

2020 – 2024
Workforce and Innovation Opportunity Act
(WIOA)

Region 12 d.b.a. EmployIndy

*Region 12 Local Plan/Regional Plan for Planning Region 5 &
12*

Submitted: January 29, 2021


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Attachment A - WIOA Local/Regional Plan Workforce Development Board (WDB) Approval			
WDB/Region #	12		
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¹ The providers listed reflect only those funded with WIOA Youth funding. EmployIndy engages with other youth providers supported by philanthropic funds.

I certify that the information contained herein is true and accurate to the best of my knowledge and I submit this plan on behalf of the WDB listed above.			
This plan is approved for the Workforce Development Board by the Workforce Development Board Chair.			
Name:	Katie Culp		
Title:	EmployIndy Board Chair		
Signature:		Date:	3-24-21

Section 1: Workforce and Economic Analysis

Please answer the following questions in 8 pages or less. The Department of Workforce Development has regional labor market analysts assigned for each of the Regions. These experts can assist in developing responses to the questions 1.1 through 1.3 below. **Questions that require collaborative answers for regions 5 & 12 are designated with an *.**

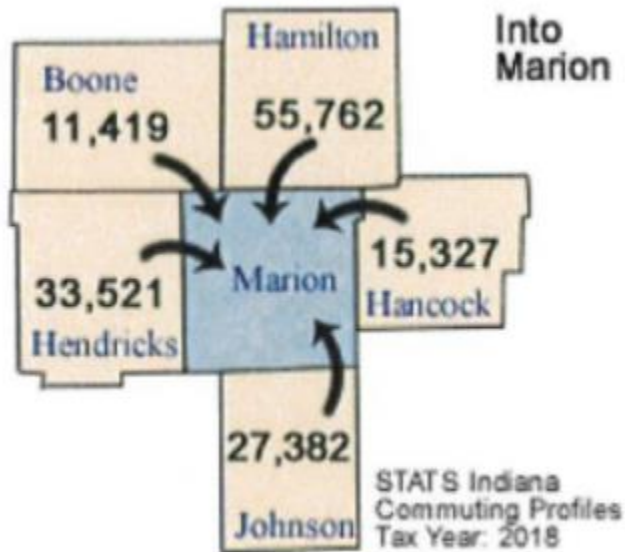
1.1* An analysis of the economic conditions including existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations. [WIOA Sec. 108(b)(1)(A)]

Economic Growth Region 5 (EGR5) consists of nine counties in central Indiana and includes the state capital city of Indianapolis. The US Census Bureau estimated population in ~~2019~~ **2021** is ~~2,021,869~~ **2,074,273** which is ~~30.0~~ **30.5%** of the state total and is projected to grow to 2,235,905 by 2030 making the EGR 31.3% of the state. Within EGR 5 there are two workforce boards. EmployIndy serves Marion County, Region 12 and the Region 5 Workforce Board serves Boone, Hamilton, Hancock, Hendricks, Johnson, Madison, Morgan and Shelby counties. The population is similar in each workforce board region with a Region 5 population of ~~1,057,287~~ **1,103,171** and a Region 12 population of ~~964,584~~ **971,102** according to the US Census Bureau. Demographic comparisons are shown below (**updated 2022**).

DEMOGRAPHICS				
Race & Hispanic Origin				
Population by race 2021, US Census Bureau				
	Region 5		Region 12	
	Number	Percent	Number	Percent
All Races	1103171	100	971102	100
America Indian or Alaska Native	3470	0.3	4682	0.5
Asian Alone	44473	4	40336	4.2
Black Alone	57208	5.2	287669	29.6
Native Hawaiian & Other Pacific Islander Alone	736	0.1	538	0.1
White	974538	88.3	606374	62.4
Two or more races	22746	2.1	31503	3.2
Not Hispanic or Latino	1056695	95.8	860942	88.7
Hispanic or Latino	46476	4.2	110160	11.3
Income and Poverty				
US Census, American Community Survey				
	Number	% of State	Number	% of State
Per Capita Personal Annual Income 2020	\$ 62,273	119.9	\$ 59,264	114.1
Welfare(TANF) monthly Avg Families 2021	519	8	1537	23.8
Food Stamp Recipients in 2021	56338	8.8	145050	22.8
Free/Reduced Lunch Recipients 2019/2020	55292	10.9	106053	20.9

The two workforce board regions share a high level of economic and commercial interaction. Based on Tax Year 2018 Indiana IT-40 Returns, 18% of persons working in Region 5 commute into the region with Marion County being the main sending county and 27% of the people who work in Marion County commute in from Region 5. The diagrams below illustrate the interconnected commuting patterns.

(20.5% of Marion County workforce)



Burning Glass Technologies has provided thorough research regarding good jobs in the Central Indiana area (defined as Region 5 + Region 12). Burning Glass ensures that the identified good jobs provide value to the job seeker, value to the employer, and value to the community based on criteria including, but not limited to, long-term career stability, return on training a worker, and transferability of skills. The research has identified the following 40 occupations as good jobs, organized by the two educational levels of sub-BA and BA. See list below from Burning Glass.

Good Jobs for Hoosiers

Sub-BA Occupations

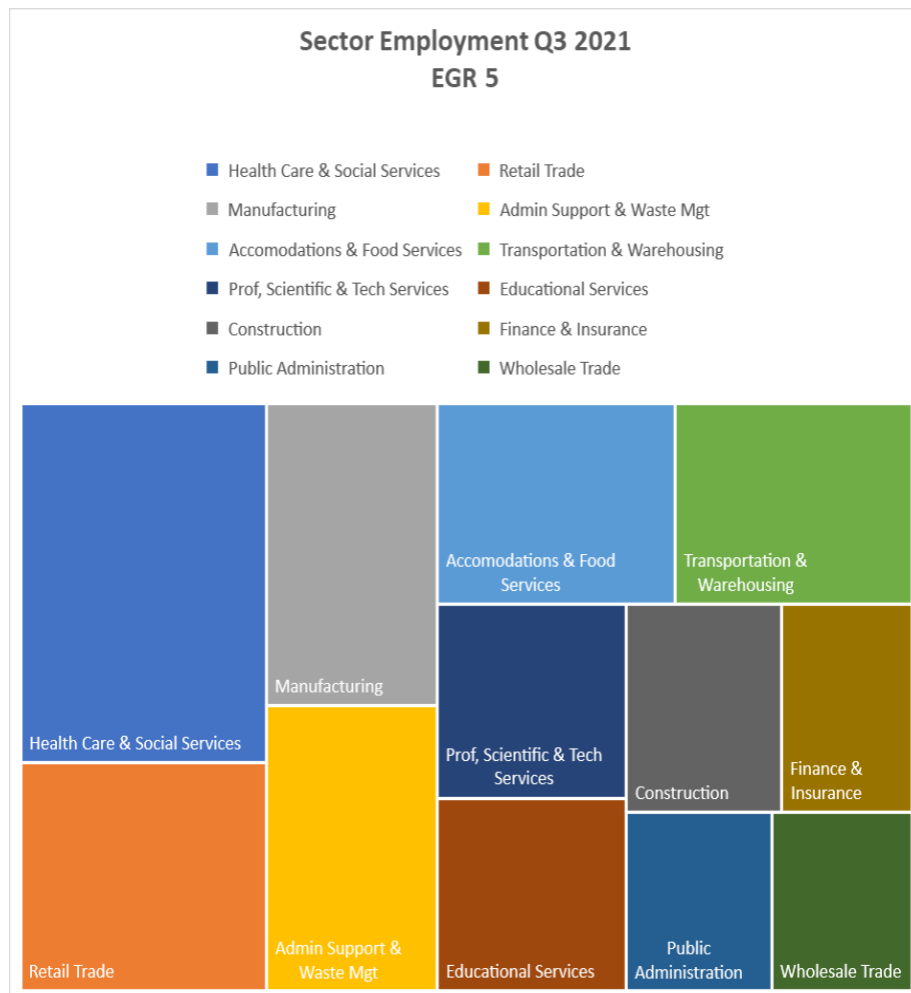
- ✓ HVAC Mechanic / Installer
- ✓ Production Worker
- ✓ Laborer / Warehouse Worker
- ✓ Production Supervisor
- ✓ Forklift / Pallet Jack Operator
- ✓ Diesel Mechanic
- ✓ Repair / Service Technician
- ✓ Insurance Sales Agent
- ✓ Janitor / Cleaner
- ✓ Maintenance / Service Supervisor
- ✓ Tractor-Trailer Truck Driver
- ✓ Registered Nurse
- ✓ Restaurant / Food Service Supervisor
- ✓ Building and General Maintenance Technician
- ✓ Manufacturing Machine Operator
- ✓ Shipping / Receiving Clerk
- ✓ Field Service Technician
- ✓ Scheduler / Operations Coordinator
- ✓ Automotive Service Technician / Mechanic
- ✓ Quality Inspector / Technician

BA Occupations

- ✓ Civil Engineer
- ✓ Engineering Manager
- ✓ Software Developer / Engineer
- ✓ Operations Manager / Supervisor
- ✓ Computer Systems Engineer / Architect
- ✓ Cyber / Information Security Engineer / Analyst
- ✓ Business / Management Analyst
- ✓ General Manager
- ✓ Account Executive
- ✓ Marketing Specialist
- ✓ Business Development / Sales Manager
- ✓ Financial Manager
- ✓ Researcher / Research Associate
- ✓ Mechanical Engineer
- ✓ Quality Control Systems Manager
- ✓ Production Plant Manager
- ✓ Financial Analyst
- ✓ Product Manager
- ✓ Validation Engineer
- ✓ Electrical Engineer

According to this research produced by Burning Glass on good jobs, for both sub-BA and BA jobseekers, the Health Care and Social Assistance industry is a large provider of good jobs in Central Indiana. This analysis is supported by data from Emsi, where the data shows that the top growing industries in Marion County (by change in jobs from 2015 to 2020) are Health Care and Social Assistance, Construction, and Professional, Scientific, and Technical Services (source: Emsi).

SECTOR EMPLOYMENT- Q3-2021					
Total Jobs		1013403			
Industry Sector	Jobs		Percent of Jobs		Weekly Wage
Health Care & Social Services	154807		15.3%		\$ 1,216
Retail Trade	98732		9.7%		\$ 736
Manufacturing	90224		8.9%		\$ 1,480
Admin Support & Waste Mgt	85373		8.4%		\$ 791
Accommodations & Food Services	83517		8.2%		\$ 447
Transportation & Warehousing	82876		8.2%		\$ 1,028
Prof, Scientific & Tech Services	64559		6.4%		\$ 1,676
Educational Services	64173		6.3%		\$ 945
Construction	56631		5.6%		\$ 1,328
Finance & Insurance	47648		4.7%		\$ 1,609
Public Administration	45606		4.5%		\$ 1,211
Wholesale Trade	43890		4.3%		\$ 1,467
			90.6%		



Economic Growth Region 5 (nine counties)			
NAICS	Description	2021 GRP	% of Total
31	Manufacturing	\$21,312,984,149	16.31%
52	Finance and Insurance	\$13,065,393,246	10.00%
62	Health Care and Social Assistance	\$12,587,980,415	9.63%
90	Government	\$11,980,437,569	9.17%
42	Wholesale Trade	\$10,887,896,527	8.33%
			53.44%
54	Professional, Scientific, and Technical Services	\$10,264,360,815	7.85%
44	Retail Trade	\$8,181,786,275	6.26%
23	Construction	\$7,051,871,321	5.40%
56	Administrative and Support and Waste Management and Remediation Services	\$6,435,181,196	4.92%
48	Transportation and Warehousing	\$6,121,472,898	4.68%
53	Real Estate and Rental and Leasing	\$5,194,805,460	3.98%
51	Information	\$4,516,633,292	3.46%
			89.99%
72	Accommodation and Food Services	\$3,223,183,158	2.47%
81	Other Services (except Public Administration)	\$2,776,634,582	2.12%
22	Utilities	\$2,168,192,658	1.66%
55	Management of Companies and Enterprises	\$1,822,150,423	1.39%
71	Arts, Entertainment, and Recreation	\$1,337,681,695	1.02%
61	Educational Services	\$1,074,595,584	0.82%
11	Agriculture, Forestry, Fishing and Hunting	\$544,944,916	0.42%
21	Mining, Quarrying, and Oil and Gas Extraction	\$130,381,895	0.10%
99	Unclassified Industry	Insf. Data	
		\$130,678,568,074	100.00%

Source: IDWD

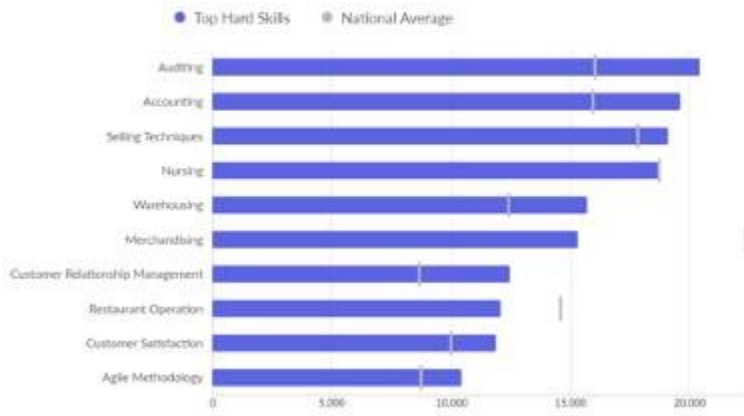
Although Health Care and Social Assistance proves to be a promising industry for individuals at both the sub-BA and BA levels, other industries, such as Finance and Insurance, are promising for BA-level job seekers but not sub-BA level jobseekers (source: Burning Glass). Furthermore, although 17% **16.3%** of good sub-BA jobs in Central Indiana are found in the Manufacturing industry, Manufacturing is not within the top growing industries in Marion County. This analysis shows that there are several data components to consider, including regional data.

