



April 26, 2011

Nate Klinck, Director of Policy
Indiana Department of Workforce Development
10 North Senate Avenue
Indianapolis, IN 46204

Dear Mr. Klinck:

The Northwest Indiana Workforce Board (NWIWB) has completed the local workforce investment plan for Region 1. The plan for Region 1 including all applicable attachments is submitted for review. Please note the County Local Elected Officials agreement has been agreed upon by all seven commissioners (see meeting minutes of February 24, 2011 attached to the agreement) but all applicable signatures have not been secured as yet because of the availability of the commissioners. In addition, the Regional Operator has not been selected and once that has occurred, procurement for service providers will begin.

If you have any questions, please feel free to contact us.

Sincerely,

A handwritten signature in black ink that reads "Judith Stanton".

Judith Stanton, Chair
Northwest Indiana Workforce Board

A handwritten signature in black ink that reads "Gary Miller".

Gary Miller, Transition Chair
Northwest Indiana Workforce Board

A handwritten signature in black ink that reads "Russell Collins, Jr.".

Russell Collins Jr.
Chief Elected Official

Enclosures

Region 1 Workforce Plan

1. The announcement that a Region 1 workforce plan was being formulated and would be available for review sometime in March was sent out in late February to the NWIWB board, the CWI board, the Local Elected Officials, economic developers, business leaders, universities, superintendents and principals, adult education representatives, and other interested parties.

The Region 1 Workforce Plan was posted to the following websites on March 29, 2011:

www.gotoworkonenw.com

www.innovativeworkforce.com

The Northwest Indiana Workforce Board (NWIWB), the County Local Elected Officials, and the Center of Workforce Innovations Board reviewed the plan prior to the posting on the websites.

2. The Region 1 Workforce Plan was approved by the County Local Elected Officials on April 14, 2011. A majority of the board was present including Commissioner Russell Collins Jr., Commissioner Nancy Adams, Commissioner Mike Tiede, and Commissioner Gerry Scheub.
3. The Transitional WIB consists of the following members who approved the Region 1 Workforce Plan on April 19, 2011.

Mike Berta – Portage Twp. Schools

Gary Miller – Prompt Ambulance Service

Arlene Pearson – Edgewater Systems for Balanced Living

Gerry Scheff – Power Transmission Solutions

David Broad – Alliance EMS

Adam Collins – Kruz, Inc.

Rudy Sutton – R.V. Sutton Inc.

Bob Schaefer – Community Dynamics

Tom Hargrove – USWA Local 1010

Judy Stanton – Stanton Law Office and Sojourner Truth House

Keith Kirkpatrick – KPM Group

There are currently 11 members on the Transitional WIB.

NORTHWEST INDIANA WORKFORCE BOARD

Local Workforce Investment Plan for Northwest Indiana – Region 1

Program Year 2011

Covering July 1, 2011 through June 30, 2012

Submitted April 2011

This page intentionally left blank

Section 1: Executive Summary

Since July of 2006, the Northwest Indiana Workforce Board (NWIWB) has developed a wide-ranging set of workforce development services for the communities and seven counties of Northwest Indiana – Region 1. This plan will build upon that work and provide a comprehensive framework for the continual implementation and integration of the workforce development system. While this system contains several programs with unique requirements, each program shares and supports the vision of the NWIWB. **The vision of the NWIWB is a skilled, motivated, adaptable and flexible workforce capable of meeting the needs of economic growth for the businesses of Northwest Indiana.**

To achieve this vision and tackle the most pressing workforce challenges of our time, the NWIWB employs the following strategies:

- **Align the workforce system to support and catalyze regional economic development**
The NWIWB is a central partner to economic development in Northwest Indiana. Our research has shown that Northwest Indiana businesses demand a highly skilled workforce to remain competitive in the constantly changing global economy. In the 21st Century, individuals with fundamental work ethics and employability skills, such as showing up to work every day on time, being a team player, following directions, and displaying creativity and innovation will improve the business community as much as, if not more than, roads, power lines, sidewalks, and more traditional economic development investments. The workforce system needs to encourage the individual workers that will pave the way for more productive and efficient businesses. NWIWB serves as the bridge between economic development, the business community, and individual job seekers. To accomplish this, NWIWB employs an industry cluster strategy. By providing job seekers the opportunity to improve their own skills, knowledge, and understanding, the NWIWB sees workforce development as a key contributor to the 21st Century economy.
- **Create consortiums of regional sector-based leadership to mobilize economic, community, and workforce development initiatives**
At the strategic level, economic development extends to community and workforce development as well as education. For this reason, the NWIWB sees its role as one of creating consortiums of regional leaders that will gather to address the most pressing concerns of the workforce, economy, and communities of Northwest Indiana. These regional consortiums will build on the amazing efforts to reform education already underway in the schools, colleges, and universities of the Region by providing additional resources, relationships, and expertise. Issues of literacy, college and career readiness, and others can only be addressed by building strong networks of leaders from the private and public sectors. The contribution of the NWIWB will be catalytic in nature and organized around sector-based initiatives. Since both individual workers and businesses benefit from workforce development, the workforce development system stands at the nexus between individual and business interest. Therefore, the NWIWB sees itself as a key convener and facilitator of leaders from many sectors of the Northwest Indiana Community. Collaboration allows NWIWB to leverage other systems to address the needs of the workforce.
- **Integrate workforce development services to leverage and maximize resources**
The NWIWB will build upon the efforts of partners in economic development and the business community by offering a WorkOne system that can deliver a highly-skilled, motivated, and adaptable workforce. As a partner to the business and individual job seekers of Northwest Indiana, the NWIWB also envisions a place for individuals to hone their skills, match their experience and education to new and emerging opportunities, and access resources to begin the first steps towards a career pathway. To accomplish these tasks, WorkOne in Region 1 integrates multiple job training and employment programs. Staff from the Indiana Department of

Workforce Development, individual service providers, and the NWIWB work together as one team under the WorkOne brand to operate these programs. The integrated services and staff are all designed to provide a seamless service delivery system where job seekers and business can easily access programs and staff without worrying about funding streams or staff affiliations.

- **Ensure each customer is provided employment assistance, focusing on job placement for every job seeker**

Within the WorkOne offices, the NWIWB sees this plan as placing a central emphasis on job placement and skills upgrading of workers every step along the way. To achieve the vision of the NWIWB, the operations of the WorkOne Career One-Stop Centers have undergone fundamental changes. Each customer entering one of the 12 WorkOne full service and express offices in Northwest Indiana is immediately engaged by a dedicated and knowledgeable staff. All customers receive a service, such as attending one of the many informational workshops offered at each WorkOne or by sitting with a Career Advisor during an intensive one-on-one employment counseling session. These services are also coordinated across multiple funding streams and programs, serving adults, dislocated workers, youth, and special target populations. The NWIWB offers a special career readiness program, called WorkReady that ties all these programs together and combines a nationally-recognized career readiness certificate with a local certificate of job readiness. WorkReady is a hallmark program for our area.

- **Utilize data and evidence-based decision making to continuously improve the system**

The NWIWB believes in continuous improvement. For this reason, each program, service provider, and the WorkOne system as a whole are evaluated on a monthly, quarterly, and annual basis. Research plays a central supporting role in the workforce development system of Northwest Indiana – Region 1. New programs are compared to best practices from around the country. At the same time, existing programs undergo thorough performance analysis and are compared to establish benchmarks and performance goals. Yet the extensive analysis is intended to result in continuous improvement and mid-course correction, not to punish. In this sense, WorkOne in Region 1 is a learning organization, constantly and methodically reflecting on its past successes and current challenges.

- **Focus on accountability and efficiency to save resources and improve performance**

The governance structure, internal operations, and critical partnerships for delivering a quality workforce system enhance the workforce system during a time of heightened demand for employment and training services. The governance structure, which includes representation among County Local Elected Officials, focuses on providing key public input and oversight. WorkOne in Region 1 has consistently maintained control of expenditures, routinely keeping costs below budgeted amounts and saving the Region in excess of \$500,000 in administration and overhead each year for the previous 5 years. This governance of the system routinely demonstrates accountability and efficiency.

During a period of high unemployment and demand for workforce development services, a workforce development system provided through WorkOne and its partners will create a system that encourages job seekers to find employment opportunity at every level of service. Services will be delivered in the most efficient method as possible, offering workshops and online tools for individuals to prepare for their next career. Career Advisors will deliver more intensive services by developing a comprehensive career and academic plan for some customers and by recommending training for those in need of more skills development. For each level of service, the goal will be placement into a family-supporting job for each customer that enters the walls of WorkOne. The NWIWB will extend the WorkOne system to support regional efforts in economic development, strengthening the entire community of Northwest Indiana.

Section 2: Labor Market Analysis

Northwest Indiana’s Primary Business Sectors

Northwest Indiana has a diverse and vibrant business community. The strength of the Region’s economy is found among small businesses, but the Region also has many large and dynamic employers offering some of the best employment opportunities in the world. These two sectors: small business and large employers will be important contributors to the job market while the nation continues to overcome the Great Recession.

Small Businesses Make Up Bulk of Employers in Northwest Indiana

Small businesses make up a slightly larger share of the Region’s business community than in the rest of the State. According to the Quarterly Census of Employment and Wages for the 1st Quarter of 2010 (source: Indiana Department of Workforce Development), businesses with 0 to 4 employees make up 53.1% of the total in the Region, compared to just 52.7% in the state. Similarly, proportionally more businesses in Northwest Indiana (19.1%) have between 5 and 9 employees than the entire state of Indiana (19.0%). Compared to the rest of the state, Northwest Indiana has a larger workforce among small businesses.

The **leading business sectors** in the **small business** community are:

- Construction
- Retail Trade
- Accommodation & Food Services

Retail Trade has the most establishments and workers among businesses with 5-19 employees. Accommodation & Food Services accounts for the largest share of businesses with 20 to 49 employees. Health Care & Social Assistance is also a major contributor in the small business sector. This industry shows up in the top three for businesses with 5 to 9, 10 to 19, and 20 to 49 employees.

Large Businesses Provide Significant Contribution to Region’s Labor Force

Northwest Indiana’s **large employers** are also a significant contributor to the Region’s business community. The Region has 25 employers with more than 1,000 employees each. These businesses come from:

- Health Care and Social Assistance
- Manufacturing
- Public Administration; and
- Arts, Entertainment and Recreation

Some of the businesses in these industries include major steel mills, hospitals, casinos, a correctional institution, and county governments. While there are only a handful of large employers, almost 17% of the Region’s workers are employed at a business with more than 1,000 employees. Statewide, that figure is just 14.7%. In many ways the identity of the Region was forged when U.S. Steel built its steel mill along the shores of Lake Michigan and founded the City of Gary. Today, large employers, including U.S. Steel, continue to provide job opportunities for residents of Northwest Indiana.

Current and Projected Employment Opportunities

From late November 2010 through early January 2011, the Center of Workforce Innovations conducted a hiring needs survey of businesses in Northwest Indiana. The results clearly indicate the need for a highly skilled and motivated workforce over the next five years. The survey was distributed to businesses in the following industries: Construction & Trades; Health Care; Hospitality, Entertainment, Arts, Recreation, and Tourism; Manufacturing; Professional, Technical, and Scientific Services; and Transportation, Distribution, and Logistics (TDL). More than half of the 109 respondents expect to add workers this year. Over the next five years, about one-third of businesses in the Region plan to add workers. Less than 3% of respondents to the hiring needs survey expect to decrease their workforce in the future.

Our results further reinforce findings from the Center for Econometric Research at Indiana University. Using advanced modeling techniques, the Center predicts employment growth for all jobs in the Gary Metropolitan Division (Jasper, Lake, Newton, and Porter Counties) of 1.3% in 2011, 1.7% in 2012, and 1.5% in 2013. According to Donald Coffin¹, economist at Indiana University Northwest, this rate of growth would be the fastest three-year jump in employment this Region has experienced since the economic boom of the late 1990s. Using this forecast, Northwest Indiana is poised to add about 4,500 jobs in 2011, 6,000 jobs in 2012, and 5,380 jobs in 2013 for a total of 15,902 (a 4.6% increase) over three years. Clearly, many businesses feel confident in hiring workers in the near and long term.

Job opportunities will be created through labor turnover, not just employment growth. Based on estimates from the U.S. Census Bureau’s Local Employment Dynamics, more than 60% of the manufacturing workforce in Northwest Indiana is at least 45 years old. More than one-third of all manufacturing workers are 55 and over. CWI’s hiring needs survey respondents from the following industries identified several occupations likely to be effected by large-scale retirements:

Industry	Occupations Likely to be Effected by Retirements
Construction	Plumbers, pipefitters, and steamfitters; Office and administrative support; and Carpenters
Health Care	Registered nurses, Medical billing and coding; and Nursing aides and Medical assistants
Hospitality, Entertainment, Arts, Recreation, and Tourism	Front-line supervisors and managers; Customer service representatives; and Housekeeping and janitorial workers
Manufacturing	Skilled production workers; Installation, maintenance, and repair; and management
Professional, Technical, and Scientific Services	Office and administrative support, First-line supervisors and managers; and Sales representatives
Transportation, Distribution, and Logistics	Truck drivers (long haul); Truck drivers (short haul, light, or delivery); and Laborers and material movers
<i>Source: Center of Workforce Innovations, Hiring Needs Survey 2011</i>	

All of the occupations listed above can be found on the Region’s **Occupations in Demand** List (*see Attachment 1*). Furthermore, the above industries are the focus of economic and workforce development efforts. To target the workforce needs of these industries, the Business Services Team in Northwest Indiana – Region 1 dedicates a Business Service Representative to each industry. For a more thorough list of occupations in demand in Northwest Indiana, please refer to the Occupations in Demand list attached to this plan.

Northwest Indiana’s High-Demand, High-Wage Occupations

To support economic development efforts in Northwest Indiana, the NWIWB maintains a list of **Occupations in Demand** (RB-06-07 Change 1, Attachment 1). The list of occupations are tailored to meet the projected openings in the local labor market and to fill future job openings in industries targeted by the Region’s local economic development organizations and WorkOne Business Services Team. The list of demand occupations targets Individual Training Accounts and On-the-Job Training Opportunities to job seekers to the skills and education requirements of the local business community. The list also allows the NWIWB to ensure its workforce development efforts support economic development throughout the Region. All occupations on the list fall into the following industry groups:

- Advanced Manufacturing
- Construction Trades
- Health Care

¹ Coffin, Donald A. “Gary Forecast 2011.” *Indiana Business Review.*” Volume 85, Number 4. Winter 2010.

Northwest Indiana – Region 1’s Local Workforce Investment Plan, Program Year 2011

- Hospitality, Amusement, Recreation, and Tourism
- Professional, Financial Services, and Technology
- Transportation, Distribution, and Logistics; and
- Others not elsewhere categorized

Education – at All Levels – in Demand by Businesses

The table below, taken from the High-Wage, High-Demand Occupations for Northwest Indiana – Region 1 produced by the Indiana Department of Workforce Development, shows the number of individual occupations by level of education and the projected number of job openings over the short term (2010-2012) and long term (2008-2018).

Short-Term and Long-Term Employment Projections for High-Wage/High-Demand Occupation by Level of Education in Northwest Indiana, Region 1					
Level of Education	HW/HD Occupations	2010 – 2012		2008 – 2018	
		Total Growth	Total Openings	Total Growth	Total Openings
Short-term on-the-job training	1	1	23	63	180
Moderate-term on-the-job training	13	110	508	2,376	4,917
Long-term on-the-job training	11	90	243	705	1,631
Work Experience in a Related Occupation	6	26	261	733	2,185
Postsecondary vocational training	9	28	257	737	1,972
Associate Degree	9	100	349	1,795	3,248
Bachelor’s Degree	37	199	831	2,854	6,291
Bachelor’s degree plus work experience	10	48	155	559	1,177
Master’s Degree	7	23	72	502	780
Doctoral Degree	1	1	2	13	18
First Professional Degree	2	7	42	150	342

Source: Indiana Department of Workforce Development

Clearly, many of the high-wage, high-demand occupations will require high levels of education. In total, approximately 54% of all high-wage, high-demand occupations will require at least a Bachelor’s Degree. Still, several occupations in the high-wage, high-demand list for Northwest Indiana will require as Associate’s Degree or lower level of education. In fact, the majority of *job openings* among the high-wage, high-demand list fall into this second category. For this reason, the Northwest Indiana **Occupations in Demand** list contains many occupations, in demand by the industries listed above, that require a postsecondary vocational award, short-term certificate, or Associate’s Degree. By providing ongoing employment counseling, WorkOne can further support job seekers throughout their career pathway.

Skills in Demand include Math, Science, and Technology as well as Soft Skills

WorkOne provides opportunities to develop skills through education and training, but a major focus of workforce development includes soft skills development. Based on the Occupations in Demand list and the high-wage, high-demand occupations from the Indiana Department of Workforce Development, business in Northwest Indiana require individuals with skills in **math, critical thinking and problem solving, using a computer, and creativity and innovation**. Survey results from the Center of Workforce Innovations (see above) also indicate the demand for soft skills for both entry-level of experienced workers. These soft skills include:

- Having a positive attitude
- Following directions
- Applying good listening skills
- Working well with others
- Showing up for work every day and on time

Northwest Indiana – Region 1’s Local Workforce Investment Plan, Program Year 2011

- Recognizing problems and finding solutions
- Dressing appropriately for work
- Managing time effectively
- Ability to pass a drug and/or background screening

Source: Center of Workforce Innovations, *Hiring Needs Survey 2011*

To address these soft skills, WorkOne has developed a series of informational workshops on these very topics. Under the direction of the NWIWB, these workshops are to be offered at each of the full service and express WorkOne offices in the seven-county region.

