

PY2024 – PY2027
Workforce and Innovation Opportunity Act (WIOA) Plan

Region 12/EmployIndy

Regional Plan

[Enter Submission Date]

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Local Workforce Development Board (LWDB) Approval

LWDB/Local Area Information

LWDB/Local Area Name	Region 12/EmployIndy
LWDB Chair	Elizabeth Rovazzini
LWDB Executive Director	Marie Mackintosh, President & CEO, EmployIndy
One-Stop Operator	Thomas P. Miller & Associates
Regional Chief Elected Official	Joe Hogsett, Mayor of the City of Indianapolis

By signing below, the LWDB Chair signifies approval of this Plan and authorizes its submission to the Indiana Department of Workforce Development.

Board Chair Printed Name

Board Chair Signature

Date

Executive Summary

Each local area must submit an executive summary of their plan.

In this document, EmployIndy demonstrates its compliance with WIOA as well as its commitment to guiding the local workforce ecosystem by making strategic investments in partners focused on underserved and underrepresented residents.

EmployIndy's strategic plan, launched in 2023, is precipitated by extensive community outreach, labor market analysis, and proven best practices. This strategic plan informs all of our efforts, including all WIOA required activities. The strategic plan outlines four goals:

1. Elevate implementation of high-quality initiatives for individuals and employers to succeed in a rapidly changing 21st century economy.
2. Build capacity among ecosystem partners to ensure quality services through training and support across Marion County.
3. Utilize data to prioritize equity among interventions in the workforce development ecosystem that lead to economic mobility.
4. Promote and support systems change to ensure an enabling environment that promotes success in the education through workforce pipeline.

Those goals are accomplished and grounded through the following theories of change:

- Career Connected Learning - Career-connected learning prepares students for success in the 21st-century economy by providing real-world work experiences with local businesses to inform career choices and build skills.
- Coaching and Training - As the economy evolves and businesses grow to require workers with additional specialized skills, postsecondary training is a necessity for most workers. Coaching helps students and jobseekers navigate options and persist through completion.
- Talent Connection - As an intermediary, EmployIndy serves both workers seeking employment and businesses seeking workers. Individualized connection services create efficiencies in the job-placement process, offering assistance to ensure the best fit for both parties.
- Good Jobs - Businesses will be competitive and thrive in the global marketplace when they invest in job quality and wage equity practices in collaboration with the workforce ecosystem to provide high-quality experiences for their workers to prosper.

Section 1: Workforce and Economic Analysis

Please answer the following questions. The Department of Workforce Development has assigned regional labor market analysts to assist the Regions. These experts can help develop responses to

questions 1.1 through 1.3 below. **Questions that require collaborative answers for planning regions are designated with an asterisk (*). See the Regional Plan subsection of Memo 2023-16 for more information.**

1.1* A regional 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. As appropriate, a local area may use an existing analysis, which is a timely current description of the regional economy, to meet these requirements. [WIOA Sec. 108(b)(1)(A) and 20 CFR 679.560(a)(1)]

Industry	Jobs 2023	% Total Jobs 2023
Health Care and Social Assistance	104,072	15.5%
Government	82,577	12.3%
Administrative and Support and Waste Management and Remediation Services	57,742	8.6%
Manufacturing	56,975	8.5%
Professional, Scientific, and Technical Services	47,977	7.1%
Retail Trade	47,409	7.0%
Accommodation and Food Services	46,397	6.9%
Transportation and Warehousing	42,035	6.2%
Construction	39,306	5.8%
Other Services (except Public Administration)	34,644	5.1%
Finance and Insurance	30,161	4.5%
Wholesale Trade	29,066	4.3%
Educational Services	14,433	2.1%
Real Estate and Rental and Leasing	11,028	1.6%
Arts, Entertainment, and Recreation	10,576	1.6%
Management of Companies and Enterprises	9,003	1.3%
Information	7,819	1.2%
Utilities	984	0.1%
Agriculture, Forestry, Fishing and Hunting	878	0.1%
Mining, Quarrying, and Oil and Gas Extraction	235	0.03%

Source: Lightcast Industry Tables, 2024

In 2023, Marion County supported a total of 673,316 jobs, growing by 3% over the previous 5 years (2018-2023). Projections show a further growth rate of 20,166 jobs, or 2%, by 2033. The five largest industry sectors (Health Care & Social Assistance, Government, Administrative & Support & Waste Management & Remediation Services; Manufacturing; and Professional, Scientific, & Technical Services) make up 51.9% of the county's total workforce.

Professional, Scientific, & Technical Services overtook Retail Trade and Accommodation & Food Services in the top 5 industry sectors between 2018 and 2023, and had the third largest net growth in employment during the time period (+42,093 jobs). While Health Care & Social Assistance and Manufacturing were also among the sectors with the largest net growth (+8,186 jobs and +5,883 jobs),

Administrative & Support & Waste Management & Remediation Services saw lower net growth (1,446 jobs) and the Government sector saw a loss of 867 jobs. Looking forward, Health Care & Social Assistance, Professional, Scientific & Technical Services and Administrative & Support & Waste Management & Remediation Services are all projected to be in the top 5 industry sectors in terms of net growth over the next 10 years, while Manufacturing and Government are both projected to decline by 1%. Notably, the Construction sector had the second highest net employment growth in the previous 5 years at 6,720 jobs, 21% of the sector's workforce, and is projected to grow by an additional 8% in the next 10 years.

In addition to the Government sector, 4 industry sectors declined by more than 1,000 jobs in the previous 5 years, including Information, Other Services Except Public Administration, Retail Trade, and Accommodation & Food Services. All of these sectors are projected to continue to decline over the coming 10 years, though at varying rates, and only 2 are projected to decrease by over 1,000 jobs in that period.

Industry	Jobs 2023	Growth 2018-2023	% Growth 2018-2023
Health Care and Social Assistance	104,072	8,186	9%
Construction	39,306	6,720	21%
Professional, Scientific, and Technical Services	47,977	5,883	14%
Manufacturing	56,975	3,532	7%
Wholesale Trade	29,066	1,930	7%
Transportation and Warehousing	42,035	1,770	4%
Finance and Insurance	30,161	854	3%
Arts, Entertainment, and Recreation	10,576	823	8%
Educational Services	14,433	540	4%
Management of Companies and Enterprises	9,003	230	3%
Administrative and Support and Waste Management and Remediation Services	57,742	223	0%
Agriculture, Forestry, Fishing and Hunting	878	89	11%
Mining, Quarrying, and Oil and Gas Extraction	235	61	35%
Utilities	984	(88)	(8%)
Real Estate and Rental and Leasing	11,028	(319)	(3%)
Government	82,577	(1,355)	(2%)
Information	7,819	(1,440)	(16%)
Other Services (except Public Administration)	34,644	(1,505)	(4%)
Retail Trade	47,409	(2,645)	(5%)
Accommodation and Food Services	46,397	(3,317)	(7%)

Source: Lightcast Industry Tables, 2024

Industry	Jobs 2023	Projected Growth 2023-2033	% Projected Growth 2023-2033
Health Care and Social Assistance	104,072	12,403	12%
Professional, Scientific, and Technical Services	47,977	5,546	12%
Construction	39,306	3,096	8%
Administrative and Support and Waste Management and Remediation Services	57,742	1,446	3%
Transportation and Warehousing	42,035	1,249	3%
Educational Services	14,433	808	6%
Arts, Entertainment, and Recreation	10,576	731	7%
Management of Companies and Enterprises	9,003	708	8%
Utilities	984	104	11%
Mining, Quarrying, and Oil and Gas Extraction	235	36	15%
Agriculture, Forestry, Fishing and Hunting	878	(35)	(4%)
Other Services (except Public Administration)	34,644	(159)	(0%)
Wholesale Trade	29,066	(253)	(1%)
Real Estate and Rental and Leasing	11,028	(262)	(2%)
Manufacturing	56,975	(302)	(1%)
Government	82,577	(867)	(1%)
Finance and Insurance	30,161	(869)	(3%)
Accommodation and Food Services	46,397	(990)	(2%)
Information	7,819	(1,445)	(18%)
Retail Trade	47,409	(4,285)	(9%)

Source: Lightcast Industry Tables, 2024

The five largest occupations employing the most workers (Office & Administrative Support Occupations; Transportation & Material Moving Occupations; Healthcare Practitioners & Technical Occupations; Sales & Related Occupations; and Food Preparation & Serving Related Occupations) in the region account for 53% of the total workforce, indicating these occupations are crucial to the region's economy. The five largest occupation groups have not changed during the previous five years, though Healthcare Practitioners & Technical Occupations moved up one spot from the 4th to the 3rd largest occupation group in the county.

As is the case in much of the state, the healthcare field has driven considerable employment growth in the county, with Healthcare Support Occupations and Healthcare Practitioners & Technical Occupations being the 4th and 5th largest growing occupation groups in the county (+4,458 and +2,194 jobs). Healthcare jobs are projected to be the top 2 largest growing occupation in the next 10 years. Additionally, several Occupations outside of the county's 5 largest have seen significant growth in the past 5 years, including Business & Financial Operations Occupations (+6,561 jobs) and Management Occupations (+5,621). Transportation & Material Moving Occupations were had the 2nd largest employment growth in the county (+5,643 jobs). All 3 of these occupation groups are projected to continue growing over the next 10 years.

On the other hand, the other 3 largest occupation groups in the county actually had the 3 largest declines in terms of net employment. These included Sales & Related Occupations (-2,705 jobs), Food Preparation & Serving Related Occupations (-3,327 jobs), and the largest industry in the county Office & Administrative Support Occupations (-6,280 jobs). All 3 of these occupation groups are projected to see continued decline in the next 10 years.

