eligibility and Loan	Short OJT
Eligibility Interviewers, Government Programs	Mod OJT
Compliance Officers, Except Agriculture, Construction, Health and Safety, and Transportation	Long OJT
Police and Sheriff's Patrol Officers	Long OJT
Correctional Officers and Jailors	Mod OJT
Fire Fighters	Long OJT
Police, Fire, and Ambulance Dispatchers	Mod OJT
Protective Service Workers, All Other	Short OJT
Private Detectives and Investigators	Work Exp
Detectives and Criminal Investigators	Work Exp
First-Line Supervisors/Managers of Protective Service Workers, All Other	Work Exp
First-Line Supervisors/Managers of Police and Detectives	Work Exp
First-Line Supervisors/Managers of Personal Service Workers	Work Exp
First-Line Supervisors/Managers of Landscaping, Lawn Service, and Groundskeeping Workers	Work Exp
First-Line Supervisors/Managers of Housekeeping and Janitorial Workers	Work Exp
First-Line Supervisors/Managers of Food Preparation and Serving Workers	Work Exp
First-Line Supervisors/Managers of Retail Sales Workers	Work Exp
Food Service Managers	Work Exp
Social and Human Service Assistants	Mod OJT
Sales Representatives, Services, All Other	Work Exp

MARION COUNTY HIGH DEMAND OCCUPATION DETAIL (4.6.10) | 1

INDUSTRY	OCCUPATIONS	2006 EMPLOYMENT	2016 PROJECTED EMPLOYMENT	TOTAL GROWTH	PERCENT CHANGE	TOTAL OPENINGS	2007/8 ANNUAL WAGE	EDUCATION / TRAINING REQUIREMENTS
Information Technology	Medical Records and Health Information Technicians	848	1,035	187	22.1%	417	\$ 30,846	Associate's degree
	Computer Support Specialists	2,441	2,760	319	13.1%	1,073	43,262	Associate's degree
	Health Technologists and Technicians, All Other	637	774	137	21.5%	188	31,571	Post-secondary vocational training
	Radiologic Technologists and Technicians	1,008	1,197	189	18.8%	326	52,766	Associate's degree
	Medical Transcriptionists	667	869	203	30.3%	285	30,760	Post-secondary vocational training
	Telecommunications Equipment Installers and Repairers, Except Line Installers	1,593	1,672	79	5.0%	471	50,826	Post-secondary vocational training
Life Sciences: Health Care Delivery	Dental Hygienists	606	807	201	33.2%	317	71,325	Associate's degree
	Dental Assistants	836	1,107	271	32.4%	416	37,577	Moderate OJT
	Registered Nurses	13,919	17,917	3,998	28.7%	6,296	62,104	Associate's degree
	Licensed Practical/Vocational Nurses	3,529	4,089	560	15.9%	1,523	40,690	Post-secondary vocational training
	Surgical Technologists	432	567	135	31.3%	267	40,584	Post-secondary vocational training
	Medical and Clinical Lab Technicians	1,046	1,254	208	19.9%	366	37,692	Associate's degree
	Emergency Medical Technicians and Paramedics	870	1,069	199	22.9%	299	27,122	Post-secondary vocational training
	Nursing Aides, Orderlies, and Attendants	4,609	5,494	885	19.2%	1,297	24,608	Post-secondary vocational training
	Respiratory Therapists	759	979	220	29.0%	331	54,362	Associate's degree
	Pharmacy Technicians	1,185	1,678	493	41.6%	855	27,612	Moderate OJT
	Medical Assistants	1,785	2,483	698	39.1%	920	29,126	Moderate OJT
	Health Care Support Workers, All Others	1,327	1,611	284	21.4%	448	27,623	Short-term OJT
Life Sciences: Laboratories	Medical and Clinical Lab Technicians	1,046	1,254	208	19.9%	366		Associate's degree
	Medical and Clinical Lab Technologists	1,153	1,415	262	22.7%	437		Associate's or Bachelor's degree
	Miscellaneous Science Technicians	730	848	118	16.2%	395	32,473	Associate's degree

INDUSTRY	OCCUPATIONS	2006 EMPLOYMENT	2016 PROJECTED EMPLOYMENT	TOTAL GROWTH	PERCENT CHANGE	TOTAL OPENINGS	2007/8 ANNUAL WAGE	EDUCATION / TRAINING REQUIREMENTS
Life Sciences: Biopharmaceuticals (Manufacturing)	To be determined through interviews.							
Life Sciences: Medical Devices and Instruments (Manufacturing)	Medical Equipment Repairers	391	504	113	28.9%	223	38,938	Associate's degree
Logistics	Aircraft Mechanics and Service Technicians	701	880	179	25.5%	250	63,716	Post-secondary vocational training
	Cargo and Freight Agents	826	1,062	236	28.6%	461	44,170	Moderate OJT
	Truck Drivers, Heavy and Tractor Trailer	11,967	14,226	2,259	18.9%	4,382	38,511	Moderate OJT
	Truck Drivers, Light or Delivery	4,711	5,309	597	12.7%	1,434	26,829	Short-term OJT
	Production, Planning, Expediting Clerks	1,455	1,583	128	8.8%	524	41,510	Moderate OJT
	Shipping, Receiving, Traffic Clerks	4,111	4,737	626	15.2%	1,611	27,772	Short-term OJT

Key Performance Indicator	Definition	Red	Yellow	Green
MAXIMIZE INVESTMENT OF FUNDS				
IPIC Management Cost***	% of total expenditures	>20%	17.01-20%	<=17%
ITA Direct Training***	% of ITA direct training budget expended	<7%	7-7.99%	>=8%
MEET OR EXCEED ALL PROGRAM MANAGEMENT GOALS				
Enrollments	# clients enrolled in Workforce Development programs	<2167	2167-2359	>=2360
WIA Enrollments*	# of clients enrolled in WIA	<417	417-457	>=458
WIA Training*	% of WIA clients in training	<13%	13-18.09%	>=18.1%
WIA Credentials*	% of WIA clients in training who earn a credential	<75%	75-79.99%	>=80%
Client Placements*	# of clients placed in employment	<100	100-132	>=133
WIA Placements*	% of WIA clients placed in employment	<70%	70-72.99%	>=73%
IMPROVE WORKONE PERFORMANCE AND EXPAND ACCESS TO SERVICES				
Business Development	% of targeted employers receiving IPIC/WorkOne service outreach	<53%	53-67.99%	>=68%
Business Engagement	% of contacts resulting in WorkOne projects	<25%	25-32.99%	>=33%
IMPROVE QUALITY AND CONSISTENCY OF CUSTOMER SERVICE				
Customer Satisfaction	% of overall customer satisfaction	<88%	88-92.99%	>=93%
GENERATE GREATER VISIBILITY OF IPIC, IPIC PROGRAMS & SERVICES, AND WORKONE				
Earned Promotion	% of earned promotion attempts at no cost resulting in placement	<50%	50-74.99%	>=75%

*New in PY10, correspond to service provider pay for performance targets

***1 month lag

WIA Adult and Dislocated Worker Service Matrix

Activity	Description	% WIA Funds to be Utilized		Other Funds to be Utilized (Type of Funds and Amount)	Annual Participation Target		
		Adult	DW		Adult	DW	Co-Enrolled Out-of-School Youth
Training & Service Orientation Workshop	<ul style="list-style-type: none"> ▪Frequency: 6 times per week for face-to-face and also on-demand ▪Delivery Mechanism: Online and face-to-face ▪Objective: To orient training candidates to WorkOne services and training opportunities. ▪Anticipated Learning Outcomes: Ability to navigate the WorkOne and possible training and funding opportunities available to customers. 	2.83%	2.90%		4,000	9,000	1,000
Resume Workshop	<ul style="list-style-type: none"> ▪Frequency: 6x per week for face-to-face and also on-demand ▪Delivery Mechanism: Online and face-to-face ▪Objective: To identify the proper development of an effective resume. ▪Anticipated Learning Outcomes: Ability to format appropriate resumes, highlight transferrable skills, and customize for different employment opportunities. 	0.85%	0.97%		1,200	3,000	200
Interviewing Workshop	<ul style="list-style-type: none"> ▪Frequency: 6x per week face-to-face and also on demand ▪Delivery Mechanism: Online, recorded, face-to-face, etc. ▪Objective: To develop the skills for effective interviewing. ▪Anticipated Learning Outcomes: Ability to respond to questions effectively and leave a positive impression with the employer. 	0.85%	0.97%		1,200	3,000	200
Career Interest Workshop	<ul style="list-style-type: none"> ▪Frequency: 7x per week (This content is included in our training orientation workshop and through our sector specific training initiatives.) ▪Delivery Mechanism: Online and face-to-face ▪Objective: To assess career interests and skills into the high-demand, high-growth occupation sectors. ▪Anticipated Learning Outcomes: Ability to determine suitability for a chosen training and 	1.06%	1.13%		1,500	3,500	400

WIA Adult and Dislocated Worker Service Matrix

Core Services	Job Search Workshop <ul style="list-style-type: none"> ▪Frequency: 6x times per week ▪Delivery Mechanism: Face-to-face ▪Objective: To develop strategies for a highly effective job search. ▪Anticipated Learning Outcomes: Ability to utilize networking outlets for job search, market oneself, and overcome challenges in today's job market. 	1.41%	1.29%		2,000	4,000	100
	UI/Extended Benefits Workshop <ul style="list-style-type: none"> ▪Frequency: 10x times per week ▪Delivery Mechanism: Face-to-face ▪Objective: To understand unemployment and extended benefits, and re-employment assistance. ▪Anticipated Learning Outcomes: Ability to navigate the WorkOne and possible training and funding opportunities. 	0.00%	2.57%		-	8,000	-
	Healthy Lifestyles Workshop <ul style="list-style-type: none"> ▪Frequency: Do not offer. ▪Delivery Mechanism: ▪Objective: ▪Anticipated Learning Outcomes: 	0.00%	0.00%		-	-	-
	Digital Literacy Workshop <ul style="list-style-type: none"> ▪Frequency: 1x time per week ▪Delivery Mechanism: Face-to-face ▪Objective: To become more proficient in basic computer usage the software used by a majority of employers. ▪Anticipated Learning Outcomes: Ability to understand the basic operations of word processing, spreadsheet, database, email client, and presentation applications. 	0.53%	0.56%		750	1,750	50
	Financial Literacy Workshop <ul style="list-style-type: none"> ▪Frequency: 2x times per week and also on-demand ▪Delivery Mechanism: Face-to-face and online ▪Objective: To assist customers in their financial and money management. ▪Anticipated Learning Outcomes: Ability to understand the implications of consumer debt, budgeting concepts, and purpose of future financial planning. 	0.57%	0.64%		1,000	2,000	100
	Work Readiness Workshop <ul style="list-style-type: none"> ▪Frequency: 3x times per week and on-demand ▪Delivery Mechanism: Face-to-face and online ▪Objective: To develop an understanding of the soft skills employers base their hiring decisions. ▪Anticipated Learning Outcomes: Ability to recognize where candidates are skill deficient and understand where improvements will make them competitive. 	1.06%	0.64%		1,500	2,000	750

WIA Adult and Dislocated Worker Service Matrix

	Indiana Career Connect <ul style="list-style-type: none"> ▪Frequency: 2x times per week and on demand ▪Delivery Mechanism face-to-face ▪Objective: To develop an understanding of utilizing the Statewide job matching system. ▪Anticipated Learning Outcomes: Ability to post resumes, explore careers, and research labor market information. 	0.35%	0.32%		500	1,000	50
	Re-employment for Re-entry <ul style="list-style-type: none"> ▪Frequency: 1x times per week ▪Delivery Mechanism: Face-to-face ▪Objective: To develop an understanding of how to re-enter the workforce with a criminal background. ▪Anticipated Learning Outcomes: Ability to properly address backgrounds in interviews, on applications, and with employers. 	0.11%	0.02%		200	50	50
	Other Core Services <ul style="list-style-type: none"> ▪Frequency: 6x per week face-to-face and on-demand ▪Delivery Mechanism: Online and face-to-face ▪Objective: To develop the skills for effective interviewing skills. ▪Anticipated Learning Outcomes: Ability to respond to interview questions effectively and leave a positive impression with the employer. 	0.00%	0.00%				
	Case Mgmt <p>Twelve case managers throughout the region conduct informational interviews during which both eligibility for further services as well as the customer's needs, goals and barriers are assessed and determined.</p>	15.00%	15.00%		1,500	3,500	100
Intensive Services	Counseling <p>Twenty-two career counselors review and complete academic career plans by utilizing and interpreting results of assessments to set goals and determine next steps with customers.</p>	14.00%	14.00%		1,500	3,500	100
	Prevocational Training <p>Introduction to computer courses</p>	0.00%	0.07%		-	250	-
	E4 workshop <ul style="list-style-type: none"> ▪Frequency: 1x per month ▪Delivery Mechanism: Face-to-face ▪Objective: To develop job search skills and networking for customers with extensive employment histories, recently dislocated. ▪Anticipated Learning Outcomes: Ability to effectively networking via personal contacts and social networking tools for self branding. 	0.00%	0.03%		-	120	-

WIA Adult and Dislocated Worker Service Matrix

Ir	Resume Workshop	<ul style="list-style-type: none"> ▪Frequency: 1x per week ▪Delivery Mechanism: Face-to-face ▪Objective: To identify the proper development of an effective resume. ▪Anticipated Learning Outcomes: To format appropriate resumes, highlight transferrable skills, and customize for different employment opportunities. 	0.07%	0.04%		100	150	-
	Interviewing Workshop	<ul style="list-style-type: none"> ▪Frequency: 1x per week ▪Delivery Mechanism: Face-to-face ▪Objective: To develop the skills for effective interviewing skills. ▪Anticipated Learning Outcomes: Ability to respond to interviewing questions effectively and leave a positive impression with the employer. 	0.07%	0.04%		100	150	-

WIA Adult and Dislocated Worker Service Matrix

Training	ITAs	See attached policy	40.00%	40.00%		300	700	50
	OJT	See attached policy	2.25%	2.25%		-	50	-
Other Activities or Programs	Supportive Services	See attached policy	4.00%	2.67%		300	700	-
	Business Services	speed to local employers for their hiring needs through customized staffing services, applicant screening, hiring events, onsite interviews, assessment testing, and utilization of Indiana Career Connect.	12.00%	7.00%				
	Staff Development	Web based e-learning system to provide information and assess staff retention of policies, procedures and programs to re-inforce weekly staff enrichment workshops.	0.00%	0.00%				
	STEM	Sector specific training initiative to expand the pipeline of qualified candidates in the advanced manufacturing, engineering, information technology and biotechnology industries.	0.00%	2.00%	DOL High Growth Job Training Initiative Grant - \$342,500	-	50	35
	PriorITize	Sector specific training initiative to expand the pipeline of qualified candidates in the information technology and electronic systems industries.	1.25%	2.50%	DOL Community Based Job Training Initiative Grant - \$439,776	40	140	-
	HCCI	Sector specific training initiative to expand the pipeline of qualified candidates in the healthcare industry.	1.25%	2.50%	ARRA High Growth and Emerging Industries Grant - \$726,566			
Totals	Total Core Services		9.62%	12.00%		13,850	37,300	2,900
	Total Intensive Services		29.14%	29.18%		3,200	7,670	200
	Total Training Services		42.25%	42.25%		300	750	50
	Total Other		18.50%	16.67%		340	890	35
	Grand Total		100%	100%	\$0	17,690	46,610	3,185



POLICY OF THE INDIANAPOLIS PRIVATE INDUSTRY COUNCIL

Policy Name	Individual Training Accounts (ITA)
Policy Number	2009-OP-007
Program Funding Stream	WIA/ARRA - Adult, Dislocated Worker and Out of School Youth; VWIP
Executive Team Approval	(please date & initial below)
Business Development	9/27/10 <i>Paul</i>
Operations	9-27-10 <i>Dave</i>
Strategic Development	9/27/10 <i>CA</i>
Finance	<i>JB</i> 9/30/10
President Approval	<i>BEH</i> 10/7/10

REV	Description of Change	Author	Effective Date	Sunset Date
	Initial Release	Gus Linde	Upon Approval	6-30-2010
1	Removed verbiage from Policy Statement and added to Summary of the Law, added additional Policy References; added time limitations to ITA	Gus Linde	7-1-2010	6-30-2011

1. Purpose

To establish criteria around the issuance of an Individual Training Account (ITA).

2. Scope

To provide guidance to Service Providers and training vendors concerning ITAs, the Eligible Training Provider List (ETPL) and exceptions to the use of ITAs for WIA Adult, Dislocated Worker, and Out-of-School Youth.

3. Summary of the Law

The Workforce Investment Act of 1998, Sec 134(d)(4)(G)(i) states training services shall be provided through the use of individual training accounts and shall be provided to eligible individuals through the one-stop delivery system.

Indiana Department of Workforce Development has received a waiver to Section 123 of the Workforce Investment Act and 20 CRF 664.510 which allows ITAs for out-of-school youth.

Section 134(d)(4)(B)(ii) permits a participant to enroll in a training program with WIA funds while an application for Pell grant funds is pending.

4. Responsibilities

- ⇒ Service Providers are responsible for implementing all facets of this policy, to appoint those who will carry out the daily activities and to assist in drafting any necessary procedures required to fulfill the requirements of this policy.
- ⇒ IPIC Operations Division is responsible for providing guidance, validation and periodic review of this policy. IPIC Operations Division will be responsible for the coordination of training of those who will carry out the daily activities.

5. Policy Statement

ITAs may be made available to adults, dislocated workers and out-of-school youth. All ITA participants must:

- a) Have met all criteria as outlined in the Client Assessments Policy;
- b) have met the WIA eligibility requirements and have received at least one Intensive Service;
- c) have been determined to be unable to obtain or retain self-sufficient employment through such services; and
- d) have been unable to obtain financial assistance from other sources to pay the total cost of such training.

ITAs shall:

- a) maximize informed choice and flexibility in service delivery,
- b) consider both the immediate and long-term needs of the individual,
- c) value joint job seeker and staff decision-making, and
- d) utilize the Individual Employment Plan/Individual Service Strategy goals and objectives as the basis for the selection of the occupational training in demand that is delivered by a eligible training provider.

ITAs shall be written by program year.

ITA funding is not guaranteed to cover the entire program year for which it is written. Beyond the initial payment to the educational institution, in order to receive additional funds to cover subsequent semesters or terms, individuals must prove that they have sustained a minimum GPA of 2.0 or "Pass" if the course is Pass/Fail. Individuals who do not maintain a GPA of 2.0 or have failed a program will not be eligible for additional training dollars.

Supportive Services are not part of the ITA.

Participants shall select a program of study which will result in an industry recognized credential within a high demand/high growth high wage occupation as specified in the Training Criteria and Funding Limitations Policy. Participants shall also select a training provider from the Eligible Training Provider List prior to the ITA being issued.

The Individual Training Account Agreement must be completed by the participant and the Service Provider when referring participants with an ITA to a training vendor.

Participants must be enrolled in an approved training program within 30 days of designation of the ITA award.

Service Providers and training providers must coordinate available funds to pay for training and avoid duplication of payments.
ITA amounts will be based on the funding limitations defined in the Training Criteria and Funding Limitations policy.

Participation in a training program funded under WIA may not be conditioned on applying for or using a student loan to help finance training costs.

6. Exceptions

Individuals who have demonstrated unsatisfactory performance under a previously established ITA, Educational Recruiting staff shall determine if the individual should be eligible to receive additional funds.

Pursuant to Sec 134(d)(4)(G)(ii), contracts for services may be used instead of ITAs only when one of the following exceptions applies:

1. When the services provided are on-the-job training (OJT) or customized training;
2. When the Service Provider and IPIC determines that there is an insufficient number of eligible training providers in the local area; or
3. When IPIC determines that there is a training services program of demonstrated effectiveness offered in the area by a community-based organization or another private organization to serve special participant populations that face multiple barriers to employment.

7. Definitions

ITA - an account established by the WorkOne Service Provider on behalf of an eligible job seeker to procure training services.

Intensive Services - services provided to Adult and Dislocated Workers that include but are not limited to: intensive job search, one-on-one counseling, comprehensive assessment, short-term prevocational training, and work experience.

Special Participant Population That Faces Multiple Barriers To Employment - a population of low-income individuals that is included in one or more of the following categories:

- (1) individuals with substantial language or cultural barriers.
- (2) offenders.
- (3) homeless individuals.
- (4) other hard-to-serve populations as defined by the Governor.

8. Related Policies and Documents

Training Criteria and Funding Limitations Policy
Priority of Service Under Limited Funding Policy
Client Assessments Policy
On The Job Training (OJT) Policy
Individual Training Account Agreement

EmployIndy

Advancing workforce solutions for Indianapolis

POLICY OF EMPLOYINDY

Policy Name	On-the-Job Training
Policy Number	2010-OP-011
Program Funding Stream	ARRA & WIA Adult & Dislocated Worker
Executive Team Approval	(please date & initial below)
Business Development	1-31-11 <i>PL</i>
Operations	1-31-11 <i>PL</i>
Strategic Development	3/9/11 <i>R.A.</i>
Finance	1/31/11 <i>HO</i>
President Approval	1/31/11 <i>BEH</i>

REV	Description of Change	Author	Effective Date	Sunset Date
	Initial Release	W. Miller	Upon Approval	12/31/10
1	Changed all IPIC to EmployIndy. Put on EmployIndy policy template	W. Miller	Upon Approval	12/31/11

1. Purpose

To establish guidelines for on-the-job training (OJT) within the WorkOne Indianapolis system.

2. Scope

To establish guidelines that address OJT contracts and activities for WorkOne Indianapolis customers, including employer eligibility, customer eligibility, contract requirements, monitoring expectations, and OJT plan development expectations.

3. Summary of the Law

Under an OJT the customer must be in a paid position with an employer and must be performing productive work while acquiring additional knowledge or skills necessary to perform the job. The customer must be paid equivalent wages to others in the position and must receive similar benefits. All labor laws must be followed.

The employer may be reimbursed up to 50% of the hourly rate of the customer for the duration of the OJT. Reimbursement is to offset the extraordinary cost the employer incurs in providing the training and supervision. The length of the OJT is to be sufficient for the customer to acquire the identified knowledge and skills, but may not exceed 6 months.

The Workforce Investment Act of 1998 Sec. 134(d)(4)(D)(ii)
The Workforce Investment Act of 1998 Sec. 101(31)
The Workforce Investment Act of 1998 Sec. 181 (a)(1)(A), (b)(5) & (d)(2)
The Workforce Investment Act of 1998 Sec. 195 (4)
Pursuant 20 CFR 663.700
Pursuant 20 CFR 663.705
Pursuant 20 CFR 663.710
Pursuant 20 CFR 663.730
DWD Policy 2009-07

4. Responsibilities

- ⇒ WorkOne Service Provider(s) are responsible for using the guidance in this policy to determine when OJTs should be used and for following the guidance when implementing OJTs.
- ⇒ EmployIndy Operations Division is responsible for providing guidance, validation, implementation and periodic review of this policy.
- ⇒ Service Provider(s) have responsibilities to monitor the successful operation of OJT contracts.

5. Policy Statement

OJT agreements will only be entered into when the occupations being addressed are within the Marion County targeted economic sectors which are: Life Sciences, Advanced Manufacturing, Logistics, Motor Sports, and Information Technology. Develop Indy sponsored OJT projects must be approved by the EmployIndy president.

OJT Agreements

Each employer that will be providing on-the-job training must have a completed OJT Contract Agreement with appropriate signatures dated prior to the start date of the OJT.

- OJT agreements should be developed for customers who are being trained for occupations in demand. This will include all Marion County targeted economic sectors. Additionally, OJT agreements can only be executed for full-time, non-temporary jobs that pay a minimum of \$13/hr.
- OJT agreements may be written for eligible employed workers when the employee is currently not earning a self-sufficient wage (see Adult & Dislocated Worker Eligibility policy) and the OJT relates to one of the following: (1) the introduction of new technologies, (2) the introduction of new production or service procedures, (3) the need to acquire additional skills to upgrade to a new job, or (4) the need to improve workplace literacy.
- OJT agreements will only be written for employers that have five (5) or more employees entering into the OJT program.
- WorkOne will reimburse an employer consistent with the requirements described in this policy.
 - Reimbursement to the employer may only be made for the number of hours in training. Since training occurs only during the hours of actual work, WorkOne will not reimburse the employer for hours not worked such as holidays, vacations, sick days and time spent on jury duty.

- WorkOne will not reimburse employers for overtime pay to OJT customers. Work performed in an overtime capacity is not reimbursable since the primary purpose of overtime is to make up production shortages and training is not expected to occur.
 - The maximum expenditure on an individual OJT contract shall be \$13,000 annually.
 - Employers will receive 45% of the employee wages during the OJT period. Reimbursement for the remaining 5% will be paid out after completing the OJT and then 6 months of continuous employment. However, the employer will receive 100% of the contracted amount if the employee is terminated for just cause after the OJT or if the employee terminates employment after the OJT.
- A sample OJT contract can be found in Attachment C to this policy. A contract must be used with all agreed upon OJT activities.

Employer Eligibility

Employers providing on-the-job training to WorkOne Indianapolis customers shall meet the following guidelines:

- The employer must not be involved in a current labor dispute and must not have a history of frequent layoffs. The employer may not utilize OJT agreements to displace currently employed workers, replace laid-off workers, or reduce the hours of current employees below their normal schedule. OJT agreements must not impair existing contracts for services or any collective bargaining agreement.
- Employers participating in an OJT activity shall afford the same wages, benefits, and working conditions as regular employees with similar lengths of service and duties.
- OJT training activities may only be conducted at employer worksites where adequate provisions have been made for the customer's safety.
- OJT funds may not be used to propose or encourage the relocation of an employer or part of an employer if this relocation will result in a loss of employment for any employee at any other location within the United States. If an employer has relocated and workers at another location have been or will be displaced as a result of this relocation, OJT funds may not be used until 120 days after the date on which the employer commences operations at the new location. To document that this requirement is being followed, all employers will complete and sign an OJT Pre-Award Survey which can be found in Attachment A to this policy.
- If an OJT agreement is for new job openings, the openings shall be posted on Indiana Career Connect.
- Employers who have had two or more OJT agreements in the past year and have exhibited a pattern of failing to employ all OJT customers for at least six months following completion of their training or do not provide wages, benefits, and working conditions equal to those provided to regular employees doing the same type of work will be ineligible to participate in OJT activities for a period of one year from the conclusion of their last OJT agreement. Reinstatement of OJTs for the employer will require that all problems associated with the ban have been satisfactorily corrected. The period of ineligibility may be waived only if one of the following conditions can be documented: (1) employees were hired but subsequently quit voluntarily or (2) employees were hired but were terminated for cause.

Customer Eligibility

Customers who are going to participate in on-the-job training activities shall meet the following guidelines:

- Customers must meet the eligibility criteria for the WIA Adult/Dislocated Worker program or any other program from which funding is being used to support OJT training costs.
- Customers must have participated in a formal assessment activity and been found to possess the basic skills that are required of the job for which the OJT is being developed.
- A customer may not have participated in an OJT in the previous 12 months unless they were laid off through no fault of his/her own.
- A customer will not participate in an OJT if he or she is on temporary lay-off and is expecting to be recalled by the former employer to the same or similar job.
- A training plan (*Attachment E*) shall be developed along with an individual employment plan (IEP) to outline the specific skill requirements for the OJT program and assess what skills the customer lacks at the start of the training. The training plan will also be used to document the completion of the skills to be learned.