Industry and Occupational Growth in Northwest Indiana

Long-range and short-range employment projections from the Indiana Department of Workforce Development (source: Occupation Employment Statistics) reinforce findings from the Northwest Indiana *State of the Workforce Report* for 2010, a publication of the Northwest Indiana Workforce Board. The 2010 report highlighted the influence of an aging workforce and changes in technology on the labor market of Northwest Indiana. Recent projections from DWD, most notably the High-Wage/High-Demand report, point to the continued influence of these two trends.

Older Population to Influence Job Openings

An aging workforce, in particular among lower- and middle-skills jobs, will create numerous job openings in Northwest Indiana. Many of these openings will occur among those listed on the Region’s Occupations in Demand (see Attachment 1). An older workforce will create jobs through more than just growth. More retirements will require businesses to increase hiring to fill vacated jobs. This “replacement rate” is projected to be greatest amongst occupations requiring an Associate’s Degree or lower level of educational attainment. The replacement rate for occupations requiring an Associate’s Degree is 44.7% while it is just 35.6% for occupations requiring a Master’s Degree. Occupations with higher levels of education are far more likely to generate new jobs. While “knowledge jobs” will create many new opportunities in Northwest Indiana, the data clearly shows that many good jobs will be available through labor turnover.

The table below, taken from the High-Wage, High-Demand Occupations for Northwest Indiana – Region 1, shows the number of individual occupations by occupation groups and the projected number of job openings over the short term (2010-2012) and long term (2008-2018).

Short-Term and Long-Term Employment Projections for High-Wage/High-Demand Occupations in Northwest Indiana – Region 1					
Occupation Group	HW/HD Occupations	2010 - 2012		2008 – 2018	
		Total Growth	Total Openings	Total Growth	Total Openings
Management	8	30	108	569	1,074
Business and Financial Operations	17	98	295	1,172	2,331
Computer and Mathematical	7	29	66	300	513
Architecture and Engineering	4	21	51	75	258
Life, Physical, and Social Science	6	11	42	145	166
Community and Social Service	2	9	38	144	299
Legal	1	1	8	110	43
Education, Training, and Library	8	76	388	1,210	2,742
Arts, Design, Entertainment, Sports, and Media	2	6	45	147	362
Healthcare Practitioners and Technical	14	125	563	2,676	5,108
Healthcare Support	3	5	36	367	547
Protective Service	3	14	63	160	450

Northwest Indiana – Region 1’s Local Workforce Investment Plan, Program Year 2011

Occupation Group	HW/HD Occupations	2010 - 2012		2008 – 2018	
		Total Growth	Total Openings	Total Growth	Total Openings
Food Preparation and Serving Related	0	0	0	0	0
Building and Grounds Cleaning and Maint.	0	0	0	0	0
Personal Care and Service	1	12	31	129	230
Sales and Related	6	15	255	313	1,702
Office and Administrative Support	0	0	0	0	0
Farming, Fishing, and Forestry	0	0	0	0	0
Construction and Extraction	5	26	113	987	1,617
Installation, Maintenance, and Repair	10	58	180	425	1,209
Production	7	51	172	246	961
Transportation and Material Moving	2	46	289	1,312	2,874
Total, all HW/HD Occupations	106	633	2,743	10,487	22,741

Source: Indiana Department of Workforce Development

Technology to Create New Jobs, Transform Existing Occupations

According to the HW/HD occupations report, the transition to a knowledge economy will create many of the best employment prospects in Northwest Indiana. More than half of the HW/HD occupations will require a Bachelor’s Degree or higher level of education. The most opportunities for highly-educated workers will come from the following occupation groups:

- **Healthcare Practitioners and Technical Occupations**, such as registered nurses
- **Education, Training, and Library Occupations**, such as elementary school teachers
- **Business and Financial Occupations**, such as management analysts

Still, about 40% of the job openings on the list of high-wage, high-demand occupations require only on-the-job experience or some work experience as their highest level of educational attainment. Opportunities at the lower end of the education spectrum will be transformed by the increasing prevalence of technology, even in traditional “blue collar” positions. For example, incumbent truck drivers must develop the ability to use GPS and location-tracking software.

Findings from the *State of the Workforce Report* indicate that key industries are driving demand for some of these high-wage/high-demand occupations. Many advanced manufacturing industries increased their overall employment over the past decade. These advanced manufacturers produce:

- Industrial machinery
- Air and gas compressors
- Engines; and
- Food product machinery and other types of goods

The growth of health care, in particular medical and clinical laboratories has also created many new jobs. The Transportation, Distribution, and Logistics industry consistently added jobs in recent years, even throughout the recent recession. Going forward, these are the industries that should continue to provide good jobs for the residents of Northwest Indiana and customers of the WorkOne.

Northwest Indiana’s Targeted and Unique Business Sectors

The Northwest Indiana Workforce Board partners with several economic development organizations to assist in the recruitment, attraction, creation, and expansion of targeted businesses in Northwest Indiana – Region 1. One of the primary organizations conducting this work is the Northwest Indiana Forum, a private not-for-profit membership organization representing the leading businesses and industries from throughout Region 1. The CEO of the Regional Operator serves on the board of the Forum. The Forum, its executive board, and economic development committee have established the following industries as

their primary targets for economic development: advanced manufacturing, transportation, distribution, and logistics, health care, and professional and business services.

The Forum was one of the main partners that crafted the Comprehensive Economic Development Strategy (CEDS) and helped to found the Northwest Indiana Economic Development District (EDD). The CEDS was a prerequisite for establishing an EDD and allowed the Region to officially apply for and receive assistance from the Economic Development Administration of the U.S. Department of Commerce. The CEDS, a living document, was intended as a roadmap for economic development efforts in the Region. Today, it serves as a central document for workforce, community, and economic development agencies of Northwest Indiana. It identifies the Region’s target business sectors and public infrastructure projects intended to support economic development.

The CEDS document has a truly regional impact and serves the needs of the entire Region. To compile the document, the authors of the CEDS conducted several types of economic and workforce analysis. Most notably, they utilized location quotient analysis to compare regional concentrations of employment. Location Quotient analysis is an industry standard in economic and workforce analysis and was utilized by the Purdue Center for Regional Development, the organization laying the groundwork for regional economic and workforce analysis.

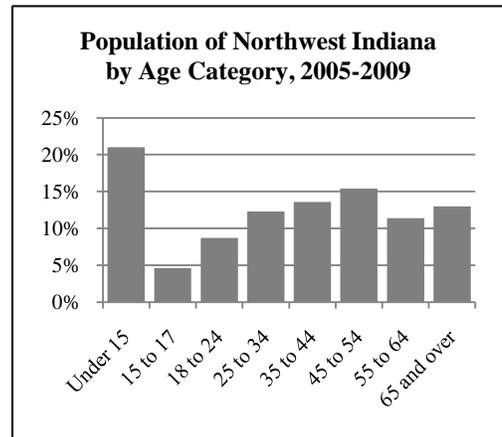
The CEDS report identifies several business sectors unique to Northwest Indiana. First and foremost, Northwest Indiana has been led by the steel industry. According to the most recent² Current Employment Statistics from the Bureau of Labor Statistics, Northwest Indiana is home to more than 14,900 steelworkers, 77.6% of the state’s workforce in this key industry sector. One of the main reasons the steel mills chose to locate in the Region was the access to international shipping via Lake Michigan as well as the concentration of continental rail lines. With the addition of three interstate highways over the past century and close proximity to Chicago’s O’Hare and Midway International Airports, Northwest Indiana offers businesses in the manufacturing and transportation, distribution, and logistics industries incredible and convenient access to world markets. This access extends beyond the Region, too. For example, the Gary/Chicago International Airport in Gary serves both Northwest Indiana and the Chicago markets and is unique in the way it crosses a state border to enhance the transportation infrastructure. While logistics is crucial to nearly all parts of Indiana, the Northwest Region holds a special place in the nation’s transportation network.

Another major industry unique to Northwest Indiana is casinos. Representing the 5th largest source of tax revenue for the State of Indiana, Region 1 is one of only a handful of areas with legalized gambling. In December 2010, the Region’s leisure and hospitality workforce including accommodation and food services stood at 35,200. For comparison purposes, the South Bend and Lafayette Metropolitan Areas combined had fewer than 20,000 workers. According to Occupation Employment Statistics published by the Indiana Department of Workforce Development, close to 25% of the state’s workforce in the Arts, Entertainment, and Recreation sector comes from Northwest Indiana – Region 1. Another industry cluster identified as unique to Northwest Indiana is petroleum and coal products manufacturing. The leading business in this sector is the BP Whiting Refinery, currently undergoing a \$3.8 billion modernization project. Based on the labor market information above, Advanced Manufacturing, Transportation, Distribution and Logistics, and Hospitality, Entertainment, Recreation, and Tourism can be found on the Region’s **Occupations in Demand** list and are targeted industries for the Region’s Business Services Team.

² December 2010

Profile of Northwest Indiana’s Workforce

Demographics – The aging of the Baby Boomer generation is causing the workforce to grow old at an accelerated rate. Some have gone so far as to dub this phenomenon the “Silver Tsunami.” Shown at right, the population at or near the traditional retirement age of 65 makes up a significant portion of the working age population in the Region. Simply put, fewer Generation X and Y workers will be available to take the place of the Boomers once they retire. Northwest Indiana also has a diverse population. While 77.9% of adults (persons age 18 years and over) in the Region are White or Caucasian, minority populations make up a significantly larger share of the community than in the rest of Indiana. According the 2010 Census Redistricting Data, nearly 1 in 6 adults (16.7%) is Black or African-American and another 6.4% are some other race or two or more races. Northwest Indiana is also home to a large concentration of persons of Hispanic origin. More than 10% of the population is Hispanic or Latino. This is higher than the percentage for Indiana as a whole.



Source: U.S. Census Bureau, 2005-2009 American Community Survey

Educational Attainment – The adult population in Northwest Indiana displays two traits when it comes to educational attainment. Compared to the rest of the state or the nation, a smaller share of the Region’s adults lack a high school diploma. Based on the American Community Survey for 2005-2009 from the U.S. Census Bureau, approximately 14.8% of the adult population (persons age 18 and over) in Northwest Indiana had less than a high school diploma as their highest level of academic achievement. This was lower than both Indiana (14.9%) and the United States (15.7%) over the same time period. The other trait for educational attainment is the lack of persons with higher education. Just 11.6% of adults in the Region had a Bachelor’s Degree and 5.7% had a graduate or professional degree. This was lower than in Indiana and the United States. While the Region succeeds in producing adults with at least a high school diploma or GED, it does not retain college graduates.

Current High School Graduation Rate – Using data from the Indiana Department of Education, the effective graduation rate for all high schools in Northwest Indiana for the 2009-2010 academic year was 82.9%, slightly lower than the statewide graduation rate of 84.5%. With 10,490 students in the cohort, the Region’s high schools would have needed to graduate an additional 740 students to reach a 90% graduation rate.

Labor Force Estimates – Like the rest of the nation, Northwest Indiana has suffered through a severe economic recession. While the National Bureau of Economic Research, official designator of business cycles for the United States, declared that the Great Recession ended in June 2009, the labor market has not responded. The overall labor force, made up of approximately 380,000 workers, has declined in size since the onset of the recession. According to labor force estimates from the Indiana Department of Workforce Development, the average annual unemployment rate for Northwest Indiana in 2010 was 10.5%. Between January and December of last year, the number of unemployed persons declined by 6,448, a 14.7% drop, and the unemployment rate stood at 9.6% as of December 2010.

The labor market analysis above shows the need to develop a workforce system capable of handling a high volume of customers. In particular, the system will focus on assisting young, unskilled individuals prepare for jobs being vacated by retirees in the manufacturing, transportation, distributional and logistics, health care, and the other targeted industries and occupations identified in this section of the plan.

The Uniqueness of Northwest Indiana

Northwest Indiana is a unique Region, home to the Indiana Dunes State Park and National Lakeshore. Some of the world’s most advanced manufacturers also call this area home. The Region has many defining characteristics that set it apart from its neighbors, both within the state and in comparison to Illinois and Michigan. Some of this is due in large part to its proximity to Chicago. For instance, according to the U.S. Census Bureau, as many as 45,325 residents of Northwest Indiana held a job in Illinois in 2008. Another 17,872 residents of Illinois worked in the Region that year. These commuters include many highly skilled (and highly compensated) residents. Many thousands of these commuters travel to Chicago’s Loop and work in the areas of financial activities, management of companies and enterprises, and professional and business services.

One of the most unique features of Northwest Indiana is the presence of Indiana’s steel industry. U.S. Steel in Gary and ArcelorMittal in Burns Harbor and East Chicago employ close to 15,000 steelworkers, more than 17% of the nation’s steel manufacturing workforce. The Region also has four casinos and several oil refineries. Neither the South Bend nor Lafayette Metropolitan Areas, contiguous to Northwest Indiana, hold a significant amount of employers or workers in these two sectors. The Region’s four casinos draw millions of visitors annually from throughout the Midwest. These casinos offer thousands of job opportunities to residents in Lake and La Porte Counties.

The Region also has a larger share of its workforce in the transportation and warehousing sector than its neighbors. With easy access to international shipping through Lake Michigan at the Port of Indiana – Burns Harbor, the Region is a hub for world trade. Five freight rail and two commuter rail systems dissect Northwest Indiana. Class I rail lines in the Region include Canadian National, CSX, and Norfolk Southern. The South Shore rail line connects cities in Lake, La Porte, and Porter Counties with downtown Chicago while several cities and towns receive service from Amtrak. Transportation and logistics also holds a great deal of potential for future development in Northwest Indiana.

In 2010, two major infrastructure development projects were announced for Northwest Indiana with national implications. The \$71 million “Indiana Gateway,” a project to relieve an Amtrak bottleneck near the town of Porter, was the only Indiana project to receive funding from the American Recovery and Reinvestment Act high speed rail grant. Last year also saw a breakthrough for the development of the Illiana Expressway, an interstate highway connecting I-65 in Lake County, Indiana with I-57 near Joliet, Illinois. Indiana Governor Mitch Daniels and the governor of Illinois signed legislation to allow for the development of a public-private partnership to build and operate this important link in the nation’s interstate highway system.

For these reasons, **advanced manufacturing, transportation, distribution, and logistics, and hospitality, entertainment, arts recreation, and tourism** are included in the Northwest Indiana – Region 1 **Business Services Team list of targeted business**. Also, many of the Region’s **Occupations in Demand** comes from these unique business and industries. Ever since U.S. Steel announced its plans around the turn of the Twentieth Century to build its mill along the shores of Lake Michigan, Northwest Indiana has been a unique area. It remains that today and will continue to be so for the foreseeable future.

Section 3: Operational Plans

WorkOne – Region 1 Offices & Hours of Operation

Gary WorkOne (Full Service)

3522 Village Circle
Gary, Indiana 46408
Phone: (219) 981-1520
Mon, Tue, Wed, and Fri: 8:00 am – 4:30 pm
Thu: 10:00 am – 4:30 pm

La Porte WorkOne (Full Service)

Sagamore Center
300 Legacy Plaza West
La Porte, Indiana 46350
Phone: (219) 362-2175
Mon, Tue, Wed, and Fri: 8:00 am – 4:30 pm
Thu: 10:00 am – 4:30 pm

WorkOne of Crown Point (Express)

1166 North Main Street
Crown Point, Indiana 46307
Phone: (219) 661-8985
Mon, Tue, Wed, and Fri: 8:00 am – 4:30 pm
Thu: 10:00 am – 4:30 pm

WorkOne of Knox (Express)

53 West Lake Street
Knox, Indiana 46534
Phone: (574) 772-6882
Mon, Tue, Wed, and Fri: 8:00 am – 4:30 pm
Thu: 10:00 am – 4:30 pm

WorkOne of Morocco (Express)

4117 South 240 West, Suite 400
Morocco, Indiana 47963
Phone: (800) 661-2258
Mon, Tue, and Wed: 8:00 am – 4:30 pm

WorkOne of Valparaiso (Express)

Eastport Centre
3100 Ivy Tech Drive
Valparaiso, Indiana 46383
Phone: (219) 476-4764
Mon, Tue, Thu, and Fri: 8:00 am – 4:30 pm
Wed: 10:00 am – 4:30 pm

Hammond WorkOne (Full Service)

5265 Hohman Avenue
Hammond, Indiana 46320
Phone: (219) 933-8332
Mon, Tue, Thu, and Fri: 8:00 am – 4:30 pm
Wed: 10:00 am – 4:30 pm

Portage WorkOne (Full Service)

AmeriPLEX Commercial Park
1575 Adler Circle, Suite A
Portage, Indiana 46368
Phone: (219) 762-6592
Mon, Tue, Wed, and Fri: 8:00 am – 4:30 pm
Thu: 10:00 am – 4:30 pm

WorkOne of East Chicago (Express)

4818 Indianapolis Boulevard
East Chicago, Indiana 46312
Phone: (219) 398-2601
Mon, Tue, Thu, and Fri: 8:00 am – 4:30 pm
Wed: 10:00 am – 4:30 pm

WorkOne of Michigan City (Express)

344 Dunes Plaza
Michigan City, Indiana 46350
Phone: (219) 872-5575
Mon, Tue, Thu, and Fri: 8:00 am – 4:30 pm
Wed: 10:00 am – 4:30 pm

WorkOne of Rensselaer (Express)

1116 North Van Rensselaer Street
Rensselaer, Indiana 47978
Phone: (219)866-4330
Mon, Tue, Wed, and Fri: 8:00 am – 4:30 pm
Thu: 10:00 am – 4:30 pm

WorkOne of Winamac (Express)

123 North Market Street, Suite 2
Winamac, Indiana 46996
Phone: (574) 946-6300
Tue and Thu: 8:00 am – 4:30 pm

Analyzing Performance of Northwest Indiana’s WorkOne System

The Northwest Indiana Workforce Board reviews and monitors performance reports directly related to Common Measures as a foundation to evaluate the system. However, the NWIWB recognizes the need to evaluate program and systems performance beyond the Common Measures. These additional reports and performance metrics provide a more complete picture of the progress made while providing opportunities to further enhance the system.