Occupation	Jobs 2023	% of Total Jobs 2023	Median Annual Earnings
Office and Administrative Support Occupations	83,454	12.4%	\$43,349.55
Transportation and Material Moving Occupations	75,742	11.2%	\$42,171.49
Healthcare Practitioners and Technical Occupations	53,093	7.9%	\$78,719.45
Sales and Related Occupations	52,753	7.8%	\$39,802.66
Food Preparation and Serving Related Occupations	45,402	6.7%	\$31,410.40
Management Occupations	43,784	6.5%	\$105,750.69
Business and Financial Operations Occupations	43,664	6.5%	\$74,528.98
Production Occupations	39,499	5.9%	\$43,687.59
Educational Instruction and Library Occupations	28,999	4.3%	\$59,462.92
Construction and Extraction Occupations	28,747	4.3%	\$59,122.07
Healthcare Support Occupations	28,273	4.2%	\$36,507.85
Installation, Maintenance, and Repair Occupations	25,358	3.8%	\$55,796.53
Computer and Mathematical Occupations	22,480	3.3%	\$88,954.57
Building and Grounds Cleaning and Maintenance Occupations	20,136	3.0%	\$36,208.49
Protective Service Occupations	15,714	2.3%	\$47,523.08
Personal Care and Service Occupations	15,322	2.3%	\$30,672.31
Community and Social Service Occupations	13,447	2.0%	\$52,053.24
Arts, Design, Entertainment, Sports, and Media Occupations	11,965	1.8%	\$47,090.26
Architecture and Engineering Occupations	9,965	1.5%	\$85,760.82
Life, Physical, and Social Science Occupations	6,817	1.0%	\$70,907.73
Legal Occupations	6,535	1.0%	\$96,466.95
Military-only occupations	1,426	0.2%	\$47,149.45
Farming, Fishing, and Forestry Occupations	742	0.1%	\$35,286.20

Occupation	Jobs 2023	Growth 2018-2023	% Growth 2018-2023
Business and Financial Operations Occupations	43,664	6,561	18%
Transportation and Material Moving Occupations	75,742	5,643	8%
Management Occupations	43,784	5,621	15%
Healthcare Support Occupations	28,273	4,458	19%
Healthcare Practitioners and Technical Occupations	53,093	2,194	4%
Community and Social Service Occupations	13,447	2,103	19%
Construction and Extraction Occupations	28,747	1,696	6%
Production Occupations	39,499	1,523	4%
Computer and Mathematical Occupations	22,480	1,183	6%
Installation, Maintenance, and Repair Occupations	25,358	1,016	4%
Building and Grounds Cleaning and Maintenance Occupations	20,136	888	5%
Legal Occupations	6,535	681	12%
Arts, Design, Entertainment, Sports, and Media Occupations	11,965	605	5%
Protective Service Occupations	15,714	229	1%
Architecture and Engineering Occupations	9,965	117	1%
Farming, Fishing, and Forestry Occupations	742	49	7%
Military-only occupations	1,426	(65)	(4%)
Educational Instruction and Library Occupations	28,999	(513)	(2%)
Life, Physical, and Social Science Occupations	6,817	(702)	(9%)
Personal Care and Service Occupations	15,322	(811)	(5%)
Sales and Related Occupations	52,753	(2,705)	(5%)
Food Preparation and Serving Related Occupations	45,402	(3,327)	(7%)
Office and Administrative Support Occupations	83,454	(6,280)	(7%)

Source: Lightcast Occupation Tables, 2024

Occupation	Jobs 2023	Growth 2023-2033	% Growth 2023-2033
Business and Financial Operations Occupations	43,664	1,518	3%
Transportation and Material Moving Occupations	75,742	1,346	2%
Management Occupations	43,784	3,148	7%
Healthcare Support Occupations	28,273	6,289	22%
Healthcare Practitioners and Technical Occupations	53,093	4,036	8%
Community and Social Service Occupations	13,447	1,239	9%
Construction and Extraction Occupations	28,747	1,985	7%
Production Occupations	39,499	(1,011)	(3%)
Computer and Mathematical Occupations	22,480	2,684	12%
Installation, Maintenance, and Repair Occupations	25,358	310	1%
Building and Grounds Cleaning and Maintenance Occupations	20,136	888	4%
Legal Occupations	6,535	(22)	(0%)
Arts, Design, Entertainment, Sports, and Media Occupations	11,965	(118)	(1%)
Protective Service Occupations	15,714	(365)	(2%)
Architecture and Engineering Occupations	9,965	643	6%
Farming, Fishing, and Forestry Occupations	742	17	2%
Military-only occupations	1,426	(187)	(13%)
Educational Instruction and Library Occupations	28,999	405	1%
Life, Physical, and Social Science Occupations	6,817	607	9%
Personal Care and Service Occupations	15,322	182	1%
Sales and Related Occupations	52,753	(2,096)	(4%)
Food Preparation and Serving Related Occupations	45,402	(656)	(1%)
Office and Administrative Support Occupations	83,454	(4,179)	(5%)

Source: Lightcast Occupation Tables, 2024

The following table displays average annual openings and turnover rate in 2023. This data helps inform which occupation sectors are experiencing the highest employment demand in the region, as well as signals whether that demand is stemming from overall employment growth or high turnover in the sector. Sectors with higher turnover may have a high number of average annual openings, but may not be growing in terms of net employment. And while high turnover could represent a problem in the region's workforce as a whole, it is common in many occupations, such as Food Preparation & Serving Related Occupations or Transportation & Materials Moving Occupations.

Occupation	Average Annual Openings	Turnover Rate 2023
Transportation and Material Moving Occupations	97,233	115%
Office and Administrative Support Occupations	94,034	77%
Food Preparation and Serving Related Occupations	88,556	150%
Sales and Related Occupations	64,527	82%
Healthcare Support Occupations	51,091	86%
Production Occupations	42,530	80%
Business and Financial Operations Occupations	37,502	52%
Management Occupations	37,100	40%
Healthcare Practitioners and Technical Occupations	34,193	29%
Building and Grounds Cleaning and Maintenance Occupations	29,017	99%
Personal Care and Service Occupations	27,826	94%
Construction and Extraction Occupations	27,574	62%
Educational Instruction and Library Occupations	26,438	42%
Installation, Maintenance, and Repair Occupations	23,136	53%
Protective Service Occupations	18,022	69%
Computer and Mathematical Occupations	16,828	38%
Community and Social Service Occupations	13,552	51%
Arts, Design, Entertainment, Sports, and Media Occupations	12,332	57%
Architecture and Engineering Occupations	7,439	32%
Life, Physical, and Social Science Occupations	6,590	39%
Legal Occupations	4,222	27%
Military-only occupations	1,446	43%
Farming, Fishing, and Forestry Occupations	1,136	84%

Source: Lightcast Occupation Tables, 2024

Occupation	2023 Jobs	Workers Under 25 Years (2023)	Workers 25-54 Years (2023)	Workers 55+ Years (2023)
Office and Administrative Support Occupations	83,454	11.8%	61.9%	26.3%
Transportation and Material Moving Occupations	75,742	15.2%	61.2%	23.6%
Healthcare Practitioners and Technical Occupations	53,093	5.7%	71.9%	22.4%
Sales and Related Occupations	52,753	17.7%	57.1%	25.3%
Food Preparation and Serving Related Occupations	45,402	38.4%	48.0%	13.6%
Management Occupations	43,784	2.7%	70.7%	26.7%
Business and Financial Operations Occupations	43,664	5.8%	70.3%	23.9%
Production Occupations	39,499	8.3%	65.4%	26.3%
Educational Instruction and Library Occupations	28,999	12.3%	63.8%	23.8%
Construction and Extraction Occupations	28,747	11.3%	68.1%	20.6%
Healthcare Support Occupations	28,273	13.9%	64.7%	21.4%
Installation, Maintenance, and Repair Occupations	25,358	9.0%	65.1%	25.9%
Computer and Mathematical Occupations	22,480	6.5%	77.5%	16.0%
Building and Grounds Cleaning and Maintenance Occupations	20,136	12.5%	59.5%	28.0%
Protective Service Occupations	15,714	13.4%	64.6%	22.1%
Personal Care and Service Occupations	15,322	30.1%	49.1%	20.8%
Community and Social Service Occupations	13,447	7.8%	67.0%	25.3%
Arts, Design, Entertainment, Sports, and Media Occupations	11,965	14.3%	62.3%	23.3%
Architecture and Engineering Occupations	9,965	7.1%	66.2%	26.7%
Life, Physical, and Social Science Occupations	6,817	10.1%	68.4%	21.6%
Legal Occupations	6,535	3.6%	66.7%	29.6%
Military-only occupations	1,426	27.5%	70.0%	2.4%
Farming, Fishing, and Forestry Occupations	742	15.0%	62.7%	22.4%
All Occupations	673,316	12.9%	63.7%	23.4%

Source: Lightcast Occupation Tables, 2024

1.2 An analysis of the knowledge and skills required to meet the employment needs of the employers in the region, including employment requirements for in-demand industry sectors and occupations. [WIOA Sec. 108(b)(1)(B) and 20 CFR 679.560(a)(2)]

The following table displays the top 10 common, specialized, and software skills included in job postings in the region between January of 2021 and December of 2023. There is a notable emphasis on soft skills – Communication, Customer Service and Management – among the most frequent “Common Skills.” “Specialized Skills” were more varied, but correlate well with the largest and fastest growing occupation groups discussed above. Several of these skills require post-secondary training and degrees. The second table indicates the required or preferred qualifications included in job postings, and the most common being driver’s and nursing/healthcare-related licenses.