The top growing occupations in Marion County (by change in jobs from 2015 to 2020) are Healthcare Practitioners and Technical, Educational Instruction and Library, and Construction and Extraction (source: Emsi).

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)]

It is important to identify employer requirements and skills requested in order to identify what education is most necessary to our workforce. Employer requirements range from soft skills to certifications to educational levels. According to Emsi, the top hard skills requested in Marion County job postings include auditing, accounting, selling techniques, and nursing. According to Burning Glass, at the sub-BA level, the most commonly requested certification after a Driver's License is a Registered Nurse, followed by CDL licenses and other medical certifications (source: Burning Glass). In this case, the Central Indiana data closely matched the Marion County data, as Registered Nurses prove to be highly in demand for both regions.

In-Demand Skills

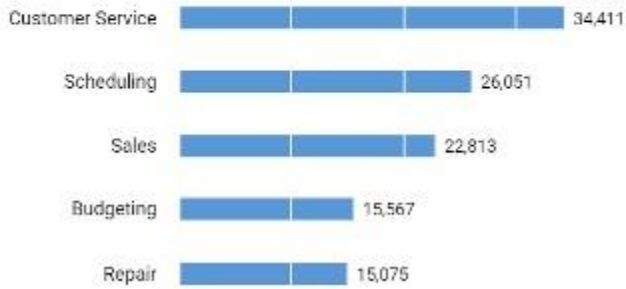


Source: Emsi. Marion County, IN Economy Overview.

The following three graphics are from Burning Glass, and show the top five requested Specialized Skills, Baseline Skills, and Software and Programming Skills, respectively. These skills are pulled from job postings in Marion County from 01/01/2020 – 11/30/2020.

The following skills are most requested

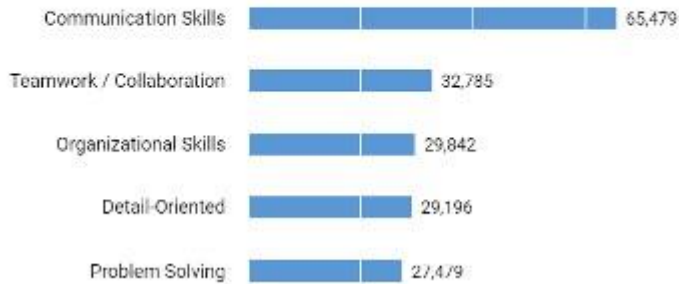
Specialized Skills



Source: Burning Glass

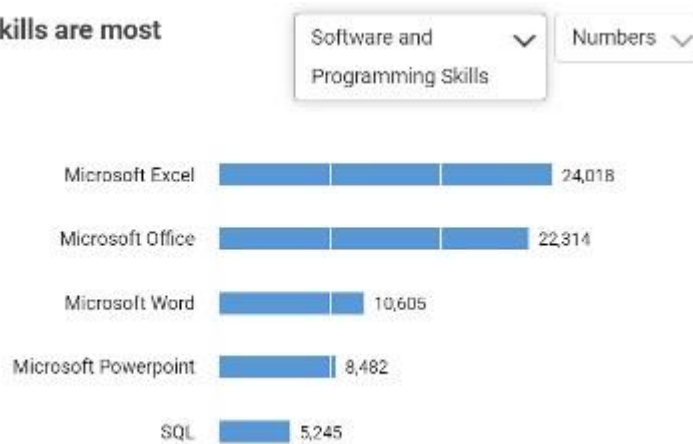
The following skills are most requested

Baseline Skills



Source: Burning Glass

The following skills are most requested



Source: Burning Glass

In 2020, EmployIndy, together with Ascend Indiana, commissioned a report from Burning Glass Technologies to follow up on the 2018 Brookings Institution report “Advancing Opportunity in Central Indiana”. The intention of the new report was to answer three key questions:

- 1. Which industries and occupations warrant further attention and investment?**
- 2. How can individuals advance in their careers based on transferability of skills and projected demand?**
- 3. How are education and training programs and providers in Central Indiana positioned to better satisfy employer demand in "good jobs" areas and prepare area residents for viable employment?**

The report used the following methodology in order to identify available good jobs at both a bachelor and sub-bachelor levels:

- Value to Job Seekers:** We measure the value to the job seeker based on items such as stability, ability to earn a living wage, long term career opportunities, and other criterion to ensure workers are well positioned at present and in the future
- Value to Employers:** We measure value to employers based on the time it takes to fill a job, the return to training a worker, attrition, and the value placed on skills and competencies
- Value to the Community:** We measure value to community based on the transferability of skills across occupations and industries, projected growth, and the multiplier effect these jobs have on the local economy.

Using this methodology, the report identified the following as good jobs in Marion County:

Sub-BA Occupations

- HVAC Mechanic / Installer**
- Production Worker**
- Laborer / Warehouse Worker**
- Production Supervisor**
- Forklift / Pallet Jack Operator**
- Diesel Mechanic**
- Repair / Service Technician**
- Insurance Sales Agent**
- Janitor / Cleaner**
- Maintenance / Service Supervisor**

- Tractor-Trailer Truck Driver
- Registered Nurse
- Restaurant / Food Service Supervisor
- Building and General Maintenance Technician
- Manufacturing Machine Operator
- Shipping / Receiving Clerk
- Field Service Technician
- Scheduler / Operations Coordinator
- Automotive Service Technician / Mechanic
- Quality Inspector / Technician

BA Occupations

- Civil Engineer
- Engineering Manager
- Software Developer / Engineer
- Operations Manager / Supervisor
- Computer Systems Engineer / Architect
- Cyber / Information Security Engineer / Analyst
- Business / Management Analyst
- General Manager
- Account Executive
- Marketing Specialist
- Business Development / Sales Manager
- Financial Manager
- Researcher / Research Associate
- Mechanical Engineer
- Quality Control Systems Manager
- Production Plant Manager
- Financial Analyst
- Product Manager
- Validation Engineer
- Electrical Engineer

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

The 9 county Economic Growth Region 5 (EGR5) has a total estimated May 2022 labor force of 1,080,005 with 47%(504,091) residing in Marion County and 53%(575,914) living in the eight surrounding counties (Region 5). The labor force increased by 32,126 (3.1%) from the pre-pandemic level of 1,047,879 in January 2020. The unemployed labor force was 25,435 (2.4% rate) in EGR5: 13896 (2.8% rate) in Marion County; 11,539 (2.0%) in Region 5. In September of 2020, 19 months earlier, the EGR rate was over twice that level at 6.0%

with a high of 7.7% in Marion County and a low of 3.6% in Boone County. The sharp decline in the unemployment rate in EGR5 resulted from the economic recovery after the COVID 19 pandemic shut down of the economy in the spring of 2020. The following table provides county, regional and state labor force data comparisons.

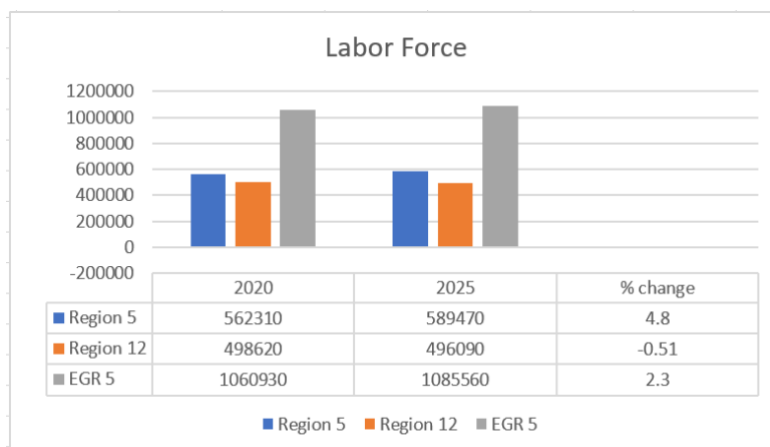
Labor Force Estimates								
Source: Indiana Department of Workforce Development								
Month/Year	May 2022	Sept 2020	May 2022	Sept 2020	May 2022	Sept 2020	May 2022	Sept 2020
	Labor force		Employed		Unemployed		Percent Unemployed	
Boone	37963	35721	37300	34445	663	1276	1.7	3.6%
Hamilton	194122	181724	190651	174392	3471	7332	1.8	4.0%
Hancock	42469	39954	41571	38072	898	1882	2.1	4.7%
Hendricks	94609	89087	92734	85167	1875	3920	2	4.4%
Johnson	86390	82289	84704	78532	1686	3757	2	4.6%
Madison	59756	59219	58143	55420	1613	3799	2.7	6.4%
Morgan	37018	35965	36199	34335	819	1630	2.2	4.5%
Shelby	23587	23036	23073	21876	514	1160	2.2	5.0%
Region 5	575914	546995	564375	522239	11539	24756	2.0%	4.5%
Marion	504091	500660	490195	462295	13896	38365	2.8	7.7%
EGR 5	1080005	1,047,655	1054570	984534	25435	63121	2.4%	6.0%
Indiana	3383096	3328250	3298437	3134198	84659	194052	2.5%	5.8%

According to the 2020 American Community Survey (ACS), EGR 5 has an estimated labor force of 227,829 youth ages 16 to 24 (101,378 youth ages 16 to 19 and 126,451 youth ages 20 to 24) with 50.1% (114,141) residing in Marion County and 49.9% (113,688) living in the eight counties that comprise Region 5. The EGR 5 labor force participation rate (LFPR) was 42.22% for younger youth ages 16 to 19 and 78.93% for older youth ages 20-24. In Marion County the LFPR for younger youth was 39.5% and in Region 5 the rate was 44.58 ranging from a low of 37.2% in Boone County to a high of 49.1% in Johnson County. For older youth in Marion County the LFPR was 76% and in Region 5 the rate was 82.2%. The majority of younger youth ages 16 to 19 are most often in school, supported by family and not yet participating in the labor force. The higher rate of labor force participation for older youth ages 20 to 24 is consistent with changes that occur as youth complete high school and/or post-secondary education and are either employed or seeking employment. The unemployment rate for youth is higher than the general populace, due in large part to the different circumstances of their age. In EGR 5 the unemployment rate was 14.4% for younger youth ages 16 to 19 and 8.9% for older youth ages 20 to 24. This is comparable to Indiana's unemployment rates of 14% for younger youth and 8.5% for older youth. In Marion County the younger youth unemployment rate was 19%. The older youth unemployment rate was 9% for Marion County. The following table provides county, regional and state labor force data comparisons.

Economic Growth Region 5 (EGR5)
 Labor Force Estimates for Youth 16-24 in 2020
 Source: US Census Bureau & American Community Survey, ACS 5-Year Estimates Subject Table: S2301

	Younger Youth Ages 16-19			Older Youth Ages 20 to 24		
	Population	Labor Force Participation Rate	Unemployment Rate	Population	Labor Force Participation Rate	Unemployment Rate
Boone	3,332	37.2%	4.7%	3,497	87.0%	5.6%
Hamilton	17,328	43.7%	8.4%	18,042	83.6%	7.5%
Hancock	3,882	40.6%	20.2%	4,064	82.3%	2.0%
Hendricks	8,868	45.8%	7.4%	10,002	85.8%	12.8%
Johnson	8,355	49.1%	4.8%	9,553	81.6%	9.5%
Madison	6,751	45.5%	13.7%	7,875	76.1%	10.8%
Morgan	3,674	43.0%	27.5%	3,985	76.4%	9.8%
Shelby	2,090	47.6%	12.6%	2,390	82.2%	7.1%
Region 5	54,280	44.5%	10.4%	59,408	82.2%	8.8%
Region 12 Marion	47,098	39.5%	19.0%	67,043	76.0%	9.0%
EGR 5	101,378	42.2%	14.4%	126,451	78.9%	8.9%
Indiana	367,273	43.4%	14.0%	472,914	76.3%	8.5%

In 2020 the EGR5 labor force was about 31.5% of the entire Indiana labor force. By 2025 the EGR5 labor force is projected to grow by 2.3 % or 24,630 workers and be about 32.3% of the state’s labor pool. Within the nine-county region this labor force growth is unbalanced. The 8 outlying counties (Region 5) will gain 27,160 (4.8%) workers and the Marion County labor force will shrink by 2,530 (0.51%). The Marion County decline mirrors to the State labor force which will decline by 0.39% or 13,210 workers. The growing labor force in EGR5 in total provides a competitive advantage for continued economic development and expansion in Central Indiana.



The following table provides additional educational attainment data for comparison.

