

**Workforce Innovation and Opportunity Act
Region 12 Local Plan/Regional Plan for Planning Region 5 & 12
July 1, 2016 – June 30, 2020**

WDB/Region #	EmployIndy/Region 12
WDB Chair	Joyce Irwin, Community Health Foundation
WDB Executive Director	Angela Carr Klitzsch, President & CEO
One Stop Operator	EmployIndy Marie Mackintosh, Chief Operations Officer
Adult Service Provider(s) Name and Contact Information	Arbor, E&T LLC d/b/a ResCare Workforce Services, Michael Hough, President Odle Management Group, Lisa Odle, President
Youth Program Manager/Lead Staff	Erika Cheney, Director Youth Services
Youth Service Provider(s) Name and Contact Information	Goodwill Education Initiatives, Inc., Daniel Riley, CFO & SR VP Administration Telamon Corporation d/b/a Transitional Resources Corporation, Suzanne Orozco, Executive Director River Valley Resources, Inc., Margo Olson, Executive Director THA Construction, Troy Turner, Principal

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: Joyce Irwin

Title: Chairperson, EmployIndy/Region 12 Workforce Development Board

Signature: _____ Date: _____

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

Name: Joseph H. Hogsett

Title: Mayor, City of Indianapolis

Signature: _____ Date: _____

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Executive Summary

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

As the workforce development board (WDB) for Marion County (Region 12), EmployIndy is committed to advancing workforce solutions throughout Indianapolis by developing the talent today to meet the needs of employers tomorrow, through results-oriented training and a business solutions systems dedicated to recognition of local job trends and implementation of programs to meet workforce needs. Along with the Region 5 Workforce Board, which serves the eight counties surrounding Marion County, EmployIndy is part of the central Indiana workforce development region, Planning Region 5 & 12.

In compliance with the newly enacted Workforce Innovation and Opportunity Act (WIOA), EmployIndy has prepared the following Local Plan, and has collaborated with Region 5 to prepare a Regional Plan to convey our vision for the local and regional workforce systems, including local service delivery across Federal programs to foster better alignment of education and training, ensuring a demand- and skills- driven system supporting Central Indiana employers, job seekers and youth. This Local/Regional Plan aligns strongly with Indiana's strategic vision and the key goals of the State Workforce Innovation Council (SWIC) for the period of July 1, 2016 through June 30, 2020.

Highlights of the Local/Regional Plan by section include:

- **Workforce and Economic Analysis** – Even though considered a single labor market area, strategies for service delivery vary between Regions 5 and 12 due to differences in population density, racial and ethnic diversity, income, poverty, total employment and annual payroll. Despite these differences, the key wealth driving industry sectors across Central Indiana are advanced manufacturing, healthcare, life sciences, technology and logistics. Through workforce analysis and data collection, both EmployIndy and the Region 5 Workforce Board regularly analyze the specific competencies – knowledge, skills, and abilities – required to meet the needs of employers within these sectors and their respective priority occupations. . Ultimately, economic development strategies and industry trends are interdependent,

and for employers and job seekers.

- **Strategic Vision and Goals** – EmployIndy is focused on developing a better, more prepared workforce based on information gathered from local employers and labor market data. This focus ensures that all residents have access to a resource network designed to empower individuals to overcome barriers that prevent the attainment and retention of long-term, significant employment. EmployIndy’s vision is consistent with the goals of the SWIC to create seamless system alignment in the one-stop delivery system, a client-centric approach to program development, and ensuring programs offered are market-responsive and directly align with the demands of local employers. Through collaboration with Region 5, the overall goal of the Central Indiana workforce boards is for participants to be placed and retained in unsubsidized employment, while investing substantial funding in direct participant training to develop and grow skills needed by our wealth-building industries.
- **Local Area Partnerships and Investment Strategies** – EmployIndy is committed to aligning the activities and resources of core program partners throughout Marion County. These core programs include 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. In addition, EmployIndy is working to develop an operational consortium of these programs and partners to monitor and maximize resources devoted to preparing a qualified workforce. The workforce boards of Central Indiana will collectively align service provision to focus on measuring outcomes over outputs and quality over quantity by leveraging partnerships to help identify growing workforce needs across all local industries.
- **Program Design and Evaluation** – EmployIndy will continue to build upon established and new relationships to strengthen infrastructure of referrals and collaborative service strategy development, and act as the convening agency bringing partners together to address common barriers faced by system participants, both adults and youth. These strategies will include co-enrollment in core programs to maximize limited resources while increasing level of services available, and delivery within the bricks and mortar WorkOne Indy system, virtually through WorkOneIndy.com, and community-based via

WorkOne Mobile. Evaluation of these activities is conducted based on performance-based indicators and regular reporting of both programmatic and fiscal activities of all contracted service providers.

- **Compliance** – All EmployIndy service providers are procured, selected and awarded through open, fair and competitive bidding processes. Internal monitoring for all adult, dislocated worker, and youth service providers is conducted annually, through the activities of a competitively procured, third party, subject-matter experts, utilizing program and funding specific guidance and direction from EmployIndy to ensure consistency. To ensure compliance with all WIOA funding sources, regulations, and policies, EmployIndy is committed to ensuring that its providers and partners are fully prepared in the best techniques, guidance and practices for serving all participants.

On May 4th, EmployIndy appointed Angela Carr-Klitzsch as its new President and CEO, to implement the workforce vision, with particular emphasis on youth/young adults, of our local area's new chief elected official, Mayor Joseph H. Hogsett of The City of Indianapolis. EmployIndy, beginning in 2016, will engage in intensive planning sessions, including the WDB, the Region 5 Workforce Board, the Chief Elected Official, operator staff, core partners, community partners, and business and industry, to ensure a comprehensive and strategic Local/Regional Plan with two significant deliverables by:

1. *Creating and prioritizing list of current key workforce development issues locally; and*
2. *Developing a framework and system goals around which partner agencies create solutions within the system design to address issues and meet local system goals.*

This system planning is intended to produce a Local/Regional Plan update/addendum for the two-year review and submission of modifications to the Indiana Department of Workforce Development, reflective of an integrated workforce development system, with specific consideration to disenfranchised residents and the hardest to employ. Marie Mackintosh, former Associate Chief Operating Officer for Education and Training at the Indiana Department of Workforce Development (DWD), has also been recently named as acting Chief Operations Officer for EmployIndy. Marie will oversee all system planning and implementation during the period of this plan beginning July 1, 2016 and ending June 30, 2020.

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 *.**

<p>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)]</p>

The Central Indiana workforce development region consists of two local workforce development areas – Marion County, Region 12, which is served by EmployIndy and an eight county area surrounding Marion County, Region 5, which consists of the following counties: Boone, Hamilton, Hancock, Hendricks, Johnson, Madison, Morgan and Shelby. This eight county area is served by the Region 5 Workforce Board. The contiguous nine county area, Planning Region 5 & 12, is characterized by significant commercial and economic connections. Ultimately, economic development strategies and industry trends are interdependent, and for employers and job seekers it is perceived as a single labor market area.

While the two areas serve a unified labor market, the populations vary considerably and strategies for service delivery will vary significantly because of those differences. The major differences include: population density, race and ethnic breakdowns, income, poverty, total employment, and annual payroll. *The following table* provides key demographic data, highlighting the differences among the two local areas in comparison to the State of Indiana.

Demographic Data for Central Indiana

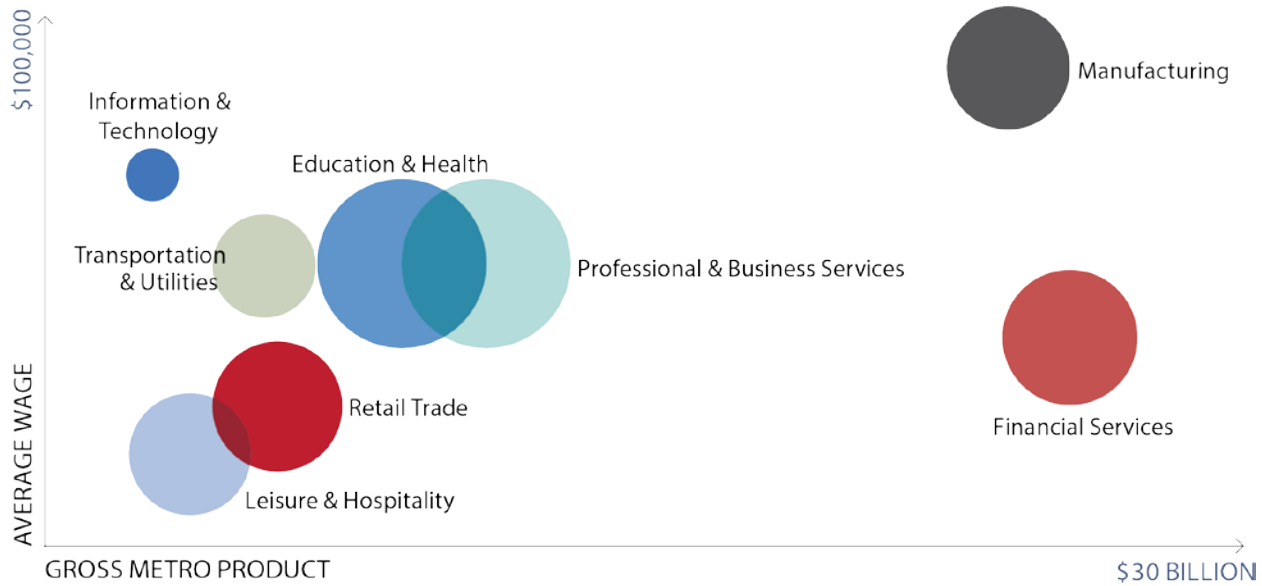
Categories		Indiana	Marion County	Region 5
	Population	6,596,855	903,393	931,279
Age	Under 18	24.80%	25.10%	25.70%
	Over 18	75.20%	74.90%	74.30%
Gender	Female	50.70%	51.80%	50.7
	Male	49.30%	48.20%	49.3
Race/Ethnicity	White	86.10%	66.30%	91.30%
	African American	9.60%	27.80%	4.00%
	Other/Multiple	4.30%	5.90%	4.70%
	Hispanic/Latino	6.60%	9.80%	3.30%
Income & Poverty	Median Household Income *	\$48,248	\$42,234	\$43,120 – \$82,468
	Per Capita Income *	\$24,635	\$24,124	\$21,527 – \$39,521
	Poverty Rate	15.20%	21.30%	9.60%
	Living in Poverty	141,554	192,423	89,723
Business	Total Employer Establishments	143,515	22,741	21,131
	Total Employment	2,555,979	508,703	311,000
	Total Annual Payroll	\$103,134,350	\$25,210,547	\$12,322,818
* Data for Region 5 was not available. A county range from low to high was used.				

Source: United States Census Bureau, July 1, 2014; Income and Business, 2013

Central Indiana is home to a diverse set of employers with unique occupational requirements that call for a dynamic approach towards analyzing and evaluating labor market projections. The workforce development boards of Central Indiana regularly engage in multi-level return on investment analysis to identify current and projected employment opportunities in Central Indiana for the purpose of identifying high demand, high wage occupations for many types of workers. The first step in this process was the identification of Central Indiana’s

wealth-producing sectors and clusters. The following chart indicates the primary wealth producing sectors within Central Indiana, organized around average wage, gross metro product, and the relative size of the sector:

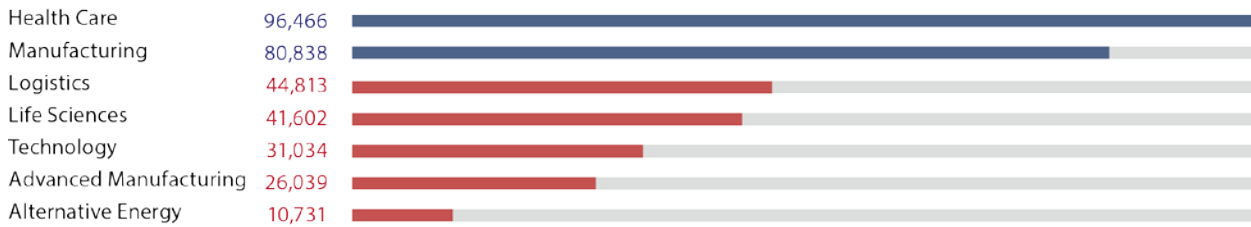
Chart 1 Central Indiana’s Wealth Producing Sectors and Clusters



Source: BEA, Indianapolis-Carmel MSA, 2010

Two large sectors, as identified within the chart, manufacturing and health care have driven the Indiana economy for several decades and will continue to drive it into the future. They will continue to dominate the Central Indiana economy and provide significant employment opportunities to residents. These two sectors account for 27 percent of the gross metropolitan product, 24 percent of all private employment, and 32 percent of Central Indiana’s total wages. In addition to these two primary sectors, new industry clusters have emerged as significant wealth producers within the regions. These clusters include technology, life sciences, and logistics. The following charts indicate the total employment in Central Indiana’s key clusters, as well as a snapshot of real-time job openings within the sectors.

