

Regional Workforce Plan – Northern Indiana

Executive Summary of Workforce Plan

This workforce plan is intended to describe in detail the Northern Indiana WIB strategy for developing and delivering high quality workforce services to job seekers and employers in all five counties of Northern Indiana. The WIB intends to accomplish this by implementing a highly integrated workforce development system in Northern Indiana where multiple programs and services are managed through a single and highly accountable structure. Gone are the days of inefficiency when multiple programs are managed and delivered by multiple organizations and staff, each with its own structure to support. Rather, the WIB is fully invested in creating a singular management structure that oversees all workforce development activities in the region. From both a cost efficiency and accountability perspective, the WIB sees this as a “must do” in the coming year.

Beyond this vision of a highly integrated and effective workforce system, the Northern Indiana WIB has detailed a wide range of critical workforce issues and strategies in its workforce plan for Northern Indiana. However, even a quick read of the workforce plan will reveal the following six key visions and strategies which include:

- ✓ **Build on our Strengths**: The plan provides an oversight of the regional labor market which has certainly undergone a significant recession in the past few years – highlighted by the collapse of the RV industry. However, within this analysis there are clear points of optimism that the WIB intends to build upon. This includes a wide range of industries and occupations for which employment growth is projected over the next several years. The WIB intends to invest training resources in building a talent pipeline for the jobs that have been identified in such industry sectors as advanced manufacturing, business and financial services, health care, and construction occupations.
- ✓ **Support STEM Training Programs**: In its workforce plan, the WIB is also making a commitment to utilize training resources to support the development of Science, Technology, Engineering and Math (STEM) skills. An analysis of employer skill expectations clearly point to the need for workers to have skills in these critical STEM disciplines. As such, the WIB is planning to invest workforce resources into activities that support STEM training activities for adults, dislocated workers and youth.
- ✓ **Align with Economic Development**: The plan details the WIB’s commitment to aligning workforce and economic development resources in the region by working in close partnership with economic development organizations. This includes the investment of training resources in programs that will produce a talent pipeline for key industry sectors targeted for economic development and business expansion.

- ✓ **Focus on Accountability:** The WIB will hold its staff as well as service providers accountable to produce strong program results. This will ensure that resources are only invested in training and skill development activities that produce sustainable jobs for unemployed workers at good pay. In addition, the workforce plan sets forth stringent fiscal accountabilities to ensure that workforce resources are used in a manner that complies with state and federal rules.

- ✓ **Maintain Sound Budget Priorities:** The workforce plan sets forth the expectation that a minimum of 50% of available resources will be used to provide direct services to customers (tuition, books, support service, tutoring, technology training and others). Moreover, administrative costs will be minimized to the greatest extent possible to ensure that every available dollar is directed to supporting customers.

- ✓ **Aggressive Offering of Services:** In the current economic environment where so many workers are unemployed or underemployed, the WIB is raising the bar and requiring WorkOne Centers to deliver even higher quality and more effective services. Expanded technology courses, more intensive support of adult education activities, continued expansion of the region's on-the-job training program, and expanded attention to business customers are just four examples of this vision. Throughout the year, the WIB will closely track progress on these and other initiatives to ensure success in these efforts.

The workforce plan also provides details on the locations of WorkOne Centers, specific workforce programs which will be managed within these Centers, and specific strategies for serving low income youth living in the region. All of these details are provided to help further define and implement the visions as articulated in the above statements.

I. Labor Market Analysis

A. Primary Sectors by Size

Northern Indiana has a diverse employer base that includes a large number of small employers as well as a number of large and dynamic employers. The illustration below depicts Quarterly Census of Employment and Wages data for the 1st quarter of 2010 and details the number of employers in Northern Indiana by the number of workers they currently employ.

	0 to 4 workers	5 to 9 workers	10-19 workers	20-49 workers	50-99 workers	100-249 workers	250-499 workers	500-999 workers	1,000+ workers
Accommodation & Food Service	337	205	276	210	70	7	0	0	0
Administrative & Support	402	115	67	51	20	16	6	0	0
Agriculture	61	25	16	10	0	0	0	0	0
Arts, Entertainment & Recreation	79	31	29	14	6	0	0	0	0
Construction	1,060	216	111	61	10	3	0	0	0
Educational	48	20	9	12	3	6	0	7	0
Finance & Insurance	513	203	71	37	11	6	3	0	0
Health Care & Social Assist	390	245	177	122	45	42	14	3	4
Information	87	23	19	23	8	6	0	0	0
Mgmt of Companies	28	12	10	13	11	5	0	0	0
Manufacturing	425	222	247	285	177	127	27	7	10
Mining	8	4	0	0	0	0	0	0	0
Other Services	866	298	124	42	8	5	0	0	0
Professional, Scientific & Technical	766	187	96	53	8	5	0	0	0
Public Administration	135	52	55	48	47	18	8	5	10
Real Estate and Leasing	361	82	34	11	6	0	0	0	0
Retail Trade	831	565	383	154	49	40	10	0	0
Transportation & Warehousing	276	80	55	36	11	11	0	0	0
Utilities	5	5	4	6	0	0	0	0	0
Wholesale Trade 609	208	150	95	22	12	4	0	0	0
All Industry	7,292	2,797	1,933	1,278	510	308	68	22	24

Source: Department of Workforce Development

From this information, it is clear that a staggering 10,089 regional employers (or 70.9% of all employers in the region) employ nine or fewer workers. Moreover, 93.4% of all employers in the region employ fewer than 50 workers. Clearly, small employers dominate the employment

landscape in the Northern Indiana region and must be a target for plans to communicate information about workforce services available to employers.

Despite these large numbers of small employers in the region, it must be noted that Northern Indiana also plays host to many large employers who play a crucial role in the regional economy. In fact, Northern Indiana is home to 114 employers that employ a minimum of 250 workers. In total, these large employers employ in excess of 32,000 workers making them a critical target for WorkOne business services as well.

B. Current and Projected Employment Opportunities

Attachment 1 to this workforce plan identifies the occupations that are in demand in the Northern Indiana region as defined by short and long term projections from the Indiana Department of Workforce Development. While the attached list of occupations is very precise, a summary of projected short and long term employment opportunities by occupational grouping can be found in the illustration below:

Occupational Group	Short Term Projections 2010-2012 Total Openings	Long Term Projections 2008-2018 Total Openings
Management	393	2,176
Business and Financial	403	2,349
Computer and Mathematical	203	1,183
Architecture and Engineering	247	1,399
Life, Physical and Social Science	80	391
Community and Social Services	148	861
Legal	73	410
Education, Training and Library	728	3,323
Arts, Design, Entertainment, Media	129	706
Healthcare Practitioners and Technical	815	4,921
Healthcare Support	64	492
Protective Services	111	666
Food Preparation and Serving	0	0
Building and Grounds Maintenance	76	242
Personal Care and Service	36	188
Sales and Related	549	3,185
Office and Administrative Support	802	4,628
Farming, Fishing and Forestry	3	13
Construction and Extraction	524	3,264
Installation, Maintenance and Repair	340	2,020
Production	275	1,444
Transportation and Material Moving	288	1,418

Source: Research and Analysis Unit, Department of Workforce Development

Even a quick review of the above information demonstrates that the region can expect both short and long term employment opportunities to be found in a range of manufacturing-related occupations and in health care. However, Northern Indiana also has a bright future in such areas as business and financial services, transportation and material moving, administrative support, and construction occupations.

C. Skills and Education Required for Occupations in Demand

One of the common themes shared by virtually all employers in Northern Indiana is the need for workers with a good work ethic and what are referred to as “soft skills.” By “work ethic,” employers mean attendance, punctuality, honesty, and other desirable attributes. However, while virtually all employers expressed an interest in workers who are well-rounded, it is equally important that they be technically skilled and prepared. In order for the region to attract and retain high-wage employers to the region, it is critical that the regional workforce possesses both soft skills and the technical skills to perform required work.

To put more definition to this concept of skills in demand, it is appropriate to do an analysis of the specific skills that employers in Northern Indiana expect from their workers. Information provided by the Department of Workforce Development identifies the following skills as in-demand by employers in Northern Indiana:

- ✓ Apply Good Listening Skills
- ✓ Work As A Team Member
- ✓ Adhere To Safety Procedures
- ✓ Maintain Safe Work Environment
- ✓ Manage Time Effectively
- ✓ Follow Detailed Instructions
- ✓ Use Hand Tools
- ✓ Move Heavy Objects
- ✓ Follow Customer Instructions
- ✓ Serve Customers/Clients
- ✓ Acquire And Evaluate Information
- ✓ Use Basic Math
- ✓ Perform Manual Labor
- ✓ Load And Unload
- ✓ Read And Apply Information
- ✓ Follow Emergency Procedures
- ✓ Follow And Give Instructions
- ✓ Apply Industry Terms And Concepts
- ✓ Use Computer
- ✓ Operate Precision Measuring Tools & Equipment

From this analysis, it is clear that a growing number of employers in Northern Indiana are expecting their workers to possess STEM skills (Science, Technology, Engineering and Math). Occupations in STEM fields – which also make up a large number of the high-demand, high-wage jobs in the region – almost always require higher levels of education and even greater levels of technology skill. The implications of this on the regional workforce system are clear – workers must be trained to higher levels of technical competence than ever before. In other words, skills training must occur on advanced machinery/equipment/processes and digital literacy skills are an absolute must for any worker preparing to enter a training program.

D. Industry Projections for Decline and Growth

As occupational data suggests, the Northern Indiana region is heavily invested in occupations found in such industries as health care, manufacturing, construction, and transportation/logistics. As each of these industries is evaluated for long term future growth (through 2018), the news is actually bright in terms of a long term forecast. Key data items worth noting include:

- ✓ Base employment in the health care industry is projected to grow by 7,473 jobs (a 23.1% growth rate)
- ✓ Base employment in the construction industry is projected to grow by 2,068 jobs (an 18% growth rate)
- ✓ Base employment in professional, scientific and technical services is projected to grow by 2,397 jobs (a 32.6% increase)
- ✓ Base employment in the administrative support industry is projected to grow by 2,168 jobs (an 18.5% growth rate)

No discussion of Northern Indiana industrial projections would be complete, however, without a review of the future of manufacturing in the region. In simple terms, the regional employment level in manufacturing is projected to decline by 3% between now and 2018. However, as has been noted in discussions about occupational projections, there will still be significant employment opportunities in this industry. This is true because many manufacturers in the region are experiencing high retirement rates, creating opportunities for new workers to move into the industry. Given this, the Northern Indiana WIB will continue to support skills training programs for workers who need advanced (or STEM) skills to be successful in a manufacturing environment.

E. Targeted Business Sectors – Unique Sectors Targeted in Northern Indiana

While the Northern Indiana economy has been unquestionably challenged, the good news is that long term employment forecasts continue to project employment opportunities in several key industries. In fact, long term employment trend data and information depict employment opportunities for individuals with the right skill sets (including industry recognized certifications). Based on data already presented in this workforce plan, targeted business sectors in Northern Indiana region will include:

- ✓ Advanced Manufacturing
- ✓ Healthcare (delivery and support systems)
- ✓ Information Technology
- ✓ Medical Devices

It should also be noted that the Northern Indiana region is home to two unique industry sectors – one well established and the other just getting underway. The established industry sector unique to Northern Indiana is medical device manufacturing (concentrated largely in Kosciusko County). While the State of Indiana is a well established center of medical device manufacturing, the largest and most well-recognized cluster of companies operates in Northern Indiana, where Warsaw –home to three giants of the medical device sector – is often referred to as the orthopedic capital of the world. High level CNC machining and technology skills are required for positions in this industry sector and the WIB is committed to supporting this kind of training with available resources.

Although not as well established as the medical device manufacturing sector, Northern Indiana may also be on its way to developing a niche in an industry sector focused on the manufacturing of electric motors and electric drive train vehicles. While still in its developmental stages, this unique industry has demonstrated consistent interest in the Northern Indiana region because of the high number of RV workers that are available to support its workforce needs. Given this, the WIB will be looking to invest training resources in activities that assist workers in developing the technology-based and precision skills required to work with electric motors and electric drive train vehicles.

F. Regional Workforce Profile of Northern Indiana

Demographics: Per recent census information, the population of the five county Northern Indiana region is 611,782. Within this overall population count, there are several interesting observations which need to be made:

- ✓ A clear trend can be observed towards the aging of the regional workforce. In fact, data regarding the age of the workforce indicates that the population of individuals between the ages of 1 - 44 is declining in the region while the population of individuals age 45+ is on the rise. This dynamic has clear implications for the region as there will be fewer workers available to replace Baby Boomers that retire in the years ahead.
- ✓ It is also observable in the data that the number of single parent households is on the rise in the region (currently, just over 1 in 10 households in the region is a single parent household). This population dynamic will also create challenges for workforce, education and human service systems that need to serve a growing number of single parents and their children.
- ✓ Population data also highlights the fact that the diversity of the regional workforce is growing. Recent information indicates that more than 1 in 10 residents in the region are African American, Asian, or a member of two or more race groups. Additionally, nearly 10% of the region's population considers itself to be Hispanic adding to the growing diversity in the region.

In addition to base population information, it should be noted that the number of individuals and families participating in TANF and Food Stamp programs is also on the rise in Northern Indiana. In calendar year 2010, an average of 2,799 families participated in the TANF program on a monthly basis. Even more telling, however, is the fact that there were 82,810 Food Stamp recipients in calendar year 2010. Clearly, the growing number of individuals and families depending upon public assistance for income support is concerning.

Educational Attainment Levels: Using data made available through the Indiana Department of Education, the overall 2010 graduation rate for all high schools in Northern Indiana was 82.4% (slightly below the statewide graduation rate of 84.5%). As important, however, is the fact that this graduation rate represents a 9.6% increase over the region's graduation rate from just two years earlier. To achieve a 90% graduation rate, the region's high schools will need to graduate 488 additional students in 2011. The Northern Indiana WIB is committed to using WIA youth resources (specifically to support the JAG program) to assist high schools in the region to reach this 90% rate. Beyond high school graduation rates, census data indicates the following levels of higher education attainment in Northern Indiana:

- ✓ 41,274 individuals possess an Associate's Degree
- ✓ 43,492 individuals possess a Bachelor's Degree
- ✓ 26,689 individuals possess a Master's Degree, a Doctorate Degree or a Professional Degree

Workforce Information: February 2011 estimates as published by the Department of Workforce Development indicate that the Northern Indiana labor force is 283,818 workers strong. This same estimate also documents that 254,188 of these workers are currently working despite the fact that the Northern Indiana region was impacted by the recession at a much higher level. Nonetheless, the unemployment rate in the region still stands at 11.6% and February 2011 data indicates that four of the five counties in the region still have a double digit unemployment rate. In the end, however, these percentages translate into real workers that are now jobless. According to the latest unemployment information, there are currently **29,630** unemployed Hoosiers living in Northern Indiana.

II. Operational Plans

A. WorkOne Center Locations (Full Service and Express)

The Northern Indiana region is comprised of 5 counties and the WIB has made a commitment (as long as funding permits) to maintain a WorkOne Center in each of these 5 counties. The address, phone number and hours of operation for each of these centers follows:

WorkOne Center	Type	Location	Phone	Hours of Operation
Elkhart County	Full Service	430 Waterfall Drive, Elkhart, IN 46516	574-237-9675	M,T,W,F 8 – 4:30 Th 10 – 4:30
Fulton County	Express	927 Main Street, Rochester, IN 46975	574-295-0105	M,T,W,F 8 – 4:30 Th 10 – 4:30
Kosciusko County	Express	715 South Buffalo Street, Warsaw, IN 46580	574-269-3050	M,T,W,F 8 – 4:30 Th 10 – 4:30
Marshall County	Express	316 Kingston Road, Plymouth, IN 46563	574-936-8919	M,T,W,F 8 – 4:30 Th 10 – 4:30
St. Joseph County	Full Service	851 S. Marietta St., South Bend, IN 46601	574-237-9675	M,T,W,F 8 – 4:30 Th 10 – 4:30

B. WIB Performance Metrics Used in Addition to Common Measures

The Northern Indiana WIB will closely track and monitor program performance to ensure that regional workforce services are delivered which meet the needs of both job seeker and employer customers. Certainly, USDOL prescribed common measures will be one key set of metrics the WIB will use in its analysis of program performance. However, while the WIB recognizes that common measures are a good indicator of program-end results, it is equally committed to a unique set of metrics which have been developed to measure the quality of the WorkOne service delivery process. By focusing on these service delivery metrics, the WIB will ensure that high quality processes are in place to achieve common measures. Specific and key metrics which the WIB will require its staff to report include:

- ✓ The total number of customers (adult, dislocated worker and youth) being served and the number of these customers participating in skill development and training activities;
- ✓ The total number of customers who participate in training activities and complete them (as measured by credential and degree attainments);
- ✓ The number of employer customers being served and the specific services provided to these employers (hiring assistance, OJT, ICC support and others) as measured by market penetration in industries that have been identified as high growth;
- ✓ The expenditure rate for each program being operated by the one stop operator to ensure not only that expenditure rates are appropriate, but that a minimum of 50% of available resources are being utilized on direct customer services (tuition, books, support services, technology training);
- ✓ Customer wait time using a combination of customer self-reported wait times and data collected from a customer queue system to be fully implemented in the coming program year; and,

- ✓ The customer satisfaction rate for both job seeker and employer customers (using the Net Promoter Score (NPS) customer satisfaction system).

C. Performance Tracking Strategy (Actual to Plan)

Using the set of metrics identified in the previous section of this plan, (which will really serve as a performance dashboard for the region), the Northern Indiana WIB will utilize an aggressive strategy for measuring actual-to-plan program performance. This strategy will begin with the establishment of specific and numerical performance goals for the region. Staff to the Board will then take these regional goals and establish Center-by-Center goals so that each WorkOne Center in the region understands its contribution to the overall performance success of the region. WIB staff will track the performance of each WorkOne Center against the goals to ensure that each Center is performing as expected. Such tracking will occur on both a monthly and quarterly basis.

In addition, to ensure Board-level oversight of program performance, the Board will also require its staff to provide a full operations report at every Board meeting. In this operations report, staff will report on all required regional metrics as well as provide additional information to include the following:

- ✓ The number and types of services which have been provided to customers;
- ✓ The number of new customers which have been engaged in WorkOne services;
- ✓ Updates on specific and special initiatives such as OJT, adult education integration efforts and others; and,
- ✓ Information on any performance challenges (as documented by actual data) and specific plans to address these challenges.

D. WIA Adult/Dislocated Worker Services

WIA Adult and Dislocated Worker Services: The Adult/Dislocated Worker Services Matrix has been completed and can be found in attachment 2 to this workforce plan. This matrix details the extensive set of regional workforce services available to adult and dislocated worker customers. However, as this services matrix is reviewed, two additional and critical service delivery concepts need to be identified. First, the Northern Indiana WIB places a high premium on what it calls “immediate engagement.” In simple terms, this means that every adult and dislocated worker must get access to high quality services on his or her first visit. Second, the WIB is equally committed to the concept of “continuous engagement.” To execute this concept, it is expected that no adult or dislocated worker will ever leave a WorkOne Center without knowing the details of their next planned service (next core service workshop, next hiring event, next scheduled time in a resource lab, next job club meeting, etc.). Overall, then, it is the WIB’s

expectation that customers will be engaged in meaningful services on their first WorkOne visit and that customers will be continuously engaged in services until these services are no longer required.

Determination of Limited Funds: In the context of services to adult customers, the Northern Indiana WIB has made the determination that WIA Adult funds will be considered limited when 80% of available Adult direct customer resources have been obligated. This determination is based upon the fact that the region typically expends 90%+ of its annual adult allocation and last year requested additional resources to support Adult customers. The specific determination of when 80% of available Adult resources have been obligated will be made by a review of monthly reports that highlight the total direct customer resources which have been obligated.

