

# Regional Workforce Plan – Northeast Indiana

## Executive Summary of Workforce Plan

This workforce plan is intended to describe in detail the Northeast Indiana Workforce Investment Board (WIB) strategy for developing and delivering high quality workforce services to job seekers and employers in all eleven counties of Northeast Indiana. The WIB intends to accomplish this by implementing a highly integrated workforce development system in Northeast 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 Northeast Indiana WIB has detailed a wide range of critical workforce issues and strategies in its workforce plan for Northeast 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. 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, health care, business and financial services, transportation and material moving, 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. Results from a recent 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 at both the regional and county levels. 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 (advanced

manufacturing, defense, food processing, medical device manufacturing, transportation and logistics, finance and insurance, and health care).

- ✓ **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

Northeast 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 Northeast Indiana by sector and 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	393	219	323	289	107	13	1	0	0
Administrative & Support	580	125	76	72	21	23	8	3	0
Agriculture	135	43	24	14	0	0	0	0	0
Arts, Entertmnt & Recreation	162	44	29	18	8	3	0	0	0
Construction	1,305	303	149	70	17	4	0	0	0
Educational	55	28	16	16	8	5	4	4	0
Finance & Insurance	696	256	101	47	13	12	4	0	0
Health Care & Social Assist	475	302	242	150	86	59	19	5	0
Information	116	33	27	27	14	5	4	0	0
Mgmt of Companies	29	16	15	21	6	5		0	0
Manufacturing	411	229	229	220	140	119	31	9	6
Mining	20	7	8	3	0	0	0	0	0
Other Services	989	301	166	41	13	4	0	0	0
Professional, Scientific & Technical	1,056	228	137	64	12	3	0	0	0
Public Administration	251	116	106	111	126	51	15	7	4
Real Estate and Leasing	512	94	44	16	0	0	0	0	0
Retail Trade	1,027	696	448	215	47	42	17	0	0
Transportation & Warehousing	315	77	91	43	23	14	3	3	0
Utilities	27	3	5	11	5	0	0	0	0
Wholesale Trade	650	175	163	102	36	10	6	0	0
All Industry	9,191	3,295	2,399	1,548	682	371	112	31	10

Source: Department of Workforce Development

From this information, it is clear that a staggering 12,486 regional employers (or 70.8% of all employers in the region) employ nine or fewer workers. Moreover, 93.2% of all employers in the region employ fewer than 50 workers. Clearly, small employers dominate the employment

landscape in the Northeast 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 is equally important to note that Northeast Indiana also plays host to many large employers who play a crucial role in the regional economy. In fact, Northeast Indiana is home to 153 employers that employ a minimum of 250 workers. In total, these large employers employ in excess of 42,000 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 Northeast Indiana region as defined by short and long term projections. 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 2010-12 Total Openings	Long Term Projections 2008-18 Total Openings
Management	422	2,143
Business and Financial	536	2,674
Computer and Mathematical	248	1,090
Architecture and Engineering	175	722
Life, Physical and Social Science	67	328
Community and Social Services	139	870
Legal	87	411
Education, Training and Library	820	3,668
Arts, Design, Entertainment, Media	107	515
Healthcare Practitioners and Technical	1,150	6,710
Healthcare Support	67	493
Protective Services	123	882
Food Preparation and Serving	0	0
Building and Grounds Maintenance	101	254
Personal Care and Service	29	176
Sales and Related	752	3,562
Office and Administrative Support	352	1,654
Farming, Fishing and Forestry	3	16
Construction and Extraction	819	3,998
Installation, Maintenance and Repair	572	2,731
Production	335	1,516
Transportation and Material Moving	719	2,875

Source: Research and Analysis Unit, Department of Workforce Development

A quick review of the this information confirms 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, Northeast Indiana also has a bright future in such areas as business and financial services, transportation and material moving, and construction occupations.

**C. Skills and Education Required for Occupations in Demand**

One of the common themes shared by virtually all employers in Northeast 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, the regional workforce system recently completed an analysis of the specific skills that employers in Northeast Indiana expect from their workers. Findings from this effort have identified the following soft and technical skills as in-demand by employers in the targeted sectors of Northeast Indiana:

Targeted Industry Sector	Soft Skills Required (in order of importance as identified by employers)	Technical Skills Required (in order of importance as identified by employers)
Manufacturing	Interpersonal skills, a positive attitude, a commitment to high performance, project leadership, independent judgment, communication, a commitment to continuous improvement, and problem solving	Product development, engineering, project management, knowledge of manufacturing processes, ability to use various technologies, CAD/AutoCAD, lean manufacturing, quality systems
Defense Contractors	Communication, management, teamwork, customer support, a commitment to high performance, problem solving and time management	Familiarity with communication systems, computer science/IT degrees and skills, software development, engineering, power management
Medical Device Manufacturing	Problem solving, attention to detail, communication, a commitment to continuous improvement, customer service, interpersonal skills, and a willingness to learn	Bachelors Degree, knowledge of medical devices, knowledge of manufacturing processes, quality systems, lean manufacturing, quality control
Finance and Insurance	Communication, customer service, problem solving, project management, interpersonal skills, analytical skills, a positive attitude, organizational skills, management, and attention to detail	Computer science/IT degrees and skills, Microsoft Office, software development, product development, engineering skills, insurance skills, business development, risk

		management
Transportation and Logistics	Communication, customer service, a commitment to continuous improvement, problem solving, detail oriented, interpersonal skills, teamwork	Class A CDL, Hazmat Endorsement, high school diploma, Microsoft Office, lean manufacturing, equipment maintenance, and safety

Source: Monster Government Solutions, January 2011

It is clear from this analysis that employers in Northeast Indiana are expecting their workers to possess higher level 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, quality or Lean training must be imbedded in every course that is offered, 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 Northeast 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 10,536 jobs (a 23.8% growth rate)
- ✓ Base employment in the construction industry is projected to grow by 2,771 jobs (a 19% growth rate)
- ✓ Base employment in professional, scientific and technical services is projected to grow by 2,785 jobs (a 31.7% increase)
- ✓ Base employment in the transportation and warehousing industry is projected to grow by 1,891 jobs (a 15.4% growth rate)

No discussion of Northeast 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 10.8% by 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 Northeast 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 Northeast Indiana**

While the Northeast 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). After extensive data analysis and regional planning efforts, the Northeast Indiana Regional Partnership (the RP) has identified seven specific sectors as “targeted industries” for economic development activities in the region. These industries have been identified as key to the regional economy and are as follows:

- ✓ Food Processing (which is heavily weighted toward food manufacturing)
- ✓ Medical Device Manufacturing (including software engineering and development)
- ✓ Finance and Insurance
- ✓ Transportation, Logistics and Distribution
- ✓ Defense Industry (includes a manufacturing component as well as wireless communication technologies)
- ✓ Advanced Manufacturing
- ✓ Life Sciences (Health Care)

According to the Regional Partnership’s recent Business Dynamics Reports for 2010, 89.4% of business expansions and 87 percent of all new companies locating in the region were in these targeted industry sectors. The majority of these expansions were in advanced manufacturing (50% in calendar year 2010) and, according to the Business Dynamics Report, this continues to pose an interesting challenge to Northeast Indiana. Manufacturing employment has not only declined in Northeast Indiana but in the United States, yet this industry is an obvious strength in Northeast Indiana where numerous assets have been structured to support this sector. According to the Report, “the key may be in education – how well positioned are the residents of Northeast Indiana to support advanced manufacturing, not the rote factory jobs of the past.” And, given that education is the key, this statement more than anything else makes a strong case for an aggressive and expanded skill development system in the region.

Having said this, however, it is also clear that the majority of dislocated workers will require new skills in order to successfully secure employment in these (and other) industries. Accordingly, the Northeast Indiana WIB is highly committed to using available resources to support adults, dislocated workers and youth in their pursuit of new and in-demand skills.

## F. Regional Workforce Profile of Northeast Indiana

Demographics: Per recent census information, the population of the 11 county Northeast Indiana region is 748,573. 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, nearly 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 nearly 1 in 10 residents in the region are African American, Asian, or a member of two or more race groups. Additionally, nearly 5% 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 Northeast Indiana. In calendar year 2010, an average of 2,284 families participated in the TANF program on a monthly basis. Even more telling, however, is the fact that there were 91,210 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 Northeast Indiana was 85.4% (slightly above the statewide graduation rate of 84.5%). As important, however, is the fact that this graduation rate represents a 3.1% 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 349 additional students in 2011. The Northeast 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 Northeast Indiana:

- ✓ 57,299 individuals possess an Associate's Degree
- ✓ 54,067 individuals possess a Bachelor's Degree

- ✓ 28,314 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 Northeast Indiana labor force is 355,353 workers strong. This same estimate also documents that 320,875 of these workers are currently working despite the fact that the Northeast Indiana region has been greatly impacted by the recession. Nonetheless, the unemployment rate in the region stands at 9.7% and February 2011 data confirms that the region still has ten counties with an unemployment rate in excess of 9% (five of these counties still claim a double digit unemployment rates). In the end, however, all these percentages translate into real workers that are now jobless. According to the latest unemployment information, there are currently **34,478** unemployed Hoosiers living in Northeast Indiana.

## II. Operational Plans

### A. WorkOne Center Locations (Full Service and Express)

The Northeast Indiana region is comprised of 11 counties and the WIB has made a commitment (as long as funding permits) to maintain a WorkOne Center in each of these 11 counties. The address, phone number and hours of operation for each of these centers follows:

WorkOne Center	Type	Location	Phone	Hours of Operation
Adams County	Express	126 South 1st Street, Decatur, IN 46733	260-724-2037	T,W 8 – 4:30 Th 10 – 4:30
Allen County	Full Service	201 East Rudisill Blvd, Fort Wayne, IN 46806	260-745-3555	M,T,W,F 8 – 4:30 Th 10 – 4:30
DeKalb County	Full Service	936 W. 15th Street, Auburn, IN 46706	260-925-0124	M,T,W,F 8 – 4:30 Th 10 – 4:30
Grant County	Full Service	850 North Miller Ave, Marion, IN 46952	765-668-8911	M,T,W,F 8 – 4:30 Th 10 – 4:30
Huntington County	Express	1314 Flaxmill Rd, Huntington, IN 46750	260-356-7109	M,W,F 8 – 4:30
LaGrange County	Express	848 N. Detroit Street, LaGrange, IN 46761	260-499-4835	M,W, F 8 – 4:30 Th 10 – 4:30
Noble County	Express	524 Fairview Blvd, Kendallville, IN 46755	260-599-1000	M,W,F 8 – 4:30
Steuben County	Express	317 S. Wayne Street, Suite 1D, Angola, IN 46703	260-665-7541	T,F 8 – 4:30 Th 10 – 4:30
Wabash County	Express	1143 N. Cass Street, Wabash, IN 46992	260-563-8421	T,F 8 – 4:30 Th 10 – 4:30
Wells County	Express	3156 East. State Rd 124, Bluffton, IN 46714	260-824-0855	M,F 8 – 4:30
Whitley County	Express	480 W. Plaza Drive, Columbia City, IN 46725	260-248-8611	T,F 8 – 4:30 Th 10 – 4:30

## **B. WIB Performance Metrics Used in Addition to Common Measures**

The Northeast 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 new customer queue system to be 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 Northeast 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 Northeast 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 Northeast 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 I 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 Northeast 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 Northeast Indiana. However, as this services matrix is reviewed, it must be made clear that the Northeast 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 each of the three full service WorkOne Centers in the region (Allen County, DeKalb County, and Grant County). These three youth staff will work directly with youth customers in the three full service centers. In addition, the DeKalb and Grant County youth staff will also support youth customers seeking assistance in the rural counties proximate to the full service center.

In addition, the WIB will contract for 10 youth staff to deliver and manage the Jobs for American Graduates (JAG) program in the region. Nine of these JAG positions will be classroom teachers who will work directly with students at nine high schools in the region. The tenth 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 (with the possibility of an eighth and ninth in the coming year) 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 Northeast 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).

To track youth provider success in achieving these outcomes, the WIB will utilize two specific data tools. First, as part of each youth provider contract it negotiates, the WIB will develop a “production schedule” that details monthly expectations for enrollments, services, expenditures and outcomes. Youth providers will be required to submit monthly reports to the WIB which document their actual performance against their agreed upon production schedule. And second, the WIB will utilize the state-required MIS data system to generate monthly reports of key data items to ensure that youth providers are entering required data both accurately and timely.

#### **F. Coordination with State Rapid Response/Dislocated Workers Unit**

In the event of a layoff or company closure announcement, the Northeast 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 three of the full service WorkOne Centers (Fort Wayne, Auburn and Marion). These staff provide a full range of UI services to individuals that visit one of these Centers 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 Northeast 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 Northeast Indiana WIB is also committed to close program coordination with the Trade Act (TAA). Because the Northeast Indiana region has had a large number of approved TAA petitions and covered workers, coordination with TAA services is viewed as especially critical to ensure the delivery of effective services to eligible workers. 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 Northeast 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 Northeast 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 Northeast 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 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 Northeast 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 Northeast 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 Northeast 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 Northeast Indiana. This MOU can be found in attachment 5 to this workforce plan.