Chart 2: Total Employment in Central Indiana's Key Sectors and Clusters



Source: IBRC, QCEW, 2011

Chart 3: Job Openings in Central Indiana's Key Sectors and Clusters



Source: Burning Glass RTLM, Oct. 31, 2011–Nov. 1, 2012

Through the utilization and analysis of this data and information, the key wealth-driving sectors within Central Indiana are the following:

- Manufacturing;
- Healthcare;
- Technology – Computer and IT
- Life Sciences; and
- Logistics

Moving this analysis to the occupational levels, without controlling for wage or educational level required for specific occupations, the market and economic analysts at the Indiana Department of Workforce Development indicate high-projected demand in Central Indiana for workers in the top ten occupations:

1. Office and Administrative Support Occupations
2. Sales and Related Occupations
3. Transportation and Material Moving Occupations
4. Food Preparation and Serving Related Occupations
5. Production Occupations
6. Healthcare Practitioners and Technical Occupations
7. Retail Sales Workers
8. Food and Beverage Serving Workers
9. Material Moving Workers
10. Management Occupations

While these ten occupations are projected to be the top employment opportunities over the next seven years, it does not necessarily indicate that they are high-wage occupations in high-growth industries. In some cases they are, but in others they are not. The workforce development boards of Central Indiana have taken a more dynamic approach to identifying the occupations that represent the greatest opportunity for advancing the strength of the regional economy while providing the greatest opportunity for residents to enter into meaningful, sustainable careers. To identify those priority occupations, the workforce development boards of Central Indiana utilize a series of criteria based upon the following:

- Wage Level – the average wage level for the occupation is greater than or equal to a living wage for a family of four with two working adults;
- Total Jobs – the number of total jobs for the occupation is in the top third for the MSA
- Employment Demand – the demand for the occupation, utilizing annual openings plus real-time job postings data, is in the top third for the MSA;
- Alignment with Public Investment – The occupation is aligned with the region’s wealth-driving sectors;
- Educational Requirements – The occupations require some form of post-secondary education; and
- Advancement paths – The occupations must be aligned with an identifiable and extensive career pathway.

The occupations identified through this analysis are included as an attachment to this plan and will serve as the priority occupations-in-demand for EmployIndy and the Region 5 Workforce Board. EmployIndy’s list is titled “**Where the Jobs Are**” and Region 5 Workforce Board utilizes the *Hoosier Hot 50 Jobs* list located here:

<https://netsolutions.dwd.in.gov/hh50/jobList.aspx>

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)]

EmployIndy regularly analyzes the specific competencies, including knowledge, skills, and abilities, required to meet the needs of employers within its wealth-driving sectors and priority occupations. The data analysis, surveys, studies and white papers delivered through EmployIndy to thoroughly analyze the supply and demand of the Central Indiana labor force, develop a more comprehensive picture of the skills needed to fulfill occupational demand, and identify projected shortfalls in workforce preparation and training. Data collection and analysis utilizes real-time labor market data pulled from a complex system of gathering job postings from Central Indiana employers, combined with analysis of standard employment statistics and employer feedback.

The resulting reports provide snapshots which include both characteristics of and demand for jobs in each of

Central Indiana’s priority, wealth-driving sectors:

- Total Jobs, Growth, Average Earnings;
- Top Occupation and Wages;
- Top Job Titles in Demand;
- Top Skills in Demand;
- Employers with Most Job Openings;
- Distribution of Preferred Education;
- Top Programs of Study in Demand; and
- Distribution of Advertised Salaries.

The following charts contain the relevant data from the most recent Report completed for the Manufacturing

Industry within Central Indiana:

Manufacturing Industry Summary

Jobs (2015)	% Change (2014–2019)	Average Earnings (2015)
92,822	+0.69%	\$88,746
9% above National average	Nation: -2.2%	Nation: \$76,958

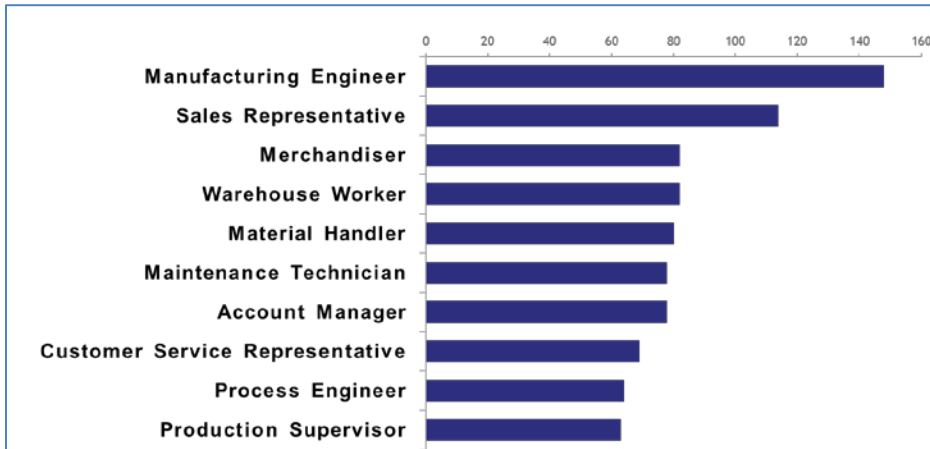
Source: U.S. Bureau of Labor Statistics (BLS), Quarterly Census of Employment and Wages (QCEW) Employees, Non-QCEW Employees & Self-Employed - EMSI 2015.2 Class of Worker, Indianapolis-Carmel-Anderson MSA

Top Occupations In Manufacturing

Occupation	2014 Jobs	2019 Jobs	% Change	Med Wage
Team Assemblers	9,221	8,952	-3%	\$11.57
First-Line Supervisors of Production and Operating Workers	3,273	3,289	0%	\$27.30
Machinists	2,624	2,690	3%	\$19.40
Inspectors, Testers, Sorters, Samplers, and Weighers	2,443	2,575	5%	\$17.19
Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	2,494	2,193	-12%	\$14.49

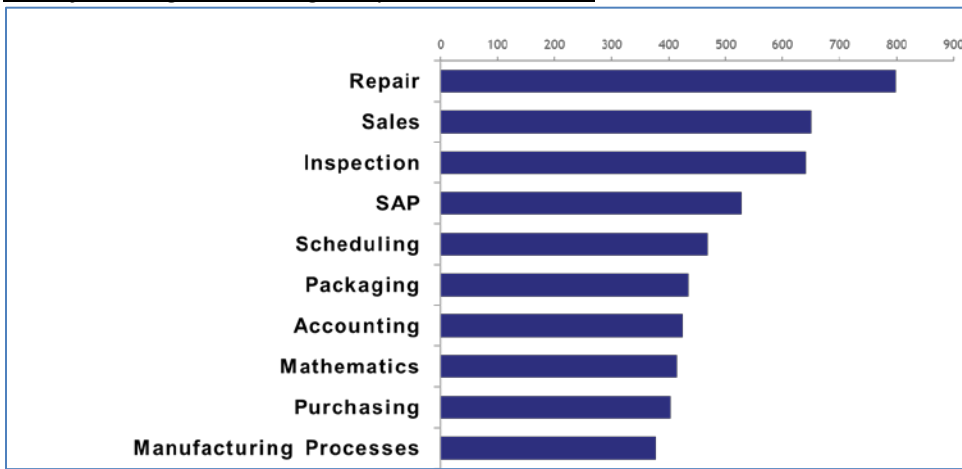
Source: U.S. Bureau of Labor Statistics (BLS), Quarterly Census of Employment and Wages (QCEW) Employees, Non-QCEW Employees & Self-Employed - EMSI 2015.2 Class of Worker, Indianapolis-Carmel-Anderson MSA.

Manufacturing Job Postings: Top Job Titles In Demand



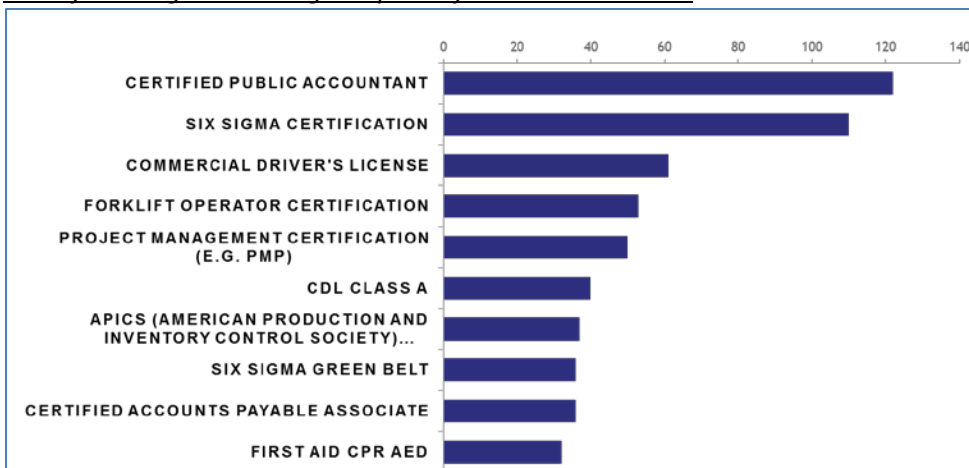
Source: Burning Glass Labor Insight, 2014. Total Postings, N = 8,025. Indianapolis-Carmel MSA

Manufacturing Job Postings: Top Skills In Demand



Source: Burning Glass Labor Insight, 2014. Total Postings, N = 8,025. Indianapolis-Carmel MSA

Manufacturing Job Postings: Top Certifications in Demand



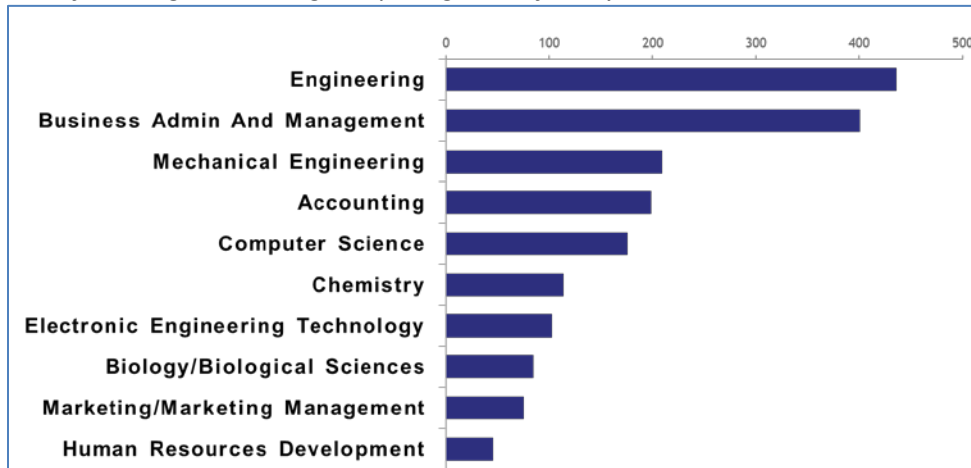
Source: Burning Glass Labor Insight, 2014. Total Postings, N = 8,025. Indianapolis-Carmel MSA

Manufacturing Job Postings: Distribution of Minimum Education Required

Education	% Postings
High school or vocational training	32%
Associate's degree	8%
Bachelor's degree	57%
Graduate or professional degree	3%

Source: Burning Glass Labor Insight, 2014. Total Postings with Specified Degree Level, N = 5,479. Indianapolis-Carmel MSA.