To be more specific, a formal regional priority system has been established and will be used to select individuals for training services being supported with WIA Adult resources. The priority system for WIA Adult resources will have two tiers.

- ✓ Tier 1 of Priority System for WIA Adult Training Services: The first tier will be in effect until 80% of available WIA Adult direct customer resources have been obligated. In this first tier, only individuals that are deemed to be earning a wage that is less than self-sufficient will receive training services supported with WIA Adult resources. By definition and WIB policy, any adult customer earning less than \$14/hour will be considered to be earning a wage that is less than self-sufficient. If the customer is working, this will be documented by collecting information that demonstrates the current wage of the customer is less than \$14/hour. If the customer is not working, the customer will be identified as “not attached to the labor force.”

- ✓ Tier 2 of Priority System for WIA Adult Training Services: The second tier of the regional priority system will take effect when 80% of available WIA Adult direct customer resources have been obligated. Once this level of obligations has been reached, there will be two criteria used to select customers for WIA Adult training services. Adult customers meeting both of these criteria will receive priority consideration for WIA Adult training services:
 - **Low Income** – A low income customer is defined as a customer that receives TANF or Food Stamps benefits or has earned wages that do not exceed federal poverty guidelines (in relation to family size) for the prior six months. This will be documented by collecting income information from Adult customers seeking training assistance.

 - **Access to Financial Aid** – Customers who have access to financial aid to help offset training expenses will meet this criteria. Since WIA Adult funds are limited

at this point, financial aid resources can be leveraged to serve more customers. The types of financial aid which should be considered include Pell Grants, other types of need-based grants, and training assistance from community based agencies and one stop partners (e.g., Vocational Rehabilitation). This will be documented by collecting information that demonstrates customer receipt of at least one of these financial aid sources.

In all cases, if a customer meeting these two criteria is a veteran or the spouse of a veteran (as documented by a DD-214), this customer will receive priority consideration for any and all Adult training resources. It is also worth noting that the WIB fully expects if a customer is not selected for WIA Adult training services because they do not meet these priority criteria, they will receive appropriate and high-quality core and intensive services through the WorkOne Northern system.

E. WIA Youth Services

WIA Youth Services: The Youth Services Matrix has been completed and can be found in attachment 3 to this workforce plan. This matrix details the services available to eligible WIA Youth customers in Northern Indiana. However, as this matrix is reviewed, it must be made clear that the Northern Indiana WIB has made a strong commitment to using available resources to support skill development and training activities for eligible youth. This means that a specific strategy is being developed to offer youth a range of skill development services that focus on the completion of high school for at-risk youth, the completion of GED programs for youth that have dropped out of high school, and the completion of certified or degree-conferring training programs for youth that have graduated but have yet to make a connection to the labor market.

WIA Youth Staff: To ensure that youth services are available in every part of the region, the WIB will place one full time contracted youth staff person in three WorkOne Centers in the region (Elkhart County, Kosciusko County, and St. Joseph County). These three youth staff will work directly with youth customers in these three centers. In addition, these youth staff will also support youth customers seeking assistance in Marshall and Fulton Counties.

In addition, the WIB will contract for 8 youth staff to deliver and manage the Jobs for American Graduates (JAG) program in the region. Seven of these JAG positions will be classroom teachers who will work directly with students at nine high schools in the region. The eighth position will be the JAG program manager who will oversee the JAG program and ensure the program operates as required and achieves desired outcomes. If grant money becomes available through the Department of Workforce Development, the WIB will add two additional JAG positions – a Community Outreach Coordinator and a Postsecondary Transition Coordinator.

Youth Outreach Activities: The WIB understands that while it may be putting solid skill development and training programs in place, the success of any youth program starts with the development and execution of an effective youth outreach strategy. To this point, the WIB has a specific three point strategy to ensure that youth outreach is effectively done in the region:

- ✓ The cornerstone of the youth outreach strategy will be the continued use of the “Be SomeOne Now” campaign. This campaign has been graphically designed for a youth audience and includes a significant presence on Facebook, YouTube, and other social media outlets. In terms of Facebook, it is worth noting that all youth staff in the region will maintain a Facebook account so that youth can reach out and directly engage these staff.
- ✓ A second, and more specific outreach strategy, focuses on the Jobs for American Graduates (JAG) program. Currently, 7 high schools operate JAG programs under the direction of the WIB in the region. For these specific programs, outreach efforts will be coordinated through the home schools in which JAG programs operate. Of specific note, JAG instructors will work directly with school guidance staff to identify and recruit youth who are at-risk of not meeting high school graduation requirements (low numbers of credits, poor GPA, other risk indicators).
- ✓ And finally, the third and time-proven strategy for reaching eligible youth in the region is a focused effort to engage community based organizations which serve disadvantaged youth. Included in this would be rehabilitation organizations that serve youth with disabilities, service organizations that provide youth with a range of human services, and faith based organizations that operate in specific neighborhoods. Over the coming year, the WIB will ensure that all of these organizations are aware of and understand the referral process to the WIA Youth program.

Measuring the Success of Youth Providers: The Northern Indiana WIB is confident in its ability to recruit and engage eligible youth in planned activities. However, the WIB is equally confident in its ability to ensure the success of youth providers in the region. To be clear about this, the WIB defines “success” for youth providers as achieving the following outcomes from youth program operations:

- ✓ Attainment of youth common measures (as evidenced by literacy/numeracy gains, youth placement rates in employment or advanced training programs, and attainment rates of degrees or certificates);
- ✓ Integration of youth skill development programs with other community based services available to youth (as evidenced by referral relationships and the actual number of youth referred to these community based organizations);

- ✓ Compliance with all WIA eligibility and MIS/reporting process requirements (as evidenced by error rates in completing youth eligibility and key MIS processes);
- ✓ Achieving an appropriate expenditure rate for the youth program (as evidenced by monthly expenditures as calculated by the WIB); and
- ✓ For JAG programs specifically, attainment of JAG program goals (as evidenced by high school completion rates and the number of JAG graduates that transition into employment or postsecondary education programs).

F. Coordination with State Rapid Response/Dislocated Workers Unit

In the event of a layoff or company closure announcement, the Northern Indiana WIB is committed to working directly with the state rapid response/dislocated workers unit. The WIB understands that this state team is an excellent source of assistance when dealing with any large dislocation event. Moreover, it is well understood that communication with this state team is critical to ensure that state and regional workforce staff are all working in the same direction in response to a layoff or closure. To ensure that this communication occurs as needed, communication between WIB staff and the state rapid response/dislocated workers unit will be ongoing throughout any rapid response process.

In terms of the rapid response process, the following will be the specific steps taken each time that an announcement of a layoff or closing is received:

- ✓ WIB staff will initiate contact with the affected company, assemble a rapid response team, and schedule an onsite meeting with the employer (and/or affected labor union as appropriate) as quickly as possible. During this initial meeting, a number of topics specific to the employer and layoff event will be discussed including layoff schedules, severance package information, job titles and average wages of the affected workers, and the possibility of submitting a TAA petition.
- ✓ The rapid response team will develop a plan to address the specific layoff or closure being addressed, making sure to customize that plan specific to the circumstances of the downsizing business and its workforce.
- ✓ The rapid response team will schedule onsite rapid response presentations, as well as other necessary workshops, to ensure that workers are aware of and can begin accessing WorkOne services. Specifically, available skills training and job search services will be discussed as will the process for accessing these services. The schedules for these onsite meetings will be worked out with the company (and labor union if appropriate) to

encourage worker participation. A standardized PowerPoint presentation has been customized for local rapid response presentations. This PowerPoint will help affected workers understand the process and provides an overview of WorkOne services.

- ✓ The rapid response team will conduct a worker survey at the conclusion of each rapid response presentation it delivers. This survey will collect information about worker demographics and service needs/expectations, enabling staff to develop a comprehensive service strategy that will meet the needs of the affected workers.

In some cases, based on the specific situation of the downsizing employer, submission of a TAA petition will be an appropriate step to take. When this happens, WIB staff will work directly with the state rapid response/dislocated workers to ensure that this process is completed as required. Should the employer become certified, WIB staff will invite all affected workers to attend a TAA meeting where additional information about TAA services and benefits will be shared. In all such instances, the TAA PowerPoint presentation provided by the state rapid response/dislocated workers unit will be utilized (with no exceptions).

G. Coordination with Unemployment Insurance, TAA, Veterans and Profiling Programs

Coordination with UI Services: In the region, there are UI specialists that work in all of the WorkOne Centers. These staff work five days per week in three of these centers (Elkhart County, Kosciusko County, and St. Joseph County) and on an itinerant basis in two centers (Fulton County and Marshall County). In each center, these staff provide a full range of UI services to individuals that visit the Center and even offer a fast track service where claimants can receive timely assistance and direction in resolving issues with their UI claim. As important, however, the Northern Indiana WIB intends for every UI Specialist to be well versed in all WorkOne services and products. Simply put, UI Specialists are often the very first WorkOne staff with whom UI claimants interact. As such, it is critical for these specialists to not only provide effective UI services, but to also inform claimants of the skills training and employment services available to them. In other words, the WIB views UI staff as a critical sales force to promote WorkOne services to UI claimants and encourage their engagement in these services.

Coordination with TAA Services: The Northern Indiana WIB is also committed to close program coordination with the Trade Act (TAA). To ensure that TAA and other WorkOne services are closely coordinated, the TAA and WIA Dislocated Worker program will be fully integrated in the region. This means that, without exception, 100% of TAA eligible dislocated workers will be dual enrolled into the WIA Dislocated Worker program. This complete integration of TAA and the WIA Dislocated Worker program will accomplish two very specific goals:

- ✓ By dual enrolling all TAA customers into the WIA Dislocated Worker program, every TAA customer will be able to receive TAA and WIA services simultaneously. This will ensure

that TAA customers are able to access WIA funded services such as support services, job clubs, job search workshops, computer training classes, and important job placement services as needed.

- ✓ By dual enrolling all TAA customers into the WIA Dislocated Worker program, this will enable the TAA customer to have a single case manager who manages and provides both TAA and WIA services (through a single service strategy as documented in the customer's academic and career plan). Given the growing scarcity of resources, removing duplicative structures (such as dual case managers) is simply a must-do. And honestly, this approach is simply less confusing to TAA customers.

Coordination with Veterans Services: As has been noted throughout this workforce plan, the WIB fully expects that customers who are veterans will receive high quality and priority services. One clear opportunity to ensure that this happens is to closely coordinate all WorkOne programs with the Veterans Program (LVER and DVOP). To the Northern Indiana WIB, close coordination with Veterans Programs will include the following:

- ✓ Staff who manage the Local Veterans Employment Representatives (LVER) program will work closely with the Business Services Team (often making joint visits) to promote veteran customers to employers and for on-the-job training activities.
- ✓ LVER and Disabled Veterans Outreach Program (DVOP) staff will both serve on integrated teams in the WorkOne Center. More specifically, LVER staff will work as a member of the Employment Team and provide veterans-specific expertise to other members of the team as well as directly to veteran customers. DVOP staff will work as a member of the Skills Team and provide this same veterans expertise in support of that team and its customers. Importantly, DVOP staff will also be charged with dramatically increasing veteran customer participation in the Chapter 31 program, a job training program for qualified veterans with a service connected disability.

Coordination with Profiling Services: The Northern Indiana WIB also provides reemployment services to appropriate workers as part of both the REA (Reemployment Assistance) and WPRS (Worker Profiling and Reemployment Services) programs. The goal of these reemployment programs is simple – to identify UI claimants that are considered likely to exhaust their UI benefits before securing new employment. As these UI claimants are identified, these individuals will be called into the WorkOne Center nearest to their residence and will be immediately enrolled into the Wagner-Peyser program. This rapid enrollment will allow WorkOne staff to begin delivering immediate reemployment services to these UI claimants including:

- ✓ Profiled UI Claimants will receive a detailed orientation to reemployment and WorkOne services. This orientation will include information on planned reemployment activities and available reemployment services. Importantly, UI Claimants in the orientation will also be informed of their responsibility to participate in planned reemployment services and the consequences of non-participation.
- ✓ Profiled UI Claimants will also participate in a thorough assessment process which will evaluate their work and education background, their job interests and aptitudes, their understanding of the regional labor market and their familiarity with the job seeking process that is required to access this market.
- ✓ Based on results from the assessment process, profiled UI Claimants will also work with designated WorkOne staff to develop a reemployment plan that is customized to the results of their assessment. This plan will detail the specific job search activities in which the UI Claimant will engage as they seek reemployment. The plan will likely include many self-directed job search activities; however, as appropriate, it will also include participation in appropriate WorkOne activities (workshops, computer classes, others). Importantly, the UI Claimant will sign their reemployment plan to indicate their commitment to follow through on all activities detailed in the plan.

H. Business Services Available to Employers

The Northern Indiana WIB has made an exceptionally strong commitment to addressing the skill needs of employers in the region. To be honest, the WIB sees employers as a primary customer of the regional WorkOne system and believes that the development of a regional talent pool to support employers is a primary responsibility of the workforce system. To this point, the WIB has identified a team of dedicated professionals that will serve as “account managers” for employers across the region. This team will be led by the Business Consultant but will also include a team of four (4) Business Services Representatives that will be assigned specific geographies in which they will be expected to serve employers. Members of this team will make the following services and supports available to employers in Northern Indiana (consistent with WIA rules and state policy requirements):

- ✓ Indiana Career Connect (ICC) Support – Business Services staff will work with any hiring employer to support their use of the ICC system. Specific support to be provided in this regard includes assistance with posting jobs in ICC, assistance with setting up screening processes within ICC, assistance with developing a referral process within ICC, and referrals of qualified candidates.
- ✓ Customized Recruitment Events – Whether an employer is large or small, a Business Services staff person will work with the employer to develop and customize a candidate

recruitment plan specific to the hiring needs of the employer. Such recruitment plans will likely include WorkOne sponsored hiring events (at WorkOne Centers) and will be developed to address the specific hiring needs of the employer customer.

- ✓ Customized Screening and Assessment – Once candidates have been effectively recruited, a Business Services staff person will also work with the employer to develop a customized pre-employment screening and assessment program. If appropriate, WorkKeys assessments may be used in this assessment program; however, other approved and legally compliant skills assessments may also be used to identify skilled candidates as desired by the employer.
- ✓ On-The-Job Training (OJT) – The Northern Indiana WIB understand that sometimes the best way to train a new worker is on the job. As such, the WIB has made a strong commitment to using available resources to support OJT programs. When OJT is utilized, an under/unemployed worker will secure employment and WorkOne will provide the employer with a training subsidy to help offset the cost of training the new worker while they are on the job.
- ✓ Pre-Employment Training – To be truly effective at serving employers, the WIB is tasking the Business Services Team with the responsibility to develop (when appropriate) a pre-qualified pool of candidates for hiring employers. For example, if an employer is looking to hire qualified solderers, WorkOne will be expected to make soldering training available as appropriate to train workers that meet the skill needs of this employer. Similarly, if an employer is looking for workers with a mastery of a specific software program (Excel for instance), WorkOne will be expected to provide Excel training to appropriate customers to ensure that Excel-ready candidates can be referred to the employer.

I. Veterans Priority of Service Strategies

The Northern Indiana WIB fully understands the expectations and requirements to provide veterans with priority of service. To ensure that veterans know they can receive this priority, signage has been posted in the lobby of every WorkOne Center in the region to make veterans aware of this service priority. Beyond signage, however, the WIB will ensure that veterans know of and receive priority of service through the implementation of the following strategies:

- ✓ Information detailing priority of service for veterans will be communicated at all rapid response events conducted in the region. This will ensure that dislocated workers who are veterans understand up front that they will receive priority of service from WorkOne when seeking services.

- ✓ Priority of service will also be reviewed with groups of customers that participate in daily WorkOne orientation activities. As required by state policy, in these activities WorkOne customers will learn about all WorkOne services available to them. Moreover, each customer that attends an orientation activity will receive an information packet that provides them with written information about WorkOne services. In both the orientation activity and the information packet, priority of service to veterans will be emphasized.
- ✓ The WIB will also embed the veteran's priority of service concept into the WorkOne triage process where customers are first engaged. In the initial triage conversation between a WorkOne staff person and a new customer, WorkOne triage staff will be directed to inquire about the customer's veteran status. If the customer is determined to be a veteran, the customer will be informed of his or her priority of service.
- ✓ The WIB is committed to staff training on the topic of priority of service for veterans and will ensure that this topic is addressed on at least an annual basis to ensure that all staff remain current on priority of service requirements. Also, to ensure that new staff receive information about these requirements, the WIB's on-boarding process will include sharing information with new WorkOne staff about veteran's priority of service.
- ✓ In terms of application, the WIB will direct its Business Services Team to provide priority of service to veterans by ensuring that Veterans staff have the opportunity to "work" a job order before the job order is made public. Similarly, the WIB will require that when training resources are limited, WorkOne staff will apply veteran's priority of service and serve veterans first with remaining resources.

III. Key Partnerships

A. Complete Partnership Matrix

The completed partnership matrix is complete and can be found in attachment 4 to this workforce plan.

B. Attach MOUs with Required Partners

An MOU has been developed with all required Workforce Investment Act (WIA) mandatory partners in Northern Indiana. This MOU can be found in attachment 5 to this workforce plan.

C. Partnerships with Economic Development Organizations in the Region/State

The Northern Indiana WIB is a full partner with economic development organizations in the region. This full partnership is evidenced by all of the following:

- ✓ WIB staff are in regular contact with staff from the Indiana Economic Development Council (IEDC) and often work in support of economic development or business expansion projects.
- ✓ WIB staff are also in constant contact with county based economic development organizations. Many times throughout the year, WIB staff and these county organizations work together to develop a package to support a new business project or a business expansion. The key, however, is that the WIB and these organizations are now in regular communication about specific economic development projects. This is a new relationship in the Northern Indiana region – but it is a relationship that the WIB highly values.
- ✓ WIB staff and regional economic development partners will jointly undertake and fund business intelligence activities to better understand the workforce and economic challenges of employers. This kind of joint intelligence gathering will occur on an annual basis and lays a strong foundation for designing regional initiatives to address employer needs.

IV. Budget

A. Complete WIB Budget Using Budget Template

The projected budget for the Northern Indiana WIB can be found in attachment 6 to this workforce plan.

B. Budget Monitoring Process

The budget monitoring process actually begins with the development of operating budgets that are allocated to various programs and Centers across the region. It is important to note that the WIB budget has been developed to ensure that a minimum of 50% of available resources are committed to direct customer activities (training, books, technology instruction, support services). These budgets are developed up front but can change over time due to community needs (such as large plant closings or major economic development projects). However, a good budget monitoring process must begin with a well communicated budget and the WIB is committed to making this happen.

As fiscal agent, the WIB will perform several levels of internal monitoring to ensure that all budgeted resources are used properly and in accordance with state and federal rules. Initially, the WIB will engage in extensive desktop monitoring of every expenditure to ensure that it is charged to the correct workforce program and account. Beyond this every day monitoring activity, WIB staff will also produce and review monthly reports showing monthly and year-to-date expenditures, actual to budget expenses, revenue and expense reports, and accrued expenditure reports. These financial reports will be reviewed in detail every month to ensure that budgets are being properly managed and that expenditures are being properly charged and allocated to the various workforce programs operated by the WIB. As important, a summary of these financial reports will also be shared with all WIB members and the Chief Elected Official prior to every Board meeting and reviewed with Board members at actual Board meetings. In this process, WIB staff will note any exceptions (over or under expenditures) to the budget and Board members will have the opportunity to discuss and review these exceptions when they meet.