Every month, the NWIWB reviews a dashboard of these key metrics. The following indicators are on the dashboard:

- **Number of customer visits** to the WorkOne offices and the purpose of visits
- **Completion, credential, and placement rates** (for the Region and by Service Provider) for customers in training
- **Youth** performance, including **number of enrollments, percent of youth earning a credential, and placement rates into postsecondary education, employment, and the military**, as well as the **Common Measures**
- **Percent of customers** at Intensive level **receiving case management**; and
- **Placement rate for all customer** into unsubsidized employment by service provider

Together, these performance metrics are captured on a monthly, quarterly, and annual basis for each Service Provider and Northwest Indiana – Region 1 as a whole. A one-page dashboard report of job seeker services delivered and attachment with comments from staff of the Regional Operator are reviewed at each meeting of the NWIWB. In addition to individual job seeker metrics, the NWIWB reviews reports from the Business Services Team. These metrics include the number of **businesses served**, the percent of **job orders filled**, and the amount of **outreach activities** performed by the team. Taken as a whole, the job seeker and business services reports provide a total performance snapshot of the Region’s WorkOne system.

Tracking Actual Performance against Performance Goals

The Northwest Indiana Workforce Board employs several methods of tracking actual performance against performance goals. Tracking begins by establishing performance goals for each of the key items on the NWIWB dashboard (see above). These goals are set for the Region as a whole and for each service provider. Targets are set for overall usage of the WorkOne system, the number and percent of customers entering and successfully completing training, the number of customers receiving proper case management, and the Common Measures. On all reports, targets are lined up against monthly and year-to-date actual performance data to show where the Region is meeting, exceeding, or lagging in its progress towards goals for the program year.

Tracking of performance is both routine and collaborative. The process begins with a bi-monthly analysis where the NWIWB and Regional Operator review performance reports. This review includes a monthly and year-to-date comparison of actual performance against progress towards end-of-year goals. Each month, the Regional Operator receives a letter from each service provider where they analyze their own data and discuss strategies to meet key performance targets. The Regional Operator also reviews data for each provider and sends a response letter to address concerns from the provider letter. On a quarterly basis, the Regional Operator hosts an in-person review session with each service provider. These sessions provide an opportunity to collaborate on performance analysis. These quarterly meetings include a comprehensive snap-shot of each provider’s performance in key areas and their contribution to the entire WorkOne System in Northwest Indiana – Region 1.

WIA Adult and Dislocated Worker Services

The WIA Adult and Dislocated Worker Services Matrix can be found as Attachment 2

Determining When WIA Annual Adults Funds shall be Considered “Limited”

The Northwest Indiana Workforce Board begins the process of determining whether WIA Annual Adult Funds shall be considered limited by receiving a request from the staff to the Board. This request is based on monitoring of obligations, expenditure rates and written requests from service providers. Per Regional Guidance PY 01-007, the One Stop Operator can bring a petition to the Board when obligations for either Intensive or Training dollars have reached 50% prior to the final quarter of the program year. The

Northwest Indiana – Region 1’s Local Workforce Investment Plan, Program Year 2011

NWIWB can consider each tier of service as separate funding and enact a priority of service to be put in place for that tier demonstrating the required level of obligation.

Implementation of the priority of service can occur at various stages:

- On both Intensive or Training at the same time
- On Intensive but not on Training
- On Training but not on Intensive; or
- Neither on Intensive or Training

Priority ranking, in accordance with applicable state and federal regulations, is given to TANF recipients, other low income persons interpreted as those who meet the 70% lower living standard, food stamp recipients, and others deemed ‘under-employed,’ including those who fall under the self-sufficiency definition established by the Workforce Investment Board.

Priority Ranking System

To be considered direct service expenditures when the priority ranking system has been invoked for a tier of service, an individual must meet one or more of the characteristics above. Each characteristic translates to one point. Add to this sum to:

- A) 0 if the individual resides outside the State of Indiana; or
- B) 1 point if they are an out of area resident; or
- C) 2 points if they reside within the economic region but 7 county Region; or
- D) 4 points for a resident of the 7 county Region

These final residency characteristics have no value unless an individual has one or more of the initial qualifying conditions.

Priority will then be given to those individuals who have one or more points but cannot be used as a method to exclude targeted and protected categories of individuals. Equal Employment Opportunity and Civil Rights will be observed throughout this entire priority process.

Information Considered when Determining if Criteria is Necessary:

The NWIWB also takes the following factors into consideration when determining priority of service:

- Recent requests for additional WIA funds/discretionary funds for Adult programs
- Transfers of WIA Dislocated Worker Funds into the WIA Adult program within three previous program years; and
- Whether the region has regularly expended over 90% of its WIA Annual Adult Funds

In answer to these criteria, the Region has requested additional WIA Funds within the past year, transferred WIA Dislocated Worker Funds into the WIA Adult program during this time, and regularly expends close to 90% of its WIA Annual Funds. Northwest Indiana – Region 1 expended 88% of WIA Adult Funds in Fiscal Year 2009-2010, 86% in Fiscal Year 2008-2009, and 70% in Fiscal Year 2007-2008. In the current Fiscal Year, Region 1 is on track to expend between 90-95%.

NWIWB Involvement in Determining When WIA Annual Adults Funds are “Limited”

The complete description of how the Northwest Indiana Workforce Board is involved in the process of determining WIA Adult Funds as limited is described above. The One Stop Operator brings a petition to the NWIWB when 50% or more of either Training or Intensive dollars have been obligated prior to final quarter of the program year. The NWIWB then reviews the information and makes a positive determination.

Ensuring Priority of Services to Targeted Populations

When WIA Annual Adult Funds are determined “limited” by the Northwest Indiana Workforce Board, the following special populations are ensured priority of services:

Northwest Indiana – Region 1’s Local Workforce Investment Plan, Program Year 2011

- Veterans and Veteran’s Spouses* - WorkOne of Northwest Indiana – Region 1 follows Indiana Department of Workforce Development policy to ensure priority of service is delivered to veterans and qualified veterans’ spouses. DWD Policy 2009-01 specifically addresses priority of service for this target population. The policy ensures that all activities within the WorkOne Career One-Stop office lead to the identification of eligible veteran customers. It also ensures, when available, these veterans are provided priority in receiving all services. In addition to following DWD Policy, the NWIWB has taken several steps to ensure customers are aware of priority of service for veterans and qualified veterans’ spouses. In the entrance areas of all WorkOne offices, and at Access Points throughout the Region, signage is clearly displayed with a written description of priority of service for these customers. Annually, the Regional Operator conducts on-site monitoring of each WorkOne office. These monitoring visits ensure each office maintains compliance with DWD Policy 2009-01.
- Low Income and Recipients of Public Assistance* – To ensure priority of service is also delivered to low income individuals and recipients of public assistance, Northwest Indiana – Region 1 abides by Regional Board Policy, Priority of Service 01-007. This policy addresses the process for delivery of priority of service to low income individuals and recipients of public assistance when funds are determined “limited.” Like all regional policies, WorkOne staff confirms that they have read and understood the process for priority of service. The regional policies have been reviewed and conform to federal and state policy and guidance on the topic. To ensure proper process has been followed, the Regional Operator conducts on-site monitoring of each WorkOne office. Staff of the Regional Operator checks for compliance with Regional Board Policy 01-007 during site visits.

WIA Youth Services

The WIA Youth Services Matrix can be found as Attachment 3.

WorkOne – Region 1 Youth Staffing

Location	Number of Staff	In School and/or Out of School
Crown Point	1	1 In School and Out of School
East Chicago	2	1 JAG Specialist (In School) 1 Out of School
Gary	6	4 JAG Specialists (In School) 2 JAG Specialists (Out of School)
Hammond	2	1 JAG Specialist (In School) 1 Out of School
Jasper County	½ FTE	1 In School and out of school shared with Newton County
La Porte	2	1 In School and Out of School 1 Youth Coordinator/JAG Program Manager
Michigan City	1	1 In School and Out of School
Newton County	½ FTE	1 In School and out of School shared with Jasper County
Portage	1	1 In School and Out of School
Pulaski County	½ FTE	1 In School and out of school shared with Starke County
Starke County	½ FTE	1 In School and out of school shared with Pulaski County
Valparaiso	1	1 In School and Out of School

Youth Outreach Activities in Northwest Indiana

Northwest Indiana-Region 1 maintains a dedicated team of Youth staff to conduct outreach to target populations and reach out to representatives from secondary and post-secondary education, business, and community-based organizations. Outreach efforts in the Region include marketing of WorkOne services, presentations to potential Youth program participants, recruitment of participants, and enrollment into WIA-Youth programs.

The Northwest Indiana Workforce Board, in its Youth Plan for Program Year 2010, identified specific populations of youth that are the primary targets of youth services in Region 1. These **target populations** include single parents, homeless youth, youth from foster homes, ex-offenders, high school dropouts, and youth with disabilities. The youth team conducts outreach to these populations by leveraging partnerships with organizations that serve the same group. These partnerships are outlined below:

- *Partners serving all youth:* Boys & Girls Club, Ministerial Associations
- *Partners serving single parents:* Family and Social Service Administration (FSSA), Step Ahead, and Head Start
- *Partners serving youth from foster homes:* FSSA
- *Partners serving ex-offenders and homeless youth:* juvenile detention centers and the Salvation Army.
- *Partners serving high school dropouts:* Adult Basic Education centers
- *Partners serving youth with disabilities:* Vocational Rehabilitation

Per the Youth Plan, WorkOne Youth staff conducts outreach visits to these organizations on a quarterly basis.

In addition to the partnerships for targeting these special populations, WorkOne has developed a strong relationship with local school corporations throughout the seven counties of Northwest Indiana – Region 1. Youth team members routinely make presentations at high schools and middle schools to recruit eligible youth for WorkOne programs. These methods of outreach allows our region to serve youth in a variety of programs including Jobs for America’s Graduate (JAG) program, a national program serving at-risk youth currently in six (6) high schools in our Region; Future Works, a scholarship program for youth entering post secondary training; and special programs such as a summer manufacturing camp for middle school students interested in manufacturing careers. In the coming months, the team will transition to a full Youth Council.

Two new projects are under development in the Region that provides further opportunities and resources to conduct outreach. The first is the 21st Century Skills Initiative, a program promoting the skills needed for youth to successfully transition from high school to post-secondary education and/or employment. This program will serve the high school dropout population. The second new project is a pilot program entitled Get into Energy, providing training to youth concentrating in three main energy careers: plant operations, natural gas, and electric lines. This project, funded by the Gates Foundation and others, provides the staff of WorkOne in Region 1 with additional outreach materials.

Ensuring Success of Youth Services

The Northwest Indiana Workforce Board utilizes a number of factors to regularly measure the success of the Youth program and individual service providers on a bi-monthly basis. The main factor is the set of **common measures** for youth: **placement in employment or education, attainment of a degree or certificate, and literacy and numeracy gains**. The NWIWB also reviews the overall management of the youth programs by individual Service Provider. Management covers the following criteria:

- Reaching enrollment goals of youth in the WIA Youth program
- Completion of objectives for each individual youth program; and
- Providing proper case management.

Finally, the NWIWB and staff of the Regional Operator monitors the expenditure of WIA Youth funding for each service provider every month. Northwest Indiana – Region 1 has set a goal of serving youth in an efficient manner by expending at least 90% of all funding within each program year.

Routinely meeting and/or exceeding targets for each of these factors indicates success for the Youth programs in Region 1. To gauge success, the NWIWB and Regional Operator collects performance data on the factors listed above – common measures, management of enrollment, individual youth objectives, and case management, and fiscal performance – on a monthly basis. These metrics are included in the performance dashboard reviewed by the NWIWB at each meeting and provided to individual Service Providers in monthly performance reports.

Other Services

Coordinating Rapid Response between the State and Locally

In the event of a layoff or company closure, staff to the NWIWB initiates contact with the affected company and assembles a Rapid Response Team. If the company has 50 or more workers, an NWIWB staff **notifies the State Rapid Response Team/Dislocated Worker Unit contact**. In some cases, such as when a company has filed a WARN notice with the State of Indiana, the state contact notifies the Regional Operator. In these cases, the staff lead in Region 1 assembles a Rapid Response Team and provides timely updates to the State. Communication between the regional lead and the state contact is ongoing throughout the Rapid Response process and includes phone and e-mail communication.

Coordinating Activities Where a Layoff Involves a Trade Certified Company

The plan for delivering Rapid Response services in Northwest Indiana – Region 1 is built on strong partnerships. Key members of the Rapid Response Team, including a representative of the Business Services Team, select WorkOne staff, and in some cases a representative of a local economic development organization, meet jointly with a company and begin determining the needs of the affected workers. Per the regional plan, an initial meeting with a company occurs within 48 hours of an announced layoff or closure. After this initial meeting, a business support plan is developed. This plan depicts the needs of both the company and the affected workers and provides a general overview of Rapid Response services to be provided. A Business Services Representative remains engaged with the employer while the NWIWB staff lead hands off implementation of services to a Rapid Response team comprised of WorkOne, TAA, and UI staff. This team then provides orientation sessions to the affected workers. These initial sessions include an overview of workforce services including Unemployment Insurance, job search assistance, training, and placement assistance. The affected workers are also given a survey to complete. The survey includes basic demographic information including geographic location, gender, veteran status, and level of educational attainment, as well as any information on services desired by the affected worker. These surveys are divided by geographic location and delivered to a Center Manager in each WorkOne as well as the state contact.

Additional partners including representatives from community colleges, United Way, and community based organizations may also provide services as part of rapid response activities. A recent partnership has also been developed with the Department of Labor’s Employee Benefits Security Administration. This division is responsible for providing information on COBRA benefits, pensions, health plans, and HIPPA. Representatives of the Employee Benefits Security Administration will also participate in Rapid Response orientations with affected workers.

In some cases, such as when a company has filed or plans to file a TAA petition, an overview of TAA services is provided during the orientation session. Once a company is TAA certified, an orientation of TAA services and completion of initial paperwork is completed. TAA staff in the Region then submits the required paperwork to the local DWD manager for approval before submission to the state contact.

Ensuring Coordination of Multiple Programs within WorkOne

The plans for coordinating services and programs at each WorkOne in Northwest Indiana – Region 1 conforms to Department of Workforce Development Policy 2010-13, WorkOne Customer Flow. Region 1 administers Unemployment Insurance, Trade Act, and the Title 38 Veterans Program without additional funding to support these essential services. All WorkOne offices in Region 1 offer Wagner-Peyser, WIA-Adult, WIA-Dislocated Worker, TAA, Youth, and Veterans programs in order to reduce duplication of effort and improve the level of service provided by all WorkOne staff. In addition, there is full integration of DWD management with staff housed at the board office and full participation on the regional leadership team. Region 1 also operates the REA and WPRS programs at several full-service WorkOne offices.