In Demand Skills Via Job Postings (January 2021 – December 2023)

Skill	Postings (Jan 2021-Dec 2023)	% of Postings (Jan 2021-Dec 2023)
Common Skills		
Communication	244,097	37%
Customer Service	174,477	26%
Management	159,279	24%
Sales	108,658	16%
Leadership	106,679	16%
Operations	106,602	16%
Detail Oriented	93,813	14%
Problem Solving	86,757	13%
Writing	74,378	11%
Planning	68,859	10%
Specialized Skills		
Project Management	53,700	8%
Marketing	48,145	7%
Auditing	39,603	6%
Nursing	36,855	6%
Accounting	35,945	5%
Warehousing	30,858	5%
Finance	29,112	4%
Merchandising	25,555	4%
Selling Techniques	24,345	4%
Workflow Management	22,368	3%
Software Skills		
Microsoft Excel	63,888	10%
Microsoft Office	62,984	10%
Microsoft PowerPoint	32,738	5%
Microsoft Outlook	31,377	5%

Microsoft Word	20,576	3%
SQL (Programming Language)	15,004	2%
Salesforce	14,071	2%
Spreadsheets	10,670	2%
SAP Applications	9,603	1%
Python (Programming Language)	9,315	1%

Source: Lightcast Job Posting Analytics, 2024

In Demand Qualifications Via Job Postings (January 2021 – December 2023)

Qualification	Postings with Qualification (Jan 2021-Dec 2023)
Valid Driver's License	78,465
Registered Nurse (RN)	42,685
Basic Life Support (BLS) Certification	23,099
Cardiopulmonary Resuscitation (CPR) Certification	14,664
Licensed Practical Nurse (LPN)	9,762
Master Of Business Administration (MBA)	6,782
Advanced Life Support	6,755
Commercial Driver's License (CDL)	6,608
Advanced Cardiovascular Life Support (ACLS) Certification	5,795
Certified Nursing Assistant (CNA)	5,772

Source: Lightcast Job Posting Analytics, 2024

Approximately 45% of occupation categories and 41% of all jobs in the region generally require some level of postsecondary education. The region is well positioned to meet these requirements with over 46% of the residents aged 25 and older having some level of postsecondary education. 32% of all jobs require a bachelor's degree or higher. This is slightly higher than the 28% of the region's residents that hold a bachelor's degree or higher. The following tables break down entry level requirements for occupations in the region on aggregate, as well as the specific entry level requirements for the top 30 occupations (at the 5-digit SOC level). These occupations make up just over a quarter of the region's current (2023) workforce and are projected to make up the vast majority of all job growth in the next 10 years.

Occupations with higher entry level education requirements consistently correlate with higher paying jobs, and expanding education opportunities, both collegiate and technical postsecondary options, will continue to help the region improve employment and wealth building opportunities for its residents. As noted earlier, healthcare jobs are projected to grow more so than other industries. Nine of the top 30 and five of the top 10 growth occupations are in healthcare. Of these, all but one require some level of post-secondary education, while Registered Nurses, Medical & Health Service Managers, and Substance Abuse, Behavioral Disorder, & Mental Health Counselors require a bachelor's degree and Nurse Practitioners require a Master's degree.

Typical Entry Level Education, All Occupations (2023)

Education Level	Jobs 2023	Projected Change 2023-2033	% Jobs 2023	Occupations (5-Digit SOC) 2023	% Occupations (5-Digit SOC) 2023
No formal educational credential	140,666	-806	20.90%	106	13.3%
High school diploma or equivalent	254,368	2,457	37.79%	330	41.4%
Postsecondary nondegree award	47,590	2,032	7.07%	50	6.3%
Some college, no degree	13,932	-200	2.07%	6	0.8%
Associate's degree	15,941	502	2.37%	48	6.0%
Bachelor's degree	163,265	9,859	24.26%	180	22.6%
Master's degree	11,636	1,778	1.73%	36	4.5%
Doctoral or professional degree	24,256	1,220	3.60%	40	5.0%
N/A	1,426	-187	0.21%	2	0.3%

Source: Lightcast Job Occupation Tables, Aug. 2024

Entry Level Education Requirements for Top 30 Occupations by Projected Growth (2023-2028), 5-Digit SOC

Occupation	Projected Growth 2023-2028	Typical Entry Level Education
Home Health and Personal Care Aides	4,581	High school diploma or equivalent
Software Developers	1,273	Bachelor's degree
<i>Registered Nurses</i>	<i>1,034</i>	<i>Bachelor's degree</i>
<i>Medical Assistants</i>	<i>888</i>	<i>Postsecondary nondegree award</i>
<i>Medical and Health Services Managers</i>	<i>814</i>	<i>Bachelor's degree</i>
<i>Nurse Practitioners</i>	<i>779</i>	<i>Master's degree</i>
Construction Laborers	668	No formal educational credential
Insurance Sales Agents	625	High school diploma or equivalent
Laborers and Freight, Stock, and Material Movers, Hand	570	No formal educational credential
Cooks, Restaurant	563	No formal educational credential
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	500	No formal educational credential
General and Operations Managers	499	Bachelor's degree
<i>Substance Abuse, Behavioral Disorder, and Mental Health Counselors</i>	<i>488</i>	<i>Bachelor's degree</i>
Market Research Analysts and Marketing Specialists	429	Bachelor's degree

Management Analysts	387	Bachelor's degree
Light Truck Drivers	369	High school diploma or equivalent
<i>Medical Secretaries and Administrative Assistants</i>	361	<i>High school diploma or equivalent</i>
<i>Nursing Assistants</i>	360	<i>Postsecondary nondegree award</i>
Accountants and Auditors	330	Bachelor's degree
Postsecondary Teachers	326	Doctoral or professional degree
<i>Licensed Practical and Licensed Vocational Nurses</i>	324	<i>Postsecondary nondegree award</i>
Computer and Information Systems Managers	322	Bachelor's degree
Financial Managers	318	Bachelor's degree
Project Management Specialists	307	Bachelor's degree
Construction Managers	305	Bachelor's degree
Industrial Machinery Mechanics	265	High school diploma or equivalent
Carpenters	249	High school diploma or equivalent
Managers, All Other	247	Bachelor's degree
Computer Systems Analysts	239	Bachelor's degree
First-Line Supervisors of Construction Trades and Extraction Workers	235	High school diploma or equivalent

Source: Lightcast Job Occupation Tables, Aug. 2024

1.3 An analysis of the regional workforce, including current labor force employment and unemployment data, information on labor market trends, and the educational and skill levels of the workforce, including individuals with barriers to employment and youth. [WIOA Sec. 108(b)(1)(C) and 20 CFR 679.560(a)(3)]

In 2023, the region's average unemployment rate was 3.3%, 1.6% lower compared to 2021 and on par with the state's rate. The county recovered well across the board from the unemployment spike during and directly following the pandemic, with 7,419 fewer people unemployed.

Labor force participation in Marion County for the population age 16 years and older is estimated at 69.5%, approximately 6% higher than the state average. Participation for youth aged 16-19 sits at 44.3%, on par with the state, and participation for youth aged 20-24 is estimated at 85.5%, approximately 8% higher than the state.

The following tables display detailed labor force statistics across all eight counties, as well as specifically for youth segments between the ages of 16-19 and 20-24. It is important to note that labor force participation and unemployment estimates are slightly less reliable for smaller geographic regions and should be reviewed with that in mind. However overall, the region's youth labor force is displaying higher rates of labor force participation and lower rates of unemployment than the state averages.

Labor Force Statistics (2021 & 2023)

	2021	2023	2021	2023	2021	2023	2021	2023
	Labor Force		Employed		Unemployed		Unemployment Rate	
Region 12	498,953	511,700	474,680	494,846	24,273	16,854	4.9	3.3
Indiana	3,332,745	3,401,387	3,201,829	3,288,017	130,916	113,370	3.9	3.3

Source: STATSLabor Force Time Series (NSA), 2024

	Change	% Change	Change	% Change	Change	% Change	Change
	Labor Force		Employed		Unemployed		Unemployment Rate
Region 12	12,747	2.6%	20,166	4.2%	-7,419	-30.6%	-1.6
Indiana	68,642	2.1%	86,188	2.7%	-17,546	-13.4%	-0.6

Source: STATSLabor Force Time Series (NSA), 2024

Labor Participation ACS Estimates (2023)

	Population	Labor Force Participation Rate	Unemployment Rate
Youth Age 16-19	50,635	44.30%	20.60%
Youth Age 20-24	69,080	85.50%	7.60%
Total Population Age 16+	758,776	69.40%	4.90%

Source: American Community Survey 2023 5-Year Estimates

Educational attainment levels vary based on several factors, including socioeconomic class, race and ethnicity, and sex. Addressing potential barriers and inequities is an essential part of improving and expanding the region's workforce and development capabilities.

Educational attainment, as discussed above, is largely in line with the needs of employers, though as industries that require higher educational attainment, such as the Professional, Scientific, and Technical Services sector, continue to grow, the workforce will need to continue to adapt. Additionally, attracting higher paying industries and occupations to the region often involves investing in education opportunities and upskilling for residents. Many of Region 12's in-demand occupations and growth industries incorporate knowledge and skill development on the job. Many require both on the job training and postsecondary qualifications and certifications. Additionally, several occupation groups including fields in healthcare, engineering, social work, and upper-level management require more advanced qualifications. Meeting and anticipating these needs are essential for the growth and wellbeing of the workforce in both region 12 and across the state.

Educational Attainment Ages 18-24 (2022)

Education Level	Total	% Total	Male	% Male	Female	% Female
Population	93,792		45,693		48,099	
Less than High School Graduate	14,919	15.90%	8,170	17.90%	6,749	14.00%
High School Degree/Equivalent	32,048	34.20%	16,411	35.90%	15,637	32.50%
Some College or Associate's Degree	32,190	34.30%	15,431	33.80%	16,759	34.80%
Bachelor's Degree or Higher	14,635	15.60%	5,681	12.40%	8,954	18.60%

Source: American Community Survey 2022 5-Year Estimates

Educational Attainment Ages 25 and Over

Education Level	Total	% Total	Male	% Male	Female	% Female
Population	638,893		303,255		335,638	
Less than High School Graduate	80,876	12.6%	40,739	13.5%	40,137	11.9%
High School Degree/Equivalent	175,730	27.5%	88,430	29.2%	87,300	26.0%
Some College or Associate's Degree	120,343	18.8%	55,324	18.2%	65,019	19.4%
Bachelor's Degree	49,738	7.8%	19,392	6.4%	30,346	9.0%
Graduate or Professional Degree	136,520	21.4%	65,413	21.6%	71,107	21.2%

Source: American Community Survey 2022 5-Year Estimates

Section 2: Strategic Vision and Goals

Please answer the following questions. Section 2 responses should reflect input from members of the local workforce development board and other community stakeholders. **Questions that require collaborative answers for planning regions are designated with an asterisk (*). See the Regional Plan subsection of Memo 2023-16 for more information.**

2.1 Provide a description of the board's strategic vision to support regional economic growth and economic self-sufficiency. This must include 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 in-school and out-of-school youth and individuals with barriers to employment. [WIOA Sec. 108(b)(1)(E) and 20 CFR 679.560(a)(5)]

As the timeline on the 2017-2022 Strategic Plan neared an end, EmployIndy committed to reviewing and revising its Strategic Plan to ensure the organization's approach was meeting the needs of Marion County residents and employers in a post-pandemic, rapidly changing economy. EmployIndy partnered with the consulting firm Hedges to garner insight from community stakeholders and revisit the prioritized goals and strategies to create a timely and meaningful Strategic Plan for the next three years.