Economic Growth Region 5 (EGR5) Educational Attainment in 2020 Source: US Census Bureau & American Community Survey, ACS 5-Year Estimates Subject Tables: S1501								
	EGR5		Region 5		Reg 12 (Marion Co.)		Indiana	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Total Population 18 to 24 years	173,489	100.0%	83,393	100.0%	90,096	100.0%	659,700	100.0%
Less than high school graduate	28,746	16.6%	14,274	17.1%	14,472	16.1%	95,118	14.4%
HS graduate incl equivalency	59,682	34.4%	28,854	34.6%	30,828	34.2%	224,023	34.0%
Some college or associate's degree	60,016	34.6%	28,286	33.9%	31,730	35.2%	270,336	41%
Bachelor's degree or higher	25,045	14.4%	11,979	14.4%	13,066	14.5%	70,223	10.6%
Some college or more	85,061	49.0%	40,265	48.3%	44,796	49.7%	340,559	52%
Total Population age 25+	1,329,709	100.0%	698,733	100.0%	630,976	100.0%	4,466,180	100.0%
Less than 9th grade	40,704	3.1%	12,240	1.8%	28,464	4.50%	159,253	3.60%
9th to 12th, no diploma	89,242	6.7%	34,038	4.9%	55,204	8.70%	317,172	7.10%
HS Graduate incl equivalency	362,278	27.2%	188,414	27.0%	173,864	27.60%	1,482,396	33.20%
Some College, no degree	252,339	19.0%	130,578	18.7%	121,761	19.30%	898,491	20.10%
Associate's Degree	106,348	8.0%	57,494	8.2%	48,854	7.70%	396,074	8.90%
Bachelor's degree	305,967	23.0%	174,566	25.0%	131,401	20.80%	770,901	17.30%
Graduate Degree or more	172,831	13.0%	101,403	14.5%	71,428	11.30%	441,893	9.90%
Some college or more	837,485	63.0%	464,041	66.4%	373,444	59.2%	2,507,359	56.1%

~~According to data from Emsi, jobs have increased by 4.1% in Marion County from 2015 to 2020, increasing the total from 630,660 to 656,491. The labor force participation rate has also increased in that time frame from 64.0% to 65.2% (source: Emsi).~~

~~Source: Emsi. Marion County, IN Economy Overview.~~

~~Unemployment has increased for each age cohort from 2019 to 2020, with the most significant change in unemployment from those under age 22, followed by those aged 22-24 (source: Emsi).~~

~~Source: Emsi. Marion County, IN Economy Overview.~~

~~The below unemployment rate trends are consistent with the Unemployment Insurance claims in Marion County.~~

Total Claimant Count for Marion County	
Month	Claimant Count
2019-03	1,206

2019-04	1,336
2020-03	24,356
2020-04	45,580
2020-05	27,621
2020-06	26,730
2020-07	15,623
2020-08	11,255
2020-09	10,128
2020-10**	11,252
2020-11	12,033

Source: DWD

Source: Emsi. Marion County, IN Economy Overview.

One potential barrier to employment is education level. In Marion County, there are several discrepancies between the supply of individuals aged 25+ with a certain level of education and the demand for individuals with the desired education level. The demand for these individuals is based on the number of jobs in Marion County by typical entry level education required. For example, 7% of Marion County's population age 25+ has an Associate's Degree, but 2% of jobs only require a typical entry level education of an Associate's Degree. This suggests that approximately 5% of the working age population would be overqualified for the jobs. Burning Glass research supports this claim, as their results show that very few jobs in Central Indiana explicitly require an Associate's Degree. Thus, Burning Glass analysis suggests that certification and skill proficiencies may be more powerful than the Associate's Degree itself in obtaining a good job.

When looking at youth cohorts in Marion County in particular, in 2020, there were 52,555 unemployed under age 24, which accounts for 11% of all of those unemployed. Nationally, 46.7 percent of 16- to 24-year-olds were employed in July 2020, down 9.5 percentage points from July 2019..

Pre-pandemic the percent of residents ages 16+ not working or not actively looking for work, in other words, those not actively participating in the labor force, was 29.12%. This includes approximately 30,000 Opportunity Youth in the Indianapolis area that are disconnected or detached from the workforce due to a lack of education or training, involvement in the justice system, or a disability.

There is approximately a 5% difference in the high school graduation rate for Marion County students above the poverty level vs. those below the poverty level.

On the opposite end, 40% of jobs require a High School Diploma or Equivalent, but only 29% of Marion County population age 25+ has obtained a High School Diploma or Equivalent, which represents a lack of supply for those jobs demanded (source: Emsi).

Source: Emsi. Marion County, IN Economy Overview.

Section 2: Strategic Vision and Goals

Please answer the following questions of Section 2 in 10 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)]

Anchored by a commitment to achieving the Mayor's vision and maintaining transparency with the community through and beyond the organization's leadership transition, EmployIndy's leadership embarked on a highly inclusive, community-driven planning process beginning in August 2016 with support from the trusted nonprofit consulting firm Hedges & Associates. In 2017, EmployIndy released their [2017-2022 Strategic Plan](#).

Over the course of 2022, EmployIndy has worked with Hedges & Associates to review, reframe, and ultimately extend EmployIndy's strategic vision through 2025. While not yet publicly released, the new strategic plan will be driven by three primary goals:

- 1. Ensure individuals and employers are prepared through a continuum of initiatives for a rapidly changing 21st Century economy.**
- 2. Build the capacity of partners in the workforce ecosystem and leverage systems knowledge of barriers and opportunities.**
- 3. Prioritize equitable interventions with institutions and employer partners to ensure economic mobility, and good and promising jobs.**

~~EmployIndy recognizes that it has a unique responsibility to leverage partnerships with regional workforce stakeholders and community initiatives to achieve two strategic priorities for Indianapolis:~~

- ~~1. Reduce barriers for individuals to allow them to progress from A job, to a Better job, to a Career~~
- ~~2. Reduce barriers for employers to meet their demand for low to mid skilled workers~~

~~By working with partners throughout the city to build a comprehensive workforce ecosystem for Indianapolis, EmployIndy has adopted the following goals and objectives to drive action and inform strategic decisions for the organization through 2022:~~

- ~~● Goal 1: Address system barriers preventing a strong pipeline of entry level workers and employment opportunities. To achieve this, EmployIndy will:~~

- Provide direct support to employers to hire and skill up a qualified entry-level workforce by connecting employers that are in need of entry-level employees to “guaranteed” work-ready individuals and providing funding and/or staff for work-based training.
- Advocate for local and statewide legislation, policies, and practices that reduce barriers for employers and job seekers by actively supporting the creation and adoption of statewide workforce development standards for K-16 integration, employer incentive programs, and best practices that mitigate practical and psychological inhibitors to employment.
- Goal 2: Create a positive trajectory for young adults to actively participate in the workforce. To achieve this goal, EmployIndy will:
 - Provide young adults with opportunities to prepare for sustainable employment by introducing young adults ages 14-24 to industries and employers driving the local economy through E⁷ (empowerment, engagement, exposure, exploration, experience, education, and employment) and providing young adults facing the greatest barriers with opportunities to earn educational certifications and employment credentials.
 - Develop a robust network of providers focused on re-engaging and supporting young adults who have disconnected from school by developing communities of practice and leveraging models of excellence and technical assistance from national, statewide, and local partners.
- Goal 3: Create an employer-driven urban neighborhood workforce development framework that can be replicated throughout Indianapolis. To achieve this, EmployIndy will:
 - Allocate EmployIndy resources to high-potential organizations located in targeted impact areas by requiring funding recipients to work toward specific outcome measures based on best practices and employer needs, providing comprehensive training and technical assistance to help funding recipients measure and achieve required outcome measures, and convening and connecting efforts of K-16 educators, community-based organizations, and employers in targeted impact areas to influence the development of a comprehensive workforce ecosystem.
 - Align EmployIndy resources to individuals experiencing barriers in targeted impact areas by placing WorkOne staff inside community-based organizations to provide on-site services and relocating the one-stop center to a target impact area.
 - Leverage city-wide and neighborhood-based community and economic development initiatives by providing representation on task forces, steering committees, etc. for specific initiatives and sharing data, staff, and other resources with partners.

2.2 Describe how the board's vision aligns with and/or supports the strategic vision of Governor's Workforce Cabinet (GWC) as set out in the WIOA State Plan.

<https://www.in.gov/gwc/files/Indiana%20Strategic%20Workforce%20Plan.pdf>

Indiana's strategic vision is to create a talent system that affords all Hoosiers equitable opportunities for lifelong learning and increased personal economic mobility and provides employers the talent to grow and diversify their workforce.

We will endeavor to increase intergenerational social and economic mobility by:

- Ensuring quality pathways that provide opportunities for career advancement, personal prosperity, and well-being for all Hoosiers;
- Partnering with Indiana employers and education and training providers to identify and close the skills gap while meeting emerging talent needs; and
- Strengthening Indiana's economy by aligning programs and funding to meet current and future workforce needs.

EmployIndy's vision is to drive growth in Marion County by investing in innovative strategies focused on reducing barriers for residents so they may have access to career pathways and gain needed skills to excel in the workforce, thus presenting employers with qualified candidates to fulfill their hiring needs.

In EmployIndy's Strategic Plan, this vision is fulfilled by pursuing two areas of focus:

1. Reduce barriers for individuals to allow them to progress from A job, to a Better job, to a Career;
2. Reduce barriers for employers to meet their demand for low to mid-skilled workers.

Successfully supporting job seekers to address these barriers so they can effectively meet the demand of employers will require not only efforts of the job seekers themselves, but also a collaborative system of support provided through a variety of contributions from cross-sector partners, including employers, community-based organizations, educators, and other system-wide supports.

EmployIndy envisions this collaborative network of cross-sector partners building an effective Workforce Ecosystem for Indianapolis, where the contributions of all sectors will work symbiotically to help job seekers address barriers so they can effectively meet the demands of employers at all stages of the ABC continuum.

2.3 Describe how the board's goals contribute to each of the five GWC goals.

https://www.in.gov/gwc/files/Indiana%20Strategic%20Workforce%20Plan_Draft_2.6.2020.pdf

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

Goal 1. Focus on meeting the individual needs of Hoosiers. Indiana has created a talent development system comprised of wide-ranging workforce training and education programs. Hoosiers need to be able to find and navigate this often complex system to find the best option that meets their current and often immediate needs, fulfills their aspirations, and equips them with the skills and knowledge for socioeconomic mobility. Career pathways that help diversify the skills and talent within Indiana must be designed and delivered with the individual's economic sustainability and mobility as the focal point. These career pathways will help diversify the skills and talent within Indiana to promote economic opportunities for Hoosiers. We need to ensure that we do not focus merely on programmatic requirements and funding streams, but rather what an individual needs and aspires to in order to be successful. We must include an intergenerational approach to communicating, offering, and delivering services in order to meet an individual's ambitions and current and future economic needs. This system may not look the same for each person, and it may not provide the same resources for each person. It will be customizable to an individual's goals and aspirations in order to achieve social and economic mobility.

We will seek to align our K-12, Postsecondary, Opportunity Youth and Adult services to provide an intergenerational approach to communicating, offering and delivering services in order to meet an individual's ambitions and current economic needs. The Indianapolis New Skills Readiness Network (NSRN) will align statewide and local education and workforce partners with the purpose of building a local system that integrates academic and career experiences across secondary and postsecondary institutions. This system will provide all students with a seamless pathway to build skills, secure in-demand credentials, and connect with career opportunities in Indiana's most in-demand industries, ultimately empowering participants to discover meaningful careers and building a more inclusive economy.

Goal 2. Integrate state systems to facilitate greater access to information, resources, and services for constituents, businesses, state personnel, career coaches or navigators, and case managers. In addition to acquiring skills, education, and jobs that put them on the path to social and economic mobility, constituents also must understand that they have continuous access to the talent development system throughout their working lives. For sustained economic success and personal growth, Hoosiers will need to continually engage with, and pursue, lifelong learning opportunities, which could exacerbate the complexities of this multifaceted system. Indiana must integrate our state and federal resources to help simplify navigation of this system for constituents. Our current program-by-program approach to serving constituents and businesses has resulted in a profusion of program-specific solutions. If the talent development system is to better serve our Hoosiers and improve their lives, we must align and simplify access to this array of resources and services. Strategic coordination of systems and collaboration across state agencies will begin breaking down to better empower our Workforce Development Boards, outreach personnel, and local partners.

Through initial investment of the Indiana Department of Workforce Development (DWD) and philanthropy, EmployIndy has launched a learning management system (LMS) **branded as the EmployIndy Learning Hub**, ~~utilizing the WordPress plugin LearnDash~~, aimed at improving Workforce Innovation & Opportunity Act (WIOA) performance for providers. By procuring a new platform, Tovuti, we are scaling access to ~~a~~ **the** learning management system for all career coaches and job seekers in the workforce ecosystem to not only create and deliver online training but also to track and evaluate learning and education.

The Learning Hub has been used in a variety of applications throughout the ecosystem beyond simply support for career navigators, including employer-facing interaction like mentorship training and youth apprenticeship onboarding, complete conversion and automation of our employability skills curriculum Job Ready Indy, and support for our opportunity youth community. ~~Implementation of a cloud-based solution will enable future integration of employer-facing interaction like mentorship training and youth apprenticeship onboarding.~~

Comparable networks and communities of practice of career coaching professionals exist independently throughout the ecosystem for YES Indy, CWF, Ivy Tech Community College (ITCC) Career Coaching and Employer Connections, Skillful Governor’s Coaching Corps, Indianapolis Public Schools Future Centers, Indy Achieves, and adult education. EmployIndy will align a combined Career Coaching Community of Practice to collaboratively identify technical assistance needs and guide continuous learning to also inform design and delivery of professional development through online learning modules, in-person training or Ecosystem Enrichment, and a library of coaching resources.

As part of its 2020 organizational redesign, EmployIndy has created a new Ecosystem Enrichment team, which houses and centralizes all policy and resource development, training, and performance improvement efforts. This has resulted in the creation of several new job positions **including performance improvement and technical assistance positions, instructional designers, and dedicated policy staff** as these systems and practices are built out and spread throughout the ecosystem.

We have also engaged in direct messaging with potential participants, using new ICC registrant data to send messages to over 87,000 individuals in order to provide them with information on WorkOne services, including TORQ testing.