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

The Northeast Indiana WIB is a full partner with economic development (at both the regional and county levels) in the region. This full partnership is evidenced by all of the following:

- ✓ The WIB leadership team is co-located and integrated with staff from the Indiana Economic Development Corporation (IEDC). As a result of this integrated working relationship, WIB staff consistently work with IEDC in support of economic development or business expansion projects.
- ✓ The WIB leadership team is also co-located and integrated with the Regional Partnership, the regional economic development organization for the region. In addition, the Executive Director of the Regional Partnership and the CEO/President of the WIB also participate as Board members for one another, creating a unique opportunity to align workforce and economic development activities.
- ✓ WIB staff also participate in monthly meetings of the Local Economic Development Organizations (LEDO) Council. The Council meets every month and reviews major economic development and business expansion projects in the region. WIB staff are full participants in these Council meetings and are often asked to work with LEDOs in support of employers in their home county.
- ✓ WIB staff and regional economic development partners 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 Northeast 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 training, 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 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 Northeast 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 four 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 Northeast 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 Northeast 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 Northeast 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 Northeast 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 the workforce plans and strategies identified in this plan;
- ✓ WIB staff have also shared the strategies identified in the plan with the Regional Partnership (the lead regional economic development entity in the region), various county-based economic development officials, the Regional Chamber of Commerce, various United ways, and the Northeast Indiana Central Labor Council.

As these consultations have been occurring, 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 Northeast 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. Second, all advance materials sent to WIB members prior to full Board meetings will also be sent to every elected official in the region. In this way, elected officials will have the opportunity to review reports and workforce information on a consistent basis. And third, the WIB is committed to sharing with every elected official 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 elected official 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 Northeast Indiana are heavily invested in supporting regional economic development activities (as evidenced by their financial support of the Regional Partnership) and have a significant interest in ensuring that local workforce resources are used in a manner to support regional economic development strategies.

### **C. Identify Chief Elected Official and Detail Liability Strategy**

The Chief Elected Official for the Northeast Indiana region will be Doug Bauman, County Commissioner from Adams County. Doug 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 Northeast Indiana have designated, through their LEO agreements, that the Northeast Indiana WIB will be the fiscal agent for the region. More to the point, the WIB has hired Beth Suman as its Senior Vice President and CFO. In this role, Beth will implement and maintain the WIB financial management system for all workforce funds and will fulfill all of the Fiscal Agent functions for the WIB. Having successfully executed the financial management requirements of workforce programs for more than 30 years, Beth has extensive background and experience in the management of financial systems that support workforce development activities. Beth's experience has been at both the service provider and Regional Operator/Fiscal Agent levels and this combination of experience has given her a more complete perspective of the financial management system and its application at every level of the workforce system. During her 30+ years of managing workforce funding, the boards and elected officials that Beth has served have never experienced a disallowed cost – a strong testimony to her leadership and skills in this area.

Specific contact information for the fiscal agent is as follows:

Northeast Indiana Workforce Investment Board  
300 East Main Street, Suite 100  
Fort Wayne, IN 46802  
260-459-1400  
Contact Person: Beth Suman, CFO and Executive Vice President  
BSuman@WorkOneNE.org

#### **E. Describe Board Nomination and Selection Process**

The Northeast 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. Business representatives were nominated by the Northeast Indiana Regional Chamber, county based chambers, and the Northeast Indiana Defense Industry Association (NIDIA). Labor representatives were nominated by the Northeast Indiana Central 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 Northeast 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 partner 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 Northeast Indiana WIB have been selected to mirror the high growth industry sectors in the Northeast Indiana labor market. The following illustration highlights the business makeup of the regional labor market as well as the business composition of the 13 private sector WIB members.

Industry Sector	% of Regional Employment	Business Members Representing Sector on WIB
Manufacturing	21.5%	4 members
Retail/Wholesale Trade	15.7%	2 members
Health Care	14.1%	2 members
Finance and Insurance	3.6%	1 member
Transportation and Warehousing	3.6%	2 members
Construction	3.4%	2 members

**G. Attach WIB Bylaws**

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

**H. Describe WIB Staffing Plan**

The Northeast 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 a full organizational chart as well as the required executive compensation chart. However, to offer insight into its future organizational structure, a functional organizational chart can be found in attachment 10 to this workforce plan. This functional organizational chart depicts the basic WIB structure that will be put into place to support the oversight and delivery of workforce services in Northeast Indiana. Within this chart, the following key positions will be included:

✓ Board Approved Position

**President/CEO** – Executive staff to the WIB board of directors; responsible for oversight and management of all aspects of the regional workforce system and attainment of federal and regional performance goals. (\$115,000)

✓ Board Proposed Positions

**Senior Vice President/CFO/Fiscal Agent** – Oversees of all fiscal operations, participant information management systems, and ensures adherence to federal, DWD and local policies. Position serves as the region’s fiscal agent as designated by the Chief Elected Official. (\$105,000)

**Senior Vice President Workforce Services** – Oversees all programs and ensures coherence of service delivery to DWD strategic plan. Also ensures adherence to all DWD vertical integration processes in WorkOne centers and horizontal system integration strategies. (\$82,000)

**Senior Director of Human Resources** – Guides and manages the overall provision of Human Resources services, polices and programs. (\$64,000)

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

To take true ownership of and accountability for workforce services in Northeast Indiana, the Northeast 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 Northeast 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 Northeast 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 Northeast 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 procurement 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 Northeast 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**

  
\_\_\_\_\_  
Jac Price  
Chairperson  
Northeast Indiana Workforce Investment Board

  
\_\_\_\_\_  
Doug Bauman  
Chief Elected Official  
Northeast 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 03**

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		
<b>00-0000</b>	<b>Total, All Occupations</b>	<b>357,165</b>	<b>380,072</b>	<b>22,907</b>	<b>6.4%</b>	<b>104,000</b>	<b>327,703</b>	<b>336,000</b>	<b>8,297</b>	<b>2.5%</b>	<b>23,276</b>		<b>\$30,178</b>
<b>11-0000</b>	<b>Management Occupations</b>												
11-2021	Marketing Managers	204	215	11	5.4%	55	188	194	6	3.2%	14	Bachelor's or higher degree, plus work experience	\$93,466
11-2022	Sales Managers	646	704	58	9.0%	197	585	595	10	1.7%	35	Bachelor's or higher degree, plus work experience	\$75,490
11-3011	Administrative Services Managers	417	465	48	11.5%	135	413	425	12	2.9%	25	Bachelor's or higher degree, plus work experience	\$58,004
11-3021	Computer and Information Systems Managers	450	476	26	5.8%	99	418	432	14	3.3%	25	Bachelor's or higher degree, plus work experience	\$84,711
11-3031	Financial Managers	765	772	7	0.9%	145	701	706	5	0.7%	27	Bachelor's or higher degree, plus work experience	\$89,857
11-3041	Compensation and Benefits Managers	83	86	3	3.6%	21	77	79	2	2.6%	5	Bachelor's or higher degree, plus work experience	\$63,378
11-3042	Training and Development Managers	50	57	7	14.0%	18	48	49	1	2.1%	3	Bachelor's or higher degree, plus work experience	\$53,607
11-3049	Human Resources Managers, All Other	136	139	3	2.2%	32	127	129	2	1.6%	7	Bachelor's or higher degree, plus work experience	\$65,492
11-9021	Construction Managers	955	1,169	214	22.4%	288	754	792	38	5.0%	46	Bachelor's degree	\$76,711
11-9032	Education Administrators, Elementary and Secondary School	529	578	49	9.3%	207	571	585	14	2.5%	47	Bachelor's or higher degree, plus work experience	\$76,388
11-9033	Education Administrators, Postsecondary	171	174	3	1.8%	54	184	186	2	1.1%	13	Bachelor's or higher degree, plus work experience	\$63,185
11-9039	Education Administrators, All Other	42	55	13	31.0%	26	45	48	3	6.7%	6	Bachelor's or higher degree, plus work experience	\$59,950
11-9051	Food Service Managers	569	593	24	4.2%	134	535	551	16	3.0%	35	Work experience in a related occupation	\$42,519
11-9111	Medical and Health Services Managers	621	732	111	17.9%	229	624	645	21	3.4%	40	Bachelor's or higher degree, plus work experience	\$71,627
11-9151	Social and Community Service Managers	364	411	47	12.9%	131	350	353	3	0.9%	17	Bachelor's degree	\$44,768
11-9199	Managers, All Other	1,241	1,293	52	4.2%	372	1,144	1,166	22	1.9%	77	Work experience in a related occupation	\$54,407
<b>13-0000</b>	<b>Business and Financial Operations Occupations</b>												
13-1023	Purchasing Agents, Except Wholesale, Retail, and Farm Products	932	976	44	4.7%	289	826	848	22	2.7%	62	Long-term on-the-job training	\$47,754
13-1031	Claims Adjusters, Examiners, and Investigators	412	428	16	3.9%	120	390	392	2	0.5%	21	Long-term on-the-job training	\$50,947
13-1041	Compliance Officers, Except Agriculture, Construction, Health and Safety,	252	317	65	25.8%	92	250	255	5	2.0%	9	Long-term on-the-job training	\$40,404
13-1051	Cost Estimators	546	673	127	23.3%	248	427	457	30	7.0%	47	Bachelor's degree	\$50,274
13-1071	Employment, Recruitment, and Placement Specialists	484	608	124	25.6%	250	465	511	46	9.9%	69	Bachelor's degree	\$36,054
13-1072	Compensation, Benefits, and Job Analysis Specialists	274	308	34	12.4%	106	250	262	12	4.8%	25	Bachelor's degree	\$43,589
13-1073	Training and Development Specialists	533	639	106	19.9%	245	504	521	17	3.4%	42	Bachelor's or higher degree, plus work experience	\$43,490
13-1079	Human Resources, Training, and Labor Relations Specialists, All Other	419	480	61	14.6%	170	384	387	3	0.8%	22	Bachelor's degree	\$46,823
13-1081	Logisticians	141	156	15	10.6%	46	128	135	7	5.5%	12	Bachelor's degree	\$57,189
13-1111	Management Analysts	556	631	75	13.5%	170	527	545	18	3.4%	34	Bachelor's or higher degree, plus work experience	\$63,205
13-1121	Meeting and Convention Planners	31	34	3	9.7%	10	27	28	1	3.7%	2	Bachelor's degree	\$34,287
13-2011	Accountants and Auditors	2,151	2,369	218	10.1%	582	1,969	2,032	63	3.2%	122	Bachelor's degree	\$56,713
13-2021	Appraisers and Assessors of Real Estate	482	506	24	5.0%	112	454	457	3	0.7%	16	Bachelor's degree	\$33,781
13-2051	Financial Analysts	231	243	12	5.2%	54	215	219	4	1.9%	10	Bachelor's degree	\$63,802
13-2052	Personal Financial Advisors	362	423	61	16.9%	100	334	350	16	4.8%	22	Bachelor's degree	\$54,217
13-2071	Loan Counselors	108	128	20	18.5%	32	108	111	3	2.8%	5	Bachelor's degree	\$35,185
13-2082	Tax Preparers	277	280	3	1.1%	48	271	279	8	3.0%	16	Moderate-term on-the-job training	\$35,729
<b>15-0000</b>	<b>Computer and Mathematical Occupations</b>												
15-1031	Computer Software Engineers, Applications	842	874	32	3.8%	103	786	827	41	5.2%	51	Bachelor's degree	\$77,443
15-1051	Computer Systems Analysts	601	707	106	17.6%	236	578	608	30	5.2%	53	Bachelor's degree	\$60,780
15-1061	Database Administrators	158	176	18	11.4%	44	153	160	7	4.6%	12	Bachelor's degree	\$57,764
15-1071	Network and Computer Systems Administrators	767	820	53	6.9%	181	707	719	12	1.7%	33	Bachelor's degree	\$54,025
15-1081	Network Systems and Data Communications Analysts	913	1,243	330	36.1%	494	829	896	67	8.1%	93	Bachelor's degree	\$63,648
15-2031	Operations Research Analysts	69	81	12	17.4%	32	68	71	3	4.4%	6	Master's degree	\$80,825
<b>17-0000</b>	<b>Architecture and Engineering Occupations</b>												
17-1011	Architects, Except Landscape and Naval	144	166	22	15.3%	46	141	150	9	6.4%	13	Bachelor's degree	\$64,816
17-1012	Landscape Architects	31	36	5	16.1%	10	29	33	4	13.8%	5	Bachelor's degree	\$64,027
17-1022	Surveyors	98	108	10	10.2%	35	93	97	4	4.3%	8	Bachelor's degree	\$44,316
17-2051	Civil Engineers	232	271	39	16.8%	78	212	221	9	4.2%	15	Bachelor's degree	\$54,864
17-2111	Health and Safety Engineers, Except Mining Safety Engineers and Inspect	20	25	5	25.0%	10	18	19	1	5.6%	2	Bachelor's degree	\$56,628
17-2112	Industrial Engineers	912	963	51	5.6%	284	773	801	28	3.6%	64	Bachelor's degree	\$63,468
17-3011	Architectural and Civil Drafters	253	262	9	3.6%	63	227	234	7	3.1%	16	Postsecondary vocational training	\$41,739
17-3023	Electrical and Electronic Engineering Technicians	279	283	4	1.4%	57	249	260	11	4.4%	20	Associate degree	\$47,940
17-3026	Industrial Engineering Technicians	372	415	43	11.6%	113	326	342	16	4.9%	28	Associate degree	\$48,761
17-3031	Surveying and Mapping Technicians	84	95	11	13.1%	26	80	81	1	1.3%	4	Moderate-term on-the-job training	\$34,836

