

**Workforce Innovation and Opportunity Act
Local/Regional Plan for July 1, 2016 – June 30, 2020**

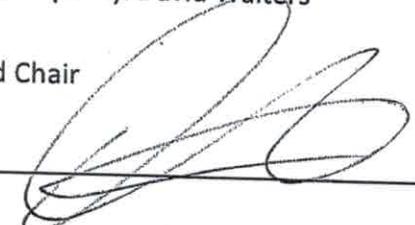
WDB/Region #	Northern Indiana Workforce Board (NIWB) – Region 2
WDB Chair	David Walters
WDB Executive Director	Greg Vollmer
One Stop Operator	Currently NIWB
Adult Service Provider(s) Name and Contact Information	NIWB
Youth Program Manager/Lead Staff	Sherry Szmanda-Klein
Youth Service Provider(s) Name and Contact Information	Pro Resources – Contracted Vendor Vivian Schwartz -

I certify that the information contained herein is true and accurate to the best of my knowledge and that I submit this plan on behalf of the WDB listed above.

**Approved for the Workforce Development Board
Workforce Development Board Chair**

Name (type or print): David Walters

Title: Board Chair

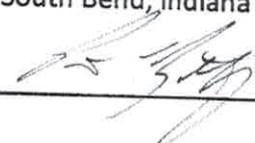
Signature: 

Date: 11-9-16

**Approved for the Counties of the Workforce Development Area
Chief Local Elected Official**

Name (type or print): Pete Buttigieg

Title: Mayor of South Bend, Indiana

Signature: 

Date: 11/09/16

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Optional Executive Summary.

ES. Each local area may submit an executive summary of their plan, if desired; not to exceed 3 pages in length.

The Northern Indiana Workforce Board oversees workforce development activities in a five county region in Northern Indiana. The region encompasses both metropolitan and rural areas. The two largest workforce areas are centered on South Bend and Elkhart. We are blessed with many educational partners (especially higher ed) in the region that all have a strong and growing focus on solving workforce/employer needs in the region. Recent activity on the Governor's Regional Cities Initiative brought the board closer together with our regional partners.

The NIWB decided five years ago that job placement was the most important metric that we could pursue for Adults and Dislocated workers. Consequently our mission has been and continues to be focused on the needs of our regional employers. We expanded businesses services into a fully functioning team that integrates our internal business services activities, veterans' team, external business consultants, youth team, disabled individuals, seniors, ex-offenders and adult education representative. Most recently after building trust and cooperation with our regional partnership consortium we have agreed to "share" business services activities allowing the regions resources to be maximized. Partner agencies now represent each other with our area employers. This means that we will leverage existing strong relationships with employers but allowing the holder agency of the relationship to represent the others at that employer. DWDs plan to add additional Business Consultant staff will strengthen this strategy and allow us to cover a larger cross section of our many employers in the region.

While our team focused on filling employer needs as quickly as possible with the best possible candidates our board recognized the need to serve the most difficult clients. This doesn't always provide the most attractive performance metrics but the board resolved that we should address this segment of the population. As a result, in the youth service area we took on two facilities that are deemed "last chance" facilities for the community school corporations and placed JAG programs there. We also have worked with the Juvenile Justice system and have placed both male and female specialist at the juvenile justice correctional facility. We recognized what a challenge many of the out of school youth had relative to education and we have hired direct adult ed instructors to shore up specific areas. We are working in cooperation with our school partners in this area. The board also enthusiastically embraced the DEI program and was one of the first adopters of an expanded ex-offender program. We have worked hard in the region to provide work transportation opportunities for these individuals. Region two also agreed to be the pilot region for Operation Job Ready Vets to evaluate the possibilities for integration of this program with the services offered within the WorkOne offices and also out into the community with the VA. The program has been very successful in the region.

Potential concerns over funding and a reliance on Federal WIA/WIOA funding caused the board to look at funding alternatives to serve special groups of individuals and employers very early on. This has resulted in special grants from the Cities of South Bend, Mishawaka and Elkhart for specialized manufacturing training. We also received a SCSEP grant that is separate from that operating in other

areas of the state to serve seniors in our region and re-introduce them to the workforce when circumstances beyond their control make it necessary. This has already allowed the board to spend over \$1.5 million dollars in the region providing work/training experiences for these individuals. We have recently received an Americorps grant to allow us to prepare for an even larger grant to serve difficult to serve and senior individuals. The city of South Bend has entrusted the board with a Pathways grant to develop additional career pathways for our clients. These are just a few of the ways that the board is looking to continue to provide a high degree of client service both individuals and employers while facing reduced funding in the Federal allocation stream.

The board will be focused on increased reliance on community service partners, educational partners and our business partners in the very near term.

Section 1: Workforce and Economic Analysis

Please answer the following questions in 10 pages or less. The Department of Workforce Development has Regional Labor Market Analysts assigned for each of the Regions. These experts can assist in developing responses to the questions 1.1 through 1.3 below. **Questions that require collaborative answers for regions 5 & 12 are designated with an *.**

1.1* An analysis of the economic conditions including existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations. [WIOA Sec. 108(b)(1)(A)]

Economic Growth Region 2's (EGR2) economic vitality is very strong across the five counties. EGR2's per capita GDP has grown by 6.7% since 2009 according Harvard and the U.S. Economic Development Administration. The labor force has grown by 3.8% since 2013. The Region's employment is dominated by Manufacturing, with one in three jobs being in the sector. Manufacturing employment is showing strong growth since the economic downturn. The sub-sector of Recreational Vehicle manufacturing leads the Region in employment and growth. Additional Manufacturing sub-sectors that are critical to the Region's economic stability are Automotive, Plastics, Medical Device and Metal. The Region's Recreational Vehicle and Medical Device manufacturing sectors are the epicenters for the industries in the United States. Additional sectors that drive employment in the Region are the Distribution/Logistics, the Healthcare fields, Higher Education and Hospitality. With the exception of Higher Education, all of these sectors are projected to show employment growth in the Region. An emerging sector for the Region is technology. The area is developing an organic tech center through several initiatives. The Union Station, Renaissance District, Ignition Park, Notre Dame's Innovation Park are ventures to drive entrepreneurial activity in the sector. Construction is another sector that is expected to blossom over the short-term. The area has major municipal and private sector works in progress currently. This has caused a spike in demand for workers in the sector. Additionally, housing construction is just beginning to rebound so the demand for workforce will only intensify. The Manufacturing, Healthcare, Distribution/Logistics and Hospitality sectors represent eight of the ten most advertised occupations in Indiana Career Connect in 2015, Retail has the other two. This type of representation has been consistent over the last two years. The top two positions posted in 2015 were for entry level manufacturing positions; the number of postings grew by 33% year over year for these two occupations alone. They represented over 6300 positions in 2015. The Region faces challenges with the availability of workforce, given the current strong employment market, the aging skilled workforce and the expected growth in employment opportunities.

1.2 An analysis of the knowledge and skills required to meet the employment needs of the employers in the local area, including employment requirements for in-demand industry sectors and occupations. [WIOA Sec. 108(b)(1)(B)]

An assessment of the in demand skills for our area shows two high level areas of skills needed. The first area of in demand skills relates to the general labor force and its ability to enter the workforce and be retained. Employers across the Region are challenged with the soft skills of the entry level workforce. The high rates of employment in the Region exacerbate this issue due to the introduction of new participants into the workforce often not possessing the skills employers expect. These skills boil down to:

- Time and attendance
- Workplace coachability
- Interpersonal skills

The demand for these basics skill is very high in the entry level manufacturing jobs available in the Region.

Higher level skills in demand are underneath the STEM umbrella. STEM skills are in demand at all levels in our in demand sectors, but especially in manufacturing and healthcare. In both 2014 and 2015, the second, repair, and third, math, most demanded skills were STEM related. The Region 2 Advanced Manufacturing Partnership, echoing the sentiments of the industry, outlined the absolute need for fundamental math skills in all levels of manufacturing. The ability to successfully apply math in the workplace is a key to advancement and higher earnings within Region 2. Demand also remains strong for STEM graduates with post-secondary degrees within manufacturing and healthcare in the Region.

Two other skills in demand across all these high demand occupations are the understanding of quality standards and safe work practices. These two principals are valued due to the ability of the employee to help the organization avoid excess cost due to workplace injuries of poor quality outcomes.

1.3 An analysis of the local workforce, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment and youth. WIOA Sec. 108(b)(1)(C)]

The May 2016 non-seasonally adjusted unemployment rate for the Region was 3.9%. This is lower than the State, 4.3%, and National, 4.5%, rates. The labor force has grown by 3.8% since 2013 to over 312,000 participants. The Region has a higher rate of person's 25 years of or older without a high school degree than the state rate of 12.4% The Region also lags behind the State's advanced degree, bachelor's degree or higher, attainment rate of 23.6% of population. The Region's educational attainment data is from the US Census Bureau via STATS Indiana.

Educational Attainment in 2013 and 2014

	2013	Pct. of Pop. 25+	2014	Pct. of Pop. 25+

Total Population 25+	236,666	100.0%	237,781	100.0%
Less than 9th Grade	16,464	7.0%	16,535	7.0%
9th to 12th Grade, No Diploma	25,578	10.8%	24,994	10.5%
High School Graduate (incl. equivalency)	90,504	38.2%	91,402	38.4%
Some College, No Degree	47,102	19.9%	46,885	19.7%
Associate's Degree	15,245	6.4%	15,364	6.5%
Bachelor's Degree	27,779	11.7%	28,260	11.9%
Graduate Degree or More	13,994	5.9%	14,341	6.0%

The rates of educational attainment coupled with a poverty rate of approximately 17%, approaching 30% in minority communities in Elkhart and South Bend, present significant barriers to advancement into career pathways within the Region. The State graduation rate for student on free or reduced lunch was 85.4%, 9% points lower than those students who paid for lunch. Region 2 had over 33,000 students receive free or reduced lunch, a 44% increase since 2005. The ability to organically expand the resident workforce requires a concerted investment to upskill the population.

Section 2: Strategic Vision and Goals

Please answer the following questions of Section 2 in eight pages or less. Section 2 responses should reflect input from members of the local workforce development board and other community stakeholders. **Questions that require collaborative answers for regions 5 & 12 are designated with an *.**

2.1 Provide the board's vision and goals for its local workforce system in preparing an educated and skilled workforce in the local area, including goals for youth and individuals with barriers to employment. As to youth, describe unique goals for in-school youth and out-of-school youth. [WIOA Sec. 108(b)(1)(E)]

This plan was developed through research provided by a variety of agencies on the state of the Indiana workforce and the corresponding educational and support needs. From this research came the following vision, goal, commitment to change, and guiding principles, which have been fully embraced by the Northern Indiana Workforce Board, Inc.

VISION

Every Indiana business will find the educated and skilled workforce necessary to compete successfully in the global economy

Every Indiana citizen will have access to the information, education and skills required for career success.

GOAL

All Hoosiers will have the opportunity to access career pathways aligned to their interests, skills and personal employment goals. At least 60 percent of Indiana's workforce will have the postsecondary knowledge, skills, and credentials demanded within Indiana's economy by 2025.

