

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

<b>WDB/Region #</b>	EmployIndy/Region 12
<b>WDB Chair</b>	<del>Joyce Irwin, Community Health Foundation</del> <b>Bill Turner, Allison Transmission</b> (Vice Chair)
<b>WDB Executive Director</b>	Angela Carr Klitzsch, President & CEO
<b>One Stop Operator</b>	<del>EmployIndy</del> <b>Local Initiatives Support Corporation of Indianapolis (LISC), Gina Davis, Program Officer</b> <del>Marie Mackintosh, Chief Operations Officer</del>
<b>Adult Service Provider(s) Name and Contact Information</b>	Arbor, E&T LLC d/b/a ResCare Workforce Services, Michael Hough, President <del>Odle Management Group, Lisa Odle, President</del>
<b>Youth Program Manager/Lead Staff</b>	Erika Cheney, Director of In-School Youth Rodney Francis, Senior Director of Opportunity Youth Services
<b>Youth Service Provider(s) Name and Contact Information</b>	Goodwill Education Initiatives, Inc., Daniel Riley, CFO & SR VP Administration Telamon Corporation d/b/a Transitional Resources Corporation, Suzanne Orozco, Executive Director <b>Keys to Work, Jannett Keesling, Owner &amp; CEO</b> <b>Fathers and Families Center, Wallace McLaughlin, President &amp; CEO</b> <del>River Valley Resources, Inc., Margo Olson, Executive Director</del> <del>THA Construction, Troy Turner, Principal</del>

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

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

Name: ~~Joyce Irwin~~ **Bill Turner**

Title: ~~Chairperson~~ **Vice Chair**<sup>1</sup>, EmployIndy/Region 12 Workforce Development Board

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<sup>1</sup> Bill Turner has been nominated as the next Chairperson; a formal vote has been scheduled for the September Annual Meeting.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

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

Name: Joseph H. Hogsett

Title: Mayor, City of Indianapolis

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

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## Executive Summary

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

As the workforce development board (WDB) for Marion County (Region 12), EmployIndy has a unique responsibility to leverage partnerships and investments with regional workforce stakeholders and community initiatives to remove barriers to quality employment for underserved and underrepresented residents. ~~is committed to advancing workforce solutions throughout Indianapolis by developing the talent today to meet the needs of employers tomorrow, through results-oriented training and a business solutions systems dedicated to recognition of local job trends and implementation of programs to meet workforce needs. n 2016, soon after his election as Mayor of Indianapolis and Chief Elected Official of Region 12, Mayor Joe Hogsett announced a vision focusing on quality of life and meeting people where they are in several targeted areas of Indianapolis.~~ Along with the Region 5 Workforce Board, which serves the eight counties surrounding Marion County, EmployIndy is part of the central Indiana workforce development region, Planning Region 5 & 12.

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

Highlights of the Local/Regional Plan by section include:

- **Workforce and Economic Analysis** – Even though considered a single labor market area, strategies for service delivery vary between Regions 5 and 12 due to differences in population density, racial and ethnic diversity, income, poverty, total employment and annual payroll. Despite these differences, [Central Indiana hosts a diverse array of the key](#) wealth driving industry sectors, ~~notably the across~~

Central Indiana are manufacturing, healthcare, construction, transportation and warehousing, scientific and technical services, and finance supply large shares of high-paying occupations and economic growth to the region advanced manufacturing, healthcare, life sciences, technology and logistics. Through workforce analysis and data collection, both EmployIndy and the Region 5 Workforce Board regularly analyze the specific competencies – knowledge, skills, and abilities – required to meet the needs of employers within these sectors and their respective priority occupations. Ultimately, economic development strategies and industry trends are interdependent, for employers and job seekers.

- **Strategic Vision and Goals** – EmployIndy’s vision, as outlined by Mayor Joe Hogsett in 2016, is to drive growth in Marion County by investing in innovative strategies focused on reducing barriers for residents so they may have access to career pathways and gain needed skills to excel in the workforce, thus presenting employers with qualified candidates to fulfill their hiring needs. As outlined in EmployIndy’s 2017-2022 Strategic Plan, this vision will be achieved through two strategic priorities:

1. Reduce barriers for individuals to allow them to progress from **A** job, to a **Better** job, to a **Career**.
2. Reduce barriers for employers to meet their demand for low to mid-skilled workers. EmployIndy is focused on developing a better, more prepared workforce based on information gathered from local employers and labor market data. This focus ensures that all residents have access to a resource network designed to empower individuals to overcome barriers that prevent the attainment and retention of long-term, significant employment.

EmployIndy’s vision is consistent with the goals of the state workforce board to create seamless system alignment in the one-stop delivery system, a client-centric approach to program development, and ensuring programs offered are market-responsive and directly align with the demands of local employers. Through collaboration with Region 5, the overall goal of the Central Indiana workforce boards is for participants to be placed and retained in unsubsidized employment, while investing substantial funding in direct participant training to develop and grow skills needed by our wealth-building industries.

- **Local Area Partnerships and Investment Strategies** – EmployIndy is committed to aligning the activities and resources of core program partners throughout Marion County. These core programs include Title I Adult, Dislocated Worker and Youth Services, Title II Adult Education and Literacy, Title III Wagner-Peyser Employment Services and Title IV Vocational Rehabilitation. In addition, EmployIndy, along with Region 12 one-stop operator LISC, is facilitating the Regional Workforce Development Partnership, ~~is working to develop~~ an operational consortium of these programs and partners, to monitor, ~~and~~ maximize, and share resources devoted to preparing a qualified workforce. The workforce boards of Central Indiana ~~will~~ collectively align service provision to focus on measuring outcomes over ~~outputs~~ and quality over quantity by leveraging partnerships to help identify growing workforce needs across all local industries.
- **Program Design and Evaluation** – EmployIndy ~~will~~ continues to build upon established and new relationships to strengthen infrastructure of referrals and collaborative service strategy development, and acts as the convening agency bringing partners together to address common barriers faced by system participants, both adults and youth. These strategies will include co-enrollment in core programs to maximize limited resources while increasing level of services available, and delivery ~~through~~ within the ~~bricks and mortar~~ WorkOne Indy system ~~and through community-based collaborations and partnerships,~~ ~~virtually through WorkOneIndy.com, and community-based via WorkOne Mobile.~~ Evaluation of these activities is conducted based on performance-based indicators and regular reporting of both programmatic and fiscal activities of all contracted service providers.
- **Compliance** – All EmployIndy service providers are procured, selected and awarded through open, fair and competitive bidding processes. Internal monitoring for all adult, dislocated worker, and youth service providers is conducted annually, through the activities of a competitively procured, third party, subject-matter experts, utilizing program and funding specific guidance and direction from EmployIndy to ensure consistency. To ensure compliance with all WIOA funding sources, regulations, and policies,

EmployIndy is committed to ensuring that its providers and partners are fully prepared in the best techniques, guidance and practices for serving all participants.

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

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

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

## Section 1: Workforce and Economic Analysis

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

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

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

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



<i>Demographic Data for Central Indiana</i>				
	<b>Categories</b>	<b>Indiana</b>	<b>Marion County</b>	<b>Region 5</b>
	<b>Population</b>	6,666,818	950,082	1,025,795
<b>Age<sup>1</sup></b>	Under 18	23.60%	24.72%	25.15%
	Over 18	76.40%	75.28%	74.85%
<b>Gender<sup>1</sup></b>	Female	50.69%	51.83%	50.60%
	Male	49.31%	48.17%	49.40%
<b>Race/Ethnicity<sup>1</sup></b>	White (Non Hispanic)	79.20%	55.50%	87.17%
	Black or African American (Non Hispanic)	9.40%	27.92%	4.13%
	Other/Multiple	4.40%	6.06%	5.07%
	Hispanic/Latino	6.16%	9.07%	3.15%
<b>Income &amp; Poverty<sup>2</sup></b>	Median Household Income*	\$50,433	\$43,369	\$65,005
	Per Capita Income*	\$26,117	\$25,208	\$31,138
	Poverty Rate*	15%	20.50%	9.4%
	Living in Poverty	957,694	187,586	80,292
<b>Business<sup>3</sup></b>	Total Employer Establishments	146,078	23,250	22,192
	Total Employment	2,720,277	523,410	342,831
	Total Annual Payroll (\$1,000)	\$117,009,032	\$26,443,010	\$14,751,017

1: U.S. Census Bureau, 2017 Population Estimates  
2: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates  
3: U.S. Census Bureau, 2016 County Business Patterns  
\*: Average Poverty Rate, Median Household And Per Capita Income for Region 5 Estimates

While the state as a whole appears to have recovered from the economic recession by measure of unemployment, several measures, particularly in Marion County, indicate that significant challenges remain before opportunity and prosperity can be enjoyed across all income levels and demographic traits. An analysis by the Indy Chamber and the Indiana University Public Policy Institute found a disparity between the needs of employers and the capability of the available workforce. This disparity has resulted in low upward mobility: In Indianapolis, a child born in the bottom 20 percent income level has only a 4.8 percent chance of reaching the top 20 percent during their lifetime. This has resulted in a “two-sided economy”:

- Business forecaster Kiplinger places Indianapolis in the Top 10 Cities to Start a Business, yet there has been an 8- percent increase of people in poverty over the last decade.
- While jobs requiring some form of postsecondary education are projected to grow in share of overall

jobs in Indiana, Indiana colleges are not producing enough graduates to meet the talent demand. To make the situation worse, 40 percent of Indiana college graduates leave the state within two years of graduation.

- According to the Indiana Institute for Working Families, for a Marion County family to cover all necessities with no government assistance, an hourly wage of \$19.95 is needed. However, increases in automation and technology have resulted in a shrinking middle class, especially in Marion County where legacy manufacturing has been displaced with lower quality jobs and wages.

To overcome these challenges, EmployIndy in consultation with the Brookings Institution has identified action items to address the changing workforce:

- Grow good jobs by prioritizing growth efforts in opportunity industries that provide the maximum benefit for access to good jobs.
- Improve job quality and opportunity through anchor institution strategies, choice employers, and improving pay and predictability.
- Prepare people for good jobs by emphasizing the skills needed to navigate today's labor market.
- Connect people to opportunity by addressing barriers and improving job mobility.
- Support working families by addressing benefit cliffs that disincentivize upward mobility.

Central Indiana is home to a diverse set of employers with unique occupational requirements that call for a dynamic approach towards analyzing and evaluating labor market projections. The workforce development boards of Central Indiana have collaborated with partners to conduct high-level studies of career sectors and pathways in central Indiana:

- In 2017, EmployIndy, together with the Council for Adult and Experiential Learning (CAEL), created career pathway documents for displaced manufacturing workers at Carrier. These documents were used by workforce development professionals to guide these skilled job seekers toward the logical next step in their career, aligning to skills needs of available jobs based on job profiles of displaced workers . "
- In 2016, EmployIndy partnered with FutureWorks and Ascend Indiana (AI) to conduct an analysis of the

impacts of the implementation of the Affordable Care Act (ACA) on the healthcare workforce, as well as the ways the ACA influenced the skills, occupational characteristics, and demand for talent in different sectors of the healthcare industry. The study found that workforce demand remains high in the healthcare sector, but changes in regulations, outdated education curricula, and new forms of organization in health facilities remain barriers to producing enough workers to meet the demand.

- EmployIndy also created supply and demand snapshots for both the entirety of Region 12 as well as each of the five target impact areas in Marion County identified as being most in need of services based on acute levels of unemployment, crime, and poverty as well as various demographic and community factors. These snapshots highlighted key attributes of the area populations, including race, age, household income, education, poverty level, crime, and transportation availability. It then highlighted the desired workforce attributes of the top employers, industries, and occupations in those areas. Using this information, funding is then directed and coordinated for unduplicated services, and services can be delivered in meaningful, impactful ways. ~~The workforce development boards of Central Indiana regularly engage in multi-level return on investment analysis to identify current and projected employment opportunities in Central Indiana for the purpose of identifying high demand, high wage occupations for many types of workers.~~

~~These special initiatives help enrich the understanding of Central Indiana's workforce and economic needs. The first step in this process was the identification of Central Indiana's wealth-producing sectors and clusters.~~ The following chart indicates the primary wealth producing sectors within Central Indiana, organized around average wage, gross metro product, and the relative size of the sector:

**Chart 1: Central Indiana’s Wealth Producing Sectors and Clusters**



Source: Emsi, 2018.3

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

**Chart 2: Total Employment in Central Indiana’s Key Industry Sectors**



Source: STATS Indiana

**Chart 3: 2017 Job Openings in Central Indiana’s Key Industry Sectors**



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

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

At the occupational level, IndianaCareerReady, an initiative of the Indiana Department of Workforce Development, provides data on the most high-demand, high-wage jobs in Central Indiana through their INDemand Jobs system. For central Indiana, here are the highest-paying in-demand occupations by educational level:

High School Equivalent	Certificate/ Credentialed	Associate’s Degree
Packaging and Filling Machine Operators and Tenders	Electricians	Computer Systems Analysts
Sales Agents, Financial Services	Industrial Machinery Mechanics	Registered Nurses
Construction and Extraction Supervisors	Pipe Fitters and Steamfitters	Sales Representatives
Mechanic, Installer and Repairer Supervisors	Plumbers	Transportation, Storage, and Distribution Managers
Production and Operation Supervisors	Crane and Tower Operators	Data Warehousing Specialists

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

1. Office and Administrative Support Occupations
2. Sales and Related Occupations
3. Transportation and Material Moving Occupations
4. Food Preparation and Serving Related Occupations
5. Production Occupations

6. Healthcare Practitioners and Technical Occupations
7. Retail Sales Workers
8. Food and Beverage Serving Workers
9. Material Moving Workers
10. Management Occupations

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

**Wage Level** – the average wage level for the occupation is greater than or equal to a living wage for a family of four with two working adults;

**Total Jobs** – the number of total jobs for the occupation is in the top third for the MSA;

**Employment Demand** – the demand for the occupation, utilizing annual openings plus real time job postings data, is in the top third for the MSA;

**Alignment with Public Investment** – The occupation is aligned with the region’s wealth driving sectors;

**Educational Requirements** – The occupations require some form of post secondary education; and

**Advancement paths** – The occupations must be aligned with an identifiable and extensive career pathway.

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

<https://netsolutions.dwd.in.gov/hh50/jobList.aspx> EmployIndy utilizes partner research initiatives (such as

those outlined above) to drive strategic placements in high-demand occupations. The Region 5 Workforce Board uses the regional INDemand jobs list found at <https://www.indianacareerready.com/>.

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

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

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

EmployIndy has created supply and demand snapshots for both the entirety of Region 12 as well as each of the five target impact areas in Marion County identified as being most in need of services based on acute levels of unemployment, crime, and poverty as well as various demographic and community factors. These snapshots highlighted key attributes of the area populations, including race, age, household income, education, poverty level, crime, and transportation availability. It then highlighted the desired workforce attributes of the top employers, industries, and occupations in those areas.