In addition to budget controls, the Northern Indiana WIB also has an extensive set of internal controls in place to ensure that budgets are spent appropriately and in accordance with state and federal requirements. Key internal controls include dual signatures on checks, approved cost allocation plans, and segregation of duties when required.

Because the WIB will be procuring youth service providers, there will also be a three part strategy in place to monitor the budgets of these youth service providers. First, during contract negotiations with the WIB, all youth providers will be required to develop (and get approval for) detailed line item budgets and production schedules for program activities. WIB staff will use these budgets and production schedules to track and monitor the activities of each youth provider. Second, desktop monitoring of all invoices received from service providers will be an ongoing budget monitoring activity. Third, as service provider expenditures are entered into the WIB financial management system these expenditures will be checked again to ensure accuracy. And fourth, the WIB will conduct at least one financial monitoring visit with every service provider every year. In this monitoring visit, a sample of expenditures will be tested to ensure accuracy in the service provider financial management system. Moreover, payroll processing and other financial management systems will be reviewed during this monitoring visit to ensure that the service provider has the appropriate internal controls to manage its budget and financial system. Formal monitoring reports will be issued after every service provider monitoring visit and, if necessary, corrective action plans will be developed and tracked to ensure that any issues are properly addressed.

C. Strategies for Minimizing Administrative Spending

The WIB will minimize its administrative expenditures in many ways. However, the single greatest way to reduce administrative costs is for the WIB to become the One Stop Operator

and the provider of adult and dislocated worker services. In doing so, the WIB will eliminate the need for a duplicate set of administrative staff at the service provider level. By serving as the One Stop Operator (and not contracting out for adult and dislocated worker services), the WIB will specifically eliminate the need for duplicate service provider management staff, fiscal staff, MIS staff, and IT staff. This change alone will result in cost savings of at least \$320,000 per year. Additionally, as required under the Single Audit Act, by combining the duties of the WIB, the One Stop Operator and the adult/dislocated worker service provider into a single organization, only one financial audit will need to be completed for the regional workforce system (as opposed to three audits under the current system). This change in audit process will result in additional savings of \$30,000 per year. While administrative savings from this approach will be significant, the WIB does intend to pursue other ways to reduce administrative costs as well.

Administrative Staffing: The Northern Indiana WIB is in the process of developing its organizational structure. However, two principles are guiding this development process:

- ✓ The WIB will maintain appropriate staffing levels and, quite simply, will not be overstaffed. The WIB is fully invested in the concept of Lean Six Sigma and is using the principles of this system to develop a staffing plan that will minimize staffing costs and maximize resources in support of customers.
- ✓ The WIB will make full use of technology and automated financial systems to reduce the number of staff hours required to process financial payments and track financial activities. In other words, staff hours will be dedicated to reviewing budgets and expenditures rather than processing them.

It should also be noted that the WIB is in the process of developing its human resource system, including the development of human resource policies, performance appraisal systems, and supporting human resource procedures. As these human resource policies are finalized, the WIB will update this plan to include a summary description of key human resource policies and procedures.

Travel: The Northern Indiana WIB is a firm believer in the use of technology to minimize staff travel. As such, WIB staff will be required to extensively use an online meeting and conference system to conduct meetings. Use of this online meeting system will greatly reduce staff travel and reduce administrative resources associated with this line item.

V. Governance and Structure

A. Process for Consulting with Public, LEOS, Business, Labor and Economic Development prior to Plan Submission

The Northern Indiana WIB has consulted with all of these groups in the process of developing this workforce plan; however, the WIB is keenly aware of the need to continue dialogue with all of these groups in an effort to ensure continued support and alignment of resources. Specific efforts which have been (and will continue) to be made to solicit input from these groups include:

- ✓ The workforce plan has been posted on the regional website, providing everyone in the community with the opportunity to review and offer comment on the plan;
- ✓ The workforce plan has been advanced to Local Elected Officials throughout Northern Indiana to solicit input;
- ✓ The CEO/President of the WIB has met with a number of local elected officials (county officials and mayors throughout the region) and reviewed workforce plans and strategies as identified in this plan;
- ✓ WIB staff have also shared the strategies identified in the plan with local economic development entities in the region, Chambers of Commerce, and the Northern Indiana Central Labor Council.

As these consultations have occurred, the WIB has received consistent and positive feedback from these groups. Of specific interest to many of these groups is the clear commitment to focus the greatest percentage of resources possible on the direct training and support of adults, dislocated workers and youth.

B. Role of the Local Elected Officials – Attach LEO and CEO agreements

The LEO and CEO agreements can be found in attachments 7 and 8 to this workforce plan and, together, these agreements identify a very clear role for elected officials in the region. Four key roles as defined for these elected officials include:

- ✓ Elected officials, through their Chief Elected Official, appoint members of the Northern Indiana Workforce Investment Board. While nominations for Board appointments are accepted from designated organizations, these nominations are vetted with local elected officials to ensure their support for eventual Board appointments. As a result of this process, elected officials have input on the representatives chosen from their communities to serve on the Board, providing them with a direct line of access for information about Board activities.
- ✓ Elected officials also serve as the Grant Recipient for WIA Title I resources in the region. While the WIB has been designated as the grant recipient and fiscal agent for the region, local elected officials do retain financial liability for the misuse of Workforce Investment Act funds or any funds that are disallowed or misspent.

- ✓ Given their financial liability, elected officials also provide comprehensive oversight of all Board activities in the region. This will be accomplished in three ways. First, the Chief Elected Official, or his/her designee, will attend all WIB meetings to ensure that the Board and its service delivery system are functioning as expected. And second, all advance materials sent to WIB members prior to full Board meetings will also be sent to every LEO in the region. In this way, LEOs will have the opportunity to review reports and information on a consistent basis. And third, the WIB is committed to sharing with every LEO in the region a quarterly metrics report as well as county specific reports of WorkOne activities. Collectively, between these three strategies, the WIB intends to keep every LEO in the region well informed so they can provide the required oversight.
- ✓ Elected officials also have a significant role to play in ensuring the close coordination and alignment of resources between the workforce and economic development systems in the region. Elected officials in Northern Indiana are heavily invested in supporting economic development activities and have a significant interest in ensuring that local workforce resources are used in a manner to support economic development strategies.

C. Identify Chief Elected Official and Detail Liability Strategy

The Chief Elected Official for the Northern Indiana region will be Stephen Luecke, Mayor of South Bend. Mayor Luecke has an excellent background in workforce development and has been appointed to this role by the LEOs in the region through February of 2013. Per agreement amongst the region's elected officials, liability for any misuse of workforce funds will be shared by all elected officials. More specifically, if repayment would be required due to a disallowed cost, elected officials in the region have agreed to make repayment based on their county's relative share of the regional population.

D. Identify Fiscal Agent

Local Elected Officials in Northern Indiana have designated, through their LEO agreements, that the Northern Indiana WIB will be the fiscal agent for the region. The specific organizational structure to support this function is being developed and this plan will be updated when the structure is complete. However, the fiscal agent for the region will be the Northern Indiana Workforce Investment Board.

E. Describe Board Nomination and Selection Process *(one half page)*

The Northern Indiana WIB nomination and selection process is following the precise requirements as outlined in DWD Policy 2010-09: Establishment and Certification of Indiana's Workforce Investment Boards. Included in this process are the following key steps:

- ✓ The Chief Elected Official for the region has sought and accepted nominations from appropriate groups and organizations in the region. More specifically, business representatives were nominated by county chambers of commerce. Labor representatives were nominated by the North Central Indiana Labor Council. As required by state policy, the majority of WIB members will be representatives of business and all members have policymaking authority within the organizations or agencies they represent.
- ✓ Following solicitation of these nominations, the Chief Elected Official appoints the members of the Northern Indiana WIB consistent with state criteria and requirements. In doing so, the Board will have representatives from every county in the region and will include individuals who represent business, labor, education, community based organizations, economic development, youth serving organizations, and various agencies that partner with the WIB on workforce development issues in the region.

When membership vacancies occur in the future, this same process will be utilized to identify individuals to fill open seats on the WIB. The WIB will work with nominating organizations to fill all such vacancies in less than 90 days.

F. Describe Business Member Composition and Relation to Labor Market

Based on data provided by the State of Indiana, business members on the Northern Indiana WIB have been selected to mirror the high growth industry sectors in the Northern Indiana labor market. The following illustration highlights the business makeup of the regional labor market as well as the business composition of the 16 private sector WIB members.

Industry Sector	% of Regional Employment	Business Members Representing Sector on WIB
Manufacturing	28.5%	5 members
Retail/Wholesale Trade	16.8%	2 members
Health Care	12.2%	2 members
Administrative and Support	3.9%	2 members
Finance and Insurance	2.8%	2 members
Construction	2.8%	2 members
Transportation and Warehousing	2.1%	1 member

G. Attach WIB Bylaws

A copy of the WIB bylaws can be found in attachment 9 to this workforce plan.

H. Describe WIB Staffing Plan

The Northern Indiana WIB is in the process of developing its organizational structure and will complete this task in the coming months. Once this organizational structure has been fully developed, the WIB will update this plan to include an organizational chart as well as the required executive compensation chart.

I. Identify One Stop Operator, Roles and Responsibilities, and Designation Process

To take true ownership of and accountability for workforce services in Northern Indiana, the Northern Indiana WIB and the Chief Elected Official have determined that the region would be best served if the WIB itself was designated as the one stop operator and the provider of adult and dislocated worker services. To this end, a letter from the region's Chief Elected Official is being submitted to the Governor requesting that the WIB be officially designated as the one stop operator for the region. In this capacity, the WIB is planning to directly hire and oversee all staff that provide adult and dislocated worker services. Additional roles and responsibilities of the WIB as one stop operator will include:

- ✓ Provide timely adult and dislocated services in all WorkOne Centers, including core, intensive and training services as appropriate;
- ✓ Facilitate customer access to all WorkOne and partner services including unemployment insurance, TAA, Veterans, Profiling and all required partner programs;
- ✓ Work with training partners in the region to develop and design innovative training programs designed to meet the needs of WorkOne customers and regional employers;
- ✓ Provide employer services throughout the region to ensure that the regional business community receives high quality support from its workforce system;
- ✓ Develop partnerships in the community to ensure that workforce services are coordinated with and not duplicative of other community resources; and,
- ✓ Achieve maximum results from program expenditures including job placement, job retention, and good wages for all customers.

J. Identify WIA Services to be Awarded Through Competitive Grants and Describe Competitive Process (OSO, Youth, Adult, DW or Other)

Given that the Northern Indiana WIB intends to serve as the one stop operator for the region, it is not planning to conduct a competitive procurement process to award adult or dislocated worker resources. However, the WIB is planning to contract for youth services and staff who will case manage youth participants in the region's three full service WorkOne Centers. To do this, the WIB and its Youth Council will be utilizing a competitive procurement process to identify organizations that can deliver WIA youth services to eligible youth. To identify

organizations to receive grant awards to deliver WIA Youth services in the region, the WIB will issue a formal Request for Proposal and select bidding organizations that can most effectively serve youth and achieve desired program outcomes. In terms of process, the WIB will use a procurement process that meets all federal requirements as prescribed in OMB Circular A-110, providing for open and fair competition to the maximum extent possible. The WIB currently maintains a Bidders List which includes more than 100 potential bidders to which the RFP will be sent electronically. In addition, public notices will be published in regional and local news publications and the RFP will also be posted on the WorkOne Northern Web site.

Upon issuance of the WIA Youth RFP, a minimum of four weeks will be allowed for bidders to develop and submit their proposed youth program to the WIB's Youth Council. The Youth Council will then review and evaluate proposals against pre-determined criteria and results of this review process and recommendations for youth service providers will be made to the full WIB Board. Detailed notes and information on the decision making process will be maintained for third-party review to ensure WIB compliance with federal, state and local procurement requirements.

K. WIB Monitoring Strategy for Services Procured

Since the WIB will procure youth program services, it also intends to use various types of monitoring approaches to assure quality youth services are being provided. The first approach to be used will be "informal monitoring" or monthly meetings with each organization that is awarded a WIA Youth contract. At these meetings, line item budgets and production schedules will be reviewed to ensure the youth provider is "on track" with both program services and expenditures.

Another monitoring approach to be used is "desktop monitoring." To execute this strategy, the WIB will require youth contractors to submit monthly reports that identify dollars being expended as well as the level of youth activity being supported with these dollars. These reports will be reviewed monthly by WIB staff and this information, in turn, will be shared with the Youth Council and full Board.

Another monitoring approach is "formal monitoring." Formal monitoring activities entail an onsite visit to each youth provider at a minimum of once per year. Depending upon the performance of the youth provider, however, these visits can occur more often and can be expanded to address any and all concerns regarding that youth provider. Financial expenditures, youth participant service levels, program performance, compliance with MIS and eligibility rules, and the procedures and policies of the youth provider will be the focus of formal monitoring activities.

During any of these described monitoring activities, should non-compliance by the youth provider be identified a corrective action plan will be requested. A second occurrence of non-compliance will result in a formal letter of acknowledgement and again corrective action steps will be required. Any subsequent non-compliance will be addressed with the Youth Council and Executive Committee of the WIB and actions will be taken as a result of their input and guidance. All documentation regarding the non-compliance will be maintained in the contract file. Should it become apparent that the youth provider in question cannot fulfill the terms and conditions of its contract, a written notice will be given to that provider of the intent to terminate their contract in thirty days. The funds that then become available will be distributed to other youth providers who are meeting contract performance expectations and outcomes.

L. Elimination of Conflicts of Interest in RFP and Grant Award Processes

All Northern Indiana WIB members and all staff directly employed by the WIB will sign a conflict of interest statement on an annual basis to declare any potential conflict that may exist. Prior to the beginning of any RFP or grant making process, the conflict of interest statements of any WIB member or staff person to be engaged in the process will be reviewed. In addition, at this time, WIB members or staff involved in the procurement process will sign a new conflict of interest statement specific to the procurement process that is beginning. If there is even the appearance that a potential conflict could exist, the WIB member or staff person will be recused from the process. Importantly, this same standard will apply to all WIB voting activities, including any votes to approve outcomes from any competitive procurement process.

VI. Program Contact Person/Signatures

A. Identify Contact Person for WIA Adult/DW Programs, Youth Programs, Fiscal Mgmt, MIS, Electronic Information Systems, Data Collection and Performance, EEO Officer, Program Complaints

The Northern Indiana WIB is in the process of developing its organizational structure and will update this plan to include the required contact persons for these items as soon as the organizational structure is complete.

B. Signatures from WIB Chair and Chief Elected Official



David Findlay

Chairperson

Northern Indiana Workforce Investment Board



Stephen Luecke

Chief Elected Official

Northern Indiana Workforce Service Area

Required Attachments

1. Demand Occupations List
2. WIA Adult/DW Services Matrix
3. WIA Youth Services Matrix
4. Key Partnership Matrix
5. One Stop Partner MOUs
6. WIB Budget and Service Provider Budget
7. LEO Agreement
8. Chief Elected Officials Agreement
9. WIB Bylaws
10. Organizational Chart and Executive Compensation Chart (will be added when complete)

High Wage/High Demand Occupations 2010-2012
Based on Long Term (2008-2018) & Short Term (2010-2012) Occupational Projections
AREA: EGR 02

SOC Code	Occupational Title	Long Term Projections: 2008-2018					Short Term Projections: 2010-2012 (1st Quarter to 1st Quarter)					BLS Education/Training Classification	Annual Wage
		2008 Employment	2018 Projection	Total Growth	Percent Change	Total Openings	2010 Employment	2012 Projection	Total Growth	Percent Change	Total Openings		
00-0000	Total, All Occupations	317,440	339,480	22,040	6.9%	93,783	280,736	285,505	4,769	1.7%	17,497		\$30,091
11-0000	Management Occupations												
11-2021	Marketing Managers	225	257	32	14.2%	80	206	215	9	4.4%	18	Bachelor's or higher degree, plus work experience	\$77,799
11-2022	Sales Managers	687	774	87	12.7%	235	603	613	10	1.7%	35	Bachelor's or higher degree, plus work experience	\$72,142
11-2031	Public Relations Managers	117	133	16	13.7%	43	117	120	3	2.6%	8	Bachelor's or higher degree, plus work experience	\$57,418
11-3011	Administrative Services Managers	310	353	43	13.9%	108	294	304	10	3.4%	19	Bachelor's or higher degree, plus work experience	\$53,009
11-3021	Computer and Information Systems Managers	260	297	37	14.2%	79	236	244	8	3.4%	14	Bachelor's or higher degree, plus work experience	\$84,116
11-3031	Financial Managers	643	685	42	6.5%	158	584	585	1	0.2%	19	Bachelor's or higher degree, plus work experience	\$84,227
11-3041	Compensation and Benefits Managers	87	93	6	6.9%	25	81	83	2	2.5%	5	Bachelor's or higher degree, plus work experience	\$65,570
11-3042	Training and Development Managers	45	53	8	17.8%	18	45	48	3	6.7%	5	Bachelor's or higher degree, plus work experience	\$76,007
11-3049	Human Resources Managers, All Other	195	216	21	10.8%	63	188	193	5	2.7%	12	Bachelor's or higher degree, plus work experience	\$57,989
11-9021	Construction Managers	503	616	113	22.5%	152	349	363	14	4.0%	18	Bachelor's degree	\$67,930
11-9031	Education Administrators, Preschool and Child Care Center/Program	48	52	4	8.3%	18	53	54	1	1.9%	4	Bachelor's or higher degree, plus work experience	\$40,958
11-9032	Education Administrators, Elementary and Secondary School	418	459	41	9.8%	166	444	456	12	2.7%	37	Bachelor's or higher degree, plus work experience	\$78,397
11-9033	Education Administrators, Postsecondary	312	322	10	3.2%	103	333	338	5	1.5%	24	Bachelor's or higher degree, plus work experience	\$50,763
11-9041	Engineering Managers	329	352	23	7.0%	90	284	293	9	3.2%	20	Bachelor's or higher degree, plus work experience	\$91,794
11-9051	Food Service Managers	641	664	23	3.6%	147	593	606	13	2.2%	34	Work experience in a related occupation	\$50,642
11-9111	Medical and Health Services Managers	676	801	125	18.5%	254	659	683	24	3.6%	44	Bachelor's or higher degree, plus work experience	\$68,772
11-9151	Social and Community Service Managers	208	235	27	13.0%	75	222	227	5	2.3%	14	Bachelor's degree	\$46,865
11-9199	Managers, All Other	1,084	1,166	82	7.6%	362	1,038	1,051	13	1.3%	63	Work experience in a related occupation	\$52,246
13-0000	Business and Financial Operations Occupations												
13-1023	Purchasing Agents, Except Wholesale, Retail, and Farm Products	1,021	1,139	118	11.6%	387	832	848	16	1.9%	56	Long-term on-the-job training	\$47,462
13-1041	Compliance Officers, Except Agriculture, Construction, Health and Safety,	297	391	94	31.6%	126	302	313	11	3.6%	15	Long-term on-the-job training	\$43,460
13-1051	Cost Estimators	466	566	100	21.5%	203	345	368	23	6.7%	37	Bachelor's degree	\$55,942
13-1071	Employment, Recruitment, and Placement Specialists	330	419	89	27.0%	175	296	327	31	10.5%	46	Bachelor's degree	\$37,440
13-1072	Compensation, Benefits, and Job Analysis Specialists	163	199	36	22.1%	79	147	153	6	4.1%	13	Bachelor's degree	\$44,925
13-1073	Training and Development Specialists	378	461	83	22.0%	182	352	365	13	3.7%	31	Bachelor's or higher degree, plus work experience	\$45,442
13-1079	Human Resources, Training, and Labor Relations Specialists, All Other	353	402	49	13.9%	141	315	319	4	1.3%	20	Bachelor's degree	\$46,519
13-1081	Logisticians	70	79	9	12.9%	25	59	60	1	1.7%	3	Bachelor's degree	\$60,109
13-1111	Management Analysts	336	462	126	37.5%	184	308	328	20	6.5%	29	Bachelor's or higher degree, plus work experience	\$69,510
13-1199	Business Operations Specialists, All Other	431	480	49	11.4%	145	415	419	4	1.0%	21	Bachelor's degree	\$47,423
13-2011	Accountants and Auditors	1,716	2,022	306	17.8%	596	1,534	1,601	67	4.4%	113	Bachelor's degree	\$52,444
13-2051	Financial Analysts	157	188	31	19.7%	60	144	148	4	2.8%	8	Bachelor's degree	\$66,703
13-2052	Personal Financial Advisors	161	190	29	18.0%	46	150	158	8	5.3%	11	Bachelor's degree	\$81,476
15-0000	Computer and Mathematical Occupations												
15-1031	Computer Software Engineers, Applications	320	489	169	52.8%	196	299	322	23	7.7%	27	Bachelor's degree	\$59,680
15-1032	Computer Software Engineers, Systems Software	104	129	25	24.0%	34	92	93	1	1.1%	2	Bachelor's degree	\$68,976
15-1041	Computer Support Specialists	877	916	39	4.4%	282	852	864	12	1.4%	58	Associate degree	\$34,475
15-1051	Computer Systems Analysts	517	612	95	18.4%	206	474	487	13	2.7%	32	Bachelor's degree	\$71,732
15-1061	Database Administrators	114	147	33	28.9%	52	110	116	6	5.5%	9	Bachelor's degree	\$41,943
15-1071	Network and Computer Systems Administrators	418	467	49	11.7%	119	384	393	9	2.3%	20	Bachelor's degree	\$54,937
15-1081	Network Systems and Data Communications Analysts	417	588	171	41.0%	246	371	407	36	9.7%	48	Bachelor's degree	\$54,967
15-1099	Computer Specialists, All Other	74	88	14	18.9%	30	74	76	2	2.7%	5	Associate degree	\$49,444
15-2031	Operations Research Analysts	28	38	10	35.7%	18	28	29	1	3.6%	2	Master's degree	\$65,780
17-0000	Architecture and Engineering Occupations												
17-1011	Architects, Except Landscape and Naval	98	111	13	13.3%	30	78	79	1	1.3%	3	Bachelor's degree	\$58,003
17-1012	Landscape Architects	28	35	7	25.0%	12	26	28	2	7.7%	3	Bachelor's degree	\$53,412
17-1022	Surveyors	42	48	6	14.3%	17	39	40	1	2.6%	3	Bachelor's degree	\$50,653
17-2031	Biomedical Engineers	93	167	74	79.6%	93	89	102	13	14.6%	16	Bachelor's degree	\$57,501
17-2051	Civil Engineers	155	188	33	21.3%	59	144	152	8	5.6%	12	Bachelor's degree	\$56,689
17-2072	Electronics Engineers, Except Computer	127	128	1	0.8%	30	109	112	3	2.8%	8	Bachelor's degree	\$73,326
17-2112	Industrial Engineers	891	1,089	198	22.2%	426	758	790	32	4.2%	68	Bachelor's degree	\$62,778
17-2141	Mechanical Engineers	728	802	74	10.2%	261	620	638	18	2.9%	48	Bachelor's degree	\$68,019
17-2199	Engineers, All Other	127	143	16	12.6%	42	115	117	2	1.7%	6	Bachelor's degree	\$60,799
17-3011	Architectural and Civil Drafters	118	124	6	5.1%	31	101	103	2	2.0%	6	Postsecondary vocational training	\$38,508