COMMITMENTS TO CHANGE

- 1** *Instill a culture of learning among all Hoosiers*
- 2** *Continuously adapt education and training programs to changing employment conditions and industry demands*
- 3** *Understand that business is fundamentally reconstructing its relationship with the learning world*
- 4** *Build on ways the learning and working worlds are collaborating to achieve positive results for workers and businesses*
- 5** *Change the perception of working and learning from separate to concurrent processes*

GUIDING PRINCIPLES

- 1** *Talent development and innovation create and attract jobs and help ensure global competitiveness.*
- 2** *Demand drives supply. The knowledge, skills and abilities required by employers should be integral to education and job training programs.*
- 3** *There are foundational personal skills, people skills, applied knowledge, and workplace skills common to, and required by, occupations in all economic sectors; Indiana's education system must teach those skills.*
- 4** *Educational pathways from secondary through postsecondary education must provide "on" and "off" ramps that allow any young person or adult to enter and exit a program of study with a credential that represents mastery of skills and competencies tied directly to career pathways.*
- 5** *Career and technical education pathways to jobs and careers requiring less than a four-year degree are fully supported.*
- 6** *Information on careers and education is transparent so students and workers can make informed choices on educational and career pathways.*
- 7** *Work and learn opportunities are fully integrated into educational pathways as early as high school and throughout postsecondary education.*

Specifically, in Region 2, there are approximately 45,000 individuals without their High School Equivalency (HSE). Of these 45,000 individuals, only approximately 7,700 are among the Amish population, approximately 11,000 are youth in the 16-24 age range. The remaining number are employed in well-paying, stable jobs. Efforts are currently in place to get employers in the region to buy into Adult Ed programs on site. These classes could include some skills development as well, when

needed and when desired by the employer. Many employers, especially those in Elkhart County, remain resistant to these efforts, even when they are fully aware that this portion of their workforce fit in the "soon to retire" category. NIWB, working closely with the Horizon Education Alliance in Elkhart and the other Adult Education programs, are determined to close this skill gap above all others. The NIWB and its Youth Council have taken a strong look at stopping this flow into the workforce without high school diplomas or high school equivalency attainment. This is being done through our strong regional Jobs for America's Graduate (JAG) programs and our In-School and Out-of-School Youth programs. Key components of these programs are focused on preventing dropout rates from increasing. These programs are strategically placed in high need programs such as the Juvenile Justice Center (JJC) and the Rise Up Academy in South Bend. There is a strong partnership with Goodwill Industries and their Excel Center which provides on-site childcare and is located on a solid transportation line. Other partnerships are in place with the Youth Services Bureau, the Adult Ed programs, the Food Banks, Bridges out of Poverty, and the United Way to identify and assist those Youth who have dropped out of school without their diploma. This strong focus on credit recovery and high school equivalency attainment is beginning to see a decrease in individuals in this age group without this vital skill.

2.2 Describe how the board's vision aligns with and/or supports the vision of the State Workforce Innovation Council (SWIC) as set out in the WIOA State Plan. A copy of the State Plan can be found at:
<http://www.in.gov/dwd/2893.htm>

The Board chose to use the Strategic Plan developed by former Lieutenant Governor Sue Ellsperman through the Center for Education and Career Innovation (CECI) and the state workforce innovation council (SWIC) in June 2014 as the basic guide for an integrated, unified plan for Economic Growth Region 2. This plan falls in line with the core driving changes of the new Workforce Innovation and Opportunity Act. The following strategies were used to develop the Strategic Plan:

- **Strategic Imperative 1:**
Ensure the State of Indiana maintains a cohesive, demand-driven education, job skills development, and career training system that focuses on developing and delivering client-centered career pathways.
- **Strategic Imperative 2:**
Increase the skill and education levels of Indiana's workforce in order to meet the needs of the State's employer community
- **Strategic Imperative 3:**
Increase the alignment between education and training provided through the use of public funds and high-paying occupations and careers that are projected for growth
- **Strategic Imperative 4:**
Make Indiana a leader in employment opportunities related to the fields of science, technology, engineering, and math (STEM)
- **Strategic Imperative 5:**
Address the shortage of employment opportunities for individuals with a bachelor's degree or greater educational attainment

The Region 2 Workforce Development Board still believes these 5 strategic imperatives to be important and essential drivers for our regional workforce plan.

2.3 Describe how the board's goals contribute to each of the SWIC's goals:

- **GOAL 1: SYSTEM ALIGNMENT** -- Create a seamless one-stop delivery system where partners provide worker-centric and student-centric integrated services.

Partners within the talent development system are working with limited resources as well as limited information about the services being provided by one another. Agencies have similar goals and complementary services, yet programs often operate in silos. The system should align around solutions, rather than funding streams and programs. Greater focus must be given to a true systems approach which aligns resources to maximize their impact and fundamentally transform the way in which workers and students engage with, and are served by the system. Within such an approach, agencies and organizations work together, integrating resources and services, sharing goals, strategies, and successes, and ensuring that students and workers are provided with opportunities to improve their education, knowledge, and skill levels.

The first step toward true system alignment in EGR 2 was in the re-engagement of NIWB, Inc's Board Committees. The Committees are made up of Local Legislative Outreach, Employer Relations, Local Partners Outreach, Performance and Data, Post-Secondary, Work and Learn, and Policy. The NIWB is made up of individuals predominantly from the employer committees who have volunteered their time and talents to actively participate in developing a robust workforce development system in EGR 2. They serve tirelessly in Youth activities and as resources to ensure that the activities and services provided in the Region 2 WorkOne are closely aligned with the employer needs. As some are members of the education system in Region 2, they have served to guide the types of training needed to develop a workforce that is ready to meet the economic development needs as well. Training programs in EGR2 have been streamlined and tailored to meet the current employer needs and targeted future needs. This guidance is available to all members of the Partners Consortium, especially in terms of data and employer intelligence.

The next step in our system alignment came through the development of the Partners Consortium. This included organizations mandated through WIOA and those necessary to support such issues as providing priority of service to those "most in need" and individuals with disabilities. While much work in Region 2 over the past four years has been done in loose collaboration, all members of the Consortium agree that it needs to be more effectively and more collaboratively provided. The following is the list of Core and Expanded Partners who are MOU'd members of the Partners Consortium and the pieces developed through the collaboration to ensure a participant-centric Workforce Development System for the individual job seeker as well as for regional employers:

Partners Participating in the Consortium:

- **Wagner-Peyser Services – Employment Services**
- **Veterans Services**
- **Workforce Investment Act -> Workforce Innovation and Opportunity Act Services (WIA Title I)**
- **Trade Assistance Adjustment Program**
- **Unemployment Insurance**
- **Adult Basic Education Programs (WIA Title II)**
- **Career Tech Ed Programs (Carl Perkins)**
- **Senior Community Service Employment Program**
- **Proteus – Migrant Farmworker Program**
- **Vocational Rehabilitation Services**
- **FSSA – SNAP Programs**
- **IMPACT Programs**

- **Disability Employment Initiative**
- **HIRE Program – State’s Ex-Offender Program**
- **HOPE – Local Professional Networking Program**
- **Goodwill of Michiana**
- **Bridges Out of Poverty**
- **Bethel College**
- **Holy Cross College**
- **Ivy Tech Community College**
- **Lake Michigan College**
- **Purdue – TAP/MEP Program**
- **Registered Apprenticeship Programs**
- **Operation Job Ready Vets**
- **South Bend Coding School**
- **Job Corps**

As the agencies came together, it became very clear that a mission statement was needed to unite the work that needs to be done to build a skilled workforce that clearly matches the employment needs of St. Joseph, Elkhart, Kosciusko, Marshall, and Fulton Counties. The needs for these counties were determined through the use of Local Labor Market Information consistently supplied by the Northern Indiana Workforce Board.

Shared Mission Statement:

- **“Seamlessly providing the resources, education and skills to meet regional employment goals, needs of the individual job seeker and the employer building community sustainability.”**

This statement continues today in PY16 to be the “Shared Mission Statement” for the consortium.

Another key issue for the stakeholders had to agree upon is Shared Outcomes. The Consortium realized that many of the programs are monitored on items that are the keys to their programs’ success. However, the following outcomes were determined to be the outcomes shared by all organizations:

Shared Outcomes:

- **Placement – Entered Employment, Entered Post-secondary Training, or Entered Military**
- **Retention**
- **Work Participation Rate –Work and Learn Programs being utilized**
- **Wage**
- **Career Pathway**
- **Number of Successful Closures**
- **Number Enrolled**
- **Most in Need and Priority**
- **Disability**
- **Non-traditional Careers**
- **Certifications and Credentials**
- **Referrals between Programs**
- **Integrated, Shared Resources**

The Northern Indiana Workforce Board hired a consultant to assist in the gathering of data. Over the next four years, this data will continue to be refined and designed to give a true picture of the Partners Consortium and its effectiveness in developing a skilled workforce among the poorest of the poor in our five counties. The joint Partnership Consortium has agreed to meet no less than once a month through the formative months of the

partnership. In August 2015, the Partners Consortium came together to provide robust training for all field level staff members to ensure the skills needed to serve our shared participant base. The training was done by Dr. Beverly Ford and provided by the Northern Indiana Workforce Board for all partner participants. The keys to success will be a thorough understanding of the dynamics involved in the chaos of poverty with case management techniques designed to meet those challenges. In order to provide job leads, job development, job coaching, internships, work experiences, Registered Apprenticeship opportunities, and On-the-Job Training, the Business Service members of each agency will come together to develop a joint Business Service Plan to ensure employers are not bombarded with too many visits and that all Business Services team members have the knowledge to sweep the region. Many joint staff meetings will be convened in order to ensure communication is well-developed between agencies.

As we have determined our America's Job Center is, in fact, an integrated Workforce Development System, participants should not need to know the difference between agencies. All agencies are provided space in the current WorkOne facilities for all facets of work being done to assist participants in becoming Job Ready. Another key factor to remember is that all services are accessible online. All of the Partners have agreed to have a link to each program's website, linking the participant to any and all resources needed. In these facilities or at the WorkOne office, participants have access to Career Services, Training, Job Search Assistance, Specific Barrier-Related Assistance, and Current, Relevant Labor Market Information to drive their Job Search. The following flow chart demonstrates the flow of a participant through the Region 2 Local Unified Plan:

FLOW:

- Participant Enters the Workforce Development System: Under-employed, Most in Need, or Needs Assistance
 - Entry Points – **Completed through online access at all facilities!**
 - Current WorkOne facilities and programs
 - Wagner-Peyser Employment Services
 - JVSG – Veterans Services
 - Unemployment
 - Re-Employment Assistance
 - Jobs for Hoosiers
 - Training Programs through Workforce Innovation and Opportunity Act (WIOA)
 - HIRE
 - HOPE
 - SCSEP
 - Proteus
 - Adult Ed offices
 - IMPACT offices
 - Vocational Rehabilitation
 - FSSA Workforce Program offices
 - Career Tech Education locations
 - Community College
 - Colleges with Adult Continuing Education or Workforce Training Programs
 - Purdue TAP/MEP
 - Bethel College
 - Holy Cross College
 - Lake Michigan College
 - Ivy Tech Community College
- In addition to the application, the participant completes an online “referral” form on ***Charity Tracker**
 - Available on computers at all Partner agencies

- Able to track the referral from start to completion
- When possible, staff will be available to travel to Partner agencies to reduce the travel for the participant
 - WorkOne has available space for all Partner agencies when necessary
 - WorkOne has staff available to travel to all Partner agencies when necessary
- GOAL 2: CLIENT-CENTRIC APPROACH -- Create a *client-centered* approach, where system partners and programs coordinate in a way that each individual worker or student has a pathway to improving his or her education, knowledge, skills and, ultimately, his or her employment prospects, with a focus on in-demand careers.