- *Unemployment Insurance*
Unemployment Insurance Specialists in Northwest Indiana – Region 1 are fully integrated into the operations of the WorkOne office. In accordance with DWD Policy 2010-13 and Regional Guidance 2010-02, UI Specialists serve as Resource Specialists, delivering Wagner-Peyser and WIA-Core Level services to any customer of the WorkOne. In addition to their duties as Resource Specialists, UI staff assists clients with tools such as UpLink and Workflow. On occasion, they view a claimant’s file to assist with barriers to receiving UI benefits. To coordinate their efforts with the rest of the Resource Specialists in the WorkOne offices, all UI specialists have been cross-trained to up-sell services to customers, describing the range of WorkOne products and services. By integrating UI Specialists with the rest of the Resource Specialists in the WorkOne offices, Region 1 hopes to decrease the time individual UI claimants go without employment.
- *Trade Act*
All staff of WorkOne in Region 1 has been training on how to coordinate Trade Act services with WIA and other programs. Once a customer has been identified as a displaced workers qualifying for Trade Act services, they are co-enrolled into Wagner-Peyser and WIA Adult and Dislocated Worker programs as appropriate. This co-enrollment includes, but is not limited to, training under WIA Rapid Response and TAA funding streams. This regional practice reinforces the United States Department of Labor (DOL) objective that these workers be provided rapid engagement for services utilizing the first available funding stream.
- *Title 38 Veterans Program (LVER, DVOP)*
Both the Local Veteran Employment Representatives (LVER) and Disabled Veteran Outreach Program (DVOP) staff has specific guidelines under federal law. As such, Northwest Indiana – Region 1 has integrated these veteran staff into the daily operations of WorkOne. After careful alignment with DWD’s WorkOne Customer Flow, DWD Policy 2009-01, Title 38 and VPL-07-10 which outlines federal law, the Regional Operator has integrated both positions into the WorkOne systems. LVERs are assigned to allocate 75% of their time in a role as a Business Services Representative and the remaining 25% as a case manager for eligible veterans. Each DVOP provides intensive services needed to get eligible veterans "job ready." At that point, they refer the veteran to a LVER for job development services, leading to employment.
- *Worker Profiling and Reemployment Services (WPRS) and Reemployment and Eligibility Assessment (REA)*
The Northwest Indiana Workforce Board provides reemployment services as part of UI Profiling under the terms set forth in IWD Policy 2007-22. All individuals selected for reemployment services are enrolled in the Wagner-Peyser program, at a minimum, and are co-enrolled in WIA, Veterans, and TAA programs as applicable. Staff assigned to these programs identifies claimants at risk of exhausting their available UI benefits.

The WPRS and REA programs in Northwest Indiana – Region 1 include three key components: orientation, assessment, and a service plan. The orientation provides information about the assessment, service plan preparation and available reemployment services. During the orientation, participants must also be informed of their responsibility to participate in re-employment services and consequences of non-participation. The assessment includes an interview to determine job interests, job seeking skills, awareness of labor market conditions, job search progress to date, and an evaluation of marketable skills. The final component is the service plan. This preparation of the service plan conforms to the basic plan issued by IWD. Each WPRS and REA participant signs and dates the document along with a WorkOne staff person. One copy is given to the claimant, one is routed to the Regional Profiling Lead, and the original retained by the office preparing the service plan.

Business Services in Northwest Indiana – Region 1

A team of Business Services Representatives has been formed in Northwest Indiana – Region 1 to provide business services. These services, including job recruitment, posting, and skills matching, support and complement the work being done by the Northwest Indiana Workforce Board, Regional Operator, and staff of each WorkOne. The Business Services Team in Region 1 performs two main functions. First, it assists businesses in retaining, enhancing, and expanding employment opportunities for the residents of Northwest Indiana. Secondly, the team coordinates its business services with job seeker services provided at the WorkOne offices by utilizing Indiana Career Connect, the statewide job matching system. The Business Services Team stands at the nexus between labor supply and demand in Northwest Indiana – Region 1.

Focusing on the demand side, the Business Services Team seeks to understand the businesses and industries of Northwest Indiana and the types of workers and skills needed to remain competitive in the 21st Century economy. The team employs an industry focus where each Business Services Representative is an industry expert, well-versed in the trends and language of businesses within their individual target industries. This industry focus allows each team member to access deep networks within their targeted industry, thereby increasing the effectiveness of outreach and job matching initiatives by the entire team. Team members attend industry events, chamber of commerce meetings, and other business-oriented events to build upon their networks. Business Services Representatives in Northwest Indiana – Region 1 coordinate their efforts within the following industry clusters:

- **Advanced Manufacturing and Construction**
- Life Sciences, including **Health Care**
- **Transportation, Distribution, and Logistics;** and
- **Hospitality and Service industries**

Local Veterans Employment Representatives (LVERs) also assist in targeting **Federal Contractors**. These target industries are the same as the ones targeted by local economic development organizations, identified in detail in Section 2, Labor Market Analysis.

Rather than just serving a job order or other specific task, Business Services in Region 1 are intended to be **comprehensive**. The Business Services Team in Northwest Indiana – Region 1 has been trained to provide customized workforce audits and assessments that identify the individual workforce needs of business customers. During a Rapid Response effort, the team assists other WorkOne staff by collecting information from businesses and alerting staff when they detect an opportunity to offer Early Intervention assistance. The Team members are also available to recommend and refer partner agencies that can each assist with unique programs and services to build and broker customized training. These partner agencies include the Indiana Economic Development Corporation, local and state economic development organizations, the Northwest Indiana Small Business Development Centers, Adult Education, and several chambers of commerce in the seven counties of Region 1. Each partner, including the WorkOne Business Services Team, can assist with the unique needs of the employers of Northwest Indiana.

Ensuring Veterans Receive Priority of Service

When a veteran customer enters a WorkOne in Northwest Indiana – Region 1, they will self attest to their veteran status. When this occurs, these individuals receive priority of service, moving to the front of the queue to receive services. If services are delivered beyond the point of self service, verification is requested and services are then delivered by a Veteran Representative. All WorkOne case managers may provide the full range of services to a veteran that would normally be available to any eligible customer. If a veteran customer has verification (DD214) with necessary documentation, they may also be assisted by a Disabled Veterans Outreach Program (DVOP) specialist. DVOPs are available to explain all programs and access services an eligible veteran may require. The eligibility of services is determined at the point of delivery of one-on-one service. Additionally, all WorkOne offices in Region 1 and Access Points have a DOL Veteran Priority of Service sign framed and displayed in the lobby. All new job orders entered into Indiana Career Connect are placed on Veteran Hold for two full business days, a period of time where only Veterans can be immediately matched to job orders. All training opportunities and additional assistance, such as workshops, are given veteran preference as protocol.

Section 4: Key Partnerships

The Key WIB/RWB Partnership Matrix can be found as Attachment 4.

A sample of the Region’s One-Stop Partners’ Memorandum of Understanding can be found as Attachment 5.

Partnering with Economic Development Locally and Statewide

The Northwest Indiana Workforce Board and Regional Operator partner with economic development entities in Northwest Indiana at the individual, organizational, and systems levels. These partnerships begin with deep personal relationship members of the NWIWB and key staff developed over many years with local economic development organizations and local elected officials. These relationships keep the NWIWB abreast of relevant industry trends, new developments, and job opportunities for the customers of WorkOne in the Region.

At the organizational level, the NWIWB and the Regional Operator regularly meets with relevant organizations, boards, and committees. The NWIWB and Regional Operator maintain memberships with local chambers of commerce. Individual NWIWB members serve on the board of directors of the Northwest Indiana Forum, a key regional membership organization representing the voice of private business and economic development in Northwest Indiana. Regional Operator staff also participate in the Forum’s monthly economic development committee meetings and serves on the board of the Porter County Economic Development Alliance. These committees include representatives of local economic development organizations, the Indiana Economic Development Organization, the Port of Indiana – Burns Harbor, the Northern Indiana Public Service Company (NIPSCO), and other groups interested in economic development.

At the systems level, the NWIWB utilizes the Business Services Team to develop close working relationships with local economic development organizations. Individual Business Services Representatives and LEDOs regularly refer customers to each other based on needs identified that can be provided by the partner agency. Staff of the Regional Operator assists by making presentations on the local labor market during site selection visits from prospective new companies. Region 1 staff also provides labor market information to support LEDO requests for information. Finally, the WorkOne Business Services Team in Region 1 has developed marketing materials with labor market facts and figures for business recruitment efforts.

Other players include the Regional Development Authority, the Northwest Indiana Business Roundtable, the Northwest Indiana Small Business Development Center (SBDC), and several institutions of higher education. These colleges and universities include Calumet College of St. Joseph, Ivy Tech Community College – Northwest, Indiana University Northwest, Purdue University Calumet, Purdue University North Central, and Valparaiso University. The Center of Workforce Innovations has developed a strong relationship with all of these partners, participating in regional forums, conferences, and events. Economic development is a profession built on relationships. For this reason, the NWIWB, Regional Operator, and WorkOne – Region 1 Business Services Team have cultivated deep relationships to support economic and workforce development in Northwest Indiana. These relationships have led to job orders for thousands of WorkOne customers and helped to advance the strategic goals of the workforce investment system in Northwest Indiana.

Section 5: Budget

Individual service providers will be selected soon following the selection of the One-Stop Operator.

Monitoring the Annual Budget and Service Provider Budgets in Northwest Indiana

Once budgets are approved, WIB/RWB Fiscal Agent monthly performs desktop monitoring of the Regional Operator (RO) and Service Providers. Desktop monitoring is comprised of comparing expenditures for each grant and program against budgeted amounts. If an amount over the budgeted amount is reported by the RO or Service Provider, the Fiscal Agent rejects the amount over budget and only records the amount up to the budget limit. Discussions with the RO or Service Provider are then held to determine the proper recording/payment of those excess expenditures from local funds or another funding source if applicable.

Financial reports are provided to the WIB/RWB each month showing monthly and yearly expenditures versus budget, revenue and expense reports and balance sheets. Any questions that WIB/RWB members have on the financials are answered at each meeting. In addition, year to date accrued expenditures are recorded on the DWD People Soft system each month. When entering the accrued expenditures, the Fiscal Agent again checks the total region expenditures versus the DWD budget on the People Soft system. Lastly, field monitoring is performed on all Service Providers once a year. Expenditures are sampled, verified and checked for accuracy. A report is created listing any findings, observations or problems. Monitoring reports and responses are written and WIB/RWB members given a copy for their review.

Ensuring Administrative Spending is Kept to a Minimum

During the past 5 years, over \$500,000 a year has been saved in administrative and overhead costs in Northwest Indiana – Region 1. These savings have occurred through utilizing one entity to administer the services for all seven counties. The inclusion and integration of oversight for all workforce programs instead of just the programs funded through the Workforce Investment Act; common and unified marketing of WorkOne through the WIB/RWB rather than individual providers or programs; and the localization of all information technology functions and support which in itself has saved \$150,000 a year will continue to be the standard in Region 1.

As we look at further reductions in funding, we intend to limit the number of service providers being used in Region 1. This will reduce overhead and increase the amount of dollars available to dedicate to service delivery. In addition, the Northwest Indiana Workforce Board has asked its fiscal agent to further analyze the cost effectiveness of having one entity cover all functions of WIB responsibility (staffing, one-stop operator, and service delivery).

To build capacity and collaborations between partner agencies, the Center of Workforce Innovations and the NWIWB have established 22 Access Points (and counting) throughout the seven counties of Region 1. Access Points serve as remote locations where residents can find information on career searches, learn about training opportunities, and become familiar with other services of WorkOne. If reductions in funding necessitate a reduction in the number of WorkOne offices in Region 1, Access Points can serve as service delivery sites for some essential WorkOne services.

Finally, the NWIWB utilizes technology to create greater efficiency within the system. The NWIWB believes technology allows staff to function at their highest level. Information technology allows front-line WorkOne staff to communicate with the One-Stop Operator regularly and clearly, eliminating potential problems before they can become serious issues. State-of-the-art web-based technologies also allow staff to offer additional career assistance services to customers, increasing the amount of customers each staff can serve. The efficiencies described above – reduction in service providers, development of

Access Points, and utilization of technology – are effective strategies the NWIWB employs to minimize use of limited administrative funds.

Utilizing WIA Administrative Funds

While the NWIWB does not plan to hire staff, the board began the process of procuring, based on policy and guidelines an entity to support their work and to serve as the One-Stop Operator or Regional Operator as referenced by DWD. Administrative funds for staffing directly relate to supporting the workforce system will be evaluated during this review of applications and the expectations will include justification for each position. In addition, salary considerations for key positions will be evaluated based on comparable positions in the region and in the workforce field based on years of experience.

Travel costs will be significantly reduced next year due to investments made in web-based technology. This technology will allow staff to communicate among and between the field and WIB/One Stop Operator. This will limit travel expenses for in-house training and meetings and will also provide for additional training to be provided to support staff capacity building at WorkOne sites.

Outreach and communication costs will be focused on approaches needed for specific target group recruitment and to build credibility of the system in conjunction with marketing being managed by DWD for employer recruitment and investment in the system.

6) Governance and Structure

Consulting with the Public in the Development of This Plan

On March 29th, the Northwest Indiana Workforce Board posted the draft of the plan on the Regional WorkOne website (<http://www.gotoworkonenw.com/>) and notified local elected officials, representatives of business organizations and economic development groups of interest in receiving input and public comment on the plan. In total, 225 individuals were e-mailed the Local Workforce Investment Plan. Additionally, local elected officials were contacted directly at Town Council, City Council, and other public meetings. The draft plan was described to these individuals and comments were incorporated into the final plan.

The Role of Local Elected Officials in the Governance and Implementation of WIA Programs

According to DWD Policy 2010-09, Change 1, the Chief Elected Official in each workforce service area is authorized to appoint the members to the workforce investment board for the area, in accordance with state criteria established under the Workforce Investment Act. The local elected officials in Northwest Indiana have formed a regional body of County Local Elected Officials (CLEO) with a representative from each of the seven counties. The representative of the county has been endorsed by the mayors and town councils as their spokesperson. This Council has proposed a WIB – CLEO agreement which specifies the roles and functions of each body which it expects the new WIB to endorse as the transitional WIB has done. The CLEO’s will receive performance, monitoring, and audit reports of the WIB and the WorkOne system. Local elected officials will receive information and reports on the progress of the WorkOne system quarterly and will be included in general communications on workforce development.

Chief Local Elected Official: Russ Collins of Newton County

The Chief Local Elected Official in Northwest Indiana – Region 1 is Russ Collins, County Commissioner from Newton County.

Assumption of Liability for the Misuse of WIA Funds

Each member county’s share of disallowed expenses shall be determined by dividing the populations of said county by the total population of all participating counties. The County Local Elected Officials have agreed to share the liability.

Northwest Indiana – Region 1 Fiscal Agent

The Chief Elected Official and County Local Elected Officials have selected the Center of Workforce Innovations to serve as their fiscal agent:

Organization: Center of Workforce Innovations

Address: 2804 Boilermaker Court, Suite E

Telephone Number: (219) 462-2940

E-mail Address: lwolo@innovativeworkforce.com

Nomination and Selection Process for Appointing Members to the Workforce Investment Board

The County Local Elected Officials have agreed to appoint a 33 member board in compliance with the federal regulations stipulated in the Workforce Investment Act as well as the policy of the Department of Workforce Development. 10 of the members will be from or represent Lake County Business, organizations, or community leaders, 13 members will be from or represent Porter/Laporte and 10 members from Newton, Jasper, Starke, and Pulaski combined.

Business Representation on the Northwest Indiana Workforce Board

Using the available workforce data (see Section 2), business representation on the Northwest Indiana Workforce Board consists of representatives from businesses in one of two categories, based on size of

business in terms of total employment. Within each category, Board members can represent the following industry groups:

Business Size Category	Criteria	Representatives on NWIWB	Maximum Number of Representatives per Industry
Large Businesses	50 or more employees	9	Health Care (2), Manufacturing (2), Transportation, Distribution, and Logistics (1), Financial (1), Utilities (1), and Professional/Scientific (1)
Small Businesses	5 to 49 employees	8	Health Care (1), Manufacturing (2), Retail Trade (1), Construction (1), and Management (1)

The maximum number of representatives per industry serves as a limit, not a minimum requirement. The maximum allows for a diverse representation of the Region’s industry makeup.

Bylaws of the Northwest Indiana Workforce Board

All required components of the WIB Bylaws are included in the Northwest Indiana Workforce Board Bylaws.

Support and Administrative Staff to the Northwest Indiana Workforce Board

The organization to support the NWIWB will be finalized in May. Proposals are expected by May 2nd, and support and administrative staffing will be selected thereafter. An organizational chart will be submitted to DWD in May after a support organization is identified and staffing of the WIB is finalized.

Northwest Indiana – Region 1’s One-Stop Operator, its Roles and Responsibilities

The One-Stop Operator will be competitively procured and at this point is unknown. The responsibilities include serving as the “management company” for regional service delivery, managing the procurement process for selection of service providers, ensuring coordination of services, implementing the NWIWB and Governor’s vision for the system, providing technical assistance and capacity building, ensuring program implementation for new programs identified by the WIB and DWD, reporting performance to the NWIWB, providing IT infrastructure and support to the system, ensuring that data collection is being done by providers and the system is using information systems deemed by the state.

Assigning WIA Services and Activities in Northwest Indiana – Region 1

The functions of One-Stop Operator, WIA Youth Service Provider(s), WIA Adult Service Provider(s), and WIA Dislocated Worker Service Provider(s) will be selected through a competitive procurement process. While this work has not been started as yet, it will be completed by July 1 and will follow a standard procurement process. The expectations and criteria for selection will be identified, a Request for Proposal will be issued and announced, companies will be notified, proposals received will be reviewed and rated and the best rated and suited organizations will be selected.

Monitoring of Services and Activities

The NWIWB, through its representative, manages a desktop monitoring monthly, a quarterly formal face-to-face meeting with the WIA service provider, and an on-site monitoring once a year. Strengths and weaknesses will be shared with providers monthly. Non-compliance issues will be reported immediately with an expectation and confirmation of corrective action within 10 business days.