SOC Code	Occupational Title	2008		Total Growth	Percent Change	Total Openings	2010		Total Growth	Percent Change	Total Openings	BLS Education/Training Classification	Annual Wage
		Employment	Projection				Employment	Projection					
17-3013	Mechanical Drafters	389	402	13	3.3%	97	333	336	3	0.9%	17	Postsecondary vocational training	\$40,782
17-3022	Civil Engineering Technicians	50	59	9	18.0%	18	48	52	4	8.3%	6	Associate degree	\$46,843
17-3023	Electrical and Electronic Engineering Technicians	231	237	6	2.6%	50	193	195	2	1.0%	9	Associate degree	\$45,188
17-3026	Industrial Engineering Technicians	413	500	87	21.1%	165	356	372	16	4.5%	29	Associate degree	\$46,923
17-3027	Mechanical Engineering Technicians	93	98	5	5.4%	23	84	85	1	1.2%	4	Associate degree	\$43,460
17-3029	Engineering Technicians, Except Drafters, All Other	56	65	9	16.1%	20	52	54	2	3.8%	4	Associate degree	\$51,879
17-3031	Surveying and Mapping Technicians	67	80	13	19.4%	25	64	67	3	4.7%	5	Moderate-term on-the-job training	\$36,040
19-0000 Life, Physical, and Social Science Occupations													
19-1042	Medical Scientists, Except Epidemiologists	127	180	53	41.7%	79	120	131	11	9.2%	15	Doctoral degree	\$59,637
19-2031	Chemists	116	127	11	9.5%	49	104	109	5	4.8%	12	Bachelor's degree	\$59,302
19-2041	Environmental Scientists and Specialists, Including Health	38	46	8	21.1%	19	34	35	1	2.9%	3	Master's degree	\$41,177
19-3021	Market Research Analysts	135	172	37	27.4%	73	120	128	8	6.7%	14	Bachelor's degree	\$43,010
19-3031	Clinical, Counseling, and School Psychologists	226	259	33	14.6%	97	234	240	6	2.6%	20	Doctoral degree	\$58,275
19-3051	Urban and Regional Planners	34	40	6	17.6%	13	31	33	2	6.5%	3	Master's degree	\$44,960
19-4021	Biological Technicians	76	93	17	22.4%	44	75	79	4	5.3%	9	Bachelor's degree	\$31,509
19-4031	Chemical Technicians	76	78	2	2.6%	17	67	68	1	1.5%	4	Associate degree	\$32,796
21-0000 Community and Social Services Occupations													
21-1011	Substance Abuse and Behavioral Disorder Counselors	194	243	49	25.3%	88	199	206	7	3.5%	14	Bachelor's degree	\$34,199
21-1012	Educational, Vocational, and School Counselors	422	482	60	14.2%	145	447	460	13	2.9%	29	Master's degree	\$45,975
21-1013	Marriage and Family Therapists	78	85	7	9.0%	23	81	82	1	1.2%	4	Master's degree	\$43,262
21-1014	Mental Health Counselors	102	122	20	19.6%	41	106	109	3	2.8%	7	Master's degree	\$43,874
21-1021	Child, Family, and School Social Workers	503	558	55	10.9%	181	520	526	6	1.2%	31	Bachelor's degree	\$32,866
21-1022	Medical and Public Health Social Workers	145	181	36	24.8%	72	145	150	5	3.4%	12	Bachelor's degree	\$38,308
21-1023	Mental Health and Substance Abuse Social Workers	249	299	50	20.1%	113	248	254	6	2.4%	18	Master's degree	\$31,551
21-1091	Health Educators	108	120	12	11.1%	35	106	107	1	0.9%	5	Bachelor's degree	\$41,917
21-1092	Probation Officers and Correctional Treatment Specialists	185	219	34	18.4%	73	176	180	4	2.3%	11	Bachelor's degree	\$39,529
21-1099	Community and Social Service Specialists, All Other	197	226	29	14.7%	71	206	212	6	2.9%	14	Bachelor's degree	\$33,174
21-2011	Clergy	61	68	7	11.5%	19	61	62	1	1.6%	3	Master's degree	\$39,137
23-0000 Legal Occupations													
23-1011	Lawyers	648	754	106	16.4%	227	611	630	19	3.1%	39	First professional degree	\$60,701
23-2011	Paralegals and Legal Assistants	399	502	103	25.8%	148	379	396	17	4.5%	24	Associate degree	\$30,845
23-2092	Law Clerks	46	53	7	15.2%	14	46	49	3	6.5%	4	Bachelor's degree	\$33,012
23-2093	Title Examiners, Abstractors, and Searchers	92	99	7	7.6%	21	86	90	4	4.7%	6	Moderate-term on-the-job training	\$40,496
25-0000 Education, Training, and Library Occupations													
25-2012	Kindergarten Teachers, Except Special Education	311	364	53	17.0%	115	332	345	13	3.9%	25	Bachelor's degree	\$44,375
25-2021	Elementary School Teachers, Except Special Education	3,095	3,625	530	17.1%	1,234	3,295	3,428	133	4.0%	272	Bachelor's degree	\$45,109
25-2022	Middle School Teachers, Except Special and Vocational Education	1,256	1,466	210	16.7%	496	1,338	1,390	52	3.9%	109	Bachelor's degree	\$45,114
25-2031	Secondary School Teachers, Except Special and Vocational Education	2,198	2,421	223	10.1%	862	2,339	2,403	64	2.7%	199	Bachelor's degree	\$43,297
25-2032	Vocational Education Teachers, Secondary School	106	118	12	11.3%	43	113	116	3	2.7%	10	Bachelor's or higher degree, plus work experience	\$51,710
25-2041	Special Education Teachers, Preschool, Kindergarten, and Elementary Sch	309	372	63	20.4%	143	329	344	15	4.6%	30	Bachelor's degree	\$44,932
25-2042	Special Education Teachers, Middle School	119	142	23	19.3%	54	126	132	6	4.8%	12	Bachelor's degree	\$52,248
25-2043	Special Education Teachers, Secondary School	207	237	30	14.5%	84	220	228	8	3.6%	18	Bachelor's degree	\$49,589
25-3011	Adult Literacy, Remedial Education, and GED Teachers and Instructors	142	169	27	19.0%	49	152	158	6	3.9%	10	Bachelor's degree	\$45,578
25-3021	Self-Enrichment Education Teachers	204	272	68	33.3%	99	203	212	9	4.4%	15	Work experience in a related occupation	\$42,815
25-4021	Librarians	259	280	21	8.1%	89	263	267	4	1.5%	16	Master's degree	\$46,131
25-9031	Instructional Coordinators	118	147	29	24.6%	55	125	132	7	5.6%	12	Master's degree	\$52,552
27-0000 Arts, Design, Entertainment, Sports, and Media Occupations													
27-1011	Art Directors	84	87	3	3.6%	22	76	77	1	1.3%	4	Bachelor's or higher degree, plus work experience	\$48,614
27-1021	Commercial and Industrial Designers	187	190	3	1.6%	60	157	158	1	0.6%	10	Bachelor's degree	\$40,505
27-1024	Graphic Designers	532	589	57	10.7%	220	481	490	9	1.9%	38	Bachelor's degree	\$37,667
27-1025	Interior Designers	180	189	9	5.0%	64	150	153	3	2.0%	12	Associate degree	\$34,947
27-1027	Set and Exhibit Designers	47	53	6	12.8%	20	46	47	1	2.2%	4	Bachelor's degree	\$40,108
27-3031	Public Relations Specialists	372	464	92	24.7%	180	350	368	18	5.1%	34	Bachelor's degree	\$38,875
27-3041	Editors	249	250	1	0.4%	66	219	222	3	1.4%	15	Bachelor's degree	\$35,588
27-3043	Writers and Authors	175	212	37	21.1%	74	167	172	5	3.0%	12	Bachelor's degree	\$34,665
29-0000 Healthcare Practitioners and Technical Occupations													
29-1011	Chiropractors	106	131	25	23.6%	44	102	105	3	2.9%	6	First professional degree	\$37,240
29-1021	Dentists, General	240	293	53	22.1%	120	236	239	3	1.3%	16	First professional degree	\$166,400
29-1031	Dietitians and Nutritionists	129	139	10	7.8%	53	129	132	3	2.3%	11	Bachelor's degree	\$51,850
29-1041	Optometrists	59	79	20	33.9%	40	57	59	2	3.5%	5	First professional degree	\$65,581
29-1062	Family and General Practitioners	173	221	48	27.7%	78	168	171	3	1.8%	8	First professional degree	\$143,049
29-1065	Pediatricians, General	25	30	5	20.0%	9	24	25	1	4.2%	2	First professional degree	\$144,636
29-1066	Psychiatrists	30	35	5	16.7%	10	28	29	1	3.6%	2	First professional degree	\$162,417

SOC Code	Occupational Title	2008 Employment	2018 Projection	Total Growth	Percent Change	Total Openings	2010 Employment	2012 Projection	Total Growth	Percent Change	Total Openings	BLS Education/Training Classification	Annual Wage
45-1011	First-Line Supervisors/Managers of Farming, Fishing, and Forestry Worker	41	43	2	4.9%	13	32	33	1	3.1%	3	Work experience in a related occupation	\$38,867
47-0000 Construction and Extraction Occupations													
47-1011	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	945	1,092	147	15.6%	330	677	700	23	3.4%	46	Work experience in a related occupation	\$56,537
47-2021	Brickmasons and Blockmasons	266	299	33	12.4%	100	177	183	6	3.4%	15	Long-term on-the-job training	\$49,880
47-2031	Carpenters	4,384	4,492	108	2.5%	654	3,130	3,139	9	0.3%	74	Long-term on-the-job training	\$36,521
47-2051	Cement Masons and Concrete Finishers	578	657	79	13.7%	224	383	407	24	6.3%	43	Moderate-term on-the-job training	\$37,220
47-2061	Construction Laborers	1,314	1,625	311	23.7%	399	859	928	69	8.0%	78	Moderate-term on-the-job training	\$38,049
47-2073	Operating Engineers and Other Construction Equipment Operators	856	963	107	12.5%	254	616	658	42	6.8%	60	Moderate-term on-the-job training	\$46,250
47-2081	Drywall and Ceiling Tile Installers	249	271	22	8.8%	49	166	173	7	4.2%	10	Moderate-term on-the-job training	\$31,077
47-2111	Electricians	1,295	1,342	47	3.6%	360	945	962	17	1.8%	60	Long-term on-the-job training	\$45,407
47-2131	Insulation Workers, Floor, Ceiling, and Wall	29	30	1	3.4%	11	20	21	1	5.0%	2	Moderate-term on-the-job training	\$33,634
47-2132	Insulation Workers, Mechanical	151	166	15	9.9%	65	108	110	2	1.9%	8	Moderate-term on-the-job training	\$49,464
47-2141	Painters, Construction and Maintenance	635	698	63	9.9%	171	446	457	11	2.5%	25	Moderate-term on-the-job training	\$30,535
47-2152	Plumbers, Pipefitters, and Steamfitters	1,151	1,256	105	9.1%	337	852	875	23	2.7%	54	Long-term on-the-job training	\$50,890
47-2181	Roofers	516	529	13	2.5%	98	349	355	6	1.7%	16	Moderate-term on-the-job training	\$36,016
47-2221	Structural Iron and Steel Workers	175	203	28	16.0%	57	118	122	4	3.4%	7	Long-term on-the-job training	\$50,015
47-3011	Helpers--Brickmasons, Blockmasons, Stonemasons, and Tile and Marble Setters	31	35	4	12.9%	10	21	22	1	4.8%	2	Short-term on-the-job training	\$36,451
47-3015	Helpers--Pipefitters, Plumbers, Pipefitters, and Steamfitters	77	101	24	31.2%	40	51	56	5	9.8%	7	Short-term on-the-job training	\$33,890
47-4011	Construction and Building Inspectors	148	178	30	20.3%	60	133	140	7	5.3%	12	Work experience in a related occupation	\$37,177
47-4041	Hazardous Materials Removal Workers	24	28	4	16.7%	11	20	21	1	5.0%	2	Moderate-term on-the-job training	\$33,892
47-4071	Septic Tank Servicers and Sewer Pipe Cleaners	72	86	14	19.4%	34	62	63	1	1.6%	4	Moderate-term on-the-job training	\$34,455
49-0000 Installation, Maintenance, and Repair Occupations													
49-1011	First-Line Supervisors/Managers of Mechanics, Installers, and Repairers	1,068	1,108	40	3.7%	320	884	896	12	1.4%	53	Work experience in a related occupation	\$51,731
49-2092	Electric Motor, Power Tool, and Related Repairers	88	95	7	8.0%	37	71	72	1	1.4%	5	Postsecondary vocational training	\$47,455
49-2097	Electronic Home Entertainment Equipment Installers and Repairers	110	122	12	10.9%	31	87	89	2	2.3%	5	Postsecondary vocational training	\$33,713
49-3011	Aircraft Mechanics and Service Technicians	51	54	3	5.9%	13	41	43	2	4.9%	3	Postsecondary vocational training	\$68,798
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	693	706	13	1.9%	172	572	573	1	0.2%	23	Postsecondary vocational training	\$39,735
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	418	544	126	30.1%	193	304	325	21	6.9%	29	Long-term on-the-job training	\$52,141
49-9031	Home Appliance Repairers	128	134	6	4.7%	26	112	117	5	4.5%	8	Long-term on-the-job training	\$31,311
49-9041	Industrial Machinery Mechanics	778	852	74	9.5%	186	627	632	5	0.8%	23	Long-term on-the-job training	\$42,995
49-9042	Maintenance and Repair Workers, General	3,734	3,990	256	6.9%	831	3,218	3,278	60	1.9%	146	Moderate-term on-the-job training	\$34,564
49-9043	Maintenance Workers, Machinery	219	227	8	3.7%	42	180	183	3	1.7%	8	Moderate-term on-the-job training	\$37,390
49-9062	Medical Equipment Repairers	116	141	25	21.6%	58	100	105	5	5.0%	10	Associate degree	\$31,705
49-9091	Coin, Vending, and Amusement Machine Servicers and Repairers	148	159	11	7.4%	60	133	137	4	3.0%	12	Moderate-term on-the-job training	\$30,432
49-9094	Locksmiths and Safe Repairers	53	59	6	11.3%	14	46	51	5	10.9%	6	Moderate-term on-the-job training	\$35,761
49-9099	Installation, Maintenance, and Repair Workers, All Other	186	194	8	4.3%	37	153	158	5	3.3%	9	Moderate-term on-the-job training	\$32,556
51-0000 Production Occupations													
51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	897	1,062	165	18.4%	340	739	775	36	4.9%	64	Moderate-term on-the-job training	\$33,019
51-4041	Machinists	2,198	2,277	79	3.6%	369	1,842	1,890	48	2.6%	94	Long-term on-the-job training	\$37,242
51-7011	Cabinetmakers and Bench Carpenters	846	888	42	5.0%	232	646	651	5	0.8%	34	Long-term on-the-job training	\$30,148
51-8031	Water and Liquid Waste Treatment Plant and System Operators	146	172	26	17.8%	57	136	141	5	3.7%	10	Long-term on-the-job training	\$37,599
51-9021	Crushing, Grinding, and Polishing Machine Setters, Operators, and Tenders	107	111	4	3.7%	22	91	94	3	3.3%	6	Moderate-term on-the-job training	\$32,310
51-9023	Mixing and Blending Machine Setters, Operators, and Tenders	532	680	148	27.8%	239	468	485	17	3.6%	33	Moderate-term on-the-job training	\$34,647
51-9041	Extruding, Forming, Pressing, and Compacting Machine Setters, Operators, and Tenders	269	322	53	19.7%	108	229	237	8	3.5%	17	Moderate-term on-the-job training	\$30,843
51-9071	Jewelers and Precious Stone and Metal Workers	42	48	6	14.3%	15	40	42	2	5.0%	4	Postsecondary vocational training	\$35,992
51-9081	Dental Laboratory Technicians	167	197	30	18.0%	62	160	167	7	4.4%	13	Long-term on-the-job training	\$33,247
53-0000 Transportation and Material Moving Occupations													
53-3032	Truck Drivers, Heavy and Tractor-Trailer	4,494	4,925	431	9.6%	1,235	3,635	3,773	138	3.8%	256	Moderate-term on-the-job training	\$35,644
53-7032	Excavating and Loading Machine and Dragline Operators	177	192	15	8.5%	67	128	131	3	2.3%	11	Moderate-term on-the-job training	\$33,668
53-7081	Refuse and Recyclable Material Collectors	237	284	47	19.8%	116	201	210	9	4.5%	21	Short-term on-the-job training	\$32,413