The State's education, job skills development, and career training system must ensure that the talent development system focuses on the individual students or worker's aspirations and needs and provides all students and workers with access to pathways for improving employment prospects. In many cases throughout the existing system, activities and services provided are *program-focused*, with the specific program being placed at the center of service delivery. In such a model, greater focus is given to meeting program requirements and less attention is paid to truly serving the individual. This has left the workers or students navigating a complex web of program requirements, often having to visit multiple program locations, multiple times, and providing the same information at each stop in order to receive the services needed. This paradigm must shift dramatically towards ensuring that system partners and program requirements are aligned with the worker or student at the center of service delivery. In this *client-centered* approach, system partners and programs coordinate in a way that each individual worker or student has a pathway to improving his or her education, knowledge, and skills and entering into a fulfilling and rewarding career, with partner and program resources designed to complement the individual's pathway.

As we have determined our America's Job Center is, in fact, an integrated Workforce Development System, participants should not need to know the difference between agencies. All agencies are provided space in the current WorkOne facilities for all facets of work being done to assist participants in becoming Job Ready. Another key factor to remember is that all services are accessible online. All of the Partners have agreed to have a link to each program's website, linking the participant to any and all resources needed. In these facilities or at the WorkOne office, participants have access to Career Services, Training, Job Search Assistance, Specific Barrier-Related Assistance, and Current, Relevant Labor Market Information to drive their Job Search. The following flow chart demonstrates the flow of a participant through the Region 2 Local Unified Plan:

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 - WorkOne has available space for all Partner agencies when necessary
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- GOAL 3: DEMAND DRIVEN PROGRAMS AND INVESTMENTS -- Adopt a data-driven, sector-based approach that directly aligns education and training with the needs of Indiana’s business community.

The National Governors Association reports:

Sector strategies are among the few workforce interventions that statistical evidence shows to improve employment opportunities for workers and to increase their wages once on the job. Employers report increases in productivity, reductions in customer complaints, and declines in staff turnover, all of which reduce costs and improve the competitiveness of their companies.¹

Due in part to the limited public resources available for education, training, and career development, it is important that the State ensure that the resources it makes available are closely aligned with the sectors that are key drivers of the state’s existing and emerging economy. Further, partners within Indiana’s education, job skills development, and career training system must enhance their ability to engage meaningfully with employers within these sectors, and ensure that programming addresses the emerging and existing education, knowledge, and skill needs of these sectors from entry level to advanced. Concurrently, the State and its partners need to ensure that there are effective and meaningful forums for employers in these sectors to collaborate with each other and to work with the system’s partners.

The SWIC’s strategic plan includes a number of strategies under each goal. Local boards are not expected to address how each strategy will be implemented. It is up to the discretion of the local board to determine what strategies best fit the local needs.

¹ National Governors Association, “State Sector Strategies Coming of Age: Implications for State Workforce Policy Makers.” <http://www.nga.org/files/live/sites/NGA/files/pdf/2013/1301NGASSSReport.pdf>

As mentioned prior, the Northern Indiana Workforce Board is working with a consultant to ensure the success of the strategies being designed between all agencies to ensure the success of Individual Participants, while meeting the needs of Regional Employers. Through the use of the EGR 2 Business Consultants, Local Labor Market Information, the EGR 2 Chambers of Commerce, the Indiana Economic Development Corporation's Region 2 Representative, the Local Economic Developers, and the employers themselves, the region has maintained a good understanding of local employment needs. This will continue to be refined as we incorporate the other Business Services members of the Partners and their employer advisory committees in the work we do. The mission of the WorkOne offices has been: *"We exist to get people jobs as quickly as possible at the highest pay available by meeting the needs of regional employers!"* This mission will continue to drive the expanded Business Services team.

Our Local Labor Market analysis has yielded the following information to support the Career Pathway/Sector Strategy plan for EGR 2:

- **Advanced Manufacturing:**
Employment in this sector is the driving job force in Region 2. The sector employs over double any other sector in Region 2. According to the Quarterly Census of Employment and Wages for the third quarter of 2015, manufacturing employed over 96,000 people in Region 2. This represents over 32% of all jobs in the Region. The demand for employment for this sector continues to be strong. For the twelve month period beginning June 2015 and ending June 2016, this sector posted 6,538 positions in Indiana Career Connect. This sector routinely has several of the top ten in demand positions each month. The 2015 Occupation Employment Survey states mean hourly wage for this sector is \$16.92 an increase from \$15.30 a year ago.
- **HealthCare:**
Growth in this sector mirrors the growth projections for both the State and National projections. Total employment grew at a 2.6% rate, while hospital employment grew at a 5% rate. Career Pathway theory is well demonstrated by the demand in this sector at the entry level positions, CNA/MA through Registered Nurses. These positions were the ninth and tenth most "in demand" positions in Region 2 during 2015. Wages were up 5.2% for non-physician based occupations in the sector. This is less than a year ago when wages rose 9% for the same group. Mean wage is \$13.54 per hour for those same occupations.
- **Transportation and Warehousing:**
Strong demand exists in both the area of motor vehicle operators and warehousing personnel. This demand is expected to continue due to the proximity to infrastructure and the population centers of the United States and the focus on attracting business to capitalize upon this advantage. From June 2015 to June 2016, this sector has 1032 job postings. This industry occupies the 4th, stock and material movers and the 8th, certified truck drivers, most frequently posted jobs in Region 2. This sector has a mean wage of \$15.72 per hour.
- **Professional and Tech Services:**
Demand for this sector is expected to grow markedly in Region 2. Three factors play into the expected increase in demand. First is the development of Union Station Technology Center and Ignition Park

which houses industry leading tech companies like Data Realty in South Bend. Second is the Innovation Center Inked with the University of Notre Dame and is an incubator for tech start-ups. The final piece is the commercialization of research efforts by the University of Notre Dame. This sector has a median wage of \$22.75 per hour and grew at a 1 percent rate for 2015.

➤ **Construction:**

The Construction sector shows steady demand currently and strong near term opportunity. An aging workforce and a rebounding economy led to 1263 job postings which reflected a substantial increase over the 339 in 2014. The outlook is strong due to massive building projects slated at the University of Notre Dame and municipal projects throughout the Region. The recent Regional Cities award to the region has provided many construction projects as well. Demand is expected to grow as the housing sector is experiencing a rebound. The average rate of pay for this sector is currently \$22.76 per hour and the entry level pay rate is \$12.56 per hour.

2.4* Describe how the board's goals relate to the achievement of federal performance accountability measures. [WIOA Sec. 108(b)(1)(E)] See WIOA Section 116(b)(2)(A) for more information on the federal performance accountability measures.

The performance Metrics Committee is tasked to develop goals for the Board and staff that meet Federal guidelines. Currently board metrics exceed the common measures that are monitored by DWD and USDOL. When the new regulations become available on June 30th, 2016 the committee will work to establish metrics that meet the federal guidelines.

The Key Success Indicators in prior Workforce Investment Act legislation will not likely be deviated from in the new Workforce Innovation and Opportunity Act legislation. These key indicators include: Placement (generally considered placement into employment, but can also consist of entrance into post-secondary or military), Wage (when applicable), Retention (when looking at employment), Credentials Earned, and Literacy Gains. These key indicators are watched by staff members in all of their work. This information guides and directs the development of programs, the training providers used within the system, and any changes in how we provide career coaching. This work is not done by agency, it is done by program. It is not uncommon for those entering the WorkOne office to come from varying backgrounds requiring staff creativity and development of new strategies to attain the goals set by the Indiana Department of Workforce Development and the Departments of Labor, Education, and Human Health Services. This key evaluation of all programs and strategies is highly monitored by the NIWB to ensure quality programs and strategies are in place to develop a skilled workforce in Region 2. The Region 2 WIOA Partnership agreed on Common Measures for the Region. The new case management system designed for Indiana DWD will assist greatly in the reporting and tracking of these shared outcomes.

2.5* Describe additional indicators used by the local board to measure performance and effectiveness of the local fiscal agent (where appropriate), contracted service providers and the one-stop delivery system, in the local area. [WIOA Sec. 108(b)(17)]

By agreement with the Chief Elected Official the NIWB has been appointed fiscal agent. The CFO fulfills

the responsibilities of the fiscal agent for the board. The CFO is monitored by DWD fiscal monitoring, outside third party auditors and the finance committee of the board and the Treasurer.

Region 2's service provision structure was put into place in July 2011. At the outset of this structure, the Board saw an approximate \$350,000 savings. This structure has all field work monitored by NIWB staff members on daily/hourly basis. All programs are managed by a team of Indiana Department of Workforce Development Local Office Managers and NIWB Center Managers. This team provides direct operational and process guidance to frontline staff who are procured through a staffing vendor. The work is monitored daily and is watched for programmatic success. This team of managers provides direct input back to the Board on the quality of service provided to the customer – both job seeker and employer. A close eye is kept on the expenditure of funds and the return on investment of these funds as they are provided for various training programs available within the region. While the staffing vendor provides HR functions for the staff, the local Management Team does yearly evaluations until such time as more close monitoring is required to ensure compliance with all regional policies and procedures has been deemed necessary and all follow up disciplinary actions (as needed) are followed in accordance with the law. This has allowed the region to maintain a low budget for staffing, increased budget for training and direct services to the customer. The efficiency in this model has met the Board's expectations for the Region.

2.6 Highlight the area's strategies to train the workforce so that the state is ready to meet the 1 million jobs that will be available in 2025, including but not limited to Adult Education, WorkINDiana, in and out of school youth, HIRE, Rapid Response, TAA, Veterans programs, REA, Jobs for Hoosiers, and other sources of funding.

The Region is working diligently with employers from our key sectors to develop training strategies to meet these needs. In the Healthcare sector, we are working with area healthcare facilities to continue to develop short-term training with paid work experience or OJT's that will lead to an assured interview with targeted employers. In the Manufacturing sector, a team of employers and training providers have been pulled together through the SkillUp – 2 grant application process to develop a training facility that will meet the basic manufacturing skills training needs, while moving area CTE programs, AE programs, Adults, and Dislocated Workers through all training needed in our region's manufacturing sector. This facility will be known as "The Sibley Center" located in South Bend and will work with area high school STEM programs, robotics teams, and serve as a training facility for individuals to "try out" manufacturing as a career. The region is working very closely with our emerging technology sector that has been significantly impacted by the South Bend Code School and local CTE programs, AE programs, secondary, and post-secondary programs. With the development of the Ignition Center and the Notre Dame innovation Park, Region 2 is not short on the need for skilled IT/Technical Professionals. These locations will provide many internships and employment opportunities. Region 2's Native American Indian WIOA grants/programs are working with us very closely as the Potawatomi Tribe is beginning its next Casino project in South Bend. This provides the opportunity for many good jobs within the Hospitality sector. Training programs have already begun as we prepare for the influx of jobs coming within the next year. Logistics training for region 2 is taking a higher priority as we continue to work with our employers on developing higher wage, higher demand jobs. While Region 2 is known for its relatively low-skilled manufacturing base, many employers are beginning to look at automation and robotics, which will make a major shift in our manufacturing sector. This will increase the need for more logistics professionals able to work in quality and shipping

and receiving, as opposed to the inherent need for truck drivers. Training programs that cover the spectrum of learning from cradle to grave are being developed in Region 2 through the continued and collaborated efforts of WorkOne, Horizon Educational Alliance, Goodwill Industries, the Adult Ed and Career Tech Ed programs, and our post-secondary colleges, universities, and short-term training providers. Many individuals and organizations have come together to meet this need as a community partnership.