The following are key insights gleaned from the neighborhood snapshots regarding industry demand:

- **Desired Abilities:** Oral comprehension, near vision, oral expression, speech recognition, speech clarity,

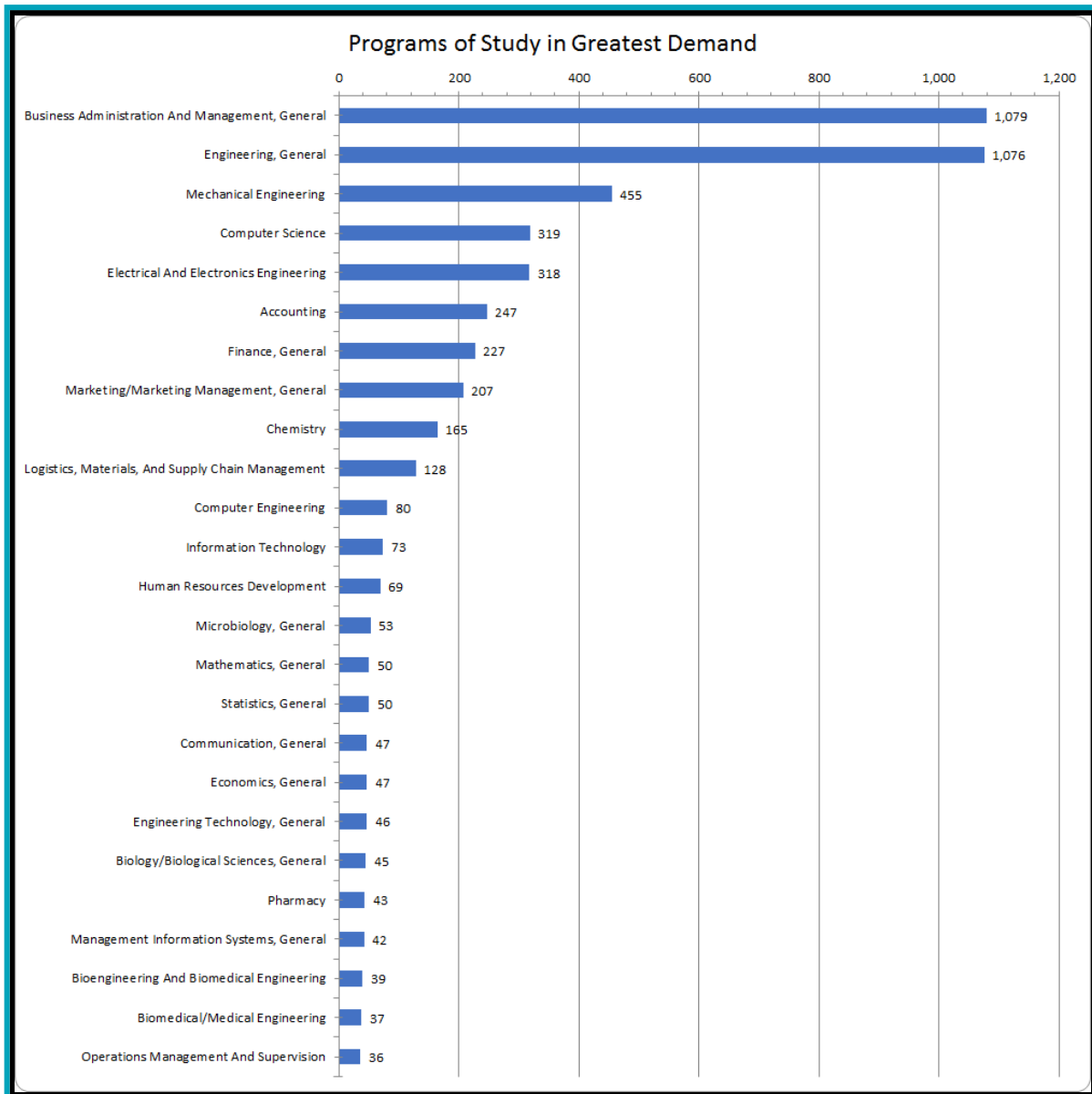


problem sensitivity, deductive reasoning, control precision, multi-limb coordination, static strength.

- **Desired Skills:** Active listening, speaking, service orientation, monitoring, social perceptiveness, reading comprehension, critical thinking, time management.
- **Knowledge:** Customer and personal service, English language, clerical.

The following chart shows the programs of study in greatest demand in central Indiana (2017):

**Chart 4: 2017 Programs of Study in Greatest Demand in Central Indiana**

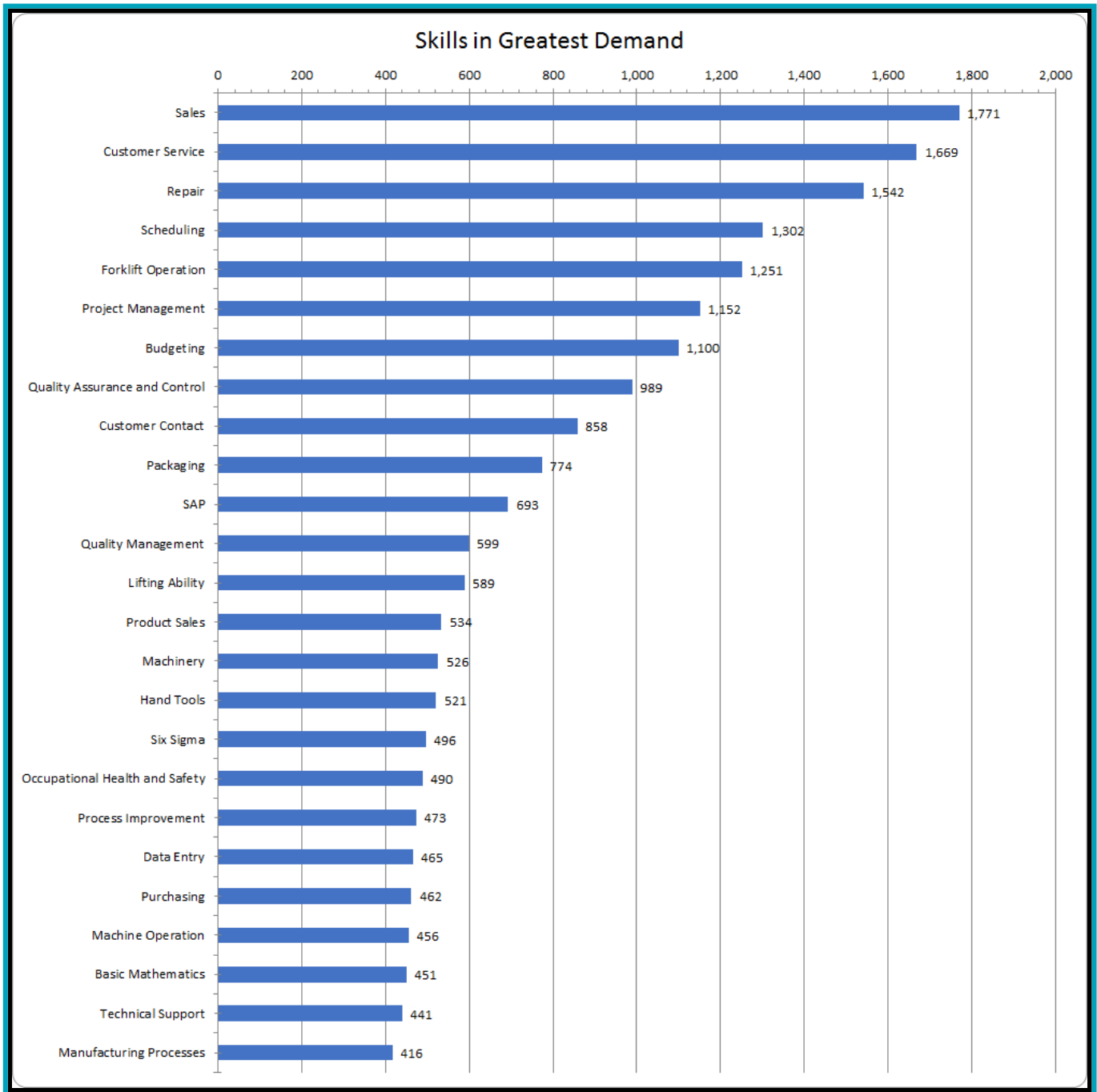


Source: Labor Insight Jobs (Burning Glass Technologies)

For manufacturing, still the leading industry sector in Central Indiana, the following charts show the most

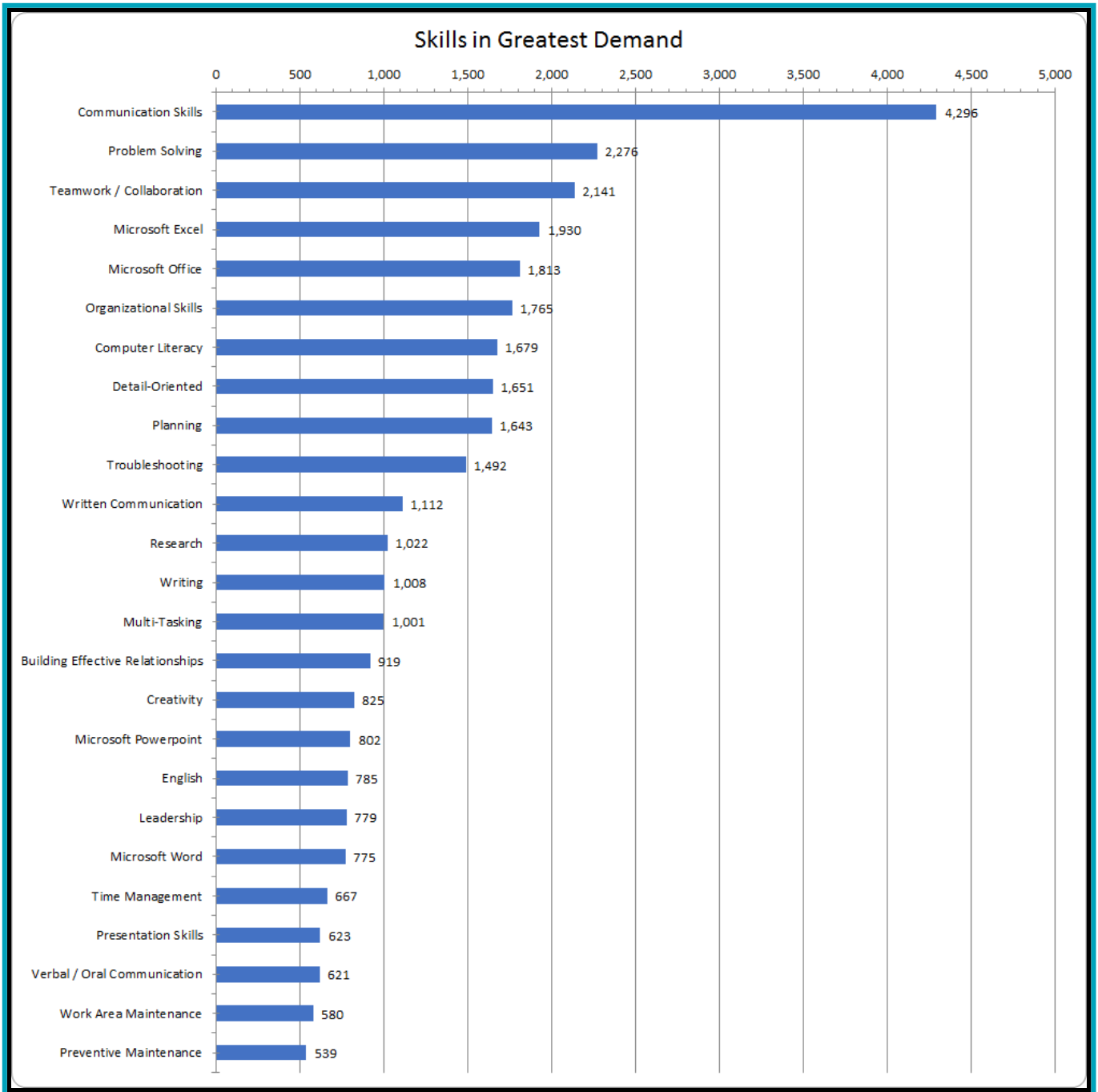
in-demand skills and competencies for job postings in 2017:

**Chart 5: 2017 Specialized Skills in Greatest Demand in Central Indiana Manufacturing Sector**



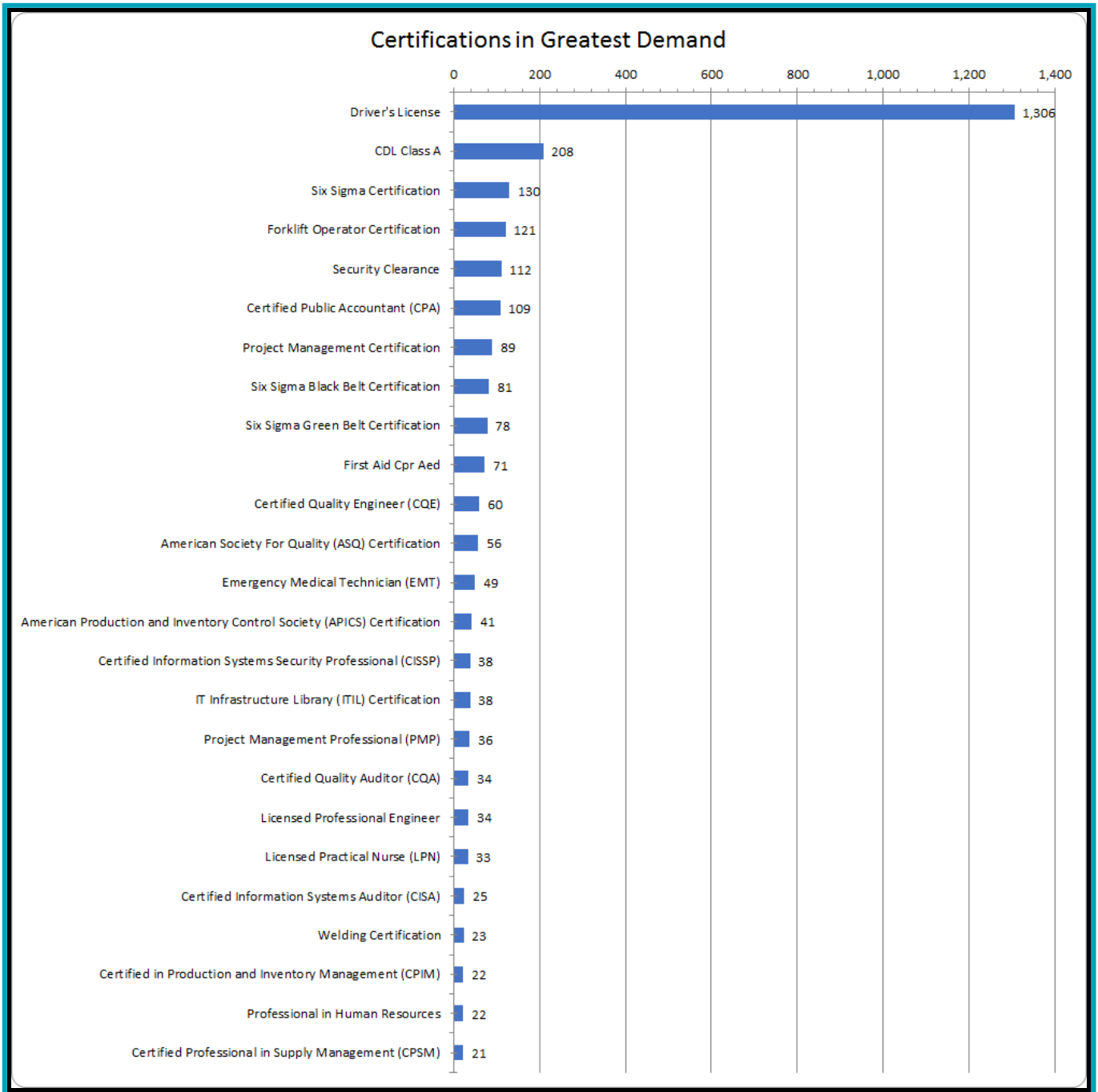
Source: Labor Insight Jobs (Burning Glass Technologies)

