

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

<b>WDB/Region #</b>	<b>Region 10 Workforce Board, Inc. Economic Growth Region 10</b>
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<b>WDB Executive Director</b>	<b>Ron McKulick</b>
<b>One Stop Operator</b>	<b>Region 10 Workforce Board, Inc.</b>
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I certify that the information contained herein is true and accurate to the best of my knowledge and that I submit this plan on behalf of the WDB listed above.

**Approved for the Workforce Development Board**

**Workforce Development Board Chair**

Name (type or print): *Ed Carpenter*

Title: Region 10 Workforce Board Chair Person (HR Consultant; Integrity HR)

Signature: *Ed Carpenter* Date: *06/29/2016*

**Approved for the Counties of the Workforce Development Area**

**Chief Local Elected Official**

Name (type or print): *Mark Seabrook*

Title: Floyd County Commissioner

Signature: *Mark Seabrook* Date: *06/29/2016*

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## **ATTACHMENT B: PROJECTED PROGRAM PARTICIPANTS CHART FOR PY 2016** (1 page)

### **EXHIBITS and ATTACHMENTS**

- EXHIBIT 1: Provider Contracts
- EXHIBIT 2: Organizational Chart

### **ADDITIONAL ATTACHMENTS:**

1. Kentuckiana Works Quarterly Labor Market Information Report Sample
2. IN Department of Workforce Development Workforce Data
3. BEAM Report Executive Summary
4. Region 10 Hoosier HOT Jobs by Sector Listing
5. Louisville MSA Talent Demand vs. Supply Analysis
6. Fast Forward Report
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9. 2015 Community Needs Assessment for Clark and Floyd Counties (Executive Summary)
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19. Local Plan Comments

## Optional Executive Summary

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

[Click here to enter text.](#)

### 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)]

In the Louisville, KY Metropolitan Statistical Area (MSA), a 12-county bi-state area that includes most of Region 10, also known as “Kentuckiana”, “Southern Indiana has 20% of the area workforce, but 80% of area economic growth and opportunity”. This was recently expressed by a major, regional economic development organization. Area financial institutions and developers see Southern Indiana “on the brink of an economic explosion.” Region 10 is assessed as the fastest growing regional economy, or among the fastest, in Indiana. In good measure, this assessment and forecast is based on 2 factors: 1) The Bridges project and 2) River Ridge Commerce Center. The Two Bridges project, which has been decades in the making and cost \$2.5 billion, is slated for late 2016 completion; a new downtown bridge is complete, while the East End Bridge, which is adjacent to River Ridge Commerce Center, will be opened in late 2016. Moreover, the downtown area known as “spaghetti junction” is being revamped, as it is the convergence of three Interstate Highways whose traffic volume and flow are forecast to increase significantly. Per a 2014 Bridges Economic Impact study: “In the course of 30 years, the Ohio River Bridges Project is expected to generate an average of 15,556 new jobs a year, \$29.5 billion in personal income and \$86.7 billion in economic output for the Louisville region, according to a [new economic impact study](#)...done for the Indiana Finance Authority.” See: <http://kyinbridges.com/> and <http://www.courier-journal.com/story/news/traffic/bridges/2014/03/19/ohio-river-bridges-project-economic-impact-study/6629323/>. River Ridge Commerce Center (<http://riverridgecc.com/about-us/overview>) is a unique and enormous regional asset, a 6,000 acre area, a) on the Ohio River near to the Port of Jeffersonville, b) adjacent to the new East End Bridge which connects quickly to three interstate highways, c) 10 minutes drive from downtown Louisville and 15-20 minutes drive time to the International Airport and the UPS Worldport, the largest of its kind...in the world and d) with ongoing investment in its infrastructure and capabilities, including a recent mega-site designation. Currently, 22 “top companies” are listed, with a workforce of approximately 6,000 representing only 10% of the 6,000 acre area. Job growth forecasts have varied and expanded in the past 2 years, from 12,000 new jobs in the next several years to a more recent estimate 20,000 new jobs. Growth will inevitably occur across sectors and their respective occupational clusters and career pathways, and across a wider geography, from its Clark County epicenter outward in long-term ripples to all of Region 10, Jefferson County, Indiana, and the seven county Louisville workforce area, at a minimum. For example, along the Harrison County/Floyd County line, there are up to 700 acres for industrial/commercial development in the coming 10+ years, given its own locational assets, i.e. adjacent to I-64, minutes from downtown Louisville, New Albany, Jeffersonville, etc., and from the airport and UPS Worldport.

Sector Drivers: In 2010, the WIRED65 initiative produced a comprehensive Regional Competitiveness Strategy, keeping in mind three critical and generic characteristics: Talent, Innovation and (Quality of) Place. That Strategy recognized nine areas, i.e. specific business/industry sectors plus the “entrepreneurial development”

component. This comprehensive data and interpretative analyses clearly indicated a notable diversity in sectors showing growth, high-wage job opportunities and a viable career path.

Examples of additional Region 10 “uniqueness” that portray significant economic assets/opportunities:

- 1) The TDL sector (Interstates, rail, inland waterway, air (UPS, etc.)),
- 2) Clark Maritime Center, the fastest growing port in the inland waterway system,
- 3) Sub-sector growth niches, for example, in HR Management (Ex: US Army HR Command headquarters), Long-Term Healthcare (several corporate headquarters for Aging Care service delivery) and software coding/web development (a range of small start-ups to major companies like Humana, Yum and Texas Roadhouse).
- 4) Formative work around a defense corridor (shared with 3 other regions, plus areas in Kentucky),
- 5) Mid-America Science Park (Scott County).