Through a CELL grant received in the Region through the St. Joseph County Chamber in collaboration with the Horizon Education Alliance, a group of Advanced Manufacturers has been pulled together to create a database of resources and local skilled workforce for the employers, while supplying the Career Tech Ed programs, Adult Education programs, and post-secondary institutions with information for regional employment to share with their students. This is an on-going project and has led to additional attempts to secure other grants which would allow for the development of better coaching from high school career counselors and JAG staff.

Through the use of Adult Ed-funded WorkIndiana training dollars, the region has developed a "Super Modular" approach to certification training to ensure the basic skills (math and reading) are in place and a short-term turnaround training allows job seekers to quickly skill up to the employers increasing need for employees. This has been part of the region's desire to build the entry-level pipeline with not only the work readiness (through a coaching program provided in the WorkOne), basic skills (through the Adult Ed programs), and certification training (through our post-secondary providers), but all the barriers to employment, such as transportation and childcare, being met efficiently.

The NIWB working closely with our South Bend Mayor's Workforce staff have created programs for the hardest to serve populations within the South Bend city limits, focusing predominantly on the Urban Enterprise Zones. Using Labor Market Information and information gathered from local employers, the Chamber of Commerce, and economic development, training programs have been developed in the key sectors – Construction, Manufacturing, Hospitality, Healthcare, and Logistics. Current projects are beginning to develop in the IT sector as well.

Through our Regional Business Services Team made up of all Partner Agencies, the region has seen several companies either close, change hands, or move out of our region. This work has led to more effective approaches to both Rapid Response events and to Lay-off Aversion where possible. This work also includes companies effected by Trade legislation. Primary focus of this team is two-pronged, where possible, quickly job develop dislocated workers into jobs most closely matching their skills and salary expectation and secondly, to provide resources allowing the threatened company the opportunity to skill up their staff and "save" their company. Through resources provided through grants from the Department of Workforce Development, over 1500 workers in the region have benefitted from this work in the past 6 months.

Our Veterans hold high priority in the work being done within the WorkOne offices. Much time and many resources have been provided to ensure the transition of our service men and women is appropriate for local employers. Transition is not easy. Utilizing the intensive work of the operation Job Ready Programs and our local coaching program, our returning veterans more quickly ease back into employment.

The RESEA program, implemented by DWD in the spring of 2016, has significantly increased the foot traffic in the Region 2 WorkOne offices. There are many individuals who are ready to return to work quickly. Some are white-collar workers that move through our Professional Networking (HOPE) program and back into high-paying, highly skilled professional jobs. Others simply possess the highly required job skills to quickly transition back into the workforce. The beauty of this program is the opportunity to fulfill our legislated responsibility of serving the hardest to serve population. As a result of the RESEA program calling in all individuals seeking unemployment benefits, we now have ready access to those who need the WorkOne services most. These individuals are

screened and assessed for proper placement into the appropriate services either provided within WorkOne through our in-house programs including the Migrant, Seasonal Farmworker Program, Vocational Rehabilitation Services, or work done through Goodwill Industries or work provided from our external partners such as Bridges Out of Poverty, the JJC, the Youth Services Bureau, the United Way, or many other community partners. As Jobs for Hoosiers will ramp up again in late November, these individuals will be assessed and screened for all services necessary to return them to a self-sustaining, livable wage.

Section 3: Local Area Partnerships and Investment Strategies

Please answer the following questions of Section 3 in 15 pages or less. Many of the responses below, such as targeted sector strategies, should be based on strategic discussions with the local board and partners. The local board is not required to complete the questions shaded in gray at this time. **Questions that require collaborative answers for regions 5 & 12 are designated with an *.**

3.1 Taking into account the analysis in Section 1, describe the local board's strategy to work with the organizations that carry out core programs² to align resources in the local area, in support of the vision and goals described in Question 2.1. [WIOA Sec. 108(b)(1)(F)]

Through the Region 2 WIOA Partnership, agencies are now fully aware of the programs available from each agency. This has help in resource mapping and better use of organizations specialized funding sources. In so-doing, we are able to better leverage our funding across partners to ensure the needs of the individuals are being met, but more importantly, that the skilled workforce so desperately needed by our regional employers are going to be met.

One of the best examples of this work being done in Region 2 was the manner in which all partner agencies came together to align all workshops and workforce activities to ensure that the volume of individuals called in through FSSA's HIP 2.0 ABAWD (Able Bodied and Without Dependent) population that was called in to participate in training in lieu of losing benefits for three years. All agencies and organizations ensured that every training, every workshop, and every potential service met the requirement for the IMPACT program provided for FSSA by their provider ResCare. This is the strength of the Region 2 system and the Region 2 WIOA Partnership.

In addition, the Region is working hard with the owners of a company now fondly called the "Sibley Center", in which all providers and agencies will have the opportunity to utilize the equipment and services provided within the Center to ensure workplace skills and work readiness. The targeted participants for this are local CTE programs, members of NTMA's 22 Robotics Teams, the local Project Lead the Way programs, Vocational Rehab customers, Adult Ed certification programs, and local manufactures.

3.2* Identify the programs/partners that are included in the local workforce development system. Include, at a minimum, organizations that provide services for Adult Education and Literacy, Wagner-Peyser, Vocational Rehabilitation, Temporary Assistance for Needy Families, Supplemental Nutritional Assistance Program, and programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006. [WIOA Sec. 108(b)(2)]

As previously identified under section 2.3 above: **Partners Participating in the Consortium:**

- **Wagner-Peyser Services – Employment Services**
- **Veterans Services**

² Core programs mean Title I Adult, Dislocated Worker, and Youth Services, Title II Adult Education and Literacy, Title III Wagner-Peyser Employment Services, and Title IV Vocational Rehabilitation.

- Workforce Investment Act -> Workforce Innovation and Opportunity Act Services (WIA Title I)
- Trade Assistance Adjustment Program
- Unemployment Insurance
- Adult Basic Education Programs (WIA Title II)
- Career Tech Ed Programs (Carl Perkins)
- Senior Community Service Employment Program
- Proteus – Migrant Farmworker Program
- Vocational Rehabilitation Services
- FSSA – SNAP Programs
- IMPACT Programs
- Disability Employment Initiative
- HIRE Program – State’s Ex-Offender Program
- HOPE – Local Professional Networking Program
- Goodwill of Michiana
- Bridges Out of Poverty
- Bethel College
- Holy Cross College
- Ivy Tech Community College
- Lake Michigan College
- Purdue – TAP/MEP Program
- Registered Apprenticeship Programs
- Operation Job Ready Vets
- South Bend Coding School
- Job Corps

3.3* Describe efforts to work with each partner identified in 3.2 to support alignment of service provision and avoid duplication of services to contribute to the achievement of the SWIC’s goals and strategies. [WIOA Sec. 108(b)(2) and (b)(12)].

The Region 2 WIO Partnership has developed a shared referral process that ensures that the needs of each individual are met on a hierarchical level. Sometimes, all they need are Basic Career Services through WorkOne, Goodwill Industries, or the IMPACT program. When training resources are needed, the process allows for individual assessment that determines the best organization to handle their specific need. In these cases, Voc Rehab, SNAP or TANF Education and Training, Adult Ed, Career Tech Ed, Veterans, or WorkOne through the eligibility determination processes service the customer with the funding that allows for their maximum training and personal benefit.

Many of the Region 2 Partner Agencies are highly skilled in case management of designated populations. The Region has taken an “expert” approach to this work. Those programs serving specific populations (Voc Rehab, Ex-Offenders, IMPACT, Youth Services Bureau, etc) with specific needs case manage their customers to work readiness. With WorkOne’s mission being “to exist to get people jobs as quickly as possible at the highest possible wage...” the goal of the WorkOne staff is more aligned

with the Placement outcome for all the partners. This has been a good partnering method for the region.

3.4 Identify how the local board will carry out a review of local applications submitted under WIOA Title II Adult Education and Literacy, consistent with the local plan and state provided criteria. NOTE: *Since this guidance has not been finalized by the state, this item does not need to be addressed now.* [WIOA Sec. 108(b)(13)]

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3.5* Describe how the local boards are partnering with economic development and promoting entrepreneurial skills training and microenterprise services. [WIOA Sec. 108(b)(5)]

The NIWB currently has two Presidents of Economic Development agencies on the board. The president of the St. Joseph County Chamber and the President of Kosciusko County Economic Development Corporation are actively engaged in the development of these programs with the board both for adults and youth. Our youth program is currently working with our chambers and Junior Achievement to provide opportunities for our youth clients to mentor younger youth in business learning. The board's participation extends to Regional Cities projects that promote these skills. Additionally we have worked with the city of South Bend and the South Bend Coding school to bring a coding entrepreneurial program to the region. The board is also actively participating in and assisting with the development of a R2AMP program designed to provide these types of opportunities in St. Joseph County.

3.6 Describe how the local area is partnering with adult education and with out of school youth regarding business services.

The Region 2 WIOA Partnership has come together to develop a Regional Partners Business Services Team. This team meets on a regular basis, no less than once a month, to ensure that every individual who has benefited from each of the partner programs has either entered into employment or begun a hands-on work-related experience, such as on-the-job training, work experience, internship, or an equivalent hands-on, supervised time on the machines they will be using in the actual workplace – these are designed specifically for individuals coming out of Voc Rehab programs where individuals have to be coached through their experience and then into the actual work environment. For the Adult Ed and Youth programs specifically, Job Placement Specialists and Job Developers have been designated to work very intensely to locate these experiences and work opportunities as soon as training has been completed or the high school diploma or equivalency has been obtained. Partners in these efforts are Voc Rehab, Adult Ed programs, WIOA and JAG Youth programs, Goodwill Industries, Bridges Out of Poverty, Horizon Education Alliance, all WorkOne programs, Community Foundations, Chambers, SCSEP, IMPACT, and FSSA.

3.7 Describe how the local board coordinates education and workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services. [WIOA Sec. 108(b)(10)]

The Board works closely with Ivy Tech, Purdue TAP/MEP, Bethel College, and high schools to develop training programs that have been employer vetted. These trainings are coordinated with coaching programs to ensure the Work Readiness piece is being delivered, customers are co-managed by both institutions during the training phase, and outcomes are jointly shared. As we continue to work with our employers to determine specific training needed, the appropriate school is brought in to develop that training and it is offered in tandem with every partner with jobseekers to ensure maximum class size is met and employers have more individuals to interview at training completion. *Good examples of this work are the partnering with Bethel College as we revamp the Indiana Plan in Region 2. Bethel has designed key components to ensure the students' success in this program. Purdue TAP has been used many times to design employer-specific training to avoid closure and lay-off of staff. As additional funding has been secured through our local Native American WIOA program, training is being developed to fill positions in the new casino being built next year in South Bend. Our post-secondary partners are our lifeline in all areas of our work.*

3.8 Based on the analysis described in Section 1.1-1.3, describe plans to focus efforts and resources on serving priority of service populations in the local area, including how this focus will be managed. Include any other priority populations the local area will focus on.

Priority populations:

Voc Rehab

Veterans

Ex-Offenders

OOS Youth

Seniors

These areas will all be addressed through a new staffing structure that will be put in place after final WIOA regulations are available. The basic understanding of how many of these populations will be served involves cooperation with our partners who in some cases might take lead roles.

Region 2 is currently following the Indiana Department of Workforce Development's Priority of Service Policy and guidance.

Key work is being done in South Bend through the Mayor's Workforce Development Pathways Initiative to employ the hardest to serve in the Urban Enterprise Zones of the city. There have been targeted hiring events in local community centers and specially funded training programs with coaching set up specifically for these customers.

3.9* Based on the analysis described Section 1, identify one to three industries where a sector partnership(s) is currently being convened in the local area or where there will be an attempt to convene a sector partnership and the timeframe. Describe how you will be partnering to achieve defined goals.