Goal 3. Align programs towards creating a healthy, engaged, and talented citizen. Often, our programs deal with the aftermath of either situational or systematic difficulties. Some government programs perform triage on crises occurring in Hoosiers’ lives, rather than curbing the systemic inequities through early intervention strategies. We envision a realignment of our programs to include an emphasis on prevention and early intervention that will elevate opportunities for success. The most vital and entrenched strategy we have for early intervention is our early education and K-12 education systems. By expanding access to early education, we can begin providing advantageous programs to Hoosier children. As our students progress through our educational system, better integration of academic and technical skills and knowledge will provide Hoosiers with more opportunities for future mobility. Our education and workforce programs for adults will focus on finding the right fit for the individual person and equipping Hoosiers with the skills needed for career advancement and longevity. By assisting multiple generations in advancement towards quality health, societal engagement, and preparation for the jobs of today and tomorrow, we can foster an environment where economic mobility is attainable for more Hoosiers.

In order to serve our clientele better, **in 2020** EmployIndy ~~just went under~~ **underwent** a major organizational redesign to allow us to not work by programs, but have our team members focus on how best to serve the participants. Prior to the reorg, EmployIndy’s Youth Teams were divided up based on the programs we managed. The In-School Youth team managed the Jobs for America’s Graduates program, the Job Ready Indy program and the Project Indy Initiative. The Opportunity Youth Team managed the Youth Employment System and the YES Indy Re-Engagement Centers while our Indy Achieves Team focused on getting youth signed up for 21st Century scholars as well as supporting young adults while pursuing their postsecondary education. Under the transformation, the In-School Youth Team became the K-12 Team, allowing us to not only serve the participants in our current programs but also focus on how we can serve all of the youth and young adults in the school districts in Marion County. When meeting with the school district leadership, the K-12 Team determines what added services EmployIndy can bring to their schools to help them achieve their goals. This could include JAG, Job Ready Indy, Project Indy, the Modern Apprenticeship program, connection to JA JobSpark, assisting their middle schools with career exploration, connecting the schools with speakers, helping them with career days or job fairs. All of these services place an emphasis on early

intervention and assist schools with achieving Indiana's Employability Skills Standards and Graduation Pathways Standards.

EmployIndy has moved the WorkOne Indy comprehensive center into a location that allows for a wider group of individuals to be in the location. Currently, a Community Health Center is in the building two days a week. SCSEP, JAG, CCDF, and Job Corps have also been in the building at different times.

EmployIndy continues to encourage other groups such as Voc Rehab to utilize the facility.

Goal 4. Maximize state and federal resources through impact-driven programs for Hoosiers. In Indiana, there is a great deal of overlap between the populations served through our various state and federal programs focusing on either social services and/or workforce training. An interdependence of social, medical, and other support services can help Hoosiers overcome employment obstacles. To capitalize on Indiana's investments into these programs, we must include impact data in our evaluation of successful services. In addition to considering inputs (e.g., attendance and participation rates) and outputs (e.g., program completers and graduates) of these programs, we will also examine the outcomes (e.g., wages and improvement in socioeconomic status). We need to understand the return on investment we earn from each of our programs in order to ensure it is truly impacting the lives of Hoosiers.

PY 2019 marked the first time that EmployIndy's biannual survey of community partners requested data.

We collected responses from a number of community partners and asked for a wide array of demographic and attainment factors. Using our partners' responses, we were able to collate and examine what our participants needed and where they are being served. Given the multitude of federal, state, local, and private funding streams EmployIndy manages, it is important to be able to tell a clear and coherent story about who our participants are. This information helps EmployIndy and our partners make strategic decisions, communicate and collaborate with one another, and efficiently provide services to the residents of Marion County.

Goal 5. Foster impactful relationships between businesses, community partners, and government agencies. In order to create a more robust talent development system and advance our populous towards economic mobility, the private sector must be a partner to drive training. We need to deepen our current partnerships with engaged businesses and expand our outreach to involve more businesses. Simultaneously, Indiana must increasingly diversify its economy to ensure we keep up with the rapid pace of the global change. The first step is promoting coordinated communication of the state's programs to all Indiana employers so no matter the size or type of business all are empowered to engage. This involves synchronization from state agencies to local regions to ensure our employers know and understand the multitude of state opportunities to engage with the talent development system. Successful business engagement must deliver value to employers, which will require our talent development programs to be more accessible and user-friendly for employers. We must also start to engage with businesses holistically, rather than focusing solely on their current needs. Our ultimate goal is to change the culture of how employers play a role and invest in their own workforce development as opposed to the government steering and telling employers what to do. Our engagement practices will shift employers from simply being the customers of the workforce system to active participants in the creation and implementation of workforce development and wraparound service solutions. Fostering and showcasing business investments in their people will highlight the mutual benefits of the talent development system for both employers and individuals.

Two key offerings to foster strong partnerships are the Talent Network and Talent Bound. Through the Talent Network, we are able to coordinate and aggregate employment opportunities to a vetted talent pool of individuals throughout our workforce ecosystem. This Talent Network will provide intel on the skills and education needed for good and promising jobs. Additionally, through Talent Bound, employers have the opportunity to engage with youth and young adults through a continuum of career exposures, engagements and experiences. This interface with employers creates the mechanism for individuals to understand the types of career pathways that lead to economic mobility while creating future pipelines of talent.

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 by weaving together third party funding and developing guides and tools to assist partners in identifying available training dollars outside of WIOA, 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 has focused 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 WIOA Title I negotiated levels of performance for program years ~~2020 and 2021~~ **2022 and 2023** with the understanding that the effects of the COVID virus situation will be taken into consideration by DWD when evaluating each of the Region's actual performance. Region 5 and 12 goals are as follows:

	Adult		Dislocated Worker		Youth	
	Region 12	Region 5	Region 12	Region 5	Region 12	Region 5
Employment 2Q	80.7% 80.35%	80.2% 79.3%	75.2% 75.95%	82.0% 76.8%	75.5% 81.1%	80.2% 79.65%
Employment 4Q	76.0% 75.15%	78.9% 76.9%	77.5% 79.55%	82.3% 81.1%	72.8% 75.9%	76.3% 77.80%
Credential	61.2% 44.6%	60.5% 72.5%	46.5% 54.2%	53.7 72.7%	61.1% 74.55%	66.8% 67.3%
Median Earnings	\$6,592 PY22: \$7,263.50 PY23: \$7,264	\$6,067 \$6,799	\$8,065 PY22: \$8,449.50 PY23: \$8,450	\$8,489 \$9,505	\$3,169 \$3,580	\$3,389 \$3,610
Measurable skills gains	48.3% PY22: 61% PY23: 63%	72.2% 61%	41.4% PY22: 61% PY23: 63%	50.3% 61.1%	33.7% 65%	52.8% 65%

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

To achieve 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.

Further higher paying occupations generally offer increased levels of benefits such as health insurance, retirement plans and paid time off for illness and vacation which enhances participants' upward socio-economic mobility. To achieve postsecondary credentialing attainment level, the boards will primarily fund training that leads to a postsecondary credential. Funding of work-based training such as OJT may not result in a credential.

2.5* Describe any 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 effectiveness 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.

EmployIndy uses the following tools to further measure, guide, and encourage systematic performance:

- Adoption of a five-year strategic plan, a collaborative effort led by EmployIndy with input from dozens of community partners, service providers, staff, residents, and experts, which serves to define EmployIndy’s focus, set strategic goals and objectives, and prioritize our efforts. The plan began in 2017 and will continue to guide EmployIndy’s efforts through 2022. The goals and objectives are detailed in section 2.1 of this plan. **A new strategic plan will be released and guide efforts starting in 2023.**
- As part of its 2020 organizational redesign, EmployIndy has created a new Ecosystem Enrichment team, which houses and centralizes all policy and resource development, training, and performance improvement efforts. This has resulted in the creation of several new job positions as these systems and practices are built out and spread throughout the ecosystem. In particular, this team will be spearheading a new performance improvement continuum to augment, inform, and respond to our current monitoring process. This process will bring internal stakeholders across our organization together on a regular schedule depending on grant needs in order to respond in real time to struggles with particular programs and/or providers in order to supply them with the resources and technical support needed to be effective. This is contrasted with our monitoring process, which had (in most cases) an annual cadence and limited ability and initiative to respond to findings and correct poor performance.
- EmployIndy also utilizes several data systems which are used for accountability, research and efficiency purposes:
 - Indiana Career Ready’s INDemand Jobs, for career coaching.
 - ICC, for goal measurement.
 - Emsi, used for labor market analytics and economic modeling.
 - Burning Glass, used for labor market and talent analytics.
 - Hoosiers by the Numbers and Stats Indiana, for demographics and economic information.
 - Salesforce, for business relationship management.

- EmployIndy’s one-stop operator, TPMA, is held to performance measures tied to their contract which measure various activities, including convening of quarterly partner meetings and monthly ecosystem enrichment trainings, facilitation of the partnership MOU, and training and career coaching landscape analysis.
- 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.workoneindy.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.

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 programs (*Core programs include: Title I Adult, Dislocated Worker, Youth Services, Title II Adult Education and Literacy, Title III Wagner-Peyser, and Title IV Vocational Rehabilitation*) 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)]

EmployIndy, in tandem with its one-stop operator Thomas P. Miller & Associates, formalized efforts to align required partners in the local area through a three year MOU. Generally, all partners are held to the following practices:

1. Coordinate service delivery in order to more effectively and efficiently provide services and referrals to customers. All partners agree to share aggregate performance data regarding programmatic enrollment and service levels and employment outcomes for inclusion in the “Marion County Ecosystem Report Card”, prepared by EmployIndy for public dissemination.
2. Work cooperatively to establish and maintain a cross-referral mechanism that facilitates the referral of individuals for needed services between all parties for the appropriate service provision. To develop an effective referral system, all parties will do the following:
 - a. Train customer service staff on the various referral options available at the point of intake based on customer demographics.

- b. Base referrals to a partner program on what is best for the customer. The referred to entity must have services or benefits that enhance the customer's likelihood of obtaining employment or needed workforce services.
 - c. Track individuals referred to a partner program using a mutually agreed upon method (e.g., paper referrals or other electronic means). Clients who are referred to another location will have an appointment date, time, place, contact person, and a list of information the customer needs to bring to the initial meeting. The person making the referral will follow-up with the customer to determine status, services received, and any follow-up needed.
 - d. Discuss co-enrollment strategies (both initially and on an ongoing basis) at regular partner meetings to ensure that comprehensive but unduplicated services are being provided.
 - e. Share information among the parties to the benefit of the customers being served in the following ways:
 - i. At the point of intake;
 - ii. Through emails; and
 - iii. In partner meetings.
3. Assure that all individual privacy rights will be maintained and protected.

These partners also commit to the following as it relates to service to workers, youth, individuals with barriers including individuals with disabilities:

1. Full compliance with all relevant ADA regulations, including equal opportunity, nondiscrimination, and civil rights compliance.
2. A variety of accessible locations, including the WorkOne Indy location which is located on a prominent street and is accessible through a variety of modes of transportation. Additionally, there are embedded WorkOne locations throughout the county.
3. Full services through individualized assessment (through one or more of TABE, WorkKeys, Indiana Career Explorer, ICC, and/or other assessments aligned to specific industry standards), discussion, and plan development for all served populations.

In 2019, EmployIndy consolidated all one-stop activities to a single comprehensive location at 4410 N. Shadeland Ave. in Indianapolis. WorkOne Indy provides connectivity between unemployed and underemployed job seekers and employers, serves workers dislocated by layoffs and changing industry needs, and provides informative career navigation and connection to local resources for advancing a promising career.

In addition to this location, EmployIndy has positioned WorkOne Indy to have a broader reach by partnering with other organizations around Indy to house staff on a regular basis. Currently these access points include seven Indianapolis Public Library branches and the Ivy Tech Indianapolis Campus, and local adult basic education providers, with ongoing development of partnerships to expand in other locations.

Due to the 2020 COVID-19 outbreak, embedded WorkOne staff activities were suspended. **Since, activities at some library locations have reopened.**

Positioning career navigators in neighborhood locations offers Indy residents – particularly those in our target impact areas – a more convenient opportunity to access services and referrals. Additionally, WorkOne Indy clients have multiple staff members assigned to them to ensure the support they need is always available, including resource coordinators who can help with barriers such as housing, child care, interview clothing, and more.

EmployIndy and TPMA coordinate partner activities and information sharing through a variety of convenings:

1. Quarterly partner meetings.
2. Communities of Practice for adult education providers and opportunity youth providers.
3. Monthly ecosystem enrichment seminars for front-level staff.