Training Duration and Content

OJT authorized for a customer shall be limited to a period not in excess of that generally required for the acquisition of skills needed for the occupation, however, an OJT may not exceed six months. To determine the appropriate hours for an OJT assignment, the OJT Training Time Assessment found in *Attachment B* will be utilized.

To ensure appropriate training content, OJT training plans must be developed with the full engagement of the employer. To document this engagement, the training plan must be approved by the employer as part of the OJT agreement process.

Follow-Up and Monitoring Requirements

At minimum, the Service Provider (s) shall provide meaningful follow-up services to OJT customers. WorkOne staff persons shall conduct monthly check-ins with OJT customers throughout the duration of their training and for six months following successful completion of the OJT.

Additionally, the Service Provider (s) shall conduct monthly check-ins with the employer on all OJT worksites and conduct at least one fully documented (*Attachment D*) monitoring visit throughout the duration of the OJT contract, and one fully documented monitoring visit within six months following the completion of the OJT contract.

OJT completion rates, employment retention rates and employment earning will be specified in the Master Agreement and will be tracked. Poor performance will result in a minimum one year OJT ban for that employer beginning with the end date of the OJT causing the issue.

6. Exceptions

Exceptions to this policy may be granted by the EmployIndy President upon a showing that the exception does not violate federal or state law or policy and that the exception is in the best interest of developing Marion County's workforce.

7. Definitions

Customer - individual who has been determined to be eligible to participate and who is receiving services (except for follow up services) under a program authorized by WIA.

Individual Employment Plan - an individual plan for a participant/customer, which shall include an employment goal, appropriate achievement objectives, and the appropriate combination of services for the participant based on an objective assessment.

Individual Training Account - an account established by the WorkOne Service Provider on behalf of an eligible job seeker to procure training services.

On-the-Job Training – training by an employer that is provided to a paid participant while engaged in productive work in a job that (A) provides knowledge or skills essential to the full and adequate performance of the job; (B) provides reimbursement to the employer of up to 50 percent of the wage rate of the participant, for the extraordinary costs of providing the training and additional supervision related to the training; and (C) is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the service strategy of the participant, as appropriate.

Workplace Literacy – the ability to read, write, and speak in English, compute and solve problems at levels of proficiency necessary to function on the job.

8. Related Policies and Documents

Pre Award Review Form (Attachment A)
Training Time Documentation Form (Attachment B)
Contract Agreement Form (Attachment C)
Monitoring Report Form (Attachment D)
On-the-Job Training Plan Form (Attachment E)
WIA Adult and Dislocated Worker Eligibility Policy
Employer Services Policy
Individual Training Account Policy
Individual Employment Plan Policy

Attachment A

On the Job Training – Pre Award Review

I. IDENTIFYING INFORMATION

Company Name: _____
Address: _____
Company Official Providing Information: _____
Title: _____
Phone: _____
Email: _____

Other company names (including successors in interest) under which the above company has conducted or is currently conducting business: _____

II. RELOCATION INFORMATION

Has the company (or any subsidiary, affiliate, or part thereof) relocated within the past 120 days?
Yes _____ No _____

If yes, please indicate the date in which operations began at the new facility: _____

If yes, did the relocation result in a loss of employment for any employee of the company at the original location? Yes _____ No _____

III. CURRENT EMPLOYEE STATUS

Are any employees currently on layoff from the job classification(s) that will be included in the on-the-job training program? Yes _____ No _____

If yes, have the employees been laid off for a minimum of 120 days or declined an offer to return to work?
Yes _____ No _____

IV. LABOR CONSULTATION

Are the positions that are part of the on-the-job training program subject to a collective bargaining agreement? Yes _____ No _____

If yes, please identify the unions covered by the agreement(s) and their contact information:

III. SIGNATURE AND VALIDATION

The company official hereby attests that the above information is correct:

Signature of Company Official

Date Signed

Signature of WorkOne Representative

Date Signed

Attachment B
OJT Training Time Documentation

A. On-the-Job Training Identifying Information

1. Trainee/Employee: _____
2. Employer/Contractor: _____
3. O*NET Job Title: _____
4. Employer Job Title: _____
5. O*NET Code: _____
6. S.V.P. Level: _____
(Specific Vocational Preparation)
7. Maximum Hour Per S.V.P.: _____
8. Employer Training Time: _____

B. Training Time Calculation

Critical Required Skills and Experience	Does Customer Meet Qualification?	Training Hours Deduction	Comments
Enter the lower of the maximum hours allowed by S.V. P. or the hours supported by the employer training outline.			
Total training time reduction for relevant skills or training			
Additional training hours for special circumstances			
Total allowable hours for on the job training			

C. Training Overview (detail the specific training activities in which the trainee/employee will participate) – Add additional pages as needed

WorkOne Representative Signature

Date

Attachment C

On-the-Job Training Contract Agreement

Effective Date of Contract: _____ **Contract Number:** _____

I. PARTIES TO THIS AGREEMENT

WORKFORCE DEVELOPMENT ENTITY

Address
City, State, Zip
Contact Person
Phone Number

Employer Name

Employer Address
City, State, Zip
Contact Person:
Phone Number

II. CONDITIONS OF THIS AGREEMENT

- A. Reimbursement Process:** In consideration for the training provided, (WORKFORCE DEVELOPMENT ENTITY) as fiscal agent for the WorkOne system, agrees to reimburse the Employer 50% of the wages paid to the identified WorkOne customer (trainee) to an amount not to exceed the OJT contract total.

Trainee Name: _____ Trainee SS#: XXX-XX _____

Trainee Job Title: _____ Trainee Hourly Wage: _____

Trainee Start Date: _____ Trainee End Date: _____

Total Number of OJT Hours: _____ OJT Contract Total: _____

This 50% wage reimbursement is in compensation for the costs associated with training the identified individual and their lower productivity during the identified training period. Reimbursement will occur as a result of invoices submitted by the Employer. Overtime wages, wage increases not specified in this contract, and hours in excess of those specified in this contract will not be reimbursed. Further, reimbursement will not be made for time in which the trainee is absent from training, including authorized paid absences such as holidays, sick days, and vacation days. (WORKFORCE DEVELOPMENT ENTITY) will not reimburse contributions to retirement, medical or any other benefit plans for the trainee.

- B. Trainee Retention:** Just as the Employer has the right to hire the trainee, termination for just cause rests with the Employer. However, as part of this agreement, the Employer agrees that the trainee will not be terminated without prior notice and reasonable opportunity for correction or improvement of performance. As a part of this assurance, the Employer will immediately notify the service provider if the trainee has an attendance or disciplinary problem or has demonstrated an inability to perform in accordance with the training plan. The Employer also agrees to retain the trainee as a regular employee upon successful completion of the training.

- C. Trainee Wages, Benefits and Working Conditions:** The following will govern the wage rates, benefits, and overall working conditions for the trainee.

1. Trainee wages will be the higher of the following: (1) the highest minimum wage as required under Federal or State law or (2) the wage rate paid by the Employer to other similar employees.
2. The trainee will be afforded the same benefits and working conditions as any other employee doing the same type of work for a similar length of time.

3. The Employer will provide Workers Compensation benefits in accordance with State law, or, when such law is not applicable, liability insurance coverage for injuries suffered by the trainee.
4. The trainee will not be required to work in conditions which are unsanitary, hazardous, or dangerous to their health or safety. With inherently dangerous jobs, reasonable safety practices will be applied. In the event that the trainee is subject to child labor laws in any form, the Employer agrees to follow all such laws.

E. Employer Assurances

1. The Employer assures that it will comply with all Federal, State and local regulations, rules, laws and policies that govern the use of Workforce Investment Act (WIA) and/or Trade Adjustment Assistance (TAA) resources. In the event that such regulations, rules, laws, or policies would change, the Employer assures it will comply with these changes as they apply to this on-the-job training contract.
2. The Employer assures that no currently employed workers will be displaced by the trainee or suffer a reduction (or partial reduction) in wages, benefits, or work hours, including over-time work hours. The Employer also assures that the trainee is not filling a position which will infringe upon the promotional opportunities of current employees.
3. The Employer assures that the trainee will not fill a position when:
 - another employee is on lay-off from the same or an equivalent job, or
 - the Employer has terminated a regular employee with the intention of filling the opening with the trainee, or
 - another employee is not employed because of a labor dispute.
5. The Employer assures that this contract will not impair any existing collective bargaining agreements and that it will obtain written concurrence of the appropriate labor organization if inconsistencies with the bargaining agreement exist. It is further assured that the Employer will notify (WORKFORCE DEVELOPMENT ENTITY) if a labor dispute occurs during the term of this contract.
6. The Employer assures that no job training funds will be used to assist, promote, or deter union organizing. The Employer further assures that the trainee will not be employed in a job that involves political or lobbying activities.
7. The Employer assures that the trainee will not be employed and funds received under this contract will not be used to conduct or support the construction, operation, or maintenance of any facility used for religious instruction or worship.
8. The Employer assures that the trainee hired under this agreement will not be the immediate relative of the Employer's administrative or supervisory staff.
9. The Employer assures that it has written personnel policies and that these policies will be reviewed with the trainee.
10. The Employer agrees to make every reasonable effort to maintain a drug-free workplace as required by the Drug-Free Workplace regulatory requirements specified in the Drug-Free Workplace Act of 1988.
11. As a condition to the award of financial assistance through (WORKFORCE DEVELOPMENT ENTITY), it is assured, with respect to the operation of the WIA funded program or activity and all agreements or arrangements to carry out the WIA funded program or activity, that the Employer will comply fully with the nondiscrimination and equal opportunity provisions of WIA; Title VI of the Civil Rights Act of 1964, as amended; section 504 of the Rehabilitation Act of 1973, as amended; the Age Discrimination Act of 1975, as amended; Title IX of the Education Amendments of 1972, as amended; and with all applicable requirements imposed by or pursuant to regulations implementing these laws. The United States has the right to seek judicial enforcement of this assurance.

12. The Employer assures that it has not relocated causing the displacement of employees from any other location. The Employer also assures that funds provided under this contract have not caused a loss of employment for any employee at this or any other Employer location.
13. The Employer assures (WORKFORCE DEVELOPMENT ENTITY) that it has not received payment for these on-the-job training activities from any other state or federal source.

F. Contract Management

1. The Employer agrees that (WORKFORCE DEVELOPMENT ENTITY) and WorkOne staff may visit the worksite for the purposes of reviewing the progress of the trainee.
2. All personnel and payroll records pertaining to the trainee must be kept for three years. State and Federal officials must be granted access to these records if requested for audit purposes. (WORKFORCE DEVELOPMENT ENTITY) and WorkOne staff must have access to these records at least once during the training period to verify the accuracy of invoices.
3. This contract may be modified if both parties agree, in writing, to the modification. This contract may also be terminated at any time by either (WORKFORCE DEVELOPMENT ENTITY) or the Employer with written notice explaining the reasons for and effective date of the termination. (WORKFORCE DEVELOPMENT ENTITY) reserves the right to terminate this agreement subject to the availability of funding.

III. COMMITMENT TO THIS AGREEMENT

(WORKFORCE DEVELOPMENT ENTITY) and the Employer each represent that it has full and complete authority to enter into this contract and that the individual signing this contract has been duly authorized to execute such contracts. Upon signature, this agreement is a valid, binding, and enforceable agreement.

FOR WORKFORCE DEV. ENTITY:

FOR THE EMPLOYER:

Signature

Signature

Typed Name

Typed Name

Title

Title

Attachment D

OJT Monitoring Report

Employer Name: _____ OJT Contract #: _____

Customer Name: _____ Customer SSN: _____ XXX-XX

Monitors Name: _____ Date of Visit: _____

Records and Accounts

Question	Answer	Findings/Issues (if any)
1. Does the employer have timesheets or payroll registers for the customer and do these documents support the hours claimed on the most recent invoice?	Yes No	
2. Is the customer receiving the wage identified in the OJT contract and on the most recent invoice?	Yes No	
3. Is the customer receiving the same wage as other workers in the same position?	Yes No	

Training Activities

Question	Answer	Findings/Issues (if any)
4. Is the customer receiving the training that was detailed in the OJT Training Plan?	Yes No	
5. Is the customer working and receiving training in a safe and healthy work environment?	Yes No	
6. Is the customer receiving appropriate direction and supervision on the worksite?	Yes No	

OJT Progress Check

Question	Answer	Findings/Issues (if any)
7. From the customer's perspective, do they feel they are doing well and learning the required job tasks?	Yes No	
8. From the employer's perspective, do they feel that the customer is doing well and learning the required job tasks?	Yes No	
9. Are there any issues which would cause this OJT to be unsuccessful?	Yes No	

Overall Evaluation

Briefly describe what was observed and learned while conducting the OJT monitoring visit.

Detail any needed corrective actions to address the findings and issues identified in the above questions.

WorkOne Team Member Signature: _____

Date of Signature: _____

Date of Follow Up Visit if Needed: _____

Attachment E On-the-Job Training Plan

OJT Agreement No.:
Training Plan No.:

Employer Name:

Trainee's Supervisor Name:

Employee/Trainee Name:

Phone No.:

Position Title:

E-mail:

O-Net Code:

Training Period: _____ to _____

Wage per hour: \$ _____

Hrs/week: _____

Date Hired: _____

Date Determined Eligible: _____

Maximum Obligation \$ _____
Amount for Training Payment \$ _____
Amount for Retention Payment \$ _____
Is the trainee a: Current Employee?
 New Hire?

SKILLS TO BE LEARNED:	Starting Ca- pability: Date Scored:	Ending Capa- bility: Date Scored:
	<input type="checkbox"/> 1 <input type="checkbox"/> 2	Date: <input type="checkbox"/> 3 <input type="checkbox"/> Not Met
	<input type="checkbox"/> 1 <input type="checkbox"/> 2	Date: <input type="checkbox"/> 3 <input type="checkbox"/> Not Met
	<input type="checkbox"/> 1 <input type="checkbox"/> 2	Date: <input type="checkbox"/> 3 <input type="checkbox"/> Not Met
	<input type="checkbox"/> 1 <input type="checkbox"/> 2	Date: <input type="checkbox"/> 3 <input type="checkbox"/> Not Met
	<input type="checkbox"/> 1 <input type="checkbox"/> 2	Date: <input type="checkbox"/> 3 <input type="checkbox"/> Not Met
	<input type="checkbox"/> 1 <input type="checkbox"/> 2	Date: <input type="checkbox"/> 3 <input type="checkbox"/> Not Met

Funding for training is authorized when OJT Training Plans are signed below by the Employer, WorkSource staff, and the Trainee. All On-the-Job Training Agreement terms, conditions and OJT Rules, plus the Training Plan Instructions, apply to this Training Plan.

Approved by the Employer:

Approved by WorkOne:

Approved by the Trainee:

Authorized Signature
Date

Authorized Signature
Date

Authorized Signature
Date

TRAINING PLAN INFORMATION AND INSTRUCTIONS

Training Plans are used to outline the specific skill requirements for an employer-based training program. They are also used as the assessment tool to document which skills the Trainee lacks at the start of training and to measure skill attainment during the course of training.

SKILL REQUIREMENTS: List the skills needed to perform the job to the standards specified by the Employer. Skills should be stated as specifically and briefly as possible, identifying the skill to be learned.

TRAINEE'S STARTING CAPABILITY: Used to assess the Trainee's skill level near the beginning of the training period and to document skill deficiencies which will be addressed through training. Record the date of the "Starting Capability" assessment. **The "Starting" and "Ending Capability" scores are based upon an interview with the Trainee's Supervisor or by utilizing another skill assessment method used by the Employer.**

TRAINEE'S ENDING CAPABILITY: Record the date on which the "Ending Capability" assessment is made and the skill level which has been obtained using the following rating scale:

- | | |
|-----------------|---|
| 1. Beginning | Can do only simple parts of the task. |
| 2. Intermediate | Can do most parts of the task. |
| 3. Skilled | Meets the Employer's standard for the task. |

TRAINING COMPLETION: When each skill to be learned on the Training Plan is scored a "3", "skilled", and the Training Period has ended, training is complete.

TRAINING LENGTH:

- A. The WorkSource representative, working with the Employer, determines the job title for the position to be trained for, referencing the Occupational Network (O-Net).
- B. From O-Net, SVP parameters are obtained. It is within these parameters that the length of training is set.
- C. The WorkSource representative shall consider the training needs of each customer.
- D. An OJT must be limited to the period of time required for a customer to become proficient in the occupation for which training is being provided. In determining the appropriate length of the contract, consideration must be given to the skill requirements of the occupation, the academic and occupational skill level of the customer, prior work experience, and the customer's individual employment plan [WIA§101(31)(c)].
- E. No OJT will be written with a Training Period of less than four weeks or more than 26 weeks. Exceptions may be made on a case by case basis.



POLICY OF THE INDIANAPOLIS PRIVATE INDUSTRY COUNCIL

Policy Name	Supportive Services
Policy Number	2009-OP-008
Program Funding Stream	WIA Adult, Dislocated Worker and Youth
Executive Team Approval	(please date & initial below)
Business Development	9-7-10 RL
Operations	9-7-10 RL
Strategic Development	9/7/10 RL
Finance	9/7/10 RL
President Approval	9/7/10 BH

REV	Description of Change	Author	Effective Date	Sunset Date
	Initial Release	Gus Linde	Upon Approval	6-30-2010
1	Revision to verbiage in Exceptions	Gus Linde	9-1-10	6-30-2011

1. Purpose

To establish guidelines for the provision of supportive services for adults, dislocated worker in-school youth and out-of-school youth participants.

2. Scope

To provide limitations to and guidance on supportive services for adults, dislocated workers, in-school youth and out-of-school youth.

3. Summary of the Law

The Workforce Investment Act (WIA) of 1998, Sec. 129(c) (2) (G) requires supportive services for youth be available at all WorkOne locations. Under Sec. 134(d) (2) and (e) (2), adults should be assessed for supportive service needs.

Supportive services may be used for needs-related payments to adults and dislocated workers who are unemployed and do not qualify (or have ceased to qualify) for unemployment for the purpose of enabling the individual to participate in training programs. Dislocated workers who cease to qualify for unemployment may only receive needs-related payments if the individual was enrolled in the training services-

1. by the end of the 13th week after the most recent layoff that resulted in a determination of the individual's eligibility for employment & training activities; or
2. if later, by the end of the 8th week after the individual is informed that a short-term layoff will exceed 6 months.

Needs-related payments for dislocated workers may not exceed the greater of-

1. the applicable level of unemployment compensation; or
2. if the dislocated individual did not qualify for unemployment, an amount equal to the poverty line, for an equivalent period, which amount shall be adjusted to reflect changes in total family income.

4. Responsibilities

- ⇒ Service provider(s) are responsible for implementing all facets of this document and to appoint and train those who will carry out the daily activities.
- ⇒ IPIC Operations Division is responsible for providing guidance, validation and periodic review of this policy.

5. Policy Statement

General Provisions

Supportive services may not exceed a cumulative total of \$1,000 in any 12-month period per participant. The 12-month timeline starts with the first supportive service that is issued.

Service providers and training providers must coordinate available funds to pay for training and avoid duplication of payments.

The Supportive Service Needs Determination form must be completed.

Additional supportive service support must be exhausted prior to receipt of WIA supportive service dollars.

Supportive service funds shall not be used to pay past due fees or fines.

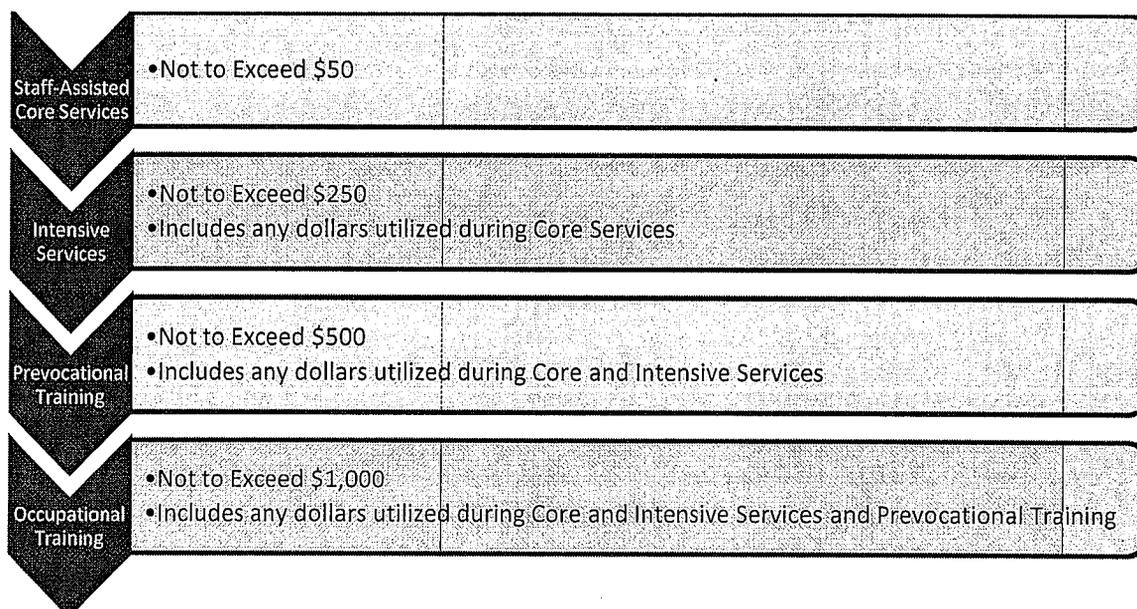
All supportive services shall be sufficiently documented within TrackOne.

All supportive services shall be paid directly to a vendor.

Adult and Dislocated Workers

Supportive services for Adults and Dislocated Workers shall only be provided to those individuals who are participating in staff-assisted core, intensive, or training services. Such supportive services are not entitlements and shall be approved on a case by case basis by the service provider(s).

Supportive service dollars issued to Adults and Dislocated Workers shall follow the hierarchy listed below. Dollars are cumulative and add to the next phase of service received.

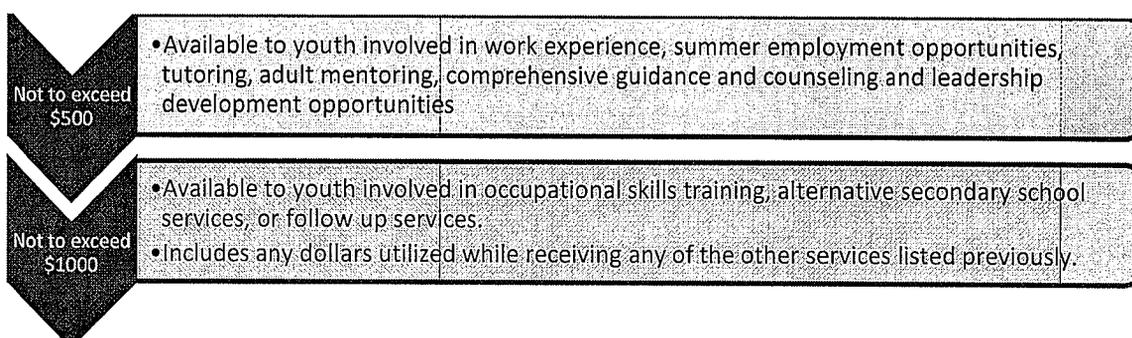


Supportive service funding provided for follow up services for Adults and Dislocated Workers will only be offered at the amount equal to the tier of service completed above and only in the event that the participant did not utilize the full amount offered in that tier previously. For example, a participant exits after completing an intensive service and has utilized \$200 supportive service funds. The participant has \$50 available to utilize during follow up services.

In-School and Out-Of-School Youth

Supportive services for youth must be made available and must be addressed in the Individual Service Strategy (ISS). Such supportive services are not entitlements and shall be approved on a case by case basis by the service provider(s).

Supportive service dollars issued to Youth shall follow the hierarchy listed below. Dollars are cumulative and add to the next phase of service received.



6. Exceptions

The supportive service cap of \$1,000 may be exceeded when:

- non-WIA formula funding, such as a National Emergency Grant, is available and allows a higher amount; or
- IPIC approval is obtained.

Supportive service funds may be used to pay past due utility bills when a plan of payment is established by the individual to cover fees for that utility which will be incurred the following month.

Supportive service funds may be paid directly to the individual for mileage reimbursement or transportation needs, such as bus passes or gas cards, once verification of the individual's attendance or enrollment has been obtained. Service Provider Managers may approve other supportive services in the event of extenuating circumstances.

7. Definitions

Supportive Services - transportation, child care, dependent care, housing, and needs-related payments that are necessary to enable an individual to participate in Workforce Development activities.

Needs Related Payments – payments which provide financial assistance to participants for the purpose of enabling individuals to participate in training and are one of the supportive services authorized by WIA section 134(e)(3).

Follow-up services – services provided after exit which may include, but are not limited to:

- Leadership development;
- Contact with the participant's employer, including assistance in addressing work-related problems that arise;
- Assistance in securing better paying jobs, career development and further education;
- Mentoring;
- Work-related group or one-on-one meetings;
- Supportive services and referrals to supportive services available in the community; and
- Tracking the progress of the participant in employment after training.

8. Related Policies and Documents

Supportive Service Needs Determination form
Individual Service Strategy (ISS)
Follow-Up Policy



POLICY OF THE INDIANAPOLIS PRIVATE INDUSTRY COUNCIL

Policy Name	Priority of Services – Under Limited Funding
Policy Number	2009-OP-003
Program Funding Stream	WIA Adult
Executive Team Approval	(please date & initial below)
Business Development	<i>[Signature]</i>
Operations	<i>[Signature]</i> 10-8-09
Strategic Development	<i>[Signature]</i> 10-8-09
Finance	<i>[Signature]</i> 10/8/09
President Approval	<i>[Signature]</i> 10/15/09

REV	Description of Change	Author	Effective Date	Sunset Date
	Initial Release	Gus Linde	Upon Approval	6-30-10

1. Purpose

Establishes a method for determining when WIA funding is limited and criteria for determining who may receive WIA intensive and training services when funding is determined to be limited.

2. Scope

The application of the criteria for determining who may receive WIA intensive and training services when funding is limited is restricted to the WIA Adult program.

3. Summary of the Law

The Workforce Investment Act (WIA) requires that in the event available adult funds are limited, priority must be given to public assistance recipients and other low-income individuals for services other than core services. Further, the Workforce Investment Act requires the establishment of criteria to determine when WIA funds are limited and for setting a priority for providing intensive and training services to WIA Adults when funding has been determined to be limited.

The Workforce Investment Act of 1998 Sec. 134 (d) (4) (E)
 20 CFR 663.600
 20 CFR 663.200 (a)
 20 CFR 663.300

4. Responsibilities

- ⇒ IPIC Finance Division is responsible for the calculation of the baseline by which limited funds will be based.
- ⇒ Service provider(s) are responsible for implementing all facets of this document and to appoint and train those who will carry out the daily activities.
- ⇒ IPIC Operations Division is responsible for providing guidance, validation, implementation and periodic review of this policy, as well as, notifying Service Providers of determination of limited funds..

5. Policy Statement

WIA Adult funds for intensive and training services will be considered to be limited when at any time total unspent State formula allocated WIA funds have diminished to less than 25% of the budgeted WIA Adult formula allocation for the current program year.