In manufacturing, the Region received a R2AMP grant to convene employers to develop a website to provide a place to locate potential jobseekers or individuals who have received training in areas

relevant to their companies' work. *Through the St. Joe Chamber, this website should be up and running by next school year – 2017-2018.*

The NTMA is applying for a SKILL UP grant to develop a regional hands-on training facility for all potential manufacturing/robotics students to have hands-on opportunities in manufacturing that might not be available in the local high school or post-secondary schools in the region due to a lack of equipment. This partnership involves coding, industrial IT, all levels of manufacturing positions and skills, and even the more professional positions that are needed, such as accounting and organizational management. *In the development of the Sibley Center, all students will have "hands on" experience with manufacturing through short-runs, entrepreneurial pop-ups, and advanced use of Amatrol-based products to ensure a thorough working knowledge in the area of manufacturing. The timeline for this project is 9-12 months. Success of this program will be determined by the number of students who are actually able to actually feel, touch, and smell the use of real machines that real employers use.*

There are two distinct healthcare groups who meet regularly to discuss healthcare employment needs. One of these groups focuses primarily on skilled nursing care for elder care, while the other focuses on the needs of area hospitals. Staff members are currently working with both of these groups to determine the best training programs to offer to meet each area's demand. *The Region is now working on a partnership with Michigan Works to ensure that the healthcare industry has the skilled workforce needed to meet the local needs. This will allow for a higher percentage of individuals to enter all levels of tech training in addition to the CNA currently going on in the region. This work should begin within the next 6-8 months and will be defined as a success when the tech trainings increase.*

A group of IT professionals meet on a regular basis to continue developing this sector in Region 2. The partnership is in the middle of these meetings as well to ensure that as it continues to emerge, we are meeting the need "on-time" as opposed to ahead of the demand, which could cause many individuals to leave the region seeking this type of employment. *This IT group recently received a rather substantial grant to begin this work. Within the next 3-6 months, there should be a significant increase in the number of individuals entering the basic coding programs that will lead to the need for additional, higher-level IT training to feed the needs of the metranet employers.*

3.10 Describe how the local board will facilitate the development of career pathways systems, consistent with the Career Pathways Definitions. [http://www.in.gov/jcc/files/Indiana_Pathways_Definitions\(1\).pdf](http://www.in.gov/jcc/files/Indiana_Pathways_Definitions(1).pdf) [WIOA Sec. 108(b)(3)]

A Career Pathway/Sector Strategy (Attachment A) piece was developed, *designed, defined, accepted by the Region 2 WIOA Partners*, and is used by all Partners Consortium members to assist the (most-in-need participants) to understand the benefits of life-long learning leading to increasing employment opportunities resulting in self-sustainability. By working closely with each member of the Partners Consortium to ensure that the training being delivered in fact meets the needs of the Regional Employers, the system is well-staged to increase high school diploma attainment, an increase in dual credits, and a reduction in the remedial needs of students entering post-secondary increasing the opportunities for higher successful completion rates with less

loan debt. Through collaboration with the EGR 2 Works Council, the push into the K-8 programs to increase the understanding of Career Pathways and Sector Strategies will be handled by the Works Council. This will result in more Career Fairs and opportunities for students to fully explore, at a younger age, the STEM careers available in EGR 2 and the advantage of working through CTE programs to increase their opportunities in the high-wage, high-demand jobs available to them at any point in their educational progress. This linkage of Career Pathways through the educational system will greatly increase the positive outcomes for both students and employers, as the employers have guided the development of this piece.

See Career Pathways Document in attachments

- 3.11 Identify and describe the strategies and services that are and/or will be used to:
- A. Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs, in addition to targeted sector strategies
 - B. Support a local workforce development system described in 3.3 that meets the needs of businesses
 - C. Better coordinate workforce development programs with economic development partners and programs
 - D. Strengthen linkages between the one-stop delivery system and unemployment insurance programs

This may include the implementation of incumbent worker training programs, on-the-job training programs, work-based learning programs, apprenticeship models, customized training programs, or utilization of effective business intermediaries and other business services and strategies that support the local board's strategy in 3.1.

[WIOA Sec. 108(b)(4)(A&B)]

See Partnership Attachment

3.12 If the local board is currently leveraging funding outside of WIOA Title I funding and state general funds to support the local workforce development system, briefly describe the funding and how it will impact the local system. Break down the description by adult, dislocated worker and youth. If the local board does not currently have oversight of additional funding, describe any plans to pursue it.

NIWB has worked hard to develop funding opportunities outside of WIOA. This has been especially critical as allocation funding in PY15 and PY16 dropped 35% over the two year period. Without external funding the board would be challenged to support those "hardest to serve" clients that WIOA and Congress have directed us to serve.

Several Programs/Grants that have been secured by the board outside of WIOA include:

- South Bend Mayor's Pathways Grant – *training funding only for individuals falling with specific zip code areas*
- SMART Training grant – *training funding only for hardest to serve individuals in Mishawaka*
- SCSEP – *program specific funding for 55 and older population – Federal grant*
- Americorps Grant – *planning grant to develop a proposal for serving hardest to serve populations in the region*
- Pokagon Band Youth Grant – *training funding only for Youth of Native American descent for Hospitality training*
- Ticket to Work – *offshoot of the DEI grant to ensure Ticket holders meet expected outcomes*
- Michigan Power Company – *funding for specifically planned programs serving adults*

3.13 Including WIOA and non-WIOA funding, what percentage of total funds would you project will be used for training annually?

Thirty Five percent of overall funds will be used for training. WIOA funds are expected to represent 51.4% of overall funds available to NIWB in Region 2.

3.14 Optional: Describe any collaboration with organizations or groups outside of your local area, interstate or intrastate, and what outcomes you plan to achieve as a result of the collaboration.

Because of the need for resource sharing along with best practices we currently coordinate with Region 4 Ivy Tech for WorkIndiana training at the rural Rochester facility. Due to commuting patterns we work closely with Michigan Works on employment opportunities and with Rapid Response and TAA activities. We participate in each other's "events" and then share case management of clients. We have also worked with Operation Job Ready Vets to pilot their program in the WorkOne facilities and devise a way to integrate it with the job center systems. We have encouraged other regions to work with this program as well to support the grant that DWD obtained.

Section 4: Program Design and Evaluation

Please answer the following questions of Section 4 in 12 pages or less. Many of the responses below, such as career pathways and individual training accounts, should be based on strategic discussions with the local board and partners. The local board is not required to complete the questions shaded in gray at this time. **Questions that require collaborative answers for regions 5 & 12 are designated with an *.**

4.1 Describe how the local board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment and out of school youth. Include referral processes with one stop partners. [WIOA Sec. 108(b)(3)]

The Region 2 WIOA Partnership has come together to develop a Regional Partners Business Services Team. This team meets on a regular basis, no less than once a month, to ensure that every individual who has benefited from each of the partner programs has either entered into employment or begun a hands-on work-related experience, such as on-the-job training, work experience, internship, or an equivalent hands-on, supervised time on the machines they will be using in the actual workplace – these are designed specifically for individuals coming out of Voc Rehab programs where individuals have to be coached through their experience and then into the actual work environment. For the Adult Ed and Youth programs specifically, Job Placement Specialists and Job Developers have been designated to work very intensely to locate these experiences and work opportunities as soon as training has been completed or the high school diploma or equivalency has been obtained. Partners in these efforts are Voc Rehab, Adult Ed programs, WIOA and JAG Youth programs, Goodwill Industries, Bridges Out of Poverty, Horizon Education Alliance, all WorkOne programs, Community Foundations, Chambers, SCSEP, IMPACT, and FSSA.

The Basic Core services within the region, whether provided at Goodwill, Voc Rehab, Adult Ed, IMPACT, or WorkOne, have been aligned with one another to ensure participants are receiving the same information, advice, and counseling from each agency. The background for these services is based strictly in the Labor Market Information as compiled by the Northern Indiana Workforce Board and provided to the partners. This information is reviewed with each agency to ensure a consistent message between partners. As individuals interact with staff from the providers, the staff through careful

assessment and screening refer the participants to the program that will best meet their individual needs. The customer always has the choice of the agency they prefer to work with, but the best possible resources are always given to the customer. Sometimes, the referrals to other agencies have to do with one-on-one specific services designed to meet the individual needs and sometimes customers are referred in order to meet a supportive service need, such as tools or boots for a specific job. All referrals result in a final referral back to the WorkOne Business Services Team for placement into employment. This method and process of referrals allows each agency to maximize its resources providing the best resources for each individual customer.

4.2 Describe how the local board will utilize co-enrollment, as appropriate, in core programs to maximize efficiencies and use of resources. [WIOA Sec. 108(b)(3)]

The Local Board through the work of the Region 2 WIOA Partners Consortium has chosen to look at each organization/agency as a “point of entry” into the workforce development system. The workforce system is working from the perspective, that all of the organizations have two points of entry – the physical office and the web-based space. Organizations are working to meet the needs of those entering through web-based programs to create a seamless evaluation and referral system. As each individual is needs-assessed, it is determined who can best meet those needs. Through the referral process that has been developed, agencies refer between themselves opening doors for co-enrollment into all programs that it will take to meet those needs. The agreed upon ultimate goal of the Region 2 WIOA Partners workforce system is that each individual entering the system gets everything available to them to overcome their employment barriers with the final goal being employment. Some individuals will travel the path of vocational rehabilitation services or veteran services, some will enter training programs (short-term or long-term), while others will simply need to go through work readiness programs or hands-on work experiences with all leading to self-sufficient employment and stability for their families.

4.3 Describe board actions to become and/or remain a high-performing board, consistent with the factors developed by the State board pursuant to WIOA Sec. 101(d)(6). NOTE: Since these factors have not been determined as states are awaiting additional federal guidance, this item does not need to be addressed now. [WIOA Sec. 108(b)(18)]

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4.4 Describe the one-stop delivery system in the local area as required by WIOA Sec. 121(e). See below subparts for specific areas that must be addressed. [WIOA Sec. 108(b)(6)(A-D)]
(4.4D is a collaborative answer for Regions 5 & 12).

- A. Describe the local board’s efforts to ensure the continuous improvement of eligible providers of services, including contracted services providers, and ensure that such providers meet the employment needs of local employers, and workers, and jobseekers. [WIOA Sec. 108(b)(6)(A)]

This comes under the direction of the standards set by the board committees described elsewhere in this document. Policy will be modified as necessary after the WIOA regulations are finalized to ensure that the procedure is in compliance with WIOA.

Careful consideration must be given to the Region 2 NIWB staffing structure as it is quite different from other regions. Region 2 has taken on a staffing vendor model since July 1, 2009. This structure was maintained when the current Board staff came onboard with a few tweaks to the system that resulted in approximately \$350,000 in savings for salaries and benefits. There is no overhead for a service provider – an extra 10% shaved off for management does not exist in this model. This has allowed the Board to better distribute funding for training and supportive services for the customer – both job seeker and employer. The vendor staff receive yearly evaluations from the Management Team, which consists of Indiana Department of Workforce Development Local Office Managers and Board staffed Center Managers. These evaluations along with the HR arm of the vendor hold staff fully accountable to all WIOA rules and regulations, fiscal accountability, programmatic knowledge, and extreme customer service principles. When vendor staff enter the disciplinary process, it is handled through the vendor and is documented and developed as any other HR department would handle these issues with the word of the Management Team to hold significant weight in the final decisions.