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<b>19-0000</b>	<b>Life, Physical, and Social Science Occupations</b>												
19-2031	Chemists	123	129	6	4.9%	47	120	123	3	2.5%	11	Bachelor's degree	\$45,424
19-2041	Environmental Scientists and Specialists, Including Health	99	134	35	35.4%	63	96	102	6	6.3%	11	Master's degree	\$43,665
19-3021	Market Research Analysts	304	359	55	18.1%	137	285	301	16	5.6%	30	Bachelor's degree	\$45,672
19-3031	Clinical, Counseling, and School Psychologists	129	151	22	17.1%	59	134	138	4	3.0%	12	Doctoral degree	\$57,170
19-3051	Urban and Regional Planners	63	73	10	15.9%	22	60	61	1	1.7%	3	Master's degree	\$46,250
<b>21-0000</b>	<b>Community and Social Services Occupations</b>												
21-1011	Substance Abuse and Behavioral Disorder Counselors	131	158	27	20.6%	53	128	133	5	3.9%	10	Bachelor's degree	\$36,155
21-1012	Educational, Vocational, and School Counselors	449	511	62	13.8%	153	480	495	15	3.1%	33	Master's degree	\$47,459
21-1014	Mental Health Counselors	205	261	56	27.3%	97	200	206	6	3.0%	13	Master's degree	\$42,684
21-1022	Medical and Public Health Social Workers	323	418	95	29.4%	176	317	328	11	3.5%	26	Bachelor's degree	\$39,714
21-1023	Mental Health and Substance Abuse Social Workers	276	359	83	30.1%	152	272	279	7	2.6%	20	Master's degree	\$33,012
21-1029	Social Workers, All Other	207	237	30	14.5%	82	209	212	3	1.4%	13	Bachelor's degree	\$32,941
21-1091	Health Educators	118	131	13	11.0%	38	114	118	4	3.5%	8	Bachelor's degree	\$35,959
21-1092	Probation Officers and Correctional Treatment Specialists	228	272	44	19.3%	92	216	220	4	1.9%	12	Bachelor's degree	\$40,776
21-2011	Clergy	76	88	12	15.8%	27	75	76	1	1.3%	4	Master's degree	\$40,257
<b>23-0000</b>	<b>Legal Occupations</b>												
23-1011	Lawyers	895	1,029	134	15.0%	301	867	902	35	4.0%	64	First professional degree	\$68,917
23-2011	Paralegals and Legal Assistants	292	369	77	26.4%	110	287	305	18	6.3%	23	Associate degree	\$34,546
<b>25-0000</b>	<b>Education, Training, and Library Occupations</b>												
25-2012	Kindergarten Teachers, Except Special Education	144	166	22	15.3%	51	155	160	5	3.2%	11	Bachelor's degree	\$47,456
25-2021	Elementary School Teachers, Except Special Education	2,893	3,370	477	16.5%	1,135	3,121	3,241	120	3.8%	252	Bachelor's degree	\$46,882
25-2022	Middle School Teachers, Except Special and Vocational Education	2,140	2,482	342	16.0%	829	2,309	2,394	85	3.7%	183	Bachelor's degree	\$48,090
25-2023	Vocational Education Teachers, Middle School	86	90	4	4.7%	24	93	95	2	2.2%	6	Bachelor's or higher degree, plus work experience	\$57,313
25-2031	Secondary School Teachers, Except Special and Vocational Education	2,514	2,750	236	9.4%	966	2,711	2,780	69	2.5%	226	Bachelor's degree	\$48,095
25-2032	Vocational Education Teachers, Secondary School	376	415	39	10.4%	148	406	417	11	2.7%	34	Bachelor's or higher degree, plus work experience	\$54,997
25-2041	Special Education Teachers, Preschool, Kindergarten, and Elementary Sch	355	428	73	20.6%	165	377	394	17	4.5%	35	Bachelor's degree	\$43,214
25-2042	Special Education Teachers, Middle School	240	285	45	18.8%	107	258	269	11	4.3%	23	Bachelor's degree	\$50,340
25-2043	Special Education Teachers, Secondary School	210	240	30	14.3%	84	227	235	8	3.5%	19	Bachelor's degree	\$49,995
25-3011	Adult Literacy, Remedial Education, and GED Teachers and Instructors	74	88	14	18.9%	25	80	83	3	3.8%	5	Bachelor's degree	\$60,557
25-4021	Librarians	303	326	23	7.6%	103	307	312	5	1.6%	19	Master's degree	\$47,219
25-9031	Instructional Coordinators	69	85	16	23.2%	31	72	76	4	5.6%	7	Master's degree	\$52,176
<b>27-0000</b>	<b>Arts, Design, Entertainment, Sports, and Media Occupations</b>												
27-1024	Graphic Designers	518	574	56	10.8%	215	491	510	19	3.9%	48	Bachelor's degree	\$34,332
27-1025	Interior Designers	86	97	11	12.8%	37	80	86	6	7.5%	11	Associate degree	\$30,830
27-3031	Public Relations Specialists	460	557	97	21.1%	206	443	457	14	3.2%	34	Bachelor's degree	\$36,091
27-3091	Interpreters and Translators	127	154	27	21.3%	57	131	139	8	6.1%	14	Long-term on-the-job training	\$32,022
<b>29-0000</b>	<b>Healthcare Practitioners and Technical Occupations</b>												
29-1021	Dentists, General	287	352	65	22.6%	145	286	290	4	1.4%	20	First professional degree	\$166,400
29-1031	Dietitians and Nutritionists	191	223	32	16.8%	96	191	194	3	1.6%	15	Bachelor's degree	\$45,508
29-1041	Optometrists	129	170	41	31.8%	84	128	131	3	2.3%	11	First professional degree	\$60,983
29-1051	Pharmacists	715	810	95	13.3%	254	679	686	7	1.0%	35	First professional degree	\$105,642
29-1062	Family and General Practitioners	175	224	49	28.0%	80	174	179	5	2.9%	11	First professional degree	\$145,356
29-1064	Obstetricians and Gynecologists	42	54	12	28.6%	19	41	42	1	2.4%	2	First professional degree	\$166,400
29-1066	Psychiatrists	66	85	19	28.8%	31	65	67	2	3.1%	4	First professional degree	\$166,400
29-1067	Surgeons	145	188	43	29.7%	69	144	147	3	2.1%	8	First professional degree	NA
29-1069	Physicians and Surgeons, All Other	461	572	111	24.1%	192	465	474	9	1.9%	24	First professional degree	\$166,400
29-1071	Physician Assistants	141	206	65	46.1%	91	141	148	7	5.0%	11	Master's degree	\$77,732
29-1111	Registered Nurses	6,545	8,038	1,493	22.8%	2,636	6,653	6,945	292	4.4%	482	Associate degree	\$48,349
29-1122	Occupational Therapists	298	390	92	30.9%	146	293	307	14	4.8%	23	Master's degree	\$68,084
29-1123	Physical Therapists	382	488	106	27.7%	152	382	401	19	5.0%	27	Master's degree	\$74,024
29-1124	Radiation Therapists	64	83	19	29.7%	31	64	68	4	6.3%	6	Associate degree	\$69,343
29-1126	Respiratory Therapists	274	324	50	18.2%	100	279	296	17	6.1%	26	Associate degree	\$48,143
29-1127	Speech-Language Pathologists	177	207	30	16.9%	62	183	188	5	2.7%	11	Master's degree	\$66,019
29-1131	Veterinarians	99	129	30	30.3%	47	96	103	7	7.3%	10	First professional degree	\$85,505
29-2011	Medical and Clinical Laboratory Technologists	336	357	21	6.3%	85	344	347	3	0.9%	14	Bachelor's degree	\$52,180
29-2012	Medical and Clinical Laboratory Technicians	402	444	42	10.4%	118	408	414	6	1.5%	19	Associate degree	\$33,861
29-2021	Dental Hygienists	503	693	190	37.8%	293	500	518	18	3.6%	36	Associate degree	\$56,062
29-2031	Cardiovascular Technologists and Technicians	139	164	25	18.0%	45	142	148	6	4.2%	9	Associate degree	\$33,149
29-2032	Diagnostic Medical Sonographers	125	148	23	18.4%	41	126	130	4	3.2%	7	Associate degree	\$62,813
29-2033	Nuclear Medicine Technologists	54	58	4	7.4%	12	55	56	1	1.8%	2	Associate degree	\$66,904
29-2034	Radiologic Technologists and Technicians	553	632	79	14.3%	159	561	576	15	2.7%	27	Associate degree	\$47,106
29-2055	Surgical Technologists	213	258	45	21.1%	99	217	227	10	4.6%	19	Postsecondary vocational training	\$37,054
29-2056	Veterinary Technologists and Technicians	87	117	30	34.5%	52	86	93	7	8.1%	11	Associate degree	\$30,887