When funds have been determined limited, the criteria for prioritizing WIA Adult clients for intensive and training are:

- Participants must reside in Marion County, Indiana;
- Participants must be ineligible for other programs that would pay the training costs, or eligibility for the other programs is exhausted; and
- Participants must be determined as economically disadvantaged based on the six-month period preceding WIA Adult registration.

Once determined to be limited, WIA Adult funding will continue to be considered limited until the end of the program year or until additional funding is secured that raises unspent WIA funds above the threshold of 25% of the budgeted WIA Adult formula allocation for the current program year.

6. Exceptions

This policy does not apply in the 4th quarter of the program year, unless limited funding exists at the end of the 3rd quarter.

Intensive and training services obligated within 30 days prior to the date that funding is determined to be limited, will not be affected by this policy.

7. Definitions

Economically Disadvantaged – an individual who 1) receives, or is a member of a family that receives, cash payments under a public assistance program or 2) received an income, or is a member of a family that received a total annualized family income, based on income during the 6-month period prior to WIA application that identifies them as economically disadvantaged in accordance with the Indiana Department of Workforce Development's (DWD) most recently published Economically Disadvantaged Criteria. Economically Disadvantaged Criteria for 2009 is published in DWD Technical Assistance Bulletin 2008-17.

Intensive Services –services provided to Adult and Dislocated Workers that include but are not limited to: intensive job search, one-on-one counseling, comprehensive assessment, short-term prevocational training, and work experience.

Training Services – for purposes of this policy, training services are considered as direct training which includes the following:

- (i) Tuition for training
- (ii) Books and fees included in the ITA
- (iii) OJT reimbursements to employers
- (iv) Customized worker training costs
- (v) Work experience wages and stipends
- (vi) Assessment or pre-tests required to enter any of the training programs listed above, including pre and post GED testing
- (vii) Tests and fees associated with achieving an occupational license

Obligation - The amounts of orders placed, contracts and subgrants awarded, services received and similar transactions that require payment by the recipient during the same or future period. Contracts and subgrants must be fully executed to be included as an obligation. Some examples of an obligation are summer youth contracts, ITAs, service provider contracts and child care contracts.

8. Related Policies and Documents

Individual Training Account Policy
On The Job Training Policy
Customized Training Policy
Training Criteria and Funding Limitations Policy
Local Plan

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		
		Tutoring, Study Skills, Secondary School Completion	Alternative Secondary School Services	Summer Employment Opportunities	Paid or Unpaid Work Experience	Occupational Skills Training	Leadership Development Opportunities	Supportive Services/ Incentives	Adult Mentoring	Follow-up Services	Guidance and Counseling	In-School	Out-of-School		In-School	Out-of-School	
Jobs for America's Graduates (JAG)	A drop-out prevention program for high school juniors and seniors who possess significant barriers to academic and career success.	X	X	X	X	X	X	X	X	X	X	X	34.00%	0.00%		560	34 (YB)
Employment Programs	WorkOne services for youth focus on assisting youth 18-21 by addressing barriers they face in order to direct them toward training in local economic growth sectors.	X		X	X	X	X	X	X	X	X		0.00%	2.87%		0	50
	Youth Employment Services (YES) provides core services and voucher support for out-of-school youth and young adults to eliminate barriers that prevent employment.	X		X	X	X	X	X	X	X	X		0.00%	9.73%		0	229
	YouthWorks Indy summer enrichment program targets youth ages 16-24 to address the county's low graduation rate through summer education and remediation while also providing job readiness and work experience.	X		X	X	X	X	X	X	X	X		4.50%	12.68%		125	100

Youth Services Matrix

	Connected by 25 is an employment and education support program for youth ages 17-24 who are aging out of foster care.	X		X	X	X	X	X	X	X	X	0.00%	1.82%	YES	0	40
	YouthWorks Indy GED program targets young adults ages 18-21 in need of a GED or high school diploma, while also providing work readiness and work experience.	X			X	X	X	X	X	X	X	0.00%	8.00%		0	120
	YouthBuild Indy is an education, college readiness, workforce development and construction training program for low-income, 18-24 year olds who have not completed high school.	X		X	X	X	X	X	X	X	X	0.00%	17.54%		0	68
Scholarships	STEMWorks Indiana is a comprehensive pipeline initiative to create educational and occupational opportunities for disadvantaged youth.	X		X	X	X		X	X	X	X	0.00%	8.26%	HGJTG	20	30
Workshops	N/A											0.00%	0.00%		0	0
Other Programs	Pike High School Dual Credit program offers in-school youth the opportunity to earn a patient access certification and general education credits while simultaneously earning a high school diploma.				X	X		X	X	X	X	0.00%	0.00%	HCCI grant	40	0
Totals												38.50%	60.90%		745	637

Key Workforce Investment Board Partnerships

WIB – Marion County		
Name of Partner	Description of Partnership	Shared Customers/Interests
The Office of the Mayor of the Consolidated City of Indianapolis and Marion County, Indiana	Required partner for WIA Plan	WIA and WorkOne customers, and employment and training activities carried out by HUD
JobCorps	Required partner for WIA Plan	WIA and WorkOne customers
Indians and Native Americans	Required partner for WIA Plan	WIA and WorkOne customers
Indiana Department of Workforce Development	Required partner for WIA Plan	Programs authorized under Wagner Peyser Act, activities under Trade Act, and programs authorized under state UI compensation laws
Goodwill Industries of Central Indiana	Required partner for WIA Plan	Adult education and literacy authorized under Title II, programs authorized under Title I of Rehabilitation, activities authorized under Title V of Older Americans Act
Citizens Gas and Coke Utility	Required partner for WIA Plan	Postsecondary vocational education activities (Carl Perkins)
Local Initiatives Support Corporation (LISC)	Required partner for WIA Plan	Community Services Block Grants
Neighborhood Workforce Development Committee	To identify, coordinate, improve and support effective neighborhood programs	Chronically under-employed and unemployed residents
Community Development Block Grantees	Expand access of workforce development services in Marion County via community based organizations and programs.	Chronically unemployed or under employed residents

Key Workforce Investment Board Partnerships

Indianapolis-Marion County Public Library	Jointly provide job skills training workshops at job centers in five neighborhood libraries and at the main library	Library customers
Southeast Community Center	Brownsfield and deconstruction training	Low income, low skilled job seekers
Working4green	Green career path development	Low income, low skilled job seekers
GIECP -- what's the name	Energy career pathways development consortium.	Low income, low skilled job seekers ages 18-26

ONE STOP PARTNERS
MEMORANDUM OF UNDERSTANDING
UNDER
THE WORKFORCE INVESTMENT ACT
BETWEEN
THE INDIANAPOLIS PRIVATE INDUSTRY COUNCIL
AND
AMERICAN INDIAN CENTER OF INDIANA, INC.

I. Parties to the MOU

This Memorandum of Understanding (MOU) is entered into by and between the Indianapolis Private Industry Council, Inc., hereinafter referred to as IPIC, the regional operator and Workforce Investment Board for the Indianapolis Workforce Investment Area and the American Indian Center of Indiana, Inc. representing Indian & Native American programs.

II. Duration of Agreement

The term of this Memorandum of Understanding shall be from July 1, 2006 through June 30, 2007. This agreement shall be automatically renewed each year on June 30, except and unless:

- a. Either of the parties gives notice to the other party in accordance with the notice provisions of this MOU of their intent to terminate the agreement.
- b. Amendments to the legislation no longer require that there be a Memorandum of Understanding or make such Memorandum obsolete as concerns a one stop partner or funding stream.

III. One-Stop System Overview

- a. The Marion County WIB's vision is to be the "go to" source for workforce development in central Indiana.
- b. The WIB's mission is to lead the central Indiana workforce partners in building a dynamic workforce through:

- i. Gathering and disseminating labor market information
 - ii. Designing a regional workforce system that meets the needs of business
 - iii. Partnerships with economic development and education
 - iv. Assisting workers to transition from one industry to another and into new careers
 - v. Assisting workers with barriers to employment.
- c. Attached (Exhibit A) is a list of one stop system career center locations, full-service and express sites.
- d. The parties to this MOU agree to provide a description of the services provided by all one stop system partners.

IV. One-Stop Performance Requirements and Goals

The parties to this Memorandum of Understanding agree to work toward the below listed goals:

Goals of the Workforce Investment System
To work with regional business, education and economic development partners to identify and meet central Indiana's workforce needs.
To develop and disseminate relevant and timely information about central Indiana's workforce and economy so business and educators make good decisions about workforce issues.
To reorganize the One-Stop centers so they are more responsive to business and job seeker needs.
To seek out funds to supplement restrictive government funds and to allow the WIB to pursue innovative programming.
To partner with appropriate groups to advance skills of individuals who face significant barriers to economic self-sufficiency.

V. Services to be Offered Through the One-Stop System

Each party to this MOU agrees to make available and coordinate services for clients of the system as appropriate for each customer and as eligibility allows. Specific details and procedures for coordination of services will be developed at the service provider level.

VI. Referral Arrangements

- a. Each party to this MOU agrees to be responsible for their own clients and to refer individuals eligible for each other's programs as may best meet the needs of the customer.
- b. Individuals shall be offered access to all programs as may be available electronically regardless of whether the client enters the one stop system through a full services physical location, express sites or electronically.
- c. The parties agree to share information about their customers in the best interest of the customers and to the extent allowed by law and agreed to by the individual customers.

VIII. Cost Allocation and Resource Sharing

In accordance with section 121 of the Workforce Investment Act the parties agree that the service costs and system operating costs must be shared in a manner proportionate to the usage of the one stop.

IX. Dispute Resolution

The parties hereto shall first attempt to resolve all disputes informally at the lowest level starting with the site supervisor and staff. If dispute resolution is not accomplished, any party may call a meeting of the parties to formally discuss and resolve all disputes. Should the parties fail to resolve the dispute, the dispute shall be referred to the Chair of IPIC who shall place the dispute on the agenda of a regular or special meeting of the Board's Executive Committee. The Executive Committee shall mediate the dispute and shall have final authority to resolve the issue.

X. Severability

If any part of this MOU is found to be null and void, or is otherwise stricken, the rest of this MOU shall remain in full force and effect.

XI. Equal Opportunity and Non Discrimination Obligations

Each party assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:

Section 188 of the Workforce Investment Act of 1998 (WIA) and its implementing regulations at 29 CFR Part 37, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title 1-financially assisted program or activity;
Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color and national origin;
Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age, and
Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

Pursuant to 29 CFR Part 37.7 through 37.10, the parties to this agreement will assure that the following is provided in the One-Stop delivery system:

- Facilities and programs are architecturally and programmatically accessible;
- Reasonable accommodations for individuals with disabilities; and
- The method of which cost will be allocated for making reasonable accommodations.

The parties to this agreement will assure that complaints alleging discrimination on any of the above bases will be processed in accordance with 29 CFR Part 37.76 and related sections.

The parties to this agreement will provide ongoing and continuing notification that it does not discriminate on any of the prohibited basis in accordance with 29 CFR Parts 37.29 through 37.34 of the implementing regulations for Section 188 of WIA.

XII. Modification

This MOU constitutes the entire agreement between the parties hereto. This MOU may be modified, altered, revised, extended or renewed by mutual written consent of all parties, by the issuance of a written amendment, signed and dated by all the parties.

XIII. Signatures

IN WITNESS WHEREOF, the parties hereto execute this Memorandum of Understanding by their duly authorized representatives.

A handwritten signature in black ink, appearing to read "R. Palmer", written over a horizontal line.

Robert Palmer, Chair

Marion County Workforce Investment Board

A handwritten signature in black ink, appearing to read "Shelia Rhoden", followed by the date "10/11/06", written over a horizontal line.

Shelia Rhoden, Executive Director

American Indian Center of Indiana, Inc.

WorkOne Full Service Centers

WorkOne East
2525 N. Shadeland Avenue
Indianapolis, IN 46219

Ph: 317.358.4500

WorkOne West
805 Beachway Drive, Suite 110
Indianapolis, IN 46224

Ph: 317.246.5400

WorkOne Express Sites

WorkOne Express
Career Corner
John H. Boner Center
2210 E. 10th Street
Indianapolis, IN 46201

Ph: 317.264.1379

WorkOne Express
Easter Seals Crossroads
4740 Kingsway Drive
Indianapolis, IN 46205

Ph: 317.466.1000

WorkOne Ivy Tech (Main Campus)
101 W. 28th Street
Indianapolis, IN 46208

Ph: 317.925.2685

WorkOne Ivy Tech (Lawrence Campus)
9301 E. 59th Street, Room 328
Indianapolis, IN 46216

Ph: 317.546.7180

ONE STOP PARTNERS
MEMORANDUM OF UNDERSTANDING
UNDER
THE WORKFORCE INVESTMENT ACT
BETWEEN
THE INDIANAPOLIS PRIVATE INDUSTRY COUNCIL
AND
ATTERBURY JOB CORPS CENTER

I. Parties to the MOU

This Memorandum of Understanding (MOU) is entered into by and between the Indianapolis Private Industry Council, Inc., hereinafter referred to as IPIC, the regional operator and Workforce Investment Board for the Indianapolis Workforce Investment Area and the Atterbury Job Corps Center.

II. Duration of Agreement

The term of this Memorandum of Understanding shall be from July 1, 2007 through June 30, 2008. This agreement shall be automatically renewed each year on June 30, except and unless:

- a. Either of the parties gives notice to the other party in accordance with the notice provisions of this MOU of their intent to terminate the agreement.
- b. Amendments to the legislation no longer require that there be a Memorandum of Understanding or make such Memorandum obsolete as concerns a one stop partner or funding stream.

III. One-Stop System Overview

- a. The Marion County WIB's vision is to be the "go to" source for workforce development in central Indiana.
- b. The WIB's mission is to lead the central Indiana workforce partners in building a dynamic workforce through:

- i. Gathering and disseminating labor market information
 - ii. Designing a regional workforce system that meets the needs of business
 - iii. Partnerships with economic development and education
 - iv. Assisting workers to transition from one industry to another and into new careers
 - v. Assisting workers with barriers to employment.
- c. Attached (Exhibit A) is a list of one stop system career center locations, full-service and express sites.
- d. The parties to this MOU agree to provide a description of the services provided by all one stop system partners.

IV. One-Stop Performance Requirements and Goals

The parties to this Memorandum of Understanding agree to work toward the below listed goals:

Goals of the Workforce Investment System
To work with regional business, education and economic development partners to identify and meet central Indiana's workforce needs.
To develop and disseminate relevant and timely information about central Indiana's workforce and economy so business and educators make good decisions about workforce issues.
To reorganize the One-Stop centers so they are more responsive to business and job seeker needs.
To seek out funds to supplement restrictive government funds and to allow the WIB to pursue innovative programming.
To partner with appropriate groups to advance skills of individuals who face significant barriers to economic self-sufficiency.

XI. Equal Opportunity and Non Discrimination Obligations

Each party assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:

Section 188 of the Workforce Investment Act of 1998 (WIA) and its implementing regulations at 29 CFR Part 37, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title 1-financially assisted program or activity;
Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color and national origin;
Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age, and
Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

Pursuant to 29 CFR Part 37.7 through 37.10, the parties to this agreement will assure that the following is provided in the One-Stop delivery system:

- Facilities and programs are architecturally and programmatically accessible;
- Reasonable accommodations for individuals with disabilities; and
- The method of which cost will be allocated for making reasonable accommodations.

The parties to this agreement will assure that complaints alleging discrimination on any of the above bases will be processed in accordance with 29 CFR Part 37.76 and related sections.

The parties to this agreement will provide ongoing and continuing notification that it does not discriminate on any of the prohibited basis in accordance with 29 CFR Parts 37.29 through 37.34 of the implementing regulations for Section 188 of WIA.

XII. Modification

This MOU constitutes the entire agreement between the parties hereto. This MOU may be modified, altered, revised, extended or renewed by mutual written consent of all parties, by the issuance of a written amendment, signed and dated by all the parties.

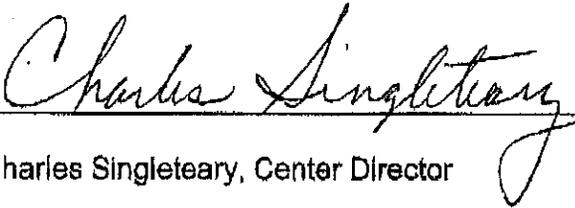
XIII. Signatures

IN WITNESS WHEREOF, the parties hereto execute this Memorandum of Understanding by their duly authorized representatives.



Robert Palmer, Chair

Marion County Workforce Investment Board



Charles Singleteary, Center Director

Atterbury Job Corps Center

WorkOne Full Service Centers

WorkOne East
2525 N. Shadeland Avenue
Indianapolis, IN 46219

Ph: 317.358.4500

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805 Beachway Drive, Suite 110
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Ph: 317.546.7180

WorkOne College Park
8910 Purdue Road, Suite 320
Indianapolis, IN 46268

Ph: 317.228.0682

ONE STOP PARTNERS
MEMORANDUM OF UNDERSTANDING
UNDER
THE WORKFORCE INVESTMENT ACT
BETWEEN
THE INDIANAPOLIS PRIVATE INDUSTRY COUNCIL
AND
DEPARTMENT OF WORKFORCE DEVELOPMENT

I. Parties to the MOU

This Memorandum of Understanding (MOU) is entered into by and between the Indianapolis Private Industry Council, Inc., hereinafter referred to as IPIC, the regional operator and Workforce Investment Board for the Indianapolis Workforce Investment Area and the Department of Workforce Development representing Veterans' Employment and Training, Wagner-Peyser, Unemployment Insurance, and Trade Adjustment programs.

II. Duration of Agreement

The term of this Memorandum of Understanding shall be from July 1, 2007 through June 30, 2008. This agreement shall be automatically renewed each year on June 30, except and unless:

- a. Either of the parties gives notice to the other party in accordance with the notice provisions of this MOU of their intent to terminate the agreement.
- b. Amendments to the legislation no longer require that there be a Memorandum of Understanding or make such Memorandum obsolete as concerns a one stop partner or funding stream.

III. One-Stop System Overview

- a. The Marion County WIB's vision is to be the "go to" source for workforce development in central Indiana.

- b. The WIB's mission is to lead the central Indiana workforce partners in building a dynamic workforce through:
 - i. Gathering and disseminating labor market information
 - ii. Designing a regional workforce system that meets the needs of business
 - iii. Partnerships with economic development and education
 - iv. Assisting workers to transition from one industry to another and into new careers
 - v. Assisting workers with barriers to employment.
- c. Attached (Exhibit A) is a list of one stop system career center locations, full-service and express sites.
- d. The parties to this MOU agree to provide a description of the services provided by all one stop system partners.

IV. One-Stop Performance Requirements and Goals

The parties to this Memorandum of Understanding agree to work toward the below listed goals:

Goals of the Workforce Investment System
To work with regional business, education and economic development partners to identify and meet central Indiana's workforce needs.
To develop and disseminate relevant and timely information about central Indiana's workforce and economy so business and educators make good decisions about workforce issues.
To reorganize the One-Stop centers so they are more responsive to business and job seeker needs.
To seek out funds to supplement restrictive government funds and to allow the WIB to pursue innovative programming.
To partner with appropriate groups to advance skills of individuals who face significant barriers to economic self-sufficiency.

V. Services to be Offered Through the One-Stop System

Each party to this MOU agrees to make available and coordinate services for clients of the system as appropriate for each customer and as eligibility allows. Specific details and procedures for coordination of services will be developed at the service provider level.

VI. Referral Arrangements

- a. Each party to this MOU agrees to be responsible for their own clients and to refer individuals eligible for each other's programs as may best meet the needs of the customer.
- b. Individuals shall be offered access to all programs as may be available electronically regardless of whether the client enters the one stop system through a full services physical location, express sites or electronically.
- c. The parties agree to share information about their customers in the best interest of the customers and to the extent allowed by law and agreed to by the individual customers.

VIII. Cost Allocation and Resource Sharing

In accordance with section 121 of the Workforce Investment Act the parties agree that the service costs and system operating costs must be shared in a manner proportionate to the usage of the one stop.

IX. Dispute Resolution

The parties hereto shall first attempt to resolve all disputes informally at the lowest level starting with the site supervisor and staff. If dispute resolution is not accomplished, any party may call a meeting of the parties to formally discuss and resolve all disputes. Should the parties fail to resolve the dispute, the dispute shall be referred to the Chair of IPIC who shall place the dispute on the agenda of a regular or special meeting of the Board's Executive Committee. The Executive Committee shall mediate the dispute and shall have final authority to resolve the issue.

X. Severability

If any part of this MOU is found to be null and void, or is otherwise stricken, the rest of this MOU shall remain in full force and effect.

XI. Equal Opportunity and Non Discrimination Obligations

Each party assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:

Section 188 of the Workforce Investment Act of 1998 (WIA) and its implementing regulations at 29 CFR Part 37, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title 1-financially assisted program or activity;

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Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;

The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age, and

Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

Pursuant to 29 CFR Part 37.7 through 37.10, the parties to this agreement will assure that the following is provided in the One-Stop delivery system:

- Facilities and programs are architecturally and programmatically accessible;
- Reasonable accommodations for individuals with disabilities; and
- The method of which cost will be allocated for making reasonable accommodations.

The parties to this agreement will assure that complaints alleging discrimination on any of the above bases will be processed in accordance with 29 CFR Part 37.76 and related sections.

The parties to this agreement will provide ongoing and continuing notification that it does not discriminate on any of the prohibited basis in accordance with 29 CFR Parts 37.29 through 37.34 of the implementing regulations for Section 188 of WIA.

XII. Modification

This MOU constitutes the entire agreement between the parties hereto. This MOU may be modified, altered, revised, extended or renewed by mutual written consent of all parties, by the issuance of a written amendment, signed and dated by all the parties.

XIII. Signatures

IN WITNESS WHEREOF, the parties hereto execute this Memorandum of Understanding by their duly authorized representatives.

A handwritten signature in black ink, appearing to read 'R. Palmer', written over a horizontal line.

Robert Palmer, Chair

Marion County Workforce Investment Board

A handwritten signature in black ink, appearing to read 'Teresa Voors', written over a horizontal line.

Teresa Voors, Commissioner

Department of Workforce Development

WorkOne Full Service Centers

WorkOne East
2525 N. Shadeland Avenue
Indianapolis, IN 46219

Ph: 317.358.4500

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Ph: 317.228.0682

ONE STOP PARTNERS
MEMORANDUM OF UNDERSTANDING
UNDER
THE WORKFORCE INVESTMENT ACT
BETWEEN
THE INDIANAPOLIS PRIVATE INDUSTRY COUNCIL
AND
FAMILY & SOCIAL SERVICES ADMINISTRATION

I. Parties to the MOU

This Memorandum of Understanding (MOU) is entered into by and between the Indianapolis Private Industry Council, Inc., hereinafter referred to as IPIC, the regional operator and Workforce Investment Board for the Indianapolis Workforce Investment Area and the Family & Social Services Administration representing Vocational Rehabilitation and Older Worker Title V programs.

II. Duration of Agreement

The term of this Memorandum of Understanding shall be from July 1, 2006 through June 30, 2007. This agreement shall be automatically renewed each year on June 30, except and unless:

- a. Either of the parties gives notice to the other party in accordance with the notice provisions of this MOU of their intent to terminate the agreement.
- b. Amendments to the legislation no longer require that there be a Memorandum of Understanding or make such Memorandum obsolete as concerns a one stop partner or funding stream.

III. One-Stop System Overview

- a. The Marion County WIB's vision is to be the "go to" source for workforce development in central Indiana.
- b. The WIB's mission is to lead the central Indiana workforce partners in building a dynamic workforce through:

- i. Gathering and disseminating labor market information
 - ii. Designing a regional workforce system that meets the needs of business
 - iii. Partnerships with economic development and education
 - iv. Assisting workers to transition from one industry to another and into new careers
 - v. Assisting workers with barriers to employment.
- c. Attached (Exhibit A) is a list of one stop system career center locations, full-service and express sites.
- d. The parties to this MOU agree to provide a description of the services provided by all one stop system partners.

IV. One-Stop Performance Requirements and Goals

The parties to this Memorandum of Understanding agree to work toward the below listed goals:

Goals of the Workforce Investment System
To work with regional business, education and economic development partners to identify and meet central Indiana's workforce needs.
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To reorganize the One-Stop centers so they are more responsive to business and job seeker needs.
To seek out funds to supplement restrictive government funds and to allow the WIB to pursue innovative programming.
To partner with appropriate groups to advance skills of individuals who face significant barriers to economic self-sufficiency.

V. Services to be Offered Through the One-Stop System

Each party to this MOU agrees to make available and coordinate services for clients of the system as appropriate for each customer and as eligibility allows. Specific details and procedures for coordination of services will be developed at the service provider level.

VI. Referral Arrangements

- a. Each party to this MOU agrees to be responsible for their own clients and to refer individuals eligible for each other's programs as may best meet the needs of the customer.
- b. Individuals shall be offered access to all programs as may be available electronically regardless of whether the client enters the one stop system through a full services physical location, express sites or electronically.
- c. The parties agree to share information about their customers in the best interest of the customers and to the extent allowed by law and agreed to by the individual customers.

VIII. Cost Allocation and Resource Sharing

In accordance with section 121 of the Workforce Investment Act the parties agree that the service costs and system operating costs must be shared in a manner proportionate to the usage of the one stop.

IX. Dispute Resolution

The parties hereto shall first attempt to resolve all disputes informally at the lowest level starting with the site supervisor and staff. If dispute resolution is not accomplished, any party may call a meeting of the parties to formally discuss and resolve all disputes. Should the parties fail to resolve the dispute, the dispute shall be referred to the Chair of IPIC who shall place the dispute on the agenda of a regular or special meeting of the Board's Executive Committee. The Executive Committee shall mediate the dispute and shall have final authority to resolve the issue.

X. Severability

If any part of this MOU is found to be null and void, or is otherwise stricken, the rest of this MOU shall remain in full force and effect.

XI. Equal Opportunity and Non Discrimination Obligations

Each party assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:

Section 188 of the Workforce Investment Act of 1998 (WIA) and its implementing regulations at 29 CFR Part 37, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title 1-financially assisted program or activity;

Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color and national origin;

Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;

The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age, and

Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

Pursuant to 29 CFR Part 37.7 through 37.10, the parties to this agreement will assure that the following is provided in the One-Stop delivery system:

- Facilities and programs are architecturally and programmatically accessible;
- Reasonable accommodations for individuals with disabilities; and
- The method of which cost will be allocated for making reasonable accommodations.

The parties to this agreement will assure that complaints alleging discrimination on any of the above bases will be processed in accordance with 29 CFR Part 37.76 and related sections.

The parties to this agreement will provide ongoing and continuing notification that it does not discriminate on any of the prohibited basis in accordance with 29 CFR Parts 37.29 through 37.34 of the implementing regulations for Section 188 of WIA.

XII. Modification

This MOU constitutes the entire agreement between the parties hereto. This MOU may be modified, altered, revised, extended or renewed by mutual written consent of all parties, by the issuance of a written amendment, signed and dated by all the parties.

XIII. Signatures

IN WITNESS WHEREOF, the parties hereto execute this Memorandum of Understanding by their duly authorized representatives.