Eliminating Real and Perceived Conflicts of Interest

The NWIWB members will sign a conflict of interest statement annually stipulating any potential conflicts they may have. At any meetings where a conflict or perceived conflict occurs, the member is required to recuse themselves from voting which is then documented in the minutes. The NWIWB by laws stipulated these conditions.

Section 7: Program Contact Persons and Signature Page

The name and contact information of the Northwest Indiana Workforce Board’s primary contact persons for the following programs are below:

- WIA Adult and Dislocated Worker Program: David Blumenthal
- WIA Youth Programs: Tamara Stump
- Fiscal management: Sue Bublitz
- Electronic/Information systems: Miche Grant
- Data collection/performance: Miche Grant
- WIA Equal Opportunity Officer: Tamara Stump
- WIA program complaints: Robyn Minton

The Local Workforce Investment Plan must be signed and dated (see Attachments 7 and 8):

The Northwest Indiana Workforce Chairperson has signed the plan. In addition, the Transitional WIB Chairperson has also signed the plan.

- WIB Chair: Judy Stanton
- Transitional WIB Chair: Gary Miller

The Chief Elected Official has signed the plan:

- Chief Elected Official: Russ Collins

Attachments

- 1) WIB/RWB Demand Occupations policy and list
- 2) WIA Adult and Dislocated Worker Services Matrix
- 3) WIA Youth Services Matrix
- 4) Key WIB/RWB Partnership Matrix
- 5) Copy of One-Stop Partners’ Memorandum of Understanding (MOU)
- 6) WIB or RWB Budget and Service Provider Budget
- 7) Copy of Local Elected Officials’ Agreement
- 8) Copy of County Chief Elected Officials’ Agreement
- 9) Copy of WIB/RWB Bylaws
- 10) Executive Compensation

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	
Core Services	Orientation Workshop	•Frequency: 22 times per week •Delivery Mechanism: On-line, recorded, and face-to-face •Objective: Instruct customers on services available at WorkOne •Anticipated Learning Outcomes: Customers will utilize full range of services available through WorkOne	1.7%	0.2%	Wagner-Peyser*	5,242	582	100
	Resume Workshop	•Frequency: 22 times per week •Delivery Mechanism: Face-to-face •Objective: Customers will learn of key attributes of effective resumes and applications of different formats •Anticipated Learning Outcomes: Customers will increase the number of resumes created in Indiana Career Connect and interviews with potential employers	1.7%	0.2%	Wagner-Peyser*	5,242	582	40
	Interviewing Workshop	•Frequency: 22 times per week •Delivery Mechanism: Face-to-face •Objective: Customers will learn of and practice effective interviewing techniques •Anticipated Learning Outcomes: Customers will improve their placement rate through effective interviews	1.7%	0.2%	Wagner-Peyser*	5,242	582	40
	Career Interest Workshop	•Frequency: 18 times per week •Delivery Mechanism: Face-to-face •Objective: Assist customers on developing clear career goals and objectives •Anticipated Learning Outcomes: Customers will show an interest in one or more career pathways and begin research on employment opportunities	1.0%	0.1%	Wagner-Peyser*	2,995	333	55
	Job Search Workshop	•Frequency: 22 times per week •Delivery Mechanism: Face-to-face •Objective: Customers will learn of methods for conducting an effective job search •Anticipated Learning Outcomes: Increases in referrals to job orders in Indiana Career Connect and through other methods	1.7%	0.2%	Wagner-Peyser*	5,242	582	50
	UI Workshop	•Frequency: 8 times per week •Delivery Mechanism: Recorded, on-line, and face-to-face •Objective: Customers will learn about UI process and how to use UpLink •Anticipated Learning Outcomes: Less wait-times for UI Claims Issues	0.5%	0.1%	Wagner-Peyser*	1,498	166	12
	Healthy Lifestyles Workshop	•Frequency: 5 times per week •Delivery Mechanism: Face-to-face •Objective: Customers will learn of the importance of living a healthy lifestyle on and off the job •Anticipated Learning Outcomes: Improved placement and retention rates	0.3%	0.0%	Wagner-Peyser*	936	104	20
	Digital Literacy Workshop	•Frequency: 15 times per week •Delivery Mechanism: Face-to-face and on-line •Objective: Customers will learn of the basic uses for computers in the workplace •Anticipated Learning Outcomes: Higher usage of Indiana Career Connect and Increased employability skills	0.8%	0.1%	Wagner-Peyser*	2,621	291	20
	Financial Literacy Workshop	•Frequency: 5 times per week •Delivery Mechanism: Face-to-face •Objective: Customers will learn about the basics of budgeting and managing money •Anticipated Learning Outcomes: Decreased use of supportive services, public assistance	0.3%	0.0%	Wagner-Peyser*	936	104	30
	Work Readiness Workshop	•Frequency: 18 times per week •Delivery Mechanism: Face-to-face •Objective: Instruct customers on the roles of communication, teamwork, business etiquette, customer service, and other work readiness skills in the workplace •Anticipated Learning Outcomes: Increased retention rates	1.0%	0.1%	Wagner-Peyser*	2,995	333	52
Other Core Services	• MindLeaders • KeyTrain • Informational Packet	3.6%	0.3%	Wagner-Peyser*	9,000	1,000	0	

WIA Adult and Dislocated Worker Service Matrix

Intensive Services	Case Mgmt	<ul style="list-style-type: none"> • 38.5 FTEs* • Case Managers will be responsible for administering skills assessments; informing customers of career and academic choices; providing guidance on beginning an academic and career plan; recording case notes and entering services into a case management database, maintaining contact with customers, and referring customers to appropriate job orders 	11.8%	1.3%	Regional DWD staff are supported through a combination of Wagner-Peyser, WIA, TAA, LVER/DVOP, and UI funding	3,600	400	100
	Counseling	<ul style="list-style-type: none"> • 4 FTEs • Academic and Career Counselors will be responsible for reviewing and completing Academic and Career Plans with customers, counseling customers on appropriate academic and career choices; interpreting the results of skills assessments; and maintaining contact with academic institutions throughout the Region 	11.8%	1.3%	Regional DWD staff are supported through a combination of Wagner-Peyser, WIA, TAA, LVER/DVOP, and UI funding	3,600	400	100
	Prevocational Training	<ul style="list-style-type: none"> • Adult Education/GED Preparation: Job seekers without a GED are at a disadvantage in the job market. Region 1 issues vouchers for students to attend Adult Education centers to prepare for and earn their GED. 	6.8%	0.8%		716	80	6
	Intensive-Level Workshops	<ul style="list-style-type: none"> • Title: Job Club • Frequency: 14 times per week • Delivery Mechanism: Face-to-face • Objectives: Customers will create networks with other job-ready customers and maintain employability skills throughout the job search process • Anticipated Learning Outcomes: Increased networking skills 	6.8%	0.8%		2,246	250	0
	Veterans Workshop	<ul style="list-style-type: none"> • Title: Veterans Workshop • Frequency: 4 times per week • Delivery Mechanism: Face-to-face • Objectives: Eligible veterans are provided with veteran specific information regarding their veterans benefits, veterans preference, job search, resume, and interview preparation • Anticipated Learning Outcomes: Increased networking skills, knowledge of veterans resources 	2.3%	0.3%		749	83	0

WIA Adult and Dislocated Worker Service Matrix

Training	ITAs	Eligible customers receiving an ITA are provided with no more than \$3000.00 per year for up to 2 years for each individual to support Occupational Skills Training. Customers must receive training or education from an eligible training provider and only for an occupation deemed in demand by the Northwest Indiana Workforce Board.	15.6%	1.7%	Total number of ITA services includes customers in training funded by Trade Act	180	20	30
	OJT	Eligible customers in an OJT must work for an eligible company earning at least \$10 per hour and can receive a subsidy for time spent in training for up to 6 months at a maximum of \$6,000.00 per year.	3.9%	0.4%	Total number of OJT services includes customers in training funded by Trade Act	0	50	0
Other Activities or Programs	Supportive Services	Customers may receive up to \$1,000.00 per year for assistance with utilities, transportation, work apparel, books for school, or other eligible school supplies.	5.2%	0.6%		180	20	24
	Business Services	Region 1 has a business services team of 7 FTEs, including Business Services Representatives and LVERs dedicated to providing businesses with assistance in placing job orders, screening resumes, developing work experience opportunities for youth, and referrals to outside agencies (SBDC, Economic Development, etc.).	1.9%	0.2%				
	Staff Development	Region 1 has a dedicated DWD-Training Liaison that provides professional development opportunities to staff on a monthly basis. The Training Liaison works with Center Managers to identify staff development needs and then deliver services. Additionally, staff utilize on-line learning through MindLeaders, Indiana Career Connect instructional videos, and other no-cost resources.	0.6%	0.1%				
	Other	• None						
Totals	Total Core Services		14.3%	1.5%		41,949	4,659	419
	Total Intensive Services		39.5%	4.5%		10,911	1,213	206
	Total Training Services		19.5%	2.1%		180	70	30
	Total Other		7.7%	0.9%		180	20	24
	Grand Total		81.0%	9.0%	\$0	53,220	5,962	679

Notes

- 1 Wagner-Peyser funds will be utilized to provide 80% of Core Services
- 2 104 Case Manager FTEs includes 61 Career Advisors and 43 Resource Specialists
- 3 WIA Allocation includes Program costs only, Administration costs have been previously deducted.

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)	JAG is a school-to-career transition program for in-school and out-of-school (drop-out) youth ages 16 - 21 who face barriers to education. Currently, Region 1 operates 6 in-school and 2 out of school programs. At present, there are no plans for expansions.	X		X	X	X	X	X	X	X	X	X	20.9%	4.7%	• Major Opportunities will provide INDOT funding to support JAG and non-JAG youth participants.	250	90
Employment Programs	JAG and non-JAG programs provide work-based learning experiences (year-round and summer) that will lead to career advancement opportunities or enrollment in post-secondary institutions.			X	X	X	X	X	X	X	X	X	14.1%	13.0%	None	86	79
Adult Education Programs	Youth and Adult Basic Education programs are linked through two-way referrals by Youth Staff, Adult Staff, and/or ABE providers. JAG and non-JAG participants use the expertise and services of the local Adult Basic Education program to regain lost credits (CAO), obtain adult secondary credits, or prepare for the GED. The goal for attainment of GED/HSD is 60% of participants.	X				X	X	X	X	X	X	X	1.5%	5.6%	None	32	102
Scholarships	Mini-scholarships will be offered to provide financial support, an incentive to participate in college tours, service learning, and/or career exploration/academic camp opportunities and experiences.				X	X	X	X	X			X	1.3%	1.3%	None	20	20
Workshops	JAG students will participate in the Region 1 WorkOne WorkReady workshops at the nearest WorkOne offices (all offices in Region 1, including Full Service and Express, offer these workshops). Also guest speakers from the business and academic communities will provide additional workshops. Non-JAG Out of School Participants will attend workshops at the WorkOne as appropriate.	X					X					X	8.1%	9.5%	None	168	198
Other Programs	Youth Occupational Skills Training	X				X	X	X		X	X		3.3%	6.7%	None	15	30
Totals												49.3%	40.7%		571	519	

Notes

1 WIA Allocation include Program costs only. Administration costs have been previously deducted.

Key Workforce Investment Board Partnerships

Name of Partner	Description of Partnership	Shared Customers/Interests
Northwest Indiana Forum	<ul style="list-style-type: none"> • Staff of the Northwest Indiana Workforce Board serve on the Forum's Executive Board • Staff of the NWIWB serve on the Forum's Economic Development Committee • Work collaboratively to support economic development efforts in 6 of 7 counties in EGR 1 (Jasper, Lake, La Porte, Newton, Porter, and Starke Counties) 	<ul style="list-style-type: none"> • Economic development • Business recruitment, attraction, and retention
Indiana Economic Development Corporation	<ul style="list-style-type: none"> • NWIWB supports economic development by providing workforce development services to eligible employers • Provides labor market information for business attraction and recruitment efforts 	<ul style="list-style-type: none"> • Business recruitment, attraction, and retention
Northwestern Indiana Regional Planning Commission	<ul style="list-style-type: none"> • Staff of the NWIWB serves on NIRPC Executive Board • Participates in regional transportation, environmental, and urban planning 	<ul style="list-style-type: none"> • Transportation, environmental, and urban planning
Northwest Indiana Small Business Development Corporation	<ul style="list-style-type: none"> • Supports small business development through WorkOne business services 	<ul style="list-style-type: none"> • Small business development
Regional Development Authority	<ul style="list-style-type: none"> • Provides research and analysis for RDA's infrastructure development foci 	<ul style="list-style-type: none"> • Economic Development
Regional Bus Authority	<ul style="list-style-type: none"> • RBA provides access to employment for customers of WorkOne 	<ul style="list-style-type: none"> • Transportation for low income and disabled individuals and the elderly
Northwest Indiana Quality of Life Council	<ul style="list-style-type: none"> • Staff of the NWIWB serves on QLC's board of directors 	<ul style="list-style-type: none"> • Community development • Economic development
Northwest Indiana Business Roundtable	<ul style="list-style-type: none"> • Staff of the NWIWB serves on the NWIBRT Education Committee 	<ul style="list-style-type: none"> • Business development • Career and college readiness of youth
Calumet College of St. Joseph	<ul style="list-style-type: none"> • Post-secondary education for customers of WorkOne 	<ul style="list-style-type: none"> • Education
Ivy Tech Community College - Northwest	<ul style="list-style-type: none"> • Post-secondary education for customers of WorkOne 	<ul style="list-style-type: none"> • Education
Indiana University Northwest	<ul style="list-style-type: none"> • Signed MOU as representative of Post Secondary - Carl Perkins • Post-secondary education for customers of WorkOne 	<ul style="list-style-type: none"> • Education • Economic Development
Purdue University Calumet	<ul style="list-style-type: none"> • Post-secondary education for customers of WorkOne 	<ul style="list-style-type: none"> • Education • Economic Development
Purdue University North Central	<ul style="list-style-type: none"> • Signed MOU as representative of Post Secondary - Carl Perkins • Post-secondary education for customers of WorkOne 	<ul style="list-style-type: none"> • Education • Economic Development
Valparaiso University	<ul style="list-style-type: none"> • Post-secondary education for customers of WorkOne 	<ul style="list-style-type: none"> • Education • Economic Development
Porter County Economic Development Alliance	<ul style="list-style-type: none"> • Staff of the NWIWB serves on the PCEDA committee • PCEDA supports career awareness and workforce development initiatives in Porter County 	<ul style="list-style-type: none"> • Economic Development • College and career readiness of youth
Valparaiso Economic Development Corporation	<ul style="list-style-type: none"> • Provides labor market information in support of economic development efforts 	<ul style="list-style-type: none"> • Economic development

Key Workforce Investment Board Partnerships

Crossroads Regional Chamber of Commerce	<ul style="list-style-type: none"> • NWIWB and Regional Operator holds membership in chamber of commerce 	<ul style="list-style-type: none"> • Business, economic, and community development
Duneland/Chesterton Chamber of Commerce	<ul style="list-style-type: none"> • NWIWB and Regional Operator holds membership in chamber of commerce 	<ul style="list-style-type: none"> • Business, economic, and community development
Gary Chamber of Commerce	<ul style="list-style-type: none"> • NWIWB and Regional Operator holds membership in chamber of commerce 	<ul style="list-style-type: none"> • Business, economic, and community development
Lakeshore Chamber of Commerce	<ul style="list-style-type: none"> • NWIWB and Regional Operator holds membership in chamber of commerce 	<ul style="list-style-type: none"> • Business, economic, and community development
La Porte Chamber of Commerce	<ul style="list-style-type: none"> • NWIWB and Regional Operator holds membership in chamber of commerce 	<ul style="list-style-type: none"> • Business, economic, and community development
Michigan City Area Chamber of Commerce	<ul style="list-style-type: none"> • NWIWB and Regional Operator holds membership in chamber of commerce 	<ul style="list-style-type: none"> • Business, economic, and community development
Portage Chamber of Commerce	<ul style="list-style-type: none"> • NWIWB and Regional Operator holds membership in chamber of commerce 	<ul style="list-style-type: none"> • Business, economic, and community development
Valparaiso Chamber of Commerce	<ul style="list-style-type: none"> • NWIWB and Regional Operator holds membership in chamber of commerce 	<ul style="list-style-type: none"> • Business, economic, and community development
Crown Point High School	<ul style="list-style-type: none"> • Developing new methods of assessing students for college and career readiness 	<ul style="list-style-type: none"> • College and career readiness of youth
Lake Ridge High School	<ul style="list-style-type: none"> • Collaborating on New Tech High School model • Signed MOU to provide Adult Education services 	<ul style="list-style-type: none"> • College and career readiness of youth • Adult Education
Gary Area School Corporation	<ul style="list-style-type: none"> • Signed MOU to provide Adult Education services • Developing new methods of assessing students for college and career readiness 	<ul style="list-style-type: none"> • College and career readiness of youth • Adult Education
Hobart High School	<ul style="list-style-type: none"> • Developing new methods of assessing students for college and career readiness 	<ul style="list-style-type: none"> • College and career readiness of youth
Lowell High School	<ul style="list-style-type: none"> • Developing new methods of assessing students for college and career readiness 	<ul style="list-style-type: none"> • College and career readiness of youth
Portage High School	<ul style="list-style-type: none"> • Developing new methods of assessing students for college and career readiness 	<ul style="list-style-type: none"> • College and career readiness of youth
La Porte High School	<ul style="list-style-type: none"> • Signed MOU to provide Adult Education services • Developing new methods of assessing students for college and career readiness 	<ul style="list-style-type: none"> • College and career readiness of youth • Adult Education
East Chicago Central High School	<ul style="list-style-type: none"> • Developing new methods of assessing students for college and career readiness • Supports adult education for high school dropouts 	<ul style="list-style-type: none"> • College and career readiness of youth • Adult Education
School City of Hammond	<ul style="list-style-type: none"> • Signed MOU to provide Adult Education services • Developing new methods of assessing students for college and career readiness 	<ul style="list-style-type: none"> • College and career readiness of youth • Adult Education
Merrillville High School	<ul style="list-style-type: none"> • Signed MOU to provide Adult Education services • Developing new methods of assessing students for college and career readiness 	<ul style="list-style-type: none"> • College and career readiness of youth • Adult Education
Michigan City High School	<ul style="list-style-type: none"> • Signed MOU to provide Adult Education services • Developing new methods of assessing students for college and career readiness 	<ul style="list-style-type: none"> • College and career readiness of youth • Adult Education