- B. Describe how the local board will facilitate access to services provided through the one-stop delivery system in remote areas, through the use of technology, and through other means. [WIOA Sec. 108(b)(6)(B)]

This is described in another section of this document. The local board is committed to providing technology to assist employer and individual clients where it provides benefit and can be effective. NIWB is in support of current efforts that are known to be underway by DWD to support technology enhancements.

Region 2 works in its more remote areas with mobile units and with staff looking specifically for out-of-school youth and individuals without a high school equivalency. This type of work is also provided for Adults and Dislocated Workers usually at their place of employment when specific skills are needed or when a company is closing or laying off a line of workers. Many opportunities for individuals in the region to enter into work with the WorkOne office outside of the office exist. The WorkINdiana staff, Veteran staff, HIRE program staff, Youth, and DW team all find themselves frequently working outside the offices to ensure that all constituents in the North Central region have access to services. Staff travel to local homeless shelters and food banks and other partner programs where individuals sometimes feel more comfortable meeting.

- C. Describe how entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. [WIOA Sec. 108(b)(6)(C)]

The Region 2 workforce development board received a three year Disability Employment Initiative (DEI) grant. This grant allowed the region to assess and ensure the accessibility of each WorkOne office. Equipment was purchased to meet all needs. Staff members in all offices have been trained to work with individuals with disabilities. The Department of Workforce Development provided training, Easter Seals came to the region to provide training, Voc Rehab has provided training, and our DEI

Coordinator provided training for all staff members to better serve individuals with disabilities and how to use the interactive technology now located in the offices. The goal is to ensure that all individuals within Region 2 have access to the best opportunities and programs available to enter training and employment where possible and be able to achieve the best life available to them.

While the DEI grant funding has run out and is not being sought by the Department of Workforce Development, the staff member who had managed the program remarkably well has remained with the region. While her work is now limited without the resources for it, she still meets with customers one-on-one to determine their next steps, to help them navigate the system, and to provide potential job leads for jobs meeting their skill sets and employment needs. Individuals with disabilities have full access to all training programs and all hiring events occurring with the region. The WorkOne sometimes helps with specific supportive service costs or may refer to Voc Rehab for items needed based solely on the individual's disability. Each office maintains lists of resources, are partnered with the United Way's 2-1-1 programs, and frequently staff from the other agencies make themselves available to work with customers wherever needed.

D. *Describe the roles and resource contributions of the one-stop partners. NOTE: *The state has not issued MOU or infrastructure funding policy. Any MOUs in place should be described and attached.* [WIOA Sec. 108(b)(6)(D)]

This MOU has been provided to the state. It will be undergoing modification based on final resolution of the regulations and resolution of Voc Rehab/SNAP/TANF/DWD at the state level.

See MOU attachment

E. Describe how one-stop centers are implementing and transitioning to an integrated technology-enabled intake and case management information system for core programs and programs carried out by one-stop partners. NOTE: *Since the state is in the process of implementing a new case management system for both DWD and Vocational Rehabilitation, this subpart does not need to be completed.* [WIOA Sec. 108(b)(21)]

Region 2 is implementing as close to joint case management as possible with the implementation of the new case management system. This will begin with shared access into the Labor Exchange through the Regional Business Services Team. It has been determined that the employer work is the first place to begin. Once the new system is in place, all partners will be given access as best spelled out through the MOU being developed at the state level. We believe that this MOU will determine the level of access to shared information. Within these parameters, Region 2 workforce system staff (this will include members from all agencies) will be provided training and log-in access as deemed legal and appropriate. This will allow the referral process that is already in place to be measured electronically and more accurately. It will also allow for all referrals to be adequately and appropriately followed through from start to finish electronically. The new case management system allows for the next giant step in a truly integrated system. The designers and programmers of GeoSolutions are watching how this implementation of the system will function. It is an exciting time!

F. Describe plans to use technology in service delivery in the one stop system.

WorkOne Region 2 is looking at the new emphasis on technology in a very positive light. We now view our system as having three points of entry – physical office, referrals from other agencies, and our new expanded electronic office. While some may view this as a real challenge, staff members are currently being trained on a new form of service delivery we call “mining”. As employers continue to search for qualified candidates, Region 2 believes that many more are available than those we see coming into our physical offices. By searching diligently through the individuals who register in our Labor Exchange System, or “mining”, we believe we will be able to better assist employers with potential employees that might otherwise have been missed. This will provide opportunities for more occupational skills training, OJT’s and hands-on learning experiences as well. Region 2 is working on electronic case management capabilities through the new case management system and policies and training are developed to ensure appropriate case management is being used. Our new website provides a Virtual Job Shadow opportunity for individuals to better explore sectors thoroughly before committing to their training and employment.

4.5 An analysis and description of adult and dislocated worker workforce development activities, including type and availability of education, training and employment activities. Include analysis of the strengths and weaknesses of such services, and the capacity to provide such services, in order to address the needs identified in 1.2. [WIOA Sec. 108(b)(1)(D) & 108 (b)(7)]

In Region 2, individuals entering the WorkOne offices are not the skilled workers we saw four years ago. Over 45,000 individuals in Region 2 do not have their high school equivalency (HSE). While some are interested in long-term training programs, those individuals grow fewer and fewer. The greatest challenge in our system currently is helping match individuals without an HSE to a training program or simply to a job. Most individuals entering the system need employment as quickly as possible. The true gap for job seekers is being able to take the time to get their HSE, training, and be able to put food on the table for their families. This being said, the best programs for our region right now are those that allow the individual to work and learn at the same time. Many programs have been developed between our Adult Ed programs, our work with OJRV and our life coach, Terry Stokes, Bethel College, Ivy Tech, Legacy Healthcare Training, and several other small training companies to provide adult basic education classes, one or two weeks of occupational skills training, a week of coaching, and on-site clinical or other training that is paid. The strength of this design is the ability to ensure wages while training. The weakness is reduction in funding, so that while the numbers of these individuals in need of such opportunities is so high, the numbers we are able to serve is diminishing.

All training that is being developed in Region 2 is being developed with employers to meet their specific needs. This is being done in all sectors.

4.6 An analysis and description of the type and availability of youth workforce activities for **in school** youth, including youth with disabilities. If the same services are offered to out-of-school youth, describe how the programs are modified to fit the unique needs of in-school youth. For each program, include the following: length of program and availability/schedule (i.e. 2 weeks in July); % of youth budget allocation; WIOA program elements addressed by program, with specific focus on how the 5 new elements have been incorporated; desired outputs and outcomes; and details on how the program is evaluated. Include analysis of the

strengths and weaknesses of such services, and the capacity to provide such services, in order to address the needs identified in 1.2. [WIOA Sec. 108(b)(9)]

The Northern Indiana Workforce Board supports the Jobs for America's Graduates (JAG) program as its model for serving In School Youth. Region 2 utilizes the Multi-Year model, helping high school juniors and seniors. The program is delivered within the high school on a daily basis according to the school's class scheduling (traditional or block scheduling). Youth may participate in JAG for two years, with an additional year of follow-up. The JAG program utilizes 25% of the WIOA Youth allocation, 100% of the State JAG Allocation, and 100% of the TANF Grant Allocation.

The Jobs for America's Graduates program in Region 2 is structured to the WIOA program elements. Specialists deliver an array of counseling, employability skills development, career association, job development, Leadership and Self-Development, and job placement services that will result in either a quality job leading to a career after graduation, military services, or enrollment in a postsecondary education and training program. The JAG Curriculum provides 240 hours of classroom instruction for those students that join JAG as juniors through completion of their Senior Year. As part of the JAG program, youth complete an Indiana Career Connect profile, complete the Indiana Career Explorer assessment to identify occupational areas of interest, and will be provided access to Virtual Job Shadow.com for enhanced access to career opportunities, education requirements, and providers of training opportunities. JAG Youth are required to participate in a service learning project, contributing 10-15 hours of community service. To help prepare youth for entry-level employment and provide an opportunity for career exploration, youth have the chance to participate in a paid summer internship. The goal of the internship is to provide youth with real world experience in the occupational area of their interest that allows them to practice what they have learned in JAG. Specialists assist graduates in the exploration of postsecondary educational opportunities and show them how to navigate the financial aid process to pursue these opportunities. Youth participates in a minimum of one college/university campus visit. JAG Youth participate in a 12-month follow-up period during which Specialists are actively involved in intensive one-on-one employer marketing and job development activities to identify entry-level employment opportunities for students after graduation.

Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling, may be provided on an individual or group basis as needed through licensed providers. Region 2 is currently looking to implement a substance abuse awareness program for all JAG sites.

Financial literacy program will be delivered throughout the Region. Financial literacy education will be offered through a combination of JAG Specialists and financial community partners. Each JAG site may choose to utilize a different financial literacy program based upon the program used by their financial partner. Current financial partners include 1st Source Bank, Chase Bank, Teachers Credit Union, Lake City Bank, Wells Fargo, and First Federal Savings Bank.

Entrepreneurial skills training is currently provided through a partnership with Robinson Community Learning Center. The Advanced Skills and Youth Entrepreneurship Program prepares youth to develop a business plan and participate in a competition through the University of Notre Dame's Robinson Community Learning Center. The students are paired with a Notre Dame MBA student who mentors them in the process of creating a business plan.

Region 2 has implemented a Leadership Development Conference that brings together all Career Association Officers to enhance their communication skills, self-awareness and leadership, social awareness, self-management, relationship management, and healthy decision making (Social Emotional Awareness).

Portrait of a JAG Graduate (Output):

Youth graduating from the JAG program will be professional. Students will display confidence in their speech and attire. They will interact with a wide variety of people, representing themselves, JAG, and WorkOne in an appropriate manner. They should be able to demonstrate practical employability skills through attainment of employment or entry into training. Students who have developed the highest demonstration of these skills become participants in the regional and state Career Development Conferences. It is on these occasions in which a unique JAG characteristic, of competing successfully with peers, is revealed.

Region 2 Specific Outcomes:

- All JAG Youth have the ability to introduce themselves according to the principals of Greeting, Name, Affiliation, Purpose (GNAP).
- 100% of all youth will be registered in Indiana Career Connect;
- 100% of all youth will be registered in Indiana Career Explorer;
- 95% of all youth participating in an internship will complete that internship;
 - 100% of all Seniors will complete a college application;
 - FAFSA workshops will be held at all JAG High Schools;

Desired JAG Specific Outcomes:

- 90 percent GED and/or high school graduation rate
- 80 percent experiencing a positive outcome, including employment, postsecondary education enrollment, or military
- 60 percent employed in a job in the public or private sectors
- 60 percent employed in a full-time job
- 80 percent in a full-time placement, including: full-time job; full-time postsecondary enrollment; or, a combination of work and school

WIOA Specific Outcomes- as negotiated

- Percentage of program participants who are in education or training activities, or in unsubsidized employment during the second quarter after exit
- Proportion of participants who are in education or training activities or unsubsidized employment during the fourth quarter after exit
- Median earnings of participants in unsubsidized employment during second quarter after exit;
- Percentage of participants who obtain a recognized postsecondary credential, secondary school diploma or equivalent during participation or within one year after program exit;
- Percentage of participants who during a program year are in education that leads to a recognized postsecondary credential or employment and who are achieving measurable gains towards those goals

Strengths:

- Support from the State of Indiana through additional financial resources;

- Easily accessible data from eNDMS (JAG);
- Support of the Board and Youth Council;
- Support from School Administration;
- Strong Community Partnerships;
- Youth Staff that are knowledgeable and experienced in working with youth that have significant barriers, to lead these young people to successful outcomes;
- Dedicated and committed staff;

Weaknesses:

- Change of structure in WIOA funding;
 - Limited financial resources of secondary institutions to provide financial support to JAG;
- Shifting federal emphasis from dropout prevention to dropout recovery;
- Attributable to the volunteer nature of the Youth Council, Members are unable to consistently attend meetings, as a result of conflicting priorities.
- High attrition rates of staff as a consequence of the significant increase in external employment opportunities.
 - Management of 2 data systems (eNDMS and TrackOne).