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WIA Adult and Dislocated Worker Services Matrix

Attachment 2		Northern Indiana Workforce Investment Board						
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 Workshops	Orientation Workshop	<ul style="list-style-type: none"> •Frequency: Daily, On-Demand if Needed •Delivery Mechanism: Group Presentation with Handouts •Objective: To inform WorkOne customers of all WorkOne services available to them and the steps for accessing these services •Anticipated Learning Outcomes: Customers will understand WorkOne services available to them and the next step to access these services 	2.18%	2.95%		12600	18900	300
	Resume Workshop	<ul style="list-style-type: none"> •Frequency: minimum once per week •Delivery Mechanism: Group Presentation with Handouts •Objective: To assist customers in developing and properly using a resume •Anticipated Learning Outcomes: Customers will understand the basic elements of a resume and be able to adjust resume based on job application requirements 	0.19%	0.26%		864	1920	100
	Interviewing Workshop	<ul style="list-style-type: none"> •Frequency: minimum once per week •Delivery Mechanism: Group Presentation with Handouts •Objective: To inform customers of key interview processes and practice key interview techniques •Anticipated Learning Outcomes: Customers will understand key interview techniques and be prepared to answer typical interview questions 	0.17%	0.22%		960	1440	100
	Career Interest Workshop	<ul style="list-style-type: none"> •Frequency: minimum once per week •Delivery Mechanism: Group Presentation with Handouts •Objective: To assist customers in identifying transferrable skills and discuss the application of specific skills sets to various career pathways •Anticipated Learning Outcomes: Customers will be able to identify their transferrable skills and the career pathways they relate to 	0.14%	0.19%		840	1200	100

WIA Adult and Dislocated Worker Services Matrix

Activity	Description	% WIA Funds to be Utilized		Other Funds to be Utilized (Type of Funds and Amount)	Annual Participation Target		
		Adult	DW		Adult	DW	Co-Enrolled Out-of-School Youth
Job Search Workshop	<ul style="list-style-type: none"> •Frequency: minimum once per week •Delivery Mechanism: Group Presentation (in computer lab) with Handouts •Objective: To inform customers of key job search strategies including critical technology based job search activities (including ICC functionality) •Anticipated Learning Outcomes: Customers will understand critical job search processes and be able to perform basic functions of ICC 	0.10%	0.13%		600	840	125
UI Workshop	<ul style="list-style-type: none"> •Frequency: Daily, On-Demand if Needed •Delivery Mechanism: Group Presentation with Handouts •Objective: To inform customers of UI services available to them and the key steps to access these services •Anticipated Learning Outcomes: Customer will understand UI services available to them and be able to complete online UI claim activities 	0.15%	0.20%		N/A	2184	N/A

WIA Adult and Dislocated Worker Services Matrix

Activity	Description	% WIA Funds to be Utilized		Other Funds to be Utilized (Type of Funds and Amount)	Annual Participation Target		
		Adult	DW		Adult	DW	Co-Enrolled Out-of-School Youth
Healthy Lifestyles Workshop	<ul style="list-style-type: none"> •Frequency: minimum once every other week •Delivery Mechanism: Group Presentation with Handouts •Objective: Focusing on the management of stress, share with customers strategies for maintaining a healthy lifestyle •Anticipated Learning Outcomes: Customers will understand a minimum of 5 strategies for managing stress 	0.05%	0.07%		300	420	50
Digital Literacy Workshop	<ul style="list-style-type: none"> •Frequency: minimum once per week •Delivery Mechanism: Group Presentation (in computer lab) with Handouts •Objective: Two part course to introduce customers to basic computer applications and internet navigation techniques •Anticipated Learning Outcomes: Customers will understand how to operate in a Windows environment and will be able to perform basic internet navigation functions 	0.12%	0.17%		720	1080	100
Financial Literacy Workshop	<ul style="list-style-type: none"> •Frequency: minimum once every other week •Delivery Mechanism: Group Presentation with Handouts •Objective: To introduce customers to key strategies for managing financial resources •Anticipated Learning Outcomes: Customers will understand a minimum of 5 strategies for managing financial resources 	0.05%	0.07%		300	420	50
Work Readiness Workshop	<ul style="list-style-type: none"> •Frequency: minimum once per week •Delivery Mechanism: Group Presentation with Handouts •Objective: To inform customers of common employer expectations for work readiness skills •Anticipated Learning Outcomes: Customers will be able to identify key work readiness skills as required by employers in the region 	0.09%	0.12%		480	780	175

WIA Adult and Dislocated Worker Services Matrix

	Activity	Description	% WIA Funds to be Utilized		Other Funds to be Utilized (Type of Funds and Amount)	Annual Participation Target		
			Adult	DW		Adult	DW	Co-Enrolled Out-of-School Youth
Core Workshops	Job Search for the Mature Worker Workshop	<ul style="list-style-type: none"> •Frequency: minimum once per month •Delivery Mechanism: Group Presentation with Handouts •Objective: To inform mature workers of key job search strategies unique to the age bracket •Anticipated Learning Outcomes: Customers will understand critical job search processes affecting mature workers and how to manage them in their job search process 	0.02%	0.03%		120	240	N/A
	Job Fair Success Workshop	<ul style="list-style-type: none"> •Frequency: minimum once per month •Delivery Mechanism: Group Presentation with Handouts •Objective: To inform customer of strategies for having success at a large job fair •Anticipated Learning Outcomes: Customers will understand how to "work" a job fair and separate themselves from other job fair attendees 	0.02%	0.02%		120	120	25
	Completing Job Applications Workshop	<ul style="list-style-type: none"> •Frequency: minimum once per month •Delivery Mechanism: Group Presentation with Handouts •Objective: To inform customers of the do's and don'ts of completing paper and online job applications •Anticipated Learning Outcomes: Customers will understand how to properly complete a job application and will demonstrate this on a practice application 	0.04%	0.05%		240	300	50
	Networking Workshop	<ul style="list-style-type: none"> •Frequency: minimum once per month •Delivery Mechanism: Group Presentation with Handouts •Objective: To inform customers of successful networking strategies in support of job search efforts •Anticipated Learning Outcomes: Customers will be able to identify their network to support their own personal job search efforts 	0.02%	0.03%		120	180	25

WIA Adult and Dislocated Worker Services Matrix

Activity	Description	% WIA Funds to be Utilized		Other Funds to be Utilized (Type of Funds and Amount)	Annual Participation Target		
		Adult	DW		Adult	DW	Co-Enrolled Out-of-School Youth
Time Management Workshop	<ul style="list-style-type: none"> •Frequency: minimum once every month •Delivery Mechanism: Group Presentation with Handouts •Objective: To introduce customers to critical time management strategies •Anticipated Learning Outcomes: Customers will be able to apply learned time management strategies to their job search plan 	0.02%	0.03%		120	240	25
Microsoft Office Workshops	<ul style="list-style-type: none"> •Frequency: minimum once every other week •Delivery Mechanism: Group Presentation (in computer lab) with Handouts •Objective: Two part courses to teach customers basic and intermediate use of Microsoft applications (Word, Excel, PowerPoint, Publisher, and Access) •Anticipated Learning Outcomes: Customers will understand and be able to use basic and intermediate functions of the Microsoft application in which they received instruction 	0.17%	0.22%		900	1500	150
Learning Lean Concepts Workshop	<ul style="list-style-type: none"> •Frequency: minimum once every month •Delivery Mechanism: Group Presentation (in computer lab) with Handouts •Objective: To inform customers of critical Lean quality concepts and their application to industries in the region •Anticipated Learning Outcomes: Customers will understand and be able to identify key Lean quality concepts when asked in an interview or pre-employment setting 	0.02%	0.03%		120	240	50
Using Email Workshop	<ul style="list-style-type: none"> •Frequency: minimum once every other week •Delivery Mechanism: Group Presentation (in computer lab) with Handouts •Objective: To assist customers in developing an email address and using email effectively for their job search •Anticipated Learning Outcomes: Customers will have an email address and will be able to perform basic email functions in support of their job search 	0.02%	0.02%		120	120	25

WIA Adult and Dislocated Worker Services Matrix

Activity	Description	% WIA Funds to be Utilized		Other Funds to be Utilized (Type of Funds and Amount)	Annual Participation Target		
		Adult	DW		Adult	DW	Co-Enrolled Out-of-School Youth
Customer Service Workshop	<ul style="list-style-type: none"> •Frequency: minimum once every other week •Delivery Mechanism: Group Presentation with Handouts •Objective: To introduce customers to critical customer service concepts and strategies •Anticipated Learning Outcomes: Customers will understand that customer service is a critical work readiness skill in the region and be able to identify key customer service strategies 	0.03%	0.04%		180	240	125
TeamWork Workshop	<ul style="list-style-type: none"> •Frequency: minimum once every other week •Delivery Mechanism: Group Presentation with Handouts •Objective: To introduce customers to critical team concepts and strategies •Anticipated Learning Outcomes: Customers will understand that teamwork is a critical work readiness skill in the region and be able to demonstrate key teamwork strategies 	0.03%	0.04%		180	240	125
Setting Goals and Objectives Workshop	<ul style="list-style-type: none"> •Frequency: minimum once per month •Delivery Mechanism: Group Presentation with Handouts •Objective: To assist customers in setting goals and objectives to guide their job search and skill development process •Anticipated Learning Outcomes: Customers will be establish 3 to 5 short term goals to guide their job search and skill development process 	0.02%	0.03%		120	180	100
Cover Letter Workshop	<ul style="list-style-type: none"> •Frequency: minimum once every other week •Delivery Mechanism: Group Presentation with Handouts •Objective: To assist customers in developing and properly using a cover letter •Anticipated Learning Outcomes: Customers will understand the basic elements of a cover letter and be able to adjust cover letters based on job application requirements 	0.02%	0.02%		120	120	50

WIA Adult and Dislocated Worker Services Matrix

Activity	Description	% WIA Funds to be Utilized		Other Funds to be Utilized (Type of Funds and Amount)	Annual Participation Target		
		Adult	DW		Adult	DW	Co-Enrolled Out-of-School Youth
College Essentials Workshop	<ul style="list-style-type: none"> •Frequency: minimum once every other week •Delivery Mechanism: Group Presentation with Handouts •Objective: To inform customers of skills essential for success in college and offer suggestions for improving these skills •Anticipated Learning Outcomes: Customers will be able to identify 3 to 5 critical college skills and apply them 	0.03%	0.04%		180	240	100
Navigating Financial Aid Workshop	<ul style="list-style-type: none"> •Frequency: minimum once every month •Delivery Mechanism: Group Presentation with Handouts •Objective: To review the online FAFSA process with customers •Anticipated Learning Outcomes: Customers will know what information they need to complete the online FAFSA process and the steps for doing so 	0.03%	0.04%		180	240	125
Math for Those Who Hate Math Workshop	<ul style="list-style-type: none"> •Frequency: minimum once per month •Delivery Mechanism: Group Presentation with Handouts •Objective: To provide customers with a refresher of critical math functions including basic math, fractions, decimals and other math concepts •Anticipated Learning Outcomes: Customers will be able to solve basic math problems 	0.02%	0.02%		120	120	N/A
E-Learning Resources Workshop	<ul style="list-style-type: none"> •Frequency: minimum once per month •Delivery Mechanism: Group Presentation with Handouts •Objective: To provide customers with information on several free online learning resources (and how to use them) •Anticipated Learning Outcomes: Customers will be able to identify online learning resources relevant to them and will know how to access these resources 	0.02%	0.02%		120	240	75

WIA Adult and Dislocated Worker Services Matrix

	Activity	Description	% WIA Funds to be Utilized		Other Funds to be Utilized (Type of Funds and Amount)	Annual Participation Target		
			Adult	DW		Adult	DW	Co-Enrolled Out-of-School Youth
Intensive Services	Case Mgmt	14 case managers are deployed across 5 WorkOne Centers in northeast Indiana. All case managers will perform the following <u>key</u> operational tasks: (1) complete the WorkOne enrollment process with customers seeking more intensive services, such as personalized job search support, career counseling and/or training services, (2) assist customers in developing and executing an acadmic and career plan specific to their skills, abilities and interests, (3) deliver personalized job search and job placement services to customers, including the provision of appropriate job leads, (4) arrange for and facilitate customer access to training activities, (5) track customers through regular contacts to ensure success in planned activities, and (6) provide or arrange for support services when needed.	10.16%	12.40%		3780	5670	225
	Counseling	4 career counselors will be deployed across 5 WorkOne Centers in northern Indiana. All career counselors will perform the following <u>key</u> operational tasks: (1) provide career counseling to customers seeking training assistance, (2) review and complete academic and career plans with customers seeking training services, (3) interpret assessments and use results to build academic and career plans, (4) assist case managers and customers in making plan adjustments when needed, and (5) provide group career exploration sessions with customers to inform them of career pathway opportunities.	2.52%	3.41%		1890	2835	169

WIA Adult and Dislocated Worker Services Matrix

Activity	Description	% WIA Funds to be Utilized		Other Funds to be Utilized (Type of Funds and Amount)	Annual Participation Target		
		Adult	DW		Adult	DW	Co-Enrolled Out-of-School Youth
Prevocational Training	The WIB will provide, through vendor relationships, advanced training in a range of specific software applications. The premise for offering these prevocational training services is that many times a customer needs specific software training or experience in order to secure employment. When advanced training in a specific software application is required by a career pathway, the WIB will fund this prevocational training activity.	1.44%	2.96%		150	150	25
Adult Basic Education and GED Services	The WIB is committed to providing ABE and GED support to customers without high school credentials. This will include referral to appropriate ABE/GED programs, tutoring, assistance with GED test fees and other services that assist customers in improving their basic skills and acquiring their GED.	0.20%	0.14%	WIA Title I resources made available from the State of Indiana will also be used to support ABE and GED services on a voucher basis.	500	500	75

WIA Adult and Dislocated Worker Services Matrix

	Activity	Description	% WIA Funds to be Utilized		Other Funds to be Utilized (Type of Funds and Amount)	Annual Participation Target		
			Adult	DW		Adult	DW	Co-Enrolled Out-of-School Youth
Training	ITAs	Key principles of the regional ITA policy include the following: (1) ITA customers must complete an in-depth assessment prior to beginning training activities; (2) ITA customers must work with a case manager and career counselor to develop an Academic and Career Plan (ACC) that details planned training activities; (3) all training activities for which an ITA is to be issued must be in an occupation that is identified as a growth or high demand occupation; (4) all training activities for which an ITA is to be issued must result in a wage opportunity that moves the customer towards a livable wage, (5) all customers to receive an ITA must utilize a training provider from the INtraining List; (6) unless there is a compelling reason to do otherwise, the training institution that offers the lowest cost for the specific training program being sought should be utilized. Case managers and career counselors will work with customers to explore appropriate training options in making this determination; (7) customers must apply for a Pell Grant and case managers must provide the customer with the information and support necessary to complete this required task; (8) an ITA may only be issued for occupational skills training that will result in an industry-recognized degree/credential or place the customer on a path to an industry-recognized degree/credential; and (9) customers are eligible to receive up to a maximum of \$6,000 in ITA support per lifetime with exceptions that can be approved by the WIB.	29.79%	26.65%		1418	2126	127

WIA Adult and Dislocated Worker Services Matrix

Activity	Description	% WIA Funds to be Utilized		Other Funds to be Utilized (Type of Funds and Amount)	Annual Participation Target		
		Adult	DW		Adult	DW	Co-Enrolled Out-of-School Youth
OJT	OJT is intended to train customers in full time jobs for which they cannot receive training within a classroom setting due to the nature of the job functions and activities. OJT may also be used with customers for whom classroom training has been determined to be an inappropriate way to learn new skills. In short, OJT enables customers to develop skills and progress to a higher performance level during a period of subsidized employment. Key principles of the regional OJT policy include: (1) OJT agreements may only be developed for customers who are being trained for occupations in demand; (2) Customers may only participate in OJT activities once during any 12 month period with the lone exception being a customer who has successfully completed an OJT activity and was subsequently laid off through no fault of their own; (3) Customers are eligible to receive up to a maximum of \$6,000 in OJT support per lifetime with exceptions to be approved on a case by case basis; and (4) OJT activities will not exceed the period of time required to acquire the skills needed for the occupation to a maximum of 6 months.	9.93%	9.87%		189	284	17

WIA Adult and Dislocated Worker Services Matrix

Activity	Description	% WIA Funds to be Utilized		Other Funds to be Utilized (Type of Funds and Amount)	Annual Participation Target		
		Adult	DW		Adult	DW	Co-Enrolled Out-of-School Youth
Supportive Services	Supportive services may be provided to customers participating in staff-assisted core services, intensive services, training services, follow-up services, or Youth services and who are unable to obtain supportive services through other programs that provide such services. Key support services to be provided when required include: (1) transportation assistance will be provided in the form of bus tokens/passes or mileage reimbursement as appropriate, (2) Work Related Clothing and Equipment will be provided when required for interviews and/or work assignments, including interview-quality clothing, required work uniforms and shoes, and appropriate tools and safety equipment as required by employers, and (3) books and other educational supplies will be provided when required by the training institution at which the customer is participating in training activities. The maximum amount of support services any single customer may receive is \$1,000.	8.65%	10.38%		709	1063	84

WIA Adult and Dislocated Worker Services Matrix

	Activity	Description	% WIA Funds to be Utilized		Other Funds to be Utilized (Type of Funds and Amount)	Annual Participation Target		
			Adult	DW		Adult	DW	Co-Enrolled Out-of-School Youth
Other Activities or Programs	Business Services	The regional Business Services Team will be led by the Business Consultant but will also include a team of five (5) Business Services Representatives that will be assigned specific geographies in which they will be expected to serve employers. Members of this team will make the following services and supports available to employers in the region: (1) support in the use of ICC will be provided to any hiring employer including assistance with posting jobs in ICC, assistance with setting up screening processes within ICC, assistance with developing a referral process within ICC, and referrals of qualified candidates; (2) development of candidate recruitment plans specific to the hiring needs of the employer including WorkOne sponsored hiring events at WorkOne Centers; (3) development of customized pre-employment screening and assessment programs including the use of WorkKeys and other state approved skill assessments; (4) the development of OJT programs and contracts to train new workers on the job; and (5) the provision of pre-employment training to WorkOne customers to develop a pre-qualified pool of candidates for	3.93%	5.32%				

WIA Adult and Dislocated Worker Services Matrix

	Activity	Description	% WIA Funds to be Utilized		Other Funds to be Utilized (Type of Funds and Amount)	Annual Participation Target		
			Adult	DW		Adult	DW	Co-Enrolled Out-of-School Youth
	Staff Development	Staff development activities will include the following: (1) all new hires will participate in a 3 day onboarding program to provide "must have" information about critical WorkOne services, policies, and procedures, (2) for two hours every Thursday morning staff will receive instruction and training on identified topics that enhance their skills and abilities to serve customers, (3) all staff will be fully trained on all data management systems including ICE and the new case management system, (4) staff will participate in a series of GoToMeetings where specific instruction will be provided on timely topics such as new grants which have been received, and (5) all staff will be trained in the appropriate use of Facebook and other social media as a means of staying in touch with customers.						
Other Activities or Programs	Follow Up Services	Once customers have completed intensive and training services, they will be able to access WorkOne services (other than ITAs and OJTs) in the region for up to 12 months following their exit from WorkOne services. Follow up services will include accessing additional core service workshops, receiving additional counseling and support, accessing support services required to retain employment, and receiving additional job search support from their case manager.	0.05%	0.05%		315	315	25
Totals	Total Core Services		0.0377	0.0506		12,600	18,900	300
	Total Intensive Services		0.1432	0.1891		3,780	5,670	225
	Total Training Services		0.3972	0.3652		1,607	2,410	144
	Total Other		8.70%	10.43%		1,024	1,378	109