Robert Palmer, Chair

Marion County Workforce Investment Board



Ken Williams, Regional Manager

Family & Social Services Administration

WorkOne Full Service Centers

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2525 N. Shadeland Avenue
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Ph: 317.358.4500

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Indianapolis, IN 46216

Ph: 317.546.7180

ONE STOP PARTNERS
MEMORANDUM OF UNDERSTANDING
UNDER
THE WORKFORCE INVESTMENT ACT
BETWEEN
THE INDIANAPOLIS PRIVATE INDUSTRY COUNCIL
AND
INDIANAPOLIS HOUSING AGENCY

I. Parties to the MOU

This Memorandum of Understanding (MOU) is entered into by and between the Indianapolis Private Industry Council, Inc., hereinafter referred to as IPIC, the regional operator and Workforce Investment Board for the Indianapolis Workforce Investment Area and the Indianapolis Housing Agency representing U.S. Department of Housing & Urban Development Employment & Training programs and Community Services Block Grant programs.

II. Duration of Agreement

The term of this Memorandum of Understanding shall be from July 1, 2006 through June 30, 2007. This agreement shall be automatically renewed each year, with a maximum of three renewals, on June 30th, except and unless:

- a. Either of the parties gives a 60 day notice to the other party to terminate the agreement.
- b. Amendments to the legislation no longer require that there be a Memorandum of Understanding or make such Memorandum obsolete as concerns a one stop partner or funding stream.

III. One-Stop System Overview

- a. The Marion County WIB's vision is to be the "go to" source for workforce development in central Indiana.

- b. The WIB's mission is to lead the central Indiana workforce partners in building a dynamic workforce through:
 - i. Gathering and disseminating labor market information
 - ii. Designing a regional workforce system that meets the needs of business
 - iii. Partnerships with economic development and education
 - iv. Assisting workers to transition from one industry to another and into new careers
 - v. Assisting workers with barriers to employment.
- c. Attached (Exhibit A) is a list of one stop system career center locations, full-service and express sites.
- d. The parties to this MOU agree to provide a description of the services provided by all one stop system partners.

IV. One-Stop Performance Requirements and Goals

The parties to this Memorandum of Understanding agree to work toward the below listed goals:

Goals of the Workforce Investment System
To work with regional business, education and economic development partners to identify and meet central Indiana's workforce needs.
To develop and disseminate relevant and timely information about central Indiana's workforce and economy so business and educators make good decisions about workforce issues.
To reorganize the One-Stop centers so they are more responsive to business and job seeker needs.
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To partner with appropriate groups to advance skills of individuals who face significant barriers to economic self-sufficiency.

V. Services to be Offered Through the One-Stop System

Each party to this MOU agrees to make available and coordinate services for clients of the system as appropriate for each customer and as eligibility allows. Specific details and procedures for coordination of services will be developed at the service provider level.

VI. Referral Arrangements

- a. Each party to this MOU agrees to be responsible for their own clients and to refer individuals eligible for each other's programs as may best meet the needs of the customer.
- b. Individuals shall be offered access to all programs as may be available electronically regardless of whether the client enters the one stop system through a full services physical location, express sites or electronically.
- c. The parties agree to share information about their customers in the best interest of the customers and to the extent allowed by law and agreed to by the individual customers.

VIII. Cost Allocation and Resource Sharing

In accordance with section 121 of the Workforce Investment Act the parties agree that the service and system operating costs all of which may be in-kind must be shared in a manner proportionate to the usage of the one stop.

IX. Dispute Resolution

The parties hereto shall first attempt to resolve all disputes informally at the lowest level starting with the site supervisor and staff. If dispute resolution is not accomplished, any party may call a meeting of the parties to formally discuss and resolve all disputes. Should the parties fail to resolve the dispute, the dispute shall be referred to the Chair of IPIC who shall place the dispute on the agenda of a regular or special meeting of the Board's Executive Committee. The Executive Committee shall mediate the dispute and shall have final authority to resolve the issue.

X. Severability

If any part of this MOU is found to be null and void, or is otherwise stricken, the rest of this MOU shall remain in full force and effect.

XI. Equal Opportunity and Non Discrimination Obligations

Each party assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws for the locations and facilities that they own or operate:

Section 188 of the Workforce Investment Act of 1998 (WIA) and its implementing regulations at 29 CFR Part 37, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title 1-financially assisted program or activity;

Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color and national origin;

Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;

The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age, and

Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

Pursuant to 29 CFR Part 37.7 through 37.10, the parties to this agreement will assure that the following is provided in the One-Stop delivery system for the locations and facilities that they own or operate:

- Facilities and programs are architecturally and programmatically accessible;
- Reasonable accommodations for individuals with disabilities; and
- The method of which cost will be allocated for making reasonable accommodations.

The parties to this agreement will assure that complaints alleging discrimination on any of the above bases will be processed in accordance with 29 CFR Part 37.76 and related sections.

The parties to this agreement will provide ongoing and continuing notification that it does not discriminate on any of the prohibited basis in accordance with 29 CFR Parts 37.29 through 37.34 of the implementing regulations for Section 188 of WIA.

XII. Modification

This MOU constitutes the entire agreement between the parties hereto. This MOU may be modified, altered, revised, extended or renewed by mutual written consent of all parties, by the issuance of a written amendment, signed and dated by all the parties.

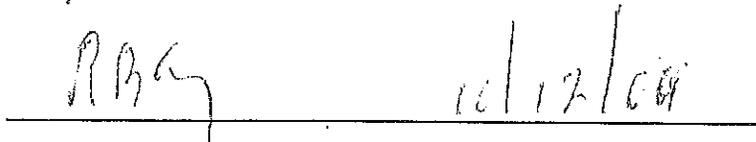
XIII. Signatures

IN WITNESS WHEREOF, the parties hereto execute this Memorandum of Understanding by their duly authorized representatives.



Robert Palmer, Chair

Marion County Workforce Investment Board



Rufus Bud Myers, Executive Director,

Indianapolis Housing Agency

WorkOne Full Service Centers

WorkOne East
2525 N. Shadeland Avenue
Indianapolis, IN 46219

Ph: 317.358.4500

WorkOne West
805 Beachway Drive, Suite 110
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WorkOne Ivy Tech (Lawrence Campus)
9301 E. 59th Street, Room 328
Indianapolis, IN 46216

Ph: 317.546.7180

**ONE STOP PARTNERS
MEMORANDUM OF UNDERSTANDING
UNDER
THE WORKFORCE INVESTMENT ACT
BETWEEN
THE INDIANAPOLIS PRIVATE INDUSTRY COUNCIL
AND
IVY TECH COMMUNITY COLLEGE**

I. Parties to the MOU

This Memorandum of Understanding (MOU) is entered into by and between the Indianapolis Private Industry Council, Inc., hereinafter referred to as IPIC, the regional operator and Workforce Investment Board for the Indianapolis Workforce Investment Area and Ivy Tech Community College representing Carl-Perkins Vocational Education programs.

II. Duration of Agreement

The term of this Memorandum of Understanding shall be from July 1, 2006 through June 30, 2007. This agreement shall be automatically renewed each year on June 30, except and unless:

- a. Either of the parties gives notice to the other party in accordance with the notice provisions of this MOU of their intent to terminate the agreement.
- b. Amendments to the legislation no longer require that there be a Memorandum of Understanding or make such Memorandum obsolete as concerns a one stop partner or funding stream.

III. One-Stop System Overview

- a. The Marion County WIB's vision is to be the "go to" source for workforce development in central Indiana.
- b. The WIB's mission is to lead the central Indiana workforce partners in building a dynamic workforce through:

- i. Gathering and disseminating labor market information
 - ii. Designing a regional workforce system that meets the needs of business
 - iii. Partnerships with economic development and education
 - iv. Assisting workers to transition from one industry to another and into new careers
 - v. Assisting workers with barriers to employment.
- c. Attached (Exhibit A) is a list of one stop system career center locations, full-service and express sites.
- d. The parties to this MOU agree to provide a description of the services provided by all one stop system partners.

IV. One-Stop Performance Requirements and Goals

The parties to this Memorandum of Understanding agree to work toward the below listed goals:

Goals of the Workforce Investment System
To work with regional business, education and economic development partners to identify and meet central Indiana's workforce needs.
To develop and disseminate relevant and timely information about central Indiana's workforce and economy so business and educators make good decisions about workforce issues.
To reorganize the One-Stop centers so they are more responsive to business and job seeker needs.
To seek out funds to supplement restrictive government funds and to allow the WIB to pursue innovative programming.
To partner with appropriate groups to advance skills of individuals who face significant barriers to economic self-sufficiency.

V. Services to be Offered Through the One-Stop System

Each party to this MOU agrees to make available and coordinate services for clients of the system as appropriate for each customer and as eligibility allows. Specific details and procedures for coordination of services will be developed at the service provider level.

VI. Referral Arrangements

- a. Each party to this MOU agrees to be responsible for their own clients and to refer individuals eligible for each other's programs as may best meet the needs of the customer.
- b. Individuals shall be offered access to all programs as may be available electronically regardless of whether the client enters the one stop system through a full services physical location, express sites or electronically.
- c. The parties agree to share information about their customers in the best interest of the customers and to the extent allowed by law and agreed to by the individual customers.

VIII. Cost Allocation and Resource Sharing

In accordance with section 121 of the Workforce Investment Act the parties agree that the service costs and system operating costs must be shared in a manner proportionate to the usage of the one stop.

IX. Dispute Resolution

The parties hereto shall first attempt to resolve all disputes informally at the lowest level starting with the site supervisor and staff. If dispute resolution is not accomplished, any party may call a meeting of the parties to formally discuss and resolve all disputes. Should the parties fail to resolve the dispute, the dispute shall be referred to the Chair of IPIC who shall place the dispute on the agenda of a regular or special meeting of the Board's Executive Committee. The Executive Committee shall mediate the dispute and shall have final authority to resolve the issue.

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The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age, and

Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

Pursuant to 29 CFR Part 37.7 through 37.10, the parties to this agreement will assure that the following is provided in the One-Stop delivery system:

- Facilities and programs are architecturally and programmatically accessible;
- Reasonable accommodations for individuals with disabilities; and
- The method of which cost will be allocated for making reasonable accommodations.

The parties to this agreement will assure that complaints alleging discrimination on any of the above bases will be processed in accordance with 29 CFR Part 37.76 and related sections.

The parties to this agreement will provide ongoing and continuing notification that it does not discriminate on any of the prohibited basis in accordance with 29 CFR Parts 37.29 through 37.34 of the implementing regulations for Section 188 of WIA.

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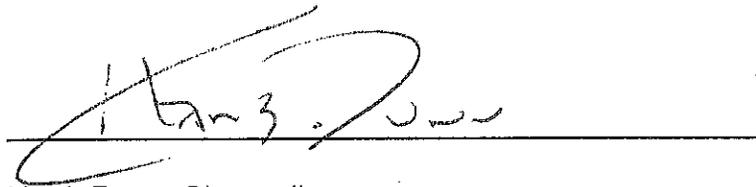
XIII. Signatures

IN WITNESS WHEREOF, the parties hereto execute this Memorandum of Understanding by their duly authorized representatives.

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Robert Palmer, Chair

Marion County Workforce Investment Board

A handwritten signature in black ink, appearing to read "Hank Dunn", written over a horizontal line.

Hank Dunn, Chancellor

Ivy Tech Community College – Central Indiana

WorkOne Full Service Centers

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ONE STOP PARTNERS
MEMORANDUM OF UNDERSTANDING
UNDER
THE WORKFORCE INVESTMENT ACT
BETWEEN
THE INDIANAPOLIS PRIVATE INDUSTRY COUNCIL
AND
MSD OF WAYNE TOWNSHIP

I. Parties to the MOU

This Memorandum of Understanding (MOU) is entered into by and between the Indianapolis Private Industry Council, Inc., hereinafter referred to as IPIC, the regional operator and Workforce Investment Board for the Indianapolis Workforce Investment Area and the MSD of Wayne Township representing Adult Education and Literacy programs.

II. Duration of Agreement

The term of this Memorandum of Understanding shall be from July 1, 2006 through June 30, 2007. This agreement shall be automatically renewed each year on June 30, except and unless:

- a. Either of the parties gives notice to the other party in accordance with the notice provisions of this MOU of their intent to terminate the agreement.
- b. Amendments to the legislation no longer require that there be a Memorandum of Understanding or make such Memorandum obsolete as concerns a one stop partner or funding stream.

III. One-Stop System Overview

- a. The Marion County WIB's vision is to be the "go to" source for workforce development in central Indiana.
- b. The WIB's mission is to lead the central Indiana workforce partners in building a dynamic workforce through:

- i. Gathering and disseminating labor market information
 - ii. Designing a regional workforce system that meets the needs of business
 - iii. Partnerships with economic development and education
 - iv. Assisting workers to transition from one industry to another and into new careers
 - v. Assisting workers with barriers to employment.
- c. Attached (Exhibit A) is a list of one stop system career center locations, full-service and express sites.
- d. The parties to this MOU agree to provide a description of the services provided by all one stop system partners.

IV. One-Stop Performance Requirements and Goals

The parties to this Memorandum of Understanding agree to work toward the below listed goals:

Goals of the Workforce Investment System
To work with regional business, education and economic development partners to identify and meet central Indiana's workforce needs.
To develop and disseminate relevant and timely information about central Indiana's workforce and economy so business and educators make good decisions about workforce issues.
To reorganize the One-Stop centers so they are more responsive to business and job seeker needs.
To seek out funds to supplement restrictive government funds and to allow the WIB to pursue innovative programming.
To partner with appropriate groups to advance skills of individuals who face significant barriers to economic self-sufficiency.

V. Services to be Offered Through the One-Stop System

Each party to this MOU agrees to make available and coordinate services for clients of the system as appropriate for each customer and as eligibility allows. Specific details and procedures for coordination of services will be developed at the service provider level.

VI. Referral Arrangements

- a. Each party to this MOU agrees to be responsible for their own clients and to refer individuals eligible for each other's programs as may best meet the needs of the customer.
- b. Individuals shall be offered access to all programs as may be available electronically regardless of whether the client enters the one stop system through a full services physical location, express sites or electronically.
- c. The parties agree to share information about their customers in the best interest of the customers and to the extent allowed by law and agreed to by the individual customers.

VIII. Cost Allocation and Resource Sharing

In accordance with section 121 of the Workforce Investment Act the parties agree that the service costs and system operating costs must be shared in a manner proportionate to the usage of the one stop.

IX. Dispute Resolution

The parties hereto shall first attempt to resolve all disputes informally at the lowest level starting with the site supervisor and staff. If dispute resolution is not accomplished, any party may call a meeting of the parties to formally discuss and resolve all disputes. Should the parties fail to resolve the dispute, the dispute shall be referred to the Chair of IPIC who shall place the dispute on the agenda of a regular or special meeting of the Board's Executive Committee. The Executive Committee shall mediate the dispute and shall have final authority to resolve the issue.

X. Severability

If any part of this MOU is found to be null and void, or is otherwise stricken, the rest of this MOU shall remain in full force and effect.

XI. Equal Opportunity and Non Discrimination Obligations

Each party assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:

Section 188 of the Workforce Investment Act of 1998 (WIA) and its implementing regulations at 29 CFR Part 37, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title 1-financially assisted program or activity;

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The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age, and

Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

Pursuant to 29 CFR Part 37.7 through 37.10, the parties to this agreement will assure that the following is provided in the One-Stop delivery system:

- Facilities and programs are architecturally and programmatically accessible;
- Reasonable accommodations for individuals with disabilities; and
- The method of which cost will be allocated for making reasonable accommodations.

The parties to this agreement will assure that complaints alleging discrimination on any of the above bases will be processed in accordance with 29 CFR Part 37.76 and related sections.

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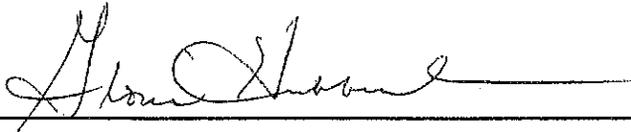
XIII. Signatures

IN WITNESS WHEREOF, the parties hereto execute this Memorandum of Understanding by their duly authorized representatives.

A handwritten signature in black ink, appearing to read "Robert Palmer", written over a horizontal line.

Robert Palmer, Chair

Marion County Workforce Investment Board

A handwritten signature in black ink, appearing to read "Gloria Hubbuch", written over a horizontal line.

Gloria Hubbuch, ABE Coordinator

MSD of Wayne Township

WorkOne Full Service Centers

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ONE STOP PARTNERS
MEMORANDUM OF UNDERSTANDING
UNDER
THE WORKFORCE INVESTMENT ACT
BETWEEN
THE INDIANAPOLIS PRIVATE INDUSTRY COUNCIL
AND
TRANSITION RESOURCES CORPORATION

I. Parties to the MOU

This Memorandum of Understanding (MOU) is entered into by and between the Indianapolis Private Industry Council, Inc., hereinafter referred to as IPIC, the regional operator and Workforce Investment Board for the Indianapolis Workforce Investment Area and Transition Resources Corporation representing Migrant and Seasonal Farm Workers programs.

II. Duration of Agreement

The term of this Memorandum of Understanding shall be from July 1, 2006 through June 30, 2007. This agreement shall be automatically renewed each year on June 30, except and unless:

- a. Either of the parties gives notice to the other party in accordance with the notice provisions of this MOU of their intent to terminate the agreement.
- b. Amendments to the legislation no longer require that there be a Memorandum of Understanding or make such Memorandum obsolete as concerns a one stop partner or funding stream.

III. One-Stop System Overview

- a. The Marion County WIB's vision is to be the "go to" source for workforce development in central Indiana.
- b. The WIB's mission is to lead the central Indiana workforce partners in building a dynamic workforce through:

- i. Gathering and disseminating labor market information
 - ii. Designing a regional workforce system that meets the needs of business
 - iii. Partnerships with economic development and education
 - iv. Assisting workers to transition from one industry to another and into new careers
 - v. Assisting workers with barriers to employment.
- c. Attached (Exhibit A) is a list of one stop system career center locations, full-service and express sites.
- d. The parties to this MOU agree to provide a description of the services provided by all one stop system partners.

IV. One-Stop Performance Requirements and Goals

The parties to this Memorandum of Understanding agree to work toward the below listed goals:

Goals of the Workforce Investment System
To work with regional business, education and economic development partners to identify and meet central Indiana's workforce needs.
To develop and disseminate relevant and timely information about central Indiana's workforce and economy so business and educators make good decisions about workforce issues.
To reorganize the One-Stop centers so they are more responsive to business and job seeker needs.
To seek out funds to supplement restrictive government funds and to allow the WIB to pursue innovative programming.
To partner with appropriate groups to advance skills of individuals who face significant barriers to economic self-sufficiency.

V. Services to be Offered Through the One-Stop System

Each party to this MOU agrees to make available and coordinate services for clients of the system as appropriate for each customer and as eligibility allows. Specific details and procedures for coordination of services will be developed at the service provider level.

VI. Referral Arrangements

- a. Each party to this MOU agrees to be responsible for their own clients and to refer individuals eligible for each other's programs as may best meet the needs of the customer.
- b. Individuals shall be offered access to all programs as may be available electronically regardless of whether the client enters the one stop system through a full services physical location, express sites or electronically.
- c. The parties agree to share information about their customers in the best interest of the customers and to the extent allowed by law and agreed to by the individual customers.

VIII. Cost Allocation and Resource Sharing

In accordance with section 121 of the Workforce Investment Act the parties agree that the service costs and system operating costs must be shared in a manner proportionate to the usage of the one stop.

IX. Dispute Resolution

The parties hereto shall first attempt to resolve all disputes informally at the lowest level starting with the site supervisor and staff. If dispute resolution is not accomplished, any party may call a meeting of the parties to formally discuss and resolve all disputes. Should the parties fail to resolve the dispute, the dispute shall be referred to the Chair of IPIC who shall place the dispute on the agenda of a regular or special meeting of the Board's Executive Committee. The Executive Committee shall mediate the dispute and shall have final authority to resolve the issue.

X. Severability

If any part of this MOU is found to be null and void, or is otherwise stricken, the rest of this MOU shall remain in full force and effect.

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Pursuant to 29 CFR Part 37.7 through 37.10, the parties to this agreement will assure that the following is provided in the One-Stop delivery system:

- Facilities and programs are architecturally and programmatically accessible;
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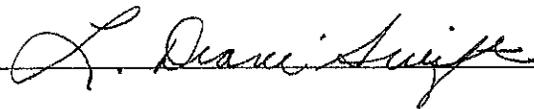
XIII. Signatures

IN WITNESS WHEREOF, the parties hereto execute this Memorandum of Understanding by their duly authorized representatives.

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Robert Palmer, Chair

Marion County Workforce Investment Board

A handwritten signature in cursive script, appearing to read "Diane Swift", written over a horizontal line.

Diane Swift, State Director

Transition Resources Corporation

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ONE STOP PARTNERS
MEMORANDUM OF UNDERSTANDING
UNDER
THE WORKFORCE INVESTMENT ACT
BETWEEN
THE INDIANAPOLIS PRIVATE INDUSTRY COUNCIL
AND
WORKFORCE INVESTMENT ACT PROGRAM

I. Parties to the MOU

This Memorandum of Understanding (MOU) is entered into by and between the Indianapolis Private Industry Council, Inc., hereinafter referred to as IPIC, the regional operator and Workforce Investment Board for the Indianapolis Workforce Investment Area and the Workforce Investment Act Program representing WIA Title 1 Adult, Dislocated Worker & Youth programs.

II. Duration of Agreement

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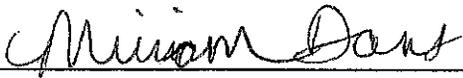
XIII. Signatures

IN WITNESS WHEREOF, the parties hereto execute this Memorandum of Understanding by their duly authorized representatives.



Robert Palmer, Chair

Marion County Workforce Investment Board



Miriam Dant, Chair

Marion County Workforce Investment Board Operations Committee

WorkOne Full Service Centers

WorkOne East
2525 N. Shadeland Avenue
Indianapolis, IN 46219

Ph: 317.358.4500

WorkOne West
805 Beachway Drive, Suite 110
Indianapolis, IN 46224

Ph: 317.246.5400

WorkOne Express Sites

WorkOne Express
Career Corner
John H. Boner Center
2210 E. 10th Street
Indianapolis, IN 46201

Ph: 317.264.1379

WorkOne Express
Easter Seals Crossroads
4740 Kingsway Drive
Indianapolis, IN 46205

Ph: 317.466.1000

WorkOne Ivy Tech (Main Campus)
101 W. 28th Street
Indianapolis, IN 46208

Ph: 317.925.2685

WorkOne Ivy Tech (Lawrence Campus)
9301 E. 59th Street, Room 328
Indianapolis, IN 46216

Ph: 317.546.7180

Service Provider: Placement and Recruitment (to be named later)

Budget FY: Program Year 2011	WIA Admin (Adult/Dislocated Worker/Youth)				Other From DWD	TOTAL
Administration						
Wages & Benefits						\$ -
Travel						\$ -
Supplies						\$ -
Equipment (Purchase)						\$ -
Equipment (Rental)						\$ -
Overhead (Rent, Utilities, etc.)						\$ -
Contractual						\$ -
	Adult	Dislocated Worker	Youth In-School Out-of School		Other From DWD	TOTAL
TOTAL Allocated ADMINISTRATION	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Program						
Internal Costs						\$ -
Wages & Benefits	\$ 257,606	\$ 341,477			\$ 32,239	\$ 631,322
Travel	\$ 2,752	\$ 3,648				\$ 6,400
Supplies						\$ -
Equipment (Purchase)						\$ -
Equipment (Rental)						\$ -
Overhead (Rent, Utilities, etc.)	\$ 33,398	\$ 44,272				\$ 77,670
Other	\$ 15,452	\$ 20,482				\$ 35,934
TOTAL Internal - Program	\$ 309,207	\$ 409,880	\$ -	\$ -	\$ 32,239	\$ 751,326
Contractual						
Core Services						\$ -
Orientations						\$ -
Workshops						\$ -
Individual Intensive Services						\$ -
Direct Training Services					\$ 259,111	\$ 259,111
Supportive Services						\$ -
TOTAL Contracted	\$ -	\$ -	\$ -	\$ -	\$ 259,111	\$ 259,111
TOTAL PROGRAM	\$ 309,207	\$ 409,880	\$ -	\$ -	\$ 291,350	\$ 1,010,437
TOTAL AGENCY	\$ 309,207	\$ 409,880	\$ -	\$ -	\$ 291,350	\$ 1,010,437

Service Provider: _____

Expenditures Thru: _____	WIA Admin (Adult/Dislocated Worker/Youth)				Other From DWD	TOTAL
	Adult	Dislocated Worker	Youth In-School	Youth Out-of School	Other From DWD	TOTAL
Administration						
Wages & Benefits						\$ -
Travel						\$ -
Supplies						\$ -
Equipment (Purchase)						\$ -
Equipment (Rental)						\$ -
Overhead (Rent, Utilities, etc.)						\$ -
Contractual						\$ -
TOTAL Allocated ADMINISTRATION	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Program						
Internal Costs						
Wages & Benefits						\$ -
Travel						\$ -
Supplies						\$ -
Equipment (Purchase)						\$ -
Equipment (Rental)						\$ -
Overhead (Rent, Utilities, etc.)						\$ -
Other						\$ -
TOTAL Internal - Program	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contractual						
Core Services						\$ -
Orientations						\$ -
Workshops						\$ -
Individual Intensive Services						\$ -
Direct Training Services						\$ -
Supportive Services						\$ -
TOTAL Contracted	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL PROGRAM	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL AGENCY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Service Provider: _____

Balance at: _____	WIA Admin (Adult/Dislocated Worker/Youth)				Other From DWD	TOTAL
Administration						
Wages & Benefits						\$ -
Travel	\$ -				\$ -	\$ -
Supplies	\$ -				\$ -	\$ -
Equipment (Purchase)	\$ -				\$ -	\$ -
Equipment (Rental)	\$ -				\$ -	\$ -
Overhead (Rent, Utilities, etc.)	\$ -				\$ -	\$ -
Contractual	\$ -				\$ -	\$ -
	Adult	Dislocated Worker	Youth In-School Out-of School		Other From DWD	TOTAL
TOTAL Allocated ADMINISTRATION	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Program						
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Travel	\$ 2,752	\$ 3,648	\$ -	\$ -	\$ -	\$ 6,400
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment (Purchase)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment (Rental)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Overhead (Rent, Utilities, etc.)	\$ 33,398	\$ 44,272	\$ -	\$ -	\$ -	\$ 77,670
Other	\$ 15,452	\$ 20,482	\$ -	\$ -	\$ -	\$ 35,934
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Contractual						
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Orientations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Workshops	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Individual Intensive Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Direct Training Services	\$ -	\$ -	\$ -	\$ -	\$ 259,111	\$ 259,111
Supportive Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL Contracted	\$ -	\$ -	\$ -	\$ -	\$ 259,111	\$ 259,111
TOTAL PROGRAM	\$ 309,207	\$ 409,880	\$ -	\$ -	\$ 291,350	\$ 1,010,437
TOTAL AGENCY	\$ 309,207	\$ 409,880	\$ -	\$ -	\$ 291,350	\$ 1,010,437

EmployIndy

Advancing workforce solutions for Indianapolis

POLICY OF EMPLOYINDY

Policy Name	Personnel Policy
Policy Number	2010-FA-004
Program Funding Stream	
Executive Team Approval	(please date & initial below)
Business Development	<i>pm</i> 12-21-10
Operations	<i>SA</i> 12-21-10
Strategic Development	<i>GA</i> 12/24/10
Finance	<i>JB</i> 12/21/10
President Approval	<i>BH</i> 12/28/10

REV	Description of Change	Author	Effective Date	Sunset Date
	Initial Release	Kerry Sell	Upon Approval	6-30-2011

1. Purpose

To ensure EmployIndy complies with employment laws and provides a safe, healthy, and supportive work environment.