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29-2061	Licensed Practical and Licensed Vocational Nurses	2,754	3,421	667	24.2%	1,529	2,787	2,887	100	3.6%	272	Postsecondary vocational training	\$36,557
29-2099	Health Technologists and Technicians, All Other	41	51	10	24.4%	18	41	43	2	4.9%	3	Postsecondary vocational training	\$37,539
29-9012	Occupational Health and Safety Technicians	54	60	6	11.1%	24	54	56	2	3.7%	5	Bachelor's degree	\$33,351
<b>31-0000 Healthcare Support Occupations</b>													
31-2011	Occupational Therapist Assistants	97	124	27	27.8%	41	97	102	5	5.2%	7	Associate degree	\$48,220
31-2021	Physical Therapist Assistants	183	238	55	30.1%	81	183	193	10	5.5%	14	Associate degree	\$49,236
31-9091	Dental Assistants	658	905	247	37.5%	371	654	679	25	3.8%	46	Moderate-term on-the-job training	\$32,270
<b>33-0000 Protective Service Occupations</b>													
33-2011	Fire Fighters	530	628	98	18.5%	261	503	516	13	2.6%	42	Long-term on-the-job training	\$42,889
33-2021	Fire Inspectors and Investigators	27	34	7	25.9%	14	26	27	1	3.8%	2	Work experience in a related occupation	\$43,680
33-3012	Correctional Officers and Jailers	521	562	41	7.9%	156	491	493	2	0.4%	22	Moderate-term on-the-job training	\$30,725
33-3021	Detectives and Criminal Investigators	183	202	19	10.4%	56	176	177	1	0.6%	7	Work experience in a related occupation	NA
33-3051	Police and Sheriff's Patrol Officers	1,161	1,258	97	8.4%	396	1,106	1,109	3	0.3%	55	Long-term on-the-job training	\$40,204
<b>35-0000 Food Preparation and Serving Related Occupations</b>													
<b>37-0000 Building and Grounds Cleaning and Maintenance Occupations</b>													
37-1011	First-Line Supervisors/Managers of Housekeeping and Janitorial Workers	639	669	30	4.7%	96	618	651	33	5.3%	42	Work experience in a related occupation	\$31,566
37-1012	First-Line Supervisors/Managers of Landscaping, Lawn Service, and Grounds Maintenance Workers	489	556	67	13.7%	120	459	494	35	7.6%	42	Work experience in a related occupation	\$40,982
37-2021	Pest Control Workers	83	92	9	10.8%	38	79	91	12	15.2%	17	Moderate-term on-the-job training	\$34,124
<b>39-0000 Personal Care and Service Occupations</b>													
39-1021	First-Line Supervisors/Managers of Personal Service Workers	445	500	55	12.4%	176	413	421	8	1.9%	29	Work experience in a related occupation	\$32,947
<b>41-0000 Sales and Related Occupations</b>													
41-1011	First-Line Supervisors/Managers of Retail Sales Workers	4,488	4,667	179	4.0%	1,142	4,161	4,182	21	0.5%	190	Work experience in a related occupation	\$33,294
41-1012	First-Line Supervisors/Managers of Non-Retail Sales Workers	1,327	1,329	2	0.2%	277	1,202	1,228	26	2.2%	71	Work experience in a related occupation	\$62,793
41-3021	Insurance Sales Agents	1,452	1,565	113	7.8%	450	1,325	1,351	26	2.0%	84	Bachelor's degree	\$46,787
41-3099	Sales Representatives, Services, All Other	1,284	1,405	121	9.4%	439	1,158	1,204	46	4.0%	103	Work experience in a related occupation	\$37,154
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	770	789	19	2.5%	197	690	703	13	1.9%	43	Work experience in a related occupation	\$64,405
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	3,981	4,047	66	1.7%	988	3,552	3,639	87	2.4%	243	Work experience in a related occupation	\$46,498
41-9021	Real Estate Brokers	63	66	3	4.8%	13	58	60	2	3.4%	4	Work experience in a related occupation	\$75,071
41-9031	Sales Engineers	129	138	9	7.0%	56	112	119	7	6.3%	14	Bachelor's degree	\$62,085
<b>43-0000 Office and Administrative Support Occupations</b>													
43-1011	First-Line Supervisors/Managers of Office and Administrative Support Workers	2,465	2,656	191	7.7%	747	2,310	2,348	38	1.6%	132	Work experience in a related occupation	\$42,442
43-3061	Procurement Clerks	220	224	4	1.8%	71	205	209	4	2.0%	14	Moderate-term on-the-job training	\$31,817
43-5011	Cargo and Freight Agents	204	246	42	20.6%	89	180	192	12	6.7%	20	Moderate-term on-the-job training	\$32,541
43-5031	Police, Fire, and Ambulance Dispatchers	240	282	42	17.5%	91	231	236	5	2.2%	14	Moderate-term on-the-job training	\$33,532
43-6011	Executive Secretaries and Administrative Assistants	2,397	2,587	190	7.9%	513	2,254	2,329	75	3.3%	136	Work experience in a related occupation	\$36,230
43-6012	Legal Secretaries	451	533	82	18.2%	143	443	467	24	5.4%	36	Associate degree	\$34,374
<b>45-0000 Farming, Fishing, and Forestry Occupations</b>													
45-1011	First-Line Supervisors/Managers of Farming, Fishing, and Forestry Workers	39	45	6	15.4%	16	32	33	1	3.1%	3	Work experience in a related occupation	\$61,319
<b>47-0000 Construction and Extraction Occupations</b>													
47-1011	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	1,521	1,811	290	19.1%	584	1,138	1,196	58	5.1%	96	Work experience in a related occupation	\$53,194
47-2021	Brickmasons and Blockmasons	286	324	38	13.3%	110	210	216	6	2.9%	16	Long-term on-the-job training	\$55,507
47-2031	Carpenters	2,950	3,105	155	5.3%	522	2,152	2,195	43	2.0%	88	Long-term on-the-job training	\$37,667
47-2043	Floor Sanders and Finishers	39	42	3	7.7%	13	36	37	1	2.8%	3	Moderate-term on-the-job training	\$31,567
47-2051	Cement Masons and Concrete Finishers	535	605	70	13.1%	205	391	413	22	5.6%	41	Moderate-term on-the-job training	\$34,602
47-2061	Construction Laborers	1,473	1,794	321	21.8%	419	1,105	1,201	96	8.7%	107	Moderate-term on-the-job training	\$37,077
47-2071	Paving, Surfacing, and Tamping Equipment Operators	111	125	14	12.6%	32	89	96	7	7.9%	10	Moderate-term on-the-job training	\$40,766
47-2073	Operating Engineers and Other Construction Equipment Operators	945	1,072	127	13.4%	289	728	788	60	8.2%	82	Moderate-term on-the-job training	\$38,656
47-2111	Electricians	1,892	2,000	108	5.7%	565	1,450	1,502	52	3.6%	118	Long-term on-the-job training	\$50,712
47-2121	Glaziers	90	96	6	6.7%	39	70	72	2	2.9%	7	Long-term on-the-job training	\$35,691
47-2141	Painters, Construction and Maintenance	949	1,021	72	7.6%	234	722	750	28	3.9%	50	Moderate-term on-the-job training	\$42,031
47-2152	Plumbers, Pipefitters, and Steamfitters	1,426	1,691	265	18.6%	552	1,080	1,147	67	6.2%	106	Long-term on-the-job training	\$50,359
47-2181	Roofers	394	413	19	4.8%	84	287	298	11	3.8%	19	Moderate-term on-the-job training	\$33,435
47-2211	Sheet Metal Workers	674	715	41	6.1%	201	528	551	23	4.4%	49	Long-term on-the-job training	\$42,205
47-2221	Structural Iron and Steel Workers	180	212	32	17.8%	62	134	139	5	3.7%	9	Long-term on-the-job training	\$42,570
47-3011	Helpers--Brickmasons, Blockmasons, Stonemasons, and Tile and Marble Setters	159	188	29	18.2%	62	117	125	8	6.8%	13	Short-term on-the-job training	\$30,183
47-4011	Construction and Building Inspectors	71	75	4	5.6%	19	66	67	1	1.5%	3	Work experience in a related occupation	\$37,355
47-5021	Earth Drillers, Except Oil and Gas	22	24	2	9.1%	6	17	20	3	17.6%	4	Moderate-term on-the-job training	\$32,506
<b>49-0000 Installation, Maintenance, and Repair Occupations</b>													
49-1011	First-Line Supervisors/Managers of Mechanics, Installers, and Repairers	1,345	1,352	7	0.5%	359	1,183	1,197	14	1.2%	69	Work experience in a related occupation	\$54,699

SOC Code	Occupational Title	2008				2010				2012				Annual Wage
		Employment	Projection	Total Growth	Percent Change	Total Openings	Employment	Projection	Total Growth	Percent Change	Total Openings	BLS Education/Training Classification		
49-2098	Security and Fire Alarm Systems Installers	37	45	8	21.6%	14	35	42	7	20.0%	8	Postsecondary vocational training	\$35,489	
49-3023	Automotive Service Technicians and Mechanics	1,848	1,881	33	1.8%	386	1,606	1,622	16	1.0%	72	Postsecondary vocational training	\$34,079	
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	882	918	36	4.1%	238	776	798	22	2.8%	52	Postsecondary vocational training	\$38,008	
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	251	268	17	6.8%	65	214	217	3	1.4%	10	Long-term on-the-job training	\$41,492	
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	992	1,342	350	35.3%	510	756	823	67	8.9%	88	Long-term on-the-job training	\$38,589	
49-9031	Home Appliance Repairers	157	165	8	5.1%	32	142	149	7	4.9%	11	Long-term on-the-job training	\$32,987	
49-9041	Industrial Machinery Mechanics	1,154	1,226	72	6.2%	238	979	1,013	34	3.5%	62	Long-term on-the-job training	\$41,710	
49-9042	Maintenance and Repair Workers, General	3,800	3,936	136	3.6%	721	3,393	3,470	77	2.3%	168	Moderate-term on-the-job training	\$35,657	
49-9044	Millwrights	278	289	11	4.0%	67	208	215	7	3.4%	14	Long-term on-the-job training	\$52,446	
49-9062	Medical Equipment Repairers	114	143	29	25.4%	62	113	120	7	6.2%	13	Associate degree	\$45,656	
49-9099	Installation, Maintenance, and Repair Workers, All Other	152	158	6	3.9%	29	131	132	1	0.8%	5	Moderate-term on-the-job training	\$34,872	
<b>51-0000 Production Occupations</b>														
51-3092	Food Batchmakers	444	483	39	8.8%	146	438	447	9	2.1%	29	Short-term on-the-job training	\$33,868	
51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	1,185	1,236	51	4.3%	283	929	976	47	5.1%	82	Moderate-term on-the-job training	\$32,333	
51-6093	Upholsterers	444	484	40	9.0%	68	385	396	11	2.9%	16	Long-term on-the-job training	\$31,133	
51-7011	Cabinetmakers and Bench Carpenters	1,015	1,142	127	12.5%	355	867	899	32	3.7%	71	Long-term on-the-job training	\$32,221	
51-8021	Stationary Engineers and Boiler Operators	74	76	2	2.7%	14	72	73	1	1.4%	3	Long-term on-the-job training	\$49,479	
51-8031	Water and Liquid Waste Treatment Plant and System Operators	285	336	51	17.9%	112	269	278	9	3.3%	20	Long-term on-the-job training	\$36,680	
51-9012	Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Or	46	53	7	15.2%	11	78	84	6	7.7%	7	Moderate-term on-the-job training	\$40,903	
51-9023	Mixing and Blending Machine Setters, Operators, and Tenders	648	734	86	13.3%	197	596	614	18	3.0%	39	Moderate-term on-the-job training	\$30,944	
51-9041	Extruding, Forming, Pressing, and Compacting Machine Setters, Operator	787	892	105	13.3%	267	642	673	31	4.8%	57	Moderate-term on-the-job training	\$37,208	
51-9071	Jewelers and Precious Stone and Metal Workers	177	204	27	15.3%	63	167	171	4	2.4%	11	Postsecondary vocational training	\$33,134	
<b>53-0000 Transportation and Material Moving Occupations</b>														
53-1021	First-Line Supervisors/Managers of Helpers, Laborers, and Material Mover	640	680	40	6.3%	151	579	594	15	2.6%	32	Work experience in a related occupation	\$39,820	
53-2012	Commercial Pilots	57	77	20	35.1%	39	55	57	2	3.6%	6	Postsecondary vocational training	\$76,110	
53-3022	Bus Drivers, School	1,102	1,123	21	1.9%	213	1,156	1,162	6	0.5%	40	Moderate-term on-the-job training	\$31,208	
53-3032	Truck Drivers, Heavy and Tractor-Trailer	7,172	8,145	973	13.6%	2,256	6,181	6,565	384	6.2%	585	Moderate-term on-the-job training	\$40,740	
53-7081	Refuse and Recyclable Material Collectors	422	515	93	22.0%	216	353	388	35	9.9%	56	Short-term on-the-job training	\$30,309	

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For questions or additional information, please contact:  
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**WIA Adult and Dislocated Worker Services Matrix**

Attachment 2		Northeast 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	
<b>Core Workshops</b>	<b>Orientation Workshop</b>	<ul style="list-style-type: none"> <li>•Frequency: Daily, On-Demand if Needed</li> <li>•Delivery Mechanism: Group Presentation with Handouts</li> <li>•Objective: To inform WorkOne customers of all WorkOne services available to them and the steps for accessing these services</li> <li>•Anticipated Learning Outcomes: Customers will understand WorkOne services available to them and the next step to access these services</li> </ul>	<b>4.53%</b>	<b>5.63%</b>		<b>11340</b>	<b>17640</b>	<b>250</b>
	<b>Resume Workshop</b>	<ul style="list-style-type: none"> <li>•Frequency: minimum once per week</li> <li>•Delivery Mechanism: Group Presentation with Handouts</li> <li>•Objective: To assist customers in developing and properly using a resume</li> <li>•Anticipated Learning Outcomes: Customers will understand the basic elements of a resume and be able to adjust resume based on job application requirements</li> </ul>	<b>0.44%</b>	<b>0.55%</b>		<b>900</b>	<b>1860</b>	<b>100</b>
	<b>Interviewing Workshop</b>	<ul style="list-style-type: none"> <li>•Frequency: minimum once per week</li> <li>•Delivery Mechanism: Group Presentation with Handouts</li> <li>•Objective: To inform customers of key interview processes and practice key interview techniques</li> <li>•Anticipated Learning Outcomes: Customers will understand key interview techniques and be prepared to answer typical interview questions</li> </ul>	<b>0.40%</b>	<b>0.49%</b>		<b>1020</b>	<b>1440</b>	<b>100</b>
	<b>Career Interest Workshop</b>	<ul style="list-style-type: none"> <li>•Frequency: minimum once per week</li> <li>•Delivery Mechanism: Group Presentation with Handouts</li> <li>•Objective: To assist customers in identifying transferrable skills and discuss the application of specific skills sets to various career pathways</li> <li>•Anticipated Learning Outcomes: Customers will be able to identify their transferrable skills and the career pathways they relate to</li> </ul>	<b>0.32%</b>	<b>0.40%</b>		<b>900</b>	<b>1080</b>	<b>100</b>

### 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
<b>Job Search Workshop</b>	<ul style="list-style-type: none"> <li>•Frequency: minimum once per week</li> <li>•Delivery Mechanism: Group Presentation (in computer lab) with Handouts</li> <li>•Objective: To inform customers of key job search strategies including critical technology based job search activities (including ICC functionality)</li> <li>•Anticipated Learning Outcomes: Customers will understand critical job search processes and be able to perform basic functions of ICC</li> </ul>	<b>0.25%</b>	<b>0.31%</b>		<b>660</b>	<b>840</b>	<b>125</b>
<b>UI Workshop</b>	<ul style="list-style-type: none"> <li>•Frequency: Daily, On-Demand if Needed</li> <li>•Delivery Mechanism: Group Presentation with Handouts</li> <li>•Objective: To inform customers of UI services available to them and the key steps to access these services</li> <li>•Anticipated Learning Outcomes: Customer will understand UI services available to them and be able to complete online UI claim activities</li> </ul>	<b>0.00%</b>	<b>0.36%</b>		<b>N/A</b>	<b>1872</b>	<b>N/A</b>