Manufacturing Job Postings: Top Programs of Study in Demand



Source: Burning Glass Labor Insight, 2014. Total Postings, N = 8,025. Indianapolis-Carmel MSA

Manufacturing Job Postings: Distribution of Advertised Salary

Salary	% Postings
Less than \$35,000	53%
\$35,000 to \$49,999	13%
\$50,000 to \$74,999	14%
More than \$75,000	20%
Mean Real-Time Advertised Salary	\$47,748

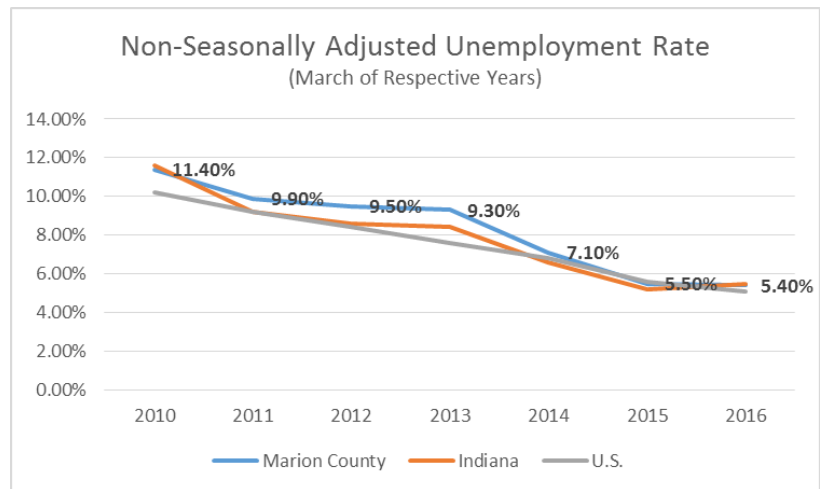
Source: Burning Glass Labor Insight, 2014. Total Postings with Specified Salary, N = 1,583. Indianapolis-Carmel MSA

EmployIndy also produces this same type and level of data for its other wealth-producing sectors: Healthcare; Life Sciences; Technology – Computer and IT; and Logistics. Additional reports may be found at <https://www.employindy.org/OneFlow/documents/Demand-for-Technical-Talent-Flipbook/>.

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)]

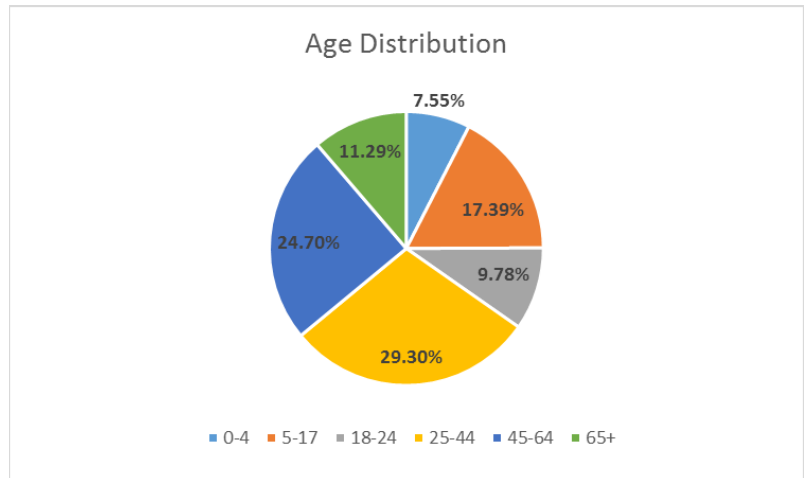
From an employment perspective, Marion County has continued its recovery from the Great Recession. Along with the majority of Indiana, Marion County has seen significant reductions in its unemployment rate, and as of

March 2016, its Non-Seasonally Adjusted was 5.4%. Its workforce has continued to grow steadily and recent years have brought a number of significant employment opportunities, such as the recent announcement of 800 new jobs coming to Salesforce, and significant



challenges, such as the announcement of the Carrier closure and a projected loss of 1400 local jobs. These challenges and opportunities are generally representative of the dynamics within a large urban city such as Indianapolis, and the workforce system is positioned to ensure that growing businesses have access to the talent needed and that individuals in need of workforce services are provided significant opportunity to increase skill and education levels and be matched with jobs in growing, sustainable occupations and sectors.

As was highlighted previously, there are significant differences between Marion County’s workforce and that of its surrounding counties, and Indiana as a whole. Marion County contains Indiana’s largest, and most diverse labor force. Due to its size and diverse economy, Indianapolis is home to more college graduates than any other city in Indiana, with over 27 percent of its residents obtaining bachelor degree or greater. However, it is also home to the largest population in the state that has not earned a high school diploma or equivalent, with nearly 16 percent of its population lacking that minimal educational attainment. Due to its diverse economy and quality of place, the average age of Marion County residents skews



younger than that of the state, with nearly 64 percent of its population being of working age. The diversity of its workforce, along socio-economic, educational, and age lines provides Marion County with great advantages to fulfilling the workforce requirements of its employer community; however, the diversity also provides unique challenges to effectively and efficiently providing meaningful and value-added workforce services to Marion County residents. For example, the relatively high number of children below the poverty level, 31.4 percent according to Kids Count, along with 68.4 percent of public school children receiving free or reduced lunches, means that the existing workforce challenges may be deeper than a simple lack of skills or education, and the workforce system must be prepared to account for all of the barriers to employment that these populations may have. In addition to the challenges and opportunities that this diversity brings, Central Indiana is home to over one quarter of Indiana’s veterans, and the workforce system must be responsive to meeting the unique needs of this important group while taking advantage of the unique skills and experiences that veterans can bring to the employer community.

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)]

As the local workforce development board for the City of Indianapolis and Marion County, EmployIndy is firmly dedicated to advancing workforce solutions throughout Indianapolis. It seeks to act on its vision of **developing the workforce today to meet the needs of employers tomorrow** and fulfilling its mission to **connect Marion County employers through a results-oriented training and business solutions systems dedicated to recognition of local job trends and implementation of programs to meet the workforce needs today and in the future.**

EmployIndy is committed to driving the charge within Marion County to grow and sustain a landscape in which every resident has access to the training and tools needed to satisfy the talent demands of local employers. Through its programming and operations, EmployIndy places an emphasis on impacting the skill and education levels of Marion County's workforce through increased collaboration with educational partners, the City of Indianapolis, the Indy Chamber, the six key economic development initiatives represented by the Central Indiana Corporate Partnership, trade organizations/associations and employers. Through a comprehensive system of research, investment, and innovation, it defines success for the workforce and implements those programs needed to build into the future. Through its investments and innovation, EmployIndy intentionally ensures that all residents have access to a resource network designed to empower individuals to overcome barriers that prevent the attainment and retention of long-term significant employment. EmployIndy will continue to place an emphasis on direct participant spending that results in credentials and degrees valued by local employers, creating a talent highway for additional career growth in wealth-building industries.

EmployIndy envisions establishing a Youth Committee under WIOA to promote and develop employment opportunities for young people that align with the employment needs of Marion County with alignment to pathways and opportunities for adults served through the local system. The goals of this committee include:

1. Increased awareness – provide materials and initiatives to influence youth and young adults to make smart choices about careers and occupations that meet the needs of Central Indiana.

2. Increased access – Provide all Marion County youth and young adults the opportunity to access workforce services, tools and resources.
3. Improve and coordinate resources – provide the forum for collaboration, innovation and continued focus on the current and future needs of the employer drive job market in Marion County.
4. Ensure quality – provide partners in Marion County with fact based recommendations and reporting to ensure all youth receive premiere workforce preparation for the job market.

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>

EmployIndy places its focus on developing a better and more-prepared workforce based upon information gathered from both local employers and labor market data. It views its charge to enact on the State Workforce Innovation Council’s vision at a local level by conveying, in a collaborative manner, the expectations and needs of employers to educational partners to ensure that the talent available matches the needs of employers. Serving this role as a convener of employers and education empowers EmployIndy to guide residents to the best programs for gaining skills and increasing viability of the job market. EmployIndy’s guiding vision of developing the workforce today to meet the needs of employers tomorrow directly aligns with the vision of the State Workforce Innovation Council by matching the State’s dual focus of ensuring that businesses are able to find the talent needed in order to remain competitive in a global economy, while providing workers with access to the information and services needed to have career success.

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.
- **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 student’s 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.

- 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.

Goal 1: System Alignment

EmployIndy is committed to acting as the convening agency for the myriad of partners throughout Marion County that seek to empower individuals to develop marketable skills that match the employment needs of the business community and lead to sustainable wages. EmployIndy capitalizes on its existing relationships with partners within Marion County and the Planning Region to assist individuals in reaching their employment goals

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>

through job readiness, job training, and job placement, including education, training, career preparation and supportive services. Through these relationships, EmployIndy has been able to develop a talent development infrastructure that is both replicable and effective. It works with its myriad of partners to align career planning, service strategies, and resources at the initial point of contact with the client, and leading to a worker-centric and student-centric system that:

- Implements innovative solutions to increase system capacity, rather than alignment around funding streams and/or programs and services;
- Makes partners accountable to the goals of the client;
- Focuses on the attainment of realistic/achievable education and career goals;
- Directs resources to training that will make participants marketable with relevant and needed skills; and
- Offers an exchange of knowledge that puts participants' best interest first.

Goal 2: Client-Centric Approach

EmployIndy will continue to develop strategic programs that place eligible participants at the center of all activities and services, ensuring that those activities and services are provided in a seamless, integrated approach. As an example in recent efforts, EmployIndy has implemented a fully collaborative service delivery model in the adult education and alternative schools that mirrors its successful in-school Job for America's Graduates program. The intent is for this type and level of integration and collaboration to provide a more holistic service delivery strategic for participants that ensures successful outcomes. Moving forward, EmployIndy seeks to continue to create the same type of synergy in all of its programs. Through the combined efforts with its WIOA core partners and local agencies, EmployIndy will work towards ensuring that system partners align programs, policies, and processes in order to focus on offering integrated career pathways that meet the employment needs, both current and projected of the Marion County business community.

Goal 3: Demand Driven Programs and Investments

EmployIndy takes a dynamic, data-driven approach towards ensuring that the programs and career planning it offers or sponsors are directly aligned with the demands of local employers and employment clusters. In 2014, EmployIndy conducted an analysis of its core business capabilities utilizing the Demand-Driven Playbook developed by Skills for America's Future, based on the work of Skills for Chicagoland's Future. The assessment led to the development of a demand-driven business plan for EmployIndy, which is fundamentally propelled

with data for a sector-based approach. As a result, in 2015 EmployIndy fully launched a new direction for business solutions whereby its business team is aligned with industry sector employers and organizations to share, learn, and grow opportunities to increase talent within Marion County. EmployIndy has also convened industry-specific employer roundtables to discuss the challenges of a growing workforce in manufacturing and logistics, healthcare and life sciences, and technology. Through these relationships, EmployIndy is able to provide guidance to the participant community that helps them continually make informed decisions relative to career pathways, training, and employment. These relationships enable EmployIndy to make informed decisions about strategic investments that meet employer demand and produce the greatest return on investment.

In 2015, EmployIndy also established a formal policy that clearly and concisely provides its methodology for identifying the most effective way for it to invest resources to develop and align the industry sector and career pathway needs of Marion County. Through its ***Sector and Career Pathway Investment Policy 2015-001***,

EmployIndy explicitly has taken the lead in identifying demand and directing investments in the following ways:

- Conduct workforce research and labor market analysis that identifies gaps in workforce skills and availability in key wealth driving sectors;
- Engage employers in the key wealth driving sectors, as well as education providers, to fill current demand with prepared talent, identify changes in skills needed for career success, develop opportunities for work-based learning and current employee skill enhancement, and vet labor market analysis;
- Investigate proven and promising practices that could be applied to accelerate talent development in key occupations that are in demand with limited available talent, or increase the skills and education of current employees for critical occupations; and
- Establish a “Where the Jobs Are,” list identifying occupations that are in-demand and drive residents toward good career and income generation opportunities.

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 workforce boards of Central Indiana overall goals support the current performance accountability measures by using a data driven, intentional approach towards focusing on the needs of employers, particularly those in high-demand, wealth-building industries. This focus will directly lead to participants being placed and retained in unsubsidized employment at competitive, sustainable wages; it will ensure that participants are earning the degrees and credentials needed in order to fill open jobs in those wealth-building industries; and it will contribute towards effectively serving employers. Additionally, the region will continually push for a substantial

amount of overall funding to be allocated towards direct participant training, thus ensuring that a significant number of participants have the opportunity to complete education and training programs as part of their career pathway. Through this strategic investment, the region will focus its operational efforts on empowering participants to complete their education/training, attain a credential, and transition to employment as a direct result of the training, thus leading to the regional attainment of federal performance accountability measures.