Key Workforce Investment Board Partnerships

Oregon-Davis High School	<ul style="list-style-type: none"> Developing new methods of assessing students for college and career readiness 	<ul style="list-style-type: none"> College and career readiness of youth
JobWorks	<ul style="list-style-type: none"> JobWorks provides WIA Services in Northwest Indiana - Region 1 	<ul style="list-style-type: none"> Workforce development
KV Works	<ul style="list-style-type: none"> KV Works provides WIA Services in Northwest Indiana - Region 1 	<ul style="list-style-type: none"> Workforce development
National Able	<ul style="list-style-type: none"> National Able provides WIA Services in Northwest Indiana - Reigon 1 Provider of Title V Older Worker Services 	<ul style="list-style-type: none"> Workforce development
Workforce Development Services	<ul style="list-style-type: none"> WDS provides WIA Services in Northwest Indiana - Region 1 	<ul style="list-style-type: none"> Workforce development
Michigan City Housing Authority	<ul style="list-style-type: none"> Signed MOU 	<ul style="list-style-type: none"> Low income/unemployed adults and youth
Portage Township Schools - PAE	<ul style="list-style-type: none"> Signed MOU 	<ul style="list-style-type: none"> Adult Education
Experience Works	<ul style="list-style-type: none"> Experience Works administers a Title V Older Worker program in Northwest Indiana - Region 1 	<ul style="list-style-type: none"> Older workers workforce development
Porter County Education Interlocal	<ul style="list-style-type: none"> Signed MOU to provide Adult Education services 	<ul style="list-style-type: none"> Adult Education
Lake County Prosecutor	<ul style="list-style-type: none"> Signed MOU to receive referral and joint case-management of customers 	<ul style="list-style-type: none"> Unemployed fathers
Putting U in the Community	<ul style="list-style-type: none"> Signed MOU 	<ul style="list-style-type: none"> Workforce development
Northwest Indiana Community Action Corporation	<ul style="list-style-type: none"> Signed MOU 	<ul style="list-style-type: none"> Workforce development

MEMORANDUM OF UNDERSTANDING

Between

A Partner of Economic Growth Region (EGR) 1 WorkOne System

&

The Regional Operator for EGR 1



PURPOSE: This Memorandum of Understanding (MOU) defines the manner in which organization will participate as a partner in the One-Stop Career and Job Placement System referred to as WorkOne. This partnership with The Center of Workforce Innovations, Inc. (CWI), acting as the Regional Operator on behalf of the Northwest Indiana Workforce Board, is intended to benefit the employers and citizens in our communities.

PERIOD: This Memorandum of Understanding begins 07/01/10 and ends on 6/30/12 unless circumstances arise that either party sees fit to modify or cancel the terms of this agreement.

PROVISIONS OF SERVICES: The signatory agencies commit themselves to participate as an official partner in the area's one-stop system. Planning, day-to-day operations and services for the WorkOne Region 1 system fall under the jurisdiction of the Regional Operator and include at a minimum the following expectation and services:

WorkOne Region 1 System Expectations are to:

- Maximize access points for workforce development, economic development, technology assistance, education, and other resources;
- Leverage services between partners to decrease duplication and increase quality and quantity of services to customers;
- Maintain high customer/employer satisfaction ratings with the "system";
- Support the transition of existing workers or dislocated worker into self-sufficient employment;
- Provide career counseling and labor market information for all job seekers and job changers;
- Provide quality support to all employers on screening, hiring and training;
- Ensure that information on current and future jobs is readily available to all consumers;
- Provide information on workers, both in the form of prospective applicants and as general local labor market information, to all employers;
- Have easily accessible consumer information on education and training providers;
- Create collaborative funding strategies for education and training services for job seekers and incumbent workers.
- Recognize an organizational interface with a single data system whereby One Stop services can be recorded and tracked without requiring duplication on the part of shared job seeker or employer.
- Produce work ready customers

Referral of Clients:

Individuals will be referred for appropriate services and activities between the WorkOne or Express and the partner using a standardized process and the following approaches:

**CONFIDENTIALITY WILL BE MAINTAINED BASED ON PARTNER'S
CONFIDENTIALITY GUIDELINES**

Referral Card _____ Telephone _____ E-Mail _____
In-person _____ Other: _____

Support for the WorkOne Region 1 System:

CWI as the Regional Operator will assist the partner to be successful by the following methods:

- Recognize the partner group and their services as an official part of this system.
 - Acknowledge and encourage the proper training needed for staff working within the system.
 - Review requests for policy development, resource needs, and new program ideas as generated by the partners.
 - The CWI staff will provide ongoing monitoring activities to ensure that WorkOne Region 1 system outcomes are being achieved and customer satisfaction levels remain strong.
 - CWI will forward any resource opportunities that could expand or enhance the work of the WorkOne Region 1 system.
 - CWI will support any special initiatives established by local partner groups proven to enhance the existing system.
 - Other specify:
-

The PARTNER will assist CWI and WorkOne Region 1 System to be successful by the following:

- The WorkOne Region 1 system and services will be promoted to users of the partner's services.
 - The partner will refer applicants for WorkOne Region 1 services through the use of an agreed upon standard information form, assist in their registration and minimize duplication of process from one partner's service to another. The partner will participate in cross informing, providing training to other partners, and engage other activities that are mutually beneficial to WorkOne Region 1 clientele.
 - The partner will bring to the WorkOne Region 1 system agreed upon resources in the form of offsetting any specific costs it incurs as partner of this system, provide support, and share resources to minimize duplication.
 - List any specific resources or funds the partner intends to provide to the local WorkOne Region 1 system:
-

OPERATING AND SHARED COSTS:

- The partner agrees that if it incurs costs associated with participation as a partner it will cover those costs with existing funds. For example meeting participation, delivery of services, or engaging in activities agreed upon by the local partner group will not be billed to the WorkOne system. Any allocation of cost will be based on the appropriate OMB circulars or other funding rules that govern the partner.
- Any costs associated with co-location in the WorkOne or Express office will be discussed and negotiated through a separate agreement with the lease-holder of that office.
- Specific operating costs covered by the partner either direct or in kind are noted below:

✓

PERFORMANCE EXPECTATIONS:

- The partner agrees to submit to the Regional Operator and or designee data from its respective program(s) that apply to WIA system standards and or common measures set forth by the Federal, State or the Regional Workforce Board. This information includes but is not limited to: employment information, retention information, wages, credentials, satisfaction results, state/federal system standards, and any locally developed standards set forth by the CWI.
- Partners will share information regarding the number of joint referrals, successes, and cycle time. All outcomes will be collected and reported to the Regional Workforce Board.

MODIFICATIONS AND PROBLEM-SOLVING:

This Memorandum of Understanding is entered into between the partners effective the date on page 1. The term of this document shall be continuous for up to a two-year period.

This MOU may be reviewed and amended at any time providing both parties agree in writing to changes proposed. A modification request made by one party must be responded to within 90 days.

Either party may withdraw from this Memorandum of Understanding by giving written notice of intent to withdraw at least ninety (90) calendar days in advance of the effective withdrawal date.

Either party may call a meeting to discuss and resolve any differences that may arise either as a partner or in the context of offering joint services.

EQUAL OPPORTUNITY AND NONDISCRIMINATION OBLIGATIONS:

Equal Opportunity Assurances

The parties to this agreement will assure that it will fully comply with the nondiscrimination and equal opportunity provisions of Section 188 of WIA and its implementing regulations at 29 CFR Part 37. These regulations prohibit discrimination because of race, color, religion, sex, national origin, age disability, or political affiliation or belief in both participation and employment. In the case of participants only, it prohibits discrimination based on citizenship, or his or her participation in any WIA Title I-financially assisted program or activity.

Discrimination Complain Procedures

The parties to this agreement will assure those complaints alleging discrimination on any of the above bases will be processed in accordance with 29 CFR Part 37.76 and related sections. The Department of Workforce Development will issue a revision to the complain procedure policy (DWD Communication 99-20) developed pursuant to this section and approved by the U.S. Department of Labor's Civil Rights Center. The revision will provide detailed instructions on the specific steps to be followed in processing discrimination complaints in the WorkOne Region 1 systems.

Accessibility and Reasonable Accommodation

Pursuant to 29 CFR Part 37.7 through 37.10, the parties to this agreement will assure that the following is provided in the WorkOne Region 1 delivery systems:

- a. Facilities and programs are architecturally and programmatically accessible;
- b. Reasonable accommodations for individuals with disabilities;
- c. The method of which costs will be allocated for making reasonable accommodation will relate to the direct program involvement of the individual making the request.

Obligation to Provide Notice

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.

Inclusiveness

“The Center of Workforce Innovations’ believes that people of diverse backgrounds and circumstances can join together in accomplishing our mission. To make Northwest Indiana a better place for all, CWI will continue to respect people whose circumstances or characteristics are different from our own. We shall be an agent for economic growth by enhancing workforce development opportunities for all in order to have a globally competitive, skilled, adaptable, motivated and diverse workforce.”

WIA SERVICES RECOGNIZED BY COMPONENT

The chart below lists all services that are generally provided through the WorkOne Region 1:
Adults and Dislocated Workers

CORE SERVICES	STAFF SUPPORTED INTENSIVE SERVICES	STAFF SUPPORTED TRAINING SERVICES
<ul style="list-style-type: none"> ◆ Universal Access ◆ Eligibility determination for target/partner programs ◆ Outreach, intake, orientation ◆ Skills assessment ◆ Job search and job placement ◆ Labor market information ◆ Training provider information ◆ Support services information ◆ Follow up 	<ul style="list-style-type: none"> ◆ Unable to obtain self-sufficiency job through CORE ◆ Testing, assessment, interview, evaluation ◆ Individual employment plans ◆ Group career counseling ◆ Individual career and job counseling ◆ Case management ◆ Short-term pre-vocational classes and services 	<ul style="list-style-type: none"> ◆ Unable to obtain self-sufficiency job through Intensive ◆ Occupational skills ◆ One-the-job training ◆ Combined workplace/classroom ◆ Private sector training ◆ Skill upgrading and retraining ◆ Entrepreneurial training ◆ Job readiness training ◆ Adult education and literacy ◆ Customized training by employers

Youth

OBJECTIVE ASSESSMENT	SERVICE STRATEGY	OTHER YOUTH PROGRAMS
<ul style="list-style-type: none"> ◆ Review of the academic and occupational skill levels ◆ Review service needs 	<ul style="list-style-type: none"> ◆ Identify a career goal ◆ Incorporate assessment results 	<ul style="list-style-type: none"> ◆ Provide preparation for post secondary educational opportunities ◆ Provide linkages between academic and occupational learning ◆ Provide preparation for employment ◆ Provide effective connections to intermediary organizations that provide strong links to the job market and employers

Note any Specific Services uniquely offered to the WorkOne by this partner

✓ _____

The Attachment to this MOU can be used to identify services your organization plans to offer the One Stop System (also referred to as the WorkOne system). These are generally those activities that you are currently offering within the community and would provide out of the WorkOne or Express location or by referral to your office. Please indicate all locations services are provided below:

- | | |
|--|--|
| <input type="checkbox"/> All WorkOne Locations
<input type="checkbox"/> WorkOne Express East Chicago
<input type="checkbox"/> WorkOne Hammond | <input type="checkbox"/> WorkOne Express Crown Point
<input type="checkbox"/> WorkOne Gary
<input type="checkbox"/> WorkOne Express Jasper County |
|--|--|

WorkOne La Porte

WorkOne Express Michigan City

WorkOne Express Newton County

WorkOne Express Portage

WorkOne Express Pulaski County

WorkOne Express Starke County

WorkOne Express Valparaiso

SIGNATURE PAGE

ACCEPTANCE AND SIGNATURES:

By signing this MOU the authority representing partners agrees to the terms stated for their respective organizations.

For the Center of Workforce Innovations, Inc.:

WorkOne Partner:

Linda Woloshansky

Printed Name

Printed Name

President

Title

Title

Signature

Address

Date

City

State

Zip

Phone number

Fax number

E-mail

Signature

Date

ATTACHMENT
PROVISION OF SERVICES BY:
PARTNER

Use the chart below to identify any services your organization plans to offer the WorkOne system. The specific activities that fall under these components are noted on page four for One Stop delivery system and/or to detail differences from one location to another.

Service Component	Services to be Provided	Specific Funding Source(s)
CORE-Services available to everyone		
STAFF SUPPORTED INTENSIVE - Available to the unemployed unable to obtain employment through Core Services.		
STAFF SUPPORTED TRAINING -Adults & Dislocated workers who have been unable to obtain employment through Core or Intensive Services.		
OTHER Information, Resource and Referral		
Youth Services Only		

PARTNER SIGNATURE/DATE

CWI SIGNATURE/DATE



RE: Occupations in Demand RB-06-07, Change 1

DATE: October 21, 2009

Background

From section 134 Under 4 Training G III (iii) LINKAGE TO OCCUPATIONS IN DEMAND.—Training services provided under this paragraph shall be directly linked to occupations that are in demand in the local area, or in another area to which an adult or dislocated worker receiving such services is willing to relocate, except that a local board may approve training services for occupations determined by the local board to be in sectors of the economy that have a high potential for sustained demand or growth in the local area.

Overview

Additional ITA's may be identified at the discretion of the Board, such as occupations identified by area employers for which they would hire individuals upon successful completion of training. Exceptions to this list must be documented and signed off by the Regional Operator.

Primary Industry Clusters containing demand occupations for Region 1: 1) Health Care; 2) Distribution, Logistics & Transportation; 3) Advanced Manufacturing – Precision; 4) Professional, Financial Services, and Technology; 5) Construction Trades; 6) Hospitality, Amusement, Recreation, and Tourism; and 7) Specialty Service; and 8) Other Not Elsewhere Categorized (NEC)

1) Healthcare

- Cardiovascular Technologists and Technicians
- Dental Assistants
- Dental Hygienists
- Emergency Medical Technicians
- EKG Technician
- Health Care Support Workers, All Other
- Licensed Practical and Licensed Vocational Nurses
- Medical Coding
- Medical and Health Services Managers
- Medical Assistants

Medical Records Technicians
Medical Transcriptionists
Nursing Aides and Orderlies
Occupational Therapists
Occupational Therapy Assistants
Patient Care Specialist/Technician
Pharmacy Technicians
Physical Therapy Assistants and Correctional Therapy Assistants
Physical Therapists
Radiological Technicians
Registered Nurses
Respiratory Therapists
Speech Language Pathologist/Therapist
Surgical Technician

2) Distribution, Logistics, and Transportation

1st-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand
1st-Line Supervisors/Managers of Transportation
Automotive Body Repairers
Automotive Body Mechanics
Bus, Truck Diesel Mechanics
Dispatchers, Except Police, Fire, and Ambulance
Freight, Stock, and Material Movers, Hand
Industrial Truck and Tractor Operators (forklift driver)
Operating Engineers
Railroad Conductors
Traffic, Shipping, Expediting, and Receiving Clerks
Truck Drivers, Heavy
Truck Drivers, Light
Truck Drivers, Tractor-Trailer

3) Advanced Manufacturing – Precision

1st-Line Supervisors/Managers of Production and Operating Workers
Assemblers
Bakers
Computer Aided Design/Manufacturing Technician
Electric Motor, Transformer Repairers
Electrical and Electronic Repairers
Forklift Operators
Heating, A/C, Refrigeration Mechanics
Inspectors, Testers, Sorters, Samplers, and Weighers
Machine Setters, Operators, and Tenders
Maintenance Repairers, General Utility
Millwrights
Numerical Control Machine Operators

Plastic Molding Machine Operators/Tenders
Precision Production – Craft and Repair
Sales Representatives, Wholesale and Manufacturing
Tool and Die Makers
Welders, Cutters, Solderers, and Brazers
All Other Machine Operators
All Other Precision Assemblers, Metal
All Other Assemblers and Fabricators
All Other Hand Workers

4) Professional, Financial Services and Technology

Adjustment Clerks
Bill and Account Collectors
Biomedical Engineers and Technicians
Bookkeeping, Accounting, and Auditing Clerks
Clerical Supervisors
Computer Engineers/Technicians
Computer Programmers
Computer/Electronic Repair
Computer Support Specialists
Financial Managers
Human Resource Clerks
Human Resource Managers
Legal Secretaries
Marketing, Advertising, Public Relations Managers
Paralegal and Legal Assistants
Project Manager
Police and Sheriff's Patrol Officers
Receptionists and Information Clerk
Security Guards
Social and Human Services
Social and Human Service Assistants
Supervisors
System Analyst
Teacher Aides and Educational Assistants and Paraprofessional
Educators

5) Construction Trades

Construction Manger
First Line Supervisor, Construction
Carpenters
Electricians
Brick Masons
Concrete and Terrazzo Finishers
Painters and Paperhangers
Plumbers, Pipefitters, and Steamfitters

- Insulation Workers
 - Roofers
 - Structural Metal Workers
 - All Other Construction Workers
 - Sheet Metal Workers
- 6) Hospitality, Amusement, Recreation, Tourism (HART)
- Gaming Dealers
 - Casino Managers
 - Gambling Hall Attendants
 - Food Service and Lodging Manager
 - Restaurant Cooks
- 7) Specialty Service Operations
- Human Resource Clerks
 - Receptionists and Information Clerks
 - Security Guards
 - Social and Human Service Assistants
 - Teacher Aides and Educational Assistants and Paraprofessional Educators
 - Language Translators
- 8) Other Demand Occupations Not Elsewhere Categorized (NEC)
- Agricultural Production
 - Dairy Farm Worker
 - Egg and Poultry Farm Worker
 - Life Sciences
 - Biological Technicians
 - Surveying and Mapping Technicians
 - Chemical Equipment Operator and Tenders
 - Personal Services
 - Janitorial Services

Action

Retroactive to July 1, 2009, this list will be used for identifying occupations in demand for Region 1. Please contact CWI at 219-462-2940 for any questions regarding this policy.