### 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
<b>Healthy Lifestyles Workshop</b>	<ul style="list-style-type: none"> <li>•Frequency: minimum once every other week</li> <li>•Delivery Mechanism: Group Presentation with Handouts</li> <li>•Objective: Focusing on the management of stress, share with customers strategies for maintaining a healthy lifestyle</li> <li>•Anticipated Learning Outcomes: Customers will understand a minimum of 5 strategies for managing stress</li> </ul>	<b>0.11%</b>	<b>0.14%</b>		<b>300</b>	<b>360</b>	<b>50</b>
<b>Digital Literacy Workshop</b>	<ul style="list-style-type: none"> <li>•Frequency: minimum once per week</li> <li>•Delivery Mechanism: Group Presentation (in computer lab) with Handouts</li> <li>•Objective: Two part course to introduce customers to basic computer applications and internet navigation techniques</li> <li>•Anticipated Learning Outcomes: Customers will understand how to operate in a Windows environment and will be able to perform basic internet navigation functions</li> </ul>	<b>0.29%</b>	<b>0.37%</b>		<b>780</b>	<b>1020</b>	<b>100</b>
<b>Financial Literacy Workshop</b>	<ul style="list-style-type: none"> <li>•Frequency: minimum once every other week</li> <li>•Delivery Mechanism: Group Presentation with Handouts</li> <li>•Objective: To introduce customers to key strategies for managing financial resources</li> <li>•Anticipated Learning Outcomes: Customers will understand a minimum of 5 strategies for managing financial resources</li> </ul>	<b>0.11%</b>	<b>0.14%</b>		<b>300</b>	<b>360</b>	<b>50</b>
<b>Work Readiness Workshop</b>	<ul style="list-style-type: none"> <li>•Frequency: minimum once per week</li> <li>•Delivery Mechanism: Group Presentation with Handouts</li> <li>•Objective: To inform customers of common employer expectations for work readiness skills</li> <li>•Anticipated Learning Outcomes: Customers will be able to identify key work readiness skills as required by employers in the region</li> </ul>	<b>0.22%</b>	<b>0.27%</b>		<b>540</b>	<b>720</b>	<b>150</b>

**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
<b>Core Workshops</b>	<b>Job Search for the Mature Worker Workshop</b>	<ul style="list-style-type: none"> <li>•Frequency: minimum once per month</li> <li>•Delivery Mechanism: Group Presentation with Handouts</li> <li>•Objective: To inform mature workers of key job search strategies unique to the age bracket</li> <li>•Anticipated Learning Outcomes: Customers will understand critical job search processes affecting mature workers and how to manage them in their job search process</li> </ul>	<b>0.05%</b>	<b>0.06%</b>		<b>120</b>	<b>180</b>	<b>N/A</b>
	<b>Job Fair Success Workshop</b>	<ul style="list-style-type: none"> <li>•Frequency: minimum once per month</li> <li>•Delivery Mechanism: Group Presentation with Handouts</li> <li>•Objective: To inform customer of strategies for having success at a large job fair</li> <li>•Anticipated Learning Outcomes: Customers will understand how to "work" a job fair and separate themselves from other job fair attendees</li> </ul>	<b>0.04%</b>	<b>0.05%</b>		<b>120</b>	<b>120</b>	<b>25</b>
	<b>Completing Job Applications Workshop</b>	<ul style="list-style-type: none"> <li>•Frequency: minimum once per month</li> <li>•Delivery Mechanism: Group Presentation with Handouts</li> <li>•Objective: To inform customers of the do's and don'ts of completing paper and online job applications</li> <li>•Anticipated Learning Outcomes: Customers will understand how to properly complete a job application and will demonstrate this on a practice application</li> </ul>	<b>0.07%</b>	<b>0.09%</b>		<b>180</b>	<b>240</b>	<b>50</b>
	<b>Networking Workshop</b>	<ul style="list-style-type: none"> <li>•Frequency: minimum once per month</li> <li>•Delivery Mechanism: Group Presentation with Handouts</li> <li>•Objective: To inform customers of successful networking strategies in support of job search efforts</li> <li>•Anticipated Learning Outcomes: Customers will be able to identify their network to support their own personal job search efforts</li> </ul>	<b>0.05%</b>	<b>0.06%</b>		<b>120</b>	<b>180</b>	<b>25</b>

### 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
<b>Time Management Workshop</b>	<ul style="list-style-type: none"> <li>•Frequency: minimum once every month</li> <li>•Delivery Mechanism: Group Presentation with Handouts</li> <li>•Objective: To introduce customers to critical time management strategies</li> <li>•Anticipated Learning Outcomes: Customers will be able to apply learned time management strategies to their job search plan</li> </ul>	<b>0.06%</b>	<b>0.07%</b>		<b>120</b>	<b>240</b>	<b>25</b>
<b>Microsoft Office Workshops</b>	<ul style="list-style-type: none"> <li>•Frequency: minimum once every other week</li> <li>•Delivery Mechanism: Group Presentation (in computer lab) with Handouts</li> <li>•Objective: Two part courses to teach customers basic and intermediate use of Microsoft applications (Word, Excel, PowerPoint, Publisher, and Access)</li> <li>•Anticipated Learning Outcomes: Customers will understand and be able to use basic and intermediate functions of the Microsoft application in which they received instruction</li> </ul>	<b>0.40%</b>	<b>0.50%</b>		<b>1020</b>	<b>1440</b>	<b>125</b>
<b>Learning Lean Concepts Workshop</b>	<ul style="list-style-type: none"> <li>•Frequency: minimum once every month</li> <li>•Delivery Mechanism: Group Presentation (in computer lab) with Handouts</li> <li>•Objective: To inform customers of critical Lean quality concepts and their application to industries in the region</li> <li>•Anticipated Learning Outcomes: Customers will understand and be able to identify key Lean quality concepts when asked in an interview or pre-employment setting</li> </ul>	<b>0.06%</b>	<b>0.08%</b>		<b>120</b>	<b>240</b>	<b>35</b>
<b>Using Email Workshop</b>	<ul style="list-style-type: none"> <li>•Frequency: minimum once every other week</li> <li>•Delivery Mechanism: Group Presentation (in computer lab) with Handouts</li> <li>•Objective: To assist customers in developing an email address and using email effectively for their job search</li> <li>•Anticipated Learning Outcomes: Customers will have an email address and will be able to perform basic email functions in support of their job search</li> </ul>	<b>0.04%</b>	<b>0.05%</b>		<b>120</b>	<b>120</b>	<b>25</b>

### 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
<b>Customer Service Workshop</b>	<ul style="list-style-type: none"> <li>•Frequency: minimum once every other week</li> <li>•Delivery Mechanism: Group Presentation with Handouts</li> <li>•Objective: To introduce customers to critical customer service concepts and strategies</li> <li>•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</li> </ul>	<b>0.06%</b>	<b>0.09%</b>		<b>120</b>	<b>240</b>	<b>100</b>
<b>TeamWork Workshop</b>	<ul style="list-style-type: none"> <li>•Frequency: minimum once every other week</li> <li>•Delivery Mechanism: Group Presentation with Handouts</li> <li>•Objective: To introduce customers to critical team concepts and strategies</li> <li>•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</li> </ul>	<b>0.08%</b>	<b>0.10%</b>		<b>180</b>	<b>240</b>	<b>100</b>
<b>Setting Goals and Objectives Workshop</b>	<ul style="list-style-type: none"> <li>•Frequency: minimum once per month</li> <li>•Delivery Mechanism: Group Presentation with Handouts</li> <li>•Objective: To assist customers in setting goals and objectives to guide their job search and skill development process</li> <li>•Anticipated Learning Outcomes: Customers will be establish 3 to 5 short term goals to guide their job search and skill development process</li> </ul>	<b>0.06%</b>	<b>0.08%</b>		<b>120</b>	<b>180</b>	<b>100</b>
<b>Cover Letter Workshop</b>	<ul style="list-style-type: none"> <li>•Frequency: minimum once every other week</li> <li>•Delivery Mechanism: Group Presentation with Handouts</li> <li>•Objective: To assist customers in developing and properly using a cover letter</li> <li>•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</li> </ul>	<b>0.04%</b>	<b>0.05%</b>		<b>120</b>	<b>120</b>	<b>35</b>

### 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
<b>College Essentials Workshop</b>	<ul style="list-style-type: none"> <li>•Frequency: minimum once every other week</li> <li>•Delivery Mechanism: Group Presentation with Handouts</li> <li>•Objective: To inform customers of skills essential for success in college and offer suggestions for improving these skills</li> <li>•Anticipated Learning Outcomes: Customers will be able to identify 3 to 5 critical college skills and apply them</li> </ul>	<b>0.08%</b>	<b>0.10%</b>		<b>180</b>	<b>240</b>	<b>100</b>
<b>Navigating Financial Aid Workshop</b>	<ul style="list-style-type: none"> <li>•Frequency: minimum once every month</li> <li>•Delivery Mechanism: Group Presentation with Handouts</li> <li>•Objective: To review the online FAFSA process with customers</li> <li>•Anticipated Learning Outcomes: Customers will know what information they need to complete the online FAFSA process and the steps for doing so</li> </ul>	<b>0.08%</b>	<b>0.10%</b>		<b>180</b>	<b>240</b>	<b>100</b>
<b>Math for Those Who Hate Math Workshop</b>	<ul style="list-style-type: none"> <li>•Frequency: minimum once per month</li> <li>•Delivery Mechanism: Group Presentation with Handouts</li> <li>•Objective: To provide customers with a refresher of critical math functions including basic math, fractions, decimals and other math concepts</li> <li>•Anticipated Learning Outcomes: Customers will be able to solve basic math problems</li> </ul>	<b>0.04%</b>	<b>0.05%</b>		<b>120</b>	<b>120</b>	<b>N/A</b>
<b>E-Learning Resources Workshop</b>	<ul style="list-style-type: none"> <li>•Frequency: minimum once per month</li> <li>•Delivery Mechanism: Group Presentation with Handouts</li> <li>•Objective: To provide customers with information on several free online learning resources (and how to use them)</li> <li>•Anticipated Learning Outcomes: Customers will be able to identify online learning resources relevant to them and will know how to access these resources</li> </ul>	<b>0.05%</b>	<b>0.07%</b>		<b>120</b>	<b>180</b>	<b>50</b>

**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	<b>Case Mgmt</b>	19 case managers are deployed across 11 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 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.	<b>8.64%</b>	<b>10.73%</b>		<b>3402</b>	<b>5292</b>	<b>188</b>
	<b>Counseling</b>	6 career counselors will be deployed across 11 WorkOne Centers in northeast 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.	<b>2.37%</b>	<b>2.95%</b>		<b>1701</b>	<b>2646</b>	<b>131</b>

**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
<b>Prevocational Training</b>	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.	2.71%	2.92%		150	150	25
<b>Adult Basic Education and GED Services</b>	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.	0.29%	0.08%	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 an 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.	29.62%	29.63%	Talent Initiative funds available to the WIB will also be used to support ITA activities for both dislocated and incumbent workers in STEM disciplines (Science, Engineering, Technology and Math).	1276	1985	98

**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.	9.87%	9.88%		170	265	13

**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 <b>and</b> 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.	7.50%	7.50%		638	992	49

**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	3.98%	4.84%				

**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
	<b>Staff Development</b>	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.						
<b>Other Activities or Programs</b>	<b>Follow Up Services</b>	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.	<b>0.50%</b>	<b>0.50%</b>		<b>315</b>	<b>315</b>	<b>25</b>
<b>Totals</b>	Total Core Services		<b>7.88%</b>	<b>10.20%</b>		<b>11,340</b>	<b>17,640</b>	<b>250</b>
	Total Intensive Services		<b>14.01%</b>	<b>16.68%</b>		<b>3,402</b>	<b>5,292</b>	<b>188</b>
	Total Training Services		<b>39.49%</b>	<b>39.51%</b>		<b>1,446</b>	<b>2,250</b>	<b>111</b>
	Total Other		<b>11.98%</b>	<b>12.84%</b>		<b>953</b>	<b>1,307</b>	<b>74</b>

### 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
	<b>Grand Total</b>	<b>73%</b>	<b>79%</b>	<b>\$0</b>			



## 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
<b>Jobs for America's Graduates (JAG)</b>	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. Additionally, the WIB is working with 2 additional high schools and expects JAG programs to be operational at one or both of these high schools as well. 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%		400	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
<b>Adult Education Programs</b>	<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	
<b>Scholarships</b>	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
<b>Workshops</b>	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
<b>Other Programs</b>	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
	<b>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.</b>															
<b>Totals</b>												<b>100%</b>	<b>100%</b>		<b>400</b>	<b>450</b>