Part of the eleven-month planning process included engaging over 250 local stakeholders in ten listening sessions, including individuals from: YES Indy Network; Ecosystem Enrichment Network; churches and faith-based organizations; employer and business groups; community-based organizations; postsecondary training providers; philanthropic partners and funders; K12 school partners; EmployIndy staff; and youth members of the community. Drawing on the feedback from stakeholders, members of the EmployIndy Workforce Development Board and staff went through a comprehensive planning process to identify where the organization needs to focus over the next three years.

The result is the 2023-2025 Strategic Plan that is grounded in four primary interventions and their respective Theories of Change, including Career-Connected Learning, Coaching and Training, Talent Connection, and Job Quality. Guided by four Strategic Goals, each organizational intervention is driven by a set of deliberate Strategic Initiatives, and measured with organizational and community Key Success Indicators.

As EmployIndy looks to the future, it remains anchored by the organization's mission to guide the local workforce ecosystem and make strategic investments to promote equity and remove barriers to quality employment for underserved and underrepresented residents. This 2023-2025 Strategic Plan will serve as the guiding commitment while EmployIndy continues to be responsive to the evolving education, training, and career needs of Marion County as its workforce leader and intermediary.

EmployIndy is committed to having the following Core Principles serve as the guide for how the Strategic Plan will be implemented:

- **CAREER CENTERED** - We will prioritize an approach that centers tailored career pathways for all individuals in Marion County.

- DATA DIRECTED - We will use and measure multiple forms of data to support evidence-based interventions and hold ourselves, our partners, and the community accountable to our commitments.
- EQUITABLE INTERVENTIONS - We will ensure partnerships and resources are distributed with a focus on creating more equitable outcomes for all Marion County residents.
- OPERATIONAL EFFICIENCIES - We will streamline business operations and systems internally to ensure talent at EmployIndy have the tools they need to collaboratively deliver outcomes effectively.
- PARTNERSHIPS - We will build collaborative partnerships with businesses and community organizations that address gaps in the city's workforce ecosystem.

To evaluate EmployIndy's progress in the education through workforce pipeline, the following organizational indicators, rooted in the four theories of change, will be measured:

- Career-Connected Learning - Total number of work-based learning activities facilitated through EmployIndy
- Coaching + Training - Total number of participants enrolling in any coaching or training activity through EmployIndy
- TALENT Connection - Total number of EmployIndy participants placed in a good or promising job
- Good Jobs - Total number of employers with whom EmployIndy works to improve job quality

To evaluate EmployIndy's investments in the community and the work to positively impact systems change, the following community-level indicators and outcomes will be measured, disaggregated by race, ethnicity, and gender:

- Educational Attainment - Increase in the number of residents with postsecondary education/credential
- Good and Promising Jobs - Increase in the number of jobs in our economy that meet the Good or Promising definition
- Opportunity Youth - Increase in the number/percentage of youth aged 16-24 that are connected to education and/or employment

2.2 Describe how the board’s vision and goals align with and/or support the State’s strategic vision as set out in the [WIOA Unified State Plan](#). Specifically address how the local area will align with the pillars and goals outlined below as well as the action steps included in the WIOA State Plan, where applicable.

Pillar I: Removing barriers for workers to meet Hoosiers where they are and help remove obstacles to work and learning.

- Goal 1: Harness opportunities through the Infrastructure Investment and Jobs Act, known as the Bipartisan Infrastructure Law (BIL), which includes the Broadband Equity Access and Deployment program (BEAD), the CHIPS and Science Act, and the Inflation Reduction Act (IRA), for populations that have been historically excluded from the labor force.
- Goal 2: Remove barriers for workers including providing affordable and accessible childcare.
- Goal 3: Create digital equity through digital skills training.

Pillar II: Preparing future skilled workers to ensure Indiana can deliver the training and skills needed for a modern workforce.

- Goal 1: Transform as a State to prepare for emerging industries specific to federal opportunities and strategic industries.
- Goal 2: Meet people where they are for career pathway planning to customize to their unique potential and experience.
- Goal 3: Develop additional workers with skills-based technical training and/or a high-quality credential, certification, or degree to fill in-demand jobs.

Pillar III: Helping employers find and/or develop skilled workers to ensure employers have the talent needed for the economy of today and tomorrow.

- Goal 1: Deliver bespoke customer service and solutions to key employers.
- Goal 2: Increase quality job exposure and experience through apprenticeships, work-based learning, and employer supported training programs.
- Goal 3: Continue to champion and promote skills-based hiring practices through career coaching for underserved jobseekers and employer hiring and training models.

EmployIndy’s strategic goals, pillars, and initiatives, as outlined in 2.1, align well with the state’s expressed strategic pillars and goals as expressed in the newest iteration of the WIOA Unified State Plan. While EmployIndy’s strategic plan states the full extent of EmployIndy’s activities beyond those required in WIOA, we made effort to align the plan with existing requirements, vision, and goals of WIOA.

Pillar 1

EmployIndy has been fortunate to be partner to many of the federal and state investments made in the wake of the COVID-19 pandemic, including using investments from the CARE and ARPA bills to expand programming for populations significantly impacted and build out existing infrastructure and partnerships. EmployIndy is also a participating partner in the Heartland Bioworks hub as created by the CHIPS Act, and look forward to continued efforts to invest in the workforce to meet the talent demand of these projects.

As evidenced by prioritizing Equitable Interventions as a core principle for strategic plan implementation, we also understand that removing barriers to training and employment is vital to a

successful workforce system, and work with a variety of partners to bolster childcare referrals, access resources, and expand digital literacy trainings.

Pillar 2

EmployIndy identifies Coaching and Training as an essential theory of change of our strategic plan. In addition to our WorkOne system, we structure our programming and direct our investments to a variety of community-based organizations that allow us to meet our participants where they are, and supply our service providers with tools, training, and resources to meet their participants' needs.

Through this pillar, EmployIndy invests training dollars in high-quality, in-demand trainings that will lead to better jobs and careers for our participants.

Pillar 3

EmployIndy identifies Career-Connected Learning as an essential theory of change in our strategic plan. We carry this out through a continuum of initiatives from career exploration and discovery all the way through to experience, including our Modern Youth Apprenticeship program and Jobs for America's Graduates partnerships.

EmployIndy also works with the employer community through our Good Jobs pillar, coaching them on investing in job quality and wage equity practices and championing those employers who excel at providing quality job offerings.

2.3* Describe how the board's goals relate to the achievement of federal performance accountability measures. See 20 CFR 677.155 for more information on the federal performance accountability measures. [WIOA Sec. 108(b)(1)(E) and 20 CFR 679.560(a)(5)]

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

- Incorporating performance standards in all contracts including pay for performance when applicable with service providers and vendors;
- 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/reports.

By using a continuous improvement and exception management philosophy, EmployIndy and the 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.

2.4* 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) and 20 CFR 679.560(b)(16)]

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- Placement into industry of training;
- 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.

In addition, EmployIndy has established key performance indicators that are directly aligned to the four theories of change (career-connected learning, coaching and training, talent connection, and good jobs) embedded within its 2023-2025 Strategic Plan). These organizational indicators include:

- Total number of work-based learning activities facilitated through EmployIndy;
- Total number of participants enrolling in any coaching or training activity through EmployIndy;
- Total number of EmployIndy participants placed in a good or promising job; and
- Total number of employers with whom EmployIndy works to improve job quality.

Section 3: Local Area Partnerships and Investment Strategies

Please answer the following questions. Many of the responses below, such as targeted sector strategies, should be based on strategic discussions with the local board and partners. **Questions that require**

collaborative answers for planning regions are designated with an asterisk (*). See the Regional Plan subsection of Memo 2023-16 for more information.

3.1 Taking into account the analysis in Section 1, describe the local board’s strategy to work with the entities 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*) and required partners 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) and 20 CFR 679.560(a)(6)]

[Click here to enter text.](#)

EmployIndy, in tandem with its one-stop operator Thomas P. Miller & Associates (TPMA), 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
 - 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.
 - f. g., paper referrals or o t h e r 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.
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 provide direct referral link for WIOA Career Navigation services and virtual access to workshop trainings.

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. Describe how the local board will coordinate strategies, enhance services, and avoid duplication of services. [WIOA Sec. 108(b)(2), (10), (11), (12) & (13), 20 CFR 679.560(b)(9), 20 CFR 679.560(b)(10), 20 CFR 679.560(b)(11), and 20 CFR 679.560(b)(1)(i)]

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://www.employindy.org/partnership-ecosystem-map/>.

With regards to 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</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

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.