Specifically, the Workforce Boards accept the federal performance accountability measures as minimum accountability goals for WIOA programs. These goals and the proposed PY 2016 attainment levels approved by DOL for both Boards include:

- Percent of Participants in unsubsidized employment in the second quarter after exit: Adults 72%, Dislocated Workers 73%, Youth 68%.
- Percent of Participants in unsubsidized employment in the fourth quarter after exit: Adults 72%, Dislocated Workers 72%, Youth 69%.
- Median Earnings in the second quarter after exit: Adults \$5250, Dislocated Workers \$5500. In PY 16 no attainment level has been established for youth participants.
- Percent of Participants receiving a post-secondary credential during or within one year after participation: Adults 48%, Dislocated Workers 46%, Youth 58%.
- Percent of Participants in an education or training program leading to a post-secondary credential or employment who are achieving measurable skill gains. In PY 16 no attainment level has been established for participants.
- Effectiveness in serving Employers: In PY 16 no attainment level has been established.

For subsequent plan years the Boards will adopt the state negotiated attainment levels as the minimum accountability measures for WIOA program performance accountability.

To achieve the employment, retention and earnings goals, the Boards will focus the investment of training funds in high demand and high wage occupations and sectors. The high demand will result in a higher placement rate for Participants and increase the probability of higher employment retention with the same or another employer particularly given the projected shortages of properly skilled job applicants. The high wage aspect of these occupations increases the probability that those participants placed will have earnings in excess of the standard. To achieve post-secondary credentialing attainment level, the Boards will primarily fund training that leads to a post-secondary credential. Funding of work based training such as OJT may not result in a credential.

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)]

EmployIndy and Region 5 Workforce Board believe that there is great value in measuring performance beyond the federal performance accountability measures. They have each established systemic practices that enable measurement of the relative effectiveness and overall performance of services and strategies. EmployIndy and Region 5 Workforce Board approaches to performance management includes the following:

- Incorporating performance management standards via performance-based contracts with service providers and vendors, including pay for performance, when applicable;
- Performance measures and key performance indicators established for each contractor that are specific to the scope of work and clientele to be served; and
- Monthly monitoring of all spending rates; and
- Operational tracking and workforce development board score cards.

By using a continuous improvement and exception management philosophy, EmployIndy and Region 5

Workforce Board monitor the following items:

- Training investment by industry and position;
- Successful completion of training (occupational skills training and work-based-learning);
- Attainment of core credential from completed training;
- Placement into industry of training;
- Placement in full-time employment at \$13.50 or higher, for EmployIndy;
- Utilization of virtual tools at www.workonindy.org by EmployIndy;
- Conversion of work-based-learning to permanent employment;
- Gains in core skills within education;
- Customer satisfaction from participants and employers; and
- Quality of service files.

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.

EmployIndy is firmly committed to increasing the skill levels of the workforce to ensure that businesses have access to the talent needed in order to remain globally competitive. All of the programs it offers are focused on developing the workforce needed to fill jobs that are available now and in the future. As an example of this commitment, EmployIndy has a long-standing goal of investing at least 40 percent of its annual operating budget in intentional, high-demand training based on its continual labor market analysis and "Where the Jobs Are" initiative.

WorkOne Indy has highly robust veterans' services to assist with veterans and their spouses with overcoming significant barriers to employment. Most recently WorkOne Indy has added new initiatives like HOOPS (Hero's Outreach Opportunities Programs and Services), to annually convene local veterans' organizations to provide resources and program accessibility to assist all veterans in Marion County, and VetWorking, a monthly opportunity for employers to understand the benefits of hiring veterans. WorkOne Indy oversees the Re-Employment Services and Eligibility Assessment (RESEA), Trade Adjustment Act (TAA) and Rapid Response programs in Marion County to assist clients in returning back to work in a timely manner.

EmployIndy leverages the Indiana Department of Workforce Development WorkINdiana funding to offer career pathways for those with less than a high school diploma or identified as basic skills deficient. The WorkINdiana funding enables EmployIndy to expand its partnership with Adult Education and build skills for those that are underemployed or disconnected from the workforce. This collaborative effort continues to grow with addition of service provider staff housed at each of the Adult Education providers for coordinated services. By providing core re-employment services on site with Adult Education providers we are reaching an audience that may not enter one of our WorkOne Indy offices for services.

EmployIndy also places a great emphasis on reaching hard-to-serve populations through its WorkOne Mobile team and Community Based Workforce Development initiative. WorkOne Mobile services are provided through a contractual agreement with service provider, Odle Management. Through deployment of the WorkOne Mobile

team, EmployIndy has implemented and grown community-based services since 2010 that inform the residents of Marion County about programs available to them through the WorkOne locations. In 2015, EmployIndy began co-locating with key adult education partners in local townships and alternative education partners like The Excel Centers and Christel House DORS to provide Title II authorized education services. Additionally, EmployIndy has started to engage local Indianapolis public high schools on working with them to identify families that can benefit from WorkOne services. Mobile teams will first train school staff on online services available and follow that training with a series of orientation/registration sessions.

Further, EmployIndy offers or sponsors a number of other programs that directly seeks to increase the skill levels of participants and ensuring that the talent is developed to fill the jobs of today and the future. Some of these programs, such as YouthWorks Indy, YouthBuild USA and Youth Employment Services, are focused on providing services to targeted populations, such as youth and young adults with barriers, while others, such as PowerTrain Indy and the H-1B Ready to Work Partnership are focused on meeting the skill needs of specific businesses and employment sectors or clusters. The LEAP program - Linking to Employment Activities Pre-Release – links transitioning offenders with a range of community-based workforce services that prepare them for employment and increase their opportunities for successful reentry into Marion County. Through these types of initiatives, and its consistent focus on investing in the development of skills, EmployIndy is positioned to help ensure that Marion County's workforce will have the education and skills needed to fill the projected job openings of 2025.

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)]

In order to execute its vision of developing the workforce today to meet the needs of employers tomorrow, and fulfilling its mission to connect Marion County employers through results-oriented training and business solutions systems and the implementation of programs dedicated to the recognition of local job trends, EmployIndy has placed a high priority on aligning the activities and resources of the core program partners throughout Marion County. EmployIndy intends to take additional steps to establish and implement an Operational Consortium of the organizations that both carry out and enhance core programs to continuously monitor, improve, maximize and more comprehensively align resources devoted to preparing the workforce that suits the skills needs of local and regional employers. The Operational Consortium will be identified as a result of a year-long process by EmployIndy, beginning in 2016, to develop a comprehensive Local Plan update/addendum for the two-year review and submission of modifications.

EmployIndy will engage in intensive planning sessions of the WDB, the Region 5 Workforce Board, operator staff, core partners, community partners, and business and industry, too ensure a comprehensive and strategic Local Plan with two significant deliverables by:

1. *Creating and prioritizing list of current key workforce development issues locally; and*
2. *Developing a framework and system goals around which partner agencies create solutions within the system design to address issues and meet local system goals.*

Key components of the development phase will include both service and process mapping that includes job seeker services, job seeker support services and business solutions, resulting in an agreement among all core and added partners to provide all identified services utilizing the most streamlined and customer-satisfying

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.

approach. Once all mapping is complete, all partners' staff will be trained in the newly designed process. In addition, the process will identify the governance and policy changes necessary to implement the local system service design.

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)]

In order to expand its service delivery capability and align workforce development resources and activities,

EmployIndy and Region 5 Workforce Board have developed key partnerships with numerous programs throughout the Planning Region. Following is a chart that identifies a number of the partners that are included within the regional workforce development system:

Indiana Department of Workforce Development	Adult Education Consortium
Wagner-Peyser Services	Washington Township Adult Education
Jobs for Veterans State Grant Services	Warren Township Adult Education
Unemployment Insurance Services	Wayne Township Adult Education
TAA Services	Blue River Adult Education
Indiana Family and Social Services Administration	C-9 Adult Education
Vocational Rehabilitation Services	Excel Centers (Goodwill Industries)
Department of Family Resources (TANF)	Christel House DORS
Ivy Tech Community College	YouthBuild Indianapolis
OpportunINDY	Operation Job Ready Vets
Indiana Black Expo	City of Indianapolis Community Service Block Grant Programs
Indianapolis Public Schools	Township Schools

In addition, Region 5 has partnerships with:

- Elwood Community Schools
- Indy Reads and Read-Up United Way
- Madison County Literacy Program
- High schools in located in Sheridan, Martinsville, Whiteland, Shelbyville, Greenfield, Mt. Vernon, Pendleton, Anderson and Hancock County.

EmployIndy also has partnerships with the following and will be adding both in school and out of school youth partners for the YouthWorks Indy program:

- Christamore House
- Community Alliance of the Far Eastside (CAFÉ)
- Edna Martin Christian Center
- Fathers and Families Center, Inc.
- Flanner House

- Hawthorne SSA, Inc.
- HealhNet
- Hoosier Occupational Training Services
- Hoosier Veterans Assistance Foundation
- Hope Hall
- Horizon House
- John H. Boner Community Center
- Keys to Work
- Martin Luther King Center
- Martindale Brightwood Community Development Corporation
- Mary Rigg Neighborhood Center
- OpportunIndy
- PACE
- RecycleForce
- Shepherd Community Center
- Sidenor Academy
- Southeast Community Center
- Urban League of Indianapolis
- WestSide Community Ministries

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 workforce development boards of Central Indiana are committed to collectively impacting the alignment of service provision and a reduction in unnecessary duplication of services through two strategic areas of focus:

1. *Shifting the focus of evaluating of success from measuring outputs to measuring outcomes; and*
2. *Focusing efforts on quality, not simply on quantity.*

The workforce boards take leadership in regularly communicating these areas of focus among system partners and ensure that the consistent communication of expectations occurs. **As an example, in many instances, EmployIndy leverages a collaboration of WorkOne staff and community partners to provide quality reemployment services within the community. In so doing, EmployIndy adapts measures and benchmarks specific to individual contracts and agreements with partners and service providers that will allow, locally, for proactive adjustments to meet strategic and system goals. Adjustments to strategic and system goals within each individual relationship places the focus on collaboratively addressing the methods used to improved quality of participants emerging from the joint efforts. This methodology allows each affiliate site to ensure the quality of service is consistent with the expectations employer partners have identified within the current labor market.**

Along with these benchmarks, EmployIndy studies trends in hiring and the direction of the job market locally and within nearby regions. This places a priority on providing training for those job markets that are showing growth and a demand for a well-trained workforce. The Region 5 Workforce Board incorporates cross-training of partner staff, effective referral systems, mutual sharing of participant achievement and progress, and ongoing communication as methods to align service provision and to leverage partner resources.

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)]

[Click here to enter text.](#)

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 Indy Chamber is the primary facilitator for economic development in the Central Indiana Region and has recently prepared a Comprehensive Economic Development Strategy (CEDS) for Central Indiana by which it intends to act as the lead regional economic development marketing organization. They have incorporated both Develop Indy (previously economic development for Marion County) and Indy Partnership (previously economic development for the remaining central Indiana counties) into a single organization. Now that they are both housed as divisions of the Indy Chamber, both EmployIndy and the Region 5 Workforce Board, have a single primary point of contact for coordinating with economic development within the Indy Chamber.

Included in the CEDS strategy is a business retention and expansion outreach program principally led by local partners. Many of the region's cities and towns, and some of the counties also have economic development departments or personnel that facilitate the governmental incentives for attracting businesses and industry. While the two local boards maintain these relationships, coordination still runs through the Indy Chamber. This single focal point for almost all economic development in the region, makes coordination between the workforce development boards and regional economic development much easier.

The CEDS also calls for a Regional Entrepreneurship Council to promote small to medium enterprises (SMEs) and innovation-driven enterprises (SMEs) innovation-driven enterprises (IDE). As this Council becomes operational, the Planning Region will connect to coordinate small business ownership and microbusiness initiatives.

Entrepreneurial training and microenterprise development is supported through agreements with entities, such as the Business Ownership Initiative, Launch Fisher, and are maker space locations.