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

<b>Board Name: Northeast Indiana Workforce Investment Board</b>		
<b>Name of Partner</b>	<b>Description of Partnership</b>	<b>Shared Customers/Interests</b>
<b>Northeast Indiana Regional Partnership</b>	The Northeast Indiana Regional Partnership is an economic development organization dedicated to attracting new business investment to the northeast Indiana region. Supported by key public and private partners, the Regional Partnership serves as a single point of contact for businesses looking at the region for potential investment. The WIB supports many of these economic development projects through its business services team and works to align its training resources to support the high-wage, high-growth industries that the Regional Partnership targets.	Shared customers are those employers who are looking to expand or locate in the Northeast Indiana region.
<b>Local Economic Development Organizations (LEDOs)</b>	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. In addition, in this region, the LEDOs have formed a LEDO Council to create opportunities for information sharing and joint planning between these county-based organizations. WIB staff attends these LEDO Council meetings and participates in these information sharing and joint planning activities.	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.
<b>Indiana Economic Development Corporation (IEDC)</b>	The IEDC is the State of Indiana's lead economic development agency and is physically co-located and integrated with WIB staff. IEDC and WIB staff interact on virtually a daily basis in support of economic development projects in the region.	Shared customers are those employers who are looking to expand or locate in the Northeast Indiana region.
<b>Ivy Tech Community College (ITCC)</b>	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. Importantly, through agreements with the WIB, ITCC also offers credit classes in several WorkOne Centers located throughout the region, enabling students in more rural communities to take a number of ITCC classes in their home community.	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.
<b>Indian University - Purdue University Fort Wayne (IPFW)</b>	As the largest postsecondary institution in the region, IPFW offers a wide range of degree programs to WIB/WorkOne customers. However, IPFW 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.
<b>Adult Basic Education Providers (ABE)</b>	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.	Shared customers include young adults, dislocated workers, and any other individual who is need of basic skills or GED services and employment.
<b>Pathfinder Services</b>	Pathfinder Services offers a wide range of services and supports that WIB/WorkOne customers need. This includes a range of vocational rehabilitation services, housing and mortgage assistance services, and others. Importantly, as a new provider of Hardest Hit Fund services in the region, WIB staff have been working Pathfinder Services to identify ways to partner on the delivery of Hardest Hit Fund services to dislocated workers in the region.	Shared customers include individuals with a disability, individuals with a housing or mortgage crisis, and dislocated workers who have suffered as a result of prolonged periods of unemployment.
<b>Vocational Rehabilitation Services (VRS)</b>	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.
<b>Community Action of Northeast Indiana (CANI)</b>	While this partnership is really just beginning, it is clear that CANI and the WIB/WorkOne serve many of the same customers. CANI provides important social and human services that many WorkOne customers need. And WorkOne provides many workforce services that CANI customers need. As such, CANI 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.

## Memorandum of Understanding

### Between the Northeast Indiana Regional Workforce Investment Board and Its One Stop Partners

- I. **Identifying information:** The following organizations are entering into this Memorandum of Understanding with the Northeast Indiana Regional Workforce Investment Board (NEIN WIB):
  - Indiana Department of Workforce Development representing Wagner-Peyser Act programs, Trade Act programs, Title 38 Veterans programs, and Unemployment Compensation programs;
  - Anthis Career Center representing Adult Education and literacy programs;
  - Ivy Tech Community College representing Carl Perkins postsecondary vocational education programs;
  - Community Action of Northeast Indiana representing the Community Services Block Grant Program; and,
  - Pathfinder Services representing vocational and rehabilitation services as well as employment and training programs carried out through housing programs.
  
- II. **Provision of Services:** The attached service matrix 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 northeast 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 northeast Indiana.
  
- III. **Operating Expenses for the One Stop System:** The northeast Indiana one-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.

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Jac Price  
Chairperson  
Northern Indiana Workforce Investment Board

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Randy Gillespie  
Chief Financial Officer  
Department of Workforce Development

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Larry Gerardot  
Director  
Anthis Career Center

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Russ Baker  
Vice Chancellor, Academic Affairs  
Ivy Tech Community College

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Steve Hoffman  
Executive Director  
Community Action of Northeast Indiana

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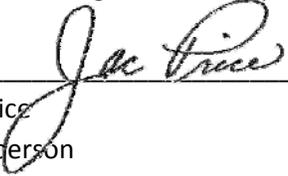
John Niederman  
President  
Pathfinder Services

# Northeast Indiana One Stop Partner Service Matrix

		One-Stop Activity					
	Workforce Investment Board	Department of Workforce Development	Anthris Career Center	Ivy Tech Community College	Community Action of Northeast Indiana	Pathfinder Services	
Core Services	Outreach/Intake	X	X	X			X
	Initial Assessment	X	X	X			X
	Job Search Services	X	X				X
	Job Placement Support	X	X				X
	Career Counseling	X	X	X			X
	Workshops	X	X			X	X
	Support Services Information	X	X		X	X	X
	WIA Eligibility Determination	X	X				
	Follow Up Services	X	X	X		X	X
	Eligible Training Provider Information	X	X		X		
	Comprehensive Assessment	X	X	X		X	X
	Support Development of Individual Plan	X	X	X			X
	Career Planning	X	X	X	X		X
Intensive Services	Short Term Prevocational Services	X	X	X			
	Adult Basic Education Services	X	X	X			
	Individual Training Accounts for Occupational Skills Training	X	X		X		
Training Services	On-the-Job Training	X	X				
	Work Experience	X					
	Rehabilitative Technology						X
	Job Site Modification						X
Other Services	Housing Assistance					X	X

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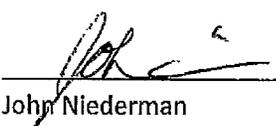
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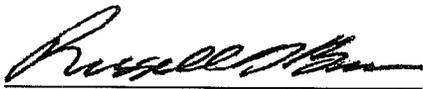
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Debbie Schmidt  
Executive Director  
Catholic Charities, FW-South Bend Diocese

---

Larry Gerardot  
Director  
Anthis Career Center

---



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Russ Baker  
Vice Chancellor, Academic Affairs  
Ivy Tech Community College

---

Steve Hoffman  
Executive Director  
Community Action of Northeast Indiana

---

John Niederman  
President  
Pathfinder Services

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.

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Jac Price  
Chairperson  
Northern Indiana Workforce Investment Board

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Mike Barnes  
North Operations Director  
Department of Workforce Development

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Gail Renz  
Area Supervisor  
Vocational Rehabilitation Services

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Debbie Schmidt  
Executive Director  
Catholic Charities, FW-South Bend Diocese



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Larry Gerardot  
Director  
Anthis Career Center

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Russ Baker  
Vice Chancellor, Academic Affairs  
Ivy Tech Community College

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Steve Hoffman  
Executive Director  
Community Action of Northeast Indiana

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John Niederman  
President  
Pathfinder Services

**WIB/Regional Workforce Board: \_\_\_\_\_ Northeast Indiana**

<b>Budget FY: _____ 2011</b>	<b>WIA Admin (Adult/Dislocated Worker/Youth)</b>				<b>Other From DWD</b>	<b>TOTAL</b>	
<b>Administration</b>							
Wages & Benefits	\$			335,332		\$ 335,332	
Travel - In-State	\$			12,638		\$ 12,638	
Travel - Out-of-State	\$			4,901		\$ 4,901	
Supplies	\$			5,995		\$ 5,995	
Equipment (Purchase)	\$			5,700		\$ 5,700	
Equipment (Rental)	\$			1,900		\$ 1,900	
Overhead (Rent, Utilities, etc.)	\$			51,436		\$ 51,436	
Meeting Expense	\$			500		\$ 500	
Contractual (Fiscal Agent, Legal, etc.)	\$			132,115		\$ 132,115	
		<b>Adult</b>	<b>Dislocated Worker</b>	<b>Youth</b>		<b>Other From DWD</b>	<b>TOTAL</b>
				<b>In-School</b>	<b>Out-of School</b>		
<b>TOTAL Allocated ADMINISTRATION</b>	\$	159,650	\$ 203,691	\$ 132,124	\$ 55,052	\$ -	\$ 550,517
<b>Program</b>							
<b>Internal Costs</b>							\$ -
Wages & Benefits	\$	583,136	\$ 719,665	\$ 150,747	\$ 64,605		\$ 1,518,153
Travel - In-State	\$	4,807	\$ 6,133	\$ 1,945	\$ 834		\$ 13,719
Travel - Out-of-State	\$	-	\$ -	\$ -	\$ -		\$ -
Supplies	\$	6,973	\$ 8,896	\$ 2,878	\$ 1,234		\$ 19,981
Equipment (Purchase)	\$	4,810	\$ 6,137	\$ 1,946	\$ 834		\$ 13,727
Equipment (Rental)	\$	3,261	\$ 4,161	\$ 1,320	\$ 566		\$ 9,308
Overhead (Rent, Utilities, etc.)	\$	95,204	\$ 121,524	\$ 40,644	\$ 17,061	\$ -	\$ 274,433
Meeting Expense	\$	435	\$ 555	\$ 119	\$ 51		\$ 1,160
Other	\$	19,172	\$ 24,459	\$ 3,934	\$ 3,325		\$ 50,890
<b>TOTAL Internal - Program</b>	\$	717,798	\$ 891,530	\$ 203,533	\$ 88,510	\$ -	\$ 1,901,371
<b>TOTAL Contracted</b>	\$	11,779	\$ 15,028	\$ 7,757	\$ 2,043	\$ -	\$ 36,607
<b>TOTAL PROGRAM</b>	\$	729,577	\$ 906,558	\$ 211,290	\$ 90,553	\$ -	\$ 1,937,978
<b>TOTAL AGENCY</b>	\$	889,227	\$ 1,110,249	\$ 343,414	\$ 145,605	\$ -	\$ 2,488,495

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
<b>Administration</b>						
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
<b>TOTAL Allocated ADMINISTRATION</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Program</b>						
<b>Internal Costs</b>						\$ -
Wages & Benefits						\$ -
Travel - In-State						\$ -
Travel - Out-of-State						\$ -
Supplies						\$ -
Equipment (Purchase)						\$ -
Equipment (Rental)						\$ -
Overhead (Rent, Utilities, etc.)						\$ -
Meeting Expense						\$ -
Other						\$ -
<b>TOTAL Internal - Program</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL Contracted</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL PROGRAM</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL AGENCY</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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
<b>Administration</b>						
Wages & Benefits	\$			335,332	\$ -	\$ 335,332
Travel - In-State	\$			12,638	\$ -	\$ 12,638
Travel - Out-of-State	\$			4,901	\$ -	\$ 4,901
Supplies	\$			5,995	\$ -	\$ 5,995
Equipment (Purchase)	\$			5,700	\$ -	\$ 5,700
Equipment (Rental)	\$			1,900	\$ -	\$ 1,900
Overhead (Rent, Utilities, etc.)	\$			51,436	\$ -	\$ 51,436
Meeting Expense	\$			500	\$ -	\$ 500
Contractual (Fiscal Agent, Legal, etc.)	\$			132,115	\$ -	\$ 132,115
	Adult	Dislocated Worker	Youth In-School      Out-of School		Other From DWD	TOTAL
<b>TOTAL Allocated ADMINISTRATION</b>	\$ 162,129	\$ 201,457	\$ 130,852	\$ 56,079	\$ -	\$ 550,517
<b>Program</b>						
<b>Internal Costs</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wages & Benefits	\$ 583,136	\$ 719,665	\$ 150,747	\$ 64,605	\$ -	\$ 1,518,153
Travel - In-State	\$ 4,807	\$ 6,133	\$ 1,945	\$ 834	\$ -	\$ 13,719
Travel - Out-of-State	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	\$ 6,973	\$ 8,896	\$ 2,878	\$ 1,234	\$ -	\$ 19,981
Equipment (Purchase)	\$ 4,810	\$ 6,137	\$ 1,946	\$ 834	\$ -	\$ 13,727
Equipment (Rental)	\$ 3,261	\$ 4,161	\$ 1,320	\$ 566	\$ -	\$ 9,308
Overhead (Rent, Utilities, etc.)	\$ 95,204	\$ 121,524	\$ 40,644	\$ 17,061	\$ -	\$ 274,433
Meeting Expense	\$ 435	\$ 555	\$ 119	\$ 51	\$ -	\$ 1,160
Other	\$ 19,172	\$ 24,459	\$ 3,934	\$ 3,325	\$ -	\$ 50,890
<b>TOTAL Internal - Program</b>	\$ 717,798	\$ 891,530	\$ 203,533	\$ 88,510	\$ -	\$ 1,901,371
<b>TOTAL Contracted</b>	\$ 11,779	\$ 15,028	\$ 7,757	\$ 2,043	\$ -	\$ 36,607
<b>TOTAL PROGRAM</b>	\$ 729,577	\$ 906,558	\$ 211,290	\$ 90,553	\$ -	\$ 1,937,978
<b>TOTAL AGENCY</b>	\$ 891,706	\$ 1,108,015	\$ 342,142	\$ 146,632	\$ -	\$ 2,488,495



## County Local Elected Officials Agreement

This agreement is made and entered into by and between the Local Elected Officials (LEOs) in Adams County of Region 3 to set forth the procedures that shall govern LEOs and their responsibilities and actions pursuant to the provisions of the Workforce Investment Act, and all federal and state statutes, rules, and regulations promulgated hereunder.