3.2* Identify the programs/partners that are included in the local workforce development system. Include, at a minimum, organizations that provide services for relevant secondary and post-secondary education programs, provision of transportation, Adult Education and Literacy, Wagner-Peyser, Trade Adjustment Assistance, Jobs for Veterans State Grant, Senior Community Service and Employment Program, 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), (10), (11), (12) & (13)]

EmployIndy works with a broad and complex coalition of Central Indiana organizations that make up the Marion County Workforce Ecosystem. This network is illustrated here:

~~<https://employindy.org/wp-content/uploads/2018/10/employindy-ecosystem-with-links-for-web.pdf>~~ <https://www.employindy.org/partnership-ecosystem-map/>

With regards partners required through WIOA, EmployIndy has formal relationships with the following organizations:

Adult Education and Literacy	<p>Region 5: Blue River Career Programs Central Nine Career Center Elwood Community Schools Hinds Career Center MSD of Washington Township MSD of Warren Township MSD of Wayne Township</p> <p>Region 12: Washington Township Marian University Indy Reads MSD of Warren Township MSD of Wayne Township Blue River Career Programs Central Nine Career Center YMCA of Greater Indianapolis Martin University</p>
Wagner-Peyser	DWD
Vocational Rehabilitation Services	FSSA Division of Disability and Rehabilitative Services/Vocational Rehabilitation Services
Perkins/Post-Secondary Career & Technical Education	Ivy Tech Community College

Unemployment Insurance	DWD
Job Counseling, Training, PLacement Services for Veterans	DWD
Trade Adjustment Assistance	DWD
Migrant and Seasonal Farmworkers	Proteus, Inc. DWD
Community Services Block Grant (CSBG)	Community Action of Greater Indianapolis
Senior Community Services Employment Program (SCSEP)	Goodwill International (Subgrantee: Goodwill of Central and Southern Indiana) National Able
TANF	FSSA Division of Family Resources
Second Chance	John Boner Neighborhood Center RecycleForce

Each region has established partnerships with the following educational institutions to implement the Jobs for America's Graduates (JAG) program:

Region 5	Region 12
Sheridan High School	Arsenal Tech High School
Martinsville High School	Beech Grove High School
Whiteland High School	Ben Davis High School
Shelbyville High School	Crispus Attucks High School
Greenfield High School	Decatur Central High School
Mt. Vernon High School	Decatur Township School for Excellence
Pendleton High School	George Washington High School
Anderson High School	Indiana School for the Deaf
Eastern Hancock High School	Indy Met
Avon High School	McKenzie Career Center

	North Central High School
	Shortridge High School
	Southport High School
	Warren Central High School

With regard to workforce development system partners that are not required WIOA partners, Region 5 has relationships with the following organizations:

- Interlocal Association- One Stop Operator, WorkOne Provider
- FAAS- SNAP
- Atterbury JobCorps
- Excel Centers (Anderson, Noblesville, Shelbyville)
- Vincennes University
- Local Chambers of Commerce
- Local Economic Development Organizations
- United Way of Central Indiana
- Indiana Community Action Programs
- Transportation partners include some specific entities in local communities that provide senior citizens and individuals with disabilities rides to and from essential services, by appointment only. These are considered demand-response, and are reservation based. The primary authority is the Central Indiana Regional Transportation Authority (CIRTA). These vans or small busses are available in each of the eight counties, offered by entities including: Boone County Senior Services, Janus Developmental Services, Hancock County Senior Services, LINK Hendricks County, Johnson County Senior Services, Madison County Council of Governments, Morgan County CONNECT, and Shelby County Senior Services. In the event transportation to and from training is needed, the WorkOne Provider may offer gas cards or mileage reimbursements based on a needs analysis as long as other transportation resources are not available.

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 GWC’s goals and strategies. [WIOA Sec. 108 (b) (2), (10), (11), (12) & (13)]

The two workforce development boards of Central Indiana will work with each partner to support alignment of service provision and avoid duplication of services. As outlined in Indiana’s Strategic Workforce Plan Executive Summary, plans include working with a strategic vision of creating a talent system that affords equitable opportunities for lifelong learning and increases personal economic mobility. The vision is to provide employers the talent to grow and diversify their workforce. The framework provided by this Strategic Workforce Plan will be implemented by the local Central Indiana Boards, focusing on the needs of individuals, integrating systems, aligning programs, maximizing state and federal resources and fostering impactful relationships between businesses, community partners and government agencies. To maximize alignment of service provision and avoid duplication of services, data sharing will be

an important strategy moving forward to the extent feasible. Co-enrollment will be utilized as appropriate to ensure more options to meet the diverse needs of each individual. Cross training and referral mechanisms among partner entities will be strengthened through formal and informal agreements. Co-location opportunities with partners will be explored and pursued as it makes good economic sense to do so. The value for employers to participate more with the workforce system will be emphasized. Consistent messaging and communication across partner entities will be essential to improving and expanding services for both individual and employer communities.

EmployIndy has undergone extensive work to map and categorize not only the core WIOA partners, but every partner who plays a role in the Marion County workforce ecosystem. This effort is illustrated in our ecosystem map ([link](#)).

Additionally, EmployIndy has contracted with TPMA, our one-stop operator, to conduct a landscape analysis and career coach survey to more granularly map out who is offering workforce services, in what way, and to what extent.

Using this knowledge, EmployIndy can make strategic decisions on how to direct funding in a way that maximizes utilization and impact, as well as convene like partners to facilitate cooperation and the sharing of best practices.

Within our WorkOne Indy center, all service provider staff (besides state staff and other co-located partners) are employed by a single employer of record, which increases efficiency, reduces redundancy, and ensures open communication.

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. See the [Multi-Year Adult Education Competitive Grant Application \(Request for Application\)](#). [WIOA Sec. 108 (b) (13)].

EmployIndy, consistent with DWD guidance, conducts an annual review of Adult Education and IELCE applications in order to provide recommendations to the Department of Workforce Development on each provider's competency in delivering adult education services. In particular, each application is evaluated on the provider's responsiveness to local needs, their alignment with local strategies and goals, their coordination with community partners, and their capability in aligning with WIOA training standards.

EmployIndy leadership designates a group of EmployIndy staff and the one-stop operator to review applications and make these recommendations.

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)]

EmployIndy is a member of the Indianapolis Chamber of Commerce and active partner to local economic development initiatives. EmployIndy leadership works to coordinate connectivity to various services throughout our area.

Entrepreneurial skills are an ongoing facet of our WIOA programs. Local resources are available through the Indy Chamber's entrepreneurship program including program elements that provide coaching, access to loans, a resource hub and business growth resources. Additionally, to encourage XBE business growth, specialized resources include Hispanic Business Council, Central Indiana Women's Business Center. For our citizens re-entering Marion County, the REDI initiative provides specialized support for those who were previously incarcerated. Additional self-service, self-guided resources are available via the Small Business Administration online Learning Center.

The R5 Board partners with economic development by the ongoing communication of the Business

Consultant (Business Services Representatives) with Local Economic Development Organization Executives (LEDOs) in each county. The region leverages the rich resources of the Indiana District of the U.S. Small Business Administration (SBA) whose mission is to help Americans start, build, and grow business. Customers interested in starting a business may be referred to the website <https://learn.sba.gov> which is the online learning center. Self-paced online instruction about how to plan, launch, manage, market, and grow a business is available free of charge. The Business Ownership Initiative (BOI) of Indiana offers entrepreneurial technical assistance including workshops, coaching and micro-lending opportunities. R5 Board maintains membership in multiple local Chambers of Commerce. Staff participate in regular membership meetings to be aware of local programs that may assist individuals in developing entrepreneurial expertise for starting a business. Such opportunities are communicated to appropriate clients.

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

Business partnerships secure employers' partners on behalf of the workforce ecosystem and connect businesses to the appropriate access points. EmployIndy partners with adult education and out of school youth partners to understand the skills and needs of their participants. Our adult education and out of school youth partners have direct connections to our Talent Network for those in need of direct placement assistance. Additionally, our work-based learning intermediary initiative Talent Bound provides the mechanism and support for individuals and businesses to participate in a continuum of work-based learning exposures, engagements and experiences that lead to stronger career outcomes. Both of these mechanisms provide a centralized and coordinated space for business services to be accessed by both individual participants and employers. EmployIndy strategically prospects employer partners that align with our regional focus on in-demand employment opportunities that lead to resident economic mobility.

3.7 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 will be managed. Include any other priority populations the local area will focus on.

~~Five years ago~~ **In 2015**, EmployIndy established a strategic focus on five Indianapolis zip codes of disinvested areas (46201, 46205, 46208, 46218, and 46235). These target impact areas were selected based on data including:

- Employment rates (and labor force participation)
- Crime statistics
- Available community assets
- Basic demographics - age, income, race/ethnicity, education attainment
- Residents above or below poverty level

By considering complementary neighborhood areas through Quality of Life Plans, EmployIndy honed its focus on the following overlapping neighborhoods, as found on indyvitals.org:

- Riverside
- Crown Hill
- Mapleton Fall Creek
- Fairgrounds
- Meadows
- Forest Manor
- Martindale-Brightwood
- Near Eastside
- Christian Park
- Arlington Woods
- Eastside
- Far East Side
- Lawrence

By prioritizing efforts in these target impact areas and taking active steps toward building a more equitable approach to workforce development, EmployIndy aims to grow the region's potential from the inside. Per EmployIndy's Strategic Plan, this goal ~~will be~~ **is** accomplished by:

- Allocating EmployIndy resources to high potential organizations located in the targeted impact areas by requiring funding recipients to work toward specific outcome measures based on best practices and employer needs, providing comprehensive training and technical assistance to help funding recipients measure and achieve required outcome measures, and convening and connecting efforts of K-16 educators, community-based organizations, and employers in targeted impact areas to influence the development of a comprehensive workforce ecosystem.
- Aligning EmployIndy resources to individuals experiencing barriers in targeted impact areas by placing WorkOne staff inside community-based organizations to provide on-site services and relocating the one stop WorkOne Center to targeted impact areas.
- Leveraging city-wide and neighborhood-based community and economic development initiatives by providing representation on task forces and steering committees for specific initiatives and sharing data, staff, and other resources with partners.

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

3.8* Based on the analysis described Section 1, identify up to three industries where a sector partnership 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.

different employment sectors.

EmployIndy's WIOA Adult Priority of Service and Veteran Priority of Service policies outline priority of service requirements for these populations. Identify transferable skills the client may have that allows them to 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. **In 2021, EmployIndy updated its WIOA Priority of Service of Policy, adding one locally-defined priority of service category:**

- **Individuals making \$18 an hour or less in wages.**

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 our Individual Employment Plan (IEP) and Individual Service Strategy (ISS) policy, Employment Plan development through the 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. Outside of WIOA-funded programs, programs funded privately give priority of service to individuals in the five target impact areas identified in EmployIndy's Strategic Plan.

The Indianapolis region is rich with sector partnerships led by industry. As a result of these strong partnerships and significant philanthropic investment, EmployIndy has taken a cross-sector approach that compliments the sector strategies in place. **Region 5 will collaborate as appropriate with the workforce project components of the recent Regional Economic Acceleration and Development Grants in the region.**

The Indianapolis New Skills Ready Network (NSRN) is a cross-sector initiative dedicated to aligning, strengthening, and expanding Career and Technical Education pathways for Indiana's high school and postsecondary students. The complimentary initiative, Talent Bound, is our work-based learning intermediary initiative focused on career exploration through exposures, engagements and experiences that provide equitable opportunity, leading to good jobs with economic mobility. We have taken a primary focus with professional services, healthcare and construction to better serve the current talent deficits within our region. [Specific examples](#) of these strategies include our Modern Apprenticeship ~~pilot~~ **program** in partnership with Ascend Indiana with a focus in Business Operations occupations such as project coordinator and

business operations associate. We are also working with the construction industry to create stronger connections in the youth space and build a long term talent pipeline for the industry.

Region 5 Workforce Board retains local sector partner initiatives in advanced manufacturing, logistics, and healthcare and believes sector partnerships are very important in regional planning efforts to streamline and expand career planning and innovate graduation pathways.

- Legacy in Noblesville offers a Certified Nursing Assistant (CNA) Training. Region 5 has partnered with Legacy to assist with recruitment and training costs for eligible participants. The Region 5 WDB was approved as an Apprenticeship Sponsor (Intermediary). It was decided to work towards getting one program approved by DOL to begin this initiative and Certified Nursing Assistant (CNA) was selected. Rationale for this selection was tied to the demand for this occupation and the number of companies that are doing their own in-house training. Legacy, along with other companies in need of CNAs, will be contacted to promote the CNA apprenticeship program.
- Major Hospital Partners (MHP) in Shelbyville partners with WorkOne, Goodwill, and Blue River. The CCMA program is 16 weeks long with a 160 hour externship. For students that qualify, Region 5 provides WEX funding for the 160 hours and OJT funding for the students MHP hires. Blue River and the Goodwill Excel Center provide additional students for the program. ~~MHP is looking to expand their training programs to include Patient Care Technicians (PCT) and is looking at Blue River's CNA program as a possible funnel for their PCT positions. This would be done by having the adult CNA students do part of their required clinical hours at the hospital. This would allow the CNA students the option of going forward as a CNA in a long term nursing facility or to pursue the option of a PCT position with MHP.~~ The partnership has been very successful as MHP hires the majority of the students.
- ~~Hancock Physicians Network in Greenfield has begun a partnership with Region 5 for a CCMA training program similar to MHP.~~
- **Hancock Physicians Network in Greenfield is in partnership with the Hancock Regional Hospital and Ascension St Vincent. Hancock Physicians Network offers an 18 week course that consists of a 210 instructional hour CCMA training program. The training takes place at Hancock Regional Hospital in one of their classrooms. Working with the WorkOne Office staff for recruitment, this program is eligible for WIOA and Next Level Jobs/Workforce Ready grant funding. For those individuals that qualify, a 240 hour externship Work Experience and/or On-the-Job training is available as this training provider and employer seeks to consider and hire the candidate for employment.**
- Carter Logistics in Anderson is a sister company to Carter Express and offers end to end supply chain management. Partnership with Carter provides individuals interested in hands-on, on-the-job training as a Technical Support Specialist or Transportation Specialist/Customer Service.

3.9 A-D

Responses may include the implementation of incumbent worker training programs, on-the-job training programs, work-based learning programs, apprenticeship models, customized training programs, industry and sector strategies, career pathways 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)]

Identify and describe the strategies and services that are and/or will be used to:

A. Facilitate engagement of employers, including small employers with in-demand industry sectors and occupations, workforce development programs, in addition to targeted sector strategies.