WIA Adult and Dislocated Worker Services Matrix

Activity	Description	% WIA Funds to be Utilized		Other Funds to be Utilized (Type of Funds and Amount)	Annual Participation Target		
		Adult	DW		Adult	DW	Co-Enrolled Out-of-School Youth
	Grand Total	67%	71%	\$0			

WIA Youth Services Matrix

Attachment 3: Northern Indiana Workforce Investment Board 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)	The JAG youth program is a school-to-work transition program focused on helping at-risk youth graduate from high school and either find employment or pursue postsecondary training following graduation. At each participating high school, the program funds a trained "Career Specialist" who provides individual and group instruction to 35-45 students at risk of not graduating. The JAG curriculum focuses on supporting students in their regular studies and offers instruction on 37 core employability competencies that prepare students for the workplace. The WIB has firm plans to fund and support JAG programs at 8 high schools in the region in the coming year. In total, the WIB is committing 100% of its in-school youth budget in support of JAG programs in the region.	X		X	X		X	X	X	X	X	100%	0%		320	0

WIA Youth Services Matrix

Program/ Activity	Description	Program Elements										% WIA Youth Funds to be Utilized		Other Funds/Resources to be Utilized (Type of Funds and Amount)	Annual Participation Target	
		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
Employment Programs	The WIB will require its youth service provider to offer paid internships to out-of-school youth as a way of providing work experience to young adults without any such experience. Paid internships will be targeted to high wage and high growth industries so that you may develop actual in-demand skills in the labor market.			X	X		X		X	X		0%	10%		0	25

WIA Youth Services Matrix

Program/ Activity	Description	Program Elements										% WIA Youth Funds to be Utilized		Other Funds/Resources to be Utilized (Type of Funds and Amount)	Annual Participation Target	
		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
Adult Education Programs	<p>The WIB will require its youth service provider to make available to appropriate out-of-school youth (youth without high school credentials) the opportunity to participate in ABE and GED services. For youth that are appropriate for ASC programs (youth within 5 to 8 credits of high school graduation), the service provider will be required to offer this kind of programming. Such services (ABE, GED and ASC) may be offered directly by the service provider or through a referral relationship with existing adult education programs. Additionally, it will be the WIB's expectation that the service provider will integrate occupational skills training activities into all three of these activities so that youth can acquire high school credentials and a certification while participating in the youth program. Overall, the WIB is expecting that GED/HSD rates for out-of-school youth will be 66% of all youth who participate in these activities.</p>	X	X			X	X	X		X	X	0%	40%		0	100

WIA Youth Services Matrix

Program/ Activity	Description	Program Elements										% WIA Youth Funds to be Utilized		Other Funds/Resources to be Utilized (Type of Funds and Amount)	Annual Participation Target		
		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	
Scholarships	The WIB will use out-of-school youth funding to award scholarships to out-of-school youth who are ready to pursue advanced training, short term certification programs, or degree programs. A scholarship process will be used with all such youth who will also receive career guidance and counseling as part of the scholarship process.	X				X		X			X	X	0%	30%		0	75
Workshops	Out-of-School Youth participants will be encouraged to attend all workshops as identified on the adult and dislocated worker services matrix.	X					X	X			X	0%	0%	WIA Adult funding will be used to support workshop activities since all Out-of-School will dual enrolled as Adults	0	150	

WIA Youth Services Matrix

Program/ Activity	Description	Program Elements										% WIA Youth Funds to be Utilized		Other Funds/Resources to be Utilized (Type of Funds and Amount)	Annual Participation Target	
		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
Other Programs	The WIB and Youth Council are in the process of releasing a Youth Services RFP and soon be receiving proposals from community based organizations for additional youth programming content. As additional youth programs are funded through this RFP process, this service matrix will be updated to reflect additional service opportunities available to youth.	X	X	X	X	X	X	X	X	X	X	0%	20%		0	100
	NOTE: Some youth will participate in more than one activity so annual participation counts in the far right hand columns do not reflect a unique count of youth being served.															
Totals											100%	100%		320	450	

Attachment 4: Key Workforce Investment Board/Regional Workforce Board Partnership Matrix

Board Name: Northern Indiana Workforce Investment Board		
Name of Partner	Description of Partnership	Shared Customers/Interests
Local Economic Development Organizations (LEDOs)	WIB staff work directly with every LEDO in the region, supporting county-based economic development activities as appropriate. WIB support for these activities is typically delivered through the business services team and includes customized recruitment of applicants, applicant screening, on-the-job training, and other workforce services.	Shared customers are those employers who are expanding or locating in the region. This includes a large number of small businesses that LEDOs support and may not typically be aware of the services they can access through WorkOne.
Indiana Economic Development Corporation (IEDC)	The IEDC is the State of Indiana's lead economic development agency. IEDC and WIB staff interact on regular basis in support of economic development projects in the region.	Shared customers are those employers who are looking to expand or locate in the Northern Indiana region.
Ivy Tech Community College (ITCC)	As the community college in the region, ITCC provides critical training and skill development services to many WIB/WorkOne customers. This includes degree programs as well as customized short-term certification programs through the Workforce and Economic Development Services (WEDS) team. ITCC also offers other services that WIB/WorkOne customers access including financial aid assistance, veterans assistance, tutoring services, and others.	Shared customers include dislocated workers returning to school to acquire a degree or certification, young adults looking to transition from high school to postsecondary education programs, and other individuals seeking to improve their skills through ongoing education efforts.
Indian University South Bend (IUSB)	As the largest public postsecondary institution in the region, IUSB offers a wide range of degree programs to WIB/WorkOne customers. However, IUSB also offers a large number of continuing education programs in which WIB/WorkOne customers can participate and earn industry recognized credentials and certifications.	Shared customers include dislocated workers returning to school to acquire a degree or certification, young adults looking to transition from high school to postsecondary education programs, and other individuals seeking to improve their skills through ongoing education efforts.
Adult Basic Education Providers (ABE)	The WIB has a close working relationship with every adult education provider in the region. This includes a number of school corporations who offer this service as well as several community based organizations that do the same. Regardless of who is delivering ABE services, however, WIB staff serve on the Regional Adult Education Consortium to participate in regional efforts aimed at integrating WorkOne and ABE activities for many customers in the region. In addition, the WIB is partnering with ABE providers in 3 of the 5 counties to operate ABE/GED classrooms within the WorkOne Center, making these critical skill development services even more accessible to WorkOne customers in need of a GED.	Shared customers include young adults, dislocated workers, and any other individual who is need of basic skills or GED services and employment.
Vocational Rehabilitation Services (VRS)	VRS provides significant services to individuals with a disability and often coordinates service delivery with WIB/WorkOne staff for specific customers. VRS provides critical assessment, job training, workplace accommodations, and other specific supports for individuals with a disability. The WIB/WorkOne also serves many such individuals and, as a result, the WIB/WorkOne and VRS often dual enroll and jointly serve these customers.	Shared customers include individuals with a disability who are seeking job training or job placement assistance.
Real Services, Inc.	While this partnership is really just beginning, it is clear that Real Services and the WIB/WorkOne serve many of the same customers. Real Services provides a range of important social and human services that many WorkOne customers need. And WorkOne provides many workforce services that Real Services customers need. As such, Real Services and WIB staff are working together to identify ways to jointly serve this common customer base.	Shared customers include individuals facing economic crisis and individuals with the desire to work but barriers to doing so.
Local DFR Offices	The WIB partners with local DFR offices on services that focus on self-sufficiency. This includes referral relationships between the two organizations to ensure that WorkOne customers access needed DFR social and human services and DRF customers access workforce services available through WorkOne.	Shared customers include individuals facing economic crisis and individuals with the desire to work but barriers to doing so.

Memorandum of Understanding

Between the Northern Indiana Workforce Investment Board and Its One Stop Partners

- I. **Identifying information:** The following organizations are entering into this Memorandum of Understanding with the Northern Indiana Workforce Investment Board (NIWIB):
 - Indiana Department of Workforce Development representing Wagner-Peyser Act programs, Trade Act programs, Title 38 Veterans programs, and Unemployment Compensation programs;
 - Vocational Rehabilitation Services;
 - South Bend Community Schools representing adult education and literacy programs;
 - The City of South Bend representing employment and training programs carried out through housing and urban development programs and the Community Services Block Grant Program;
 - Ivy Tech Community College representing Carl Perkins postsecondary vocational education programs;
 - Transition Resources Corporation representing the Migrant and Seasonal Farm Workers Program;
 - Catholic Charities representing the Senior Community Service Employment Program; and,
 - Pokagon Band of Potawatomi Indians representing Native American programs.

- II. **Provision of Services:** The attached chart identifies the specific services provided by each of the above one stop partners in support of individuals searching for employment and training services in the northern Indiana Workforce Service Area. All partners to this Memorandum of Understanding agree to continue working with NIWIB to identify strategies that increase the customer access to the services of all partners to this agreement. Further, all partners agree to continue working with NIWIB to analyze available services and identify opportunities for better coordinating the delivery of workforce services. And lastly, all partners agree to work with NIWIB in an effort to continuously improve the one-stop system in northern Indiana.

- III. **Operating Expenses for the One Stop System:** The northern Indiana on-stop system will be funded primarily through local Workforce Investment Act funds and funds allocated to local Department of Workforce Development (Wagner-Peyser, Veterans, Unemployment Compensation, and Trade Act programs). As partners to this Memorandum of Understanding elect to negotiate with NIWIB to locate staff or services in WorkOne Centers, financial agreements with these individual partners will be negotiated. As this happens, each partner to this agreement assures that it will work with NIWIB and the State of Indiana to work out funding strategies that are consistent with state and federal requirements.

- IV. **Referral of Customers:** All partners to this Memorandum of Understanding agree to establish a mechanism that facilitates the referral of customers between WorkOne offices and partner

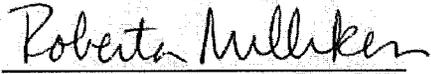
organizations. Possible methods of referral may include electronic referrals, personal visits with staff, telephone referrals, or coordinated orientation sessions where partner services are explained and partners are present. All partners to this Memorandum of Understanding agree to have referral mechanisms in place within one year of this agreement and to modify this agreement once these referral mechanisms are in place.

- V. **Duration:** The duration of this Memorandum of Understanding will be for a two year period of time beginning on July 1, 2011 and ending on June 30, 2013.
- VI. **Procedures for Amending:** Any partner to this agreement may submit a written request to NIWIB to amend this agreement at any time. Such amendments will require the signatures of all partners and NIWIB to demonstrate their concurrence with amendments being made.
- VII. **One Stop Partner Signatures:** The undersigned agree to enter into this Memorandum of Understanding for the time period July 1, 2011 through June 30, 2013.

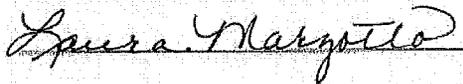


David Findlay
Chairperson
Northern Indiana Workforce Investment Board

Mike Barnes
Northern Operations Director
Department of Workforce Development

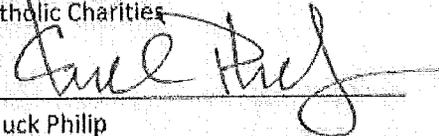


Roberta Miliken
Area Supervisor
Vocational Rehabilitation Services

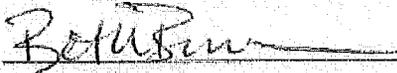


Laura Marzotto
Director of Adult, Career and Technical Education
South Bend Community Schools

Debra Schmidt
Executive Director
Catholic Charities



Chuck Philip
Interim Chancellor
Ivy Tech Community College



Elizabeth Burrell
Regional Manager, IN05
Transition Resources Corporation

Don Inks
Director of Economic Development
City of South Bend

Jim Dybevik
Human Resources Director
Pokagon Band of Potawatomi Indians

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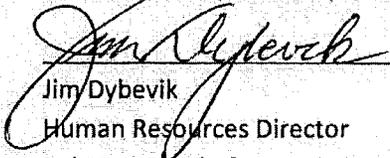
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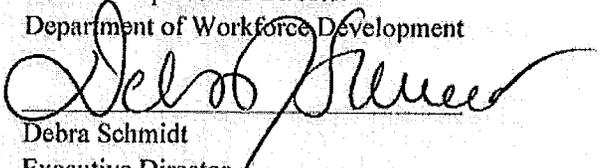
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Director of Economic Development
City of South Bend

Northern Indiana One Stop Partner Service Matrix

	One-Stop Activity	Workforce Investment Board	Department of Workforce Development	Vocational Rehabilitation Services	South Bend Community Schools	Ivy Tech Community College	City of South Bend	Transition Resources Corporation	Catholic Charities	Pokagon Band of Potawatomi Indians
Core Services	Outreach/intake	X	X	X	X	X	X	X	X	
	Initial Assessment	X	X	X	X		X	X	X	
	Job Search Services	X	X	X			X	X	X	X
	Job Placement Support	X	X	X			X	X	X	X
	Career Counseling	X	X	X		X			X	
	Workshops	X	X					X	X	
	Support Services Information	X	X	X		X	X	X	X	
	WIA Eligibility Determination	X	X							
	Follow Up Services	X	X	X		X		X	X	
	Eligible Training Provider Information	X	X							
	Comprehensive Assessment	X	X	X		X		X	X	
	Support Development of Individual Plan	X	X	X		X		X	X	
	Career Planning	X	X	X			X		X	
	Short Term Prevocational Services	X	X	X			X		X	
Training Services	Adult Basic Education Services	X	X		X					
	Individual Training Accounts for Occupational Skills Training	X	X	X						
	On-the-job Training	X	X							
	Work Experience	X							X	
Other Services	Rehabilitative Technology			X						
	Job Site Modification			X						
	Housing Assistance						X			

WIB/Regional Workforce Board: _____ Northern Indiana

Budget FY: <u>2011</u>	WIA Admin (Adult/Dislocated Worker/Youth)				Other From DWD	TOTAL
Administration						
Wages & Benefits	\$			426,839		\$ 426,839
Travel - In-State	\$			4,193		\$ 4,193
Travel - Out-of-State	\$			1,398		\$ 1,398
Supplies	\$			5,160		\$ 5,160
Equipment (Purchase)	\$			1,400		\$ 1,400
Equipment (Rental)	\$			2,580		\$ 2,580
Overhead (Rent, Utilities, etc.)	\$			83,459		\$ 83,459
Meeting Expense	\$			901		\$ 901
Contractual (Fiscal Agent, Legal, etc.)						\$ -
	Adult	Dislocated Worker	Youth In-School Out-of School		Other From DWD	TOTAL
TOTAL Allocated ADMINISTRATION	\$ 147,260	\$ 205,113	\$ 121,490	\$ 52,067	\$ -	\$ 525,930
Program						
Internal Costs						\$ -
Wages & Benefits	\$ 485,621	\$ 657,447	\$ 266,158	\$ 114,068		\$ 1,523,294
Travel - In-State	\$ 6,416	\$ 8,687	\$ 3,517	\$ 1,507		\$ 20,127
Travel - Out-of-State						\$ -
Supplies	\$ 5,845	\$ 8,091	\$ 3,128	\$ 1,341		\$ 18,405
Equipment (Purchase)	\$ 8,454	\$ 11,446	\$ 4,634	\$ 1,986		\$ 26,520
Equipment (Rental)	\$ 500	\$ 677	\$ 274	\$ 118		\$ 1,569
Overhead (Rent, Utilities, etc.)	\$ 146,765	\$ 198,685	\$ 80,430	\$ 34,473		\$ 460,353
Meeting Expense	\$ 500	\$ 500	\$ 350	\$ 150		\$ 1,500
Other	\$ 16,204	\$ 21,937	\$ 8,881	\$ 3,806		\$ 50,828
TOTAL Internal - Program	\$ 670,305	\$ 907,470	\$ 367,372	\$ 157,449	\$ -	\$ 2,102,596
TOTAL Contracted	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL PROGRAM	\$ 670,305	\$ 907,470	\$ 367,372	\$ 157,449	\$ -	\$ 2,102,596
TOTAL AGENCY	\$ 817,565	\$ 1,112,583	\$ 488,862	\$ 209,516	\$ -	\$ 2,628,526

Notes:

On row 1 please identify your RWB or WIB.

In this worksheet enter PY10 Budget data as of July 1, 2010.

WIB/Regional Workforce Board:

Expenditures Thru: _____	WIA Admin (Adult/Dislocated Worker/Youth)				Other From DWD	TOTAL
Administration						
Wages & Benefits						\$ -
Travel - In-State						\$ -
Travel - Out-of-State						\$ -
Supplies						\$ -
Equipment (Purchase)						\$ -
Equipment (Rental)						\$ -
Overhead (Rent, Utilities, etc.)						\$ -
Meeting Expense						\$ -
Contractual (Fiscal Agent, Legal, etc.)						\$ -
	Adult	Dislocated Worker	Youth In-School Out-of School		Other From DWD	TOTAL
TOTAL Allocated ADMINISTRATION	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Program						
Internal Costs						
Wages & Benefits						\$ -
Travel - In-State						\$ -
Travel - Out-of-State						\$ -
Supplies						\$ -
Equipment (Purchase)						\$ -
Equipment (Rental)						\$ -
Overhead (Rent, Utilities, etc.)						\$ -
Meeting Expense						\$ -
Other						\$ -
TOTAL Internal - Program	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL Contracted	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL PROGRAM	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL AGENCY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Notes:

On row 1 please identify your RWB or WIB.

In this worksheet enter Expenditures through March 31, 2011.

WIB/Regional Workforce Board:

Balance at: _____	WIA Admin (Adult/Dislocated Worker/Youth)				Other From DWD	TOTAL
Administration						
Wages & Benefits	\$			426,839	\$ -	\$ 426,839
Travel - In-State	\$			4,193	\$ -	\$ 4,193
Travel - Out-of-State	\$			1,398	\$ -	\$ 1,398
Supplies	\$			5,160	\$ -	\$ 5,160
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Program						
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Wages & Benefits	\$ 485,621	\$ 657,447	\$ 266,158	\$ 114,068	\$ -	\$ 1,523,294
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TOTAL Contracted	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL PROGRAM	\$ 670,305	\$ 907,470	\$ 367,372	\$ 157,449	\$ -	\$ 2,102,596
TOTAL AGENCY	\$ 817,565	\$ 1,112,583	\$ 488,862	\$ 209,516	\$ -	\$ 2,628,526

Region 2 Local Elected Officials Agreement

This agreement is made and entered into by and between the Local Elected Officials (LEOs) of the counties of Elkhart, Fulton, Kosciusko, Marshall and St. Joseph and of the cities and towns having a population of 5,000 or more of Elkhart, Goshen, Plymouth, Mishawaka, Nappanee, Rochester, South Bend and Warsaw comprising Region 2, to set forth the procedures that shall govern the LEOs and their responsibilities and actions pursuant to the provisions of the Workforce Investment Act (WIA), and all federal and state statutes, rules, and regulations promulgated hereunder. The Local Elected Officials shall establish an executive body called the Region 2 LEO Executive Council.

I. Duties and Responsibilities of Local Elected Officials

The LEOs are responsible for:

- Entering into an agreement with the Local Elected Officials in Region 2 to establish responsibilities and actions as it pertains to the Workforce Investment Act and local Workforce Investment Board;
- Providing guidance to the Workforce Investment Board as a member of Local Elected Officials Executive Council;
- Communicating updates and changes to the Local Elected Officials of Region 2;
- Selecting a Chief Elected Official (CEO) for the Workforce Investment Service Area (Region 2).
- Establishing an agreement on the designation of financial liability for any misuse of workforce investment act funds granted to Region 2.