**Chart 6: 2017 Baseline Skills in Greatest Demand in Central Indiana Manufacturing Sector**



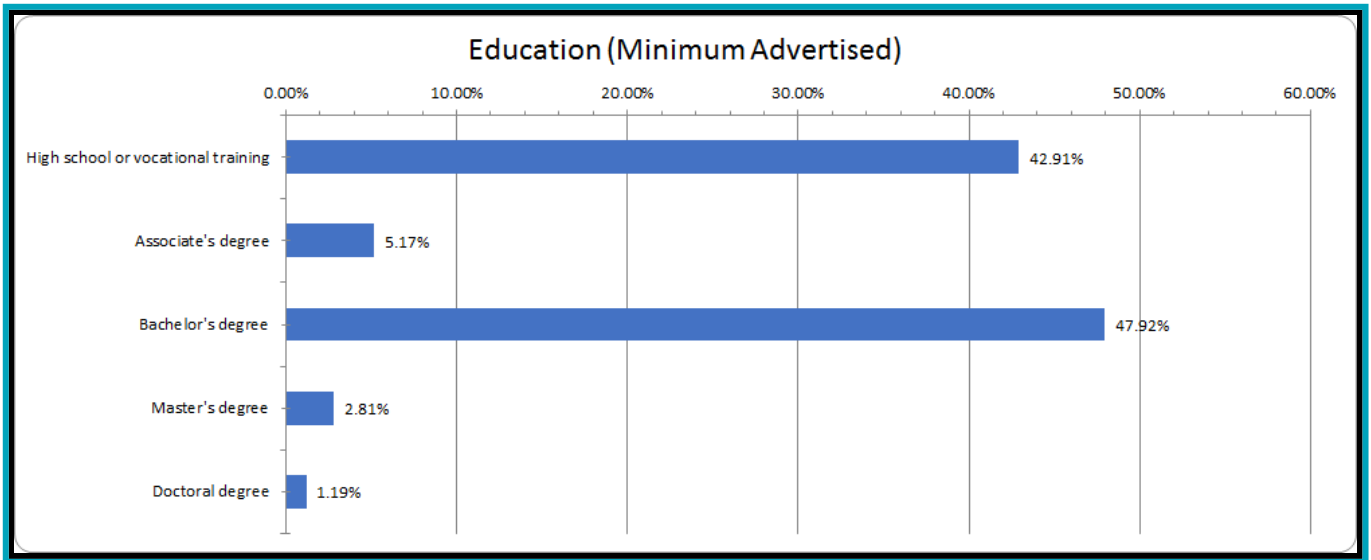
Source: Labor Insight Jobs (Burning Glass Technologies)

**Chart 7: 2017 Certifications in Greatest Demand in Central Indiana Manufacturing Sector**



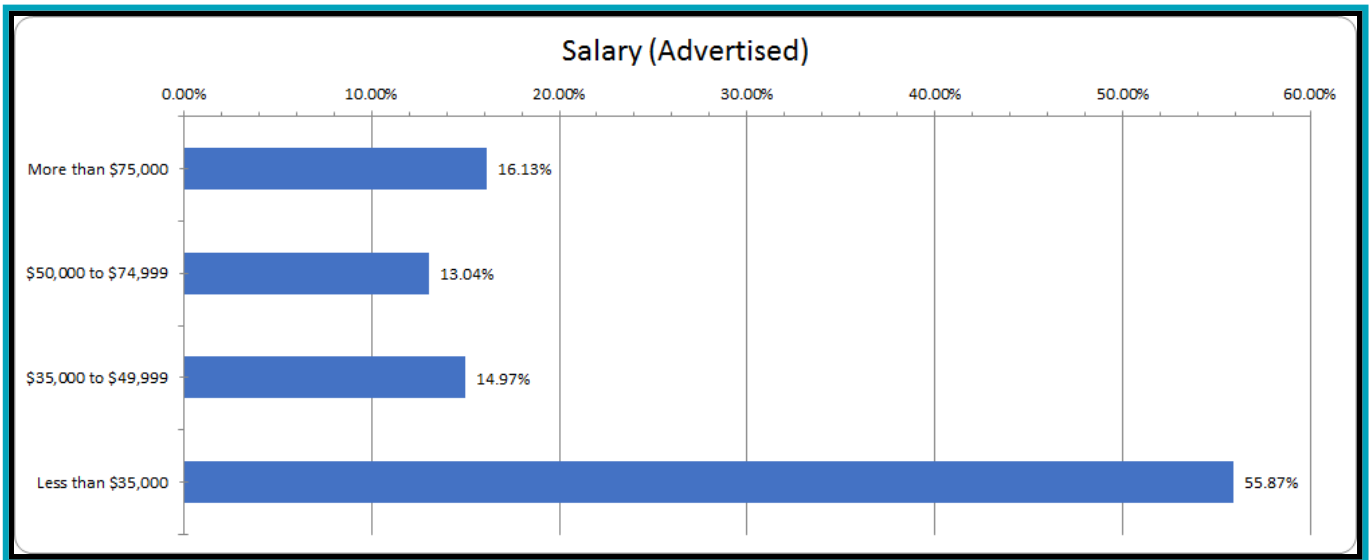
Source: Labor Insight Jobs (Burning Glass Technologies)

**Chart 8: 2017 Educational Attainment in Greatest Demand in Central Indiana Manufacturing Sector**



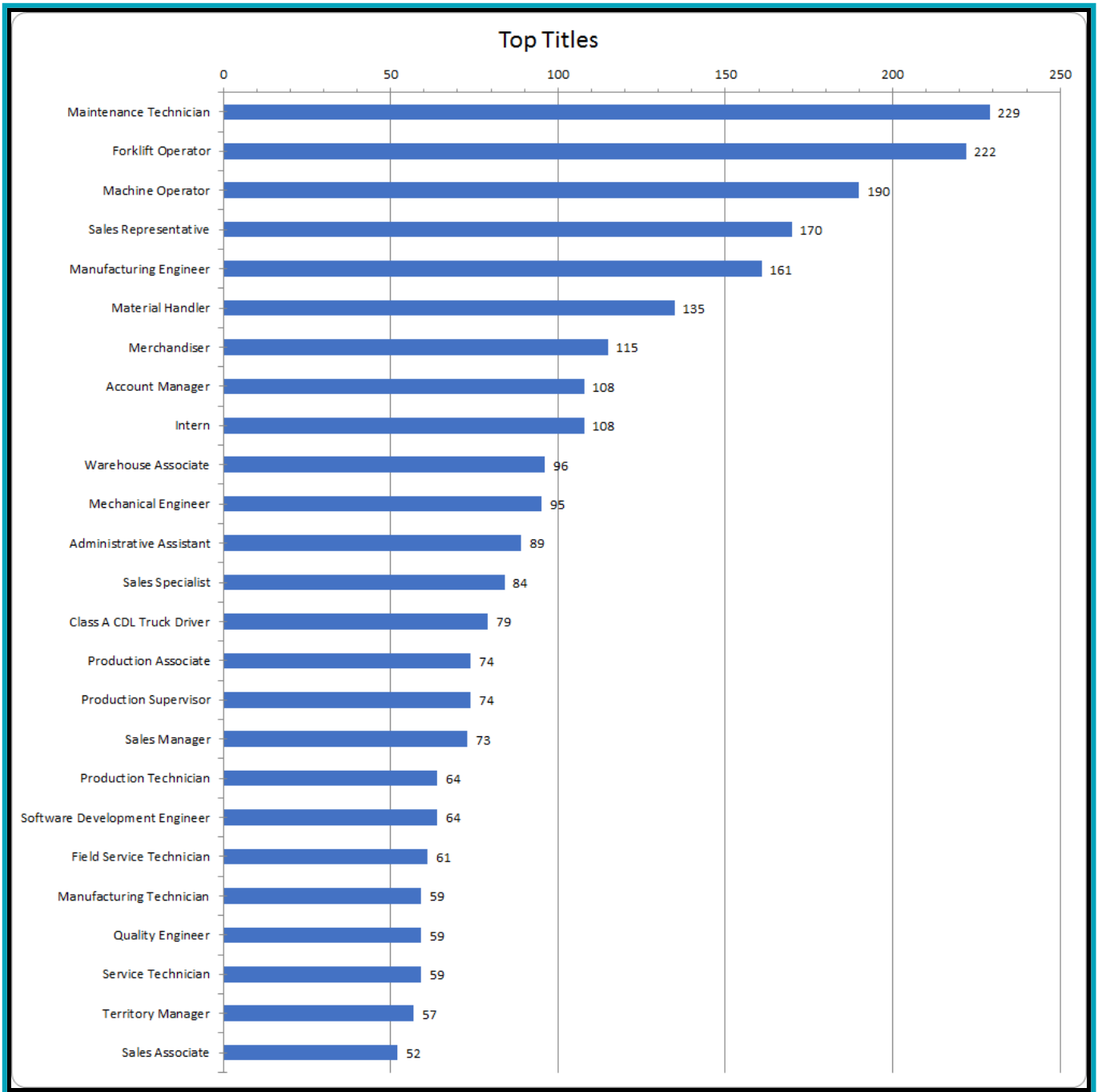
Source: Labor Insight Jobs (Burning Glass Technologies)

**Chart 9: 2017 Salary Distribution in Central Indiana Manufacturing Sector Job Postings**



Source: Labor Insight Jobs (Burning Glass Technologies)

**Chart 10: 2017 Top Job Titles Posted in Central Indiana Manufacturing Sector**



Source: Labor Insight Jobs (Burning Glass Technologies)

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

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

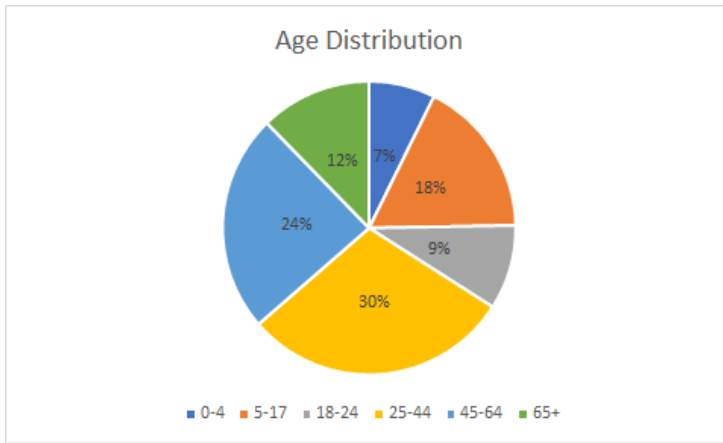
1.3 An analysis of the local workforce, including current labor force employment (and unemployment) data,

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

Concentrated areas of our city suffer from especially high levels of multigenerational poverty, low educational attainment, and un- and under-employment.

From an employment perspective, Marion County has continued its recovery from the Great Recession. Along with the majority of Indiana, Marion County has seen significant reductions in its unemployment rate, and as of July 2018 ~~March 2016~~, its Non-Seasonally Adjusted was 3.65 ~~5.4~~%. Its workforce has continued to grow steadily and recent years have brought a number of significant employment opportunities, such as the recent announcement of 800 new jobs coming to Salesforce, and significant challenges, such as the announcement of the Carrier closure and a projected loss of 1400 local jobs. These challenges and opportunities are generally representative of the dynamics within a large urban city such as Indianapolis, and the workforce system is positioned to ensure that growing businesses have access to the talent needed and that individuals in need of workforce services are provided significant opportunity to increase skill and education levels and be matched with jobs in growing, sustainable occupations and sectors.

As was highlighted previously, there are significant differences between Marion County's workforce and that of its surrounding counties, and Indiana as a whole. Marion County contains Indiana's largest, and most diverse labor force. Due to its size and diverse economy, ~~Marion county has a larger concentration of college graduates than the state as a whole~~ Indianapolis is home to more college graduates than any other city in Indiana, with over 29 ~~7~~ percent of its ~~post-college age adults~~ residents obtaining bachelor degree or greater. However, it is also home to the largest population in the state that has not earned a high school diploma or equivalent, with nearly 15 ~~6~~ percent of its population lacking that minimal educational attainment. Due to its diverse economy and quality of place, the average age of Marion County residents skews younger than that of the state, with 63 ~~nearly~~ 64 percent of its population being of working age. The diversity of its workforce, along socio-economic, educational, and age lines provides Marion County with great advantages to fulfilling the workforce



requirements of its employer community;

however, the diversity also provides unique challenges to effectively and efficiently providing meaningful and value-added workforce services to Marion County residents. For example, the relatively high number of children below the poverty level, 28.31.4 percent according to Kids Count, along with 65.568.4 percent of public school children receiving free or reduced lunches, means that the existing workforce challenges may be deeper than a simple lack of skills or education, and the workforce system must be prepared to account for all of the barriers to employment that these populations may have. In addition to the challenges and opportunities that this diversity brings, Central Indiana is home to over one quarter of Indiana’s veterans, and the workforce system must be responsive to meeting the unique needs of this important group while taking advantage of the unique skills and experiences that veterans can bring to the employer community.

## Section 2: Strategic Vision and Goals

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

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

As the local workforce development board for the City of Indianapolis and Marion County, EmployIndy is firmly dedicated to advancing workforce solutions throughout Indianapolis. It seeks to act on its vision of **reducing barriers for individuals to allow them to progress from A Job, to a Better Job, to a Career, and reducing barriers**



~~for employers to meet the demand for low- to mid-skilled workers-developing the workforce today to meet the needs of employers tomorrow and fulfilling its mission to connect Marion County employers through a results-oriented training and business solutions systems dedicated to recognition of local job trends and implementation of programs to meet the workforce needs today and in the future.~~

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

A primary goal of EmployIndy's 2017-2022 Strategic Plan is to create a positive trajectory for young adults to actively participate in the workforce. To achieve this goal, EmployIndy will:

- Provide young adults with opportunities to prepare for sustainable employment by providing young adults facing the greatest barriers with opportunities to earn educational certifications and employment credentials, and introducing them to industries and employers through E<sup>7</sup>: empowerment, engagement, exposure, exploration, experience, education, and employment.

- Develop a robust network of providers focused on re-engaging and supporting young adults who have disconnected from school by developing communities of practice and leveraging models of excellence and technical assistance from national, statewide, and local partners.