Region 12 has established partnerships with the following educational institutions to implement the Jobs for America's Graduates (JAG) program:

- Arsenal Tech High School
- Beech Grove High School
- Ben Davis High School
- Broad Ripple Middle School (expansion site)
- Crispus Attucks High School
- Decatur Central High School
- Decatur Township School for Excellence
- Eastwood Middle School (expansion site)
- Franklin Central High School
- George Washington High School
- Harshman Middle School (expansion site)
- Indiana School for the Deaf
- Indy MET High School
- Irvington Prep Academy (expansion site)
- McKenzie Center for Innovation and Technology
- North Central High School
- Northview Middle School (expansion site)
- The Renaissance School
- Shortridge High School
- True North High School
- Victory College Prep (expansion site)
- Westlane Middle School (expansion site)
- William Penn Middle School (expansion site)
- YouthBuild (OSY expansion site)

3.3* Describe how the board will support the strategy identified in the WIOA Unified State Plan and work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 to support service alignment. Describe efforts to work with each partner identified in 3.2 to develop plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of the Wagner-Peyser Act services and other services provided through the one-stop delivery system. [WIOA Sec. 108(b)(2), (10), (11), (12) & (13), 20 CFR 679.560(b)(1)(ii), (b)(9) and (b)(11)]

In the interest of coordination of strategies, enhancement of services, and to avoid duplication, the two workforce development boards of Central Indiana will work with each partner to support alignment of the aforementioned. 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.

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.

By harmonizing our WorkOne Indy center with the Jobs for America's Graduates (JAG) service provider, both spearheaded by Eckerd Connects, we've created a hub of service excellence. This strategic alignment not only streamlines our workflow but also amplifies the impact of our services. Clients experience unprecedented ease of access to our programs, while staff enjoy enhanced collaboration. Together, this synergy propels us toward our goal of transformative community impact, setting a new standard for service provision and communication within the industry.

3.4 Identify how the local board will coordinate WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II. This description must include 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) and 20 CFR 679.560(b)(12)].

EmployIndy, consistent with DWD guidance, conducts a regular 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 will coordinate local workforce investment activities with regional economic development activities that are carried out in the local area and how the local board will promote entrepreneurial skills training and microenterprise services. [WIOA Sec. 108(b)(5) and 20 CFR 679.560(b)(4)]

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, IEDC has recently launched its most recent entrepreneurial effort with Elevate Ventures, a 501 (c)(3) non-profit intended to provide entrepreneurs with the expertise and resources they need to transform their ideas into the next generation of companies. With this effort, Indiana will be able to provide direct support to emerging start-ups, including a variety of business support resources, mentorship programs, and investor and venture capital. To encourage XBE business growth, specialized resources include Hispanic Business Council and Indianapolis Urban League's Entrepreneurship Center. Members of the EmployIndy business partnership team have served on the Marion County Reentry Coalition to learn about the many community resources available to assist justice-involved individuals with employment and provide wrap-around services. Programming includes those offered by PACE, Recycle Force, 2nd Chance Indy, Urban League, and HFAV.

The Region 5 strategy is to maintain the current effective relationships with local economic development entities. All Region 5 counties and several cities and towns have locally focused entities (LEDO's) charged with attracting new businesses as well as retaining existing businesses for their communities. WorkOne Business Representative Staff (BSRs) communicate regularly with economic development personnel to connect relevant WorkOne resources with local economic development efforts at the appropriate time. Information about emerging workforce skill needs is used to guide training and recruitment efforts for businesses. Business Representatives provide labor market information to local LEDO's for responding to prospect Requests for Information (RFI's) and participate when requested in presentations to prospective companies and site consultants. Business Representatives also promote awareness to LEDOs of the other available state resources such as the Next Level Jobs Employer Training Grants and the Indiana Economic Development Corporation new technical assistance program. Two LEDO's are members of the Region 5 Workforce Board (WDB}. Entrepreneurial Skills Training is promoted by leveraging 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 Indy Chamber Entrepreneur Services Division, <https://indychamber.com/entrepreneur-services/>, supports coaching at every stage of business growth. Its Business Ownership Initiative (BOI) is a certified Community Development Financial Institution (CDFI) and a microlender through the Small Business Administration (SBA) for micro loans to potential entrepreneurs who may not qualify for traditional loans. The WDB 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. Entrepreneurial skills training for Youth includes providing information on the different business opportunities available in the labor market and options for self-employment. Staff will utilize entrepreneurial skills training programs available on-line and resources available through Junior Achievement and the Small Business Development Center to provide entrepreneurial skills training to youth. JAG Specialists bring in guest speakers who have had success owning their own business. Youth are provided opportunities to meet and learn from successful entrepreneurs who are willing to share the steps that need to be taken to build a business.

3.6 Based on the analysis described in Section 1.1-1.3, describe how the one-stop operator will ensure priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. Include any locally identified priority of service populations. [WIOA Sec. 134(c)(3)(E) and 20 CFR 679.560(b)(21)]

Per EmployIndy's WIOA Adult Priority of Service policy, the following populations must be given priority of service for WIOA Adult services: recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. Additionally, EmployIndy has defined an additional local group comprised of individuals earning under \$18 per hour at the time of enrollment in WIOA. If that participant also belongs to one of the aforementioned WIOA-defined categories, they must be categorized under one of those priority populations in addition to the local group. Priority of service determinations must be made during eligibility and enrollment. This status does not change during the course of the individual's period of participation.

3.7* Based on the analysis described in Section 1.1-1.3, identify 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.

In May 2024, EmployIndy met with Ascension alongside Ascend Indiana to discuss their Medical Assistant (MA) hiring needs and challenges with the currently available training programs. Ascension shared their need to bring in a higher volume of work-ready MAs to staff their clinics and continue to provide a high level of patient care. Ascension also shared that the current format and time commitment requirements of some existing MA training programs can present barriers to adults seeking to pursue MA training but needing to work full-time to provide for themselves and their families. Often, these individuals are already working full-time elsewhere, so forgoing their current employment to go through the training is not feasible for them. For an MA to be work-ready to deliver quality patient care, they need hands-on learning experiences. Many times, existing MA programs don't have enough hands-on learning components, or in the case of exclusively online programs, they may not have any at all. Because graduates of these programs have primarily theoretical knowledge instead of applied learning, it takes significant time to onboard them and delays their time to being productive.

Ascension, EmployIndy, and Ascend identified an opportunity to design a Medical Assistant Talent Pipeline to provide greater access to MA training and produce additional MAs who are practice-ready, shortening their time to productivity to days instead of weeks. This strategic approach will eliminate

barriers to Medical Assistant training for working adults, provide program participants with hands-on learning opportunities that are critical to becoming practice-ready by the end of the program, and connect participants to employment opportunities at Ascension that utilize their MA training. The program will also address Ascension's talent needs by producing much-needed entry-level Medical Assistants who have completed a high-quality training to prepare them for patient care. Ascension is seeking EmployIndy and Ascend's support to establish a talent pipeline that recruits individuals to fill Medical Assistant roles at Ascension's Marion County facilities. Addressing accessibility, career progression, and sustainability is crucial for fostering a skilled workforce, meeting healthcare industry demands, and ensuring the long-term success of organizations like Ascension.

With this in mind, the talent pipeline project should incorporate the following strategies:

- Design a program that equips participants with practice-ready knowledge, skills, and abilities (KSAs) through high-quality education and training, including hands-on, applied learning opportunities.
- Ensure accessible entry points into the healthcare industry, eliminating barriers and supporting individuals through both financial and non-financial mechanisms.
- Ensure program participants receive a nationally-recognized MA credential, setting them on the pathway to good and promising career opportunities, defined as a wage of at least \$18/hour with access to health insurance benefits.
- Establish clear and defined career pathways for Medical Assistants to progress within Ascension and the healthcare industry to support long-term economic stability.
- Develop a plan for continuous scale and sustainability – both programmatically and through connected pathways, experiences, and growth opportunities.
- Complete within 12-month timeframe.

3.8 A-D

Responses to the following questions should 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, utilization of effective business intermediaries, and other business services and strategies that support the local board's strategy in 3.1 and meet the needs of regional employers. [WIOA Sec. 108(b)(4)(A) & (B) and 20 CFR 679.560(b)(3)]

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

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

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 IndianaCareer Connect, Next Level Jobs Employer Training Grants, and Veterans Services. Additional 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.

EmployIndy works with key sectors such as Life Sciences and partnered with BioCrossroads, IvyTech, 16Tech and others to be awarded a TechHub grant from EDA. Additionally, Indiana's advanced manufacturing sector accounts for 26 percent of the state's economic output. Within Advanced Manufacturing, production technician roles comprise a significant portion of Indiana's manufacturing jobs. While production technician is an entry-level role, there are multiple avenues for advancement within the field. EmployIndy partnered with Conexus to grow their existing talent pipeline program for production technicians, Catapult, in Marion County to expand the supply of qualified talent for this critical occupation and industry.

We continue to broaden awareness of talent strategies, like Registered Apprenticeship, and work as a US DOL sponsor to assist businesses interested in this strategy.

EmployIndy also leads efforts in Marion County to broaden experiences for high school students to explore apprenticeships in high school. EmployIndy has assisted over 30 businesses establish high school apprenticeship programs across a variety of critical pathways.

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

EmployIndy leverages an ecosystem of partners 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. Depending on the business need, the business partnership team facilitates direct introductions to the appropriate partner or service. We offer assistance to businesses that help them attract, train and retain talent. For early in career talent, for example, our Talent Bound program helps businesses who have a desire to connect with in school or out of school youth leveraging technology to share opportunities for engagement and mitigates the need for the business to dedicate valuable resources to stay engaged. Businesses indicate how they want to engage in the work based learning continuum that meets their business need and solutions are recommended that match the business stated desire. These work based learning experiences extend beyond high school to our opportunity youth. Through a network of providers, the EmployIndy business partnership team works to connect businesses to the providers serving opportunity youth and identify sites for work experiences, career exploration to direct hire. Through our network of community based organizations, we are able to connect businesses to job-ready talent based upon geography, specific skills needed and inform businesses about the number of hiring events, completing training cohorts that are taking place throughout the community. We host lunch and learn sessions for businesses throughout the year on topics such as upskilling, recruiting and connecting with reentry populations, accessing training dollars via Next Level Jobs and how to become an employer of choice.