In Region 2, financial liability for the misuse of workforce investment funds shall be handled in the following manner:

Liability shall be equally shared by the political subdivision represented by the Local Elected Officials on the Local Elected Official Executive Council and who are a party to this agreement.

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

The Chief Elected Official (CEO) for the Workforce Investment Area (Region 2) will be responsible for the following duties, as established in the Workforce Investment Act (WIA) of 1998 and 20 CFR Parts 661, 662, 663, and 664:

- Serve as, or designate, the grant recipient for WIA funds for Region 2;
- Appoint members to the local Workforce Investment Board (WIB) serving Region 2, following the criteria established by the State and WIA Section 117(b);
- Cooperate with the local WIB to appoint members to the Youth Council;
- Partner with the local WIB to develop and submit a local plan for WIA activities;
- Approve the budget developed by the local WIB;
- Negotiate local performance measures with the local WIB and the Governor;
- Agree to the selection of the One Stop Operator by the local WIB;

- Provide agreement to the local WIB to establish an MOU for the operation of the WorkOne system in the local area;
- Consult with local WIB to conduct oversight of WIA youth programs.

In addition, the CEO for the Workforce Investment Service Area will be responsible for interacting with the designated Local Elected Officials Executive Council on matters concerning the Workforce Investment Board. The CEO shall be authorized to act as a contact person for all CEO business and to sign all contracts/grant agreements not requiring the approval of all Local Elected Officials. Additionally, the CEO has the authority to sign all necessary documents representing the actions approved by the Local Elected Official Executive Council.

The following individual has been duly selected to serve as the Chief Elected Official for Region 2 Workforce investment service area.

Name: Stephen Luecke
Title: Mayor of South Bend
Contact Information: 227 West Jefferson Blvd
South Bend IN 46601
574-235-9261
SLucke@SouthBendIN.gov

III. Designation of Grant Recipient / Fiscal Agent

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

If the CEO opts to designate another entity, such as the local workforce investment board, to act as the grant recipient/fiscal agent, a majority of the Local Elected Official Executive Council must agree to the designation of the grant recipient/fiscal agent. This agreement hereby authorizes the CEO to designate the Region 2 workforce investment Board, the Northern Indiana Workforce Board (NIWB), an Indiana 501(c)(3) nonprofit, as the grant recipient and fiscal agent for WIA funds.

It is understood that in this case where the Region 2 workforce investment board, NIWB, is designated as the grant recipient/fiscal agent that the liability for all grant funds remains with the Chief Elected Official, as required by the Workforce Investment Act and specified in Section I of this agreement.

IV. Selection of Local Elected Officials Executive Council

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

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

The Chief Elected Official for the Workforce Service Area (Region 2) will be selected by the members of the Executive Council and will serve a two-year term. There is no limit on the number of consecutive or non-consecutive terms the CEO may serve.

V. Duties of the Executive Council

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

- Provide guidance to the local Workforce Investment Board;
- Communicate updates and changes to the Local Elected Officials of each county contained within the Workforce Service Area (Region 2);
- Select a Chief Elected Official for the Workforce Service Area;
- Ensure that members of the local Workforce Investment Board are appointed following the criteria established by the State and WIA Section 117(b).

VI. Frequency of Executive Council Meetings

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

VII. Other Responsibilities

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

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

VIII. Authority to Act

Each Local Elected Official signing on behalf of a given county is granted the authority to so act.

IX. Counterparts

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

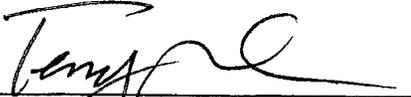
X. Period of Agreement

The period of this Agreement shall be from March 25, 2011 through March 24, 2013.

XI. Amendment

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

SIGNATURES:



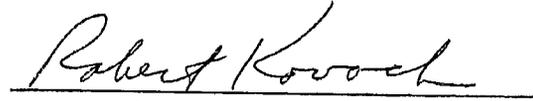
Terry Rodino
Elkhart County Commissioner



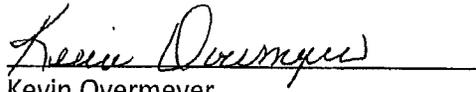
Bradford Jackson
Kosciusko County Commissioner



Mark Rodriguez
Fulton County Commissioner



Bob Kovach
St. Joseph County Commissioner



Kevin Overmeyer
Marshall County Commissioner



Stephen Luecke
Mayor of South Bend

Dick Moore
Mayor of Elkhart



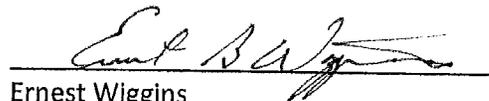
Allen Kauffman
Mayor of Goshen



David Wood
Mayor of Mishawaka

Larry Thompson
Mayor of Nappanee

Mark Senter
Mayor of Plymouth

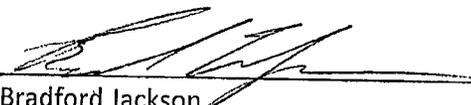


Ernest Wiggins
Mayor of Warsaw

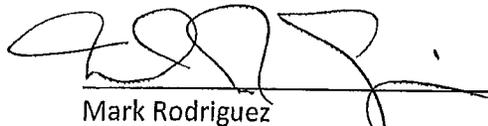
Mark Smiley
Mayor of Rochester

SIGNATURES:

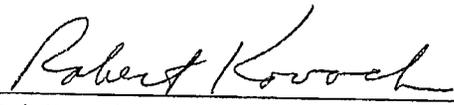
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Elkhart County Commissioner



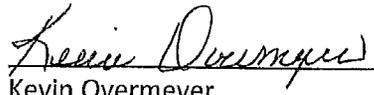
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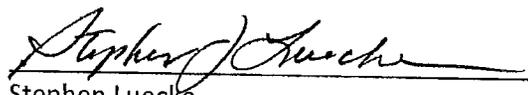
Mark Rodriguez
Fulton County Commissioner



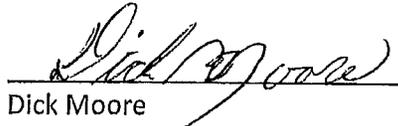
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St. Joseph County Commissioner



Kevin Overmeyer
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Mayor of South Bend



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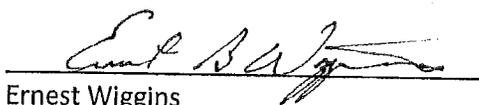
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Mayor of Nappanee

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Mayor of Plymouth

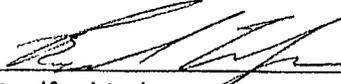


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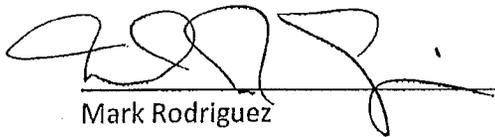
Mark Smiley
Mayor of Rochester

SIGNATURES:

Terry Rodino
Elkhart County Commissioner



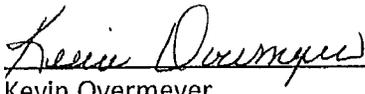
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Kosciusko County Commissioner



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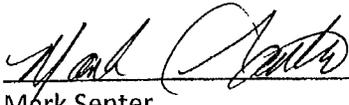


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Mayor of Goshen

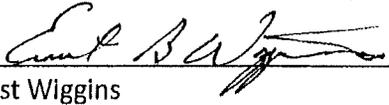


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Mayor of Mishawaka

Larry Thompson
Mayor of Nappanee



Mark Senter
Mayor of Plymouth

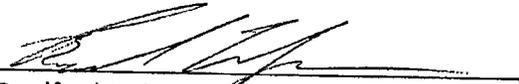


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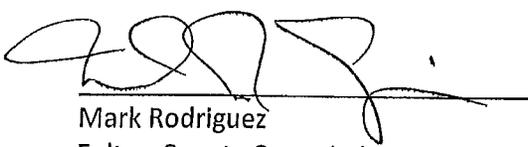
Mark Smiley
Mayor of Rochester

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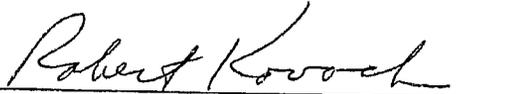
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Elkhart County Commissioner



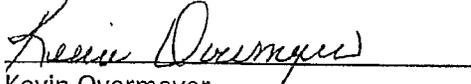
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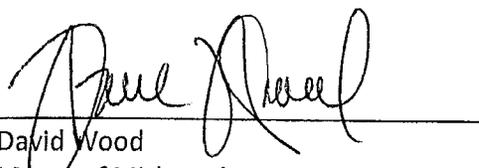


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Dick Moore
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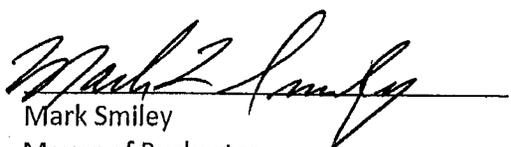
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Mayor of Nappanee

Mark Senter
Mayor of Plymouth



Ernest Wiggins
Mayor of Warsaw



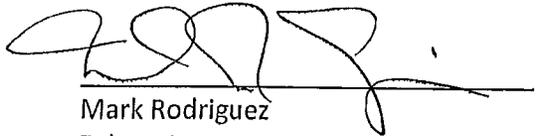
Mark Smiley
Mayor of Rochester

SIGNATURES:

Terry Rodino
Elkhart County Commissioner



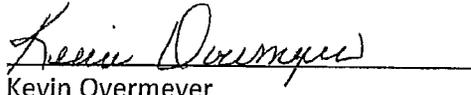
Bradford Jackson
Kosciusko County Commissioner



Mark Rodriguez
Fulton County Commissioner



Bob Kovach
St. Joseph County Commissioner



Kevin Overmeyer
Marshall County Commissioner



Stephen Luecke
Mayor of South Bend

Dick Moore
Mayor of Elkhart



Allen Kauffman
Mayor of Goshen



David Wood
Mayor of Mishawaka



Larry Thompson
Mayor of Nappanee

Mark Senter
Mayor of Plymouth



Ernest Wiggins
Mayor of Warsaw

Mark Smiley
Mayor of Rochester

**AMENDED AND RESTATED
CODE OF BYLAWS OF
NORTHERN INDIANA WORKFORCE
BOARD, INC.**

ARTICLE I - IDENTIFICATION AND PURPOSES

Section 1. Name: The name of the Corporation is Northern Indiana Workforce Board, Inc. (hereinafter referred to as "Corporation"). The Corporation shall also be authorized, to do business under the acronym NIWB.

Section 2. Principal Office/Registered Agent: The Principal Office and the Resident Agent of the Corporation shall be as determined by the Board from time to time and shall be approved in accord with Indiana law. The Board shall further file any notification or documentation with the State of Indiana as required by Indiana law with respect to the principal office and Resident Agent.

Section 3. Fiscal Year: The fiscal year of the Corporation shall end **June 30** of each year.

Section 4. Purposes: The Corporation was formed in 2006 as a Regional Workforce Board and is currently in a transition phase per Federal and State law and State policies where it is transitioning into a Workforce Investment Board (hereinafter referred to as "WIB") pursuant to the State Workforce Plan originally of 2005, but modified as of 2010 as part of a restructuring of Indiana's Workforce Investment System, and all federal and state statutes, rules and regulations promulgated thereunder, including Indiana Code 23-17 *et seq.*, pertaining to Indiana non-profit corporations. The Corporation is being transitioned to a WIB, in response to the restructuring of Indiana's Workforce Investment System. The general purposes of the Corporation shall be as outlined under the Federal Workforce Investment Act of 1998, now codified at 29 U.S.C. §2801 *et seq.*, governing WIBs and to otherwise act as the WIB for certain Northern Counties in Indiana known as Region 2 and is subsequently referred to herein as "Local Area" (said area as more particularly described under Section 5 of these Bylaws) for all lawful purposes under the Workforce Investment Act of 1998 (hereinafter referred to as "WIA"). The Corporation's function is to generally implement the purposes as set forth in the WIA as it is implemented by the State of Indiana by and through the Governor, the Indiana Department of Workforce Development (hereinafter referred to as "DWD") and the State Workforce Innovation Council (hereinafter "SWIC").

The Corporation's purpose as described in the WIA is to develop and implement an efficient, effective, and integrated Workforce Development System within the "Local Area" as such term is defined subsequently. In conjunction with the SWIC and working through and with service providers, the Corporation will provide employment, education, and training programs and services to insure that all customers have the skills and opportunities necessary to earn a living wage. The Corporation's focus will be on all of communities that make up the "Local Area" as specified hereinafter.

Section 5. Partnership/Local Area Defined - Chief Elected Officer and Local Elected

Officials: The Corporation shall act in partnership with, and the “Local Area” shall be made up of the Counties of St. Joseph, Elkhart, Marshall, Kosciusko, and Fulton, and the Cities of Elkhart, Goshen, Mishawaka, Nappanee, Plymouth, Rochester, South Bend and Warsaw (hereinafter collectively referred to as “Local Area”).

The Local Area is made up of multiple political subdivisions which political subdivisions act by and through respectively their Boards of County Commissioners, Mayors, or Presidents of Town Councils as the case may be depending upon the political subdivision. The WIA, codified at 29 U.S.C. §2801(6) defines “Chief Elected Official” (a) as the “Chief Elected Executive Officer” of a unit of general local government in a local area; and (b) in a case in which a local area includes more than one unit of general government the individuals designated under the agreement described in 29 U.S.C. §2832(c)(1)(b). The Corporation’s Local Area has multiple regions with multiple units of general government within not only the Local Area but within individual counties comprising the Local Area. The SWIC and DWD policies which are pertinent to the Corporation refer to the term “Local Elected Officials” from time to time. For the purposes of these Bylaws, the Local Elected Official (LEO) shall have the definition as given by the DWD policies as may be changed from time to time. As of the time of drafting of these Bylaws, the Local Elected Official is defined by the DWD as “The Chief Elected Executive Officer of all counties, and incorporated cities and towns with a population exceeding 5,000, within the Local Workforce Service Area.” For our purposes, the Local Workforce Service Area is the Local Area as defined. The DWD as further specified in its policies that in counties where there are more than one commissioner, the President of the Commissioners is considered the Chief Elected Executive Officer and is therefore the LEO for the county.

Each county within the Local Area shall, consistent with WIA provisions and DWD and SWIC policies, select from the pool of LEOs within the Local Area a designated Chief Elected Official. (The designated CEO for the Local Area shall be hereinafter referred to as “Local Area CEO”). The Local Area CEO, as selected by the LEOs, shall be designated as such under a written agreement as described and set forth in 29 U.S.C. §2832(c)(1)(B) and by SWIC and DWD policies. [WIA provisions and DWD and SWIC policies also allow for the selection of a Chief Elected Official within a county where there are multiple LEOs called County Chief Elected Officials or CCEOs. Said CCEO is selected from among the pool of LEOs within a particular county. These Bylaws, consistent with WIA provisions and DWD and SWIC policies also gives authority to undertake the process of appointing CCEOs if so elected by the Corporation and its Board at a later date.]

It shall be the responsibility of the Board to keep on file at the Corporation’s office a copy(ies) of the written agreement(s) of the LEO’s wherein the Local Area CEO is designated and wherein the Local Area CEO’s responsibilities are set forth. It shall be the responsibility of the Corporation’s Board to review all written agreements identifying the Local Area CEO on an annual basis. The review shall insure that all documents are accurate and current and the documents must be modified if any of the LEOs that sign the documents are no longer in office. The Corporation’s Board must further notify the Director of Policy at the DWD whenever there are changes to the makeup of the LEOs or modifications to any of the foregoing agreements.

Section 6. Powers and Functions of the Local Area Board: The functions of this Corporation and its Board shall be governed by and consistent with WIA as codified at 29 U.S.C. §2832 *et seq.*, corresponding Code of Federal Regulations, Indiana law, and policies as set forth by SWIC and DWD. Consistent with the foregoing, functions may include, but are not necessarily limited to the following:

- A. **Local Plan.** Development of a Workforce Investment Strategic Plan for the Local Area, known as a local plan. The members of the Board working with LEOs and CEOs within the Workforce sub-areas making up the Local Area shall develop a local plan. A local plan shall be consistent with the State of Indiana's Strategic Workforce Investment Plan.
- B. **One Stop Operators.** Selection of one stop operators consistent with 29 U.S.C. §2841, the Board, shall designate or certify one stop operators as defined in 29 U.S. C. §2841(d)(2)(a).
- C. **Youth Providers.** Selection of youth providers consistent with 29 U.S.C. §2843, the Local Board shall identify eligible providers of youth activities in the Local Area.
- D. **Training Providers.** Identification of eligible providers of training services consistent with 29 U.S.C. §2842, the Local Board shall identify eligible providers of training services described in 29 U.S.C. §2864(d)(4).
- E. **Budget.** The Local Board shall develop a budget for the purposes of carrying out the duties of the Local Board.
- F. **Administration - Grant Recipient.** Generally, the Local Area CEO serves as the local grant recipient. The provisions specified herein with respect to the Grant Recipient and the incident liability shall be applicable to the Local Area CEO for the entire Local Area as it receives and distributes funds, and the LEOs (for their political subdivisions) as their respective political subdivisions receive funding by and through the Corporation and its Board all consistent with the WIA and the DWD and SWIC policies. The grant funds shall typically be disseminated first to the Local Area CEO (from the State) for administration by and through the Corporation at the direction of its Board, and shall be passed down to the various local areas (counties, cities and towns) that make up the Local Area. A local grant recipient may be appointed to immediately disburse the funds at the direction of the Corporation and its Board. The Corporation and its Board may further employ staff and may solicit and accept grants and donations.
- G. **Program Oversight.** The Corporation in partnership with the Local Area CEO and the LEOs shall conduct oversights with respect to all local programs.

- H. **Other.** The Corporation, by and through its Board shall undertake and have such other powers and responsibilities as designated by State and Federal law, the SWIC and the DWD.

ARTICLE II - DIRECTORS

Section 1. Directors:

- A. The Corporation shall not have members as such, but in lieu thereof shall have only a Board of Directors.
- B. **Number of Directors.** The authorized number of Directors of the Board of Directors at the effective date of these Bylaws shall be not less than three (3) nor more than forty-seven (47) (per SWIC and DWD policies). The number of Directors may be increased or decreased (but not below 3) by amendment to the Bylaws, in accordance with any amendment to the Corporation's Articles of Incorporation and the applicable laws of the WIA as codified at 29 U.S.C. §2801 *et seq.*, the State of Indiana, or policies and procedures from the appropriate agencies of the State of Indiana including the SWIC and DWD.
- C. **Selection of the Board Members.** Board Members shall be appointed by the Local Area CEO which selection and appointment of Board Members and composition of the Board shall be governed in accordance with the WIA as codified at 29 U.S.C. §2832(b) as such composition may be modified from time to time pursuant to policies set forth by SWIC and DWD. SWIC and DWD sets forth policies from time to time with regard to the selection, makeup and certification of Board Members and the Corporation and its Board shall follow said policies and updates to said policies at all times.

Section 2. Community Partners: Parties lending significant financial support to the Corporation may be designated Community Partners and as such entitled to receive literature and mailings of the Corporation and entitled to attend Corporation Board meetings as nonvoting participants.

Section 3. Removal of Directors: Any director of the Corporation may be removed for the following reasons:

- A. Failure to attend three meetings, unexcused in any 12-month period; or
- B. For cause as determined by a majority vote of the directors, after an opportunity to be heard.