EmployIndy recognizes that in-school and out-of-school youth are two unique populations with particular challenges, barriers, opportunities, and support systems. For in-school youth, EmployIndy is continuing its efforts in programs like JAG, TeenWorks Indy, Project Indy, and coordinated efforts with community-based organizations to provide young adults facing the greatest barriers a clear trajectory toward success.

For out-of-school youth, EmployIndy reaches deep into targeted neighborhoods, putting “boots on the ground” and partnering with existing local support service providers. EmployIndy’s Year 1 Action Plan, a road map for the first year of Strategic Plan implementation, lays out target outcomes and action items to accomplish the ultimate goal of serving 50 percent of the 30,000 Marion County opportunity youth by 2022. These action items include the expansion of messaging and partnerships, asset mapping and strengthening community partnership, expanding youth department staff, and seeking additional dedicated youth funds.

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

- ~~1. Increased awareness – provide materials and initiatives to influence youth and young adults to make smart choices about careers and occupations that meet the needs of Central Indiana.~~
- ~~2. Increased access – Provide all Marion County youth and young adults the opportunity to access workforce services, tools and resources.~~
- ~~3. Improve and coordinate resources – provide the forum for collaboration, innovation and continued focus on the current and future needs of the employer drive job market in Marion County.~~
- ~~4. Ensure quality – provide partners in Marion County with fact-based recommendations and reporting to ensure all youth receive premiere workforce preparation for the job market.~~

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

EmployIndy places its focus on developing a better and more-prepared workforce based upon information gathered from both local employers and labor market data. It views its charge to enact on ~~SWICthe State~~

~~Workforce Innovation Council's~~ original vision at a local level by conveying, in a collaborative manner, the expectations and needs of employers to educational partners to ensure that the talent available matches the needs of employers. Serving this role as a convener of employers and education empowers EmployIndy to guide residents to the best programs for gaining skills and increasing viability of the job market. EmployIndy's guiding vision of developing the workforce today to meet the needs of employers tomorrow directly aligns with the vision of the ~~SWIC State Workforce Innovation Council~~, and now the Governor's Workforce Cabinet, by matching the State's dual focus of ensuring that businesses are able to find the talent needed in order to remain competitive in a global economy, while providing workers with access to the information and services needed to have career success.

In light of the passage of SEA 50 in 2018 which abolished SWIC and replaced it with the Governor's Workforce Cabinet, EmployIndy remains committed to the vision of the WIOA State Plan and awaits communication on any changing priorities or structures that may result from this legislation.

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

- GOAL 1: SYSTEM ALIGNMENT -- Create a seamless one-stop delivery system where partners provide worker-centric and student-centric integrated services.  
Partners within the talent development system are working with limited resources as well as limited information about the services being provided by one another. Agencies have similar goals and complementary services, yet programs often operate in silos. The system should align around solutions, rather than funding streams and programs. Greater focus must be given to a true systems approach which aligns resources to maximize their impact and fundamentally transform the way in which workers and students engage with, and are served by the system. Within such an approach, agencies and organizations work together, integrating resources and services, sharing goals, strategies, and successes, and ensuring that students and workers are provided with opportunities to improve their education, knowledge, and skill levels.
- GOAL 2: CLIENT-CENTRIC APPROACH -- Create a *client-centered* approach, where system partners and programs coordinate in a way that each individual worker or student has a pathway to improving his or her education, knowledge, skills and, ultimately, his or her employment prospects, with a focus on in-demand careers.  
The State's education, job skills development, and career training system must ensure that the talent development system focuses on the individual student's or worker's aspirations and needs and provides all students and workers with access to pathways for improving employment prospects. In many cases throughout the existing system, activities and services provided are *program-focused*, with the specific program being placed at the center of service delivery. In such a model, greater focus is given to meeting program requirements and less attention is paid to truly serving the individual. This has left the workers or students navigating a complex web of program requirements, often having to visit multiple program locations, multiple times, and providing the same information at each stop in order to receive the services needed. This paradigm must shift dramatically towards ensuring

that system partners and program requirements are aligned with the worker or student at the center of service delivery. In this *client-centered* approach, system partners and programs coordinate in a way that each individual worker or student has a pathway to improving his or her education, knowledge, and skills and entering into a fulfilling and rewarding career, with partner and program resources designed to complement the individual's pathway.

- GOAL 3: DEMAND DRIVEN PROGRAMS AND INVESTMENTS -- Adopt a data-driven, sector-based approach that directly aligns education and training with the needs of Indiana's business community.

The National Governors Association reports:

Sector strategies are among the few workforce interventions that statistical evidence shows to improve employment opportunities for workers and to increase their wages once on the job.

Employers report increases in productivity, reductions in customer complaints, and declines in staff turnover, all of which reduce costs and improve the competitiveness of their companies.<sup>2</sup>

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

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

### **Goal 1: System Alignment**

EmployIndy is committed to acting as the convening agency for the myriad of partners throughout Marion

County that seek to empower individuals to develop marketable skills that match the employment needs of the business community and lead to sustainable wages. EmployIndy capitalizes on its existing relationships with partners within Marion County and the Planning Region to assist individuals in reaching their employment goals through job readiness, job training, and job placement, including education, training, career preparation and supportive services. Through these relationships, EmployIndy has been able to develop a talent development infrastructure that is both replicable and effective. It works with its myriad of partners to align career planning,

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<sup>2</sup> National Governors Association, "State Sector Strategies Coming of Age: Implications for State Workforce Policy Makers." <http://www.nga.org/files/live/sites/NGA/files/pdf/2013/1301NGASSSReport.pdf>

service strategies, and resources at the initial point of contact with the client, and leading to a worker-centric and student-centric system that:

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

### **Goal 2: Client-Centric Approach**

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

### **Goal 3: Demand Driven Programs and Investments**

EmployIndy takes a dynamic, data-driven approach towards ensuring that the programs and career planning it offers or sponsors are directly aligned with the demands of local employers and employment clusters. In 2014, EmployIndy conducted an analysis of its core business capabilities utilizing the Demand-Driven Playbook developed by Skills for America's Future, based on the work of Skills for Chicagoland's Future. The assessment led to the development of a demand-driven business plan for EmployIndy, which is fundamentally propelled with data for a sector-based approach. As a result, in 2015 EmployIndy fully launched a new direction for business solutions whereby its business team is aligned with industry sector employers and organizations to share, learn, and grow opportunities to increase talent within Marion County. EmployIndy has also convened

industry-specific employer roundtables to discuss the challenges of a growing workforce in manufacturing and logistics, healthcare and life sciences, and technology. Through these relationships, EmployIndy is able to provide guidance to the participant community that helps them continually make informed decisions relative to career pathways, training, and employment. These relationships enable EmployIndy to make informed decisions about strategic investments that meet employer demand and produce the greatest return on investment.

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

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

- ~~● Conduct workforce research and labor market analysis that identifies gaps in workforce skills and availability in key wealth driving sectors;~~
- ~~● Engage employers in the key wealth driving sectors, as well as education providers, to fill current demand with prepared talent, identify changes in skills needed for career success, develop opportunities for work-based learning and current employee skill enhancement, and vet labor market analysis;~~
- ~~● Investigate proven and promising practices that could be applied to accelerate talent development in key occupations that are in demand with limited available talent, or increase the skills and education of current employees for critical occupations; and~~

~~Establish a “Where the Jobs Are,” list identifying occupations that are in demand and drive residents toward good career and income-generation opportunities.~~

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

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

funding and developing guides and tools to assist partners in identifying available training dollars outside of WIOA, thus ensuring that a significant number of participants have the opportunity to complete education and training programs as part of their career pathway. Through this strategic investment, the region ~~has~~ **will** focused its operational efforts on empowering participants to complete their education/training, attain a credential, and transition to employment as a direct result of the training, thus leading to the regional attainment of federal performance accountability measures.

Specifically, the Workforce Boards accept the federal performance accountability measures as minimum accountability goals for WIOA programs. **These goals and the proposed PY 2018/PY 2019 attainment levels approved by DOL for both Boards include:**

- Percent of Participants in unsubsidized employment in the second quarter after exit: Adults 76%/77%, Dislocated Workers 76%/76%, Youth 73%/74%.
- Percent of Participants in unsubsidized employment in the fourth quarter after exit: Adults 73%/74%, Dislocated Workers 74%/75%, Youth 71%/71%.
- Median Earnings in the second quarter after exit: Adults \$5600/\$5600, Dislocated Workers \$6700/\$7000. In PY 18/19 no attainment level has been established for youth participants.
- Percent of Participants receiving a post-secondary credential during or within one year after participation: Adults 50%/52%, Dislocated Workers 47%/48%, Youth 59%/62%.
- Percent of Participants in an education or training program leading to a post-secondary credential or employment who are achieving measurable skill gains. In PY 18/19 no attainment level has been established for participants.
- Effectiveness in serving Employers: In PY 18/19 no attainment level has been established.

~~These goals and the proposed PY 2016 attainment levels approved by DOL for both Boards include:¶¶~~

- ~~● Percent of Participants in unsubsidized employment in the second quarter after exit: Adults 72%, Dislocated Workers 73%, Youth 68%.¶¶~~
- ~~● Percent of Participants in unsubsidized employment in the fourth quarter after exit: Adults 72%, Dislocated Workers 72%, Youth 69%.¶¶~~
- ~~● Median Earnings in the second quarter after exit: Adults \$5250, Dislocated Workers \$5500. In PY 16 no attainment level has been established for youth participants.¶¶~~

- ~~Percent of Participants receiving a post-secondary credential during or within one year after participation: Adults 48%, Dislocated Workers 46%, Youth 58%.¶~~
- ~~Percent of Participants in an education or training program leading to a post-secondary credential or employment who are achieving measurable skill gains. In PY 16 no attainment level has been established for participants.¶~~
- ~~Effectiveness in serving Employers: In PY 16 no attainment level has been established.~~

For subsequent plan years the Boards ~~have will~~ adopted and will continue to adopt the state negotiated attainment levels as the minimum accountability measures for WIOA program performance accountability, unless local factors require individual negotiation of some standards. For periods measuring both PY 16 and and PY 17, EmployIndy requested an exception to the proposed attainment levels:

- For PY 16, EmployIndy requested an exception to the proposed Adult and Dislocated Worker Employment Rates 2<sup>nd</sup> Quarter after Exit and the Youth Credential Attainment within 4 Quarters after Exit. The request letter highlighted several local economic conditions that impacted EmployIndy's ability to meet DWD's proposed levels, including higher rates of poverty in Region 12, historical data that did not reflect the current population being served, and the reality that a recovered economy meant that those who were still left without work were often those facing the most significant barriers. In addition, the request highlighted the shift in youth funding from 60 percent to in-school youth and 40 percent to out-of-school youth under WIA, to 25 percent to in-school youth and 75 percent to out-of-school youth under WIOA. Given that out-of-school youth are a more difficult population to serve, credential attainment was naturally going to be affected. Ultimately, DWD granted EmployIndy's request for the Adult and Dislocated Worker indicators, but denied the request for an adjustment to the Youth indicator.
- For PY 17, EmployIndy requested an exception to the Dislocated Worker credential attainment rate, as well as an exception to the look back period to include PY 16 for a defined period of time in order to correct and clean up non-reported credentials at the onset of ICC implementation. This request again highlighted the uniquely burdensome economic and demographic challenges facing Region 12, as well as evidence and reasoning indicating that the measured time period was not representative of



### EmployIndy's performance since that time.

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

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

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

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

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

- Adoption of a five-year strategic plan, a collaborative effort led by EmployIndy with input from dozens of community partners, service providers, staff, residents, and experts, which serves to define EmployIndy's focus, set strategic goals and objectives, and prioritize our efforts. The plan began in 2017 and will continue to guide EmployIndy's efforts through 2022. The strategic goals are:
  - **Goal 1:** Address Systematic Barriers preventing a strong pipeline of entry-level workers and employment opportunities. EmployIndy commits to meeting this goal by providing direct support to employers to hire and skill-up a qualified entry level workforce, and by advocating for

- state and local legislation, policies, and practices that reduce barriers for employers and job seekers. **By 2022, EmployIndy will increase employers served by 50% while offering a suite of services to employers including labor market data, internship/ apprenticeship development, job fairs, and youth engagement, along with hiring assistance.**
- **Goal 2:** Create a positive trajectory for young adults to actively participate in the workforce.. EmployIndy commits to meeting this goal by providing young adults with opportunities to prepare for sustainable employment and developing a robust network of providers focused on re-engaging and supporting young adults who have disconnected from school. **By 2022, EmployIndy will fund initiatives through our network of partners to serve 50% of the 30,000 opportunity youth population in Marion County.**
  - **Goal 3:** Create an employer-driven urban neighborhood workforce development framework that can be replicated throughout Indianapolis. EmployIndy commits to meeting this goal by allocating EmployIndy resources to high potential organizations and individuals experiencing barriers located in targeted impact areas, and leveraging city-wide and neighborhood-based community and economic development initiatives. **By 2022, EmployIndy will increase the number of residents served in our target impact areas by 50% while ensuring that EmployIndy is working with at least 75% of all partner organizations in those areas.**
  - Adoption of the 4 Disciplines of Execution method, which prioritizes a internal system-wide goal and then calls each department and employee to hold themselves accountable toward their own individual goals which feed back into the system-wide goal. **EmployIndy has set the goal of moving from 650 good, promising, and opportunity job placements to 1700.**
  - LISC, the one stop operator for Region 12, are held to a series of commitments to EmployIndy. Each commitment is broken out into more specific, measurable objectives. The overall commitments are as follows:

- A. Guide implementation of workforce ecosystem pursuant to EmployIndy’s strategic plan.
- B. Connect, convene, and organize stakeholders.
- C. Enhance communication among partners and service providers.
- D. Develop new partnerships.
- E. Increase staff knowledge.
- F. Improve referral process.
- G. Develop performance management and results-based accountability.

**LISC’s performance measures in partnership with EI are to increase partnerships by 10 percent in year one of the agreement, achieve 90 percent of the deliverables above, and increase referrals by 20 percent in year one.**

- To measure and encourage levels of engagement between employers and the workforce development system, EmployIndy utilizes a Employer Engagement Level scale:
  - Prospect - identified or referred as a prospect.
  - Monitor - Early stage of the relationship; may have received direct contact from pathway representative but no discussion yet.
  - Grow - Relationship has been established through discussions and MOU.
  - Engaged - Immediate responsiveness and active engagement; this employer has hired or placed participants, participated in job fairs, given tours, etc.
  - Deep - Model and reliable supporter of pathway/sector initiative; this employer actively seeks pathway participants for openings and opportunities.

EmployIndy also utilizes several data systems which are used for accountability, research and efficiency purposes:

- Indiana Career Ready’s INDemand Jobs, for career coaching.

- ICC, for goal measurement.
- Emsi, used for labor market analytics and economic modeling.
- Burning Glass, used for labor market and talent analytics.
- Hoosiers by the Numbers and Stats Indiana, for demographics and economic information.
- Salesforce, for business relationship management.