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

EmployIndy has been a guiding member of the Adult Basic Education (ABE) Consortium in Central Indiana, working directly with ABE providers throughout Marion County and coordinating with Region 5 to better serve the adult population in pursuit of nontraditional secondary education and training plans. Through the on-site delivery of services by WorkOne Indy Mobile, EmployIndy has been able to effectively expand services to the diverse populations served by ABE partners. WorkOne Indy Mobile services utilize a single point-of-contact approach at each site who meet with adult learners and prepare a plan of action that incorporates academic and career goals for the student. This ability to connect with and serve students, from the beginning, allows for resources to be leveraged more efficiently, allowing ABE partners to use its staff in ways that improve the quality of education provided to the student. Mobile team services are provided at several ABE locations through Marion County. Conversely, WorkOne Indy makes space available to the township school partners to provide ABE classes at Marion County locations.

The increased emphasis to allocate more WIOA funds to out-of-school-youth (OSY), increases EmployIndy's expectation and opportunity to broaden services to this population and the organizations currently providing programs and services to them. Outreach strategies to engage this population include the increased use of social media, direct coordination with community- and neighborhood-based organizations, and expanded collaboration with local high schools to identify former students and their families who may be in need of services. Utilizing traditional and innovative steps, EmployIndy has engaged Marion County Juvenile Probation to develop action plans for youth under their supervision who may benefit from the services provided at WorkOne

Indy offices. For example, the Indianapolis Metropolitan Police Department retains WorkOne Indy business cards providing contact information and locations of all three offices for police officers to distribute directly to OSY in need.

EmployIndy's Business Solutions has engaged the ABE consortium, delivering information on available services to ABE providers to assist in identifying participants' industry sector aptitudes and assessing participants' employability skills for improving appropriate career guidance services and training. Business Solutions also continues to engage community businesses in the recruitment of talent city-wide, and one specific component that is presented to businesses is the opportunity to connect with, and provide employment opportunities to OSY. As employers indicate an interest in engaging with OSY, Business Solutions works collaboratively with them to identify skill needs of available positions and match that with the skill sets of the available OSY population. Through these engagement strategies, EmployIndy is able to ensure that businesses are matched with the talent they need and that OSY participants are provided with usable information on the type of skills needed to become successfully employed.

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)]

As has been described previously, EmployIndy takes a dynamic, data-driven approach towards ensuring that the programs it offers or sponsors are directly aligned with the demands of local employers and employment clusters. A key part of this approach is communicating the talent demands of local employers and employment clusters with its educational partners in order to ensure that education and training providers develop and offer programs that develop the skills needed to be successful in the labor market. One way in which these needs are communicated is through the "Where the Jobs Are" list, which contains specific information on the key jobs that are available in Marion County and the annual industry analysis utilized to evaluate and embed the skills and education or training needed to fill those jobs.

Additionally, EmployIndy has taken a collaborative approach with education and training providers throughout Marion County, as evidenced by its successful Job for America's Graduate Programs with area high schools, key partnerships with ABE providers, adult-based high schools such as the Excel Center and Christel House DORS, and coordination with post-secondary institutions, such as Ivy Tech Community College. EmployIndy begins its dialogue by developing an understanding of shared mission, goals, and populations that are served by all of the partner organizations. The understanding between partners includes the concept that workforce development and training services are not one-size-fits-all, where services are replicated the same way at different locations. The goal is to ensure that services are provided to each client, in partnership with every partner organization, based on what provides the best result for the client and minimizes the duplication of efforts and resources. The effective leveraging of resources on a partner-to-partner basis ensures that there is little-to-no overlap with maximum efficiency in the delivery of services to the client.

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 of service populations, such as veterans, low-skilled or disenfranchised young people, offer an opportunity to engage, train and retrain available workers in the labor market that expand and increase the supply for a much needed workforce, based on the demands of different employment sectors. As examples, EmployIndy's EmployUp and Career Launch programs both work with long-term unemployed individuals to revamp the package they present to employers and identify transferable skills the client may have that allows them be marketable to a new field and opportunities. Through its relationships identified in Section 2.2, EmployIndy's mobile team has prioritized efforts to connect with individuals who are homeless and/or are hardest-to-serve given the number of barriers that prevent them from obtaining and retaining employment. As an example, EmployIndy's partners like the Center for Working Families Network and Adult Education place the same focus on the priority of service population. Through proper Individual Employment Plan development and quality of service delivery for all participants, EmployIndy places the long-term goal of moving participants from survival or any jobs that meet short-term needs, to better jobs and career pathways that can change the

trajectory of the individual and possibly their family, leading to self-sufficiency and livable wages. This is accomplished through the use of stackable credentials, ladder and lattice career planning, and providing work-based learning opportunities where available to customers who have limited or no work experience. In PY16, EmployIndy will re-evaluate how priority of service should be managed as extensive strategic and system planning ensue, with specific consideration to disenfranchised residents, under-employed and the hardest to employ, including veterans, low-skilled individuals, individuals with no work experience, high school dropouts, individuals living in poverty, and individuals with criminal backgrounds. Priority is currently only fixed for veterans who meet WIOA and grant funded program eligibility.

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.

Central Indiana job seekers and employers have significantly benefitted from a number of healthcare and technology initiatives and grants led by the Planning Region like the HealthCare Careers Initiative, Prioritize, Employ Up and TechHire. Through these partnership programs and others, both EmployIndy and the Region 5 Workforce Board have meaningfully engaged with the Central Indiana Corporate Partnership and its sector initiatives including Conexus, BioCrossroads, and Techpoint, which directly mirror the high-demand, wealth-driving sectors of Central Indiana. The workforce development boards in Central Indiana will continue to strengthen these partnerships and further integrate strategies, resources, and services with these sector initiatives, with the shared and explicit goal of filling the workforce needs of emerging and growing employers. The Region 5 Workforce Board retains local sector partner initiatives in advanced manufacturing, logistics and healthcare. EmployIndy has taken a sector approach at each of its three WorkOne Indy offices, utilizing best practices gleaned from past skills and sector initiatives. WorkOne Indy North is aligned and suited to best serve customers with interest in healthcare and life sciences; WorkOne Indy West is poised to serve customers pursuing technology, and; WorkOne Indy East is positioned to serve customers in pursuit of manufacturing and logistics.

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/icc/files/Indiana_Pathways_Definitions\(1\).pdf](http://www.in.gov/icc/files/Indiana_Pathways_Definitions(1).pdf) [WIOA Sec. 108(b)(3)]

EmployIndy will continue to work on building career pathways in Marion County's high-demand, wealth-producing industry sectors to allow for proper career growth and longevity for workforce development program participants. EmployIndy recently expanded its strategies related to career pathway development and implementation to bring employers, educators, and trade organizations to the table to discuss long-term employment needs and the solutions along the education and training continuum. These efforts will continue in each of EmployIndy's targeted sectors through collaborative meetings between all partners that identify gaps in training compared to the real-world needs of employers. The findings of the collaborative meetings will be explained through EmployIndy's Business Partnership Team to the service providers in WorkOne Indy offices so an overall knowledge of training programs and career evolution can be presented to program participants.

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)]

A. EmployIndy has a solid business solutions team that focuses on in-demand, wealth driving business sectors.

Business Solutions is actively engaged with employers within those sectors through participation in industry-related conferences, membership organizations, and face-to-face employer engagement. The team also spends significant time studying labor market intelligence in order to ensure employer engagement efforts are directed appropriately. For example, the team spends time researching the history and hiring patterns of the organization prior to setting a face-to-face visit. The goal of EmployIndy's Business Solutions team is to serve 100% of Marion County companies with 0-50 employees; 50 – 75% of companies with 50 – 250 employees and roughly 30 – 35% of companies with 250 and above employees. During the face-to-face engagement with

employers, using a conversational sales approach, the team validates the researched information and captures additional data shared by each employer, including current hiring conditions and projected talent needs over a 3-5 year time frame.

Based upon the information gathered, Business Solutions offers customized solutions for each employer's needs. The team uses any available tools, such as on-the-job training, work-based learning, and customized training to support the employer's talent needs. EmployIndy regularly works with employers to post their open positions, source and screen applicants, and to provide them with a pool of qualified talent. When addressing an employer's future talent needs, the Business Solutions team collaborates with the employer and training partners to customize a solution for the employer, which may include incumbent worker training and on-the-job training.

B. As has been described previously, EmployIndy works collaboratively with its partners to ensure that the WorkOne Indy system in Marion County is focused on directing job seekers to training programs and other value-added services that are directly aligned with the talent demands of employers. When employers request EmployIndy's assistance in sourcing and screening applicants for available opportunities, the Business Solutions recruiting team works collaboratively with WorkOne Indy and partner case managers to ensure that clients currently receiving services have the first opportunity to fulfill the employer's talent needs. Through this methodology, EmployIndy is able to help businesses meet their talent needs while ensuring that individuals improving their skills and abilities through the workforce development system are provided opportunities to enter into meaningful jobs.

C. EmployIndy is an active and contributing partner in all economic development efforts within Marion County. EmployIndy works collaboratively with economic development partners on new business attraction and retention projects throughout Marion County. EmployIndy's Business Solutions is regularly included in the economic development meetings through the Indy Chamber and offers an in-kind contribution metric to each business attraction proposal. Additionally, EmployIndy collaborates on existing business retention and expansion

projects as needed. Based on the attraction and /or retention project, EmployIndy deploys workforce solutions that can be tailored to the unique needs of the businesses customer.

D. EmployIndy is committed to ensuring that a strong connection between the WorkOne Indy delivery system and Unemployment Insurance (UI) programs exists for Marion County clients. Currently, in the State of Indiana, UI services are no longer offered directly through the WorkOne locations. Their operations have moved to a central location where clients can access UI services via phone call or internet. In order to ensure that clients still have assistance in accessing these programs at the WorkOne Indy offices in Marion County, EmployIndy works closely with the Indiana Department of Workforce Development (DWD) to provide call stations that dial directly to the central location as well as dedicated computers that allow the client to input necessary information for UI benefits. DWD and EmployIndy service provider staff are available in those call station locations to assist with connecting to UI central location and any assist clients with any other concerns. Once a client has enrolled in UI services and has identified dates and times of mandatory workshops, service provider staff is available to the client to discuss all WorkOne Indy services. After hearing about all services, case managers are available at that time to enroll interested clients into additional WorkOne services.

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.

EmployIndy has worked assiduously over the past eight years to diversify its funding in order to strengthen its ability to provide every opportunity to all types of participants within Marion County’s workforce development system. As with all efforts, each attempt at securing additional funds is made with partner organizations to strengthen the proposal, the planned program, and all necessary services should it move to implementation. The chart below outlines outside funding that EmployIndy has leveraged which currently makes up 45 percent of the revenue annually invested in the local system:

FUNDING NAME	FUNDING SOURCE	AMOUNT	ISY	OSY	AD	DW
YOUTHBUILD USA	USDOL	\$ 1,100,000		x		

UNITED WAY	United Way Central Indiana	\$	133,000	x		
YOUTH EMPLOYMENT SERVICES (YES)	Lily Endowment	\$	1,000,000	x	x	
POWERTRAIN INDY	City of Indianapolis (TIF)	\$	1,500,000		x	x
COMMUNITY DEVELOPMENT BLOCK GRANT	City of Indianapolis (HUD)	\$	435,000		x	x x
H-1B READY TO WORK PARTNERSHIP	USDOL	\$	8,400,000		x	x x
LINKING TO EMPLOYMENT ACTIVITIES PRE-RELEASE	USDOL	\$	500,000		x	x x
SUMMER JOBS AND BEYOND: CAREER PATHWAYS FOR YOUTH	USDOL	\$	1,975,116	x	x	

Leveraged and additional funds allow for barrier-busting supports and specialized services, like payments of traffic fines through YES or behavioral and mental health services through H-1B Ready to Work Partnership, that prevent residents and workers from entering or persisting in education, training and work. USDOL funds also support long-term unemployed individuals who no longer qualify for unemployment insurance benefits and require a blend of training and service supports beyond what local area policies for WIOA currently allow. Local funds support the education, employment and training needs of individuals who may not have registered with Selective Service, who choose to access services in their neighborhoods, or who are currently incarcerated and wouldn't otherwise have direct access to reemployment services while sentenced to a local, Marion County jail. Added resources have also been secured to serve a greater number of the estimated 50,000 Opportunity Youth in Marion County through YouthBuild USA, USDOL and local philanthropies who may go unserved with limited WIOA funds alone.

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

As has been described previously, EmployIndy is extraordinarily committed to maximizing its investments in training. Each year, EmployIndy board establishes an overall goal for the percentage of its annual operating budget that will be devoted to training. The current goal is 40 percent which has been maintained since 2010.

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.