2. Scope

To provide guidelines for dealing with personnel matters, establish benefits that attract competent persons, and to create a system that will enhance the quality of personnel administration and facilitate the understanding of personnel strategy. It is applicable to all EmployIndy employees.

3. Summary of the Law, Rules, and Governing Policies

These policies are written with the intent to comply with Federal and State laws and regulations such as Title VII of the Civil Rights Act of 1964, Equal Pay Act of 1963, Age Discrimination Act of 1967, Equal Employment Opportunity Act of 1972, Rehabilitation Act of 1973, Civil Rights Act of 1991, Americans With Disabilities Act of 1990, Federal and State Wage/Hour Acts, and Fair Labor Standards Act; as well all other Federal and State of Indiana statutes governing personnel administration and the treatment of employees and applicants for employment.

4. Responsibilities

- ⇒ EmployIndy President, in conjunction with Director, Fiscal and Human Resources, are responsible for establishing employee personnel policies.
- ⇒ EmployIndy Fiscal Division is responsible for providing guidance, validation and periodic review of this policy.

⇒ EmployIndy Director, Fiscal and Human Resources is responsible to ensure policy is disseminated to all staff.

5. Policy Statement

EmployIndy will maintain the **Personnel Policy Handbook** as a reference for its managerial and supervisory staff to use in carrying out day-to-day administrative functions. The **Personnel Policy Handbook** shall guide the conduct of all staff during their tenure. Each employee shall receive an electronic or paper version of the handbook at the beginning of their employment with EmployIndy and as updates are made. Receipt of the handbook will be documented in writing and kept in each employee's personnel file. EmployIndy's **Personnel Policy Handbook** is attached to and made part of this policy.

6. Exceptions

N/A

7. Definitions

N/A

8. Related Policies and Documents

Personnel Policy Handbook

EMPLOYINDY

PERSONNEL POLICY HANDBOOK

Revised: March 16, 2011

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INTRODUCTION TO ORGANIZATION

Who We Are and What We Do

The EmployIndy acts as a broker of employment and training services, responsible for the fiscal and program oversight, technical assistance and monitoring of the sub-recipients who directly serve the area's clients.

EmployIndy is referred to as "the organization" throughout the remainder of this handbook for purposes of brevity.

The organization's employee relations and employee handbook are guided by the following four principles:

- I. Every employee is worthy of respect, courtesy, and dignity.
- II. Every employee is deserving of a safe, healthy, and supportive work environment.
- III. The organization is committed to the use of a merit and performance appraisal system to provide equitable and competitive opportunities for promotion and career development.
- IV. The organization applies all policies in a uniform and consistent manner.

The Purpose of this Handbook (Disclaimer Statement)

Although this Employee Handbook is intended to cover many personnel related policies at the organization, it is not all inclusive nor should it be construed as creating a contract of employment. All employment is at-will, and that as such may be terminated by the employer at any time with or without cause.

Disciplinary procedures in the handbook are advisory and not binding on the employer. Disciplinary procedures may be adjusted or modified at the discretion of the employer.

Operating Philosophy

The organization believes that employment is an opportunity to realize human potential; therefore, it adopts an operating philosophy which reflects a basic value and belief in people. It is a philosophy incorporated in all of our relationships...

With our customers because:

- job seekers and employers are resources to be developed;
- accountability to them and our community is the mainstay of our existence;
- employment and training is an investment in our collective future, so we eagerly assist those committed to helping themselves.

With our staff and sub-recipients because:

- the highest level of customer service is achieved when decisions affecting service are vested in the individuals who provide it;
- our most valuable asset is our people--worthy professionals whom we accept as responsible for and committed to our mission;
- employment and training is a profession demanding high caliber individuals whose innovation, commitment, contributions and leadership offers opportunity and reward;
- we welcome diversity, seek multicultural differences and respect honesty and freedom of expression, believing these are essential to achieving a common goal.

With our community because:

- the work of the organization supports the economic vitality of Indianapolis;
- financial resources further our mission and do not limit or define it;
- collaboration calls for shared solutions to shared problems that affect workforce competitiveness, making all sectors stakeholders in the development of human capital.

Equal Employment Statement

In order to meet all the objectives stated and implied in the organization's mission statement, the organization is firmly committed to prohibiting discrimination on the basis of race, color, sex, sexual orientation, age, religion, creed, national origin, or disability throughout the employment process and in regard to its service to its clientele. The organization is also committed to an affirmative action philosophy which assures equitable employment practices in all departments. Each manager and supervisor is responsible for understanding, communicating and strictly enforcing this policy morally, philosophically, and in accordance with all applicable Federal, State, and local laws and regulations.

Employment At Will

All employees are employed on an "at will" basis, which means that either the employee or the organization can terminate the employment relationship at any time, with or without prior notice, and for any reason not prohibited by statute. All employment is continued on that basis.

YOU AND YOUR JOB

Retention requirements for all Employment Applicants

1. All information received from applicants will be received by and filed in Personnel.
2. When a job applicant submits a resume and is qualified, the resume is placed in the appropriate open position or miscellaneous file and will remain there one year.
3. An application's resume will be discarded if the job applicant does not qualify for the specified position and once it has been in the miscellaneous file one year from date of application.

Work Week

The organization's normal work week is forty (40) hours. The work week begins at 12:01 a.m. Saturday, and ends at 12 midnight Friday. Normal office hours are from 8:00 a.m. to 5:00 p.m., Monday through Friday. The purpose of this paragraph is to define the normal work day and normal work week. It is not a guarantee of hours of work per day or per week.

Flexible Schedules

Employees may request a flexible schedule different than the organization's definition of work week and work day by submitting a Flexible Schedule Approval Form to their supervisor. Work days may begin as early as 7:30am and end as late as 6:30pm. Lunch breaks must be taken between the hours of 11:00am and 2:00pm and must be either 30 minutes or 60 minutes in length.

Supervisors will consider work load and department coverage when evaluating requests for approval. Approval forms are to be forwarded to personnel after supervisor approval. Paid holidays are considered eight (8) hour work days.

Pay Days

The organization's pay cycle occurs on a biweekly basis, with pay being issued every other Friday.

Employees are required to submit activity reports and/or time cards no later than the Monday prior to the pay date.

Non Exempt/Exempt

All personnel must track time for payroll purposes (even though they are classified as exempt under the Fair Labor Standards Act). This allows for the accurate posting of wage information to the various funding sources based on the actual worked time reported by the employee.

Activity Reports

All personnel are required to complete Activity Reports that accurately document the level of effort attributed to various funding sources and cost categories and functional activities.

Time Cards

Non Exempt employees are required to submit hours worked on his/her time card.

Exempt vs. Non Exempt

Employees are determined to be exempt or non-exempt from the overtime provisions of the Fair Labor Standards Act (FLSA) based upon whether or not an employee qualifies for an exemption. The FLSA regulations provide a “test” to determine whether and employee qualifies as exempt.

Non-Exempt or hourly employees are eligible for overtime payments. Overtime is computed at a rate of one and one-half times the regular hourly rate of pay. Overtime can only be worked with the express written permission of the employee’s supervisor. The employee must work more than forty (40) hours in one week to receive overtime pay. If an employee works overtime without his/her supervisor’s approval it will be grounds for disciplinary action.

Exempt or salaried employees are not eligible for overtime pay.

Absenteeism Policy & Procedure

In the event of illness, unforeseen absence or unscheduled delay in arrival, employees are required to call and or leave a voice mail message with his/her immediate supervisor and the front desk receptionist not later than thirty (30) minutes after scheduled start time. In the event that the voice mail system is not working, it is the employee’s responsibility to notify his/her immediate supervisor and the front desk receptionist of the absence.

Procedure:

1. Call 684-2220 (front desk receptionist) to leave your voice mail. After leaving your voice mail, press “9” and the automated attendant will ask if you want to leave another message.
2. Enter the mailbox number for your supervisor and leave a message after the greeting.

Attendance

If an employee is absent or tardy to the extent that it affects performance and work products, the supervisor should document and treat it as a performance issue. Performance issues for attendance should be set in writing and put to the employee's file. If the employee fails to abide by the requirements, further, progressive, personnel action should be taken. See Probation (Employee Improvement Plan) Policy.

Employment Eligibility Verifications

The Immigration Act requires all newly hired employees to show proof of the right to work in the United States and the completion of an I-9 form..

Driver's License Requirement

Employees who are required to use his/her private vehicles as a regular part of his/her job must meet the following requirements as a condition of employment:

1. Employees who drive as part of his/her job must have a valid driver's license at all times.
If an employee's license is suspended, the employee must immediately notify his/her supervisor and Personnel.
No employee will be allowed to drive with a suspended license.
2. Employees who drive as part of his/her job must carry adequate personal automobile insurance as required by Indiana Law. Employees should check with his/her insurance agents concerning business use of his/her vehicles.

Introductory Period

For the first six months (180) calendar days of employment, all employees are considered to be in a "Introductory Period". During the introductory period the employee generally may not transfer to another job position or department. Completion of the "Introductory Period" does not alter the employee's status as an employee at will, subject to termination with or without cause.

Access to Personnel Files

It is each employee's responsibility to report all changes in name, address, phone number, marital status, etc., to Personnel. Employees' personnel records are available to them should they wish to review them; however copies cannot be made of the contents of the employee's personnel file. The employee should contact Personnel to arrange a convenient time for review.

Each employee will find the following items in his/her personnel file:

Resume/Application

Hire Sheet

Withholding Tax Information

Personal Status Report

Receipt of Employee Handbook

Activity Sheet

Salary Increase Forms

Change of Status-if applicable

Benefit Information (Separate Folder)

Performance Evaluations

Any written recording of disciplinary events

Policy on Wage and Salary Administration

Policy: It is our policy to make a sincere effort to pay the organization employees fairly and to be sure that his/her pay is in line with the amount of work and degree of responsibility required in their jobs. It is the organization's policy to have established job classifications, to provide for different rates of pay for positions requiring a different amount of responsibility, experience, skills and knowledge.

Employee Classifications

The organization's basic employee classifications are defined as follows:

1. **Regular, full-time:**
This indicates year round employment with a scheduled 40 hour work week. Employees in this classification are eligible for all the organization's benefits after completing the requirements as outlined in the benefits section of this handbook.
2. **Regular, part-time :**
This indicates year round employment with assigned work hours and days of less than forty (40) hours per week. Employees in this classification are eligible for:
 - Holiday pay only if the holiday falls on his/her assigned work days.
 - Pro-rated amount of Employee Leave Time, based on hours.
 - See individual descriptions and eligibility of benefits under the Benefits Section.
3. **Temporary, full-time:**
This indicates employment for a specific period at forty (40) hours per week. Employees in this classification are eligible for:
 - Holiday Pay.
 - Pro-rated amount of Employee Leave Time, based on hours.
 - See individual descriptions and eligibility of benefits under the Benefits Section.
4. **Temporary, part-time:**
This indicates employment for a specific period, with assigned hours and work days at less than forty (40) hours per week. Employees in this classification are eligible for:
 - Holiday pay only if the holiday falls on his/her scheduled work day.
 - Pro-rated amount of Employee Leave Time, based on hours.
 - See individual descriptions and eligibility of benefits under the Benefits Section.

Determination of Service

1. Length of service will not be broken in the following instances:
 - a. In the event an employee is transferred, or promoted to another department.
 - b. Time lost due to an accident that occurs on the job.
 - c. Leave of absence due to illness, pregnancy or personal injury.
 - d. Military leave.
2. Length of service will not be broken when the organization grants an Extended Medical Leave as described in this handbook, ELT will not accrue during any Extended Medical Leave.
3. Length of service will be broken by:
 - a. Resignation
 - b. Discharge
 - c. Layoff

Promotions and Transfers

In line with the organization's employee relations principles to provide opportunities for career development and advancement, the organization will make every effort to promote current employees before recruiting external candidates to fill openings that occur. For certain positions, when authorized by the President, the organization reserves the right to fill openings without prior notice or posting.

If you are interested and believe you meet the necessary skill, knowledge, and formal training requirements, follow the application instructions posted on the job opening. Except in unusual circumstances, an employee seeking a promotion or transfer should be in his/her current position for a minimum of ninety (180) days.

Policy: A change of status form will be filled out by Personnel after notification by the employee's supervisor and forwarded for the appropriate signatures, then forwarded to Personnel for the purpose of keeping personnel and payroll records current when:

1. An employee is promoted
2. An employee is transferred
3. An employee is demoted.

Personal Conduct

The success of any organization is dependent upon its employees and the manner in which they conduct themselves on a day-to-day basis. The organization expects each employee to conduct him/herself in a courteous and professional manner at all times.

This includes interactions among employees and attitudes toward management, the organization, and its goals and objectives.

The organization expects employees to treat co-workers, clients, vendors, visitors, and customers with respect, courtesy and tact. You should be sensitive to the type of behavior that could offend others. Abusing the dignity of anyone through ethnic, sexist, racial slurs or other derogatory or objectionable conduct will not be tolerated.

Reference Inquiries

All inquiries made by outside parties (i.e. potential employers, investigative agencies, reference checks, etc.) with regard to employment history of former or present employees, concerning but not limited to general reputation, character, personal characteristics, performance, ability, attendance, dates of employment or salary shall be directed to Personnel. **Under no circumstances should any information be released except through Personnel and then only upon written authorization by the employee concerned.**

EMPLOYEE BENEFITS

Introduction

The organization offers a benefit package designed to provide adequate economic and personal security for its employees. The organization reserves the right to modify, amend, or terminate any benefits presently available to employees.

This Handbook contains a general description of the benefits offered by the organization. However, you should refer to the individual benefit plans documents for additional description of benefits and eligibility. In the event that any provisions of the benefit plan documents conflict with the descriptions in this Handbook, the terms of the benefit plan will control.

Monthly Parking

Eligibility: At hire.

The organization provides parking for employees. If the parking garage card is lost, the employee is responsible for the replacement cost. The provision of paid parking is discretionary based upon approval by the President.

Medical Insurance

Eligibility: Employees are eligible after thirty (30) days of continuous employment and must be regularly scheduled to work a minimum of thirty (30) hours per week. Benefits begin the first day of the month following thirty (30) days of continuous employment, as long as all required enrollment forms are completed and submitted to the organization's benefits administrator in a timely manner.

Health Saving Account (HSA)

Eligibility: If participating in the organization's medical insurance plan, employees are eligible to enroll in the HSA, as long as all required enrollment forms are completed and submitted to the organization's benefits administrator.

Employees who are participating in the organization's Flexible Spending Account (health care only) are not eligible for the HSA enrollment (see Flexible Spending Accounts section of this summary).

Voluntary Supplemental Income Coverage - AFLAC

Eligibility: Employees are eligible after thirty (30) days of continuous employment. Benefits begin the first day of the month following thirty (30) days of continuous employment as long as all required enrollment forms are completed and submitted to the organization's benefits administrator in a timely manner.

The organization offers AFLAC which is a supplemental income during times of extreme medical crisis including cancer or a stay in intensive care.

This coverage is voluntary and 100% of premium is paid by the employee.

Dental and Vision Insurance

Eligibility: Employees are eligible after thirty (30) days of continuous employment. Benefits begin the first day of the month following thirty (30) days of continuous employment, as long as all required enrollment forms are completed and submitted to the organization's benefits administrator in a timely manner.

401(k) Pension Plan

Eligibility: Employees are eligible to enroll and become 100% vested after completion of six (6) months of continuous employment. Benefits begin the following pay period after six (6) months of continuous employment.

Once you are a participant, the organization contributes 7% of your base salary on your behalf. An employee may contribute up to the allowable amount under IRS regulations. The employee directs the investment of the money.

Please refer to the summary plan description for the 401(k) plan for detailed information about the benefits provided under this plan.

Employee Loans – Refer to the summary plan description of the 401K Plan for additional information on loan requirements or see personnel for a copy.

Life, Accident and Dismemberment Insurance

Eligibility: Employees are eligible following thirty (30) days of continuous employment and must work a minimum of thirty (30) hours per week. Benefits begin the first day of the month following thirty (30) days of continuous employment as long as all required enrollment forms are completed and submitted to the organization's benefits administrator in a timely manner.

The organization provides this insurance which provides for life and accidental death and dismemberment insurance benefits. Please refer to the life insurance benefit summary for details regarding this coverage.

Short Term Disability Insurance

Eligibility: Employees are eligible following thirty (30) days of continuous employment and must work a minimum of thirty (30) hours per week. Benefits begin the first day of the month following thirty (30) days of continuous employment as long as all required enrollment forms are completed and submitted to the organization's benefits administrator in a timely manner..

The organization provides this to employees and is available if you become temporarily disabled and as a result are unable to work at full capacity for an extended period of time. Please refer to the short-term disability insurance summary for details regarding this coverage.

ELT will not accrue during any Short Term disability leave.

Long Term Disability Insurance

Eligibility: Employees are eligible after thirty (30) days of continuous employment and must work a minimum of thirty (30) hours per week. Benefits begin the first day of the month following thirty (30) days of continuous employment as long as all required enrollment forms are completed and submitted to the organization's benefits administrator in a timely manner.

The organization provides this insurance to employees, which is designed to provide disability after exhaustion of the maximum short-term disability benefit period.

ELT will not accrue during any Long Term disability leave.

Flexible Spending Accounts

Eligibility: Employees are eligible after thirty (30) days of continuous employment and must work a minimum of thirty (30) hours per week.

Enrollment: See plans below

Premium Only Plan (POP): Enrollment is automatic after meeting eligibility requirements. The organization provides this plan which allows employees to pay for medical and dental premiums with pre-tax dollars.

Health Care Flexible Spending Accounts: Enrollment is first day of plan year (January 1) after meeting eligibility requirements. This plan allows employees to pay for certain non-covered medical expenses with pre-tax income.

Dependent Day Care Flexible Spending Accounts: Enrollment is first day of plan year (January 1) after meeting eligibility requirements. This plan allows employees to pay for most dependent day care expenses for eligible children and adults.

1. The amount of money going to pay your social security benefits in the future will be less because it is calculated on a reduced amount.

Employees who participate in a health care Flexible Spending Account (FSA) will not be eligible to open a Health Savings Account (HSA) until after the plan year has ended on the Flexible Spending Account (FSA).

Employee Leave Time

The organization provides its employees with employee leave time (ELT) benefits in lieu of the traditional benefits of paid vacation, personal days, and sick days. The organization considers this a benefit, not a wage. ELT may be taken by employees, with prior supervisory approval, for reasons such as vacation, personal illness, family illness, medical appointments, or personal or family business. All employees are awarded 200 hours of ELT per the organization's fiscal year which runs from July 1 to June 30. If an employee is not employed for a full 12 months the ELT will be allotted on a pro-rata basis. Following thirty (30) days of continuous employment, ELT accrues according to the following schedule:

1. As a newly hired employee you will accrue 80 hours of ELT on a pro-rata basis. The pro-rata basis will be (number of full months worked from date of hire to the following June 30) divided by 12 months. For example if you start your employment on October 1 you will have worked 9/12ths of a year by the following June 30 and will accrue 9/12ths (75%) of 80 hours or 60 hours as of your 31st day of employment. Nothing less than a full month of work will count towards your pro-rata share of the 80 hours of ELT accrual. In addition to the pro rata share of your eighty (80) hours, you will accrue ten (10) hours of ELT as of the last pay of each month through the following June 30, Returning to the above mentioned example, if you start your employment on October 1, as of October 31, you will have accrued 70 hours (60 pro-rated hours + 10 monthly hours) of ELT.
2. During the second through fourth years of service, two weeks are awarded at July 1, and ten (10) hours awarded the last pay of each month until a maximum of two hundred (200) hours are met.

3. During the fifth through ninth years of service, three weeks are awarded at July 1, and ten (10) hours awarded the last pay of each month until a maximum of two hundred (200) hours are met.
4. During the tenth through the fourteenth years of service, four weeks are awarded at July 1, and ten (10) hours awarded the last pay of each month until a maximum of two hundred (200) hours are met.
5. After fifteen years of service, five (5) weeks are awarded at July 1.

ELT may be taken in one (1) hour increments only. There is no limit of ELT hours which can be carried forward from one fiscal year to the next. ELT for less than full-time employment is pro-rated based on hours worked.

Note: Upon separation of employment, an employee who has been employed for at least one year will be paid his/her accrued, but unused ELT up to a maximum of 240 hours. Any accrued, but unused ELT over 240 hours will be forfeited upon separation of employment. In addition, if the separation is in the form of an employee resignation and the employee fails to give two weeks written notice of resignation, that employee will forfeit all accrued, but unused ELT remaining as of the employee's termination date. No employee will be allowed to take ELT during the two week notice period prior to separation, unless express written permission is given by the President.

At all times the organization reserves the right to refuse a request for ELT or to reverse an authorization to utilize ELT once such authorization is given.

Shared Employee Leave Time

The purpose of this policy is to allow employees to donate earned employee leave time (ELT) to another employee to alleviate economic hardship brought about by illness or injury when all other paid leave has been exhausted.

It is the policy of the organization to allow employees to donate earned ELT to another employee who has exhausted their ELT and other paid leave and has no available paid time off to cope with an illness or injury.

Donations

An Eligible Employee shall be defined as a regular full time or regular part time employee who has been in the employ of the organization for a minimum of six (6) months with an ELT balance of at least eighty (80) hours.

Eligible employees may make donations on a strictly voluntary basis from their available ELT balances. Benefits derived from this Policy shall come solely from employee donations of their available ELT balances and will not be supplemented by the organization.

The organization cannot guarantee that employees will donate ELT or that sufficient ELT will be donated and available to cover everyone's need or the entirety of an individual employee's request.

Donations of ELT, once made and approved, are non-refundable and are not subject to recall. Days donated but unused will be maintained in a bank and used for future requests on a first come first serve basis, with requests in excess of the amount in the bank disseminated each time by the President in accordance with the process below.

Recipients

Requests for donated ELT may only be made by employees with at least six (6) months of employment. Before making a request for donated ELT, the employee making the request must have exhausted all available ELT and the employee cannot be receiving other benefits such as Workers' Compensation, Unemployment, Salary Continuance, Short Term Disability, Long-Term Disability, or other wage replacement benefits.

A request for donated ELT shall be limited to a maximum of thirty (30) days and can be made to cover time away from work due to the serious illness of the employee (see above), their spouse, the employee's parent or the serious illness of a dependent. A serious illness is one, which requires hospitalization or long-term treatment and/or recuperation. Employees who wish to request a donation of ELT must:

- (1) Have exhausted all paid leave and wage replacement benefits, as described above, available to them, and
- (2) Provide a physician's statement with the request indicating the reason for the leave, and
- (3) Specify the number of days being requested.

The President / CEO or her/his designee will be solely responsible for determining eligibility and approving all requests for ELT donations under this Policy. The President / CEO or her/his designee's decision shall be final and not subject to appeal or grievance.

PROCESS

1. When the need arises for shared ELT an employee must contact the President / CEO or her/his designee.
2. The employee must complete the ***Request for Shared Employee Leave Time Form***. The President / CEO shall approve or deny the request. Requests shall only be denied if the employee is not eligible to receive the donation in accordance with the eligibility criteria described in this policy.
3. The President / CEO will disseminate the request to the staff of the organization.
4. The request shall be distributed to employees of the organization in a form and format to be determined by the President / CEO. This may be via e-mail or other electronic or hard copy format.
5. Employees eligible to donate ELT shall complete a ***Shared Employee Leave Time Donation Form***. ELT must be donated in increments of at least four (4) hours. Employees must sign and date their forms.

6. The forms shall be submitted to the President / CEO or her/his designee. The President shall approve the donation forms and transmit them to the Chief Financial Officer who shall assure that appropriate adjustments are made to the respective ELT balances of all the applicable employees.
7. The President / CEO shall inform the employee who has requested the donation of ELT of the number of days/hours available to them.
8. Following depletion of the days donated, the employee utilizing the donated days shall not be eligible for additional donations until the next calendar year.

Extended Medical Leave

From time to time employees may need additional time off to care for their own medical problems. If an employee needs additional time off in excess of that allotted through the ELT policy, the employee may apply to the President/CEO for such leave. The granting of such leave will be entirely within the discretion of the President/CEO's and will not be for more than thirty (30) days. The employee should give the President/CEO as much advanced notice of the need for extended leave as possible. Unless the employee qualifies for the short-term disability benefits as described in the short-term disability insurance policy and summary of benefits, the leave shall be without pay.

ELT will not accrue while an employee is on any Extended Medical Leave.

Holidays

The following are designated as organization holidays. If the holiday falls on a Saturday, the holiday will be celebrated on the preceding Friday. If the holiday falls on a Sunday, the holiday will be celebrated on the Monday. **See Employee Classifications Section for holiday pay for classifications other than Regular – full time.**

New Year's Day	Independence Day
Dr. Martin Luther King's Birthday	Labor Day
Memorial Day	Thanksgiving
Day after Thanksgiving	*Christmas Eve
	*Christmas Day

*The two days at Christmas will be determined by the President/CEO annually based on what day of the week Christmas falls.

There are **two remaining holidays that will be determined annually. These may be established as roving or bundled with other holidays by the President/CEO. Roving Holidays must be used prior to the end of the calendar year and will not be carried forward to the next calendar year.

An employee is not eligible for holiday pay if they are on disability or extended medical leave.

Jury Duty

The organization recognizes a citizen's obligation to serve jury duty and allows time off to perform this civic duty. You will be paid the difference between your regular base pay and your jury duty pay if you have been employed for thirty (30) continuous days. Any jury duty that is taken before an employee has been employed for thirty (30) continuous days will be unpaid.

You are required to give at least three (3) days notice that you have been called for jury duty. You are also required to furnish satisfactory proof that jury duty was performed on the days for which payment is claimed.

Please note that you are not eligible for compensation for a court appearance in any proceeding in which you are a party or have an interest unless you are the victim of a criminal proceeding.

If you are called for jury duty but do not serve, you will be expected to return to work once released by the court.

Funeral Leave

Eligibility: Employees are eligible after thirty (30) days of continuous employment.

If there is a death in your immediate family, (defined as husband, wife, father, mother, son, daughter, brother, sister, grandparent, grandchild, or the spouse or step-relation of any of these or a person living in the same household as the employee), you may be paid for three (3) scheduled working days of absence to attend the funeral. Additional time off without pay may be granted at the discretion of the supervisor.

An employee may always use ELT for additional time off.

Military Leave

The company recognizes that an employee may be required to serve a limited period of time with his/her reserve units in summer encampments or for special maneuvers. If you are involved in this type of activity, notify your supervisor as soon as possible whenever a military leave is required. Military leave is granted without pay; however, the limited leave will be fully approved as long as management receives a copy of your orders.

Should you enlist in the regular Armed Services, the special requirements that pertain to treatment of veterans under the Uniformed Services Employment and Reemployment Rights Acts of 1994 will be observed.

Family Military Leave

An employee who has been employed by the organization for at least twelve (12) months; has worked at least one thousand five hundred (1,500) hours during the twelve (12) month period immediately preceding the day the leave begins; and is the spouse, parent, grandparent, or sibling of a person who is ordered to active duty; is entitled to an unpaid leave of absence during one (1) or more of the following periods:

During the thirty (30) days before active duty orders are in effect.