A Local Elected Official is defined as “the chief elected executive official of a unit of general local government, or any general purpose political subdivision of a State that has the power to levy taxes and spend funds, as well as general corporate and police powers.” In Adams County of Region 3, the units of general local government are the following counties and incorporated cities with populations of 5,000 or greater:

Adams County and Decatur.

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

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

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

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

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

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

The following individual has been duly selected to serve as the County Chief Elected Official for Adams County within the Region 3 workforce investment service area.

Name: Douglas Bauman  
Title: Commissioner  
Contact Information: 2510 W State Road 116  
Geneva IN 46740

**III. Other Responsibilities**

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

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

**IV. Authority to Act**

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

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

**V. Period of Agreement**

The period of this Agreement shall be from March 1, 2011 through February 28, 2013.

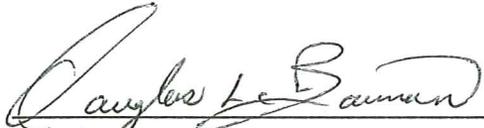
**VI. Amendment**

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

**VII. Counterparts**

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

**SIGNATURES:**



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Douglas Bauman  
Commissioner

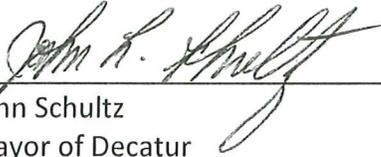
---

John Schultz  
Mayor of Decatur

**SIGNATURES:**

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Douglas Bauman  
Commissioner



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John Schultz  
Mayor of Decatur

## County Local Elected Officials Agreement

This agreement is made and entered into by and between the Local Elected Officials (LEOs) in Allen County of Region 3 to set forth the procedures that shall govern LEOs and their responsibilities and actions pursuant to the provisions of the Workforce Investment Act, and all federal and state statutes, rules, and regulations promulgated hereunder.

A Local Elected Official is defined as “the chief elected executive official of a unit of general local government, or any general purpose political subdivision of a State that has the power to levy taxes and spend funds, as well as general corporate and police powers.” In Allen County of Region 3, the units of general local government are the following counties and incorporated cities with populations of 5,000 or greater: Allen County and the cities of Fort Wayne and New Haven.

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

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

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

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

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

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

The following individual has been duly selected to serve as the County Chief Elected Official for Allen County within the Region 3 workforce investment service area.

Name: Nelson Peters  
Title: Commissioner  
Contact Information: One East Main Street, Rm 200  
Fort Wayne IN 46802

### **III. Other Responsibilities**

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

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

### **IV. Authority to Act**

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

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

### **V. Period of Agreement**

The period of this Agreement shall be from March 1, 2011 through February 28, 2013.

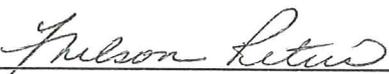
### **VI. Amendment**

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

### **VII. Counterparts**

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

**SIGNATURES:**

  
\_\_\_\_\_  
Nelson Peters  
Commissioner

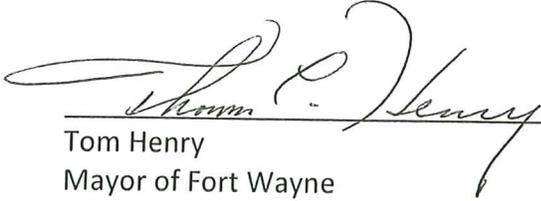
\_\_\_\_\_  
Tom Henry  
Mayor of Fort Wayne

\_\_\_\_\_  
Terry McDonald  
Mayor of New Haven

**SIGNATURES:**

---

Nelson Peters  
Commissioner



---

Tom Henry  
Mayor of Fort Wayne

---

Terry McDonald  
Mayor of New Haven

**SIGNATURES:**

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Nelson Peters  
Commissioner

---

Tom Henry  
Mayor of Fort Wayne



---

Terry McDonald  
Mayor of New Haven

## County Local Elected Officials Agreement

This agreement is made and entered into by and between the Local Elected Officials (LEOs) in DeKalb County of Region 3 to set forth the procedures that shall govern LEOs and their responsibilities and actions pursuant to the provisions of the Workforce Investment Act, and all federal and state statutes, rules, and regulations promulgated hereunder.

A Local Elected Official is defined as “the chief elected executive official of a unit of general local government, or any general purpose political subdivision of a State that has the power to levy taxes and spend funds, as well as general corporate and police powers.” In DeKalb County of Region 3, the units of general local government are the following counties and incorporated cities with populations of 5,000 or greater: DeKalb County and the cities of Garrett and Auburn.

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

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

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

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

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

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

The following individual has been duly selected to serve as the County Chief Elected Official for DeKalb County within the Region 3 workforce investment service area.

Name: Norm Yoder, Mayor  
Title: City of Auburn  
Contact Information: P O Box 506  
Auburn IN 46706

### III. Other Responsibilities

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

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

### IV. Authority to Act

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

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

### V. Period of Agreement

The period of this Agreement shall be from March 1, 2011 through February 28, 2013.

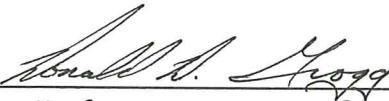
### VI. Amendment

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

### VII. Counterparts

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

**SIGNATURES:**

  
\_\_\_\_\_  
Don Kaufman DONALD D. GROGG - PRES.  
Commissioner

\_\_\_\_\_  
Norm Yoder  
Mayor of Auburn

\_\_\_\_\_  
Dave Wiant  
Mayor of Garrett

**SIGNATURES:**

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Don Kaufman  
Commissioner

  
Norm Yoder  
Mayor of Auburn

---

Dave Wiant  
Mayor of Garrett

**SIGNATURES:**

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Don Kaufman  
Commissioner

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Norm Yoder  
Mayor of Auburn



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Dave Wiant  
Mayor of Garrett

## County Local Elected Officials Agreement

This agreement is made and entered into by and between the Local Elected Officials (LEOs) in Grant County of Region 3 to set forth the procedures that shall govern LEOs and their responsibilities and actions pursuant to the provisions of the Workforce Investment Act, and all federal and state statutes, rules, and regulations promulgated hereunder.

A Local Elected Official is defined as "the chief elected executive official of a unit of general local government, or any general purpose political subdivision of a State that has the power to levy taxes and spend funds, as well as general corporate and police powers." In Grant County of Region 3, the units of general local government are the following counties and incorporated cities with populations of 5,000 or greater: Grant County and the cities of Marion and Gas City.

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

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

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

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

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

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

The following individual has been duly selected to serve as the County Chief Elected Official for Grant County within the Region 3 workforce investment service area.

Name: Wayne Seybold  
Title: Mayor of Marion  
Contact Information: 301 S Branson St #2  
Marion IN 46952

### **III. Other Responsibilities**

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

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

### **IV. Authority to Act**

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

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

### **V. Period of Agreement**

The period of this Agreement shall be from March 1, 2011 through February 28, 2013.

### **VI. Amendment**

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

### **VII. Counterparts**

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

**SIGNATURES:**

  
\_\_\_\_\_  
Mark Bardsley  
Commissioner

\_\_\_\_\_  
Wayne Seybold  
Mayor of Marion

\_\_\_\_\_  
Larry Leach  
Mayor of Gas City

**SIGNATURES:**

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Mark Bardsley  
Commissioner



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Wayne Seybold  
Mayor of Marion

---

Larry Leach  
Mayor of Gas City

**SIGNATURES:**

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Mark Bardsley  
Commissioner

---

Wayne Seybold  
Mayor of Marion



---

Larry Leach  
Mayor of Gas City

## County Local Elected Officials Agreement

This agreement is made and entered into by and between the Local Elected Officials (LEOs) in Huntington County of Region 3 to set forth the procedures that shall govern LEOs and their responsibilities and actions pursuant to the provisions of the Workforce Investment Act, and all federal and state statutes, rules, and regulations promulgated hereunder.

A Local Elected Official is defined as “the chief elected executive official of a unit of general local government, or any general purpose political subdivision of a State that has the power to levy taxes and spend funds, as well as general corporate and police powers.” In Huntington County of Region 3, the units of general local government are the following counties and incorporated cities with populations of 5,000 or greater: Huntington County and the city of Huntington.

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

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

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

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

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

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

The following individual has been duly selected to serve as the County Chief Elected Official for Huntington County within the Region 3 workforce investment service area.

Name: Tom Wall  
Title: Commissioner  
Contact Information: 201 N Jefferson Rm 103  
Huntington IN 46705

### III. Other Responsibilities

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

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

### IV. Authority to Act

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

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

### V. Period of Agreement

The period of this Agreement shall be from March 1, 2011 through February 28, 2013.

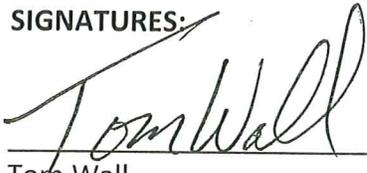
### VI. Amendment

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

### VII. Counterparts

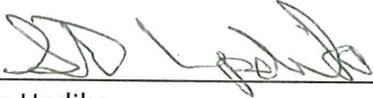
The Agreement may be executed in separate counterparts, each of which when so executed shall be an original, but all such counterparts shall together constitute but one of the same instrument.

**SIGNATURES:**

A handwritten signature in black ink that reads "Tom Wall". The signature is written in a cursive style with a large, sweeping initial "T".

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Tom Wall  
Commissioner

A handwritten signature in black ink that reads "Steve Updike". The signature is written in a cursive style with a large, sweeping initial "S".

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Steve Updike  
Mayor of Huntington

## County Local Elected Officials Agreement

This agreement is made and entered into by and between the Local Elected Officials (LEOs) in LaGrange County of Region 3 to set forth the procedures that shall govern LEOs and their responsibilities and actions pursuant to the provisions of the Workforce Investment Act, and all federal and state statutes, rules, and regulations promulgated hereunder.

A Local Elected Official is defined as “the chief elected executive official of a unit of general local government, or any general purpose political subdivision of a State that has the power to levy taxes and spend funds, as well as general corporate and police powers.” In LaGrange County of Region 3, the units of general local government are the following counties and incorporated cities with populations of 5,000 or greater: LaGrange County.

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

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

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

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

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

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

The following individual has been duly selected to serve as the County Chief Elected Official for LaGrange County within the Region 3 workforce investment service area.

Name: George Bachman  
Title: Commissioner  
Contact Information: 114 W Michigan St.  
LaGrange IN 46761

### III. Other Responsibilities

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

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

### IV. Authority to Act

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

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

### V. Period of Agreement

The period of this Agreement shall be from March 1, 2011 through February 28, 2013.

### VI. Amendment

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

### VII. Counterparts

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

**SIGNATURES:**

A handwritten signature in black ink, appearing to read 'George Bachman', written over a solid horizontal line.

George Bachman  
Commissioner

## County Local Elected Officials Agreement

This agreement is made and entered into by and between the Local Elected Officials (LEOs) in Noble County of Region 3 to set forth the procedures that shall govern LEOs and their responsibilities and actions pursuant to the provisions of the Workforce Investment Act, and all federal and state statutes, rules, and regulations promulgated hereunder.

A Local Elected Official is defined as “the chief elected executive official of a unit of general local government, or any general purpose political subdivision of a State that has the power to levy taxes and spend funds, as well as general corporate and police powers.” In Noble County of Region 3, the units of general local government are the following counties and incorporated cities with populations of 5,000 or greater: Noble County and the city of Kendallville.

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

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

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

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

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

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

The following individual has been duly selected to serve as the County Chief Elected Official for Noble County within the Region 3 workforce investment service area.

Name: Joy LeCount  
Title: Commissioner  
Contact Information: 3472 W 800 N  
Wawaka IN 46794

**III. Other Responsibilities**

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

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

**IV. Authority to Act**

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

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

**V. Period of Agreement**

The period of this Agreement shall be from March 1, 2011 through February 28, 2013.

**VI. Amendment**

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

**VII. Counterparts**

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

**SIGNATURES:**

*Joy LeCount, 3-7-11*

Joy LeCount

Commissioner, *Madison County*

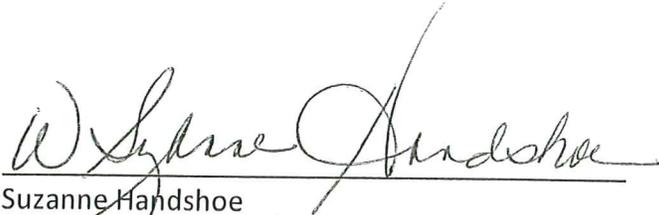
\_\_\_\_\_  
Suzanne Handshoe

Mayor of ~~Garrett~~ *Kendallville*

**SIGNATURES:**

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Joy LeCount  
Commissioner



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Suzanne Handshoe  
Mayor of ~~Garrett~~ Kendallville

## County Local Elected Officials Agreement

This agreement is made and entered into by and between the Local Elected Officials (LEOs) in Steuben County of Region 3 to set forth the procedures that shall govern LEOs and their responsibilities and actions pursuant to the provisions of the Workforce Investment Act, and all federal and state statutes, rules, and regulations promulgated hereunder.