Evaluation:

- Yearly Program Evaluation with school administration
- Observable behavior changes in Youth
- Disciplinary referrals- reduction
- Improvement in attendance and grades
- Classroom engagement- staying awake in class
- Eye contact

4.7 An analysis and description of the type and availability of youth workforce activities for **out of school** youth, including youth with disabilities. If the same services are offered to in-school youth, describe how the programs are modified to fit the unique needs of out-of-school youth. For each program, include the following: length of program and availability/schedule (i.e. 2 weeks in July); % of youth budget allocation; WIOA program elements addressed by program, with specific focus on how the 5 new elements have been incorporated; desired outputs and outcomes; and details on how the program is evaluated. Include analysis of the strengths and weaknesses of such services, and the capacity to provide such services, in order to address the needs identified in 1.2. [WIOA Sec. 108(b)(9)]

With an emphasis on the hardest to serve, Region 2 has developed an outreach and recruitment partnership with the Saint Joseph County Juvenile Justice Center (JJC). Youth Specialists, housed at the JJC, work with varying levels of offenders (detention, day reporting, and probation). The focus of this partnership is to assist youth in decision-making skills and helping them understand their emotions (Emotional Intelligence) so that they can make better decisions and avoid repeat offenses. The services available to youth at the JJC are dependent upon the Youth's level of engagement with the Juvenile Justice System. Young people in detention participate in employment preparation workshops while engaged in secondary education. Youth involved in the day reporting or probation can access work-based learning opportunities, occupational skills training, supportive services, and employment

placement assistance services.

Region 2 has partnerships with the Adult Basic Education programs in each of our five counties providing youth Specific HSE and workforce preparation programming. Sites offer particular youth-focused instruction utilizing an HSE instructor, and a Youth Services Specialist that provides WIOA case management, access to work-based learning opportunities, supportive services, placement assistance, and occupational skills training. These sites use a dual referral method, so regardless of the initial access point (ABE, HSE, or WorkOne), youth are provided an opportunity to participate in the full array of services offered through the WorkOne System.

Region 2 has started implementing a mobile WorkOne concept, providing workforce preparation services on-site with community partners such as low-income/subsidized housing complexes, homeless shelters, and youth centers. Youth engaged in the mobile WorkOne have the advantage of access to a Youth Specialist on-site, most importantly in more rural areas where there is no access to public transportation. Furthermore, Region 2 Partnerships include:

Elkhart Community School Corporation- Adult Basic Education
Elkhart Housing Authority
Goshen Community Schools- Merit Alternative Learning Center
Horizon Education Alliance
Saint Joseph County Juvenile Justice Center
South Bend Community School Corporation- Adult Basic Education
South Bend Community School Corporation- Rise Up Alternative Academy
Warsaw Community Schools Adult Basic Education

Partnerships in Development:

Goodwill Industries of Northern Indiana- Excel Center
Youth Services Bureau
Caston School Corporation

Partnerships to Develop:

The Villages- Transition to Adulthood
SAFY of Indiana- Older Youth Services

Programming is available year-round, and students may enter at any given point. Services are developed based on the needs of the Youth being served, and will be provided with individualized case management, access to labor market information (Virtual Job Shadow.com, Indiana Career Explorer, Indiana Career Connect), employment preparation workshops (job search, resume development, interviewing skills, hygiene, personal presentation, effective communication, budgeting and financial literacy, and job retention), Work-Based Learning Activities (paid internship, on-the-job training, and work experience), Leadership Development through community service projects and participation in the Young Professional Development Competition.

Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling, may be provided to an individual or group basis as needed through licensed providers. Region 2 is currently looking to implement a substance abuse awareness program for all JAG sites.

Financial literacy program will be delivered throughout the Region. Financial literacy education will be offered through financial community partners. Each location may choose to utilize a different financial literacy program based upon the program used by their financial partner. Current financial partners include 1st Source Bank, Chase Bank, Teachers Credit Union, Lake City Bank, Wells Fargo, and First Federal Savings Bank.

Portrait of OOSY Graduate (Output):

- Effective Communicator;
- Critical Thinker;
- Increased social and emotional awareness;
- Global Awareness;

Region 2 Specific Outcomes:

- All JAG Youth have the ability to introduce themselves according to the principals of Greeting, Name, Affiliation and Purpose (GNAP).
- 100% of all youth will be registered in Indiana Career Connect;
- 100% of all youth will be registered in Indiana Career Explorer;
- 95% of all youth participating in a work-based learning activity will complete the activity;

WIOA Specific Outcomes- as negotiated

- Percentage of program participants who are in education or training activities, or in unsubsidized employment during the second quarter after exit
- Proportion of participants who are in education or training activities or unsubsidized employment during the fourth quarter after exit
- Median earnings of participants in unsubsidized employment during second quarter after exit;
- Percentage of participants who obtain a recognized postsecondary credential, secondary school diploma or equivalent during participation or within one year after program exit;
- Percentage of participants who during a program year are in education that leads to a recognized postsecondary credential or employment and who are achieving measurable gains towards those goals

Strengths:

- Federal financial support through WIOA for dropout recovery;
- Support of the Board and Youth Council;
- Support from Adult Basic Education;
- Strong Business and Community Partnerships;
- Youth Staff that are knowledgeable and experienced in working with youth that have significant barriers, to lead these young people to successful outcomes;
- Dedicated and committed staff;

Weaknesses:

- Take-up rate by potential customers is low;
- Due to the increase in economic conditions and availability of employment, youth participating in WorkOne services face significant barriers to employment, and require intensive case management and support to successfully enter and complete a training program and/or obtain

and retain employment.

- Limited evidence-based prevention strategies;
- Attributable to the volunteer nature of the Youth Council, Members are unable to consistently attend meetings, as a result of conflicting priorities.

Evaluation:

- Yearly Program Evaluation in coordination with education and community partners
- Observable behavior changes in Youth
- Improvement in attendance
- Workshop engagement- staying awake in class
- Eye contact

4.8 Identify how successful the above programs have been and any other best practices for youth workforce activities relevant to the local area. [WIOA Sec. 108(b)(9)]

The Jobs for America's Graduates program has been extremely successful in Region 2, as evidenced by the achievement of the 5 of 5 JAG performance standards as a Region for the last 5 years. *Region 2 has jumped from 5 JAG programs in the region to 17. The NIWB JAG program is highly coveted among school districts and employers. The JAG staff members are highly dedicated, trained professionals whose core value is service to the under-served youth in our communities. In the 17 programs, as annual rate of graduation is at approximately 92%. Through work with the Regional Business Services Team and the Career Pathways Transition Coordinator, the majority of all students graduating from high school move into employment, military, or post-secondary training. All students apply for their FAFSA and complete no less than two college applications. Careers are explored and students are assessed for Career Readiness. Work skills may be practiced in work experiences. Careers may be explored through Job Shadowing, and actual work can be experienced through an internship with an organization most aligned to their desired job or career field.*

Out of School- *the current program year will be used for setting the base line to determine strategies and action plans for the following program year. The following will be key indicators of success:*

- 1) Improved program attendance
- 2) Improved Attitude- engagement in programming
- 3) Demonstrable improvement in communication skills
- 4) Reduction in behavioral issues
- 5) Increased HSE Obtainment Rate

4.9 Describe process utilized by the local board to ensure that training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate. Include a description of the process and criteria used for issuing individual training accounts. If training contracts are used, describe processes utilized by the local board to ensure customer choice in the selection of training programs, regardless of how the training services are to be provided [WIOA Sec. 108(b)(19)]

This is all detailed under NIWB Training policy. Training priority is given to most in-need, veterans and

is directed to regional employer in demand sectors and occupations as described previously in this document. *All training provided in Region 2 is vetted with teams of employers and Labor Market Information to ensure the training truly meets the need of the employer. These training programs are developed with regional training providers who are on the DWD Eligible Training Provider List and maintain training performance outcomes as deemed "high quality" and "of value" by the Board.*

See Training Policy Attachment

4.10 Describe how rapid response activities are coordinated and carried out in the local area and how these activities will be incorporated into WIOA programming. See Local Plan References and Resources. [WIOA Sec. 108(b)(8)]

Region 2 has developed a Regional Rapid Response Team that includes Department of Workforce Development Unemployment insurance information, US DOL information, Veterans staff, WIOA opportunities, Trade staff, and the Business Services Unit. This team expands depending upon the needs of the employee profiles. When enough information is provided by the employer, the team is able to bring in other partners to meet the needs of the individuals. Our Rapid Response lead makes the first call to the company. The three core team members meet with the best company representative as designated by the employer to determine the activities the company will allow to be provided. When possible, the employer will provide job descriptions or lists of skill sets for the individuals affected by the lay-off. This information comes back into the WorkOne offices and the Job Placement Specialists "mine" Indiana Career Connect for jobs available within the region or the nearest adjoining region. Once these are found, the potential "new employers" are contacted for either a hiring event or an interview session for those being laid off. If individuals reside in or near Michigan, it is not uncommon to contact Michigan Works to see if there are jobs available for the skills sets available. The Region 2 WorkOne offices have become known for this service! Frequently, when employers who are looking for employees hear of lay-offs, they call the WorkOne offices to find out when we are setting up times for interviews for these individuals. Many individuals who have been laid off have walked into their next employment almost immediately. Another situation that happens in Region 2 is setting up workshops and resume assistance within the company or near the company to assist the individuals prior to lay-off. In some instances, the skill sets are out-of-date or the individual has not had LEAN training. In these instances, the Rapid Response Team sets up LEAN training within the company or nearby. When those affected by a lay-off can show that they have received LEAN manufacturing training through Purdue TAP/MEP, they are generally hired immediately. Our region has taken lay-off situations very seriously and designed a response and response activities that assist the company with reducing vandalism and other serious issues that can occur in a lay-off situation. They are also designed to help those being laid off to have not only the necessary resources to re-enter employment as quickly as possible at the highest possible wage, while feeling that the company cared enough for them to ensure their re-employment.

While the chief goal of the Rapid Response activities is to turn staff back into employment at a similar position and similar rate of pay, it is not uncommon for individuals to determine another area of study or career option which they feel would better suit them. All individuals attending Rapid Response sessions complete a survey describing their career goals. These surveys come back into the office where case managers diligently review them and provide information regarding training programs available to meet the customers' career goals and needs. As customers complete training, they are moved to

work with the Job Placement Specialists and Job Developers to quickly enter employment once training has ended. Sometimes, the training comes in the form of an OJT to ensure the customer is ready to take this work on and is ready to acclimate to the new work community.

4.11 Describe how Jobs for Hoosiers/REA activities are coordinated and carried out in the local area and how these activities will be incorporated into WIOA programming. See Local Plan References and Resources.