During a period in which the person ordered to active duty is on leave while active duty orders are in effect.

During the thirty (30) days after the active duty orders are terminated.

The leave of absence allowed each year may not exceed a total of ten working days.

The employee may use accrued ELT days for leave provided under this chapter for any part of the ten day period of such leave.

An employee who wants to take a leave of absence under this chapter shall provide written notice, including a copy of the active duty orders if available, to the organization of the date the leave will begin. An employee shall give at least thirty (30) days notice before the date on which the employee intends to begin the leave, unless the active duty orders are issued less than thirty (30) days before the date the requested leave is to begin. The organization may require verification of an employee's eligibility for the leave. If an employee fails to provide verification required under this subsection, the organization may consider the employee's absence from employment unexcused.

After an employee takes a family military leave of absence, the employee will be restored to the position that the employee held before the leave; or a position equivalent to the position that the employee held before the leave, with equivalent seniority, pay, benefits, and other terms and conditions of employment. However, the organization is not required to restore an employee to the same position if it proves that the reason that the employee was not restored to the position is unrelated to the employee's exercise of his/her family military leave rights.

The organization shall permit an employee who is taking family military leave to continue the employee's health care benefits at the employee's expense.

Tuition Assistance

You must have prior approval from your supervisor and the President to receive tuition assistance.

The organization encourages and will assist an employee to improve his/her educational qualifications in subjects and fields of endeavor which are related to an employee's work activities and objectives and place an employee in a position to improve his/her job performance and professional development.

You may be eligible for tuition assistance if:

1. You are a full-time regular employee who has been on the active payroll continuously for a period of at least one hundred (180) days;
2. Your job performance and attendance are satisfactory;
3. You have been accepted by an accredited, approved educational institution; and
4. You take a course or courses directly related to your job; or
5. The continuation of your education must be job related and enhance your contribution to the organization. College level courses which are taken as prerequisites for a degree program may be approved;
6. The organization has adequate financial resources available.

If you are interested in obtaining tuition assistance funds, contact your supervisor and submit a Purchase Order Request, with all supporting documentation to Personnel. Your supervisor and the organization President must give prior approval in order for you to receive funds.

In order to receive tuition assistance, you must provide with your request a narrative on how the training will benefit you and the organization.

1. The organization will pay costs for tuition, books and fees for approved courses.
2. Assistance is limited to a maximum of \$2,500 per fiscal year.
3. Employees must provide a transcript showing course completion to Personnel. Failure to provide documentation will result in denial of future requests for tuition assistance.

Employee Assistance Program

The organization provides an employee assistance program for employees and their family members through an outside contractor. There is no cost to the employee for the use of this service. The EAP will provide mental, emotional and stress related consultation to individuals as well as wellness information for the general employee population. Brochures and materials on the EAP, which provides its services confidentially and is contacted directly by the employee, can be picked up through Personnel or call Community Hospitals of Indianapolis at 317-588-7742 or 1-800-543-4158.

Wellness Program

Employees are the organization's most valuable resource and crucial to the attainments of our mission and goals. Employee productivity, job satisfaction, performance and morale have been shown to be directly related to employee health and well being. In recognition of these facts, the organization's management will encourage and promote activities and

programs that contribute to overall employee wellness from time to time and as resources allow.

The organization recognizes the importance of employee wellness in the workplace and encourages wellness among all employees. For purposes of this policy, wellness is defined as activities identified by the organization's management team that contribute to the physical, emotional and psychological well-being of employees. Activities and programs may include educational awareness, behavioral and lifestyle enhancements, and supportive environments.

Spot Award Program

The organization Spot Award Program is a stand-alone incentive compensation program that serves to recognize employee exemplary efforts toward organizational objectives. The program recognizes employees with a cash award for exemplary performance and contributions on a significant project, activity, or assignment.

Basic Guidelines

1. The program will allow for a one-time award of \$50-2,000 following noteworthy action that demonstrates going beyond the "call of duty."

Examples of such action may include taking on additional responsibilities and duties to meet a goal, working additional hours to ensure a timeline is met, and creatively identifying means to gain additional resources and going out and securing them for a successful work outcome.

2. All spot awards will be approved by the organization's President and CEO.
3. An employee may be nominated by the organization's management. This is done by completing a nomination form for review and documentation of the award.
4. The organization's President and CEO may issue spot awards as deemed appropriate following the criteria outlined in Guideline #1.
5. Spot awards are taxable income to the employee and will be grossed up to reflect actual face value after taxes.
6. The organization's President and CEO's decision will constitute the final determination and approval for all spot award nominations. These bonuses are purely discretionary, are not guaranteed and will not be included in an employee's base pay for overtime calculation purposes.

Communication

1. Employees should be made aware of the organization's Spot Award Program and how it works.

2. Supervisors should remain mindful of the program.
3. Names of those who receive an award may be mentioned or otherwise publicized to employees.

COBRA Coverage

Under the Consolidated Omnibus Budget Reconciliation Act (COBRA), the organization is required to allow all qualified beneficiaries the right to continue health insurance coverage under certain conditions (called "qualifying events"). These include:

Qualifying Event	Coverage Period
1. Voluntary or involuntary termination (for other than gross misconduct) or hours fall below the number needed to qualify for coverage	18 months (29 months if disabled)
2. Death of the employee	36 months
3. Employee and spouse are divorced or legally separated	36 months
4. Dependent child ceases to be eligible for coverage (for example, because of age or marriage)	36 months
5. Covered Person becomes entitled to Medicare (spouse/dependent is eligible for coverage)	36 months from the date the Covered Person became entitled to Medicare
6. Employer files for bankruptcy (with respect to retirees only)	Lifetime for the retiree; 36 months for surviving dependents if retiree died before bankruptcy, lifetime for surviving dependents if the retiree died after bankruptcy

For qualifying events including divorce, legal separation, loss of dependent eligibility, or entitlement to Medicare, it is your responsibility to notify Personnel within 60 days of a qualifying event.

If you wish to evoke your COBRA rights, the employee or dependent will be responsible for paying the organization for the insurance premiums at the rate set forth in the COBRA election notice that will be provided to you after occurrence of a qualifying event.

Please feel free to ask Personnel for more details. Please keep in mind that this is a general overview of the COBRA coverage rights afforded to you if you are a participant in the organization's health, dental, and vision insurance policies. Please refer to the summary plan description and COBRA notices issued by the applicable insurer or COBRA administrator for details related to your COBRA rights.

GENERAL POLICIES

Reimbursement

The organization will reimburse employees who are on organization business travel. Please see Travel Policy for detailed procedures.

Probation (Employee Improvement Plan)

Probation is usually used to improve poor performance and to give the employee time to make the needed improvement. If the employee receives a verbal performance-related warning from his/her supervisor, followed by a written warning (included in the employee's personnel file), probation can occur. If persistent violations occur, the employee is placed on a 30, 60, or 90-day probation subject to the discretion of the employee's supervisor. During the probation, the supervisor will discuss job performance and develop a written improvement plan with the employee. If performance is not improved during probation, termination may result.

Discipline

Types of behavior which may lead to disciplinary action include, but are not limited to, such actions as:

1. Performance related problems.
2. Failure to follow or observe your supervisor's directions or instructions.
3. Violation of established policies and procedures.
4. Behavior which reflects negatively upon the organization regardless of whether it is on work time or away from work.
5. Excessive or unexcused absences or tardiness.
6. Any false complaint of theft, harassment, etc.

Under normal circumstances, failure to comply will result in disciplinary action. This action will normally consist first of an oral warning from the supervisor who will discuss and review the problem with the employee.

Should problems continue, a written warning as well as probation or suspension without pay could occur. A third violation would be considered grounds for dismissal..

There are other types of misconduct that are so serious in nature that they constitute justification for immediate dismissal, with no prior warning. These include, but are not limited to, the following:

1. Theft or misuse of organization property or property of another employee, client, or customer.
2. Possession, use of, or being under the influence of alcohol, illegal drugs or controlled substance while on organization property or while transacting organization business in the community.
3. Misuse or misappropriation of organization funds or accounts.
4. Insubordination, verbal abuse or refusal to obey instructions of management.
5. Supplying false information on an employment application or other official paperwork.

Note: A supervisor has the discretion to determine whether the misconduct is so egregious that it is not necessary to follow the steps of the progressive disciplinary policy prior to terminating an employee.

Reporting Accidents

All accidents or injuries must be reported immediately to your supervisor and/or Personnel to ensure prompt medical attention and proper coverage under Workmen's Compensation. Failure to report may result in a denial of a worker's compensation claim. Under Indiana law the organization has the discretion to choose the healthcare provider rendering medical services for a work-related injury. Therefore, before receiving treatment from your own healthcare provider for a work related injury you must check with the or its Workers Compensation Insurer.

Conflict of Interest

General Statement:

Employees are expected to exercise sound, ethical judgment in avoiding any actions which might harm the organization's position or reputation with regard to its applicants, clients, or the community at-large.

Nepotism:

An employee must notify his/her supervisor if a family member (individual related by blood or marriage) or individual with whom they are sharing a living arrangement applies for services provided by the WorkOne system. Employees will not be permitted to be involved in the application, certification, enrollment or training case management of a relative or person with whom they share a living arrangement. Similarly, an employee should notify his/her supervisor if they have a relative or individual with whom they share a living arrangement working for a vendor or contractor with whom the organization is planning to do business. In such a case the supervisor (or, in some cases, the President) will decide whether it is appropriate for the employee to be permitted to work directly with the vendor or contractor in question.

Outside Work:

Outside work should not be undertaken which will interfere with the proper performance of an employee's job with the organization. More specifically, no employment including, but not limited to, teaching or outside consulting or other Professional Work, will be permitted without prior approval by the President of the organization. "Professional work" is defined as work utilizing the same skills, expertise, training and experience as are utilized in the paid performance of the employee's job at the organization. This would include, but is not limited to, work for any company which contracts with, provides services or products to or receives services and products from the WorkOne system which might gain an unfair business advantage by employee's involvement. The employee will submit a memo through his/her supervisor to the President outlining the nature of the work and certifying that the work will not create a conflict of interest and that the employee will resign from the other employer or from the organization should a conflict arise. The memo will also outline whether any of the organization's equipment, materials or other resources will be utilized in the course of the outside work. Generally speaking, the organization's resources may not be used for outside work. If the President approves their use, the employee will be required to reimburse the organization for their use at a pre-negotiated rate.

Failure to comply with these provisions will result in disciplinary action which may include suspension without pay pending investigation and/or immediate dismissal.

Gifts:

The organization discourages employees from giving or accepting gifts or gratuities from suppliers, contractors, vendors, applicants or clients. The giving or accepting of gifts might place or appear to place the employee in a compromising position which is neither to the benefit of the employee or this organization.

Specifically, any gift or gratuity over \$25.00 in value, including meals, must be reported in writing to the President. Failure to comply with this provision will result in disciplinary action up to and including suspension without pay pending investigation and/or immediate dismissal.

Information Technology Policy:

EmployIndy encourages the use of information technology to accomplish the organization's legitimate business objectives. Employees and users should be aware that organization provided and/or owned technology resources are not considered personal or private. IPIC may monitor technology resource usage without advance notice and on a random or selective basis.

All employees/users are expected to act in a professional and responsible manner when utilizing provided IT resources. The following is guidance for the use of EmployIndy technology resources. Violators of this policy will be subject to appropriate disciplinary action up to and including termination of employment.

E-mail and Internet Usage

The organization's e-mail system and internet access may be used for brief and occasional personal use as long as it is not excessive or inappropriate, occurs during personal time (lunch or other breaks), and does not result in expense to the organization. Accordingly, employees are strictly prohibited from using the organization's e-mail system or Internet access for any of the following purposes:

1. Viewing, transmitting, retrieving or storing material that may in any way be considered obscene.
2. Transmitting any messages containing derogatory, harassing or inflammatory remarks about an individual or group's race, color, religion, national origin, age, disability, or other characteristic or attribute not related to their job performance.
3. Transmitting any abusive, profane or offensive language.
4. Transmitting any information which the employee knows or has reason to believe may be false, misleading or libelous.
5. Sending or posting any chain letters, jokes, solicitations, or advertisements not directly related to some business purpose or activity.
6. Using the organization's e-mail system or Internet access for any political or religious causes or activities.
7. Using the organization's e-mail system or Internet access for personal gain, including solicitation of, or engagement in, any non-company business.
8. Using the organization's e-mail system or Internet access for any other purpose which is illegal, may damage the organization's reputation or is otherwise contrary to the organization's best interest.

Equipment

1. All organizational owned equipment, including, but not limited to, computers, printers, fax machines, copiers, telephones, cell phones, whether located on organization premises or at an employee's home, remain organization property. Any use of organization equipment in an employee's home on a more-or-less "permanent" basis must be approved by the President of the organization. A memo outlining why the equipment is needed at home and how it will be used will be sent to the President through the employee's supervisor. Equipment must not be used for outside work unless prior, separate approval is also granted by the President. The use of the system for such personal efforts must occur outside of business hours and files created are to be deleted at the end of the project. Employees are cautioned, however, that abuse of the equipment or neglect of

proper, prescribed maintenance may result in financial liability for the employee. Moreover, the organization may purge files on its computers at any time, without notice.

Software

1. Most of the software, which is supplied for use on the organization's personal computers, is subject to copyright. Copying of licensed software for any purpose, except backup, is prohibited. Duplication of licensed software for other than backup and archival purposes is a violation of the Federal Copyright Act and could expose the organization, and the offending individuals, to serious legal liability. The copyright laws prohibit the copying of software for any purpose, except back up, without the express approval from the holder of the copyright. It is the organization's policy to strictly adhere to the copyright laws, and the organization does not sanction unauthorized copying for any purpose. If there is any doubt about whether particular software is copyrighted, it should be assumed that copyright restrictions apply.
2. Any employee found in the practice of illegally copying software or subjecting the organization to violation of the Federal Copyright Act will be subject to termination of employment.
3. To prevent computer viruses from being transmitted through the organization's computer system and possible copyright violations, employees are prohibited from installing or downloading any software without the prior authorization from their supervisor. All software installed or downloaded must be registered to the organization.

Use of Alcohol During Business Hours:

An employee is prohibited from using alcohol during working hours including during any work or lunch breaks. If a supervisor has reason to believe that an employee has consumed alcohol prior to reporting to work (for example, by direct observation, by smelling alcohol on the breath, or by obvious disorientation), the employee is to be sent home for the rest of the day (using ELT, or unpaid leave, at the discretion of the employee) and a note of the occurrence is to be put in the employee's personnel file. Alcohol use during the work day may be grounds for disciplinary action including termination.

Emergency Conditions/Inclement Weather Leave Policy:

During emergency conditions, as declared by the organization's President, the organization will close its offices and staff will be granted special benefit leave with pay. When this occurs, the organization may schedule a delayed opening or close the offices for the day. If the organization changes the schedule, staff will be notified through an

automatic voice announcement. If the organization's office will be closed or there will be a delayed opening, staff will receive notification of the closure, or delay no later than 6:00 a.m. The organization's office will use Calling Post Communications, Inc. to broadcast the inclement weather message.

An inclement weather closing, delayed opening or early closing will not apply to employees on prior approved paid leave, benefit leave, leave due to illness, general unpaid leave, medical leave, military leave and/or funeral leave.

The organization is concerned about the safety of the staff, and may delay the scheduled starting time or cancel work if it is appropriate to do so. When work is scheduled, and you do not report to work, report to work late, or leave early due to weather because of inclement weather, you will be charged earned leave time. Staff should be mindful, when work is scheduled, you should leave early enough to arrive on time.

The organization's President recognizes that weather conditions may vary in other counties; therefore it is the discretion of the organization's President to determine whether earned leave time will be applicable for employees in those counties who cannot report to work, report late and/or leave work early.

Grievance Policy and Procedure:

As a recipient of funds under the Workforce Investment Act (WIA), the organization is required to make the following grievance procedure available. Any staff person, WIA program participant, or WIA subrecipient has the right to file a complaint in the event he/she believes that one of the following has occurred:

- (1) There has been a violation of the Workforce Investment Act, the regulations arising thereunder or any other contract under the Workforce Investment Act;
- (2) That he/she has been the subject of discrimination, other than handicapped discrimination;
- (3) That he/she has been the subject of discrimination based on handicap, (Handicapped Discrimination Complaint); or
- (4) That there has been criminal activity (Criminal Complaint).

The procedures for filing and resolving such complaints are summarized below.

1. Every effort should first be made to resolve the grievance in an informal way. The complainant should discuss the problem with his/her supervisor or with the supervisor's manager and so on up the chain of command in an attempt to resolve the problem.
2. If the complainant is not satisfied after talking to his/her supervisor or with the supervisor's manager, he/she may file a written complaint with Personnel.
3. At this time a copy of the formal complaint procedure will be given to the complainant. The procedure allows ten (10) days from the receipt of the complaint for Personnel to try to resolve the complaint between the two parties.

4. If the complaint is not resolved, the complainant may request a formal hearing. Such a request must be in writing and filed with the President within fifteen (15) days of the written complaint, or five (5) days after the completion of the informal procedures if the time for such procedures has not previously been extended by agreement of the parties. If this does not occur within these time limits, the complaint will be closed.
5. A hearing will be conducted by an impartial hearing officer (from outside the organization) within thirty (30) days of receipt of the written complaint or within fifteen (15) days of the completion of the informal resolution process (in the event the time limits have not been previously extended).
6. Within forty-five (45) days of the written complaint being received, or fifteen (15) days after the hearing is held (if the time limits have not been previously extended), the Hearing Officer will prepare and submit a written decision to both parties. The President of the organization will review the decision of the Hearing Officer and issue a final and binding decision based on the evidence.
7. In the event either party is not satisfied with the final decision rendered, each may file a written appeal to the Governor of the State of Indiana in writing within ten (10) days of the date on which the last decision was rendered, or seventy (70) days from receipt of the complaint (if time limits have not been previously extended).

The complainant may withdraw his/her complaint at any stage of the above procedure. The complaint will then be considered settled.

Harassment Policy and Procedure:

As part of our organization's continuing efforts and to carry out the discrimination guidelines issued by the Equal Employment Opportunity Commission (EEOC), the organization fully supports legislation to protect and safeguard the rights and opportunities of all people to seek, obtain and hold employment without being subject to harassment or discrimination of any kind in the workplace. It is the policy of the organization to provide an environment free from harassment.

Harassment

As defined by EEOC, harassment is defined as any verbal or physical conduct which denigrates or shows hostility or aversion toward an individual because of the individual's race, color, religion, gender, national origin, age, or disability or those aspects in the individual's relatives, friends or associates. Harassment conduct may include: epithets, slurs, negative stereotyping, threats, hostile acts or denigrating or hostile written or graphic material posted or circulated in the workplace.

Sexual Harassment

Sexual harassment is a violation of Title VII of the Civil Rights Act of 1964. It is a violation of organization policy for any employee, male or female, supervisor or non-supervisor, to sexually harass another employee by :

- a. making unwelcome sexual advances or requests for sexual favors or other verbal or physical conduct of a sexual nature as a condition of the employee's employment, or
- b. making submission to or rejection of such conduct the basis for employment decisions affecting the employee, or
- c. creating an intimidating, hostile or offensive working environment making it unreasonably difficult to do your job.

Sexual harassment does not refer to behavior or occasional compliments of a socially acceptable nature. It refers to behaviors that are not welcome, that are personally offensive, that fail to respect the rights of others, that lower morale, and that interfere with work effectiveness. Sexual harassment may take different forms. One specific form is the demand for sexual favors. Other forms of harassment include:

- Verbal - Sexual innuendoes, suggestive comments, jokes of a sexual nature, sexual proposition, date or sexual favors.
- Nonverbal - Sexually suggestive objects or pictures, graphic commentaries, suggestive or insulting sounds, leering, whistling, or obscene gestures.
- Physical - Unwanted physical contact, including touching, pinching, brushing the body, coerced physical contact or assault.

Protection from Non-Employees

Employees are protected by the same laws from harassment by customers, vendors, clients, contractors or anyone who does work for or on organization property.

Intent to Enforce

Harassment (sexual or otherwise) by any employee, manager, supervisor or non-employee will not be tolerated by the organization. All employees will be expected to comply with this policy and take appropriate measures to ensure that such conduct does not occur. Appropriate disciplinary action will be taken against any employee who violates this policy. Based on the seriousness of the offense, disciplinary action may include verbal or written reprimand, suspension, or termination.

Harassment Complaint Procedure

1. Any employee who believes he or she has been the subject of harassment (sexual or otherwise) should report the alleged act immediately to his or her supervisor.
2. If a complaint involves the employee's immediate supervisor the complaint shall be filed with the next level of management to which that supervisor reports, or to Personnel.
3. The person to whom the harassment is reported will immediately consult the President on the matter.
4. All complaints will be thoroughly investigated in a timely manner. The organization will handle the complaint as confidentially as possible but may need

- to disclose the contents of the complaint on a need to know basis in order to conduct a full investigation. Investigation of a complaint will normally include conferring with the parties involved and any named or apparent witnesses. All employees shall be protected from coercion, intimidation, retaliation, interference or discrimination for filing a complaint or assisting in an investigation.
5. If the investigation reveals that harassment has taken place, prompt attention and disciplinary action designed to stop the harassment immediately and to prevent its reoccurrence will be taken.

The organization recognizes that the question of whether a particular action or incident is a purely personal or social relationship requires a determination based on all facts in the case. We trust that all employees will continue to act responsibly to establish and maintain a pleasant working environment free of discrimination. The organization encourages all employees to raise questions they may have regarding discrimination or affirmative action with Personnel.

Drug Free Workplace Policy:

It is the organization's policy to maintain a drug free workplace throughout the organization to ensure the safety and productivity of its employees, and the quality of service it provides. To this end each operating unit, department or branch office must ensure that all employees are informed of and understand the following policy.

The unlawful manufacture, distribution, dispensation, possession or use of a controlled substance is prohibited in the workplace and shall be grounds for disciplinary action up to and including termination. If any employee is convicted of any drug-related offense, that employee must notify the organization within 5 days after the conviction. That employee may be disciplined up to and including termination. If the employee is not terminated, at a minimum, the employee will be required to participate satisfactorily in drug-abuse assistance or rehabilitation program within 30 days after receiving notice of the conviction. While awaiting enrollment in the program, the employee may be suspended without pay. Any employee reasonably suspected of being under the influence of drugs or alcohol while at work or on the property of the organization may be requested to submit to a medical examination, urine drug screen test, blood test, or other examination to determine fitness for duty. All testing will be paid for by the organization.

The organization reserves the right to inspect desks, lockers, and any personal belongings of the employees located on its' property and shall turn over to law enforcement authorities any illegal substances which may be discovered. A medical examination, urine drug screen test, blood test, or other examination may be required under the following circumstances:

All persons shall have the opportunity, prior to testing, to list all prescription and nonprescription drugs they have used in the last thirty (30) days and to explain the circumstances surrounding the use of such drugs. All records containing medical information will be maintained in accordance with applicable law.

Employees who believe they need assistance with drug or alcohol abuse are encouraged to seek help from a physician or a treatment program.

Employee Protection (Whistleblower) Policy

If an employee reasonably believes that some policy, practice, or activity of the organization is in violation of law, a written complaint must be filed by that employee with the President or the Board Chair.

It is the intent of the organization to adhere to all laws and regulations that apply to the organization and the underlying purpose of this policy is to support the organization's goal of legal compliance. The support of all employees is necessary to achieving compliance with various laws and regulations. An employee is protected from retaliation only if the employee brings the alleged unlawful activity, policy, or practice to the attention of the organization and provides the organization with a reasonable opportunity to investigate and correct the alleged unlawful activity. The protection described below is only available to employees that comply with this requirement.

The organization will not retaliate against an employee who in good faith, has made a protest or raised a complaint against some practice of the organization, or of another individual or entity with whom the organization has a business relationship, on the basis of a reasonable belief that the practice is in violation of law, or a clear mandate of public policy.

The organization will not retaliate against an employees who disclose or threaten to disclose to a supervisor or a public body, any activity, policy, or practice of the organization that the employee reasonable believes is in violation of a law, or a rule, or regulation mandated pursuant to law or is in violation of a clear mandate of public policy concerning the health, safety, welfare, or protection of the environment.

Use of Tobacco Policy:

While the organization prefers not to take issue with the smoking preferences of individuals, it cannot ignore any possible health hazards to those who must work in the proximity to smokers, our clients, and visitors to our offices. For this reason the organization prohibits smoking in all its' leased space.



POLICY OF THE INDIANAPOLIS PRIVATE INDUSTRY COUNCIL

Policy Name	Travel
Policy Number	2009-FA-001
Program Funding Stream	All
Executive Team Approval	(please, date & initial below)
Business Development	2/10/10 <i>prl</i>
Operations	2/9/10 <i>GA</i>
Strategic Development	2/9/10 <i>GA</i>
Finance	2/10/10 <i>WR</i>
President Approval	<i>DA</i> 2/9/10

REV	Description of Change	Author	Effective Date	Sunset Date
	Initial Release	Sandy Strong	Upon Approval	6-30-11
1	Added: Travel Advance paragraph under Policy Statement. Ground Transportation paragraph under Policy Statement. Corrected: Mileage Reimbursement language exception from Policy Statement to Exceptions	Sandy Strong	Upon Approval	6-30-11

1. Purpose

To set forth standards for organizational business travel for employees of the Indianapolis Private Industry Council (IPIC) and to ensure compliance with IRS regulations, and other applicable rules and regulations.

2. Scope

To provide guidance to IPIC employees on business travel.

3. Summary of the Law

Per OMB A-122, Att.B, Sec.51, travel costs are the expenses for transportation, lodging, subsistence and related items incurred by employees who are in travel status on official business of the

organization. Such costs may be charged on an actual cost basis, on a per diem or mileage basis in lieu of actual costs incurred, or on a combination of the two.

4. Responsibilities

⇒ IPIC Executive Division is responsible for establishing guidelines.

⇒ IPIC Fiscal Division is responsible for providing guidance, validation and periodic review of this policy.

5. Policy Statement

Expenses incurred in relation to travel for IPIC business purposes are expected to be necessary, allowable, reasonable, prudent and cost effective.

Mileage Reimbursement: IPIC employees are reimbursed for actual documented miles traveled while using a personal vehicle to conduct IPIC business. IPIC has adopted the federal IRS mileage reimbursement rate

If travel exceeds a fifty (50) mile radius from the employee's office location and is approved, IPIC will also reimburse the following:

Lodging: IPIC will reimburse to the employee or by direct payment the actual cost of lodging. Grants and/or funding sources will only be charged allowable costs as determined by grant documents. I.e. federal per diem rate, or 150% of federal per diem rate if federal rate is not available.

Subsistence: IPIC will reimburse subsistence expenses on a federal per diem rate.

Ground Transportation: IPIC will reimburse to the employee the actual cost of parking fees, taxi or bus fare.

Commercial Air Travel: IPIC will reimburse to the employee or by direct payment the actual cost of coach air travel.

Foreign Travel: Direct Charges for foreign travel are allowable only when the travel has received prior approval of the granting agency.

Travel Advances: Cash advances for travel may be approved by the employee's supervisor. Advances can include the estimated cost of lodging, subsistence per diem, transportation and other approved expenses. Requests are processed through accounts payable via the approved IPIC Travel Advance Request form.