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

Workforce Board monitor the following items:

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

The Region 5 Workforce Board monitors the following strategic business engagement factors:

Employer use of WorkOne Facilities

- Employers use of WorkOne facilities
- Staffing Agencies using WorkOne Office
- WorkOne Initial Application point
- Prescreening of Applicants
- Work Experience/Internship Sites
- Sector Partnership Training
- Master OJT Agreements
- Employers Hiring OJT clients

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

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

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

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

~~EmployIndy also places a great emphasis on reaching hard-to-serve populations through its WorkOne Mobile team and Community-Based Workforce Development initiative. WorkOne Mobile services are provided through~~

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

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

### Section 3: Local Area Partnerships and Investment Strategies

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

3.1 Taking into account the analysis in Section 1, describe the local board's strategy to work with the organizations that carry out core programs<sup>3</sup> to align resources in the local area, in support of the vision and goals described in Question 2.1. [WIOA Sec. 108(b)(1)(F)]

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

To accomplish the goal of system-wide alignment, EmployIndy entered into a contract with LISC to act as the one-stop operator for Region 12. In this role, LISC coordinates the service delivery of required one-stop partners and service providers. LISC is pivotal in EmployIndy's ongoing transition by being the backbone that provides the infrastructure to accelerate change across the local system. More specifically, LISC's core responsibilities are the following:

- Coordinate service delivery and ensure partners and providers share common goals around access and quality of services for customers.

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<sup>3</sup> Core programs mean Title I Adult, Dislocated Worker, and Youth Services, Title II Adult Education and Literacy, Title III Wagner-Peyser Employment Services, and Title IV Vocational Rehabilitation.

- Assist in the development and implementation of policies and process to support the mission and vision of EmployIndy.
- Make recommendations to EmployIndy and develop in partnership a more robust approach to communicating between one-stop partners and providers as well as customers.
- Create a mutually-agreed upon approach to ensure the provision of excellent customer service across the system.
- Recommend opportunities for professional development amongst staff and develop in partnership with EmployIndy staff.
- Make additional recommendations to EmployIndy regarding service delivery opportunities, communication opportunities, and other opportunities to strengthen the overall system.
- Recruit other partners into the WorkOne Indy System and assist EmployIndy in articulating the value proposition for partners to join the WorkOne Indy System.
- Assist EmployIndy in the development of the annual Partnership MOU and Infrastructure and Shared Costs Agreement.

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

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

Key components of the development phase ~~will~~ include both service and process mapping that includes job seeker services, job seeker support services and business solutions, resulting in an agreement among all core and added partners to provide all identified services utilizing the most streamlined and customer-satisfying approach. Once all mapping is complete, all partners' staff will be trained in the newly designed process. In addition, the process will identify the governance and policy changes necessary to implement the local system service design.



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

In order to expand its service delivery capability and align workforce development resources and activities, EmployIndy and Region 5 Workforce Board have developed key partnerships with numerous programs throughout the Planning Region. Following is a chart that identifies a number of the partners that are included within the regional workforce development system:

<b>Role/Program</b>	<b>Organization/Agency</b>
<b>One Stop Operator</b>	Interlocal Association (Region 5); LISC (EmployIndy)
<b>WorkOne Service Provider</b>	Interlocal Association, JobSource (Region 5); ResCare (EmployIndy)
<b>Jobs for Veterans State Grants (JVSG)</b>	DWD
<b>Wagner-Peyser Employment Services</b>	DWD
<b>Trade Adjustment Assistance</b>	DWD
<b>Unemployment Insurance Services</b>	DWD
<b>Carl D. Perkins</b>	Ivy Tech Community College (Region 5); DWD
<b>Vocational Rehabilitation</b>	Indiana Division of Disability and Rehabilitative Services
<b>SNAP</b>	Indiana Division of Family Resources
<b>TANF</b>	Indiana Division of Family Resources
<b>CSBG, Employment and Training Activities</b>	Indiana Housing and Community Development Authority

<p><b>Adult Basic Education</b></p>	<p>Atterbury Job Corps</p> <p>Blue River Career Program ABE</p> <p>Central Nine Career Center ABE</p> <p>Elmwood ABE</p> <p>Indy Reads ABE</p> <p>John Hinds Career Center ABE</p> <p>Marian University ABE</p> <p>MSD of Washington Township ABE</p> <p>MSD of Warren Township ABE</p> <p>IndyPence Job Corps Centers</p> <p>MSD of Wayne Township ABE</p>
<p><b>YES Network (EmployIndy)</b></p>	<p>CAFE</p> <p>Edna Martin</p> <p>Fathers and Families</p> <p>Flanner House</p> <p>Hawthorne</p> <p>Keys to Work</p> <p>Mary Rigg</p> <p>PACE</p> <p>TeenWorks</p>
<p><b>WIOA Youth</b></p>	<p>Goodwill</p> <p>Fathers and Families</p> <p>Keys to Work</p> <p>Telamon d/b/a/ Transition Resources Corporation</p>
<p><b>CDBG</b></p>	<p>Fathers and Families</p> <p>Indianapolis Urban League</p> <p>Mary Rigg</p>

	<p>RecycleForce</p> <p>Second Helpings</p>
CPY	<p>River Valley Resources</p> <p>WorkHere, LLC</p>
JobCorps	<p>Atterbury JobCorps</p>
JAG	<p>Region 5:</p> <ul style="list-style-type: none"> <li>● Sheridan High School</li> <li>● Martinsville High School</li> <li>● Whiteland High School</li> <li>● Shelbyville High School</li> <li>● Greenfield High School</li> <li>● Mt. Vernon High School</li> <li>● Pendleton High School</li> <li>● Anderson High School</li> <li>● Eastern Hancock High School</li> <li>● Avon High School</li> </ul> <p>EmployIndy:</p> <ul style="list-style-type: none"> <li>● Arsenal Tech High School</li> <li>● Beech Grove High School</li> <li>● Ben Davis High School</li> <li>● Crispus Attucks High School</li> <li>● Decatur Township School for Excellence</li> <li>● George Washington Community High School</li> <li>● Indiana School for the Deaf</li> <li>● Indianapolis Metropolitan High School</li> <li>● McKenzie Center for Innovation and Technology</li> <li>● North Central High School</li> <li>● Shortridge High School</li> <li>● Southport High School</li> </ul>
Literacy	<p>Madison County Literacy Program (Region 5)</p>

In addition, Region 5 has partnerships with:

- Elwood Community Schools
- Indy Reads and Read Up United Way

- ~~Madison County Literacy Program~~
- ~~High schools in located in Sheridan, Martinsville, Whiteland, Shelbyville, Greenfield, Mt. Vernon, Pendleton, Anderson and Hancock County.~~

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

- ~~Christamore House~~
- ~~Community Alliance of the Far Eastside (CAFÉ)~~
- ~~Edna Martin Christian Center~~
- ~~Fathers and Families Center, Inc.~~
- ~~Flanner House~~
- ~~Hawthorne SSA, Inc.~~
- ~~HealthNet~~
- ~~Hoosier Occupational Training Services~~
- ~~Hoosier Veterans Assistance Foundation~~
- ~~Hope Hall~~
- ~~Horizon House~~
- ~~John H. Boner Community Center~~
- ~~Keys to Work~~
- ~~Martin Luther King Center~~
- ~~Martindale Brightwood Community Development Corporation~~
- ~~Mary Rigg Neighborhood Center~~
- ~~OpportunIndy~~
- ~~PACE~~
- ~~RecycleForce~~
- ~~Shepherd Community Center~~
- ~~Sidenor Academy~~
- ~~Southeast Community Center~~
- ~~Urban League of Indianapolis~~
- ~~WestSide Community Ministries~~

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

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

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

The workforce boards take leadership in regularly communicating these areas of focus among system partners and ensure that the consistent communication of expectations occurs. As an example, in many instances,

EmployIndy leverages a collaboration of WorkOne staff and community partners to provide quality reemployment services within the community. In so doing, EmployIndy adapts measures and benchmarks specific to individual contracts and agreements with partners and service providers that will allow, locally, for proactive adjustments to meet strategic and system goals. Adjustments to strategic and system goals within each individual relationship places the focus on collaboratively addressing the methods used to improved quality of participants emerging from the joint efforts. This methodology allows each affiliate site to ensure the quality of service is consistent with the expectations employer partners have identified within the current labor market. Along with these benchmarks, EmployIndy studies trends in hiring and the direction of the job market locally and within nearby regions. This places a priority on providing training for those job markets that are showing growth and a demand for a well-trained workforce. The Region 5 Workforce Board incorporates cross-training of partner staff, effective referral systems, mutual sharing of participant achievement and progress, and ongoing communication as methods to align service provision and to leverage partner resources. The Veterans Services Team is well integrated with JSVG staff and WIOA Business Services staff coordinating employer contacts.

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

For program year 2018 DWD issued a memorandum in January 2018 titled “Local Board Review of the WIOA Title II AEFLA Applications.” The purpose of the memorandum was to announce the process for local Workforce Development Board (WDB) review of eligible provider applications submitted for the Workforce Innovation and Opportunity Act, “Title II – Adult Education and Family Literacy Act” (AEFLA) grant solicitations for grants covering program year 2018-19 (PY2018-19). EmployIndy followed the process and timeline described in the memorandum. The WDB will follow guidance from DWD for review of subsequent program year AEFLA submissions for alignment with the local plan.

[Click here to enter text.](#)

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

The Indy Chamber is the primary facilitator for economic development in the Central Indiana Region and has recently prepared a Comprehensive Economic Development Strategy (CEDS) for Central Indiana by which it intends to act as the lead regional economic development marketing organization. They have taken leadership positions on several initiatives that overlap, interact, and collaborate with the mission of EmployIndy:

- They have incorporated both Develop Indy (previously economic development for Marion County) and Indy Partnership (previously economic development for the remaining central Indiana counties) into a single organization. They are both housed as divisions of the Indy Chamber.; Both EmployIndy and the Region 5 Workforce Board; have a single primary point of contact for coordinating with economic development within the Indy Chamber.
- EmployIndy and Indy Chamber, along with collaboration from Mayor Joe Hogsett a various Marion County employers and community organizations, created Job Ready Indy, a workforce development initiative that aims to validate the attainment of job skills by participants through an online badging system.
- Indy Chamber houses the Anchor Revitalization Initiative, a collaboration with EmployIndy, Indianapolis Neighborhood Housing Partnership (INHP), LISC, and Ascend Indiana. The initiative engages anchor institutions to help revitalize neighborhoods through homeownership programs, “buy local” procurement programs, and building a local talent pipeline.
- Indy Chamber has also built a coalition of community partners to encourage inclusive growth, i.e. ensuring that those individuals and areas trapped in poverty are given opportunities to share in the growth that the rest of the region has experienced. This aligns with EmployIndy’s focus on its target impact areas aligned in its strategic plan, prioritizing efforts and services to those areas that are disconnected from the economic recovery the rest of the state has generally experienced. ¶

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

~~The CEDS also calls for a Regional Entrepreneurship Council to promote small to medium enterprises (SMEs) and innovation-driven enterprises (SMEs) innovation-driven enterprises (IDE). As this Council becomes operational, the Planning Region will connect to coordinate small business ownership and microbusiness initiatives. Entrepreneurial training and microenterprise development is supported through agreements with entities, such as the Business Ownership Initiative, Launch Fisher, and are maker space locations.~~

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

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

The increased emphasis to allocate more WIOA funds to out-of-school-youth (OSY), increases EmployIndy's expectation and opportunity to broaden services to this population and the organizations currently providing programs and services to them. Outreach strategies to engage this population include the increased use of social media, direct coordination with community- and neighborhood-based organizations, and expanded collaboration with local high schools to identify former students and their families who may be in need of services. Utilizing traditional and innovative steps, EmployIndy has [started several initiatives to engage with this hard-to-reach population:](#)

- [Engaged Marion County Juvenile Probation](#) to develop action plans for youth under their supervision who may benefit from the services provided at WorkOne Indy offices. ~~For example, the Indianapolis Metropolitan Police Department retains WorkOne Indy business cards providing contact information and locations of all three offices for police officers to distribute directly to OSY in need.~~
- [Established the PIVOT Re-Engagement Center](#), with the goal of recruiting 100 youth to participate in recreational services. Through this structure, EmployIndy offers life skill activities and workshops to anyone who walks into the center, regardless if they have completed pre-training or not. These life skill activities include workshops on financial and legal literacy, etiquette, parenting, driver's education, and others as determined by need.
- [Begun planning on innovative outreach strategies](#), including a microsite and centralized online hub, establishing a network of opportunity youth alumni, engagement through community events, and more traditional outreach such as press conferences, digital advertising and social media, and billboard and radio advertisements.

EmployIndy's Business Solutions has engaged the ABE consortium, delivering information on available services to ABE providers to assist in identifying participants' industry sector aptitudes and assessing participants' employability skills for improving appropriate career guidance services and training. Business Solutions also continues to engage community businesses in the recruitment of talent city-wide, and one specific component that is presented to businesses is the opportunity to connect with, and provide employment opportunities to



OSY. As employers indicate an interest in engaging with OSY, Business Solutions works collaboratively with them to identify skill needs of available positions and match that with the skill sets of the available OSY population.

In an effort to accurately quantify the talent supply being built in the Indianapolis workforce ecosystem, EmployIndy is implementing a referral portal where partners are able to highlight and recommend candidates for employment opportunities with our employer partners. EmployIndy has also partnered with Adult Education providers to provide more strategic employer access to the talent pipelines being developed within that space. For example, EmployIndy assisted in offering students enrolled in integrated education and industry training programs an opportunity to receive a mock interview from an industry employer as part of the student's employability skills development training. The students had the opportunity to receive real-time constructive feedback from a career employer of interest, and the employer had an opportunity to engage and help develop the talent pipeline for their industry needs.

Through these engagement strategies, EmployIndy is able to ensure that businesses are matched with the talent they need and that OSY participants are provided with usable information on the type of skills needed to become successfully employed.

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

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

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

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

In 2016, Mayor Hogsett’s office set EmployIndy on a path to focus on five Indianapolis zip codes of disinvested areas (46201, 46205, 46208, 46218, and 46235). These target impact areas were selected based on data including:

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

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

- Riverside
- Crown Hill

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

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

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

- Leveraging city-wide and neighborhood-based community and economic development initiatives by providing representation on taskforces and steering committees for specific initiatives and sharing data, staff, and other resources with partners.

Priority of service populations, such as veterans, low-skilled or disenfranchised young people, offer an opportunity to engage, train and retrain available workers in the labor market that expand and increase the supply for a much needed workforce, based on the demands of different employment sectors. [EmployIndy's WIOA Adult Priority of Service \(2015-005\)](#) and [Veteran Priority of Service \(2015-020\)](#) policies outline priority of service requirements for these populations. ~~As examples, EmployIndy's EmployUp and Career Launch programs both work with long-term unemployed individuals to revamp the package they present to employers and identify transferable skills the client may have that allows them be marketable to a new field and opportunities.~~

Through its relationships identified in Section 2.2, EmployIndy's mobile team has prioritized efforts to connect with individuals who are homeless and/or are hardest-to-serve given the number of barriers that prevent them from obtaining and retaining employment. As an example, EmployIndy's partners like the Center for Working Families Network and Adult Education place the same focus on the priority of service population. Through [our Individual Employment Plan \(IEP\) and Individual Service Strategy \(ISS\) \(2017-010\)](#) ~~policy~~ ~~proper Individual Employment Plan development through the~~ and quality of service delivery for all participants, EmployIndy places the long-term goal of moving participants from survival or any jobs that meet short-term needs, to better jobs and career pathways that can change the trajectory of the individual and possibly their family, leading to self-sufficiency and livable wages. This is accomplished through the use of stackable credentials, ladder and lattice career planning, and providing work-based learning opportunities where available to customers who have limited or no work experience.