A Local Elected Official is defined as “the chief elected executive official of a unit of general local government, or any general purpose political subdivision of a State that has the power to levy taxes and spend funds, as well as general corporate and police powers.” In Steuben County of Region 3, the units of general local government are the following counties and incorporated cities with populations of 5,000 or greater:  
Steuben County and the city of Angola.

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

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

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

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

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

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

The following individual has been duly selected to serve as the County Chief Elected Official for Steuben County within the Region 3 workforce investment service area.

Name: Ron Smith  
Title: Commissioner  
Contact Information: 307 S Wayne - Community Center  
Angola IN 46703

**III. Other Responsibilities**

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

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

**IV. Authority to Act**

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

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

**V. Period of Agreement**

The period of this Agreement shall be from March 1, 2011 through February 28, 2013.

**VI. Amendment**

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

**VII. Counterparts**

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

**SIGNATURES:**

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

Ron Smith  
Commissioner

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

Richard Hickman  
Mayor of Angola

## County Local Elected Officials Agreement

This agreement is made and entered into by and between the Local Elected Officials (LEOs) in Wabash County of Region 3 to set forth the procedures that shall govern LEOs and their responsibilities and actions pursuant to the provisions of the Workforce Investment Act, and all federal and state statutes, rules, and regulations promulgated hereunder.

A Local Elected Official is defined as "the chief elected executive official of a unit of general local government, or any general purpose political subdivision of a State that has the power to levy taxes and spend funds, as well as general corporate and police powers." In Wabash County of Region 3, the units of general local government are the following counties and incorporated cities with populations of 5,000 or greater: Wabash County, the city of Wabash, and the town of North Manchester.

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

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

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

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

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

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

The following individual has been duly selected to serve as the County Chief Elected Official for Wabash County within the Region 3 workforce investment service area.

Name: Robert Vanlandingham  
Title: Mayor of Wabash  
Contact Information: 202 S Wabash  
Wabash IN 46992

**III. Other Responsibilities**

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

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

**IV. Authority to Act**

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

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

**V. Period of Agreement**

The period of this Agreement shall be from March 1, 2011 through February 28, 2013.

**VI. Amendment**

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

**VII. Counterparts**

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

**SIGNATURES:**



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Barry Eppley  
Commissioner

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Robert Vanlandingham  
Mayor of Wabash

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Chris Garber  
President, North Manchester Town Council

**SIGNATURES:**

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Barry Eppley  
Commissioner



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Robert Vanlandingham  
Mayor of Wabash

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Chris Garber  
President, North Manchester Town Council

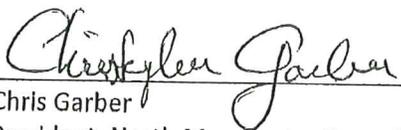
**SIGNATURES:**

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Barry Eppley  
Commissioner

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Robert Vanlandingham  
Mayor of Wabash

  
Chris Garber  
President, North Manchester Town Council

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## County Local Elected Officials Agreement

This agreement is made and entered into by and between the Local Elected Officials (LEOs) in Wells County of Region 3 to set forth the procedures that shall govern LEOs and their responsibilities and actions pursuant to the provisions of the Workforce Investment Act, and all federal and state statutes, rules, and regulations promulgated hereunder.

A Local Elected Official is defined as “the chief elected executive official of a unit of general local government, or any general purpose political subdivision of a State that has the power to levy taxes and spend funds, as well as general corporate and police powers.” In Wells County of Region 3, the units of general local government are the following counties and incorporated cities with populations of 5,000 or greater: Wells County and the city of Bluffton.

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

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

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

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

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

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

The following individual has been duly selected to serve as the County Chief Elected Official for Wells County within the Region 3 workforce investment service area.

Name: Kevin Woodward  
Title: Commissioner  
Contact Information: 102 W Market St  
Bluffton IN 46714

### III. Other Responsibilities

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

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

### IV. Authority to Act

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

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

### V. Period of Agreement

The period of this Agreement shall be from March 1, 2011 through February 28, 2013.

### VI. Amendment

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

### VII. Counterparts

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

**SIGNATURES:**

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

Kevin Woodward  
Commissioner

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Ted Ellis  
Mayor of Bluffton

**SIGNATURES:**

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Kevin Woodward  
Commissioner



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Ted Ellis  
Mayor of Bluffton

## County Local Elected Officials Agreement

This agreement is made and entered into by and between the Local Elected Officials (LEOs) in Whitley County of Region 3 to set forth the procedures that shall govern LEOs and their responsibilities and actions pursuant to the provisions of the Workforce Investment Act, and all federal and state statutes, rules, and regulations promulgated hereunder.

A Local Elected Official is defined as “the chief elected executive official of a unit of general local government, or any general purpose political subdivision of a State that has the power to levy taxes and spend funds, as well as general corporate and police powers.” In Whitley County of Region 3, the units of general local government are the following counties and incorporated cities with populations of 5,000 or greater: Whitley County, and the city of Columbia City.

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

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

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

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

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

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

The following individual has been duly selected to serve as the County Chief Elected Official for Whitley County within the Region 3 workforce investment service area.

Name: Tom Rethlake  
Title: Commissioner  
Contact Information: 220 West Van Buren Street, Suite 207  
Columbia City IN 46725

**III. Other Responsibilities**

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

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

**IV. Authority to Act**

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

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

**V. Period of Agreement**

The period of this Agreement shall be from March 1, 2011 through February 28, 2013.

**VI. Amendment**

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

**VII. Counterparts**

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

**SIGNATURES:**



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Tom Rethlake  
Commissioner



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James Fleck  
Mayor of Columbia City

## County Chief Elected Officials Agreement

This agreement is made and entered into by and between the designated County Chief Elected Officials (CCEOs) from the counties of Adams, Allen, DeKalb, Grant, Huntington, LaGrange, Noble, Steuben, Wabash, Wells, and Whitley, comprising Region 3, to set forth the procedures that shall govern the CCEOs and their responsibilities and actions pursuant to the provisions of the Workforce Investment Act (WIA), and all federal and state statutes, rules, and regulations promulgated hereunder. The Local Elected Official Executive Council includes one designated CCEO from each County as set forth in each Local Elected Official (LEO) Agreement.

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

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

- Entering into a Elected Officials Agreement with the Local Elected Officials in Region 3 to establish responsibilities and actions as it pertains to the Workforce Investment Act and local Workforce Investment Board;
- Providing guidance to the Workforce Investment Board as a member of Local Elected Officials Executive Council;
- Communicating updates and changes to the Local Elected Officials of the County;
- Selecting a Chief Elected Official (CEO) for the Workforce Investment Service Area (Region 3).
- Establishing an agreement on the designation of financial liability for any misuse of workforce investment act funds granted to Region 3.

In Region 3, 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 each County Chief Elected Official on the County Chief Elected Official Executive Council.

### 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 3) 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 3;
- Appoint members to the local Workforce Investment Board (WIB) serving Region 3 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;

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

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

The following individual has been duly selected to serve as the Chief Elected Official for Region 3 workforce investment service area.

Name: Douglas Bauman  
Title: Commissioner, Adams County  
Contact Information: 2510 W State Road 116  
Geneva IN 46740

### **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 3 Northeast Indiana Regional Workforce Investment Board (NEIR WIB) an Indiana 501(c)(3) nonprofit corporation as the grant recipient and fiscal agent for WIA funds.

It is understood that in this case where the Region 3 NEIR WIB) is designated as the grant recipient/fiscal agent that the liability for all grant funds remains with the Chief Elected Official, as required by the Workforce Investment Act and specified in Section I of this agreement.

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

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

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

The Chief Elected Official for the Workforce Service Area (Region 3) 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 3);
- 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 County Chief Elected Official signing on behalf of a given county shall obtain the necessary approvals from the Local Elected Officials to so act. Hence, this Agreement shall be signed by only one County Chief Elected Official from each County.

**IX. Counterparts**

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

**X. Period of Agreement**

The period of this Agreement shall be from March 1, 2011 through February 28, 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:**

  
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Douglas Bauman  
Adams County Commissioner

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Joy LeCount  
Noble County Commissioner

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Nelson Peters  
Allen County Commissioner

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Ron Smith  
Steuben County Commissioner

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Norm Yoder  
Mayor of Auburn

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Robert Vanlandingham  
Mayor of Wabash

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Wayne Seybold  
Mayor of Marion

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Kevin Woodward  
Wells County Commissioner

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Tom Wall  
Huntington County Commissioner

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Tom Rethlake  
Whitley County Commissioner

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George Bachman  
LaGrange County Commissioner

**SIGNATURES:**

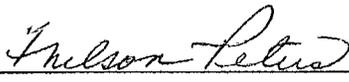
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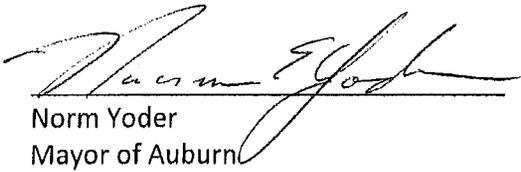
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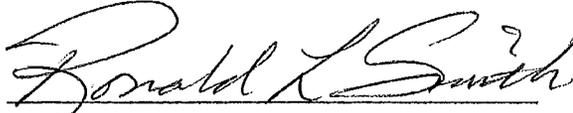
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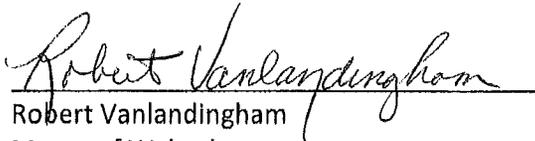
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**CODE OF BYLAWS OF  
NORTHEAST INDIANA REGIONAL WORKFORCE  
INVESTMENT BOARD, INC.**

**ARTICLE I - IDENTIFICATION AND PURPOSES**

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

**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 with the current principal office being Northeast Indiana Regional Workforce Investment Board, Inc., 300 East Main Street, Fort Wayne, Indiana 46802. The current Registered Agent of the Corporation shall be Joseph G. Bonahoom, Bonahoom & Bonahoom, LLP, 110 W. Berry Street Suite 1900, Fort Wayne, IN 46802.

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

**Section 4. Purposes:** The Corporation is being formed as 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 set up specifically as a WIB, in response to the restructuring of Indiana's Workforce Investment System and will be replacing the currently existing Northeast Indiana Regional Workforce Board, Inc. (although not as a legal successor entity but as a wholly separate entity) which was previously set up pursuant to the State Workforce Plan of 2005, and pursuant to Indiana Code 22-4.5-7. The general purposes of this 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 Northeast Indiana "Local 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 Northeast Indiana "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 Adams, Allen, DeKalb, Grant, Huntington, LaGrange, Noble, Steuben, Wabash, Wells and Whitley and the Cities of Angola, Auburn, Bluffton, Columbia City, Decatur, Fort Wayne, Garrett, Gas City, Huntington, Kendallville, Marion, New Haven, Wabash, and the town of North Manchester (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 county a designated Chief Elected Official. (Chief Elected Official selected from LEOs within a particular county shall be called the "County Chief Elected Official" (hereinafter referred to as "CCEO"). Consequently, within the Local Area there will be multiple CCEOs. The CCEOs shall be designated from the pool of LEOs within a county or counties. Any CCEO selected, as designated herein, shall be formally designated pursuant to a written agreement as described and set forth in 29 U.S.C. §2932(c)(1)(B) and by SWIC and DWD policies. Additionally, and pursuant to WIA provisions and SWIC and DWD policies, once selected, all of the respective CCEOs shall select one Chief Elected Official for the Local Area from the pool of CCEOs as the designated Chief Elected Official for the Local Area. (The designated CEO for the Local Area shall be hereinafter referred to as "Local Area CEO"). The Local Area CEO, as selected by the CCEOs, 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.

It shall be the responsibility of the Board to keep on file at the Corporation's office a copy of the written agreement of the CCEO's wherein the Local Area CEO is designated and wherein the Local Area CEO's responsibilities are set forth. The Board shall also keep on file at its offices the agreements between the LEOs designating CCEOs and it shall be the responsibility of the Corporation's Board to review all written agreements identifying Local Area CEO and CCEOs

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 CCEOs (for their respective counties) as their respective counties 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 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 CCEOs 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) (per State law) 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 chair 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, Chair-Elect, and Secretary-Treasurer, (Secretary-Treasurer being one office). 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. Chair-Elect:** The Chair-Elect shall assume the role of the Chair in the absence of the Chair, succeeded by the Immediate Past-Chair, depending upon availability. In the event of the resignation or removal of the Chair, the Chair-Elect shall serve as the Chair with all requisite powers until a new Chair is selected by the directors. The Chair-Elect must be a “Business Representative” of the Corporation who meets the criteria as specified in Section 3 of this Article IV.

**Section 5. Secretary-Treasurer:** The Secretary-Treasurer 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-Treasurer shall maintain at all times a current director list of the corporation showing names, addresses, term, and representative capacity. In addition, the Secretary-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 6. 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.

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Inc\1029.By.Laws.clean.3.29.11.doc

## Northeast Indiana Workforce Investment Board Functional Organizational Chart