6. Exceptions

Mileage Reimbursement: If a particular grant or funding source specifies a lower mileage reimbursement rate, the employee will be reimbursed based on the federal IRS mileage rate, but the difference will be charged to IPIC's unrestricted fund.

Commercial Air Travel: Airfare costs in excess of the customary standard commercial airfare (coach or equivalent) or the lowest commercial discount airfare are unallowable except when such accommodations would: a. require circuitous routing; b. require travel during unreasonable hours; c.

excessively prolong travel; d. result in additional costs that would offset the transportation savings. These conditions must be documented on a case-by-case basis.

7. Definitions

Foreign Travel includes travel outside Canada, Mexico, United States, and the United States territories and possessions.

8. Related Policies and Documents

IPIC Travel Procedures
OMB Circular A-122, Attachment B, Section 51
IRS mileage reimbursement rate
Federal Per Diem Rates

**AGREEMENT
BETWEEN THE
MAYOR OF INDIANAPOLIS
AND THE
INDIANAPOLIS PRIVATE INDUSTRY COUNCIL, INC.
FOR IMPLEMENTATING THE WORKFORCE DEVELOPMENT SERVICES
IN INDIANAPOLIS/MARION COUNTY**

The Indianapolis Private Industry Council, Inc. (IPIC), and the Mayor of the Consolidated City of Indianapolis now establish a partnership for the implementation of workforce investment services. This partnership covers services provided under the Workforce Investment Act (PL 1050-220) and other related programs described in plans required under these federal workforce development acts.

The term of this agreement shall commence on September 2, 2008 and shall remain in effect through June 30, 2012, unless modified in writing by the mutual consent of both parties. This agreement replaces all prior agreements between the Mayor of Indianapolis and IPIC.

Section 1 – Designation of the Fiscal Agent

The Indianapolis Private Industry Council, Inc. will act as the fiscal agent for funds granted under the Workforce Investment Act (WIA). IPIC will administer grants for federal and state funds and serve as depository for all WIA resources granted on behalf of Indianapolis/Marion County. IPIC will be accountable, responsible and liable for such funds, expenditures and activities. The Mayor of the Consolidated City of Indianapolis and the Indianapolis Private Industry Council, Inc. (the Workforce Investment Board for Marion County) designate the IPIC President as authorized signatories for grants between the Indiana Department of Workforce Development and the Indianapolis Private Industry Council, Inc.

Section 2 – Special Project Grantee

Either IPIC or the City of Indianapolis may, from time to time, act as grantee for programs funded by sources not covered under this agreement. When the City of Indianapolis or IPIC becomes grantee for such funds, it will be independently accountable, responsible, and liable for expenditures and activities under these funding sources.

Each party is also responsible for notifying the other when special project grant acquisitions are related to activities to be carried out under the service plans for WIA. The Mayor of Indianapolis may designate IPIC to receive and/or broker special project grant resources that are deemed to be within IPIC's mission.

Section 3 – Development of Workforce Service Plans

IPIC is responsible for developing strategic and/or operational plans required under WIA. Each local Board must develop and submit a comprehensive five-year local plan to the

Governor, in partnership with the appropriate chief elected official, and be consistent with the state plan.

Section 4 – IPIC Functions and Responsibilities

IPIC will be independently responsible for:

- 1) Brokering or implementing services as described in local or regional workforce service plans;
- 2) Providing demand-driven policy guidance for workforce development approaches in community and region;
- 3) Exercise oversight, in partnership with the Chief Elected Official, with respect to workforce-related activities carried out under workforce service plans, including:
 - a. Employment and training activities [WIA Title I, Section 134]
 - b. Incumbent worker activities
 - c. Youth activities [WIA Title I, Section 129]
 - d. WorkOne delivery system
- 4) Identify occupations in demand and the skill levels required for employment in the region;
- 5) Conduct workforce programs, services and activities, and other IPIC responsibilities, in an open manner that encourages public input and participation;
- 6) Contracting for delivery of the workforce services that are described in the workforce plans;
- 7) Conducting an annual independent audit of IPIC activities;
- 8) Selecting and certifying operators and providers;
- 9) Developing the annual Workforce Investment Act budget for the purpose of carrying out duties under Section 117 of the Workforce Investment Act;
- 10) Negotiating the WIA local performance measures with the Governor and Chief Elected Official;
- 11) Assisting the Governor in developing the statewide employment statistics system described in section 15(e) of the Wagner-Peyser Act; and
- 12) Coordinating workforce investment activities with economic development strategies and developing other employer linkages.

Section 5 – City of Indianapolis Functions and Responsibilities

The City of Indianapolis will be independently responsible for:

- 1) Providing policy leadership relative to workforce planning and related educational issues;
- 2) The Chief Local Elected Official acknowledges that:
 - a. In accordance with 29 USC 2832(B)(I)(1), the Chief Local Elected Official in a local area shall serve as the local grant recipient for, and shall be liable for misuse of Workforce Investment Act funds allocated to the local area. While the Chief Local Elected Official may designate an entity to serve as a local subreceptient for such funds or as a local fiscal agent, such designation shall not relieve the Chief Local Elected Official for the liability for misuse of any grant funds.

- 3) Establishing procedures for financial and program oversight sufficient to protect it from liabilities, including random and/or periodic audits;
- 4) Establishing a liaison with other workforce development and economic development initiatives of the City of Indianapolis;
- 5) Appointing members to the Workforce Investment Board of Marion County and the Youth Council of Marion County;
- 6) Approving the Workforce Investment Board's WIA budget;
- 7) Negotiating the WIA local performance measures with the Governor and IPIC; and
- 8) Exercising oversight, in partnership with the IPIC, with respect to workforce-related activities carried out under workforce services plans, including:
 - a. Employment and training activities [WIA Title I, Section 134]
 - b. Incumbent worker activities
 - c. Youth activities [WIA Title I, Section 129]
 - d. WorkOne delivery system

Section 6 – Disallowed Cost Plan

IPIC, as fiscal agent for resources described in this agreement, will be responsible for any disallowed costs incurred relative to workforce services conducted under the workforce plans described in Section 3 of this agreement.

IPIC, in turn, will hold its contractors responsible for any costs incurred, and if all administrative remedies have been exhausted, the City of Indianapolis assumes ultimate liability for such costs. This remains true regardless of the amount of the disallowance. Repayments required will be made using non-federal resources.

Section 7 -- Selection of the One-Stop Operators and Certification of the One-Stop Offices

- 1) IPIC selects One-Stop Operators by using a competitive procurement process;
 - a. IPIC awards contracts, with the concurrence of the Chief Elected Official, to operate One-Stop centers for up to two years;
 - b. Only non-conflicted members of the Workforce Investment Board (i.e., members who are not partners in the One-Stop system) may vote on awarding the contracts.
- 2) WorkOne Certification process:
 - a. One-Stops must be certified at least once every two years;
 - b. The Workforce Investment Board will certify at least one full-service WorkOne center that has core services of all required partners;
 - c. IPIC also may certify sites that are not full One-Stops as WorkOne Express sites.

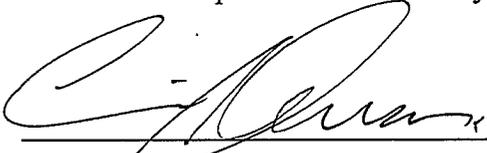
In witness whereof, the parties have executed this agreement as of the 12th day of February 2009.

For the Consolidated City of Indianapolis



Greg Ballard, Mayor

For the Indianapolis Private Industry Council, Inc.



Ed Simcox, Jr., Chairman

**FIRST AMENDED AND RESTATED
BYLAWS
OF
INDIANAPOLIS PRIVATE INDUSTRY COUNCIL, INC.**

ARTICLE I

Name

The name of the corporation is the Indianapolis Private Industry Council, Inc. (the "Corporation").

ARTICLE II

Board of Directors

Section 2.1 Establishment of Board of Directors. The Board of Directors (the "Board") is established in accordance with the Workforce Investment Act of 1998 (29 U.S.C. §2801 et seq.) ("WIA"). To the extent the Corporation receives funds from sources that mandate requirements regarding Board membership, the Corporation shall adhere to the requirements of its funding sources. The Board shall manage the affairs of the Corporation.

Section 2.2 Number. The number of directors of the Corporation shall consist of a number of directors specified in a resolution adopted by a majority of the directors, subject to the requirements of WIA and any policies of the State of Indiana.

Section 2.3 Nomination Procedure. Nominations of members of the Board shall be made in accordance with the following process, unless otherwise required by WIA, as it may be amended in the future, so long as the Corporation continues to be the grant recipient for WIA formula funds:

- (a) **Nominating Organizations.** As required by WIA, nominations of the private sector directors shall be made by businesses and professional or trade organizations located in the City of Indianapolis and Marion County, Indiana. Nominations of the non-private sector directors shall be made by those organizations described in WIA.
- (b) **Solicitation of Nominating Organizations.** The Office of the Mayor of the Consolidated City of Indianapolis and Marion County, Indiana (the "Mayor") shall make written solicitations to the nominating organizations specified in Section 3(a) of this Article for the purposes of nominating the directors.

- (c) Nominations. Nominating organizations shall provide written letters of nomination to the Mayor within twenty (20) calendar days of the date on the written solicitation for nominations. Nominating organizations, excluding private sector nominating organizations, shall provide at least two (2) nominations per director position.
- (d) Failure to Nominate. Should the nominating organization not provide the requested nominations within the specified time period under Section 3(a) of this Article, the Mayor may appoint directors to fill the vacant seats in accordance with the requirements of WIA and the policies of the State of Indiana.
- (e) Request for Additional Nominations. Should the Mayor choose not to appoint the persons nominated under Section 3(a) of this Article, the nominating organization shall be notified in writing and requested to provide at least two (2) additional nominations for each vacant director position in accordance with Section 3(a) of this Article. Should the Mayor, in the Mayor's sole discretion, choose not to accept the nominations, the Mayor may appoint a director, subject to the requirements of WIA and the policies of the State of Indiana, under Section 4 of this Article.
- (f) WIA Requirements. Should the Corporation cease to be a grant or sub-grant recipient for the WIA's formula funds, nominations to the Board shall be made in accordance with a process to be determined by a majority vote of the Board.

Section 2.4 Appointment Procedure. Directors shall be appointed by the Mayor subject to the provisions of the WIA and its regulations and the policies of the State of Indiana. The Mayor shall retain the power to appoint directors regardless of their affiliation so long as the WIA requirements and policies of the State of Indiana regarding the membership of the Board are maintained. At the discretion of the Mayor, appointments may be renewed.

Section 2.5 Ex-Officio Members. The Board, in its discretion, may determine by resolution the need for and extend invitations to organizations and agencies to designate ex-officio members of the Board to serve in an advisory capacity. Ex-officio members shall be non-voting members of the Board.

Section 2.6 Term. The Board shall be divided into two (2) classes, as nearly equal as possible, with the term of office of one class expiring every two (2) years. The two (2) classes of Board Members shall be filled such that the initial directors of the first class (designated as Class A) shall be elected to hold office for a term expiring at the end of the 2009/2010 fiscal year and the initial directors of the second class (designated as Class B) shall be elected to hold office for a term expiring at the 2010/2011 fiscal year. The directors serving in each class shall initially be proposed by the Chairperson and

approved by the Board of Directors. A decrease in the number of directors does not shorten an incumbent director's term. Directors shall not hold the office for more than three (3) consecutive terms.

Section 2.7 Resignation and Removal. Any director may resign at any time by giving written notice to the Chairperson. Any such resignation shall take effect upon receipt of such notice or at any later time specified therein; and, unless otherwise specified therein, no acceptance of such resignation shall be necessary to make it effective. Absences shall be reviewed quarterly by the Chairperson of the Board. Any director who misses four (4) or more regularly scheduled Board meetings during one (1) calendar year, unless such absences are excused by the Chairperson, may be removed at the sole discretion of the Chairperson or Mayor. Any director who no longer represents the category for which the director was originally appointed shall be required to resign the director's appointment effective as of the date of change of status. In addition, a director may be removed for cause as determined by a majority of the directors.

Section 2.8 Vacancies. In the event of the resignation, death or removal of any director, the nominating process shall be utilized to fill the vacancy.

Section 2.9 Compensation. No director shall receive compensation from the Corporation for services as a director. The Board may authorize the reimbursement to a director of actual reasonable expenses incurred by a director for the benefit of the Corporation. No expense may be reimbursed unless a written request for reimbursement, accompanied by a receipt, is presented.

Section 2.10 Meetings.

- (a) **Regularly Scheduled Meetings.** The Board shall hold no less than four (4) regularly scheduled meetings annually. Meetings of the Board shall be held at such times and places as determined by the Chairperson.
 - (i) **Annual Meeting.** The annual meeting of the Board shall be held on a date in September designated by the Board, or on such other date as the Board may designate, for the purpose of electing officers of the Corporation and for consideration of any other business which may be properly brought before the meeting. Failure to hold the annual meeting in any given year(s) shall not work any forfeiture or a dissolution of the Corporation and shall not affect otherwise valid corporate acts.
 - (ii) **Regular Meetings.** Regular meetings of the Board may be held at such time and place as shall from time to time be determined by the Board.

- (b) Special Meetings. Special meetings of Board may be called at any time by the Chairperson or by a petition signed by not less than twenty-five percent (25%) of the directors, setting forth the reason for calling such a meeting.
- (c) Notice. Unless the Indiana Nonprofit Corporation Act of 1991, as amended (the “Act”) requires a longer notice period, notice of the time and place of the annual meeting, regular meetings and any special meeting of the Board shall be served personally upon, e-mailed, faxed or telephoned to each director at least two (2) days, or mailed to each director at the director’s usual place of business or residence at least five (5) days, prior to the day of the meeting. Directors, in lieu of such notice, may sign a written waiver of notice either before the time of the meeting, at the meeting or after the meeting. Attendance by a director in person at any such special meeting (a) waives objection to lack of notice or defective notice of the meeting, unless the director at the beginning objects to holding the meeting or transacting business at the meeting, and (b) waives any valid objection to consideration of a particular matter at the meeting that is not within the purpose described in the meeting notice, unless the director objects to considering the matter when the matter is presented. The Corporation or other party sending such notice shall be entitled to rely upon the most current addresses and telephone numbers on the Corporation’s books and records.
- (d) Alternate Meeting Forums. Any or all of the Board may participate in a meeting of the Board by means of a conference telephone, video conference or similar communications equipment by which all persons participating in the meeting can communicate with each other.
- (e) Quorum. A majority of the actual number of directors appointed and physically present at the meeting, from time to time, shall be necessary to constitute a quorum for the transaction of any business. Once a quorum has been established, it shall remain in effect throughout the entire meeting. If a quorum is not established at a meeting, the directors present may conduct the meeting as if a quorum were present, except that the actions taken by the Board shall not take effect unless ratified by a majority of those voting at the next meeting at which a quorum is established.
- (f) Voting. Each director shall have one (1) vote. Directors must be present at meetings to cast a vote and may not vote by proxy. Directors attending via an electronic means of communications will not be allowed to cast a vote.

- (g) Consent Action by Directors. To the extent permissible under Indiana's Open Door Law (Indiana Code 5-14-1.5 et. seq.) any action required or permitted to be taken at any meeting of the Board may be taken without a meeting, if written consent to such action is signed by two-thirds (2/3) of the directors, as the case may be, and such written consent is filed with the minutes of proceedings of the Board. Action taken under Section 10(h) of this Article is effective when the last director signs the consent, unless the consent specifies a different, prior or subsequent effective date.
- (h) Public Meeting Requirements. Meetings of the Board and committees shall be open to the public and the public shall be informed of meetings through notice as required by Indiana's Open Door Law (Indiana Code 5-14-1.5 et. seq.). The Chairperson shall provide an opportunity for the public to be heard on matters coming before the Board for a vote prior to opening discussion for Board participation. Public discussion may be subject matter limited to items before the Board and time limited should a need arise to be able to provide an opportunity to all present wishing to be heard on a matter.

ARTICLE III

Committees

Section 3.1 **Committees.** The Board may create one (1) or more committees to assist it in carrying out any of the purposes of the Corporation, define the responsibilities of such committee or committees, delegate to such committee or committees powers as the Board determines to be appropriate and appoint directors and/or non-directors to serve on each committee created in accordance with this Article III.

Section 3.2 **Executive Committee.**

- (a) Duties. The Executive Committee shall have power to transact all necessary business and supervise the Corporation between meetings of the Board of Directors, which shall include the power to enter into contracts and execute written agreements in the ordinary course of the Corporation's business and any duties and powers assigned by the Board. The Executive Committee shall report its actions to the Board of Directors at its next scheduled meeting.
- (b) Membership. The Executive Committee shall consist of eight (8) individuals, consisting of the Chairperson, Vice Chairperson, Secretary, Treasurer, the Deputy Mayor for Economic and Workforce Development, or the Mayor's designated representative to the Board of Directors, and three (3) at-large members. Each member of the Executive Committee shall serve for a period of one (1) year and for such period until their

successor shall have been duly chosen and qualified, or until such member of the Executive Committee's death, or until such member of the Executive Committee shall resign, or until such member of Executive Committee shall have been removed in the manner hereinafter provided.

(c) Limitations. The Executive Committee shall have and exercise all of the authority of the Board in the management and affairs of the Corporation except for the following powers, authority, rights and duties:

(i) To perform with respect to the local workforce investment area comprised of Marion County, Indiana the function of a local workforce investment board under the WIA, such functions to include, but not be limited to, the following:

(1) In general, to perform the role of a local workforce investment board in (A) the preparation of adults, dislocated workers and youths for entry into the labor force and (B) the provision of job training to those economically disadvantaged individuals and other individuals facing serious barriers to employment, who are in special need of such training to obtain or retain productive employment;

(2) In particular, to provide policy and program guidance for, and exercise oversight with respect to, all activities within 'the local workforce investment area in partnership with the Mayor;

(3) To develop, approve and submit a local plan to the Governor of the State of Indiana;

(4) To designate the one-stop operators and the eligible providers of youth activities, training services and intensive services;

(5) To negotiate and reach agreement on local performance measures, and to assist in developing a statewide employment statistics system;

(6) To establish a youth council to coordinate youth activities in the local area;

(7) To coordinate the workforce investment activities carried out in the local area with economic development strategies;

(8) To promote the participation of private sector employers in

the statewide workforce investment system to assist such employers in meeting hiring needs;

- (9) To establish a local incumbent worker council to assist in development of the incumbent workforce in the local area;
 - (ii) To approve the budget of the workforce investment fund;
 - (iii) To remove the President of the Corporation;
 - (iv) Authorize distribution of the Corporation's assets;
 - (v) Approve the (i) dissolution, (ii) merger, (iii) sale, (iv) pledge, or (v) transfer of all, or substantially all, of the Corporation's assets;
 - (vi) Elect, appoint or remove directors or fill vacancies on the Board or on a committee;
 - (vii) Elect, appoint or remove officers or fill vacant offices; or
 - (viii) Adopt, amend, or repeal the Corporation's Articles of Incorporation or the Bylaws.
- (d) Youth Council. The Executive Committee shall have a sub-committee called the Youth Council. The Youth Council shall consist of voting and non-voting members as established by WIA. The Chairperson of the Youth Council shall not be a voting member of the Executive Committee.

Section 3.3 President Search, Selection, and Compensation Committee.

- (a) Duties. The President Search, Selection, and Compensation Committee shall solicit and interview candidates for the purpose of making a recommendation to the Board. The recommendation shall include salary range, contractual terms and the qualifications of the candidate.
- (b) Membership. The President Search, Selection, and Compensation Committee shall be comprised of the Chairperson, Treasurer, Deputy Mayor of Economic and Workforce Development.

Section 3.4 Resignations. A member of a committee may resign at any time by giving written notice to the President. Any such resignation shall take effect upon receipt of such notice or at any later time specified therein; and, unless otherwise specified therein, no acceptance of such resignation shall be necessary to make it effective.

Section 3.5 Removal of Committee Members. Any member of a committee may be removed, with or without cause, by the majority vote of the Board.

Section 3.6 Vacancies. Any vacancy occurring on a committee caused by the resignation, removal, death or otherwise, shall be filled until the next meeting of the annual meeting of the Board by a majority vote of the entire remaining members of the committee.

Section 3.7 Meetings. Meetings of a committee shall be held at such time and place as the President shall determine and cause to be communicated to the committee members by the Secretary. Special meetings of a committee may be called by any two (2) members of a committee. Notice to committee members shall be provided in the same manner provided under Section 2.10(c) of Article II.

Section 3.8 Quorum. A majority of the actual number of members of a committee shall be physically present and necessary to constitute a quorum for the transaction of any business. The act of a majority of the members of a committee present at the meeting, at which a quorum is present, shall constitute the act of a committee.

Section 3.9 Voting and Votes by Consent in Writing. Each committee member shall have one (1) vote. Committee members must be present at meetings to cast a vote and may not vote by proxy. Committee members attending via an electronic means of communications will not be allowed to cast a vote. To the extent permissible under Indiana's Open Door Law (Indiana Code 5-14-1.5 et. seq.) any action required or permitted to be taken at any meeting of any committee thereof may be taken without a meeting, if, prior to such action, a consent in writing, setting forth the action or recommendation to be or so taken, shall be signed by two-thirds (2/3) of the committee members entitled to vote with respect to the subject thereof, and such written consent is filed with the proceedings of the committee.

Section 3.10 Alternate Meeting Forum. A committee may hold meetings through the use of any means of conference telephone, video conference or similar communications equipment by which all members participating may simultaneously communicate with each other during the meeting.

Section 3.11 Limit of Committee Authority. The Executive Committee's limitations are established in Section 3.2(c) of this Article. The other committees of the Corporation may only exercise the authority of the Board and the management of the business and affairs of the Corporation as provided by the Board, provided, however, that, except as otherwise provided in these Bylaws, a committee may not do the following:

- (a) Authorize distribution of the Corporation's assets;
- (b) Approve the (i) dissolution, (ii) merger, (iii) sale, (iv) pledge, or (v) transfer of all, or substantially all, of the Corporation's assets;
- (c) Elect, appoint or remove directors or fill vacancies on the Board or on a committee;

- (d) Elect, appoint or remove officers or fill vacant offices; or
- (e) Adopt, amend, or repeal the Corporation's Articles of Incorporation or the Bylaws.

ARTICLE IV

Officers

Section 4.1 **Principal Officers.** The principal officers of the Corporation shall be the Chairperson, Vice Chairperson, President, Secretary and Treasurer. All officers, except the President, shall be voting members of the Board. The President shall be a nonvoting, ex-officio member of the Board. Any two or more offices may be held by the same person, except the offices of Chairperson and Secretary.

Section 4.2 **Nomination and Election.**

- (a) Except for the President, the election of officers shall be held at a regularly scheduled Board meeting in the first quarter of each fiscal year. A member of the Board may move to consider an officer nomination during a meeting of the Board. The officer(s) shall be accepted if a majority of the directors vote in favor of the nominee(s).
- (b) The President Search, Selection, and Compensation Committee shall be responsible for recruitment of a President. A two-thirds (2/3) vote of the Board shall be required to give the Chairperson the authority to negotiate and hire a recommended candidate.

Section 4.3 **Term.** Each officer, other than the President, shall be elected by the Board to a one (1) fiscal year term and shall be eligible for re-election; provided, that the Chairperson shall not hold the office for more than two (2) consecutive terms. An officer shall serve until such officer's successor shall have been duly chosen and qualified, or until such officer's death, or until such officer shall resign, or until such officer shall have been removed in the manner hereinafter provided.

Section 4.4 **Subordinate Officers.** In addition to the principal officers enumerated in Section 1 of this Article, the Corporation may have one or more Assistant Treasurers, one more Assistant Secretaries and such other officers, agents and employees as the President may deem necessary and as the President shall chose the individuals to service in such subordinate officer positions for such period as the President shall determine. Each subordinate officer (a) may be removed with or without cause, by the President or Board and (b) shall have such authority and perform such duties as the President or Board may from time to time determine.

Section 4.5 Resignation and Removal.

- (a) Except for the President, any officer may resign at any time by giving written notice of such resignation to the Chairperson. Any such resignation shall take effect upon receipt of such notice or at any later time specified therein; and unless otherwise specified therein, no acceptance of such resignation shall be necessary to make it effective.
- (b) The President may resign at any time by giving notice to the Mayor or the Chairperson. Any such resignation shall take effect at the date of receipt of such notice or at any later date specified therein; provided that the Board may designate an effective date for such resignation which is earlier than the date specified in such notice, but which is not earlier than the date of receipt of such notice. Unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective. In the event of such resignation, the President will, whenever possible and practical, take into consideration the need for an orderly transition of the duties of the President and will provide as much notice to the Board as is reasonably possible before such resignation is be effective.
- (c) Any officer may be removed from office, with or without cause, by a majority vote of the directors then entitled to vote or the Mayor. Vacancies, however created, shall be filled as soon as practicable by appointment as originally appointed pursuant to the Act. The Board may appoint or elect an interim President for any vacancy in the office of the President because of death, resignation, removal, or any other cause and such interim appointment shall be for a reasonable period of time to select a permanent replacement.

Section 4.6 Chairperson. The Board shall have a Chairperson who shall be selected from among the directors representing the private sector. The Chairperson shall preside over all meetings of the Board and shall have such other powers and duties as these Bylaws or the Board may prescribe.

Section 4.7 Vice Chairperson. The Board shall have a Vice Chairperson, who shall discharge the duties of the Chairperson, if the Chairperson is not present, and shall have such other powers and duties as these Bylaws or the Board or the Chairperson may prescribe.

Section 4.8 President. The President shall be the chief executive officer of the Corporation and as such shall have general supervision of the affairs of the Corporation, subject to the control of the Board, as may be expressed by direction through the Chairperson or Vice Chairperson acting in the Chairperson's stead. Subject to the control and direction of the Board, the President may enter into any agreement and may execute and deliver any agreement, instrument or document in the name and on behalf of the Corporation. In general, the President shall perform all duties and have all the power

incident to the office of President, as herein defined, and all such other duties and powers as, from time to time, may be assigned to the President by the Board.

Section 4.9 **Secretary.** The Secretary shall keep the minutes of the meetings of the Board in books provided for that purpose, see that all notices are duly given in accordance with the provision of these bylaws or as required by law, be custodian of the corporate records, keep a register of the post office and street addresses of each director, which shall be furnished to the Secretary by such director, and in general perform all duties reasonably related to such office, as from time to time may be assigned by the Board or Chairperson.

Section 4.10 **Treasurer.** The Treasurer shall present or cause the presentation of quarterly financial reports, an annual financial report, and an annual external audit to the Board and shall serve as needed as an ex-officio member of any committee to review and advise on program funding matters. The Treasurer shall also review audit reports of the Corporation's programs and report on such matters as may be deemed necessary or advisable by the Chairperson or by resolution adopted by a majority of the Board. The Treasurer shall perform such other duties as may be assigned from time to time by the Board or Chairperson.

Section 4.11 **Compensation.** The Board shall review any compensation packages, including all benefits, of the President and any other such executive as may be required by law or which shall be so designated by resolution of the Board from time to time, and shall approve such compensation only after determining that the compensation is just and reasonable. This review and approval shall occur when such officer is hired and when the compensation of such officer is modified, unless the modification applies to substantially all of the employees of the corporation. The President Search, Selection, and Compensation Committee shall recommend compensation packages and modifications for the review and approval of the Board. The President shall review and approve compensation packages, including benefits, for the other employees of the Corporation.