Outside of WIOA-funded programs, programs funded privately give priority of service to individuals in the five target impact areas identified in EmployIndy's Strategic Plan. ~~In PY16, EmployIndy will re-evaluate how priority of service should be managed as extensive strategic and system planning ensue, with specific consideration to disenfranchised residents, under-employed and the hardest to employ, including veterans, low skilled~~

~~individuals, individuals with no work experience, high school dropouts, individuals living in poverty, and individuals with criminal backgrounds. Priority is currently only fixed for veterans who meet WIOA and grant-funded program eligibility.~~

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

Central Indiana job seekers and employers have already significantly benefitted from a number of healthcare and technology initiatives and grants led by the Planning Region like the HealthCare Careers Initiative, Prioritize, Employ Up and TechHire. Through these partnership programs and others, both EmployIndy and the Region 5 Workforce Board have meaningfully engaged with the Central Indiana Corporate Partnership and its sector initiatives including Conexus, BioCrossroads, and Techpoint, which directly mirror the high-demand, wealth-driving sectors of Central Indiana. The workforce development boards in Central Indiana will continue to strengthen these partnerships and further integrate strategies, resources, and services with these sector initiatives, with the shared and explicit goal of filling the workforce needs of emerging and growing employers. The Region 5 Workforce Board retains local sector partner initiatives in advanced manufacturing, logistics and healthcare.

Sector partnerships are very important in regional planning efforts to streamline and expand career planning and innovate graduation pathways. In 2018, IPS opened six college and career academies based on in-demand career sectors, with a plan for every high school student to be exploring career paths by 2020. Using EmployIndy's existing partnership with IPS, career coaching and work-based learning services will continue to be integrated into in-school youth populations.

EmployIndy is also partnering with the Indiana Health Care Association and the Indiana Center for Assisted Living to establish a registered apprenticeship program to guide young people toward careers in skilled nursing and assisted living centers in Marion County. Through this partnership, healthcare providers can be reimbursed for wages and training costs associated with hiring apprentices, and EmployIndy ensures high-quality placements in good and promising jobs.

EmployIndy is collaborating with 16 Tech, an innovation community specializing in the life sciences, tech, and advanced manufacturing sectors, to provide jobs and programs covering a wide skill and wage spectrum. The overall goal of this partnership is to provide job opportunities through economic development and skills training to the Marion County area.

~~EmployIndy has taken a sector approach at each of its three WorkOne Indy offices, utilizing best practices gleaned from past skills and sector initiatives. WorkOne Indy North is aligned and suited to best serve customers with interest in healthcare and life sciences; WorkOne Indy West is poised to serve customers pursuing technology, and; WorkOne Indy East is positioned to serve customers in pursuit of manufacturing and logistics.~~

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

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

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

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

This may include the implementation of incumbent worker training programs, on-the-job training programs, work-based learning programs, apprenticeship models, customized training programs, or utilization of

effective business intermediaries and other business services and strategies that support the local board's strategy in 3.1. [WIOA Sec. 108(b)(4)(A&B)]

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

Business Solutions is actively engaged with employers within those sectors through participation in industry-related conferences, membership organizations, and face-to-face employer engagement. The team also spends significant time studying labor market intelligence in order to ensure employer engagement efforts are directed appropriately. For example, the team spends time researching the history and hiring patterns of the organization prior to setting a face-to-face visit. ~~The goal of EmployIndy's Business Solutions team is to serve 100% of Marion County companies with 0-50 employees; 50-75% of companies with 50-250 employees and roughly 30-35% of companies with 250 and above employees.~~ During the face-to-face engagement with employers, using a conversational sales approach, the team validates the researched information and captures additional data shared by each employer, including current hiring conditions and projected talent needs over a 3-5 year time frame.

Based upon the information gathered, Business Solutions offers customized solutions for each employer's needs. The team uses any available tools, such as on-the-job training, work-based learning, and customized training to support the employer's talent needs. **EmployIndy also recently procured a Return on Investment Calculator to concretely demonstrate the value of partnering with the workforce system.** EmployIndy regularly works with employers to post their open positions, source and screen applicants, and to provide them with a pool of qualified talent. When addressing an employer's future talent needs, the Business Solutions team collaborates with the employer and training partners to customize a solution for the employer, which may include incumbent worker training, ~~and~~ on-the-job training, **and leverage other workforce incentives such as Next Level Jobs or the Workforce Ready Grant.**

**B.** As has been described previously, EmployIndy works collaboratively with its partners to ensure that the WorkOne Indy system in Marion County is focused on directing job seekers to training programs and other value-added services that are directly aligned with the talent demands of employers. When employers request EmployIndy's assistance in sourcing and screening applicants for available opportunities, the Business Solutions

recruiting team works collaboratively with WorkOne Indy and partner case managers to ensure that clients currently receiving services have the first opportunity to fulfill the employer's talent needs. Through this methodology, EmployIndy is able to help businesses meet their talent needs while ensuring that individuals improving their skills and abilities through the workforce development system are provided opportunities to enter into meaningful jobs. **Additionally, EmployIndy has built a referral portal to accurately convey the talent currently available as a result of the skills being built in the workforce ecosystem.**

**C.** EmployIndy is an active and contributing partner in all economic development efforts within Marion County. EmployIndy works collaboratively with economic development partners on new business attraction and retention projects throughout Marion County. EmployIndy's Business Solutions is regularly included in the economic development meetings through the Indy Chamber and offers an in-kind contribution metric to each business attraction proposal. Additionally, EmployIndy collaborates on existing business retention and expansion projects as needed. Based on the attraction and /or retention project, EmployIndy deploys workforce solutions that can be tailored to the unique needs of the businesses customer. **Finally, EmployIndy has played a pivotal role in partnerships researching and developing inclusive growth-driven economic incentives.**

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



client to discuss all WorkOne Indy services. After hearing about all services, case managers are available at that time to enroll interested clients into additional WorkOne services.

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

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

FUNDING NAME	FUNDING SOURCE	AMOUNT	ISV	OSV	AD	DW
YOUTH BUILD USA	USDOL	\$ 1,100,000		x		
UNITED WAY	United Way Central Indiana	\$ 133,000	x			
YOUTH EMPLOYMENT SERVICES (YES)	Lily Endowment	\$ 1,000,000	x	x		
POWER TRAIN INDY	City of Indianapolis (TIF)	\$ 1,500,000		x	x	
COMMUNITY DEVELOPMENT BLOCK GRANT	City of Indianapolis (HUD)	\$ 435,000		x	x	x
H-1B READY TO WORK PARTNERSHIP	USDOL	\$ 8,400,000		x	x	x
LINKING TO EMPLOYMENT ACTIVITIES PRE-RELEASE	USDOL	\$ 500,000		x	x	x
SUMMER JOBS AND BEYOND: CAREER PATHWAYS FOR YOUTH	USDOL	\$ 1,975,116	x	x		

Leveraged and additional funds allow for barrier-busting supports and specialized services, like payments of traffic fines through YES or behavioral and mental health services through H-1B Ready to Work Partnership, that prevent residents and workers from entering or persisting in education, training and work. USDOL funds also support long-term unemployed individuals who no longer qualify for unemployment insurance benefits and require a blend of training and service supports beyond what local area policies for WIOA currently allow. Local funds support the education, employment and training needs of individuals who may not have registered with Selective Service, who choose to access services in their neighborhoods, or who are currently incarcerated and

wouldn't otherwise have direct access to reemployment services while sentenced to a local, Marion County jail. Added resources have also been secured to serve a greater number of the estimated 50,000 Opportunity Youth in Marion County through YouthBuild USA, USDOL and local philanthropies who may go unserved with limited WIOA funds alone.

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

As has been described previously, EmployIndy is extraordinarily committed to maximizing its investments in training. Currently, EmployIndy's PY 18 budget shows 22.7 percent of funds being utilized for training services, including work based learning. ~~Each year, EmployIndy board establishes an overall goal for the percentage of its annual operating budget that will be devoted to training. The current goal is 40 percent which has been maintained since 2010.~~

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

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

Organization(s)	Desired Outcomes
Midwest Urban Strategies	Technical assistance on issues, policies and practices unique to urban areas in Midwest Region. Collaborate and partner of multi-state funding proposals. Gain best practices from Community of Practice and shared resources.
YouthBuild Affiliate Network	Additional best practices to allow staff to engage and serve the hard to serve population of Youthbuild Indy. Share those best practices among other programs.
Platform 2 Employment	Technical assistance and best practices to aid in serving long-term unemployed individuals to re-engage in active and productive job search that results in middle and high skills job opportunities.
TechHire Community Learning Network	Access to resources for success to designated TechHire communities through National Network, Learning Cohort, and Localized Deep-Dive; Employer Strategies and Tools, and; Aggregation and Information Platform.
Marion County Reentry Coalition	Identify and implement system, policy and program changes to better support the workforce needs of reentry population.
Community Health Network Foundation	Assist in the development of a training pipeline for training nursing talent through the University of Indianapolis and Community Health Network.
United Way of Central Indiana Coalition of Human Services	Coordination and alignment of services among Central Indiana human services providers and partners.
NAWB	Access to technical assistance and best practices in workforce development nationally.
Annie E. Casey Generation Work	EmployIndy is a partner of Goodwill Industries of Central Indiana to formulate plans for scaling effective practices to increase employment for young adults and developing strategies for systems change to public supports that enable young adults to enter the workforce.
US Conference of Mayors Workforce Development Council	Collaboration, information sharing, and best practices from leaders in urban workforce systems across the country.

#### Section 4: Program Design and Evaluation

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

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

EmployIndy will continue to build upon established and new relationships to build an infrastructure of referrals and collaborative service strategy development. It will act as the convening agency to bring all partners to the table from a strategic planning perspective to ensure barriers commonly-identified in participants of all programs are being addressed within the collaborative relationships. Staff members from all core programs will receive training to understand the core services and the general eligibility requirements from each partner so a proper awareness is available to assist with the appropriateness of referrals. EmployIndy will use a primary point-of-contact within the system to expedite and ensure the incoming and outgoing referrals are handled in a timely and effective manner. While EmployIndy does not currently have a policy that governs referrals among core partners, the infrastructure for such referrals and routing already exists within the Marion County workforce development system, and EmployIndy intends to formalize the process through a combination of policy and memoranda of understanding. **EmployIndy works closely with the One Stop Operator, LISC, to develop and improve referral processes with one stop partners. Local partners are invited to present at monthly staff enrichment and to attend ecosystem enrichment with WorkOne Indy staff to further develop relationships with partners, share information about partner programs and broader topics of interest to the local workforce development ecosystem.**

EmployIndy has elected, through its [Drug Screening \(2018-003\)](#) policy, not to require drug screening as a condition for enrollment or participation in the workforce system.

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

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

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

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

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

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

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

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

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

To further ensure that quality participant files are maintained by service providers, EmployIndy has implemented an overall quality assurance strategy for out-of-school youth, adult, and dislocated worker participants. Each month, service provider staff and EmployIndy staff review a portion of active enrollments, placements, and those entering EmployIndy-funded training. The plan requires that the service provider review at least 25% of each staff member’s files on a quarterly basis to ensure proper techniques are used in service delivery.

On an annual basis and through competitive procurement, EmployIndy completes a monitoring of programmatic and fiscal activities for each service provider. The guides provided ~~will~~ focus on programmatic elements and overall service strategy, data validation, and accuracy of service delivery. [The monitoring forms are based on an adapted version of the USDOL file review forms in to to align with what would be asked for when DOL audits occur.](#) Once the monitoring report is reviewed by EmployIndy, it is provided to each service provider with a request for response within 30 days. The resolution process could involve technical assistance training from EmployIndy and the request for corrective actions.

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

~~Mobile WorkOne~~ [Indy staff offers](#) ~~brings WorkOne-Indy~~ services and resources to community-based organizations, companies with ~~mass~~ dislocations, and other community and employer events, [using several](#)

~~strategies. averaging more than 90 outreach activities each month.~~ Virtual WorkOne system is customer-facing, acting as EmployIndy's virtual American Job Center (AJC) comprised of tools and resources that provide quality services at a lower cost, eliminating the need for multiple reporting systems and results in an innovative and effective process for service delivery. Through WorkOneIndy.com registered users can complete full WIOA, WorkOne or EmployIndy program enrollments and are provided career guidance and coaching through learning videos and tools, including resume builder and review, access to "live" career counseling and assessments, utilization of the self-sufficiency calculator, and registration with Indiana Career Connect, Indiana's current labor exchange system. ~~With the DWD roll-out of IndianaCareerReady.com and enhancements to Indiana Career Explorer and Indiana Career Connect, EmployIndy is re-evaluating the need for continued use of WorkOneIndy.com and exploring other proprietary virtual resources available from the WorkOne Indy service provider, ResCare. In addition, EmployIndy has transitioned from the previous Mobile services and are now providing an improved embedded model which offers a menu of services including resource coordinators, career navigators, and workshop and learning lab facilitators that can be customized to meet the diverse and unique needs of the various communities and organizations throughout Marion County. Currently individualized agreements are in place with Ivy Tech and the Indianapolis Public Library to service multiple branches. EmployIndy is in the process of negotiating agreements with the Adult Basic Education providers in the area, and will continue to work closely to identify additional community-based organizations to partner. In program year 2014-2015, the Mobile WorkOne Indy team made 1,122 visits to more than 70 community locations throughout Marion County, while Virtual WorkOne added 10,277 new registrations, for a total of 121,840 logged in sessions.~~

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

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

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

EmployIndy has contracted with LISC to be the one-stop operator for Region 12, charging LISC with the coordination of service delivery of required one-stop providers and service providers. Section IV of the WorkOne Indy System Partner MOU signed by LISC covers methods to ensure that needs of workers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the one-stop delivery system. Those methods include:



- A commitment ensuring workers, youth, and individuals with barriers including individuals with disabilities are fully served through individualized assessment, discussion, and plan development for all served populations.
- Individualized assessment through TABE, WorkKeys, Indiana Career Explorer, Indiana Career Connect, and other assessments aligned to specific industry standards.
- Individualized discussion and academic and career plan development ensuring services provided best meet the needs of the individual.

Further, the following steps are taken to ensure that individuals with disabilities are fully served, and that all WorkOne Indy System partners and locations are compliant with ADA:

- EmployIndy includes language in all agreements that ensures equal opportunity, nondiscrimination, and compliance to 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 ADA.
- EmployIndy provides a quarterly report to the Indiana EEOC officer to show adherence to EEOC policy and Federal guidelines.
- EmployIndy also ensures the maximum level of accessibility to its facilities, programs and services, technology, and materials for individuals with disabilities by adhering to ADA requirements.

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

Finally, EmployIndy policy ***Testing Accommodations (2018-005)*** outlines guidelines on the availability and administration of testing accommodations for individuals with disabilities.