Throughout its history, EmployIndy has always leveraged resources available for increased performance and outcomes. The table below provides a snapshot of collaborative organizations EmployIndy currently partners with from outside of our local area that have provided valuable information help improve our outcomes:

Organization(s)	Desired Outcomes
R5 Urban Strategies Network	Technical assistance on issues, policies and practices unique to urban areas in Midwest Region. Collaborate and partner on multi-state funding proposals. Gain best practices from Community of Practice and shared resources.
YouthBuild Affiliate Network	Additional best practices to allow staff to engage and serve the hard to serve population of YouthBuild Indy. Share those best practices among other programs.
Platform 2 Employment	Technical assistance and best practices to aid in serving long-term unemployed individuals to re-engage in active and productive job search that results in middle and high skills job opportunities.
TechHire Community Learning Network	Access to resources for success to designated TechHire communities through National Network, Learning Cohort, and Localized Deep-Dive; Employer Strategies and Tools, and; Aggregation and Information Platform
Marion County Reentry Coalition	Identify and implement system, policy and program changes to better support the workforce needs of the reentry population.
Community Health Network Foundation	Assist in the development of a training pipeline for training nursing talent through the University of Indianapolis and Community Health Network
INWBA	Align and/or identify needs of local area with that of all regions in Indiana in order to unify and or synthesize needs, opportunities, advocacy, etc. at both the state and federal levels
United Way of Central Indiana Coalition for Human Services	Coordination and alignment of services among Central Indiana human services providers and partners
TechPoint and Eleven Fifty Academy	Key partners in expanding nontraditional training and nontraditional access to skilled candidates in the tech sector
NAWB	Access to technical assistance and best practices in workforce development nationally
Annie E Casey Generation Work	EmployIndy is a partner of Goodwill Industries of Central Indiana to formulate plans for scaling effective practices to increase employment for young adults and developing strategies for systems change to public supports that enable young adults to enter the workforce.

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)]

EmployIndy will continue to build upon established and new relationships to build an infrastructure of referrals and collaborative service strategy development. It will act as the convening agency to bring all partners to the table from a strategic planning perspective to ensure barriers commonly-identified in participants of all programs are being addressed within the collaborative relationships. Staff members from all core programs will receive training to understand the core services and the general eligibility requirements from each partner so a proper awareness is available to assist with the appropriateness of referrals. EmployIndy will use a primary point-of-contact within the system to expedite and ensure the incoming and outgoing referrals are handled in a timely and effective manner. While EmployIndy does not currently have a policy that governs referrals among core partners, the infrastructure for such referrals and routing already exists within the Marion County workforce development system, and EmployIndy intends to formalize the process through a combination of policy and memoranda of understanding.

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)]

Co-enrollment in core programs has been shown as an effective strategy for maximizing the use of limited resources while increasing the level of services available to program participants. EmployIndy is committed to utilizing co-enrollment to the fullest extent possible when it provides clients with greater access to career opportunities and occupational outcomes and where accessing additional resources will directly be of benefit. EmployIndy is committed to following co-enrollment requirements established by DWD as a way to increase system alignment and provide client-centered career services. Its service process calls for clients to be offered all services for which they are eligible, regardless of program, and for the needed steps within the client's career pathway to be the key determinant of where co-enrollment is appropriate.

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)]

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)]

EmployIndy places a strong emphasis on continuous improvement and overall performance of service providers.

EmployIndy uses a competitive procurement process to ensure service providers utilized in Marion County's WorkOne system bring a cost-effective, program-specific, customer-centered staffing plan to each program. This procurement process ensures current service providers stay focused on outcomes and allow EmployIndy to ensure that the best providers are selected.

Once providers begins serving participants, EmployIndy uses a series of performance-based indicators to determine incentive payments and overall effectiveness. Weekly reports are provided to the providers to allow management members to track progress towards goals and ensure outcomes align with targets. Current metrics utilized in the system for performance-based incentives include:

- Placement into permanent full-time employment at \$13.50 per hour or higher
- Attainment of core credentials from occupational skills training
- Utilization of virtual and online tools
- Attainment of credential from completed trainings
- Placement into industry alignment from occupational skills training
- Placement as a result of completed work-based-learning opportunities
- Completion of monthly check-ins for active work-based learning opportunities

To further ensure that quality participant files are maintained by service providers, EmployIndy has implemented an overall quality assurance strategy for out-of-school youth, adult, and dislocated worker

participants. Each month, service provider staff and EmployIndy staff review a portion of active enrollments, placements, and those entering EmployIndy-funded training. The plan requires that the service provider review at least 25% of each staff member's files on a quarterly basis to ensure proper techniques are used in service delivery.

On an annual basis and through competitive procurement, EmployIndy completes a monitoring of programmatic and fiscal activities for each service provider. The guides provided will focus on programmatic elements and overall service strategy, data validation, and accuracy of service delivery. Once the monitoring report is reviewed by EmployIndy, it is provided to each service provider with a request for response within 30 days. The resolution process could involve technical assistance training from EmployIndy and the request for corrective actions.

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)]
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Mobile WorkOne brings WorkOne Indy services and resources to community-based organizations, companies with mass dislocations, and other community and employer events, averaging more than 90 outreach activities each month. Virtual WorkOne system is customer-facing, acting as EmployIndy's virtual American Job Center (AJC) comprised of tools and resources that provide quality services at a lower cost, eliminating the need for multiple reporting systems and results in an innovative and effective process for service delivery. Through WorkOneIndy.com registered users can complete full WIOA, WorkOne or EmployIndy program enrollments and are provided career guidance and coaching through learning videos and tools, including resume builder and review, access to "live" career counseling and assessments, utilization of the self-sufficiency calculator, and registration with Indiana Career Connect, Indiana's current labor exchange system. In program year 2014-2015, the Mobile WorkOne Indy team made 1,122 visits to more than 70 community locations throughout Marion County, while Virtual WorkOne added 10,277 new registrations, for a total of 121,840 logged in sessions.

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)]

EmployIndy includes language in all agreements that ensure equal opportunity nondiscrimination and compliance to civil rights laws. Service providers that are contracted to perform duties under WIOA must have written policies and measures in place to protect the rights of all individuals under the Americans with Disabilities Act of 1990. EmployIndy provides a quarterly report to the EEOC officer for the State of Indiana, to show adherence to the EEOC policy and Federal guidelines. EmployIndy also ensures that the maximum level of accessibility, adhering to ADA requirements, to its facilities, programs and services, technology, and materials for individuals with disabilities. Currently, ADA stations throughout the State of Indiana are being accessed for improvements and EmployIndy has submitted the information required by the DWD for these stations to receive updates and any necessary improvements to these stations.

From an individual service strategy, all service provider and DWD staff understand it is the expectation to meet all participants where they are and provide the highest quality of service possible, including all necessary auxiliary aids and services. In instances where an individual with LEP desires to access our services, the service provider staff utilize the translation services procured through DWD in a timely manner. EmployIndy and its service provider staff also have a strong working relationship with several ELL and offer the ability to assist in the enrollment into programs for long-term benefit.

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)]

The workforce development boards of Central Indiana do not have current MOUs that specify resource contributions of the one-stop partners. Both EmployIndy and the Region 5 Workforce Board are awaiting the final WIOA regulations, guidance, and policy from the United States Department of Labor, Employment and Training Administration and DWD before establishing WIOA-based MOUs, resource sharing agreements, or infrastructure cost-sharing among core one-stop partners. The anticipated roles and resource contributions of the one-stop partners based on final guidance, are as follows:

Adult Education – The role is the provision of instruction to increase basic skill levels and lead to the successful completion of a High School Equivalency (HSE). Referral to WorkOne services should take place by the Adult Education instructors for employment services and to access career counseling and tuition and supportive services for career pathways and other educational opportunities.

The Adult Education resource contribution is non-monetary. There may be space available at some of the instructional sites to allow WorkOne staff to meet with students to begin their relationship for the receipt of WorkOne services.

Literacy programs provide reading and writing instruction to enhance the skills of the individuals they are working with. Literacy programs do not provide monetary resources for the WorkOne operations.

Wagner Peyser programs provide staff that work in an integrated environment with service provider funded staff to offer a wide variety of employment and training services. This may include general labor exchange, career counseling, case management, Trade Adjustment Assistance funded training, business services and delivering workshops, as well as assisting with the RESA and Jobs for Hoosiers programs.

Resource contributions include Wagner Peyser staff that work in the WorkOne system. There is a financial contribution included in the Integrated Services agreement to cover the cost of the space that is occupied at the WorkOne, and some material costs.

Vocational Rehabilitation (VR) roles include staff that specialize in the delivery of services to individuals with disabilities. The VR staff work with the staff at WorkOne Indy for cross-referral to meet the needs of their customers. In some cases services will be offered by both entities, and other times it will be determined the most appropriate resource is either solely by the VR staff, or, the WorkOne staff.

Resource contributions include the VR staff and the services provided. There are no monetary resources available to contribute to the cost of the WorkOne operations. Free space is available as may be arranged at each WorkOne location.

Temporary Assistance for Needy Families (TANF) and Supplemental Nutritional Assistance Program (SNAP) services are provided by the Family and Social Services Administration (FSSA). This includes cash assistance and food assistance programs. Cross-referral is made by FSSA staff to the WorkOne service delivery system, and by WorkOne staff to these programs offering this needed assistance.

Resource contributions include the assistance provided by the FSSA staff in working with the individual in need to assess their need and provide case management. Eligible individuals are able to receive cash and assistance with food. There are no monetary resources available to contribute to the cost of the WorkOne operations, and FSSA staff operate from completely separate dedicated spaces in each community, rather than in the WorkOne locations.

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)]

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

EmployIndy leverages technology in many portions of its overall service delivery strategy. WorkOneIndy.org, EmployIndy's virtual office, offers WorkOne Indy participants the ability to provide almost all information required to complete enrollment into the various one stop system programs. Participants can also receive the following services from this platform:

- Attend informational self-service workshops on:
 - Resume Writing
 - Interviewing
 - Job Search
 - Career Exploration
 - Work Readiness
 - Healthy Lifestyle
 - Financial Literacy
- Build a resume using the resume builder tool;
- Submit a resume for review by a staff member;
- Understand the financial ramifications of career exploration with EmployIndy's budget calculator tool;
- Access cTORQ for job search and additional career exploration through knowledge, skill, and ability analysis;

- Search for training providers through the Training Interest Form and the Eligible Training Provider List;
- Refine employability skills through modules in EmployIndy’s self-service learning academy;
- Store documents in an online portal for 24/7 access; and
- View learning event offerings and register to attend.

EmployIndy also utilizes computer-based assessments such as Indiana Career Explorer and the Test of Adult Basic Education (TABE) to understand the career interests and education and skill levels of WorkOne participants.

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)]

EmployIndy provides a host of services and workforce development activities to empower and enhance WorkOne participants within Marion County. EmployIndy focuses on providing all levels of service identified within the Workforce Innovation and Opportunities Act in a customer-centered method that ensures services are provided when they are needed. All services within the EmployIndy service delivery model are available at each of Marion County’s WorkOne offices and in all of EmployIndy’s mobile sites throughout the community and education partner locations. All local WorkOne staff are well-versed in the services available to ensure consistency in service delivery across all of the modalities utilized to offer participant services.

Through leveraging EmployIndy’s virtual office, WorkOneIndy.org, participants are able to receive basic career services in an on-demand setting with reinforcement available through in-office practice labs on topics such as digital literacy, resume, interview practice, and job search. This efficiency and availability of basic services prevents individuals from waiting to access services that are essential to basic job search and career exploration. Conversely, it places an increased expectation on digital literacy which can be limited with low skilled individuals. Each staff member in the system understands the importance of basic career services as the foundation for all activities necessary to provide career pathways, long-term career goals, and significant impact on our community, with the understanding some participants may need additional assistance to access and utilize basic services to the greatest benefit.

EmployIndy ensures that individualized career services are available for all participants that desire more assistance than basic career services can offer. Individualized services include additional assessments such as Indiana Career Explorer and TABE, individualized resume development, mock interviewing, and strategic job search assistance. All staff provide individualized academic career plans to participants to ensure basic, milestone, and end goals are discussed and the success plan is understood by staff and participant. Individualized services are traditionally provided in a face-to-face setting in one of the AJC's or a community partner location. As individualized services play an essential role in assisting individuals in reemployment efforts, EmployIndy continues to search for alternative service delivery methods to increase accessibility for priority of service populations with solutions such as the expansion of virtual service provision.