EmployIndy has a dedicated business partnerships team of individuals with the sole responsibility of engaging business and building strong relationships that lead to long term, deep partnerships. The team consists of business development managers and account managers who coordinate with the Local Veteran's staff to engage business and understand their current workforce needs, strategies and goals. The individuals within the business partnerships team offer WorkOne specific services such as Indiana Career Connect, Next Level Jobs Employer Training Grants, and WorkKeys assessments, and Veterans Services. Additionally regional specific services for employers include access to the Talent Network for direct placement of vetted candidates and work-based learning support through our Talent Bound initiative. Our local Talent Bound initiative works with the Office of Work Based Learning and Apprenticeship on the State Earn and Learn (SEAL) and the Department of Labor to support registered apprenticeship program creation. The mixture of state and local resources align to provide multiple avenues of services for the businesses of Region 12.

B. Support a local workforce development system described in 3.2 that meets the needs of businesses.

EmployIndy has taken an ecosystem approach to serve the employers of our region. The business partnerships team acts as the front door for employers to understand the complexity of our local system and translate services dependent upon the workforce goals of the business. To help remove this complexity and simplify a complex system, we have two key initiatives for employers to either connect to talent already produced through the workforce ecosystem by leveraging the Talent Network or a mechanism to engage in long term talent pipeline development through Talent Bound. The Talent Network leverages the Ascend Network technology to aggregate a pool of vetted candidates and an algorithm to direct candidates to the right types of employment opportunities. Through our Talent Bound initiative, employers have a suite of defined work-based learning activities of varying levels of intensity when they are able to influence and build future talent. Both of these initiatives provide equal access for employers regardless of size or sector.

C. Better coordinate workforce development programs with economic development partners and programs.

EmployIndy’s leadership team and business partnerships team have ongoing connectivity with our local economic development efforts. Economic development partners are connected throughout multiple areas of our work. We currently have economic development representation with our board, participate in economic development strategy through inclusive growth programs, and support local business attraction proposals, presentations, and RFIs. Connectivity to local economic development through these mechanisms provide the opportunity to assist business partners with additional resources available throughout the workforce ecosystem. One example of this work is tax increment finance training grants. These grants are awarded as part of the incentives package provided by economic development. EmployIndy as the workforce partner, ensures the grants focus on upskilling talent in skills that are relevant to business.

In July 2019, Mayor Hogsett announced a new roadmap for economic development to ensure inclusive economic growth and racial equity. The strategy aims to: 1) address system challenges and set Indianapolis on a path toward inclusive growth; 2) reposition existing economic development incentive programs to advance job opportunities and remove barriers to employment; and 3) develop affordable housing and combat displacement of low-income residents, particularly those of color.

To support the city’s overall strategy, and particularly goal number two, eight implementing partners have formed the Indy Inclusive Growth Collaborative to engage private sector partners in collaborative solutions advancing inclusive economic growth. Partners include: EmployIndy, Develop Indy (the Indy Chamber), the City of Indianapolis, Indianapolis Neighborhood Housing Partnership (INHP), Local Initiatives Support Corporation of Indianapolis (LISC), Central Indiana Corporate Partnership (CICP), United Way of Central Indiana (UWCI), Central Indiana Community Foundation (CICF)

The IIGC developed a roadmap for economic development that seeks to address growing income equality in our community and set our city on a path toward inclusive growth for all Indianapolis residents. The strategy aims to reposition existing economic development incentive programs to advance job opportunity for Indianapolis residents and remove barriers to employment – such as childcare, transit, and skills training – that prevent individuals from attaining and retaining good-paying jobs.

To encourage inclusive economic growth and broaden job access in Indy, the IIGC’s economic development strategy will focus on the following:

- Eliminating persistent racial disparities in access to jobs
- Leveraging economic incentives to achieve broader community benefits
- Improving access to quality of education
- Supporting workforce training programs
- Assisting underinvested neighborhoods
- Improving access to support services

D. Strengthen linkages between the one-stop delivery system and unemployment insurance programs.

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 in Marion County, EmployIndy works closely with the Indiana Department of Workforce Development (DWD) to provide ten (10) call stations with direct connection to the central location as well as dedicated computers that allow the UI program to directly connect to the client’s computer to provide assistance. In addition, there are 50 public computers for clients to utilize for weekly voucher input if needed. DWD and EmployIndy service provider staff are available at the WorkOne Indy delivery system to assist UI clients with personal service. In addition, the WorkOne Indy delivery system also provides re-employment services to keep benefits of UI clients open by documenting completed services in Indiana Career Connect for UI purposes. Service provider staff also work to provide additional assistance for future employment by enrolling interested clients into additional WorkOne Indy services.

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

Strategic Goal 1	Training/OJT/Scholarships/Supportive Services
TIF (Local)	\$2,980,553
<i>Sub-total</i>	<i>\$2,980,553</i>
Strategic Goal 2	
Out-of-School Youth (WIOA)	\$85,000
INHP YouthBuild	\$15,000
Indy Achieves Scholarships (Local)	\$1,500,000
<i>Sub-total</i>	<i>\$1,600,000</i>
Strategic Goal 3	
WIOA Adult	\$77,500
WIOA Dislocated Workers	\$25,000
ER-DWG CARES	\$200,000

NDW-ER	\$817,763
WRG-CARES	\$500,000
<i>Sub-total</i>	<i>\$1,620,263</i>
Total	\$6,200,816

For PY20, the following was budgeted by strategic goal for training, on the job training, scholarships, and supportive services. Total revenue for PY20 is \$31,295,767 as of December 15, 2020, thus representing 37% of the current budget. This is slightly higher than the average annual allocation for training given the influx of recovery and Coronavirus Relief Funds. For PY 2020, EmployIndy has budgeted \$6,735,226 for training, OJT, and support.

Strategic Goal 1	Training/OJT/Scholarships/Supportive Services
TIF (Local)	\$3,485,483
<i>Sub-total</i>	<i>\$3,485,483</i>
Strategic Goal 2	
Out-of-School Youth (WIOA)	\$80,000
Indy Achieves (Philanthropic)	\$19,743
Indy Achieves (Local – Coronavirus Relief Funds)	\$202,915
Indy Achieves Scholarships (Local)	\$1,500,000
<i>Sub-total</i>	<i>\$1,802,658</i>
Strategic Goal 3	
Dislocated Workers (NDWG)	\$150,000
Dislocated Workers (NDWG – Employment Recovery)	\$250,000
Adults & Dislocated Workers (Local – Coronavirus Relief Funds)	\$4,454,000
Adults & Dislocated Workers (NLJ Next Level Jobs – Rapid Recovery)	\$1,500,000

<i>Sub-total</i>	\$6,354,000
Total	\$11,642,141

3.11 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.

~~On average, EmployIndy operates on \$20,000,000 in revenue annually, 32% of which are formulaic funds. As an example, additional revenue sources and their respective percentage of total revenue are delineated below for PY19. EmployIndy is currently operating under a five-year strategic plan through 2022 and all expenditures are allocated by strategic goal. Goal 1 is inclusive of adults, dislocated workers, and youth; goal 2 is specific to youth; and goal 3 is specific to adults and dislocated workers.~~

PY19 Total Expenditures by Strategic Goal	\$14,166,645
Goal 1: Address systemic barriers preventing a strong pipeline of entry level workers and employment opportunities.	3.13%
Goal 2: Create a positive trajectory for young adults to actively participate in the workforce.	51.42%
Goal 3: Create an employer driven urban neighborhood workforce development framework that can be replicated throughout Indianapolis.	43.00%
Special Projects and Overhead	2.44%
Total Revenue	\$18,137,964
Federal Formulaic	32%
Federal Competitive	6%
State	28%
Local	12%
Philanthropic & Corporate	22%

A list of funders can be located in EmployIndy’s Annual Reports located at <https://employindy.org/about/funders>

A detailed breakdown of EmployIndy’s expenditures by strategic goal and revenues by source can be found as part of our most recent annual report at <https://employindy.org/financials-board/>.

3.12 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.

EmployIndy’s President & CEO, Angela Carr Klitzsch, plays an active role on several influential and impactful organizations working with goals that coincide with EmployIndy’s vision:

- Board Member, Midwest Urban Strategies
- Board Member, US Conference of Mayors, Workforce Development Committee
- Chairman of the Executive Committee, Indiana Workforce Board Association

Section 4: Program Design and Evaluation

Please answer the following questions of Section 4 in 15 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. **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 (*Core programs include: Title I Adult, Dislocated Worker, Youth Services, Title II Adult Education and Literacy, Title III Wagner-Peyser, and Title IV Vocational Rehabilitation*), 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, as required by WIOA regulations, has entered into an MOU with all local one-stop partners, as well as partnership agreements with state one-stop partners.

The WorkOne Indy System is committed to ensuring that workers, youth, and individuals with barriers, including individuals with disabilities, are fully served.

The following steps are taken to ensure that individuals with disabilities are fully served and that all partners in the WorkOne Indy System are compliant with the Americans with Disabilities Act of 1990 (the “**ADA**”):

- EmployIndy includes language in all agreements that ensures equal opportunity, nondiscrimination, and compliance with civil rights laws.
- Partners who perform duties under WIOA must have written policies and measures in place to protect the rights of all individuals under the ADA.
- EmployIndy provides a quarterly report to the Equal Employment Opportunity Commission (the “**EEOC**”) officer for the State of Indiana to show adherence to the EEOC policy and Federal guidelines.

- EmployIndy also ensures the maximum level of accessibility to its facilities, programs and services, technology, and materials for individuals with disabilities by adhering to ADA requirements.

The American Job Center (WorkOne Indy) is located on a main thoroughfare and is easily recognizable due to signage denoting it as a WorkOne/American Job Center. The center has ample parking and designated parking spaces for individuals with disabilities that are closest to the main entry. The center is located on a public transportation route within reasonable walking distance.

All parties to the MOU coordinate service delivery in order to more effectively and efficiently provide services and referrals to customers. All partners agree to share aggregate performance data regarding programmatic enrollment and service levels and employment outcomes for inclusion in the “Marion County Workforce Ecosystem Report Card” prepared by EmployIndy for public dissemination (WIOA Sec. 185(a)(4)(A)).

All parties to this MOU assure that they will work cooperatively to establish and maintain a cross-referral mechanism that facilitates the referral of individuals for needed services between all parties for the appropriate service provision. To develop an effective referral system, all parties to this MOU do the following:

- Train customer service staff on the various referral options available at the point of intake based on customer demographics.
- Base referrals to a partner program on what is best for the customer. The referred to entity must have services or benefits that enhance the customer’s likelihood of obtaining employment or needed workforce services.
- Track individuals referred to a partner program using a mutually agreed upon method (e. g., paper referrals or other electronic means). Clients who are referred to another location will have an appointment date, time, place, contact person, and a list of information the customer needs to bring to the initial meeting. The person making the referral will follow-up with the customer to determine status, services received, and any follow-up needed.
- Discuss co-enrollment strategies (both initially and on an ongoing basis) at regular partner meetings to ensure that comprehensive but unduplicated services are being provided.
- Share information among the parties to the benefit of the customers being served in the following ways:
 - At the point of intake;
 - Through emails; and
 - In partner meetings.

In addition to the comprehensive service center, EmployIndy offers a number of its career navigation services telephonically and virtually. When possible (following guidance of local public health officials), additional service locations are used in conjunction with community partners so that individuals can access career navigator support where they are already receiving other services. **In the past**, these locations ~~are~~ **have been** at library branches, but others **have included** adult education sites, Ivy Tech Community College, and other community organizations that offer career services.

Full service will be accomplished through individualized assessment, discussion, and plan development for all served populations.

Individualized assessment is completed through one or more of the following:

- Test of Adult Basic Education (TABE);
- WorkKeys;
- Indiana Career Explorer;
- Indiana Career Connect; and
- Other assessments aligned to specific industry standards.

Individualized coaching and academic and career plan development are provided to individuals served by one or more WorkOne Indy system partners to ensure that the services provided will best meet the needs of the individual.

4.2 Describe how the local board will facilitate and develop career pathways and utilize co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized post-secondary credential, including a credential that is an industry-recognized certificate. <https://www.in.gov/gwc/2445.htm> [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 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.

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. **In 2022, EmployIndy released its local [Co-Enrollment and Common Exit policy](#) in compliance with recently released DWD guidance.**

4.3 A-E 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)] (4.3 D is a collaborative answer for Regions 5 & 12).

EmployIndy envisions the one-stop delivery system as part of a greater ecosystem with a vast network of partners to deliver an array of services to the residents of Marion County. Our [ecosystem map](#) (attached) is intended to be a visual representation of organizations involved in

the Marion County Workforce Ecosystem to demonstrate the breadth and complexity of the local workforce system.

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)]

Through initial investment of the Indiana Department of Workforce Development (DWD) and philanthropy, EmployIndy has launched a learning management system (LMS), utilizing the WordPress plugin LearnDash, aimed at improving Workforce Innovation & Opportunity Act (WIOA) performance for providers. By procuring a new platform, Tovuti, we are scaling access to a learning management system for all career coaches and job seekers in the workforce ecosystem to not only create and deliver online training but also to track and evaluate learning and education. ~~Implementation of a cloud-based solution will enable future integration of employer-facing interaction like mentorship training and youth apprenticeship onboarding.~~

Comparable networks and communities of practice of career coaching professionals exist independently throughout the ecosystem for YES Indy, CWF, Ivy Tech Community College (ITCC) Career Coaching and Employer Connections, Skillful Governor's Coaching Corps, Indianapolis Public Schools Future Centers, Indy Achieves, and adult education. EmployIndy will align a combined Career Coaching Community of Practice to collaboratively identify technical assistance needs and guide continuous learning to also inform design and delivery of professional development through online learning modules, in-person training or Ecosystem Enrichment, and a library of coaching resources.

As part of its 2020 organizational redesign, EmployIndy ~~has created an new~~ Ecosystem Enrichment team, which houses and centralizes all policy and resource development, training, and performance improvement efforts. This has resulted in the creation of several new job positions as these systems and practices are built out and spread throughout the ecosystem.