The RES/JHF programs have now morphed into yet another iteration of very important work within the region. As a result of filing a claim for unemployment insurance benefits, the “claimant” is now called in to the office four weeks after filing their claim. Individuals come into the WorkOne offices and are given an Orientation to the services available to them within the WorkOne. These individuals meet one-on-one with employment specialists in the office and the RESEA team members for a quick assessment and triage to services. Some individuals go to work directly with placement specialists, others work with the employment team to prepare resumes and interview skills, learning how to job search through the DWD Labor Exchange system. Other customers who come from white collar backgrounds are referred to the Professional Networking – HOPE program. Those customers who come in and have felonies or have had issues with the law in the past are referred to the HIRE Case Manager for very specific case management and job search activities. Individuals who are 55 and older may take advantage of one of the two SCSEP programs run through the South Bend WorkOne. Those individuals fitting the profile of a Migrant, Seasonal Farmworker are referred to the Proteus case manager. Of course, through the area partnership many other services and programs are available to customers and the customers are very carefully handed off to individuals within the other programs for the appropriate services available to them.

4.12* Describe efforts to coordinate supportive services provided through workforce investment activities in the local area, including facilitating transportation for customers. [WIOA Sec. 108(b)(11)]

One of the most critical items for our hardest to serve customers continues to be reliable transportation. Our business services team has been working this situation very hard with employers to educate them on this matter. We provide space at our facilities for Angel Wings transportation to provide transport to job sites for our clients. Additionally some of our employers (such as a large food processor) have agreed to take an all-encompassing look at the process. They are working with us on OJTs, utilizing ex-offenders and they are providing transportation. The Pokagon Band of the Potawatomi have been working with us to set up a transportation system for employees for their new resort under construction in South Bend.

Many of the Region 2 WIOA Partners have met within their own communities to try to fully understand and eliminate the two major barriers to employment plaguing our region. The number one issue is transportation and second is childcare. As a result of these meetings, new agencies have sprung up to support these needs. One such agency is a new program developed in program year 2014, whose sole mission is to work with employers who provide funding for their employees in need of transportation. The Kosciusko Partnership continues to work diligently to overcome these hurdles and now that our local employers are becoming aware of the barriers, they are implementing schedules that allow mothers to work while their children are in school. These and many more projects and efforts are being

discussed. Hopefully in Program Year 2016, more of these projects will come to fruition, as transportation in Region 2 is the number one barrier to employment.

Section 5: Compliance

Please answer the following questions of Section 5 in 12 pages or less. Most of the response should be staff-driven responses as each are focused on the organization's compliance with federal or state requirements.

Questions that require collaborative answers for regions 5 & 12 are designated with an *.

5.1 Describe any competitive process that is planned to be used to award the sub-grants and contracts in the local area for activities carried out under WIOA Title I. State the names of current contracted organizations and the duration of each contract for adult, dislocated worker and youth services. Attach contracts as Exhibit 1. [WIOA Sec. 108(b)(16)]

NIWB Structure must be understood in relation to this question. The NIWB does not have "grant sub-recipient" service providers as used in several other regions. Since 2011 the board has operated with a "vendor" relationship youth services provider. As previously documented in this plan the adult/DW clients have been served by a combination of state employees and contracted individuals from a vendor.

A Request for Proposal (RFP) was recently issued for a regional operator contract to serve region 2. That contract was intended to be in place July 1, 2016. The Indiana Department of Workforce Development has requested that RO RFPs be put on hold until after final regulations are available.

The board has extended the current youth provider contract through the 1st qtr of 2017. The youth committee of the board is currently writing a second draft for a provider RFP. *The board has one year left on the Adult/DW vendor contract.*

The new youth RFP will be provided to DWD when it is completed by NIWB youth committee and posted for responses.

5.2 Provide an organization chart as Exhibit 2 that depicts a clear separation of duties between the board and service provision.

Currently the board is the Operator in the region. This will change when the RO procurement is completed and an updated chart will be provided.

See NIWB PY16 Current Org Chart Attachment

5.3 Describe any standing committees or taskforces of your Local Board, including the role and scope of work of your youth committee (or youth representatives on the WDB if you do not have a committee).

The NIWB currently has the following committees:

Youth standing committee

Employer Outreach committee

Finance Committee

WIOA Partners Consortium Guidance Committee

Training Program and Performance Metrics Development Committee

Legislative Outreach

The Youth Committee is tasked with overall program strategy development for NIWB staff. Additionally they establish performance metrics for youth programs in conjunction with the Training Program and Performance Metrics Development Committee. The Youth Committee also has responsibility for Service Provider RFP development and Procurement.

5.4 Provide the name, organization, and contact information of the designated equal opportunity officer for WIOA within the local area.

Sherry Szmada-Klein – NIWB Employee, SSKlein@gotoworkone.com, 574.237.9675 ext 1140

5.5 Identify the entity responsible for the disbursement of grant funds as described in WIOA Sec. 107(d)(12)(B)(i)(III). [WIOA Sec. 108(b)(15)]

Currently this entity is the Workforce Development Board under agreement with the local elected officials. The contact person is Mr. Jeff Balogh, CFO NIWB. 851 S. Marietta ST. South Bend. IN 46601

5.6 Indicate the negotiated local levels of performance for the federal measures. NOTE: These have not been negotiated, but will be required to be updated once negotiated with the state. [WIOA Sec. 108(b)(17)]

[Click here to enter text.](#)

5.7 Provide a description of the replicated cooperative agreements, as defined by WIOA 107(d)(11), in place between the local board and the Department of Human Services' Office of Vocational Rehabilitation Services with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination. See Local Plan References and Resources. [WIOA Sec. 108(b)(14)]

At the outset of the R2 WIOA Partners Consortium, an MOU was developed between all agencies, VR being a strong member of this Consortium. This MOU and original Region 2 Local Plan submitted in June of 2015 (attached) discusses in detail the ways in which all partners will work together on a shared referral/assessment process to determine which entity provides best for the needs of each individual client. It specifically looks at individuals with disabilities and how they will be managed between agencies. Staff members from all partners have been receiving cross training in case management, assessment tools, and basic sharing between staff members to ensure that all staff are aware of the services available and when to refer someone to VR. Many times VR is coming in and doing assessments of customers at the beginning of programs, such as AE, to determine if a disability is present. These processes are serving as a means of increasing the services customers are able to obtain.

5.8 Describe the process for getting input into the development of the local plan in compliance with WIOA section 108(d) and providing public comment opportunity prior to submission. Be sure to address how members of the public, including representatives of business, labor organizations, and education were given an opportunity to provide comments on the local plans. If any comments received that represent disagreement with the plan were received, please include those comments in Exhibit 3 attached to this Local Plan. [WIOA Sec. 108(b)(20)]

As the Regional Plan was developed last year between the members of the R2 WIOA Partners Consortium, the plan was posted for public comment and specific individuals in the employment community, labor organizations, and other interested parties were notified. The Partners had come together to discuss gaps in their programs and to work together to fill those gaps based on their programs' eligibility and focus. This has ensured that all the needs of an individual can be and are being met in a better leveraged funding manner.

5.9 Describe the board's process, frequency and schedule for monitoring adult, dislocated worker and youth services, including who conducts monitoring visits for your agency, training these staff receive on monitoring or site evaluation, and a listing of all upcoming planned or scheduled monitoring visits, all forms used during the review process and a sample report from a past review.

This is all covered in the NIWB Sub-Recipient Monitoring Policy on file at DWD. Our main staffing vendor is monitored on a quarterly basis by policy and weekly an audit of timesheets, charges etc. is completed against invoices.

On a regional level, all files are reviewed for accuracy and compliance. The region has a Data Validation/MIS Team that works through stringent review methods. Attached are the forms used for file review.

Please Review Forms attachment

5.10 Describe your professional development plan for all youth staff, including the frequency, type (in-person, self-guided, web-based, etc.), and topics addressed.

Staff Training:

Workforce 180- Youth Workforce Certification- Combination of in person and Webinar (New Staff Training); Adverse Childhood Experiences Interface Training- In Person Training -All Youth Staff- Yearly; Social Emotional Learning- Staff Training (RUMER Process)- in person training- building upon the fundamentals provided by Byron Stock; Team Building- In Person-Yearly- All Youth Staff (Rick Hollering- DISC for PY 16); Steven Covey- 7 habits Training- in person and online- All Youth Staff.

In House Staff Training:

Regional Staff Refresher Training- eNDMS/TrackOne/Policy and Procedure- All Staff- Quarterly; Building effective lesson plans- In Person- New In School Youth- Yearly; Effective Case Management- on-going staff development building upon the fundamentals of Beverly Ford Training- All Staff.

Department of Workforce Development Training:

New Case Management System Training planned in partnership with DWD- In Person; JAG Training hosted by the Indiana Department of Workforce Development (Youth Program Director, JAG Manager, JAG Coordinator, New JAG Staff Training, All Staff Training)- In Person.

National Training:

JAG National Training Seminar- In School Youth Staff- Yearly

5.11 Provide a list of all local policies. Copies of documents are not required at this time but may be requested later.

2007-46 - Confidentiality.pdf

Absence Procedures Policy.doc

ACP TAB DRAFT.docx
Adult and Dislocated Worker Eligibility Policy.doc
After Hours Activities in the WorkOne.doc
Assessment and ACP Policy.doc
BUS PASSES FUEL AND (VISA) INCENTIVE CARDS POLICY REVISED 06 19 13.doc
Business Services Division Process.doc
Career Coaching Flow.docx
Case Management System Policy.doc
Case Note Policy.doc
Childcare Policy 2013.doc
Communication Chain Narrative.doc
Computer-IT-and-SOCIAL-MEDIA-POLICY-with Email policy added.doc
Copy of Copy of ACP_Excel_FINAL.xlsx
Core - OJT Flowchart.docx
Customer Placement Form.doc
Dress Code Policy - P9.doc
DWD_Policy_2009-01 Priority of Service.pdf
DWD_Policy_2009-07 OJT's.pdf
DWD_Policy_2010-22_01 Drug Screen.pdf
DWD_Policy_2011_01 Dress Code.pdf
DWD_Policy_2012-10 - AE.pdf
Emergency Unemployment Compensation EUC Flow Policy.doc
Facilities Management Policy.doc
Functional Supervisory Authority Policy.doc
Gold Card Services Process.doc
Grievance Procedures Policy.doc
IN-AND-OUT Job Orders in ICC Process.doc
Individual Training Account Policy Revised AUG 2011.doc
Informational Handouts TAB DRAFT.docx
Job-to-Job Flow.docx
MISSION STATEMENT.pptx
NIWB Procurement Policy.docx
Nondiscrimination Policy.doc
On The Job Training Policy.doc
P11 - Youth Eligibility Policy - 092611corrected version.doc
P15 - Youth Incentives Policy 092611 UPDATE.doc
Priority of Services Policy - P20.doc
R2 Morale Policy.doc
Rapid Response Policy - Converted.docx
Repeating Classes or Tests with WorkOne Funding TECHNICAL GUIDANCE 2009 1.doc
Selective Services Registration Requirements.doc
Smoke and Tobacco Free Policy.doc
Sub-recipient Monitoring Policy.doc
TAA Training Plan 06 2011.docx
TAB_2010-04 DW Eligibility.pdf

Workkeys Process - Converted.docx

Workplace Violence Prevention Policy - Converted.docx

Basic Skills Deficiency

SOP - Youth Enrollment/Data Policy

Dislocated Worker Policy

Northern Indiana Workforce Board, Inc. – Audit Plan

Accounts Payable

Cash Disbursements

Cash Receipts

Corporate Credit Card Policy

Cost Allocation Policy

Procurement Policy

Equipment Purchase/Repair

Property Procedures

Grants and Contracts

Payroll

Purchase Policy

Travel Policy

Employee Mileage Expense Report Attachment

Record Retention Policy

Balance Sheet Reconciliation

Bus Passes, Fuel and prepaid Cards, Supportive Services

General Ledger Policy

Month End Accounting Closing Accruals

Sub Recipient Monitoring Policy

NIWB Employee Manual