Northwest Indiana Local Elected Officials' Agreement Porter County

This agreement is made and entered into by and between the Local Elected Officials (LEOs) in Porter County of Region 1 to set forth the procedures that shall govern LEOs and their responsibilities and actions pursuant to the provisions of the Workforce Investment Act, and all federal and state statutes, rules, and regulations promulgated hereunder. Porter County is one of the seven counties of Northwest Indiana including Jasper, LaPorte, Lake, Newton, Pulaski and Starke which have been determined to constitute a region or labor market area for purposes of funding through the Workforce Investment Act. Funding from the Workforce Investment Act is used to support Indiana's WorkOne Centers and to offer both job seekers and employers' services.

The Department of Workforce Development (DWD) has set policy which requires units of general, local government in the counties to identify a Chief Local Elected Official to represent them on an Executive Council representing the seven counties. A Local Elected Official is defined as "the chief elected executive official of a unit of general local government, or any general purpose political subdivision of a State that has the power to levy taxes and spend funds, as well as general corporate and police powers.

In Porter County of Region 1, the units of general local government are the following cities and towns with populations of 5,000 or greater:

Valparaiso, Portage, and Chesterton

Selection of a Chief Local Elected Official to Represent the County (CLEO)

The Local Elected Officials shall select a Chief Local Elected Official to represent them on the Executive Council of the seven counties. The Porter County CLEO will enter into an agreement with other CLEOs on the Executive Council of the local workforce service area. The CLEO will act as the liaison for the county he/she represents. Nothing in this agreement shall prohibit the CLEO from serving as the Chief Elected Official for the local workforce service area.

I. Duties of the Chief Local Elected Official (CLEO)

The Chief Local Elected Official selected to represent the county is responsible for:

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

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

II. Other Responsibilities

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

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

III. Authority to Act

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

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

IV. Period of Agreement

The period of this Agreement shall be from February 24, 2011 to June 30, 2016.

V. Amendment

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

SIGNATURE DELEGATION

ACKNOWLEDGED CHIEF ELECTED OFFICIAL OF PORTER COUNTY INDIANA:

Porter County Commissioner

Date

SIGNATURES:

Mayor Jon Costas - Valparaiso

Date

Mayor Olga Velazquez - Portage

Date

President Sharon Darnell – Chesterton
Town Council President

Date

Northwest Indiana Local Elected Officials' Agreement Lake County

This agreement is made and entered into by and between the Local Elected Officials (LEOs) in Lake County of Region 1 to set forth the procedures that shall govern LEOs and their responsibilities and actions pursuant to the provisions of the Workforce Investment Act, and all federal and state statutes, rules, and regulations promulgated hereunder. Lake County is one of the seven counties of Northwest Indiana including Jasper, LaPorte, Newton, Porter, Pulaski and Starke which have been determined to constitute a region or labor market area for purposes of funding through the Workforce Investment Act. Funding from the Workforce Investment Act is used to support Indiana's WorkOne Centers and to offer both job seekers and employers' services.

The Department of Workforce Development (DWD) has set policy which requires units of general, local government in the counties to identify a Chief Local Elected Official to represent them on an Executive Council representing the seven counties. A Local Elected Official is defined as "the chief elected executive official of a unit of general local government, or any general purpose political subdivision of a State that has the power to levy taxes and spend funds, as well as general corporate and police powers.

In Lake County of Region 1, the units of general local government are the following cities and towns with populations of 5,000 or greater:

Gary, Hammond, Crown Point, Whiting, East Chicago, Hobart, Lake Station, Cedar Lake, Dyer, Griffith, Highland, Lowell, Merrillville, Munster, Schererville and St. John

Selection of a Chief Local Elected Official to Represent the County (CLEO)

The Local Elected Officials shall select a Chief Local Elected Official (CLEO) to represent them on the Executive Council of the seven counties. The Lake County CLEO will enter into an agreement with other CLEOs on the Executive Council of the local workforce service area. The CLEO will act as the liaison for the county he/she represents. Nothing in this agreement shall prohibit the CLEO from serving as the Chief Elected Official for the local workforce service area.

I. Duties of the Chief Local Elected Official (CLEO)

The Chief Local Elected Official selected to represent the county is responsible for:

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

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

II. Other Responsibilities

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

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

III. Authority to Act

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

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

IV. Period of Agreement

The period of this Agreement shall be from February 24, 2011 to June 30, 2016.

V. Amendment

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

SIGNATURE DELEGATION

ACKNOWLEDGED CHIEF ELECTED OFFICIAL OF LAKE COUNTY INDIANA:

Lake County Commissioner	Date
---------------------------------	-------------

SIGNATURES:

Mayor Rudy Clay – Gary	Date
------------------------	------

Mayor Thomas McDermott Jr. – Hammond	Date
--------------------------------------	------

Mayor David Uran – Crown Point	Date
--------------------------------	------

Mayor Joseph Stahura – Whiting	Date
--------------------------------	------

Mayor Anthony Copeland – East Chicago	Date
---------------------------------------	------

Mayor Brian Snedecor – Hobart	Date
-------------------------------	------

Mayor Keith Soderquist – Lake Station	Date
---------------------------------------	------

President Robert Carnahan – Cedar Lake Town Council	Date
--	------

President Debbie Astor – Dyer Town Council	Date
--	------

President Rick Ryfa – Griffith Town Council	Date
---	------

President Brian Novak – Highland Town Council

Date

President John Alessia – Lowell Town Council

Date

President Tom Goralczyk – Merrillville
Town Council

Date

President Robert Mangus – Munster Town Council

Date

President Hal Slager – Schererville Town Council

Date

President Mike Forbes – St. John Town Council

Date

MINUTES
Regional Elected Officials Meeting
Center of Workforce Innovations
Valparaiso, Indiana
February 24, 2011

CALL TO ORDER

The meeting was called to order at 10:05 a.m.

Present:

Commissioner Russell Collins Jr., Commissioner Mike Tiede,
Commissioner Gerry Scheub, Commissioner Ken Layton, Commissioner Kathy Norem,
Commissioner Kendell Culp, Commissioner Nancy Adams

Staff:

Linda Woloshansky, Linda Burrus

Approval of Minutes

The minutes of November 19, 2010 were presented for approval.

Motion: A motion was made by Commissioner Layton and seconded by Commissioner Tiede to approve the minutes as presented. **The motion passed.**

WorkOne

Mrs. Woloshansky talked about the training that is taking place in the WorkOne offices. We no longer have to enroll every individual who comes in; only the people who want access to services and training opportunities. At this time there are over 1,000 people in training in Region 1.

The staff is working diligently to help customers find jobs but there is a huge percentage that cannot pass the WorkKeys test. Only four out of 700 people received a score of five or better which qualifies them as possessing the skills that employer's are looking for. We have been talking with school representatives to see how we can get students ready to enter the workforce or post-secondary education. The greatest deficiency is the students' lack of proficiency in math and reading.

AmeriCorps

The AmeriCorps program is doing very well. All established goals for student and employer contacts have been surpassed. We hope to continue this program next year.

Adult Education

CWI took over 10 of the adult education sites that Portage Township schools closed last fall. There are 500 students enrolled at these sites and the outcomes are good. Portage is

closing the one remaining site they have for adult education and will offer an alternative school instead. CWI is looking for an entity to take over from Portage.

Audit and Financials

CWI’s audit showed no findings or observations. We are right on target for spending. The board also received the NWIWB financials and the KVJTP balance sheet. There were no questions or comments.

Appointment of Regional Board Member

The NWIWB has a new representative from Starke County. Gerry Scheff of Power Transmission Solutions was the Starke County representative but we are asking for him to represent Newton County until June 30, 2011 when the Workforce Investment Board is reinstated.

Motion: A motion was made by Kendell Culp and seconded by Gerry Scheub to appoint Gerry Scheff as the NWIWB member representing Newton County as stated above. **The motion passed.**

Structure of the Workforce Investment Board (WIB)

Mrs. Woloshansky explained how workforce development was structure in the early 80’s, how Governor transitioned to a regional approach, and how the NWIWB petitioned the state and was approved to return to WIB status. Since the NWIWB is becoming a WIB, there will be several documents and agreements that must be put in place. A Chief Elected Official (CEO) must be nominated and elected to represent the LEOs in executing any and all business for their entity.

Motion: Commissioner Ken Layton nominated Russell Collins Jr. as CEO of the Local Elected Officials. There were no other nominations. The motion was seconded by Commissioner Scheub. **The motion passed.**

Transitional Workforce Investment Board (WIB)

For the purposes of planning for the new workforce systems and governance structure, the board membership must increase. The WIB will consist of 33 members that will be recruited according to policy. The first groups of members who have been nominated by the approved nominating organizations are as follows:

Lake County

Business	Gary Miller and Arlene Pearson
Labor	Tom Hargrove
Community/Faith-Based	Judith Stanton

LaPorte/Porter County

Business	Gerry Scheff
Business	Rudy Sutton
Economic Development	Bob Schaefer
Community/Faith-Based	Keith Kirkpatrick

Education Mike Berta

Newton/Jasper/Starke/Pulaski

Business David Broad
Business Adam Collins
Economic Development Jim Staton

Motion: A motion was made by Gerry Scheub and seconded by Mike Tiede to approve the recommendation for the WIB members as presented above. **The motion passed.**

It was agreed that CWI would begin sending out letters on behalf of the board to recruit the next round of members for the WIB.

NWI County Local Elected Officials Agreement

This agreement details the duties of the County Local Elected Officials, what role the Chief Elected Official plays, etc. The board is required to determine how the financial liability for disallowed costs will be handled. The following statements were presented for inclusion to the agreement:

1. Liability equally shared by the political subdivision represented by each individual on the Chief Local Elected Officials Executive Council.
2. Liability assigned to political subdivision represented by the Chief Elected Official for workforce service area.
3. Liability assigned to the most populous municipality in the workforce service area.
4. Liability assigned to the most populous county in the workforce service area.

If a disallowed cost would occur, the board would first look to the insurance that is in place, the K.V.J.T.P. fund, etc. If none of the current procedures are viable, the board decided that option 1 was the fairest to all participating counties and asked that the statement be changed to read as follows:

Each member county's share of disallowed expenses shall be determined by dividing the populations of said county by the total population of all participating counties.

Motion: A motion was made by Commissioner Layton and seconded by Commissioner Adams to adopt the language as shown in italics above. **The motion passed.**

Note: Commissioner Culp asked if the cities and towns that are listed as having populations over 5,000 were based on the 2010 census which they were. He asked Mrs. Woloshansky if she could get him census information for the region.

Formal Agreement Between the WIB and the CLEOs

This agreement states how the WIB and the CLEOs will work together to ensure the One Stop offices operate, the funding is disbursed as required, etc. The board was given a sample agreement but they asked to table this until the next meeting. Mrs. Woloshansky

was asked to look at the agreement that was in place prior to 2006 to determine the contract language is relatively the same with the change regarding disallowed costs inserted as shown above.

Guidance to Fiscal Agent

The CLEOs are required to appoint a fiscal agent to conduct the business of the board. This needs to be accomplished as quickly as possible. Information will be sent to them via email regarding the language used previously when CWI was the WIB.

Guidance to Newly Appointed WIB Members

The entity who will manage the One Stop offices and all other business as it pertains to workforce development in the region is to be procured by a competitive process using a Request for Proposal (RFP). The CLEOs have decided the NWIWB should handle this procurement process.

Motion: A motion was made by Commissioner Tiede and seconded by Commissioner Layton to give the NWIWB the authority to issue an RFP for all workforce related business for Region 1 including the operation of the One Stop offices. **The motion passed.**

Next Meeting Date

The next CLEO meeting will be held at the CWI office on Thursday, April 14, 2011 at 11 am CST.

Adjournment

The board meeting adjourned at 11:10 am.

**BYLAWS of the
NORTHWEST INDIANA WORKFORCE BOARD, INC.**

ARTICLE I – PURPOSE

The Northwest Indiana Workforce Board, Inc., a corporate board, hereafter referred to as the “WIB”, operates under the Workforce Investment Act of 1998, hereafter referred to as “the Act”, and Indiana’s implementing laws, regulations, and policies, and any subsequent amendments to or replacements thereof. Specifically, the Board will

- a. Strategically plan and develop policy for workforce development, and
- b. Oversee the workforce development system, and
- c. Develop and allocate resources for workforce development, and
- d. Participate in related economic development activities

for the benefit of the residents and businesses of its local workforce service area consisting of Jasper, Lake, LaPorte, Newton, Porter, Pulaski, and Starke Counties, hereafter referred to as “Region One”, as required or permitted by the Act and Indiana’s laws, regulations, and policies, and any amendments or substitutions thereof.

ARTICLE II - LOCATION

The WIB shall maintain its office within one of the counties of Region One.

ARTICLE III – MEMBERSHIP

1. Qualifications.

a. Voting members: Voting members of the WIB are leaders nominated by business, economic development, education, labor, and community/faith-based organizations who have optimum policy-making or hiring authority within the organization, agency or entity they represent and are appointed by the Chief Local Elected Officials of Region One pursuant to applicable federal and state law, regulations, or policies.

b. There shall be no more than one member from the same organization, agency, or entity.

c. At least 51% of the members shall be from business. In order to meet all membership requirements, a single workforce investment board member may fulfill more than one required seat.

d. Non-voting members: The Chief Regional Elected Official for Region One shall be an ex-officio, non-voting member of the WIB.

Bylaws of the Northwest Indiana Workforce Board, Inc.

2. Terms.

a. Members shall serve for three (3) years or until a successor is appointed and qualified. No member shall serve more than two (2) consecutive full terms. An initial appointment to complete a vacant term shall not be considered a full three (3) year term.

b. In order to insure continuity and rotation of members and regardless of their prior service on the board, board members appointed under subparagraph (b) whose terms begin July 1, 2011 shall be divided by lot into three (3) groups:

1. One third shall serve an initial one (1) year term, to be considered a partial term, eligible for re-appointment per subparagraph b; and

2. One-third shall serve an initial two (2) year term, to be considered a partial term, eligible for re-appointment per subparagraph b; and

2. One-third shall serve an initial full three (3) year term, limited to one (1) additional consecutive appointment of three (3) years.

3. Removal. The WIB by majority vote may remove any WIB member for cause.

a. Cause shall include but not be limited to:

(1) Failure to comply with any WIB attendance or conflict of interest policy;

(2) Failure to maintain the special qualifications which were the basis of the member's initial appointment to the WIB;

(3) Any act or acts considered by the WIB to be detrimental to the WIB.

b. Written notice and an opportunity to be heard shall be provided to any member prior to consideration of removal from the WIB.

c. Recommendations for removal for cause must be submitted to the WIB Executive Committee for approval before submission to the WIB.

4. Resignation. Resignation from the WIB shall be by written notification to the Secretary and shall be effective upon receipt.

5. Vacancies. In the event of a vacancy on the WIB, a replacement shall be selected by the Chief Local Elected Officials from nominations received pursuant to Subsection 1 of this Article. All vacancies shall be filled within ninety (90) days and the vacancy and replacement reported to the Indiana Division of Workforce Development.