In particular, this team ~~will be~~ **is** spearheading a ~~new~~ performance improvement continuum to augment, inform, and respond to our ~~current~~ monitoring process. This process will bring internal stakeholders across our organization together on a regular schedule depending on grant needs in order to respond in real time to struggles with particular programs and/or providers in order to supply them with the resources and technical support needed to be effective. This is contrasted with our **prior** monitoring process, which had (in most cases) an annual cadence and limited ability and initiative to respond to findings and correct poor performance.

This process ~~will be~~ **is** overseen by our ~~newly-created~~ Associate Director, Performance Improvement, who is charged with:

- Ensuring data-driven performance management and quality improvement programs are designed and implemented that align with organizational strategy;
- Performing cross-functional program/grant performance audits to evaluate and create performance improvement p-lans, including inputs from Research & Strategy, Program, and Finance & Administration teams, as well as the Associate Director, Development;

- Ensuring implementation and accountability of performance improvement plans across the organization;
- Identifying learning and technical assistance needs of ecosystem partners in coordination with the newly-created Associate Director, Learning and Technical Assistance; and
- Evaluating policies, procedures, processes, and technology systems to suggest revisions and strategies to increase program and grant performance and outcomes.

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)]

Given that Marion County has limited rural areas, EmployIndy’s efforts in this domain are focused toward making our services available to individuals who nonetheless may have difficulty accessing the physical WorkOne Indy location for a multitude of reasons - lack of access to transportation, prohibitive schedule, etc.

Prior to the outbreak of the COVID-19 pandemic, WorkOne had embedded locations with adult education providers, community-based organizations, and public library branches to provide a network of WorkOne services available to the public. These locations particularly prioritized our five target impact areas. ~~Since~~**After** the pandemic ~~hit and as of this writing~~, these services ~~have been~~**were** suspended due to public health concerns. **Since the writing of the 2020 local plan, some embedded library locations have reopened.**

In their place, EmployIndy has prioritized virtual WorkOne services in addition to keeping its WorkOne Indy physical location open with limited access. WorkOne provides the full range of career services and workshops virtually and by phone each weekday during business hours.

WorkOne employability skills workshops are offered on a regular schedule. Job seekers are able to access the contact information for registration as well as the schedule of workshops on WorkOne Indy’s website (<https://workoneindy.com/calendar/>). Workshops that do not require an in-person testing or evaluation component are offered virtually live in concurrence with the in-person workshop.

EmployIndy also contracted with Jobworks, an education and training services provider, to develop and administer WorkOne’s in person and virtual workshops. This will allow seamless delivery of workshop services across the county.

EmployIndy’s Rapid Reemployment Response Hub (<https://employindy.org/rapidreemploymentresponse/>) allows job seekers to be connected with career opportunities, recruiters, and resources in a fully virtual environment.

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, 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. [See WIOA Sec. 108 (b) (6) (C), 29 CFR 38 and DWD Policy 2016-09]

The following steps are taken to ensure that individuals with disabilities are fully served and that all partners in the WorkOne Indy System are compliant with the Americans with Disabilities Act of 1990 (the “**ADA**”):

- a. EmployIndy includes language in all agreements that ensures equal opportunity, nondiscrimination, and compliance with civil rights laws.
- b. Partners who perform duties under WIOA must have written policies and measures in place to protect the rights of all individuals under the ADA.
- c. EmployIndy provides a quarterly report to the Equal Employment Opportunity Commission (the “**EEOC**”) officer for the State of Indiana to show adherence to the EEOC policy and Federal guidelines.
- d. EmployIndy also ensures the maximum level of accessibility to its facilities, programs and services, technology, and materials for individuals with disabilities by adhering to ADA requirements.

The American Job Center (WorkOne Indy) is located on a main thoroughfare and is easily recognizable due to signage denoting it as a WorkOne/American Job Center. The center has ample parking and designated parking spaces for individuals with disabilities that are closest to the main entry. The center is located on a public transportation route within reasonable walking distance.

D.* Describe the roles and resource contributions of the one-stop partners agreed to per DWD Policy 2018-04 Memoranda of Understanding and Infrastructure/Additional Costs Funding Guidance. [WIOA Sec. 108 (b) (6) (D)]

See attached for EmployIndy’s **PY2022 PY2020** Workforce Ecosystem Memorandum of Understanding.

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. [WIOA Sec. 108 (b) (21)]

In 2020, EmployIndy and provider staff began implementing virtual solutions for individual career navigator meetings and workshops. Training has been provided to all State and service provider staff so that they can continue to provide a full range of services to clients either on site or virtually. All staff receive ongoing ICC training as part of the on-boarding training and through yearly training. In addition, EmployIndy has launched a learning management system to offer continual opportunities for staff training of the entire workforce development ecosystem in Marion County.

4.4 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 opportunities of such services, as well as 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 Indy 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 the WorkOne Indy comprehensive site in Marion County as well as virtually. Many can be provided telephonically. Many services are also available through community and embedded services around Marion County. All WorkOne Indy staff are well-versed in the 69 services available to ensure consistency in service delivery across all of the modalities utilized to offer participant services. Referrals for direct services are received from other social service agencies, government agencies, and healthcare facilities. These warm handoffs to WorkOne Indy set a strong foundation for client participation.

EmployIndy is expanding workshop training by offering virtual workshops to community partners and individual clients. Early in 2020 36 live workshops a week were offered at WorkOne Indy in Marion County. With the pandemic workshops moved to virtual services and continued to provide direction and assistance, even if at a reduced number. ~~Beginning I~~ In January 2021 WorkOne Indy ~~will~~ added video workshops as well as online workshops to compliment the live virtual workshops. ~~Once allowed by mandate to offer live workshops, those will resume with a mixed workshop profile of live and virtual.~~ Workshops included topics such as digital literacy, resume, interview practice, and job search.

This efficiency and availability of basic services through multiple avenues prevents individuals from waiting to access services that are essential to basic job search and career exploration. While there is an increased expectation on digital literacy for clients, all staff are aware many clients have limited digital literacy. 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 TORQ, WorkKeys, 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 the 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 has expanded to virtual and telephonic alternative service delivery methods thus increasing accessibility for priority of service populations. EmployIndy continues to search for additional opportunities to expand service delivery.

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 and service provider 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 participants 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 provide effective methods for participants to see the meaningful long-term gains it strives to achieve.

4.5 Describe how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities, as described in section 134 (a) (2) (A). [WIOA Sec. 108 (b) (8)].

EmployIndy's business partnerships team are the initiation point of rapid response services. The team becomes aware of rapid response needs through various avenues such as state WARN notices, notifications in Indiana Career Connect, as well as notifications from the field such as employer relationship conversations, news articles, social media posts, and customer notifications to WorkOne.

The business partnerships team initiates connectivity with the employer and union representation to collect details of the impending separations and offer layoff aversion services or outplacement supports through rapid response services. As a result of this connectivity, the business team member offers and coordinates a suite of rapid response activities with the employer and union representation when applicable. An orientation session is scheduled with the employer and union representation to deploy an overview of the various career services available at WorkOne such as virtual tools, individualized assistance, training exploration and connection to funding, veterans services, placement assistance, local community resources and Trade Adjustment Assistance (TAA). Additionally, an overview of unemployment insurance benefits is provided to the impacted employees. These services may be provided in person at the employer location, union locations, at WorkOne or alternate third party location or via virtual platforms. A rapid response survey is deployed to the employees to collect additional data to coordinate services more effectively for those who engage at the WorkOne. Monthly reports regarding the various services and activities are provided to the Department of Workforce Development.

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 the 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 twelve 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 15 high schools in Marion County (Arsenal Tech, Beech Grove Ben Davis, Crispus Attucks, Decatur Central, Decatur Township School for Excellence, George Washington, Indy MET, Indiana School for the Deaf, McKenzie Center for Technology and Innovation, North Central, Shortridge, Southport, True North and Warren 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 6,066 high school students. This number includes several students who are co-enrolled in vocational rehabilitation. In order to serve our students with disabilities better, our ISY service provider, Transition Resources Corporation set up a series of information sessions and a training with IN*SOURCE. The mission of IN*SOURCE is to provide parents, families, individuals and service providers in the state of Indiana the information and training necessary to help assure effective educational programs and appropriate services for individuals with disabilities. In addition to the information session, IN*SOURCE provided Training for all of the JAG staff entitled Special Education 101. The training went over the referral process, basic vocabulary, inclusive language, rights and responsibilities, commonly used acronyms, dispute resolution, case conference meetings, discipline training, and a brief overview of the process identification. The training will allow our JAG participants to be eligible for two of IN*SOURCE's programs: 1) Family Employment Awareness Training (FEAT) curriculum for delivery directly to transition aged students with disabilities. This program introduces students to information about local, state, and federal resources supporting young adults with disabilities so they can work in their communities and 2) Self-Advocacy Training Program which is a multi-tiered youth training program for transition aged students with special needs. This program introduces youth with special needs to information and skills needed for successful self-advocacy as they complete their high school education and transition to adult life.

Approximately 25% of Region 12's WIOA youth allocation is spent on the JAG program with the rest of the program's funding coming from State JAG, Pre-ETS, TANF and private funding. The JAG program covers all of the required WIOA 14 program elements including the five elements that were added in 2016. Furthermore, two of those elements are not only taught in the JAG classroom but participants compete in Financial Literacy and Entrepreneurial Skills competitions for the regional and State Career Development Conferences and are encouraged to compete in the State Innovate WithIN competition as well.

EmployIndy has two other programs that both in-school youth and out-of-school young adults have access to and those are Project Indy and our employability skills curriculum, Job Ready Indy. JRI is the culmination of over a year of development by a diverse group of contributors. Contributors include: DWD, former educators and trainers, employers, non-profit organizations, teen focus groups, Indy Chamber members, and the Mayor's office. The core of JRI has a foundation in Indiana's DWD Employability Skills Benchmarks that pull together employer input on the soft skills highly sought in employees. The skills covered are needed and can be utilized in any industry participants are employed. JRI purposely gives time and space for participants to develop awareness of their professional

self. The first three badges walk participants through developing a foundational knowledge of how they engage and approach learning and working. Badge Four and Badge Five dive into how participants work in a team environment and, lastly, Badge Six guides participants through the job search and application process. Badge Six also presents an opportunity for employers to be involved through in-person mock interviews with participants. JRI content is delivered in a hands-on, discussion based manner. Participants engage in a variety of activities and scenarios that can be adapted to each training provider's diverse population needs. All curriculum can be taught in a standard classroom setting outfitted with a projector and speakers. **As of 2021, JRI's curriculum has been fully implemented into EmployIndy's Learning Hub, providing maximum flexibility and useability by JRI trainers and participants.**

Badges are stackable and can be earned in any order, with any certified JRI service provider. The JRI curriculum is closely linked with Indianapolis' youth and young adult job initiative, Project Indy (PI). The PI portal is comprised of a network of community organizations, employers and corporate partners who are providing job opportunities to in-school and out-of-school youth in Marion County. As participants earn JRI badges, the badges show up on their Project Indy profile. As individuals seek part-time or full-time employment through PI, the presence of JRI badges help develop the employer's understanding as to what skillsets the job seeker brings to their team.

4.7 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)]

To combat this rising issue through career awareness and an understanding of the market value of a diploma, EmployIndy invests in programs and initiatives to create a dual system of education and career-connected learning that ensure high-quality pathways and prevent high-school dropouts, prepare students for successful transitions to postsecondary and/or jobs of the future, and connect students to real-life work experiences.

During the 2019-2020 program year, the JAG Indy programs continued to excel in delivering successes for participants even in the midst of the pandemic. The JAG Indy programs reached more students in 2019-2020 than any year prior by serving 1,013 students. For six years in a row, the JAG Indy programs surpassed the JAG National '5 of 5' standard for follow-up participants by achieving:

- 98% Graduation Rate
- 84% Positive Outcome Rate
- 61% Employment Rate
- 72% Full-Time Employment Rate
- 87% Full-Time Placement Rate

Additionally, the JAG Indy programs received other National and Statewide accolades. JAG Specialists from George Washington High School and the Decatur Township School for Excellence earned the prestigious Outstanding Specialist award from the JAG National organization. JAG Indy student, Zaria Townsend from George Washington High School, was

selected by JAG National for the Ken Smith Scholar award and received 3rd place in the Outstanding Senior competition at the JAG Indiana State Career Development Conference. The JAG Indy programs also assisted students from the Class of 2020 in receiving more scholarship funds than any other region in the State with a total \$1,048,569 in scholarships.

Not only did the JAG Indy programs shift course delivery in alignment with multiple school platforms, but the programs also implemented new virtual opportunities to continue offering work-based learning experiences. These opportunities include:

- Virtual Career Days
- Virtual Senior Send Off Celebration ● Virtual JAG Indy Leaders Internship
- Virtual Leadership Development Conference

Despite the challenges posed by the COVID-19 pandemic, JAG Indy students were able to participate in 26 work-based learning experiences. EmployIndy developed a virtual summer work experience for students, titled JAG Indy Summer Leaders Internship, that challenged students in critical thinking, budgeting, marketing, and leadership abilities. ~~The JAG Indy programs will continue to see these successes in the 2020-2021 program year with the support of EmployIndy.~~

Since inception, the Job Ready Indy program has trained over 297 individuals from 133 organizations to train 2198 youth and young adults ages 16-24 years of age in Marion County. The program has been listed as a best practice for badging on the Indiana Department of Education's Employability Skills Standards Implementation Guide and has garnered attention from schools in other counties in Indiana as well as communities in other States.