Section 4. Term: Each director appointed in accord with the Bylaws shall serve a term of three

(3) years or until a successor is appointed; the number of terms a person may serve as a Director is not limited. To the extent possible within the criteria for composition of the Board of Directors as specified in these Bylaws and under State and Federal law, the terms of office shall be staggered such that the terms of one-third of the Directors shall expire each year. The policy on staggered terms, however, shall be a flexible one giving way to composition requirements as previously stated.

Section 5. Annual Meetings: The annual meeting of the directors shall be held each year at such time and at such place within the Local Area as the Board shall determine.

Section 6. Regular Meetings: Regular meetings of the directors may be held as established by resolution.

Section 7. Special Meetings: Special meetings may be called by a majority of the directors, the Executive Committee, or the Chair of the Corporation. Special meetings shall be held at such time and at such place within the Local Area as set forth in the notice thereof.

Section 8. Notice of Meetings/Requirements for Conducting Board Meeting: Unless determined and announced at the preceding meeting, written notice of any meeting of the directors stating the day, place, and hour of such meeting, and the purposes, if a special meeting, shall be delivered at least ten (10) days in advance of such meeting by: personal delivery; facsimile delivery; regular U.S. Mail first class postage pre-paid; or email. All notices shall be mailed, faxed or emailed to the last address, fax number or email address appearing upon the corporate membership list for each individual. The Board shall follow the requirements for conducting Corporation's Board business as set forth in Article III, Section 6 of these Bylaws with regard to public notice, open door rules, action at meetings, minute keeping requirements, and all other matters as set forth in Article III, Section 6.

Section 9. Voting: Each director shall have one (1) vote and cumulative voting is prohibited.

Section 10. Proxies: Proxy voting shall be allowed; however, upon challenge, all proxies shall be in writing and furthermore, to act as a proxy, the individual in question must be another director of the Corporation.

Section 11. Quorum: A majority of the directors of the Corporation shall constitute a quorum of the directors. Persons both physically present and present via telecommunications shall all be counted in establishing the existence of a quorum. (See I.C. 23-17-10-1(g) and 2(f) for authorization for presence via telecommunications for annual, regular, and special meetings.) Any matter which is subject to a Director vote (provided that a quorum exists) may be approved by a vote of the majority of those persons physically present at any such meeting, or present via telecommunication means, or who cast their vote via electronic mail, unless a greater percentage is required by law. Members participating/voting via electronic media must mail a signed statement verifying their vote within five (5) business days of the meeting. A quorum may be determined to exist based on the number of votes cast.

Section 12. Conduct of Meetings of Directors: At every meeting of directors, the Chair, or in

his/her absence the Chair-Elect, or in the absence of either of them, such other director as may be chosen by a majority of the directors present, shall act as Chair. The Secretary-Treasurer of the Corporation, or in his/her absence such other person as the Chair may appoint shall act as Secretary of the meeting.

Section 13. Consent in Lieu of Directors Meetings: Any action required or permitted to be taken at any meeting of the directors may be taken without a meeting if, prior to such action, a written consent thereto is signed by at least Eighty Percent (80%) of the directors of the Corporation and such written consents are filed with the Minutes of proceedings of the directors. Provided, however, that consents may not be used for the removal of any director of the Corporation.

Section 14. Termination of Directors: Directors shall terminate in this Corporation upon any of the following events:

- A. Failure of a director to continue to hold the qualifications which were the basis for his/her initial appointment;
- B. Receipt of the written resignation of the director duly executed by him/her or his/her attorney-in-fact;
- C. Death of a director; or
- D. For cause otherwise inconsistent with directorship after proper notice and a hearing before the Board upon request. This requires a majority vote of all directors.

Section 15. Vacancies: Vacancies with regard to director positions shall be filled by appointment pursuant to Article II, Section 1 of these Bylaws.

ARTICLE III - COMMITTEES

Section 1. Executive Committee: The Executive Committee shall consist of the elected officers of the Corporation, the immediate Past-Chair, and the Chairs of the standing committees. The Corporation Chair shall serve as chair of the Executive Committee.

Section 2. Executive Committee Function: The Executive Committee shall be responsible for setting the agenda for Board meetings, giving notice to directors of Board meetings, monitoring the fiscal management of the Corporation, reviewing and analyzing matters coming to the Board and making recommendations to the Board as to actions concerning issues before the Board. The Board may authorize the Executive Committee to act for the Board on specific matters. Additionally, in between Board meetings with regard to time sensitive matters which need attention prior to the next scheduled Board meeting, the Executive Committee may act for the Board provided that there is a vote in favor of any such action by a majority of a quorum of the Executive Committee. A quorum of the Executive Committee shall be defined as a majority of

the Executive Committee. All action of the Executive Committee which takes place in between Board meetings shall be subsequently ratified and approved by the Board at its next regularly scheduled meeting.

Section 3. The Youth Council Committee: The Corporation's Youth Council Committee is established in compliance with requirements found in Section 117(h) of WIA more specifically codified at 29 U.S.C. Ch. 30, §2832(h). Its membership shall be appointed by the Board of the corporation and shall comply with Youth Council membership requirements found in 29 U.S.C. Ch. 30, §2832(h)(2). The Youth Council shall, among other duties: (i) develop a common RFP (Request for Proposal) for the procurement of youth service providers and oversee on behalf of the Corporation the vetting and contracting for youth service providers; (ii) establish performance metrics for youth services for the Local Area insuring alignment with outcomes metrics established by the Performance and Compliance Committee and the SWIC; (iii) review oversight reports with respect to youth activities provided by DWD or contracted compliance staff; and (iv) conduct all other duties as required in 29 U.S.C. Ch.30, §2832(h)(4).

Section 4. Other Committees: Other committees may be established from time to time by the Board. Standing committees shall generally be permanent in nature. Committees not so designated will be presumed to be ad hoc or otherwise temporary. Committee Chairs will be designated by the Chair of the Corporation. Board members will receive notice and may attend any Board committee meeting, including Executive Committee, and, with committee Chair approval, may speak. Only committee members shall have voting privileges at committee meetings.

Section 5. Committee Meetings, Quorum, and Voting: Committees shall meet at the call of the chair of the Corporation or the committee chair to conduct their business. Meetings shall be held at such places as determined by the chair. All meetings will be open to the public. Each committee member shall be entitled to one (1) vote for each matter submitted to the membership for a vote.

Section 6. Requirements for Conducting Corporation Board and Committee Business: The Corporation board and the committees shall ensure the following requirements are met when conducting official board or committee business:

- A. Requirements for Public Notice of Meetings (See I.C. 5-14-1.5-5 generally):
 - (1) The Board or committee must provide notice of meeting at least forty-eight (48) hours before the meeting, excluding Saturday, Sundays and legal holidays or otherwise comply with Indiana open door law notice requirements.
 - (2) The Board must post notice at the principal office of the Corporation

and/or at the building where the meeting is to be held. A committee must post notice at the building where the meeting is to be held. A committee and the Board shall post notice on the Corporation's Regional State website.

- (3) If agenda is prepared the Board or Committee must post a copy of it, at the entrance to the location of the meeting prior to the meeting.
- (4) Notice of regular meetings of the Corporation's Board need only be given once a year, except additional notice shall be given where the date, time, and place of the regular meeting or meetings has changed. (See I.C. 5-14-1.5-5(c)).

B. Requirements for Open Door Rules:

- (1) Meetings must be open to allow the public to observe and record.
- (2) Meetings must be accessible to individuals with disabilities.
- (3) Public does not have the right to speak unless committee allows time for public comments.

C. Requirements for Actions at the Meetings:

- (1) The Board and/or the committees' procedures must follow Robert's Rules of Order.
- (2) Members may attend either in person or via conference call or other electronic media (video/internet conferencing). (See I.C. 23-17-10-1(g) and 2(f)).
- (3) Quorum (over 50% of members of the Board or committee) must attend either in person or via telephone or other electronic media to take any official actions/votes.
 - Members voting via electronic media must mail a signed statement verifying their vote within five (5) business days of the meeting.
- (4) Neither the Board nor committee members may designate a proxy to participate in a meeting on his/her behalf.
- (5) No secret ballot votes are allowed.

D. Requirements for Keeping Minutes. Meeting minutes must be kept with the following information:

- (1) Date, time, and place of the meeting.
 - (2) Board or Committee members present or absent, and whether physically present or present via electronic media.
 - (3) General substance of all matters proposed, discussed or decided.
 - (4) Record of all votes taken.
 - (5) Meeting minutes must be made public (via website) within a reasonable timeframe following the meeting.
 - (6) Meeting minutes must be available for public inspection and copying.
- E. Use of Electronic Media in the Corporation's Board or Committee Business. The Corporation's Board or committee members may use email or electronic media to communicate regarding the Corporation committee or Board business between scheduled meetings. Discussion of business via email or other electronic media does not constitute official business. All votes where there is a quorum present or discussion of votes where there is a quorum can only be conducted during an open meeting.

ARTICLE IV - OFFICERS

Section 1. Designation: The elected officers of the Corporation shall consist of the Chair, Vice Chair, Secretary, and Treasurer. All officers shall be members of the Executive Committee.

Section 2. Election and Removal: Officers up for election shall be elected for terms as established, from time to time, by the directors. The directors may remove any officer at any time, with or without cause, upon a majority vote. Notwithstanding the foregoing, no Chair shall serve more than two (2) consecutive years as Chair.

Section 3. Chair: The Chair shall serve as Chair of the Corporation in accordance with Indiana Code 23-17 *et seq.* and any WIA provisions or SWIC provisions. In general, he/she shall perform all duties which are by law or custom incident to such officer and such other duties as may, from time to time, be assigned to him/her by the directors. It is intended that the Chair shall have certain duties and authorizations pursuant to these By-Laws and by law to act for an on behalf of the Corporation and the Board between Board meetings. So long as the Chair is acting within the scope of his or her authority, and within the best interest of the organization, the Chair shall be authorized to execute such documents and act in a manner consistent with the responsibilities within the scope of the Chair's duties and authorizations, as set forth herein, and by law, any such actions by the Chair, however, shall be specifically subject to the provisions of Article II, Section 11 of these By-Laws, and any such action by the Chair must be subsequently put to a Board vote for ratification. Notwithstanding anything herein to the contrary, the Chair must be a "Business Representative" who meets the criteria for a business representative as set forth under the WIA codified at 29 U.S.C. §2832(b)(2)(a)(i) and as further defined by SWIC and DWD

policies.

Section 4. Vice Chair: The Vice Chair shall assume the role of the Chair in the absence of the Chair,. In the event of the resignation or removal of the Chair, the Vice Chair shall serve as the Chair with all requisite powers until a new Chair is selected by the directors. The Vice Chair must be a “Business Representative” of the Corporation who meets the criteria as specified in Section 3 of this Article IV.

Section 5. Secretary: The Secretary shall record or cause to be recorded accurate minutes of such meetings. He/She shall attend to the proper issuance of all notices of the Corporation and shall have custody of the minute books of the Corporation. In general, he/she shall perform all duties which are by law or custom incident to such officer, and such other duties as may from time to time, be assigned to him/her. The Secretary shall maintain at all times a current director list of the corporation showing names, addresses, term, and representative capacity.

Section 6. Treasurer The Treasurer shall generally be the financial officer of the Corporation. He/She shall have charge and custody and be responsible for all funds of the Corporation and shall deposit such funds in such depositories as shall be selected. He/She shall render to the Executive Committee whenever requested and as good accounting and tax practices may require, an account of all of his/her transactions as financial officer and of the financial condition of the Corporation.

Section 7. Vacancies: In the event of a vacancy as to any Officer’s position, a suitable replacement will be selected by the directors as soon as is practical. To facilitate this process, upon any such vacancy the Executive Committee of the Corporation may engage in a search for replacement candidates and report their findings and recommendations to the directors for consideration or, may designate a Board Committee to perform this function.

ARTICLE V - AUTHORITY

Section 1. Execution of Negotiable Instruments: All checks, drafts, notes, bonds, bills of exchange, and orders for payment of money of the Corporation shall, unless otherwise directed (and such may be done by board resolution), or unless otherwise required by law, be executed on behalf of the Corporation by the Chair or his/her designee and another officer of the Corporation.

Section 2. Execution of Deeds, Contracts, Et Cetera: All deeds and mortgages made by, the Corporation and all contracts to which the Corporation is a party shall, unless otherwise directed by the Board, or unless otherwise required by law, be executed on behalf of the Corporation by the Chair or his/her designee and another officer of the Corporation.

Section 3. Electronic Banking: The Corporation shall be empowered to engage in electronic banking if deemed desirable.

Section 4. Voting Matters: Unless provided otherwise by law, any vote or action of the

directors shall be deemed to be passed by an affirmative vote or consent of a majority as provided at Article II, Section 11.

Section 5. Amendment of Agreements: The amendment of agreements to which the Corporation is a party shall be by action of the Board.

ARTICLE VI - PROVISIONS FOR REGULATION OF BUSINESS AND CONDUCT OF AFFAIRS OF THE CORPORATION

Section 1. Books and Records: The Corporation shall keep correct and complete books of account and minutes of the proceedings of its directors, and committees; and shall keep at its principal office an original or duplicate director roster giving the names and addresses of all directors, the term of said director and the sector represented by said director. All such books, records, and lists of the Corporation shall be open to inspection and examination during the usual business hours for all proper purposes by every member/director or his/her agent or attorney. Upon the written request of any director of the Corporation, the Corporation shall mail to such director its most recent annual financial statement showing in reasonable detail its assets and liabilities and the results of its operations.

Section 2. Conflicts of Interest: Directors of the Corporation shall disclose any potential or real conflict of interest at the earliest possible time and remove themselves from any key decisions or debates where the outcome may or will have an impact on related activities. Directors of the Corporation shall scrupulously avoid undisclosed conflicts of interest between the interest of the State of Indiana and the Corporation, and personal, professional, and business interests. This includes avoiding potential and actual conflicts of interest, as well as substance of conflicts of interest. Upon or before appointment, each Director of the Corporation will make a full, written disclosure of interests, in relationships and holdings that could potentially result in a conflict of interest. This written disclosure will be kept on file and updated as appropriate.

In the course of meetings or activities, a Board member shall disclose any interest in a transaction or decision where he/she or his/her family and/or significant other, employer, close associates, including business or other non-profit affiliations, will receive a benefit or gain. A Board member that identifies a potential conflict of interest must disclose the potential conflict of interest to the Board chair and shall be disallowed from voting on any matters where the conflict may exist. Each Board member will further be asked to sign a conflict of interest policy document stating his/her understanding that this policy is meant to supplement good judgment, and he/she will respect its spirit as well as its wording.

No director of the Corporation shall vote on any matter under consideration by the Corporation regarding the provision of services by such director (or by an entity that such director represents) or that would provide direct financial benefit to such director or the immediate family of such director. Furthermore, all directors shall refrain from engaging in any other activity determined to constitute a conflict of interest as described in the State Workforce Plan of the State of Indiana as it may change from time to time. Unless a director has a signed statement on file with the Corporation acknowledging an obligation to reveal any conflict of economic interest as to a matter under consideration, such director shall be disqualified from voting on all matters.

Section 3. Staff Executive and Support: The Corporation will hire direct staff or such persons or entities to manage the services and fiscal resources of the Corporation.

ARTICLE VII - INDEMNIFICATION OF MEMBERS, DIRECTORS AND OFFICERS

Section 1. Actions of Third Parties: The Corporation shall indemnify any person who was or is a party or is threatened with, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative (other than action by or in the right of the Corporation) by reason of the fact that he/she is or was a director or officer of the Corporation or is or was serving at the request of the Corporation as a director, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprises, against expenses (including attorneys' fees), judgments, fines and amounts paid in settlement actually and reasonably incurred by him/her in connection with such action, suit or proceeding if he/she acted in good faith and in a manner he/she reasonably believed to be in or not opposed to the best interests of the Corporation, and, with respect to any criminal action or proceeding, had no reasonable cause to believe his/her conduct was unlawful, except that no indemnification shall be made in relation to matters as to which he/she shall be adjudged in such action, suit or proceeding to be liable for negligence or misconduct in the performance of duty to the Corporation. The termination of any action, suit or proceeding by judgment, order, settlement, conviction, or upon a plea of nolo contendere or its equivalent shall not, of itself, create a presumption that the person did not act in good faith and in a manner which he/she reasonably believed to be in or not opposed to the best interests of the Corporation, and, with respect to any criminal action or proceeding, had reasonable cause to believe that his/her conduct was unlawful.

Section 2. Actions By Or In The Right Of The Corporation: The Corporation shall indemnify any person who was or is a party or threatened to be made a party to any threatened, pending, or completed action or suit by or in the right of the Corporation to procure a judgment in its favor by reason of the fact that he/she is or was an officer or director of the Corporation, or is or was serving at the request of the Corporation as an officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise against expenses (including attorneys' fees) actually and reasonably incurred by him/her in connection with the defense or settlement of such action or suit if he/she acted in good faith and in a manner he/she reasonably believed to be in or not opposed to the best interests of the Corporation, except that no indemnification shall be made in respect of any claims, issue or matter as to which such person shall have been adjudged to be liable for negligence or misconduct in the performance of his/her duty to the corporation.

Section 3. Indemnification as a Matter of Right: Any such member, officer or director who has been wholly successful, on the merits or otherwise, with respect to any claim, suit or proceeding of the character described herein shall be entitled to indemnification as a matter of right. Except as provided in the preceding sentence, eligibility for indemnification hereunder may be determined, but need not be, by the Board (or a committee thereof). Such a resolution shall be valid in the case of a director(s) or officer(s) notwithstanding the presence of such director(s) or officer(s) at the meeting of the Corporation (or committee thereof) which acts upon or in the reference to such indemnification and notwithstanding his/her/their participation in such action, if the fact of such interest shall be fully disclosed or known and the Board (or committee

thereof) shall nevertheless authorize, approve or ratify such indemnification. The director(s) may request independent legal counsel (who may be regular counsel of the Corporation) to deliver to it their written opinion as to whether such director or officer has met such standards.

Section 4. Advancement of Expenses: The Corporation may advance expenses incurred in defending a civil or criminal action to, or where appropriate may, at its expense, undertake the defense of, any such director or officer upon receipt of an undertaking by or on behalf of such person to repay such expenses if it should ultimately be determined that he/she is not entitled to indemnification under this Article.

Section 5. Claims to Which This Article Applies: The provision of this Article shall be applicable to claims, actions, suits or proceedings made or commenced before or after the adoption hereof and whether arising from acts of omission occurring before or after the adoption hereof.

Section 6. Indemnification By This Article Not Exclusive: The indemnification provided by this Article shall not be deemed exclusive of any other rights to which those seeking indemnification may be entitled under the Articles of Incorporation or any agreement, vote of members, as a matter of law, or otherwise, both as to action in his/her official capacity and as to action in another capacity while holding such office, and shall continue as to a person who has ceased to be a member, director or officer and shall inure to the benefit of the heirs, executors and administrators of such a person.

Section 7. Insurance: The Corporation shall have power to purchase and maintain insurance on behalf of any person who is or was a director or officer of the Corporation, or is or was serving at the request of the Corporation as a member, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise against any liability asserted against him/her and incurred by him/her in any such capacity, or arising out of his/her status as such, whether or not the corporation would have the power to indemnify him/her against such liability under the provision of this Article.

ARTICLE VIII - AMENDMENTS TO BYLAWS

The power to make, alter, amend, or repeal this Code of Bylaws is vested in the directors of the Corporation. The affirmative vote of a majority of the actual number of directors shall be necessary to effectuate any alteration, amendment, or repeal of this Code of Bylaws providing that the proposed changes do not conflict with existing Federal or State laws, regulations or guidelines.

ARTICLE IX - DISSOLUTION

The affairs of the Corporation and the distribution of its assets and the payment of its debts in the event of dissolution shall be governed as set forth in the Corporation's Articles of Incorporation.