Participants that are under-skilled or that lack a credential/degree in in-demand occupations are given the opportunity to pursue occupational skills and work-based training to increase their value in the job market. All EmployIndy staff ensure participants are given the opportunity for choice in training through the use of a customer tool which requires participants to research and identify the top three training programs supporting the goals of their Individual Employment Plan. Staff facilitate discussions, review assessment results and ensure training providers are on DWD's eligible training provider list with cohorts starting in a timely manner. Although EmployIndy has a large pool of eligible training providers to assist with training services, accessibility remains an issue for our priority of service participants. EmployIndy will focus on increasing the connection to and capacity of our community partners, training providers, and other wrap around services to ensure we increase accessibility through barrier busting for participants when possible.

EmployIndy will continue to drive the development of career pathways and its ability to provide the information to participants, employers, and educators throughout all levels of service delivery. It recognizes that the population it currently serves faces a different set of barriers compared to typical participant in previous generations and that Marion County's WorkOne system must continuously adjust to the changing barriers. Through the pursuit of the developing talent highways and career pathways, EmployIndy will position Marion

County's workforce development system to effectively provide methods for participants to see the meaningful long-term gains it strives to achieve.

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)]

Over the last eight years, EmployIndy has made a strong commitment to enhancing the lives of Marion County's in-school youth by investing a majority of its youth funding in the Jobs for America's Graduates program (JAG).

JAG is a school-to-career program dedicated to preventing dropouts among young people who are most at-risk.

The program focuses on students with significant barriers to academic and career success and is offered in 11 high schools in Marion County (Arlington, Arsenal Tech, Ben Davis, Decatur Central, Decatur Township School for Excellence, George Washington, Indy MET, John Marshall, McKenzie Center for Technology and Innovation, Northwest and North Central).

This year-round program is delivered in a high school classroom by a workforce development professional called a JAG Specialist. The JAG Specialist helps students reach their graduation, career and post-secondary goals through: dropout-prevention strategies, job-readiness training, assistance in obtaining work experience, Internships, part-time jobs and occupational skills training. In addition they receive leadership development skills, mentoring, placement in jobs or post-secondary education and follow-up for 12 months after graduation. All of this is taught through 37 core competencies and a curriculum provided to us by JAG National. Since 2007 the JAG program in Marion County has served over 2,966 high school students.³ This number includes several students who are co-enrolled in vocational rehabilitation.

The 2010 census showed that almost four million young people, age 16-24, were unemployed across the county, about 16 percent. In Marion County, the total percentage of unemployed young people is currently at 12.9

³ Does not include current enrollment for 2015-2016.

percent. EmployIndy believes that it is making a positive impact on our youth and young adults and make it a priority to engage this population by placing them into education and employment opportunities that will make a long-term impact on their ability to earn self-sustaining wages in their futures.

In July 2015, EmployIndy developed a WIOA Program elements guide to help train and educate its youth service provider staff on the 14 youth elements. While a majority of the youth elements were the same, there were five new elements that are required to be offered: Financial Literacy, Entrepreneurial Skills Training, Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services and Activities that help youth prepare for and transition to post-secondary education and training. EmployIndy is pleased to note that it was already offering several of these new elements already through our Jobs for America's Graduates Program. JAG partners with various financial institutions to provide financial literacy to our participants, our service providers have access to LMI data through our the HireUpIndy.org and EmployIndy has a goal that 100 percent of its youth participants complete an assessment through Indiana Career Explorer among the other activities completed to help prepare them for their future. Finally, JAG has College Coordinators built into the program to assist youth participants when they transition to post-secondary to ensure they have the tools and the support they need to succeed. With the fourth new element, entrepreneurial skills training, EmployIndy is looking into ways to expose the participants to this element by reaching out to speakers that have gone this route. In addition, EmployIndy is looking into securing an entrepreneurial skills training program similar to the on-line financial literacy courses and will make them available through WorkOneIndy.org. In the interim, Ivy Tech and the Small Business Association offer entrepreneurial skills training.

The JAG program has many strengths including a passionate staff, strong student ambassadors, comprehensive training manuals, consistent practices and case notes that demonstrate how an individual is impacted and what skills each particular student is using or learning with each activity. Program staff have a keen interest in improving services to youth and a proven track record for helping students reach their goal of graduation, work and/or postsecondary training. Access to the JAG National network and training, as well as strong support of the

State and the Governor also aid in the program's positive outcomes and sponsorship from the schools in which programs are embedded.

One of JAG's strengths is also one of its weaknesses, which is location. Because the program is located in area schools, which is great for seeing the participants regularly, it imposes difficulty when collecting necessary documentation and the paperwork needed to qualify participants, as the parents don't easily have direct contact with the Specialists and are often times reluctant to allow their children to freely carry such personal and private information to school. Another weakness is obsolete and non-relevant content as JAG National has not updated their curriculum in many years. While that is a weakness, our JAG Specialists treat this as an opportunity to develop fresh, new and pertinent lesson plans to compliment some of the outdated material. The JAG program strives to achieve the coveted "5 of 5" standard every year and has been successful in achieving this honor two years in a row. In addition we would like to increase our participant numbers in the program and the number of work experiences opportunities.

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)]

EmployIndy's out-of-School programming also has a JAG component built into its YouthBuild program. Like the in-school program described above, there is a national curriculum provided that is based around the provision of 20 core competencies. For the last six years, EmployIndy has administered YouthBuild Indy, an education, work readiness and leadership training program for young adults aged 18-24 years old. Recent funding provides EmployIndy the opportunity to serve approximately seventy additional participants over the course of two cycles; coupling the opportunity and support needed to earn a High School Equivalency Diploma with a path to a well-paying, high-demand career through credentialed construction training. The program design provides participants with construction experience through partnerships with a local contractor to provide training, as well as community organizations with access to abandoned housing. Participants, through the YouthBuild Indy

program, work to transform abandoned homes into valuable housing for low income families. The YouthBuild program typically runs anywhere from six to nine months as it depends on the needs of the individual participant. A typical cycle runs like a school year. The program has participants enrolled in High School Equivalency classes through Marian University and construction trade classes through Turner Construction for alternating weeks until they have completed their HSE and NCCER.

YouthBuild Indy provides focus on the required elements of WIOA, including:

1. Alternative Secondary School Services, targeting high school dropouts from ages 18-24;
2. Paid and unpaid work experiences in the field of basic carpentry;
3. Supportive services, such as housing assistance, SNAP, Medicaid, and transportation (i.e. bus passes or gas card); and
4. Education and workforce preparation occurring simultaneously.

YouthBuild Indy also provides activities to help youth prepare for and transition to post-secondary education and training. Staff take each group on college tours and provide the youth with the opportunity to talk with college administration. YBI helps students complete their FAFSA in case college is their choice. If four year college isn't a student's choice, they are encouraged to pursue post-secondary education to be certified in another skill trade.

EmployIndy is committed to expanding education/training programs and employment services for out-of-school youth and young adults in 2016 in support of Mayor Hogsett's strong desire and vision to increase opportunities for marginalized individuals who are least likely to secure and retain employment.

Strengths of the out-of-school youth program include: caring, passionate and compassionate staff – all staff display true concern and caring for the well-being of the youth they serve. They have created a family atmosphere that is noted and highly appreciated by the youth interviewed, indicating they "feel like they have come home" when they enter the building. Staff are well organized – in 2015, our out-of-school youth staff collectively completed a skills/strengths identification activity. They used this information to determine which of the work responsibilities most fit their individual strengths and divided the program and office work to build on these strengths. They have well organized files – in general, the files reviewed had the necessary forms, with the appropriate signatures. When monitored, each service has had a corresponding case note, with additional case

notes capturing other customer information and actions. Instructors for both math and reading/language provide instruction in a manner that students state is "very understandable and easy to learn the subjects." The instructors not only teach in a manner for TABE acceleration, but also incorporate the critical thinking skills required to do well on the TASC high school equivalency exam. They also organize the instruction for both the classroom (in the afternoon) and individual one-on-one/tutoring (in the morning).

Region 12 is incorporating the five new program elements into our programs, however it hasn't been difficult as we were already providing many of these services under WIA. For example, our providers and programs have always partnered with banks in the past to implement financial literacy and will continue to do so going forward. EmployIndy has partnered with The Crossing School of Business and Entrepreneurship to offer students an opportunity to exhibit the entrepreneurial spirit. As stated above EmployIndy was already offering many of these elements before WIOA went into effect, including providing labor market and employment information in the local area; activities that help youth transition to post-secondary education and training; and education offered concurrently with and in the same context as workforce preparation activities and training.

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)]

Since its establishment in Marion County, the JAG program has been very successful in helping at-risk youth complete high school and enter into unsubsidized employment or continuing education. In recent years, JAG has achieved the following outcomes:

- 93% graduation rate;
- 69% civilian/military placement rate;
- 71% full-time jobs rate; and
- 89% full-time placement rate.

Likewise, YouthBuild Indy has had great success in similar areas. It has achieved the following outcomes:

- 68% placement into education or employment;
- 81% complete a diploma or industry-recognized certificate;
- 86% advance at least two grade levels in adult basic education; and
- Top 15 ranking for educational attainment among all YouthBuild programs across the U.S.

Both programs greatly assist the young person that are involved, and help add to EmployIndy's drive toward

the successful attainment of federal performance accountability goals.

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)]

EmployIndy understands the importance of providing training opportunities for under-skilled participants that lead towards employment in high-wage, high-growth occupations. This importance is apparent in all activities within each of its activities, including career exploration, job search, and individual career counseling and plan development. EmployIndy has, and will continue, to invest in all aspects of training and research to continue to improve participant and employer outcomes.

From a strategic view point, EmployIndy's "Where the Jobs Are" list provides staff with targeted information that can assist in leading participants to current in-demand occupations in the targeted sectors. The list is compiled through a collaborative collection of information and analysis by FutureWorks. FutureWorks pulls information from several sources that look at past, present, and future projections to ensure positions are in a growth pattern and meet desired wage goals for a living wage in Marion County. Additionally, EmployIndy annually prepares and provides industry snapshots in each sector that identify the characteristics of each industry with traditional labor market information and demand for jobs using real-time labor market information. Characteristics include total jobs, growth, average earnings, top occupations and wages. Demand information provides top job titles, top skills, top certifications, employers with most job openings, distribution of preferred education, top programs of study in demand, and distribution of advertised salaries.

EmployIndy uses traditional individual training account's (ITA's) to fund occupational skills training in almost all instances. On occasion, there is a need to provide a training to a cohort of participants that is handled through contracting. In each instance, EmployIndy follows procurement guidelines and issues either an RFP or RFQ dependent upon the scope. At the end of such contracted trainings, an analysis on the outcomes and return-on-investment is performed to determine the effectiveness.

When discussing career options with participants, staff understand the credentials and skill set expected from employers in the current job market. Through individualized assessments focus on current education level and skills, budget analysis, career and financial aspiration discussions, and review of training programs available staff aid participants in making selections that can provide long-term outcomes. EmployIndy policy guides staff on determining factors to aid in the availability of training funds to support participant efforts.

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)]

EmployIndy deploys its **Rapid Response** activities in accordance with **Policy 2016-005** in an effort to engage displaced workers in re-employment services as soon as possible. The Rapid Response Team receives notification, via WARN or through other means, of a possible closure or layoff which will affect 50 or more workers. The Rapid Response Team, through cooperation with the affected company, provides WIOA and other services to the employees either on-site at the company or via one of our WorkOne Indy offices (or both). At minimum, the Rapid Response Team will make information on WorkOne services available to employees either in-person or through materials left behind with the employer.

In addition, the Rapid Response Team coordinates other supportive services needed by impacted workers such as UI Benefits, Trade Adjustment Act Benefits; and others. Partners offering these supportive services are engaged by the Rapid Response Team and are included as an integral part of the overall process of reaching the affected workers. In providing rapid response activities, EmployIndy's Rapid Response Team collaborates with appropriate staff including Department of Workforce Development, Trade Adjustment Act representation; State operations director; Dislocated Worker Unit, and the state rapid response team. Any staff and/or service provider offering services potentially needed by the impacted workers are included in the planning and implementation of each Rapid Response call.

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.