ARTICLE V

Conflict of Interest Policy

Section 5.1 **Purpose.** The purpose of the conflict of interest policy is to protect the Corporation's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the Corporation or might result in a possible Excess Benefit Transaction (as that term is defined below). This policy is intended to supplement, but not replace, any applicable state and Federal laws governing conflict of interest applicable to non-profit and charitable organizations.

Section 5.2 **Definitions.** For purpose of this Article V, the following terms shall have the following meanings:

- (a) “Compensation” shall mean direct or indirect remuneration as well as gifts or favors that are not insubstantial.
- (b) “Excess Benefit Transaction” shall mean any transaction or arrangement in which an economic benefit is provided by the Corporation, directly or indirectly, to or for the use of any Interested Person (including members of his or her family and any entity which is thirty-five percent (35%) owned or controlled by such Interested Person) if the value of the economic benefit provided exceeds the value of the consideration (including the performance of services) received for providing such benefit.
- (c) “Financial Interest” shall mean any person who has, directly or indirectly, through business, investment, or family relationship, any of the following:
 - (i) An ownership or investment interest in any entity with which the Corporation has a transaction or arrangement; or
 - (ii) A Compensation arrangement with the Corporation or with any entity or individual with which the Corporation has a transaction or arrangement; or
 - (iii) A potential ownership or investment interest in, or Compensation arrangement with, any entity or individual with which the Corporation is negotiating a transaction or arrangement.

A Financial Interest is not necessarily a conflict of interest. Under Article V, Section 4, a person who has a Financial Interest may have a conflict of interest only if the appropriate Board of Directors or committee decides that a conflict of interest exists.

- (d) “Interested Person” shall mean any director, officer, or member of a committee (with powers delegated from the Board of Directors) who has a direct or indirect Financial Interest. If a person is an Interested Person with respect to any entity in the corporate organization of which the Corporation is a part, he or she is an Interested Person with respect to all entities in that system.

Section 5.3 **Duty to Disclose.** In connection with any actual or possible conflict of interest, an Interested Person must disclose the existence and nature of his or her Financial Interest to the directors and members of committees with powers delegated from the Board of Directors considering the proposed transaction or arrangement.

Section 5.4 **Determining Whether a Conflict of Interest Exists.** After disclosure of the Financial Interest and all material facts, and after any discussion with the Interested Person, the Interested Person shall leave the Board of Directors or committee meeting while the determination of a conflict of interest is discussed and voted

upon. The remaining Board of Directors or committee members shall decide if a conflict of interest exists.

Section 5.5 **Procedures for Addressing the Conflict of Interest.**

- (a) An Interested Person may make a presentation at the Board of Directors or committee meeting, but after the presentation, the Interested Person shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
- (b) The Board of Directors or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
- (c) After exercising due diligence, the Board of Directors or committee shall determine whether the Corporation can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
- (d) If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the Board of Directors or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the Corporation's best interest, for its own benefit, and whether the transaction or arrangement is fair and reasonable to the Corporation. In conformity with the above determination the Board of Directors or committee shall make its decision as to whether to enter into the transaction or arrangement.

Section 5.6 **Violations of the Conflict of Interest Policy.**

- (a) If the Board of Directors or committee has reasonable cause to believe that a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
- (b) If, after hearing the member's response and after making such further investigation as may be warranted by the circumstances, the Board of Directors or committee determines that the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

Section 5.7 **Records of Proceedings.** The minutes of the Board of Directors or committees with powers delegated from the Board of Directors shall contain:

- (a) The names of the persons who disclosed or otherwise were found to have a Financial Interest in connection with an actual or possible conflict of interest, the nature of the Financial Interest, any action taken to determine whether

a conflict of interest was present, and the Board of Director's or committee's decision as to whether a conflict of interest in fact existed; and

(b) The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

Section 5.8 Compensation.

(a) A voting member of the Board of Directors who receives Compensation, directly or indirectly, from the Corporation for services is precluded from voting on matters pertaining to that member's Compensation and/or employment agreement.

(b) A voting member of any committee whose jurisdiction includes Compensation matters and who receives Compensation, directly or indirectly, from the Corporation for services is precluded from voting on matters pertaining to that member's Compensation.

(c) No voting member of the Board of Directors or any committee whose jurisdiction includes Compensation matters and who receives Compensation, directly or indirectly, from the Corporation, either individually or collectively, is prohibited from providing any information to any committee regarding Compensation.

Section 5.9 Annual Statements. Each director, officer, and member of a committee with powers delegated from the Board of Directors shall annually sign a statement which affirms that such person:

(a) Has received a copy of the conflicts of interest policy;

(b) Has read and understands the policy;

(c) Has agreed to comply with the policy; and

(d) Understands that the Corporation is a charitable organization and that in order to maintain its Federal tax exemption it must engage primarily in activities that accomplish one (1) or more of its tax-exempt purposes.

Section 5.10 Periodic Reviews. To ensure that the Corporation operates in a manner consistent with its purposes under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, and that it does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

(a) Whether Compensation arrangements and benefits are reasonable, based on competent survey information, and the result of arm's length bargaining;

and

(b) Whether partnerships, joint ventures, and arrangements with management organizations conform to written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further the Corporation's charitable purposes and do not result in inurement, impermissible private benefit or in an Excess Benefit Transaction.

Section 5.11 Use of Outside Experts. When conducting the periodic reviews provided for in this Article V, the Corporation may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the Board of Directors of its responsibility for ensuring periodic reviews are conducted.

ARTICLE VI

General Provisions

Section 6.1 Availability of Public Records. All records, books, and annual reports of the financial activity of the Corporation shall be kept at the administrative offices of the Corporation in the State of Indiana for at least three years after closing of each fiscal year and shall be available to the public for inspection and copying during normal business hours in compliance with the Indiana Open Records Laws. The Corporation may charge for the reasonable expense of preparing a copy.

Section 6.2 Controlling Law. Nothing in these bylaws shall be construed to take precedence over federal, state, or local laws or regulations, including but not limited to the Act.

Section 6.3 Amendments. The Corporation reserves the rights to make, amend, alter, change or repeal any provisions contained in these Bylaws of the Corporation or in any amendment thereto, by a two-thirds (2/3) vote of the members of the Board [at any regular meeting]; provided, however, that such powers shall not authorize an amendment, alteration, change or repeal which would have the effect of disqualifying the Corporation as a tax-exempt organization under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (the "Code"), would have the effect of disqualifying contributions to the Corporation for deduction under Section 170(c)(2), Section 2055(a)(2) or Section 2522 of the Code or be in violation of WIA or any polices of the State of Indiana.

CERTIFICATE

The undersigned hereby certifies that the foregoing Bylaws of the Corporation were duly approved and adopted by action of the Board of Directors of the Corporation to be effective on the 18th day of May, 2010.

INDIANAPOLIS PRIVATE INDUSTRY
COUNCIL, INC.

By: Brooke Huntington
Brooke Huntington, President

KD_IM-1804897_4.DOC

**Indianapolis Private Industry Council
Board Member
ECONOMIC INTEREST/CONFLICT OF STATEMENT**

Name: _____

(Please print)

*Please answer all of the questions listed below. If a question does not apply, **please print "none"** for your response. Listing **"N/A"** as a response is not acceptable. Attached is a list of IPIC contractors and the definition of financial interest as described in IPIC's Bylaws.*

I currently hold (or held in the last twelve months) the following position(s) of employment. Please list company and position held:

1. _____
2. _____
3. _____
4. _____

I currently serve (or served in the last twelve months) as a member, director, officer, or agent of or for the following corporations, partnerships, firms, associations, or other entities, for which compensation other than per diem and expenses is paid:

1. _____
2. _____
3. _____
4. _____
5. _____

I have (or had in the last twelve months) a "financial interest" in the following corporations, partnerships, firms, associations, or other entities, as that term is defined in the bylaws of the Marion County Workforce Investment Board:

1. _____
2. _____
3. _____
4. _____

For each entity listed in response to the item above, the following describes any benefits or services that such entity has provided to the Workforce Investment 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) program years:

1. _____
2. _____
3. _____
4. _____

My spouse/immediate family member, _____, currently holds (or held in the last twelve months) the following position of employment which might present a conflict(s) of interest for me as a WIB member. Please list company and position held:

- 1. _____
- 2. _____
- 3. _____
- 4. _____

My spouse/immediate family member, _____, currently serves (or served in the last twelve months) as a member, director, officer, or agent of or for the following corporations, partnerships, firms, associations, or other entities, for which compensation other than per diem and expenses is paid that might present a conflict(s) of interest for me as a WIB member:

- 1. _____
- 2. _____
- 3. _____
- 4. _____

My spouse/immediate family member, _____, has (or had in the past twelve months) a "financial interest" in the following corporations, partnerships, firms, associations, or other entities, as that term is defined in the bylaws of the Marion County Workforce Investment Board that might present a conflict(s) of interest for me as a WIB member:

- 1. _____
- 2. _____
- 3. _____
- 4. _____

For each entity listed in the response to the item above, the following describes any benefits or services that such entity has provided to the Workforce Investment 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 past five (5) program years:

- 1. _____
- 2. _____
- 3. _____
- 4. _____

These statements are true and complete to the best of my knowledge.

Date: _____ **Signed:** _____

Title: _____

Marion County Workforce Investment Board Member

**Supplement to
Statement of Economic Interest
Declaration of Board Member**

As contemplated in Article V of the Bylaws of Indianapolis Private Industry Council, Inc. (IPIC) regarding conflicts of interest, I hereby declare that so long as I am serving IPIC as a member of its Board of Directors, when an issue presents a possible conflict of interest, I shall disclose the conflict of interest and abstain from voting on said issue. A conflict of interest is any matter which has a direct bearing on services to be provided by me or an organization which I directly represent, or any matter which would financially benefit myself or any organization I represent.

Consistent with my duty to cooperate as stated above, I agree that no less frequently than annually, I will review the list of contracts involving the expenditure by IPIC of more than \$5,000 in the preceding 12 months ("Major Contracts"), as that list is developed and updated from time to time by IPIC staff for the purpose of identifying any entities listed in which I am "financially interested" as that term is defined in IPIC's Bylaws. I agree to certify the results of my review of the list as stated above, to make the disclosures required by IPIC's Bylaws, and to refrain, in connection with any entity in which I have a conflict of interest in relation to IPIC (a "Conflicting Entity"), from significantly participating in IPIC discussions relating to any contract with respect to which the conflict of interest exists, determinations of specific standards for performance contracts, determinations of specific terms of invitations for bid or request for proposal of contracts, or voting or otherwise significantly influencing IPIC in any way relating to a contract in which the Conflicting Entity may be interested.

Dated as of August 17, 2010

Signed: _____

Title: Board Member

"Financial Interest" is defined as

- (c) "Financial Interest" shall mean any person who has, directly or indirectly, through business, investment, or family relationship, any of the following:
 - (i) An ownership or investment interest in any entity with which the Corporation has a transaction or arrangement; or
 - (ii) A Compensation arrangement with the Corporation or with any entity or individual with which the Corporation has a transaction or arrangement; or
 - (iii) A potential ownership or investment interest in, or Compensation arrangement with, any entity or individual with which the Corporation is negotiating a transaction or arrangement.

A Financial Interest is not necessarily a conflict of interest. Under Article V, Section 4, a person who has a Financial Interest may have a conflict of interest only if the appropriate Board of Directors or committee decides that a conflict of interest exists.

Declaration of President

I certify that as contemplated by the foregoing Declaration of Board Member, IPIC will develop and regularly update the above-described Contract List and will present it for review by IPIC directors no less frequently than annually. To my knowledge, IPIC has not involved the above-named member of the Board of Directors of IPIC in determining the features of, and the selection of vendors for contracts involving expenditures by IPIC of more than \$5,000, nor will IPIC so involve him or her during their term on the board.

Dated as of August 17, 2010

Signed: _____

Title: President/CEO

INDIANAPOLIS PRIVATE INDUSTRY COUNCIL, INC.
CONTRACT

The vendor List as of July 1, 2010, consists of the three (3) pages

INDIANAPOLIS PRIVATE INDUSTRY COUNCIL, INC.

@ Work Solutions
Accident Fund Company
ADP, Inc
ALT Laboratories
Adult & Child Mental Health Center
American Education Corporation
Anthem Blue Cross Blue Shield
Anthem Life Insurance
Appia Communications
AT&T
AT&T Advertising & Publishing
BKD
Bitwise Solutions
Brandeis University
CDW Government, Inc
Choice Construction Services, Inc
Christamore House
Commercial Works, Inc
Contract Logix, Inc
Corcoran & Wishart
Rochelle Daniels
Dell Financial Services
Delta Dental
Denison Parking
DSL Indiana
Easter Seals Crossroads
Edna Martin Christian Center
eGIX, A Cincinnati Bell Company
Easter Seals Crossroads
Gloria Elliott
ESI Technology Advisors
Fanger Public Relations
Fathers & Families Center
Fay Bickard Glick Neighborhood Center at Crooked Creek
Forest Manor Multi-Service Center
Genesis Plaza Associates, Inc
GEO Foundation

Goodwill Industries of Central Indiana
Gregory & Appel, Inc.
Guardian Insurance
Hasler Financial Services
HealthNet, Inc
Health & Hospital Corporation of Marion County
Hertz Indianapolis One, LLC
Rose Mary Hontz
Horizon House
Indiana Department of Workforce Development
Indiana Fair Chance, LLC
Indiana Hospitality & Tourism
Indiana Juvenile Justice Task Force
Indiana Newspaper, Inc
Indiana University
Indiana Nursing Workforce Development Corp.
Indianapolis Economic Development
Indianapolis Urban League
IndyGo
Indy Office Solutions
Inspiring Transformations, Inc.
Ivy Tech Community College
JIST Publishing
JobWorks Inc
John Boner Center
Keys to Work
Krieg DeVault, LLP
Life Course Associates
Lowe's Business Center
Luther Consulting
Marian College
Mary Rigg Neighborhood Center
MSD of Wayne Township
MB Tuohy Associates
MX Logic, Inc
Nationwide Trust Company
Nuvox Communications
Oasis Christian Community Development Corporation
PacVan, Inc
PACE/OAR
Partners in Housing
Pathways to Future Learning
Pearson Education

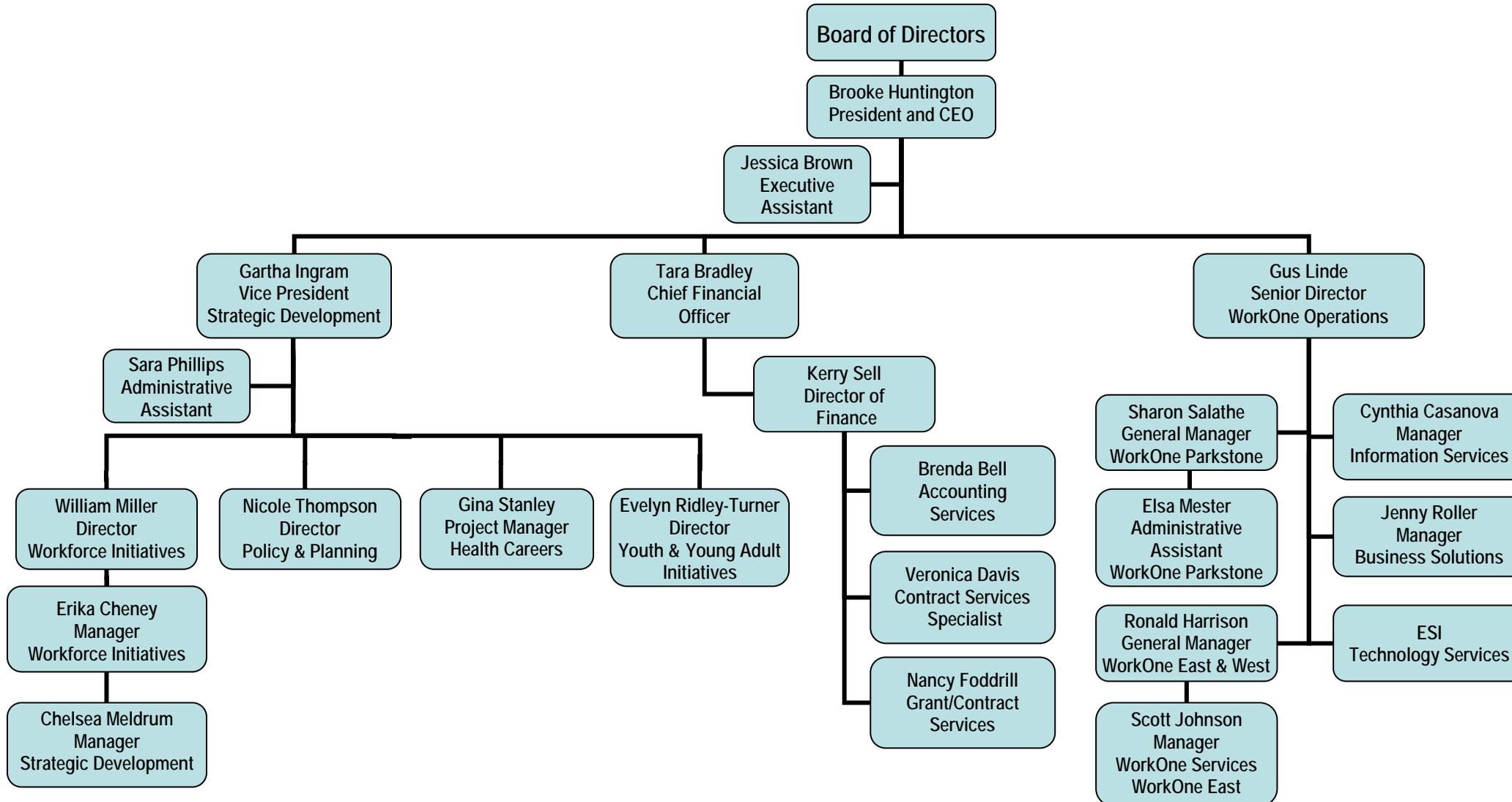
Professional Conventions & Meetings**Gina Lyn Radice****Radio One, Inc****Rager Management Solutions****Rapid Purchasing****Rob Richardson****River Valley Resources****Robbin and Associates****Secura Insurance Companies****Securatex****Sprint PCS****St. Vincent Health Metropolitan****Standard Insurance Company****Staples Business Advantage****Sunbelt Rentals****SVK Consulting, LLC****Telamon Corporation****Temple Rents, Inc****THA Construction****The Sanders Group****The Travel Authority****Todays Office Professionals****Walk in the Light Christian Church****Westside Community Ministries****Workforce Inc.****Worksights, Inc****Workforce Strategy Center****WSA Services, Inc****W.W. Grainger, Inc****YouthBuild USA****Zeller Management Corporation**

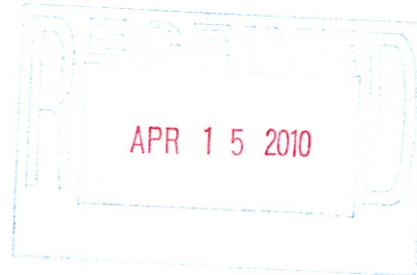
Workforce Investment Board or Regional Workforce Board

Board Name: Marion County/EmployIndy

Executive Compensation					
	Staff Person Name	Salary	Benefits	Bonuses	Total Annual Compensation
1	Brooke Huntington	\$134,400	\$27,853	\$0	\$162,253
2	Gartha Ingram	\$105,000	\$19,056	\$0	\$124,056
3	Tara Bradley	\$96,000	\$17,717	\$0	\$113,717
4	Gus Linde	\$80,500	\$22,925	\$0	\$103,425
5	Nicole Thompson	\$73,000	\$21,854	\$0	\$94,854

Indianapolis Private Industry Council, Inc.
d/b/a EmployIndy





April 8, 2010

The Honorable Mitchell E. Daniels
200 W. Washington Street
Statehouse Room 204
Indianapolis, IN 46204

Dear Governor Daniels:

I respectfully request your approval to allow the Indianapolis Private Industry Council (IPIC) to act as the WorkOne operator in Marion County until July 1, 2012. Since 1998, Indianapolis has exercised its right for automatic designation as a Workforce Service Area under the Workforce Investment Act of 1998. This designation continues to be an extraordinary benefit to the citizens and employers of Marion County and has allowed me to more tightly align Indianapolis' workforce and economic development efforts, providing a more holistic approach for our community.

In 2008, I took steps to improve the workforce development services in Marion County. These steps include the reconstitution of the IPIC Board of Directors, implementation of real time performance metrics, and performance-based contracts. The IPIC Board of Directors also hired new leadership which is focused on serving the customer in an efficient and effective manner. In this pursuit, the IPIC leadership identified a key improvement that requires your approval.

In July 2009, IPIC began operating as the WorkOne operator for the WorkOne offices in Marion County. The WorkOne operator manages daily WorkOne activities, develops and implements policy, and coordinates services with all WorkOne partners. The WorkOne operator provides equipment and supplies, as well as assumes management costs of the WorkOne offices. They undertook this effort in the hopes of eliminating a layer of administrative cost, inefficiencies, and bureaucracy from the system and to that end, it has been successful. IPIC estimates that approximately \$500k will be saved annually by eliminating the unnecessary layer of management. The money saved is being reinvested in assistance for an additional 170 individuals to gain education and employment in high growth industries and careers. In fact, IPIC went from investing approximately \$1 million in education and training in 2007 to \$6.25 million in 2009. This more than 600% investment increase is due in part to the change in operating structure and the commitment of the IPIC Board of Directors and staff leadership.

Office of the Mayor

2501 City County Building (317) 327-3601
200 E. Washington Street (fax) 327-3980
Indianapolis, Indiana 46204 (TDD) 327-5186
www.indy.GOV



Your approval will allow IPIC to continue with this effort and maximize the funds available to serve the citizens of Indianapolis.

Sincerely,

A handwritten signature in black ink, appearing to read "Gregory A. Ballard". The signature is fluid and cursive, with the first name being the most prominent.

Gregory A. Ballard
Mayor
City of Indianapolis

Cc: Teresa Voors, Commissioner, Indiana Department of Workforce Development
Brooke Huntington, President & CEO, Indianapolis Private Industry Council



STATE OF INDIANA
OFFICE OF THE GOVERNOR

State House, Second Floor
Indianapolis, Indiana 46204

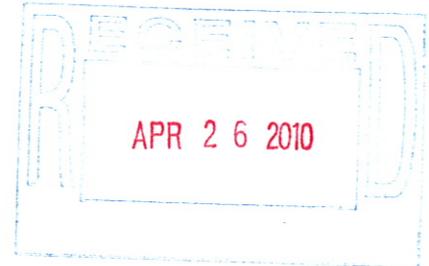
COPY

Mitchell E. Daniels, Jr.

Governor

April 20, 2010

The Honorable Gregory A. Ballard
2501 City County Building
200 E. Washington Street
Indianapolis, IN 46204



Dear Mayor Ballard,

I am in receipt of your letter requesting that the Indianapolis Private Industry Council (IPIC) continue to act as the WorkOne operator in Marion County. This partnership has certainly been a benefit to the residents and employers of Marion County since 1998. Your efforts to reduce cost to the taxpayers while increasing services to clients are to be commended.

With this letter I am granting approval for the Indianapolis Private Industry Council to act as the WorkOne operator in Marion County until July 1, 2012.

Sincerely,

M E Daniels, Jr.

Cc: Teresa Voors, Commissioner, Indiana Department of Workforce Development
Brooke Huntington, President & CEO, Indianapolis Private Industry Council

EmployIndy

Advancing workforce solutions for Indianapolis

POLICY OF EMPLOYINDY

Policy Name	Conflict of Interest Policy
Policy Number	2011-FA-001
Program Funding Stream	All
Executive Team Approval	(please date & initial below)
Business Development	1-31-11 <i>BML</i>
Operations	1-31-11 <i>[Signature]</i>
Strategic Development	3/1/11 <i>GA</i>
Finance	2/4/11 <i>YS</i>
President Approval	2/4/11 <i>BH</i>

REV	Description of Change	Author	Effective Date	Sunset Date
	Initial Release	Kerry Sell	Upon Approval	6-30-12

1. Purpose

To ensure that the individual interests of EmployIndy staff and agents do not conflict or give the appearance of conflicting with their duties while serving in their respective positions.

2. Scope

To identify and govern conflicts of interest that can arise when EmployIndy prepares, issues, or reviews RFP's or RFQ's; or is awarding or entering into a transaction or contractual arrangement. Individuals covered by this policy include staff and agents, as well as immediate family members of these individuals. This policy does not cover Board, Council and Committee members.

3. Summary of the Law, Rules, and Governing Policies

20 CFR 667.200(a)(4), 29 CFR 95.42, and 29 CFR 97.36(b)(3) (as appropriate). No employee nor agent shall participate in the selection, award, or administration of a contract supported by Federal funds if a real or apparent conflict of interest would be involved.

4. Responsibilities

⇒ EmployIndy CFO is responsible for establishing guidelines.

⇒ EmployIndy Fiscal Division is responsible for providing guidance, validation and periodic review of this policy.

5. Policy Statement

No EmployIndy staff member or agent in a decision-making capacity on behalf of EmployIndy shall engage in any official activity, including participation in the selection, award, or administration of a contract, if a direct or indirect material conflict of interest, real or apparent, would be involved. Such a conflict would arise when this individual and/or the organization they represent has a direct or indirect financial interest in the firm or organization selected for an award. When a conflict of interest is identified, the individual(s) involved must declare the conflict and recuse themselves immediately.

New staff members are required to complete a conflict of interest questionnaire at the time of hire. Additionally, all staff and agents will complete a conflict of interest questionnaire at least annually. If a staff member fails to adhere to this policy, discipline can range from a verbal warning up to and including dismissal.

6. Exceptions

N/A

7. Definitions

Agent: One who agrees and is authorized to act on behalf of EmployIndy to legally bind in particular business transactions with third parties. For purposes of this policy, contracted service providers are not included since they must complete a Conflict of Interest statement as part of their contract with EmployIndy.

Conflict of Interest: A circumstance in which an individual or the organization they represent has a personal or financial interest that impairs, or gives the appearance of impairing, his or her ability to make unbiased decisions and duties on behalf of EmployIndy.

Direct Financial Interest: The receipt of financial compensation directly by the individual or the organization they represent.

Immediate Family Member: Includes a husband, wife, father, mother, son, daughter, brother, sister, grandparent, grandchild, or the spouse or step-relation of any of these or a person living in the same household as the employee.

Indirect Financial Interest: This exists if a party transacting business with EmployIndy is an entity:

- (a) in which a covered person or a member of his/her immediate family has a material financial interest;
- (b) with which a covered person or a member of his/her immediate family has a substantial business relationship; or
- (c) of which a covered person or a member of his/her immediate family is an officer, director or general partner.

Material Financial Interest: A financial interest of any kind, which, in view of all the circumstances, is substantial enough that it would, or reasonably could, affect an Interested Person's or Family Member's judgment with respect to transactions to which the entity is a party.

Recuse: Remove oneself from any participation in discussions, planning or action related to a business matter with which they have a conflict of interest as defined in this policy.

Staff: This includes EmployIndy's President/CEO, CFO, Vice Presidents, Department Directors, and all other employees.

8. Related Policies and Documents

EmployIndy Procurement Policy and Procedures

EmployIndy Statement of Economic & Conflict of Interest for Board Members

EmployIndy Statement of Economic & Conflict of Interest for Staff

Bylaws of Indianapolis Private Industry Council, Inc.