Bylaws of the Northwest Indiana Workforce Board, Inc.

6. Proxies. A member may designate a representative of the WIB to serve as proxy at any regular or special meeting that he or she cannot attend. Any member wishing to do so must submit the name of the designee in writing before the meeting.

a. Each written proxy shall be valid for one meeting only. Written proxy without physical representation by another WIB member is not allowed.

b. Each proxy may act for one WIB member only.

c. Presence by proxy does not satisfy the WIB attendance policy.

ARTICLE IV – MEETINGS

1. All meetings of the WIB and its subcommittees will be open to the public and notice given pursuant to applicable Open Door laws.

2. Regular Meetings.

a. The WIB shall meet no less than four times a year. The time and location of the meetings shall be set by the chairperson. Meetings shall include teleconference convenience for members unable to attend in person. b. The WIB may by resolution schedule additional regular WIB meetings without notice other than said resolution.

3. Special Meetings. The Chairperson, the Executive Committee, or any three WIB members may call a special meeting of the WIB and may fix the time and place of such special meeting. Teleconference convenience for members unable to attend in person shall be included.

a. Written notice of a special meeting and the purpose for which it is called shall be served upon the other members of the WIB by the Chairperson or members calling the meeting by mail at least seven (7) days prior to the convening of such meetings.

b. Service of notice of a special meeting may be waived by the members if approved by a majority of the WIB.

c. Notice shall be deemed given as of the day after being deposited in the mail with sufficient first-class postage affixed, or electronically transmitted by email or fax.

4. Notice of Meetings: Attendance of a WIB member at any meeting shall constitute a waiver of notice of the meeting except where the member attends the meeting for the express purpose of

Bylaws of the Northwest Indiana Workforce Board, Inc.

objecting to the transaction of any business because the meeting is not lawfully called or convened. Unless otherwise required by the Act, the Articles of Incorporation or these Bylaws, neither the business to be transacted at nor the purpose of any meeting of the WIB need be specified in the notice of waiver of such notice of such meeting.

5. Waiver of Notice: The transactions of any meeting of the WIB, however called and noticed or wherever held, shall be as valid as though a meeting had been duly held after regular call and notice, if a quorum is present and if, either before or after the meeting, a written or electronic waiver of notice of the meeting, containing the same information as would have been required to be included in a proper notice of the meeting, is signed by:

- (1) Each member not present at the meeting; and
- (2) Each member present at the meeting who objected at the meeting to the transaction of any business because the meeting was not lawfully called or convened.

All such waivers shall be filed with and made a part of the minutes of the meeting.

6. Form of Notices: Unless otherwise specified in these Bylaws, “written notice” of any regular or special board or committee meeting, or of any proposed action to be considered at such meetings or required of a member, may be made by email or other electronic notice to the email address provided to the secretary by a member. It shall be the member’s responsibility to inform the Secretary of any change to email or other contact information.

7. Action Without Meeting: Any action which may be taken at a meeting of the WIB may be taken without a meeting if all the members shall consent in writing or electronically to such action. Such action by written consent shall have the same force and effect as the unanimous vote of the WIB.

8. Quorum. A majority of the members in good standing and entitled to vote shall constitute a quorum for the purpose of conducting business.

9. Action. Unless otherwise specified in these By-Laws, passage of actions shall require a majority of the members participating in person, by teleconference, or by proxy and voting.

10. Conduct of Meeting: The Chairperson of the WIB or, in the absence of the Chair, the Vice Chair or a chairperson chosen by a majority of the members present, shall act as chairperson at any meeting of the WIB. The Secretary, or in the absence of the Secretary, any person appointed by the Chairperson of the meeting shall act as secretary of the meeting.

Bylaws of the Northwest Indiana Workforce Board, Inc.

ARTICLE V – DIRECTORS

1. **Qualifications.** The Board of Directors shall consist of and be the same as the members.
2. **Compensation.** No Director shall receive compensation for services as a Director but Directors may receive reimbursement of reasonable expenses incurred in connection with meetings of the Board of Directors or in otherwise fulfilling their duties as Directors.
3. **Indemnification.** The Corporation may, by resolution of the Board of Directors, provide for indemnification by the Corporation of any and all its directors or former directors against expenses actually and necessarily incurred by them in connection with the defense of any action, suit or proceeding, in which they or any of them are made parties, or a party, by reason of having been directors of the corporation, except in relation to matters as to which such director shall be adjudicated in such action, suit or proceeding to be liable for negligence or misconduct in the performance of duty and to such matters as shall be settled by agreement predicated on the existence of such liability for negligence or misconduct.

ARTICLE VI – OFFICERS

1. **Officers:** The officers of the board shall consist of chair, vice-chair, secretary, and treasurer.
2. **Election:** Officers shall be elected annually from the members of the WIB at a regular board meeting to be held before the last day of June.
3. **Term of Office:** Officers shall serve for one year beginning July 1 and ending June 30 or until the officer's successor is duly elected and qualified, or until the officer's death, resignation, or removal as provided by these By-Laws. Officers shall be limited to two consecutive, full one-year terms in that office. Initial election to complete a partial term shall not constitute a full term in that office.
4. **Resignation:** Any officer may resign at any time by giving written notice to the Secretary. Such resignation shall take effect at the time specified therein or, if no time is specified, then upon receipt of the resignation and, unless otherwise specified therein, acceptance of such resignation shall not be necessary to make it effective.
5. **Removal:** Any officer may be removed from office by the action of the Board of Directors whenever in its judgment the best interests of the Corporation will be served thereby.
6. **Vacancies:** In the event any office is vacant, the office shall be filled for the unexpired portion of the term at any meeting by a majority vote of the Directors then in office.

Bylaws of the Northwest Indiana Workforce Board, Inc.

7. The Chair: The Chair of the Corporation shall have and exercise all powers and responsibilities of the Chair set forth in these Bylaws and in the Act and any successor provisions thereto now or hereafter enacted or amended.

(a) The Chair may sign, with the Secretary or any other officer authorized by the Board of Directors, any deeds, mortgages, bonds, contracts or other documents or instruments which the Board of Directors has authorized to be executed, except in the cases where the signing and execution thereof shall be expressly delegated by the Board or by these Bylaws to some other officer or agent of the corporation, or shall be required by law to be otherwise signed or executed;

(b) The Chair shall preside at all meetings of the Board of Directors;

(c) The Chair shall also perform such other duties as may be prescribed by the Board of Directors.

8. The Vice Chair: The Vice-Chair shall act as Chair in the absence of the Chair, and, when so acting, shall have the power and authority of the Chair. The Vice-Chair shall also perform such other duties as may be prescribed by the Board of Directors.

9. The Secretary: The Secretary shall send or have sent appropriate notices of meetings, prepare or have prepared minutes of all meetings of the WIB/Board of Directors, and shall act as custodian of all records and reports. The Secretary shall also perform such other duties as may be prescribed by the Board of Directors.

10. The Treasurer: The Treasurer shall oversee the financial records of the WIB and funds received and disbursed and shall make regular reports to the Board. The Treasurer shall also perform such other duties as may be prescribed by the Board of Directors.

11. Indemnification: The Corporation may, by resolution of the Board of Directors, provide for indemnification by the Corporation of any and all of its officers or former officers as described in Article IV, Section 3 of these Bylaws.

ARTICLE VII - EXECUTIVE COMMITTEE

1. There shall be an Executive Committee that shall consist of the Officers, the past-Chair, and the Chairs of any Standing Committees.

2. During the intervals between meetings of the Board, the Executive Committee shall have and exercise such authority as specifically given to it by resolution of the Board of Directors except the authority to:

Bylaws of the Northwest Indiana Workforce Board, Inc.

- a. Amend the Articles of Incorporation or the Bylaws;
- b. Adopt an agreement of plan or merger or consolidation;
- c. Propose a special corporate transaction involving sale or disposition of the assets of the Corporation; or
- d. Recommend to the members dissolution of the Corporation.

ARTICLE VIII – OTHER COMMITTEES

1. Youth Council: The Youth Council as prescribed in Public Law 105-220 Section 117(h)(1) is a legislatively mandated body which is charged with monitoring and coordinating all federal dollars which are directed to youth in the Region One local workforce development area. The Youth Council works closely with all of the WIB's other committees to:

- a. identify and assess the job readiness of youth and the programs and services that are directed to job readiness; and
- b. develop recommendations pertaining to these needs, programs, and services for consideration by the Board.
- c. perform such other duties as may be prescribed from time to time by the Board.
- d. Shall be called the Council for Youth Workforce Development.

2. Other standing or ad hoc committees, task forces, etc., not having and exercising the authority of the Board of Directors in the management of the Corporation may be designated by a resolution adopted by a majority of the Directors present at a meeting at which a quorum is present.

- a. Except as otherwise provided in such resolution, members of each committee shall not be required to be members of the Board of Directors.
- b. Any member of such committee may be removed by the Board whenever in its judgment the best interests of the Corporation shall be served by such removal.
- c. Committees created by action of the Board from time to time shall operate under such rules and directives as may be established by the Board.

3. Committee Chairpersons: The Chairpersons of all standing committees must be members of the Board of Directors and shall be appointed by the Board chair.

4. Committee Meetings:

Bylaws of the Northwest Indiana Workforce Board, Inc.

- a. Committees shall meet at the call of the chair to conduct their business. Committees may meet in person at such places as determined by the chair and shall include teleconference convenience for members unable to attend in person.
- b. Committee Minutes: Minutes must be kept of all committee meetings and must include the date, time and place of the meeting, committee members present or absent, and the general substance of all matters proposed, discussed or decided, along with a record of all votes taken.

ARTICLE IX – CONTRACTS, GIFTS, AND FINANCIAL PROCEDURES

1. Contracts: The Board of Directors may authorize any officer or agent of the Corporation, in addition to the officers so authorized by these bylaws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Corporation, and such authority may be general or confined to specific instances.
2. Gifts: The Board of Directors may accept on behalf of the Corporation any contribution, gift, bequest or device for the general purpose or for any special purpose of the Corporation.
4. Financial Procedures: The Board shall establish policies for the handling of its financial affairs including, but not limited to, the depositing of all funds of the Corporation and signing of all checks, drafts, or orders for payment of money, notes or other evidences of indebtedness issued in the name of the Corporation

ARTICLE VIII **MEMBER CONFLICTS OF INTEREST**

1. Definitions. For purposes of this Article:
 - a. A “conflict of interest” exists between the Board and a member with respect to a contract, transaction, or other matter if the contract, transaction or other matter is between the Board and
 - 1). The member, or
 - 2). Any corporation, partnership, firm, association, or the entity, employee, or director receiving compensation other than per diem or expenses; or
 - 3). Any corporation, partnership, firm, association, or other entity in which the member is financially interested.
 - b. A member is “financially interested” in a corporation, partnership, firm, association, or other entity if:
 - 1). The member owns any legal or beneficial interest in the corporation, partnership, firm, association, or other entity, or

Bylaws of the Northwest Indiana Workforce Board, Inc.

2). The member would directly benefit financially from a contract, transaction, or other matter between the Board and the corporation, partnership, firm, association or other entity, or

3). The member knows that any of the following family members of the member receives compensation other than per diem or expenses as an officer, director, partner, or other principal of the corporation, partnership, firm, association, or other entity: (I) spouse, (ii) parent, (iii) child, (iv) sibling, (v) grandparent, (vi) grandchild, (vii) sibling of a spouse, or (viii) spouse of any person listed in section (i) through (vii)); provided, however, that a member is not financially interested if the legal or beneficial interest described in subsection (a) above (i) consists of securities publicly traded on a national or regional securities exchange and the member's ownership interest does not exceed five percent (5%) of those securities outstanding, or (ii) is a time or demand deposit in a financial institution or insurance policy.

2. The following shall apply to both voting and non-voting board members:

a. Disclosure of Conflict of Interest;

1). Annual. Upon becoming a member and thereafter at the first meeting of the board each fiscal year, each member shall file with the secretary of the Board a written statement of disclosure of the economic interests of the member and the member's spouse. Such statements must include, at a minimum, the member's

a) Current position(s) of employment.

b) Current position(s) as a member, paid director, officer or agent of a corporation or similar entity for which compensation other than per diem or expenses is received.

c.) Financial interests that are defined in the bylaws as potential sources of conflict of interest, and

d) For each entity listed under items a, b, or c, a listing of any benefits or services that such entity has provided to the Board for any of its programs for a fee or any benefits or services that the Board has provided to such entity for a fee within the last five (5) fiscal years;

e) Similar information concerning the Board member's spouse and immediate family members if the economic interests of such spouse and/or immediate family could present a potential conflict of interest issue; and

f) Such additional information as the Board may require.

Bylaws of the Northwest Indiana Workforce Board, Inc.

2) All statements filed with the secretary shall be available for inspection by any person during regular hours at the Board's administrative offices. The secretary may provide copies of all such statements to the executive director of the Indiana Department of Employment and Training Services.

3). Each board member is responsible for determining whether any potential, actual, or the appearance of conflict of interest exists or arises during his/her service on the board and shall promptly disclose any actual, potential or appearance of conflict of interest the member may have with respect to any contract, transaction, or other matter to be considered by the Board, the Executive Committee, key staff or any other committee of the Board or any officer of the Board. Such disclosure shall be made to the Board members, the Chairperson, the officer key staff and any committee considering the matter. The member shall disclose the actual, potential, or appearance of conflict of interest as soon as it is discovered and, to the extent possible, before the agenda for a meeting involving the matter at issue is prepared.

a) Upon such advance disclosure the conflict shall be briefly noted on the agenda.

b) If a member determines during a meeting that an actual, potential or appearance of conflict of interest exists, the member must orally declare such conflict of interest, such declaration must be clearly noted in minutes, and such member must excuse him/herself from the remainder of the discussion and the voting and leave the room during the remainder of such discussion and vote.

c) No final action shall be taken on a matter if an actual conflict exists that was not included on the potential agenda for a meeting, unless such action is approved by three-fourths of those members present (at least 51% of whom must be from the business sector).

c. Disqualification and Prohibited Transactions:

1). Any member with a conflict of interest regarding any matter is prohibited from discussion and voting on that matter and, after disclosure of the conflict of interest, shall leave the room when the matter is brought up for discussion or other consideration.

2). Any board member (or specific entity represented by that member) who significantly participates in a board discussion or decision relating to specific terms of a contract, the determination of specific standards for performance of a contract, the development of Invitations for Bid (IFB) or Request for Proposals (RFP) or other such bid processes leading to a contract, or any similar discussions

Bylaws of the Northwest Indiana Workforce Board, Inc.

or decisions is prohibited from receiving any direct financial benefit from any resulting contract. In addition, no corporation, partnership, firm, association, or other entity shall receive the contract if it would create a conflict of interest for the board member who significantly participated in the manner described above.

3). Any board member, including One-Stop partner, who significantly participates in the development of contract specifications, is prohibited from bidding on those contracts or supervising staff that are paid from funding awarded under such contracts.

4). Board members who are also One-Stop partners should not serve on any committees that deal with oversight of the One-Stop system or allocation of resources that would potentially be allocated to that member's program.

d. When a contract or purchase is made by the board involving its own member or an entity with which the board member is associated, the board must establish and document to the reasonable satisfaction of the Indiana Department of Workforce Development that the contract or purchase was adequately bid or negotiated and that the terms of the contract or price of the purchase are fair and reasonable to the WIB.

e. Technical assistance to coordinate compliance with the above conflict of interest standard and assistance in answering questions and avoiding potential problems shall be sought by the Board, when needed, from the Indiana Department of Workforce Development.

f. No Limitation. The provisions of this Article are supplemental to and not in limitation of Indiana code 23-1-1.1-61 or any corresponding provision of any applicable corporation law.

ARTICLE XI – PARLIAMENTARY PROCEDURE

Except as otherwise provided in these By-Laws, parliamentary procedures as laid out in *Roberts Rules of Order, Newly Revised* shall be followed in all regularly scheduled and special meetings of the Board and any standing or ad hoc committees of the Board.

XII – FISCAL YEAR

The fiscal year of the Corporation shall be from June 30 to July 1.

ARTICLE XIII– NON-DISCRIMINATION

The services and activities of this Corporation shall at all times be conducted on a non-discriminatory basis without regard to color, national origin, sex, religious preference or creed, age, or physical impairment or handicap.

Bylaws of the Northwest Indiana Workforce Board, Inc.

ARTICLE XIV - DISSOLUTION

The Corporation shall use its funds only to accomplish the objectives and purposes specified in these By-Laws and its Articles of Incorporation, and no part of said funds shall inure or be distributed to the members of the Corporation. On dissolution of the Corporation, any funds or other assets remaining shall be distributed to one or more regularly organized and qualified tax exempt charitable, educational, scientific, or philanthropic organizations with a comparable mission, to be selected by the Board of Directors.

ARTICLE XV – AMENDMENT

The Bylaws of this Corporation may be amended or repealed by the action of a majority of the directors present at a meeting in which there is a quorum present, provided that written notice of the proposed amendment or repeal is provided to the directors at least thirty (30) days in advance of said meeting or waivers of notice are obtained pursuant to Article IV, Section 5 of these Bylaws.

Adopted: _____
Date

Attest: _____
Secretary