EmployIndy ensures that recipients of unemployment insurance benefits are integrated into WorkOne services, either by the client being proactive and using the tools available at WorkOneIndy.org or when the recipient reports to a WorkOne location for unemployment insurance mandated programs such as RESEA or Jobs for Hoosiers. EmployIndy, in partnership with contracted service providers, facilitate and coordinate all required RESEA activities including daily workshops that allow for clients to take advantage of additional employment services in accordance with the program requirements. Throughout the RESEA process, clients also complete a skills assessment through Indiana Career Connect. Based on their skills, the client can use the labor market information available to them on ICC to make informed career decisions and case managers are provided the knowledge on how to best assist the client based on the assessment. EmployIndy's contracted service provider staff provide opportunities at all touch points within the RESEA and JFH programs to engage participants into individualized services including subsequent orientations for those remaining unemployed past 15 weeks.

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)]

Even with significant differences between Marion County and the surrounding counties, the workforce

development boards of Central Indiana plan to coordinate transportation and supportive services as follows:

- Service providers for the region will all use the State of Indiana-provided case management system and will ensure that participants have a single record in that system that is shared between all service providers and that service providers will use that joint record to ensure that “double dipping” on travel and supportive services does not happen;
- The Region 5 Workforce Board and the EmployIndy workforce development board will share best practices to ensure that the entire region has access to more effective ways to deal with transportation and supportive service issues; and
- Both areas will work closely with their community and faith partners to maximize the effective delivery of services to their common participants.

While both workforce development boards are firmly committed to coordinating efforts in the provision of supportive services, both recognize the existence of significant geographic and community differences that may hinder close correlation of policies and practices concerning customer transportation and supportive services. For example, Marion County is the largest metropolitan area in the state. It has a dense population that encompasses the entire county even reaching into the fringes of the surrounding counties. It has public transportation in the form of buses and there has been and continues to be talk about light rail systems. This public transportation system is almost exclusively limited to Marion County with some minor exceptions into the fringes of Hamilton, Hendricks and Johnson counties. The other eight counties have fixed schedule no public transportation suitable for traveling to training. In addition, Marion County has a very large number of community-based organization and faith-based organizations that provide a wide array of supportive services ranging from food and clothing to rent and utility assistance. Many of these organizations also assist with job search and training. While these organizations exist in the other eight counties, the number of such organizations is generally much lower. The bottom line is that more of the supportive service funds for transportation for those counties end up coming from WIOA. This makes identical transportation and supportive services impractical.

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)]

Within Marion County, EmployIndy awards contracts for the provision of WIOA Title I services and activities through a competitive procurement process within the local area. EmployIndy has established **Procurement Policy 2011-FA-002** that guides the competitive process utilized within each procurement. The process outlined within the policy includes development of a procurement for public response; issuance of a procurement to the public for bid via solicitation and public posting; announcement of and public participation in a bidders conference; public questioning period and posted responses; internal review and scoring of bidders' responses; interviews and presentations by qualified bidders; and a documented assessment of presentations with recommendation to the President and CEO, and board approval if applicable. Upon acceptance of recommendations, contract negotiations and awards are made. Cross-departmental and cross-functional internal review teams are assigned to participate in all stages of the competitive activities.

EmployIndy has competitively procured WIOA Title I Adult and Dislocated Worker services and activities including EmployIndy's five module system, sector and industry specific initiatives, and all special projects that utilize WIOA Title I or other federal, state or local public funding. In addition, EmployIndy has competitively procured WIOA Title I Youth services and activities that include JAG, YES, YouthWorks Indy GED, and Youth Build. As a result of these competitive procurements, EmployIndy has attached established contracts with **Arbor, E&T LLC d/b/a ResCare Workforce Services, Odle Management Group, Goodwill Education Initiatives Inc., Telamon Corporation d/b/a Transitional Resources Corporation, River Valley Resources Inc., and THA construction.**

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

The ***EmployIndy Organizational Chart*** is attached, depicting a clear separation of duties between the board and service provision.

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).

Prior to the passage of WIOA, EmployIndy managed a Youth Council of its Workforce Investment Board, with 13 members in place that met quarterly. With the passage of WIOA, EmployIndy disbanded the Youth Council with the intention of establishing a Youth Committee. On February 23, 2016 the EmployIndy Board considered the proponents of re-establishing a committee, some who would personally work in accordance with EmployIndy to take on the youth issues facing Marion County. At that time, with a unanimous motion to move forward, the Board Chair asked all board members to submit recommendations for the new committee. EmployIndy received 18 nominations including one Board member who agreed to Chair this committee. The EmployIndy Youth Director has met with the new Youth Committee Chair to discuss the nominations and is in the process of reaching out to several of the individuals recommended to see if 1) they are willing to serve on the committee and 2) have the availability. At the first meeting, the Committee will set their goals and vision for youth programming in Marion County. EmployIndy is looking to the Youth Committee for guidance on improving and coordinating resources, increasing awareness, increasing access and ensuring quality of service for all in-school and out-of-school youth programs and initiatives.

EmployIndy currently has two additional standing committees, including the Executive and Finance Committees of the local Workforce Development Board. Additional needs for committees and taskforces may be identified in the strategic and system planning occurring in PY16. EmployIndy has also begun creating communities of practice among our youth services providers in in-school and out-of-school programming, as well as among our community-based providers in YES, Community-Based Workforce Development (CDBG) and WorkOne Mobile. These communities of practice convene at regular intervals, quarterly and monthly, to share successes, best practices and improve efficacy of both services and braided resources.

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

Robert Harris, General Manager, WorkOne Indy - West
3400 Lafayette Road, Suite 100
Indianapolis, IN 46222
(317) 246-5412
rharris@employindy.org

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)]

Indianapolis Private Industry Council Inc. d/b/a EmployIndy
PNC Center
115 W. Washington Street, Suite 450S
Indianapolis, IN 46204
(317) 639-4441

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)]

This section will be completed upon negotiation of performance goals with DWD.

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)]

EmployIndy staff is currently engaging with leadership from Indiana Family and Social Services Administration, Division of Disability and Rehabilitative Services, Vocational Rehabilitation Services (VRS) to establish cooperative agreements, as defined in WIOA. EmployIndy intends to establish an MOU with VRS that includes the following items:

- Enables WorkOne to integrate a flow of services that triages for VRS service needs;
- Ensures WorkOne offices are fully accessible for individuals served by VR;
- Provides adaptive technology for use with disabled individuals;
- Develops cross training of staff on cooperative service delivery between WorkOne and VRS; and
- Identifies a formal referral process between WorkOne and VRS.

The previous cooperative agreement, **VRS Professional Services Contract**, under the Workforce Investment Act is attached.

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)]

EmployIndy is continually engaged with all key partners and stakeholder groups, including representatives of business, labor, and economic development, for input, opinion and consultation on all strategic and operational plans for the purpose of training and developing Marion County's workforce. The Board meets bi-monthly, as well as the Executive Committee of the Board in off months of Board meetings, to review performance and incorporate their direction and oversight in workforce planning and execution. The Local Workforce Plan was developed with cross-departmental collaboration by EmployIndy leadership and management as it directly relates to this cyclical and ongoing collaboration and oversight among key partners, industry representation and the Board. The Plan will also be submitted to the chief local elected official of Marion County, Indianapolis Mayor, Joseph Hogsett, upon presentation to the Board for final approval on June 7, 2016. Public comments representing disagreement with the plan will be addressed in final submission to DWD on July 1, 2016. The 30-day posting of the Plan for members of the public, including representatives of business and industry organizations, especially in high-growth economic sectors, and organized labor groups, was accessible on EmployIndy's website (www.EmployIndy.org), including electronic means for public comment via email at localplan@employindy.org. Public comments were not received but would have resulted in responses to the public within 14 days and/or a request to the State Workforce Innovation Council for modification to the Plan if required.

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.

In accordance with EmployIndy's **Monitoring Policy 2015-023**, internal monitoring for all adult, dislocated worker, and youth service providers is conducted annually in the second half of the program year. Through competitive procurement, it contractually assigns third parties to monitor both programmatic and fiscal activities for each provider. The monitoring agencies utilize customized program and funding guides, along with

direction provided by EmployIndy to ensure consistency of programmatic and fiscal monitoring processes among providers. The monitoring activities adhere to the following steps:

- Notification of scheduled monitoring provided to each provider
- Monitoring agency completes onsite monitoring
- Draft report completed and submitted to EmployIndy for review
- Revisions made to draft monitoring reports through collaboration with EmployIndy
- Final reports issued to providers (sample attached)
- Resolution response from service providers due back within 30 days
- Negotiation on final resolution as necessary
- Staff training plan developed from overall monitoring

Through monitoring activities of the past program year, EmployIndy was able to identify significant opportunities for staff training and improvements in our overall approach to quality and service delivery strategies. Extensive training sessions on case management and case noting occurred over a three month period for all current staff, with service provider leadership emphasizing learning objectives to operationalize the instruction provided. Proactive improvements to address service provider findings resulted in no non-compliance findings by DWD in EmployIndy's most recent PY15 WIOA monitoring,

Through its current contracts, EmployIndy was also able to begin placing quality control at the forefront of all case file activities. Each service provider in the WorkOne offices now actively review staff files for quality of service delivery and data validation. Files are also discussed with EmployIndy to ensure any supplemental training recommendations are made based on outcomes. The same procedures will be implemented in all programs in the near future.

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.

EmployIndy is committed to ensuring that its youth staff are fully trained in the best techniques for serving the youth population and in the programmatic requirements of WIOA. Following the passage of WIOA, EmployIndy provided comprehensive training to all WorkOne staff over the changes to in-school and out-of-school youth service provision. In addition, EmployIndy's management has regularly taken part in Regional Youth Director's meetings facilitated by DWD to ensure that updates and best practices are shared throughout EmployIndy's

youth services teams. In order to further ensure that staff were updating practices and processes, following the new requirements of WIOA, EmployIndy updated and released Youth Polices to all WorkOne staff in November of 2015, with in-person knowledge sharing being provided by EmployIndy leadership and WorkOne management staff. In addition, EmployIndy also ensured that the WorkOne staff that directly works with older, out-of-school youth participated in all trainings offered by DWD.

Our youth staff teams are exposed to various training opportunities in an annual program year. The most valuable of the trainings historically seems to be the JAG National Training Seminar, which is held each July. In addition, when available funds allow, we also attempt to send EmployIndy staff to NAWB and the NAWDP Youth Symposium. Additionally, all staff are encouraged to participate in webinars and training provided by DWD as well as those offered by USDOL through WorkforceGPS.

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

The chart on the following page lists the 82 EmployIndy policies that are currently in-effect.

EmployIndy Policies	
Computer & Equipment Usage Policy	Mobile Device Reimbursement
Equipment Management & Inventory	Professional Development
Client Assessments	Drug & Alcohol Free Workplace
ACP	Emergency Conditions/Inclement Weather Leave
Case Management policy	Severance Policy
Follow Up Policy	Personnel - Employment at will
WIOA Participant Eligibility	Personnel - Equal Employment Opportunities
WIOA Adult Priority of Service	Personnel - Harassment
Corporate Credit Card	Personnel - Health Insurance & Accountability Act
Procurement Policy	Personnel - Attendance
Youth - ISS	Personnel - Introductory Period
Training Service Requirements	Personnel - Outside Employment
Client File Management	Personnel - Employee Leave Time
Customized Training	Personnel - Personal Conduct
YouthBuild Indy	Personnel - Employment Verification
Records Retention & Document Destruction	Personnel - Employee Classifications
Supportive Services	Personnel - Pay Dates
Information Security policy	Personnel - Holidays
Service Provider Cash Advance	Personnel - Tuition Assistance
Selective Service Requirements	Personnel - COBRA Coverage
Personnel - Recruitment and Selection	Personnel - Reporting Accidents
Social Media Content	Personnel - Length of Service
Electronic Payment	Personnel - Gifts
Cost Allocation	Personnel - Access to Personnel Files
Check Signing	Personnel - Spot Award Program
Travel Policy	Personnel - Promotions and Transfers
Employ Up	Personnel - Insurance Benefits
Conflict of Interest	Personnel - Leave of Absence
Employer Services	Personnel - Employee Protection
Background Check	Personnel - Grievance
Veteran Priority of Service	Personnel - Flexible Schedules
Individual Training Accounts (ITA)	Employee Morale
Participant Grievance	Education and Training Investment
Rapid Response Services	Sector and Career Pathway Investment
Residency	Maternity Leave
Monitoring Policy	Electronic Meeting Attendance
On-the-Job Training	WDB-Leave of Absence
External Communication	Consent Agenda
Staff Assisted Job Orders	Engagement
Policy on Policy	Stay Bonus
Email Standardization	Youth Council Chair & Vice Chair