~~To date, Project Indy has registered: 14,797 participants, 187 employers and posted 1,052 jobs for 2020.~~

~~This is down from previous years due to the COVID-19 pandemic.~~ Top Employers Viewed in **Project Indy** include the Indianapolis Metropolitan Police Department, UPS Customer Center, Eagle Creek Park, Clean Harbors, Indy Humane, Jockamo Upper Crust Pizza, and RCR Technology. The top 5 Zip Codes where you are looking for work are: 46226, 46235, 46229, 46218, 46254 and the top 5 Schools where participants are registered from include: Warren Central, Ben Davis, North Central, Arsenal Tech and Pike.

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.

EmployIndy uses traditional ITAs 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

4.8 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)]

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.

The WIOA Individual Training Accounts policy establishes guidelines for WIOA-funded training with ITAs. ITAs are issued to adults, dislocated workers, and out-of-school youth who meet all relevant criteria in the WIOA Participant Eligibility and Client Assessments policies, are unable to obtain grant assistance or require assistance beyond that made available under other grant assistance programs, satisfy the Background Check policy, and, after an interview, evaluation, or assessment and career planning, have:

- A. Been determined to be unlikely or unable to obtain or retain employment that leads to economic self sufficiency or wages comparable to or higher than wages from previous employment through career services alone;
- B. Been determined to be in need of training services in order to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment;
- C. Been determined to have the skills and qualifications to successfully participate in the selected training program; and
- D. Selected training services that are directly linked to the employment opportunities in the local area.

4.9 Describe how Jobs for Hoosiers and RESEA activities are coordinated and carried out in the local area and how these activities will be incorporated into WIOA programming.

EmployIndy ensures that recipients of unemployment insurance benefits are integrated into WorkOne

Indy services when the recipient is mandated to work with the WorkOne Indy staff for unemployment insurance programs such as RESEA or Jobs for Hoosiers (RES). EmployIndy, in partnership with contracted service providers, facilitate and coordinate all required reemployment service activities including daily workshops that allow clients to take advantage of additional employment services in accordance with the program requirements.

At the beginning of the process, clients also complete a reemployment skills assessment in order to identify potential challenges to reemployment. through Indiana Career Connect. Based on their skills responses, the client can use the labor market information available to them on ICC to make informed career decisions and the assigned RES Coordinator can determine how to best assist the client moving forward based on the assessment. RES staff partner with Wagner-Peyser and EmployIndy's contracted service provider staff to provide opportunities at all touch points within the RES program to encourage referrals and engage participants, when interested, into individualized services including subsequent orientations for those remaining unemployed past 15 weeks.

Pre-COVID, every RES client who came to the office met with a Wagner-Peyser staff member. During the meeting many clients were referred directly to a WIOA staff member. During telephonic RES, the RES Coordinator has a form to make a direct referral to the WIOA staff. Eckerd, as the WorkOne service provider, then tracks the follow-up by the WIOA staff.

4.10 Describe strategies to engage workers and employers impacted by the COVID-19 pandemic and how services will be provided.

A large portion of EmployIndy’s COVID-19 response was as part of the Rapid Re-employment Response plan, a coordinated effort by the Regional Workforce Partnership (RWP) comprised of nonprofits, employers, state agencies, and community organizations. At the request of Mayor Joe Hogsett, the RWP has turned its collaborative efforts toward a unified plan to assist residents of Indianapolis in getting back to work as quickly as possible. The full executive summary of the plan may be found [here](#), but here below are the primary goals:

- Goal 1: Connect People to Employment. Considerable confusion exists within the labor market, as job seekers struggle to navigate an antiquated search process and connect with employment opportunities. The solution is to design a coordinated platform to connect job seekers with employment opportunities by:
 - Profiling employers and posting career opportunities;
 - Supporting dislocated workers, college students and recent graduates, youth, and other job seekers; and
 - Using technology to support and connect people to jobs at scale.
- Goal 2: Connect People to Training. People lack access to training and education required for available jobs and desired career paths. The solution is to provide Hoosiers with individually relevant skills and educational resources to empower personal advancement by connecting job seekers in need of further education attainment with publicly funded educational and career building opportunities.
- Goal 3: Coordinate Workforce Efforts. The disconnected workforce ecosystem makes it difficult to respond to unprecedented crises. The solution is to coordinate workforce organizations to leverage existing assets and recommend public policies that will improve efficiency and scale of workforce development boards’ employer and job seeker support structures.

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 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 2017-014 2011-FA-002 that guides the competitive process utilized within each procurement. The process outlined within the policy includes cross

departmental development of a procurement for public response; issuance of a procurement to the public for bid via solicitation and public posting on the EmployIndy website; 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 bidders responses, presentations, and overall process, with recommendation to the President and CEO and the EmployIndy Officers, 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, and the Youth Employment System (YES), YouthWorks Indy GED, and Youth Build. As a result of these competitive procurements, EmployIndy has attached established contracts with Eckerd Connects, Goodwill Education Initiatives Inc., Telamon Corporation d/b/a Transitional Resources Corporation, Keys to Work, and Fathers and Families Center, 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.

See attachments for WorkOne and EmployIndy organizational charts.

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).

Our current board has two standing committees which consist of the Executive which meets on an as needed basis and Finance Committee that meets on a bi-monthly basis. Per DWD guidelines, our board must consist of over 50% business representation, 20% workforce representation, 1 seat for adult education representation, 1 seat for higher education representation, and at least 3 seats representing Government and Economic Development. We do not have a designated youth committee made up of board members, but we have representatives sitting on the board that come from several organizations that directly provide youth programming related to workforce training, higher education, and community support.

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

Kevin Duffy
 Senior Director, Ecosystem Advancement
 EmployIndy
kduffy@employindy.org
 317-289-9481

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

5.6 Indicate the negotiated local levels of performance for the federal measures. [WIOA Sec. 108 (b) (17)]

	Adult		Dislocated Worker		Youth	
	Region 12	Region 5	Region 12	Region 5	Region 12	Region 5
Employment 2Q	80.7% 80.35%	80.2% 79.3%	75.2% 75.95%	82.0% 76.8%	75.5% 81.1%	80.2% 79.65%
Employment 4Q	76.0% 75.15%	78.9% 76.9%	77.5% 79.55%	82.3% 81.1%	72.8% 75.9%	76.3% 77.80%
Credential	61.2% 44.6%	60.5% 72.5%	46.5% 54.2%	53.7 72.7%	61.1% 74.55%	66.8% 67.3%

Median Earnings	\$6,592 PY22: \$7,263.50 PY23: \$7,264	\$6,067 \$6,799	\$8,065 PY22: \$8,449.50 PY23: \$8,450	\$8,489 \$9,505	\$3,169 \$3,580	\$3,389 \$3,610
Measurable skills gains	48.3% PY22: 61% PY23: 63%	72.2% 61%	41.4% PY22: 61% PY23: 63%	50.3% 61.1%	33.7% 65%	52.8% 65%

For PY20 and PY21, Region 12’s negotiated levels of performance for the required federal measures are as follows:

	Adult	Dislocated Worker	Youth
Employment 2Q	80.7%	75.2%	75.5%
Employment 4Q	76.0%	77.5%	72.8%
Credential	61.2%	46.5%	61.1%
Median Earnings	\$6,592	\$8,065	\$3,169
Measurable skills gains	48.3%	41.4%	33.7%

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)]

In PY19, EmployIndy entered into a partnership agreement with the Family and Social Services Administration Department of Vocational Rehabilitation Services in tandem with the local memorandum of understanding completed with other local partners. This agreement outlines and details a shared commitment to the following as they related to clients of VR services, particularly individuals with disabilities:

1. Drive economic growth in Indianapolis by investing in innovative strategies that ensure all residents have access to “Any Job, a Better Job, and a Career” (the ABCs) where they gain the skills they need to enter into jobs and ultimately careers that Indianapolis employers have to offer.

2. Develop a world class labor force that is a model for education, workplace knowledge, and worker skills that results in lower unemployment and poverty rates, higher worker satisfaction rates, and the ability to compete with any labor market in the world.
3. Advance workforce solutions throughout Indianapolis by developing the talent today to meet the needs of employers tomorrow, through results-oriented training, and by creating a business solutions system dedicated to recognition of local job trends and implementation of programs to meet workforce needs.
4. Coordinate the delivery of resources in a timely fashion, meet individuals where they are, and align services with the user-end experiences front of mind.
5. Measure performance and use metrics that ultimately help us assess whether those we serve are better off as a result of our investments.

Additionally, EmployIndy included two local VR providers - Easterseals Crossroads and Tangram - as signatories to the local MOU. These providers are active partners and contribute to the shared costs of the ecosystem.

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 posted its local plan for public comment on December 18. This comment period lasted 30 days, concluding on January 18. Our community partners and the public at large were alerted to this posting in multiple ways:

- A weekly reminder in Employing Indy, our weekly email newsletter which is distributed to a broad range of community partners.
- A fixed banner on our employindy.org home page providing a link to the local plan draft as well as an email address to send comments.

EmployIndy did not receive any comments during the 30-day comment period.

For the 2022 updates to the EmployIndy Local Plan, EmployIndy posted the local plan for public comment on August 25, 2022. Our community partners and the public at large were alerted to this posting in multiple ways:

- **A weekly reminder in Employing Indy.**
- **A fixed banner on employindy.org.**

The public comment period ended after 30 days, concluding on September 25, 2022. EmployIndy did not receive any comments during the 30-day comment period.

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 in Exhibit 4 attached to this Local Plan. [WIOA Sec. 108 (b) (22)]

As determined in EmployIndy’s Technical Assistance and Monitoring policy, EmployIndy provides the following monitoring services to service providers:

- Review of compliance with applicable federal and state laws, regulations, and DWD and EmployIndy policies. **Desktop monitoring of federal programs are conducted quarterly. A monitoring tool example is attached to this plan.** ~~A monitoring tool example is attached to this plan;~~
- Review of the quality of direct client services in comparison to provisions set in contract;
- Assurance of proper disbursement of, accounting for, and reporting of funds;
- Provision of technical assistance to service providers when necessary and appropriate;
- Provision of a monitoring report to each service provider during an exit conference; and
- Full resolution of the findings and observations noted in the final monitoring report by each service provider within the timeframe identified.

In 2020, EmployIndy underwent an organizational redesign which changed the cadence, staffing, and processes associated with monitoring. These changes are to better incorporate the monitoring process with a larger continuum of performance improvement both with service providers as well as service provider staff. This process will bring internal stakeholders across our organization together on a regular schedule depending on grant needs in order to respond in real time to struggles with particular programs and/or providers in order to supply them with the resources and technical support needed to be effective. This is contrasted with our **prior** monitoring process, which had (in most cases) an annual cadence and limited ability and initiative to respond to findings and correct poor performance.

~~Examples of past monitoring schedules and tools are attached to this plan.~~

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.

Topic	Modality	Frequency
Diversity, Inclusion, and Belonging	Web-Based	Self-paced
Unconscious Bias	Web-Based	Self-paced
Digital Body Language	Web-Based	Self-paced
Project Management Skills	Web-Based	Self-paced

Apprenticeship Work Based Learning	Web-Based	Self-paced
Entrepreneurship	Web-Based	Self-paced
Performance Accountability	Web-Based	Self-paced
NAWDP Conference	Virtual	Annual
NAWDP Youth Symposium	Virtual	Annual
State Youth Directors Young Adult Summit	Virtual	Annual
NYEC Conference	Virtual	Annual
JAG State Conference	Virtual	Annual
JAG National Training Seminar	Virtual	Annual
National Career Pathways Network (Leadership)	Virtual	Monthly with In-person event at the end
IN*SOURCE (Disability inclusion)	Virtual	One-Time Event
IYI Kids Count	Virtual & In-person	Annual
LinkedIN Learning	Virtual	Self-paced

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

A complete list of external local policies may be found here:

<https://employindy.org/resources/policies/>

EmployIndy's policies may be found on our Resource Library, at library.employindy.org.

[NOTE: This table will be updated prior to final submission.]

	Program Participants	Program Funding (WIOA)	Additional Funding (State)	Additional Funding (Federal)	Total Budget	Budget per Participant	Explanation (Optional)
WIOA Adult	120 197	2,204,811 1,673,436	50,711 (WorkOne)	N/A	2,255,522 1,673,436	18,796 8,495	Updated numbers reflect PY21 allocations and PY21 participants. Does not include local or private funding sources. While funding reflects actual PY20 budgets, the number of participants only reflects a portion of the actual program year participants, projecting out the final quarter of the program year. Only included funding coming through the local board. Did not include local or
Dislocated Worker	150 126	2,299,710 2,790,490	101,422 (WorkOne)	1,083,637.50 (NDWGs DR/ER)	3,484,769.50 2,790,490	23,232 22,147	
Youth (In School)	837 ² 116	353,021 451,829	983,416	144,000 (TANF Pre-ETS)	4,480,437 451,829	5352 3,895	
Youth (Out of School)	131 88	961,102 1,355,487	N/A	N/A	961,102 1,355,487	7337 15,403	

private pass-through funds.

							private pass-through funds.
ABE	N/A	N/A	N/A	N/A	N/A	N/A	Did not directly receive ABE funding
WorkINDiana	N/A	N/A	N/A	N/A	N/A	N/A	WorkIndiana allocation expired PY19
WagnerPeyser	21,821 3,443	N/A	N/A	N/A	N/A	N/A	Did not directly receive WP funding. Number of participants based off PY21.
Veterans (Overall)	N/A	N/A	N/A	N/A	N/A	N/A	Did not directly receive Veterans funding

Each program should reflect all participants enrolled, regardless if they are co-enrolled in another program. Explanations of projections are encouraged