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

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

E. Describe how one-stop centers are implementing and transitioning to an integrated technology-enabled intake and case management information system for core programs and programs carried out by one-stop partners. [WIOA Sec. 108(b)(21)]

In 2016, EmployIndy and provider staff attended Indiana Career Connect (ICC) Train the Trainer (T3) sessions hosted by DWD and presented by GeoSolutions. After training was then provided to all staff, the region began utilization of ICC which allows for an integrated technology enabled intake and case management information for core programs carried out by the programs operating within the one-stop system. New staff receive ICC training as part of the on-boarding training and support process and updates are shared during monthly Quality Forums hosted by the EmployIndy Quality Team and Staff Enrichment through Career Services.

In July and August of 2018, EmployIndy Quality and Career Services staff along with provider Quality Assurance and Operations staff attended updated T3 training hosted and facilitated by DWD. This opportunity provided a forum for experienced ICC users to receive updated information and clarifications regarding a number of outstanding issues that have been identified since the initial roll-out of ICC. The information is currently under review in order to add local policy and procedural information and will be shared with all ICC users. ~~Click here to enter text.~~

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

EmployIndy leverages technology in many portions of its overall service delivery strategy. From the time a participant enters the WorkOne location, they are interacting with technology. They are asked to sign into VOS Greeter and record why they are visiting. After that, they either use the computer resource lab to job search or do other activities or do a workshop which may involve the use of a computer or go see a case manager who will record their information in ICC. The entire process involves some aspects of technology. Additionally, clients can use ICC to search for LMI, additional information or access to Alison training. ~~WorkOneIndy.org, EmployIndy's virtual office, offers WorkOne Indy participants the ability to provide almost all information required to~~

~~complete enrollment into the various one stop system programs. Through ICC, participants can also receive the following services from this platform:~~

- Attend informational self-service workshops on:
  - Resume Writing
  - Interviewing
  - Job Search
  - Career Exploration
  - Work Readiness
  - Healthy Lifestyle
  - Financial Literacy
- Build a resume using the resume builder tool;
- Submit a resume for review by a staff member;
- Understand the financial ramifications of career exploration with EmployIndy's budget calculator tool;
- Access eTORQ for job search and additional career exploration through knowledge, skill, and ability analysis;
- Search for training providers through the Training Interest Form and the Eligible Training Provider List;
- Refine employability skills through modules in EmployIndy's self-service learning academy;
- Store documents in an online portal for 24/7 access; and
- View learning event offerings and register to attend.

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

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

EmployIndy provides a host of services and workforce development activities to empower and enhance

WorkOne participants within Marion County. EmployIndy focuses on providing all levels of service identified within the Workforce Innovation and Opportunities Act in a customer-centered method that ensures services are provided when they are needed. All services within the EmployIndy service delivery model are available at each of Marion County's WorkOne offices and in all of EmployIndy's ~~embedded services offered mobile sites~~ throughout the community and education partner locations. All local WorkOne staff are well-versed in the

services available to ensure consistency in service delivery across all of the modalities utilized to offer participant services.

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

EmployIndy ensures that individualized career services are available for all participants that desire more assistance than basic career services can offer. Individualized services include additional assessments such as Indiana Career Explorer and TABE, individualized resume development, mock interviewing, and strategic job search assistance. All staff provide individualized academic career plans to participants to ensure basic, milestone, and end goals are discussed and the success plan is understood by staff and participant.

Individualized services are traditionally provided in a face-to-face setting in one of the AJC's or a community partner location. As individualized services play an essential role in assisting individuals in reemployment efforts, EmployIndy continues to search for alternative service delivery methods to increase accessibility for priority of service populations with solutions such as the expansion of virtual service provision.

Participants that are under-skilled or that lack a credential/degree in in-demand occupations are given the opportunity to pursue occupational skills and work-based training to increase their value in the job market. All EmployIndy staff ensure participants are given the opportunity for choice in training through the use of a customer tool which requires participants to research and identify the top three training programs supporting the goals of their Individual Employment Plan. Staff facilitate discussions, review assessment results and ensure

training providers are on DWD's eligible training provider list with cohorts starting in a timely manner. Although EmployIndy has a large pool of eligible training providers to assist with training services, accessibility remains an issue for our priority of service participants. EmployIndy will focus on increasing the connection to and capacity of our community partners, training providers, and other wrap around services to ensure we increase accessibility through barrier busting for participants when possible.

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

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

Over the last eight years, EmployIndy has made a strong commitment to enhancing the lives of Marion County's in-school youth by investing a majority of its youth funding in the Jobs for America's Graduates program (JAG). JAG is a school-to-career program dedicated to preventing dropouts among young people who are most at-risk. The program focuses on students with significant barriers to academic and career success and is offered in 14 high schools in Marion County (~~Arlington~~, Arsenal Tech, [Beech Grove](#) Ben Davis, [Crispus Attucks](#), Decatur Central, Decatur Township School for Excellence, George Washington, Indy MET, [Indiana School for the Deaf](#), ~~John Marshall~~, McKenzie Center for Technology and Innovation, ~~Northwest and North Central~~, [Shortridge](#), [Southport and Warren Central](#)).

This year-round program is delivered in a high school classroom by a workforce development professional called a JAG Specialist. The JAG Specialist helps students reach their graduation, career and post-secondary goals through: dropout-prevention strategies, job-readiness training, assistance in obtaining work experience, Internships, part-time jobs and occupational skills training. In addition they receive leadership development skills, mentoring, placement in jobs or post-secondary education and follow-up for 12 months after graduation. All of this is taught through 37 core competencies and a curriculum provided to us by JAG National. Since 2007 the JAG program in Marion County has served over 4,753~~2,966~~ high school students. ~~This number includes several students who are co-enrolled in vocational rehabilitation.~~ As stated above, this past year we launched a new JAG program at the Indiana School for the Deaf to increase our reach to serve more youth with disabilities. The program at ISD has been a positive one in regards to staff members learning ASL to be better at communicating with our new staff member and participants as well as a better awareness of what it takes to serve youth with barriers to success. A student from Indy Met High School is doing a work experience with ISD and Luna Language Services to help introduce her to careers in ASL. We also have our first student from ISD placed in a WEX at the Indiana Coalition Against Domestic Violence.

In addition to our high school JAG program, EmployIndy piloted the new College Success Program at Ivy Tech's Central Indianapolis location in the 2017-2018 school year and have decided to continue the program this school year. This program is funded through a partnership between Ivy Tech, DWD, Strada Education Network and EmployIndy. The JAG College & Career Coordinator is responsible for presenting to all of the JAG programs in Marion County (Region 12) and Region 5 to encourage students to make a connection with the Coordinator if they choose to enroll at Ivy Tech after their senior year. Benefits of connecting with the students prior to enrolling include connecting them to the JAG community once they have enrolled in college, access to scholarship money from Ivy Tech and helping the students navigate the system.

EmployIndy has two other programs that both in-school youth and out-of-school young adults have access to and those are Project Indy and our employability skills curriculum, Job Ready Indy. JRI is the culmination of over a year of development by a diverse group of contributors. Contributors include: DWD, former educators and trainers, employers, non-profit organizations, teen focus groups, Indy Chamber members, and the Mayor's office. The core of JRI has a foundation in [Indiana's DWD Employability Skills Benchmarks](#) that pull together employer input on the soft skills highly sought in employees. The skills covered are needed and can be utilized in any industry participants are employed. JRI purposely gives time and space for participants to develop awareness of their professional self. The first three badges walk participants through developing a foundational knowledge of how they engage and approach learning and working. Badges Four and Five dive into how participants work in a team environment and, lastly, Badge Six guides participants through the job search and application process. Badge Six also presents an opportunity for employers to be involved through in-person mock interviews with participants. JRI content is delivered in a hands-on, discussion based manner. Participants engage in a variety of activities and scenarios that can be adapted to each training provider's diverse population needs. All curriculum can be taught in a standard classroom setting outfitted with a projector and speakers. Badges are stackable and can be earned in any order, with any [certified JRI service provider](#). The JRI curriculum is closely linked with Indianapolis' youth and young adult job initiative, Project Indy (PI). The PI portal is comprised of a network of community organizations, employers and corporate partners who are providing job opportunities to in-school and out-of-school youth in Marion County. As participants earn JRI badges, the badges show up on their Project Indy profile. As individuals seek part-time or full-time employment through PI, the presence of JRI badges help develop the employer's understanding as to what skillsets the job seeker brings to their team.

The United States Bureau of Labor Statistics ~~2010 census~~ showed the April 2018 national youth unemployment rate at 8.4 percent ~~that almost four million young people, age 16-24, were unemployed across the country, about 16 percent.~~ In Marion County, there are currently 30,000 youth aged 16-24 disconnected from school or

~~employment total percentage of unemployed young people is currently at 12.9 percent.~~ EmployIndy believes that it is making a positive impact on our youth and young adults and make it a priority to engage this population by placing them into education and employment opportunities that will make a long-term impact on their ability to earn self-sustaining wages in their futures.

- In January ~~July~~ 2018~~5~~, EmployIndy updated our ~~developed a~~ WIOA Program elements guide to help train and educate its youth service provider staff on the 14 youth elements. While a majority of the youth elements were the same, there were five new elements that are required to be offered: Financial Literacy, Entrepreneurial Skills Training, Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services and Activities that help youth prepare for and transition to post-secondary education and training. EmployIndy is pleased to note that we were ~~it was~~ already offering several of these new elements already through our Jobs for America's Graduates Program. JAG partners with various financial institutions to provide financial literacy to our participants, our service providers have access to LMI data through DWD's Hoosiers by the Numbers website, ~~www.hoosierdata.in.gov~~ ~~our the HireUpIndy.org~~ and EmployIndy has a goal that 100 percent of its youth participants complete an assessment through Indiana Career Explorer among the other activities completed to help prepare them for their future. Finally, JAG has College Coordinators built into the program to assist youth participants when they transition to post-secondary to ensure they have the tools and the support they need to succeed. With the fourth new element, entrepreneurial skills training, EmployIndy has encouraged all of our JAG Specialists to work with their students to prepare for the entrepreneurship competition. We have also had some businesses serve as judges and advisors for these competitions. One of the group's even won the Innovate Indiana competition for our region, which the JAG Specialist helped facilitate. Lastly, all of the Specialists have been introduced to EVERFI which is a free online curriculum. This curriculum include entrepreneurship training where students walk through how they would start their own food truck business. In addition, our youth and JAG team look



for ~~is looking into~~ ways to expose the participants to this element by reaching out to speakers that have gone this route. ~~In addition, EmployIndy is looking into securing an entrepreneurial skills training program similar to the on-line financial literacy courses and will make them available through WorkOneIndy.org. In the interim, Ivy Tech and the Small Business Association offer entrepreneurial skills training.~~

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

One of JAG's strengths is also one of its weaknesses, which is location. Because the program is located in area schools, which is great for seeing the participants regularly, it imposes difficulty when collecting necessary documentation and the paperwork needed to qualify participants, as the parents don't easily have direct contact with the Specialists and are often times reluctant to allow their children to freely carry such personal and private information to school. Another weakness is obsolete and non-relevant content as JAG National has not updated their curriculum in many years. While that is a weakness, our JAG Specialists treat this as an opportunity to develop fresh, new and pertinent lesson plans to compliment some of the outdated material. [As mentioned above, EmployIndy has developed our own employability skills curriculum, Job Ready Indy which the JAG Specialist will be using in the classrooms this school year.](#)

The JAG program strives to achieve the coveted "5 of 5" standard every year and has been successful in achieving this honor [four](#) two years in a row. In addition we would like to increase our participant numbers in the program and the number of work experiences opportunities.

4.7 An analysis and description of the type and availability of youth workforce activities for **out of school** youth, including youth with disabilities. If the same services are offered to in-school youth, describe how the

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

### **Analysis, Description and Availability**

EmployIndy's services to out-of-school youth are organized across a Youth Employment System (YES) involving a network of 20 plus Community Based Organizations (CBO's), WorkOne locations, Adult Basic Education (ABE) providers and professional service providers strategically located in the high needs zip codes areas, an app based employment matching tool (ProjectIndy) and employability skills electronic badging system (JobReady Indy). These programs utilize DOL WIOA Youth, DOL ETA, State, philanthropic funds. Where appropriate, funds have been blended to maximize operational effectiveness of services. The YES System provides a multi-access point across the region for out-of-school youth to receive a coordinated set of comprehensive services designed to reconnect them to education and the workforce utilizing an ABC (A job; Better job; Career) approach.

### **Length of Program and Availability/Schedule**

The YES System services are available to out-of-school youth all year. YES Network provider's program models are an average length of 3 to 9 months with regular rotating and reoccurring sign-ups, registration and orientation sessions throughout the year. Services are delivered Monday through Friday.

### **Percentage of Youth Budget Allocated**

75%

### **WIOA Program Elements Addressed**

Each youth, upon entry into the YES System through our network of providers is initially assessed against the 14 service elements to determine their needs, barriers and goals. A Career Navigator supports them in developing an Individual Service Strategy (ISS) to achieve their goals, acquire supportive services, and connect with referrals. YES Network Providers have demonstrated ability to deliver on all the 14 service elements either directly or through formal service agreements and Memorandum of Understandings (MOU) partnerships, to include the 5 new elements. 60% of providers are also Center For Working Families agencies offering comprehensive financial, employment and supportive services.

### Desired Outputs and Outcomes

Key Performance Indicators	Outcomes
Number of out-of-school youth and young adults to be enrolled	350
Number of participants completing employability skills training	250
Number of participants entering education or training services	200
Number of participants receiving paid and unpaid work experiences and participating in career-connected learning experiences	100
Number of participants to obtain a recognized post-secondary credential, secondary school diploma or equivalent	150
Number of participants placed in unsubsidized employment	100
Number of participants who are in education or training services, or in unsubsidized employment during second quarter after exit	75
Number of participants who are in education or training services, or in unsubsidized employment during fourth quarter after exit	50

## **Program Evaluation (strengths/weaknesses/capacity)**

The strength's of the YES System is it consists of several access points in high needs locations, a network of service providers with long history and deep community trust equity, program design around 14 service elements best practice, network community of practices sessions, trained youth development professionals to serve particular needs of out-of-school youth, individualized goal plan, access to robust supportive services and work experience, career exploration and navigation, connection to A-B-C jobs, opportunity to receive integrated education and high demand industry trainings, post-secondary placements and two years of follow-up services.

A weakness of the system is lack of 16 – 21-year-old in the YES Network. This is due to a great number of out-of-school youth not seeking out education and employment services until later along the out-of-school youth continuum (i.e., 22-24). As such, many come into the network with high needs and barriers limiting time YES Network Providers have to support their success before aging out. A YES marketing/recruitment plan directing messages to that group to encourage engaging the YES System earlier is needed and under development. Another challenge is recruiting motivated out-of-school youth with the growth mindset to the YES Network to support their successful persistence through education and training programs. We are currently modeling a bridge empowerment experience designed to support out-of-school transitioning into training programs with growth mindset and social skills training. Labeled the Power Huddle, the pre-training experience is a voluntary two weeks, half day, three days a week, cohort-based experience. Annually, the YES System will support over 1,400 out-of-school youth across our network of providers and other workforce services.