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

EmployIndy works in conjunction with both Develop Indy, the economic development organization for Indianapolis and Marion County, and Indiana Economic Development Council. We currently meet monthly with both partners and selected employers to focus on business recruitment and retention efforts. Additionally, we work with Develop Indy, as they recruit and attract new employers to the

region to help establish relationships to offer our services in their workforce development efforts. We meet quarterly as a team with Develop Indy to discuss updates and strategies around economic development in the city. EmployIndy reviews and advises expanding businesses receiving TIF grants to create Inclusivity Plans that demonstrate their ability to reinvest in talent within Marion County.

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. 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.

3.9 Describe the strategy the local board implements when using WIOA dollars to support training opportunities including but not limited to OJT, work experience, apprenticeship, and pre-apprenticeship.

- What portion of WIOA funds in the past two years were used to support training costs for participants in each of these programs? Please list a total as well as the portion used for each program.
- What percentage of WIOA funds would you project over the next two years will be used to support training costs for participants in each of these programs? Please list a total as well as the portion used for each program.
- If the local board is supporting training costs for participants using non-WIOA funding, how is this tracked?

For PY24, the following was budgeted by strategic goal for training, on-the-job training, scholarships, and supportive services. Total revenue for PY24 is \$XX,XXX,XXX as of _____, thus representing ____% of the current budget. This is slightly higher than the average annual allocation for training given the influx of American Rescue Plan Act Funds.

Strategic Goal 1	Training/OJT/Scholarships/Supportive Services		
	PY22	PY23	PY24
TIF (Local)		\$2,980,553	

<i>Sub-total</i>		\$2,980,553	
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>		\$1,600,000	
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>		\$1,620,263	
Total		\$6,200,816	

3.10 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. Organize the description by population(s) served. If the local board does not currently have oversight of additional funding, describe any plans to pursue it.

EmployIndy leverages significant funding outside of WIOA Title I funding and state general funds to support the local workforce development system in Marion County. In program year 2024, EmployIndy's total operating budget is \$31,280,629. Total revenue is made up of the following sources and percentages: WIOA 17%; Federal 37%; State 10%; City of Indianapolis 8%; Philanthropic 25%; and Fee for Service 3%. A breakdown by population served is not currently available but all sources support in-school youth, Opportunity Youth, dislocated workers, and adults.

3.11 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 collaborates with many influential and impactful organizations outside of Indianapolis/Marion County to share ideas, innovative best practices, research, and advocacy that aids in achieving EmployIndy's vision, mission, and strategic goals. Key regional and national partners EmployIndy regularly collaborates with include: Indiana Workforce Board Alliance; US Conference of Mayors, Workforce Development Committee; Midwest Urban Strategies; Education Strategies Group; CareerWise USA; National Association of Workforce Boards; Partnership to Advance Youth Apprenticeships; and the National Youth Employment Coalition.

Section 4: Program Design and Evaluation

Please answer the following questions. Many of the responses below, such as those regarding career pathways and individual training accounts, should be based on strategic discussions between the local board and partners. **Questions that require collaborative answers for planning regions are designated with an asterisk (*). See the Regional Plan subsection of Memo 2023-16 for more information.**

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 information regarding the referral processes with one stop partners such as the technology used for making/tracking referrals. [WIOA Sec. 108(b)(3) and 20 CFR 679.560(b)(2)(i)]

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 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 donating 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. These locations are at library branches, but others include 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 as well as improve access to activities leading to a recognized post-secondary credential, including a credential that is an industry-recognized certificate or certification, portable, and stackable. [WIOA Sec. 108(b)(3), 20 CFR 679.560(b)(2)(iii), and 20 CFR 679.560(b)(2)(ii)]

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.

4.3 A-G Describe the one-stop delivery system in the local area as required by WIOA Sec. 121(e). Please note that question F is only for local areas participating in a Planning Region. [WIOA Sec. 108(b)(6)(A-D) and 20 CFR 679.560(b)(5)].

A. Describe the local board's efforts to ensure the continuous improvement of eligible providers of services and ensure that such providers meet the employment needs of local employers, workers, and jobseekers. [WIOA Sec. 108(b)(6)(A) and 20 CFR 679.560(b)(5)(i)]

Through initial investment of the Indiana Department of Workforce Development (DWD) and philanthropy, EmployIndy has launched a learning management system (LMS) 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.

EmployIndy regularly monitors service providers, offer findings, and provide resources including those on the Resource Library and Learning Hub to make corrections to deficiencies in service delivery.

B. Describe how the local board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and through other means. [WIOA Sec. 108(b)(6)(B) and 20 CFR 679.560(b)(5)(ii)]

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. EmployIndy has prioritized virtual WorkOne services in addition to keeping its WorkOne Indy physical location open. 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/>). Some workshops that do not require an in-person testing or evaluation component are offered virtually. EmployIndy also contracted with Eckerd Connects, 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, 20 CFR 679.560(b)(5)(iii), 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:

1. EmployIndy includes language in all agreements that ensures equal opportunity, nondiscrimination, and compliance with civil rights laws.
2. Partners who perform duties under WIOA must have written policies and measures in place to protect the rights of all individuals under the ADA.
3. EmployIndy provides a quarterly report to the State Equal Opportunity Officer highlighting any discrimination complaints.
4. EmployIndy ensures the maximum level of accessibility to its facilities, programs, and services, technology, and materials for individuals with disabilities by adhering to ADA requirements.

WorkOne Indy is located on a main thoroughfare and is easily recognizable due to signage. 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.

EmployIndy maintains several policies dictating reasonable accommodations and nondiscrimination efforts, including the Equal Opportunity policy, Service Animals policy, and Testing Accommodations policy.

WorkOne staff are trained annually on relevant Equal Opportunity requirements by the local EO Officer. Additionally, EmployIndy often hosts disability-focused speakers at the annual Ecosystem Enrichment training sessions, and maintains several disability-focused learning modules on their Learning Hub system.

D. Provide the name, organization, and contact information of the designated local WIOA Equal Opportunity Officer.

Kevin Duffy, Senior Director External Affairs and Region 12 Equal Opportunity Officer, EmployIndy, kduffy@employindy.org, 317-289-9481

E. 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 and any future iteration of this guidance. [WIOA Sec. 108(b)(6)(D) and 20 CFR 679.560(b)(5)(iv)]

Collective contributions and roles can be found in the attached WIOA required partner MOU. Individual contributions are detailed in each organization's respective addendum to the MOU.

F.* If you participate in a Planning Region, please describe the coordination of administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate. [20 CFR 679.510(a)(1)(v)]

There are no administrative cost pooling arrangements between EmployIndy, Region 12 and the Region 5 Workforce Board.

G. 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 under WIOA and by one-stop partners. [WIOA Sec. 108(b)(21) and 20 CFR 679.560(b)(20)]

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 Provide an assessment and description of adult and dislocated worker workforce development activities, including type and availability of education, training, and employment activities. Include analysis of the strengths and weaknesses of such services as well as the capacity to provide such services in order to address the needs identified in 1.2. Specifically assess the local area's WIOA performance levels from the prior two years. [WIOA Sec. 108(b)(1)(D) & 108(b)(7), 20 CFR 679.560(b)(6), and 20 CFR 679.560(a)(4)]

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 offers virtual workshops to community partners and individual clients. In 2024, 37 live workshops a week were offered at WorkOne Indy in Marion County. 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, 46 training providers, and other wrap around services to ensure we increase accessibility through barrier busting for participants when possible.

One of our activities to connect jobseekers with employers is our weekly Hiring Event. WOI puts on a weekly hiring event with 20+ Hiring Employers. Employers must have open positions to be involved, registration for Employer tables are free. We utilize current trends and client feedback to have a diverse selection of industries represented each week at the hiring event. The event is free and open to the public.

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 Identify successful models of the activities above, especially any best practices for dislocated worker activities relevant to the local area.

WorkOne Indy was invited to present our weekly hiring event, "Wednesdays@WorkOne," at the 2024 NAWDP Annual Convention, where it was recognized as a One-Stop Best Practice. This event hosts over 20 employers each week and attracts an average of 330 job seekers. The success of Wednesdays@WorkOne is built on the following principles:

1. **"Hiring Is the Hook"**: Our focus is on employment. We ensure that all participating employers have open positions, and we actively promote these opportunities to job seekers. The expectation is clear: jobs are available, and quality candidates will show up.
2. **"Consistency Counts"**: By holding the event at the same time every week, we provide job seekers with regular opportunities to connect with employers. This consistency also allows employers to meet over 100 potential candidates weekly.
3. **"CBO Outreach"**: We collaborate regularly with Community-Based Organizations (CBOs), offering them two ways to engage with our hiring event. CBOs can participate by hosting a table to promote their services and fill open positions within their organizations. Alternatively, they can attend with their clients, helping them connect with employers and other CBOs.

By implementing these practices, we have increased access to quality jobs in our community and strengthened our partnerships with local businesses and CBOs.

4.6 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) and 20 CFR 679.560(b)(7)].

EmployIndy has designated an internal Marion County Rapid Response Coordinator to coordinate Rapid Response activities for permanent lay-offs or closures for all Worker Adjustment and Retraining Notification (WARN) impacted employers and employees as well as for any employer who requests such services through the DWD dislocated worker unit or through EmployIndy.

The following activities are provided for each Rapid Response:

- Contact with the affected employer within 48 hours of announcement from DWD.
- Collection of appropriate labor market information and identification of potential hiring partners.
- Coordination of activities with the BSRM (Business Services Regional Manager).
- Arrangement of an initial on-site meeting with employers, employee representatives, and TAA Unit Program Director to assess layoff schedules, determine employer plans to assist the

workers, and introduce appropriate onsite RR activities for the WARN and Trade Act. TAA Unit Program Director must be informed of and included in all onsite meetings including orientations. Layoff aversion must be discussed with the employer to discuss possible layoff strategies.

- Determine proposed layoff schedule and the employer's plans to assist the dislocated workers, including the status of any collective bargaining negotiations affecting layoff benefits.