EmployIndy's out-of-School programming also has a JAG component built into its YouthBuild program. Like the in-school program described above, there is a national curriculum provided that is based around the provision of 20 core competencies. For the last six years, EmployIndy has administered YouthBuild Indy, an education, work readiness and leadership training program for young adults aged 18-24 years old. Recent funding provides EmployIndy the opportunity to serve approximately seventy additional participants over the course of two cycles, coupling the opportunity and support needed to earn a High School Equivalency Diploma with a path to a well-paying, high-demand career through credentialed construction training. The program design provides participants with construction experience through partnerships with a local contractor to provide training, as well as community organizations with access to abandoned housing. Participants, through the YouthBuild Indy program, work to transform abandoned homes into valuable housing for low income families. The YouthBuild program typically runs anywhere from six to nine months as it depends on the needs of the individual participant. A typical cycle runs like a school year. The program has participants enrolled in High School Equivalency classes through Marian University and construction trade classes through Turner Construction for alternating weeks until they have completed their HSE and NCCER. ¶

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

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

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

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

~~Strengths of the out-of-school youth program include: caring, passionate and compassionate staff — all staff display true concern and caring for the well-being of the youth they serve. They have created a family atmosphere that is noted and highly appreciated by the youth interviewed, indicating they "feel like they have come home" when they enter the building. Staff are well organized — in 2015, our out-of-school youth staff collectively completed a skills/strengths identification activity. They used this information to determine which of the work responsibilities most fit their individual strengths and divided the program and office work to build on these strengths. They have well organized files — in general, the files reviewed had the necessary forms, with the appropriate signatures. When monitored, each service has had a corresponding case note, with additional case notes capturing other customer information and actions. Instructors for both math and reading/language provide instruction in a manner that students state is "very understandable and easy to learn the subjects." The instructors not only teach in a manner for TABE acceleration, but also incorporate the critical thinking skills required to do well on the TASC high school equivalency exam. They also organize the instruction for both the classroom (in the afternoon) and individual one-on-one/tutoring (in the morning). ¶~~

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

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

**Out-of-school Youth Programs Outcomes:**

**PY17 WIOA Youth Outcomes:**

· Enrolled	-	330
· Job Readiness	-	22
· Employment Credentials -		36
· HSE Earned	-	25
· Job Placements	-	36

**2017 YES Outcomes**

· Enrolled	-	324
· Job Readiness	-	173
· Employment Credentials-		67
· HSE Earned	-	31
· Job Placements	-	171

Prior to PY18 EmployIndy programs were administered as separate programs along funding streams (i.e, WIOA Youth, DOL ETA, philanthropic, etc.). In PY18 we are being intentional to administer out-of-school programs so as to blend funding where possible in development of a YES System of providers.

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

- 94% graduation rate;
- 70% civilian/military placement rate;
- 88% positive outcome: job, military or post-secondary
  
- 64% full-time jobs rate; and
- 81% full-time placement rate.

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

- 68% placement into education or employment;
- 81% complete a diploma or industry-recognized certificate;

- 86% advance at least two grade levels in adult basic education; and
- Top 15 ranking for educational attainment among all YouthBuild programs across the U.S.

Both programs greatly assist the young person that are involved, and help add to EmployIndy’s drive toward the successful attainment of federal performance accountability goals.

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

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

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

EmployIndy uses traditional ~~individual training account’s~~ (ITA’s) to fund occupational skills training in almost all instances. On occasion, there is a need to provide a training to a cohort of participants that is handled through



contracting. In each instance, EmployIndy follows procurement guidelines and issues either an RFP or RFQ dependent upon the scope. At the end of such contracted trainings, an analysis on the outcomes and return-on-investment is performed to determine the effectiveness.

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

The **WIOA Individual Training Accounts (2018-002)** 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 (2015-004)** and **Client Assessments (2017-011)** policies, are unable to obtain to obtain grant assistance or require assistance beyond that made available under other grant assistance programs, satisfy the Background Check (2015-035) policy, and, after an interview, evaluation, or assessment and career planning, have:

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

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

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

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

Since the Carrier Corporation announced plans to close its Indianapolis plant in 2016, EmployIndy has worked with key partnerships with city, state, union, company and elected officials to obtain rapid response funding for targeted re-employment services including skills assessments, training, job search assistance, and career counseling. In addition, Employment has collaborated with partners to procure validated skills crosswalk materials specific to skills found at Carrier, create IndyCareerHub.org to provide career service tools for impacted employees, and hire 4 transition staff to provide Trade Adjustment Assistance on-site at Carrier to help participants find new jobs at comparable wages and supplement wages while enrolled in training programs. As a

result, as of June 2018, 302 workers accessed the Mayor's Carrier Fund, and 168 have accessed TAA benefits.

Efforts to assist these displaced workers, including hiring events and open houses, are ongoing. —

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

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

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

Even with significant differences between Marion County and the surrounding counties, the workforce development boards of Central Indiana plan to coordinate transportation and supportive services as follows:

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

- Both areas will work closely with their community and faith partners to maximize the effective delivery of services to their common participants.

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

## Section 5: Compliance

Please answer the following questions of Section 5 in 12 pages or less. Most of the response should be staff-driven responses as each are focused on the organization's compliance with federal or state requirements. **Questions that require collaborative answers for regions 5 & 12 are designated with an \*.**

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

Within Marion County, EmployIndy awards contracts for the provision of WIOA Title I services and activities through a competitive procurement process within the local area. EmployIndy has established **Procurement Policy 2017-014** ~~2011-FA-002~~ that guides the competitive process utilized within each procurement. The process outlined ~~within the policy~~ includes cross departmental development of a procurement for public response; issuance of a procurement to the public for bid via solicitation and public posting on the EmployIndy website; announcement of and public participation in a bidders conference; public questioning period and posted responses; internal review and scoring of bidders' responses; interviews and presentations by qualified bidders; and a documented assessment of bidders responses, presentations, and overall process, with recommendation to the President and CEO and the Chief Operations Officer ~~CEO,~~ and board approval if applicable. Upon acceptance of recommendations, contract negotiations and awards are made. Cross-departmental and cross-functional internal review teams are assigned to participate in all stages of the competitive activities.

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



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

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

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

On February 23, 2016 the EmployIndy Board established a Youth Committee to work in accordance with

EmployIndy to take on the youth issues facing Marion County. The EmployIndy Youth Director and Youth

Committee Chair assembled the committee and oriented them to the committee goals. During the PY17 year

the Youth Committee held a strategic planning retreat and adopted the following mission statement to guide

its work:

“Our mission is to connect youth ages 16-24 to the pipeline of opportunities that lead to a career and life success.”

In addition, the Youth Committee committed to supporting EmployIndy’s Youth Services team through providing

guidance on improving and coordinating resources, increasing awareness, increasing access and ensuring

quality of service for all in-school and out-of-school youth programs and initiatives. Their work ultimately led to

two active workgroups with a bifocal lens:

- 1) In-school Youth (preventions): “Assess & Mitigate Barriers” – Addressing the barriers that prevents more employers from offering in-school youth work experiences and job opportunities.
- 2) Out-of-school Youth (intervention): “Employer Partner Engagement” – Addressing the barriers that prevents more employers from partnering with EmployIndy for their talent needs.

The workgroups are expected to complete their work no later than December 31, 2018. At such time, the Youth

Committee will be idled and quickly reorganized around EmployIndy’s new 5 year strategic plan adopted by the

Board of Directors in 2017.

EmployIndy currently has two additional standing committees, including the Executive and Finance Committees

of the local Workforce Development Board. Additional needs for committees and taskforces may be identified in

the strategic and system planning occurring in PY18. EmployIndy has also begun creating communities of

practice among our youth services providers in in-school and out-of-school programming, as well as among our



community-based providers in YES, Community-Based Workforce Development (CDBG) and WorkOne Mobile. These communities of practice convene at regular intervals, quarterly and monthly, to share successes, best practices and improve efficacy of both services and braided resources.

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

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

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

Olga Volokhova, Director of Quality and Analytics, EmployIndy  
115 West Washington Street, Suite 450 South

Indianapolis, IN 46204  
(317) 684-2440  
ovolokhova@employindy.org  
~~Robert Harris, General Manager, WorkOne Indy – West~~  
~~3400 Lafayette Road, Suite 100~~  
~~Indianapolis, IN 46222~~  
~~(317) 246-5412~~  
rharris@employindy.org

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

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

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

~~This section will be completed upon negotiation of performance goals with DWD.~~  
See attachment entitled *R12 Local Perf. Acceptance Letter* for Region 12 negotiated local levels of performance for PY 17. Negotiations for PY 18 are ongoing.

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

EmployIndy has formalized a **Required Partner MOU** (attached) which outlines the collective mission of the signing parties, including methods to ensure that the needs of individuals with disabilities are addressed in providing access to services, including access to technology and materials that are available through the one-stop delivery system. Per the MOU, the following steps are being taken:

- EmployIndy includes language in all agreements that ensures equal opportunity, nondiscrimination, and compliance to civil rights laws.
- Partners who perform duties under WIOA must have written policies and measures in place to protect the rights of all individuals under the ADA.
- EmployIndy provides a quarterly report to the Equal Employment Opportunity Commission officer for

the State of Indiana to show adherence to the EEOC policy and Federal guidelines.

- EmployIndy also ensures the maximum level of accessibility to its facilities, programs and services, technology, and materials for individuals with disabilities by adhering to ADA requirements. Currently, ADA stations throughout the State of Indiana are being accessed for improvements and EmployIndy has submitted the information required by the Department of Workforce Development for these stations to receive updates and any necessary improvements to these stations.

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

~~Enables WorkOne to integrate a flow of services that triages for VRS service needs;¶¶~~

~~Ensures WorkOne offices are fully accessible for individuals served by VR;¶¶~~

~~Provides adaptive technology for use with disabled individuals;¶¶~~

~~Develops cross training of staff on cooperative service delivery between WorkOne and VRS; and¶¶~~

~~Identifies a formal referral process between WorkOne and VRS.¶¶~~

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

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

EmployIndy is continually engaged with all key partners and stakeholder groups, including representatives of business, labor, and economic development, for input, opinion and consultation on all strategic and operational plans for the purpose of training and developing Marion County's workforce. The Board meets **at least 4 times annually** bi-monthly, as well as the Executive Committee of the Board **at the discretion of the Board President** in-

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

EmployIndy used the guidance provided by DWD in Memorandum: Regional and Local Plan Modification to guide the 2018 modification process. EmployIndy staff conducted a thorough review of the existing local plan and amended or added content to ensure the document still reflects Region 12's economic conditions, current efforts and services provided, and strategic vision for the future. The modified plan was submitted to Indianapolis Mayor Joe Hogsett upon presentation to the Board for final approval on []. The modified plan was posted for public comment on August 31, 2018 and submitted to DWD on September 30, 2018.

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

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

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

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

Through monitoring activities of the past program year, EmployIndy was able to identify significant opportunities for staff training and improvements in our overall approach to quality and service delivery strategies. ~~Extensive training sessions on case management and case noting occurred over a three month period for all current staff, with service provider leadership emphasizing learning objectives to operationalize the instruction provided. Proactive improvements to address service provider findings resulted in no non-compliance findings by DWD in EmployIndy's most recent PY15 WIOA monitoring.~~ The EmployIndy Quality and Analytics Department currently participates in monthly Staff Enrichment meetings as well as Quality Forums where they discuss various topics in regards to overall case management and specific to the WIOA programs and ICC as well. Copies of the applicable monitoring and finding can be provided as needed. They are currently monitoring the following WIOA recipients:

- Fathers and Families (OSY) 3/13/19
- Keys to Work (OSY) 4/17/2019
- Rescare (WIOA) 5/15/19
- Telamon (WIOA) 6/5/19.

Through its current contracts, EmployIndy was also able to begin placing quality control at the forefront of all case file activities. Each service provider in the WorkOne offices now actively review staff files for quality of service delivery and data validation. Files are also discussed with EmployIndy to ensure any supplemental

training recommendations are made based on outcomes. The same procedures will be implemented in all programs in the near future.

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

EmployIndy is committed to ensuring that its youth staff are fully trained in the best techniques for serving the youth population and in the programmatic requirements of WIOA. Following the passage of WIOA, EmployIndy provided comprehensive training to all WorkOne staff over the changes to in-school and out-of-school youth service provision. In addition, EmployIndy's management has regularly taken part in Regional Youth Director's meetings facilitated by DWD to ensure that updates and best practices are shared throughout EmployIndy's youth services teams. In order to further ensure that staff were updating practices and processes, following the new requirements of WIOA, EmployIndy updated and released Youth Policies to all WorkOne staff in November of 2015, with in-person knowledge sharing being provided by EmployIndy leadership and WorkOne management staff. In addition, EmployIndy also ensured that the WorkOne staff that directly works with older, out-of-school youth participated in all trainings offered by DWD.

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

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

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

Program and Administration	Fiscal	Employee Handbook
Background Check	Check Signing	Drug and Alcohol Free Workplace
Case Management	Corporate Credit Card	Emergency Conditions/Inclement Weather Leave
Client Assessments	Cost Allocation	Employee Morale
Client File Management	Electronic Payment	Personnel - Access to Personnel Files
Computer and Equipment Policy	Equipment Management and Inventory	Personnel - Attendance
Conflict of Interest	Mobile Device Allowance	Personnel - COBRA Coverage
Customized Training	Procurement	Personnel - Employee Classifications
Email Standardization	Records Retention and Document Destruction	Personnel - Employee Protection
Employ Up Funding and Incentives	Service Provider Cash Advance	Personnel - Employee Recognition
Employ Up Program and Participants	Travel	Personnel - Employment At Will
Employer Services		Personnel - Employment Verification
External Communication	<b>Board</b>	Personnel - Equal Employment Opportunities
Follow-Up	WDB - Consent Agenda	Personnel - Flexible Schedules
Individual Employment Plan (IEP) and Individual Service Strategy (ISS)	WDB - Electronic Meeting Attendance	Personnel - Gifts
WIOA Individual Training Accounts (ITA)	WDB - Engagement	Personnel - Grievance
Information Security and Confidentiality	WDB - Leave of Absence	Personnel - Harassment
On-the-Job Training	WDB - Youth Committee Chair and Vice-Chair	Personnel - Health Insurance Portability and Accountability Act
Participant Grievance		Personnel - Holidays
Policy on Policy		Personnel - Insurance Benefits
Proof of Residence		Personnel - Introductory Period
Public Records Requests		Personnel - Leave of Absence
Rapid Response Service		Personnel - Length of Service
Sector and Career Pathway Investment		Personnel - Maternity Leave
Selective Service Requirements		Personnel - Paid Time Off
Social Media Content		Personnel - Pay Dates
Supportive Services		Personnel - Personal Conduct
Technical Assistance and Monitoring		Personnel - Promotions and Transfers
Veteran Priority of Service		Personnel - Recruitment and Selection
WIOA Adult Priority of Service		Personnel - Reporting Accidents
WIOA Participant Eligibility		Personnel - Tuition Assistance
Work Based Learning Policy for Youth and Young Adults		Professional Development
Youth Work Experience Fiscal		Severance
YouthBuild Indy		
Drug Screening		
Jessica Brown Memorial Scholarship		
Testing Accommodations		