4.7 Provide 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. two weeks in July); percent of youth budget allocation; WIOA program elements addressed by the program; 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) and 20 CFR 679.560(b)(8)]

This year-round program is delivered in high school classrooms by workforce development professionals known as JAG Specialists. These specialists help students achieve 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. Additionally, students receive leadership development skills, mentoring, job or post-secondary education placement, and follow-up support for 12 months after graduation. The curriculum, provided by JAG National, includes 37 core competencies. Since 2007, the JAG program in Marion County has served over 8,158 high school students, including several co-enrolled in vocational rehabilitation. To better serve students with disabilities, The JAG program covers all required WIOA 14 program elements, including the five added in 2016. Two of these elements are not only taught in the JAG classroom but also involve competitions in Financial Literacy and Entrepreneurial Skills at regional and state Career Development Conferences. Participants are also encouraged to compete in the State Innovate WithIN competition.

Our “newest” program specific to serving in-school youth is our **Modern Apprenticeship Program (MAP)**. MAP is a three-year program designed to prepare Central Indiana high school students for the workforce with paid, hands-on experience that complements their traditional coursework. Recruited in their sophomore year, once hired by one of our 40 employers, Apprentices pursue jobs in growing fields such as business, advanced manufacturing, healthcare, education and information technology (IT). To date, we have successfully placed 123 apprentices.

EmployIndy offers three other programs accessible to both in-school youth and out-of-school young adults: Talent Bound, Project Indy and Job Ready Indy (JRI).

Talent Bound is EmployIndy's response to the growing need for youth and young adults to have broader access to work based learning and employers having access to pipelines of talent. Through Talent Bound, youth and young adults experience different industries and careers through a full continuum of work based learning options. They develop skills that are relevant to local careers. They are empowered to make informed decisions about their next steps (career, post secondary) and not be reliant upon their individual spheres of influence and it also allows Employers to understand how to access the future talent. Employers have a defined mechanism to engage with youth and young adults in age appropriate ways.

Job Ready Indy, developed with input from various contributors, is based on Indiana’s DWD Employability Skills Benchmarks and focuses on essential soft skills needed in any industry. Job Ready Indy aims to validate the attainment of job skills by participants through an online badging system. It was approved by the IDOE to meet the statewide graduation requirement for bucket two : Learn & Demonstrate Employability Skills in 2023. The JRI curriculum is delivered in-person or online and includes six badges that participants can earn in any order. These badges cover foundational knowledge, teamwork, and the job search and application process. JRI’s curriculum is integrated into EmployIndy’s Learning Hub for maximum flexibility and usability. The JRI badges are linked with Project Indy, a portal connecting community organizations, employers, and corporate partners providing job opportunities in Marion County. As participants earn JRI badges, they are displayed on their Project Indy profile, helping employers understand the skillsets job seekers bring to their teams.

4.8 Identify successful models of the activities above and any other best practices for youth workforce activities relevant to the local area. [WIOA Sec. 108(b)(9) and 20 CFR 679.560(b)(8)]

Building off the foundation of the JAG program, EmployIndy has made significant strides in enhancing youth workforce development in Marion County by launching several other youth initiatives over the past 18 years. The development of these initiatives has prepared us well as we have continued to focus on the three E’s: Education, Employment, Enlistment. As the Indiana Department of Education seeks to restructure the Indiana High School Diploma, we feel confident that we are prepared to serve our community well through the programs we have developed over the years. Here are some successful models and best practices for youth workforce activities relevant to the local area:

Successful Models

- **Jobs for America’s Graduates (JAG) Program**
 - **Focus:** Targets high school juniors and seniors, and now expanding to middle schools.
 - **Key Elements:** Resume building, career exploration, soft skills development, dropout-prevention strategies, job-readiness training, internships, and leadership development.
- **Modern Apprenticeship Program (MAP)**
 - **Focus:** Provides high school students with paid, hands-on experience in fields like business, advanced manufacturing, healthcare, education, and IT.
 - **Key Elements:** Three-year program starting in sophomore year, with 140 apprentices placed to date.
- **Talent Bound**
 - **Focus:** Offers a continuum of work-based learning options to youth and young adults.
 - **Key Elements:** Industry exposure, skill development relevant to local careers, and employer engagement.
- **Job Ready Indy (JRI)**
 - **Focus:** Validates job skills through an online badging system.
 - **Key Elements:** Six badges covering foundational knowledge, teamwork, job search, and application process which is integrated into EmployIndy’s Learning Hub and approved by the Indiana Department of Education to to meet the statewide graduation requirement for bucket two : Learn & Demonstrate Employability Skills in 2023.

Best Practices

- **Community Partnerships**

- Collaboration with State and local organizations like Vocational Rehabilitation, Tangram and Bosma Industries to support students with disabilities better.
- Engaging employers through programs like Talent Bound and Project Indy to provide job opportunities and internships.
- **Comprehensive Support**
 - Offering year-round support through JAG Specialists who assist with graduation, career and post-secondary goals.
 - Providing follow-up support for 12 months after graduation to ensure sustained success.
- **Inclusive Programs**
 - Expanding programs to include middle school students and those with disabilities, ensuring a broader reach and impact.
- **Skill Competitions**
 - Encouraging participation in competitions like Financial Literacy and Entrepreneurial Skills at the Regional and State Career Development Conferences and encouraging students to compete in other contests regional and state as their arise.
- **Flexible Learning Options**
 - The pandemic taught us we could be nimble. Integrating online and in-person learning through platforms like JobReady Indy and EmployIndy's Learning Hub to accommodate different learning styles and needs. Providing follow-up support for 12 months after graduation to ensure sustained success.

These models and practices have proven effective in preparing youth for the workforce and can serve as a blueprint for other regions looking to enhance their youth workforce development initiatives. We are always open to sharing what we have learned over the years.

4.9 Describe the 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. Describe how training services outlined in WIOA sec. 134 will be provided through the use of individual training accounts, including, if contracts for training services as described in 20 CFR 680.320 will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter, and how the local board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided. [WIOA Sec. 108(b)(19) and 20 CFR 679.560(b)(18)]

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 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:

1. 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;
2. 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;
3. Been determined to have the skills and qualifications to successfully participate in the selected training program; and
4. Selected training services that are directly linked to the employment opportunities in the local area.

<p>4.10 Describe how Reemployment Service and Eligibility Assessment (RESEA) activities are implemented in the local area and how they will be incorporated into WIOA programming.</p>

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, facilitates and coordinates 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.

4.11 Describe the local area's grant application and project design strategy, including staffing, when applying for additional funding (e.g., non-formula grants). How does the local area braid funding and/or prioritize use of certain funding streams?

EmployIndy utilizes a cross-departmental project design strategy to support new and existing programs across five organizational strategic pillars: Career-Connected Learning; Coaching and Training; Talent Connection; Good Jobs; and Systems Change and Advocacy. Design teams generally include representatives of EmployIndy's Strategy/Research and Development teams, alongside subject matter experts representing programs and initiatives under each of EmployIndy's strategic pillars. Development of funding proposals and applications are overseen by the Development team. Implementation of new funding sources to support new programs and initiatives are overseen by the Strategy/Research team, while new funding sources to support existing programs and initiatives are overseen by their respective program management teams. All programs and initiatives braid multiple fundings streams including federal, state, local, and philanthropic sources, generally prioritizing funds in order of expiration.

4.12 Describe how the local area plans to implement program evaluation. What aspects of program delivery and performance will be evaluated, and how will these evaluations take place?

EmployIndy already is engaged in multiple forms of programmatic evaluation. For a number of the philanthropic investments it receives, EmployIndy conducts and participates in programmatic evaluation. For example, it conducts evaluation of its YES Indy program by surveying program participants and service provider staff to determine the effectiveness of the services participants received throughout their enrollment period. Analysis of the survey responses allows EmployIndy to gauge the relative value of YES services in achieving their intended career and/or educational outcomes. Additionally, the results of the evaluation empowers EmployIndy to made any necessary modifications to the YES Indy programs to increase the program's effectiveness. For other programs supported by federal or state investments, EmployIndy conducts evaluation primarily through the review and analysis of key performance indicators. EmployIndy executive and programmatic teams review, on a quarterly basis at minimum, WIOA performance indicators and measures, along with other performance measures established by the Department of Workforce Development and other state and local funders. This analysis enables EmployIndy to determine the effectiveness of the programs it operates and to adjust and direct any necessary changes. EmployIndy intends to continue this manner of evaluation and to further investigate the feasibility and necessity of implementing more rigorous forms of program evaluation. It has already engaged in preliminary discussions with outside organizations that provide rigorous program evaluation services in the hopes of implementing impact evaluation studies on a number of select programs during PY2024.

4.13 Describe the local area's professional development plan for all staff, including the frequency, type (in-person, self-guided, web-based, etc.), and topics addressed.

EmployIndy is committed to the professional development of all staff, budgeting for professional development opportunities, tuition support, and certification completion as approved by leadership. EmployIndy also provides a full suite of workforce development topics, soft skills, and career coaching techniques on the Learning Hub which is available at no cost for all EmployIndy, service provider, and

community partner staff. EmployIndy also provides the following opportunities to staff to grow in their workforce development career:

Training Topic	Delivery Method	Delivery Frequency
Project Management Skills	Web-based	Self-paced
Apprenticeship Work-based Learning	Web-based	Self-paced
NAWDP Conference	In-person	Annual
NAWDP Youth Symposium	In-person	Annual
NYEC Conference	In-person	Annual
JAG State Conference	In-person	Annual
NASPA	In-person	Annual
NAWB	In-Person	Annual

Section 5: Compliance

Please answer the following questions. Most of the responses should be staff-driven, as the questions focus on the organization's compliance with federal or state requirements. **Questions that require collaborative answers for planning regions are designated with an asterisk (*). See the Regional Plan subsection of Memo 2023-16 for more information.**

5.1 Describe the competitive process that will be used to award the sub-grants and contracts in the local area for WIOA Title I activities. Identify agreement type (sub-award or contract), name of sub-recipient or contractor, and length of agreement. Attach copies of current agreements as Exhibit 1 for, as applicable: One Stop Operator, Service Provider(s), Fiscal Agent, and Staff to the Board. [WIOA Sec. 108(b)(16) and 20 CFR 679.560(b)(15)]

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 a Procurement Policy and a Request For Proposals Policy that guide 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 WIOA Title I Youth services and activities that include JAG, and YES Indy. As a result of these competitive procurements, EmployIndy has attached established contracts with Eckerd Connects, Community Alliance of the Far Eastside (CAFÉ), Goodwill, Keys to Work, Martindale Brightwood CDC, and PACE.

5.2 Provide an organization chart as Exhibit 2 that depicts a clear separation of duties between Title I roles (e.g., between the board and service provision). [20 CFR 679.400 – 430]

An EmployIndy organization chart as of [REDACTED] is attached to this plan.

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

Our current board has two standing committees which consist of the Executive Committee, which meets at least twice per year and on an as needed basis, and the Finance Committee that meets at least four times per year. 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 Identify the entity responsible for the disbursal of grant funds as described in WIOA Sec. 107(d)(12)(B)(i)(III), as determined by the chief elected official or the Governor under WIOA sec. 107(d)(12)(B)(i). [WIOA Sec. 108(b)(15) and 20 CFR 679.560(b)(14)]

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5.5 Indicate the local levels of performance negotiated with the Governor and chief elected official consistent with WIOA sec. 116(c) to be used to measure the performance of the local area and to be used by the Local WDB for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA title I subtitle B, and the one-stop delivery system in the local area. [WIOA Sec. 108(b)(17) and 20 CFR 679.560(b)(16)]

Pending

5.6 Describe the actions the local board will take toward becoming or remaining a high-performing local workforce development board, consistent with the factors developed by the State WDB. [WIOA Sec. 108(b)(18) and 20 CFR 679.560(b)(17)]

Through its actions, performance, and impact, EmployIndy strives to be known as a high-performing local workforce development board. Though Indiana's State WDB has not to-date identified specific factors for earning this designation, EmployIndy believes that its focus on: 1) serving as an impactful intermediary in leading Marion County's workforce development system; 2) meeting or exceeding WIOA performance indicators and additional organizational and community indicators; and 3) remaining in compliance with Federal and State legislation, regulations, policy, and strategy would meet any definition of a high-performing local workforce development board.

EmployIndy fulfills its role as the leading workforce development intermediary in Marion County through the accomplishment of the four strategic goals outlined within its 2023-2025 Strategic Plan:

- Elevate implementation of high-quality initiatives for individuals and employers to succeed in a rapidly changing 21st Century economy;
- Build capacity among ecosystem partners to ensure quality services through training and support across Marion County;
- Utilize data to prioritize equity among interventions in the workforce development ecosystem that lead to economic mobility; and
- Promote and support systems change to ensure an enabling environment that promotes success in the education through workforce pipeline.

In addition to the WIOA performance metrics, EmployIndy consistently tracks the performance of its programs and the larger impact it strives to have on the community through a series of community and organizational performance indicators:

Community Indicators

- Educational Attainment - Increase in the number of residents with a postsecondary education/credential;
- Good and Promising Jobs - Increase in the number of jobs in our economy that meet the Good or Promising Jobs definition; and
- Opportunity Youth - Increase in the number/percentage of youth aged 16-24 that are connected to education and/or employment.

Organizational Indicators

- Total number of work-based learning activities facilitated through EmployIndy;
- Total number of participants enrolling in any coaching or training activity through EmployIndy;
- Total number of EmployIndy participants placed in a good or promising job; and
- Total number of employers with whom EmployIndy works to improve job quality.

Collectively, these measures, in combination with WIOA performance metrics, allows EmployIndy to ensure that its programs, services, and activities are making the intended impact within Marion County and that its fulfilling its role as a high-performing board.

5.7 Provide as Exhibit 3 copies of executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA sec. 107(d)(11)) between the Local WDB or other local entities described in WIOA sec. 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under title I of the Rehabilitation Act (29 U.S.C. 720 et seq.) (other than sec. 112 or part C of that title (29 U.S.C. 732, 741) and subject to sec. 121(f)) in accordance with sec. 101(a)(11) of the Rehabilitation Act (29 U.S.C. 721(a)(11)) 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) and 20 CFR 679.560(b)(13)]

Find attached a copy of the signed agreement between EmployIndy and the state Family and Social Services Administration (FSSA), representing the Vocational Rehabilitation program.

5.8 Describe the process used by the Local WDB, consistent with WIOA sec. 108(d), to provide a 30-day public comment period prior to submission of the plan, including an opportunity to have input into the development of the local plan, particularly for representatives of businesses, education, and labor organizations. If any comments that represent disagreement with the plan were received, they must be included as Exhibit 4 attached to this Local Plan. [WIOA Sec. 108(b)(20), 20 CFR 679.560(b)(19), and 20 CFR 679.560(e)]

EmployIndy will post its local plan for public comment no later than August 23, 2024. The plan will be posted on employindy.org for 30 days, concluding no later than September 23. Community partners and the public will be alerted to this posting in multiple ways, including a weekly reminder in Employing Indy, our weekly email newsletter distributed to a broad range of community partners, and a fixed banner on the employindy.org home page providing a link to the local plan draft as well as an email address to send comments.

5.9 Describe the board's process for oversight and monitoring of sub-recipients and contractors. Include staff titles for who conducts monitoring and how staff are trained to conduct monitoring. Provide a list of all upcoming planned or scheduled monitoring activities as well as copies of or links to all monitoring procedures and tools utilized during the review process. Submit this information as Exhibit 5.

As determined in EmployIndy's Monitoring and Performance Improvement 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.
- 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.

EmployIndy may provide technical assistance to service providers and community partners in efforts to improve the quality of programming, data validation, and file maintenance and to assist in increasing the capacity of partner providers and organizations. Technical assistance must include navigation and data entry into required applicant tracking systems; exposure to all relevant local, state, and federal policies and guidance letters; and connectivity to other departments within EmployIndy.

Technical assistance may be delivered in a variety of formats, including in-person/virtual coaching and instruction, EmployIndy Learning Hub courses and tutorials, and EmployIndy Resource Library materials.

Following each monitoring, EmployIndy shall provide to the monitored entities a report of all findings and areas of concern noted during the completed monitoring, along with a performance optimization

plan (POP) which links the providers with specific resources, content, and assistance to help them rectify the findings. All monitored entities are required to respond with corrections to all findings within 15 business days after the receipt of the report and POP.

A copy of a monitoring tool is attached to this document.

5.10 Describe local operating systems, including data systems, and local policies that will support the implementation of the local board's strategy.

EmployIndy uses Windows Operating Systems. A Microsoft Dynamics CRM is used to track participant data for Talent Bound and MAP activities. Business partnership interactions are recorded in the CRM as well. EmployIndy uses case management systems that are managed by external entities. Indiana Career Connect (ICC) is managed by the State of Indiana, and utilized by WorkOne. Efforts to Outcomes (ETS) is managed by The United Way of Central Indiana and tracks data on opportunity youth. JAGForce is managed by the national JAG organization and tracks data on Jobs for America's Graduates (JAG) participants.

Section 6: Participant Information, Costs, and Supplemental Funding

In the “Program Participants” column, each program should reflect all participants enrolled or projected to be enrolled regardless of whether they are co-enrolled in another program. Please provide an explanation of the projections if they are at or below participant levels from the prior year. In the “Co-enrolled Participants” column, please list how many participants are co-enrolled in any core or other programs. In the text box below, include the programs in which the participants are co-enrolled.

Program		Program Participants	Co-enrolled Participants	Referrals			Average Cost Per Participant
				ABE	VR	Other	
WIOA Adult	Actual PY22	175	29				
	Actual PY23	254	34				
	Projected PY24	300					
	Projected PY25	340					
WIOA Dislocated Worker	Actual PY22	176	51				
	Actual PY23	79	33				
	Projected PY24	89					
	Projected PY25	99					
Youth (In School)	Actual PY22	824	39	0	138		\$1,973
	Actual PY23	843		0	80		\$1,939
	Projected PY24	1249					
	Projected PY25	1249					
Youth (Out of School)	Actual PY22	127	0				
	Actual PY23	89	1				
	Projected PY24	100					
	Projected PY25	110					

Explanation
<p>WIOA Adult, DW, & OSY actual totals were derived from the Enrollment Summary by Region report in ICC. The Co-Enrolled Participant actual totals were derived from the Co-Enrollment by Customer Group report in ICC.</p> <p>In PY22, 175 participants enrolled in the WIOA Adult program, with 25 of them co-enrolled in the WIOA Dislocated Worker program, and 4 participants co-enrolled in the WIOA OSY program. Out of 176 WIOA Dislocated Worker enrollments, 51 participants were co-enrolled in the National Dislocated Worker Grant program.</p> <p>In PY23, 254 participants enrolled in the WIOA Adult program, with 33 of them also enrolled in the WIOA Dislocated Worker program, and 1 participant in the WIOA OSY program. Out of 79 WIOA Dislocated Worker enrollments, 33 participants were co-enrolled in the WIOA Adult program. For the 89 WIOA OSY enrollments, 1 participant was co-enrolled in the WIOA Adult program.</p> <p>WIOA ISY totals were derived from the Enrollment Summary by Region Report in ICC. The total number of participants reflects all the JAG participants served, not just those enrolled in WIOA. The total number of participants is taken from JAGForce and verified by the State. In Region 12, we have multiple funding sources that pay for the JAG program including State JAG, IDOE, Pre-ETS, TANF and philanthropic funds which make up 80 percent of the contract. The other 20 percent of the contract is funded with our WIOA grant allocation.</p> <p>In PY22, JAG Indy served 824 participants with 39 of them co-enrolled in WIOA.</p> <p>In PY23, JAG Indy served 843 participants with ## of them enrolled in WIOA.</p>

Supplemental Funding

Please list additional funding sources that will supplement the funding that the local area receives through WIOA.

Funding		Program Participants	Total Budget	Budget per Participant	Explanation
Additional State	PY24				
	PY25				
Additional Federal	PY24				
	PY25				
Additional Other	PY24				
	PY25				