Business/industry sector diversity continues in 2016 and into the future for the Region 10 area and the Louisville MSA. Kentuckiana Works MSA-based labor analysis scope finds 6 key sectors: 1) Advanced Manufacturing, 2) Health Enterprises and Lifelong Wellness and Aging, 3) Information Technology, 4) Logistics and Supply Chain Management, 5) Consumer and Business Services, and 6) Food and Beverage. See

<http://www.kentuckianaworks.org/JobTrends/RegionalWorkforceTrends/CareerPathways.aspx> and

**ATTACHMENT 1 (Quarterly Report example)**. Indiana Department of Workforce Development data shows that 5 of the 6 industry areas listed above also have a top 10 ranking as largest labor market shares in Region 10; for example: Manufacturing-#1, Healthcare-#4, Accommodation and Food Services (similar to Food and Beverage)-#5, Transportation, i.e. Logistics and Supply Chain Management, -#7 and Finance and Insurance, similar to Consumer and Business Services-#9. In terms of Industry Growth by Percent Change in Region 10: Healthcare-#1, Manufacturing-#3, Accommodation and Food Services-#5. Curiously, from a Region 10-only perspective, Transportation is not ranked in terms of growth, nor is Business/Financial Services. See **ATTACHMENT 2: DWD Region 10 Workforce Data Analysis**. When the labor market is viewed through a 22 County bi-state model, running from Region 10 to Lexington, KY along the I-64 corridor, the two fastest-growing industry sectors are Healthcare and Transportation/Distribution/Logistics. The BEAM initiative is premised on a distinctive, valid data-and-history-based industry model: That corridor as a globally-competitive Advanced Manufacturing super-region. See <https://louisvilleky.gov/government/bluegrass-economic-advancement-movement> and see the regional plan:

[https://louisvilleky.gov/sites/default/files/economic\\_development/pdf\\_files/beam\\_economic\\_growth\\_plan\\_final\\_0.pdf](https://louisvilleky.gov/sites/default/files/economic_development/pdf_files/beam_economic_growth_plan_final_0.pdf) “Seizing the Manufacturing Moment”, and see **ATTACHMENT 3, the BEAM Executive Summary**.

The most recent and highly informative data on sectors is seen through comprehensive research through the Region 10 Works Council (<http://www.in.gov/irwc/>), which posits **6 sector drivers: 1) Manufacturing, 2) Healthcare, 3) Transportation and Logistics, 4) Computer and Information Technology, 5) Construction and Utilities and 6) Business and Professional Services**. A more accurate and salient perspective was advocated for by the Works Council; thus, the data is **based on the MSA and not simply Region 10**. This data and view are currently the sector positioning taken by the Works Council, Region 10 Workforce Board, area educational institutions, economic development (LEDOs) and other stakeholders.

The most recent Unemployment Rate data (February 2016) for Region 10 are 5.2%, or 7,710 individuals. The data set references an area workforce of nearly 150,000, compared with approximately 144,000 5 years ago. A 5.2 % regional rate, with Clark County at 4.8%, Floyd County at 4.9%, and Jeffersonville, the region’s largest city at 4.1%, is deemed as nearly “full”; that is, the area workforce is near to its maximum point in terms of worker availability, and the popular perception is that “everyone is working”. It is a job-seekers’ market; employers across sectors are struggling to find qualified applicants; hiring data analytics are indicating a longer time period from job posting to hire. **Thus, in terms of employment needs of MSA employers:**

1. See Region 10 Hoosier Hot 50 Jobs by sector, **ATTACHMENT 4**. All 6 sectors have a Hot Jobs listing. One example, healthcare in Region 10 lists 16 Hot Jobs; while all occupations are in-demand and reflect employer need, some listed are high-waged and some are lower-waged, with the latter’s demand, in part, due to higher rates of employee turnover. 26 of its 50 occupations cited require a post-secondary credential and/or degree.

2. See the Kentuckiana Quarterly Labor Market Information Reports (ATTACHMENT ----): 1) Of the Top 30 Job Postings for that recent quarter, 23 of 30 occupations are in the 6 sectors 2) Of the top 15 high-demand, high wage occupations listed for the 3<sup>rd</sup> quarter, 2015, 10 of 15 are in the 6 sectors listed above.
3. The bi-state area Community Workforce Audit database, Kentuckiana Occupational Outlook (KOO), provides a “Projected Net Growth in Jobs 2014-2024” profile for Region 10, Indiana specifically and for the bi-state Kentuckiana labor market at: <http://www.kentuckianaworks.org/outlook/default.asp>. The profile looks across 776 occupations based on Bureau of Labor Statistics data; the research group includes experts from IU Kelly School of Business and counterparts from the University of Louisville and University of Kentucky. The Projected Job Opportunities in KOO presents, by occupation, in a rank order format, **based on a) the Change in Number (#) of Jobs, and b) percentage of job growth, 2014-2024 for the MSA labor market overall or by industry cluster** A listing of the area TOP 10 Fastest Growing occupations is also available.
4. Indiana Career Connect: See the top 50 fastest growing occupations in Region 10 (2010-2020) are listed via Indiana Career Connect at these links: a) “Here are the top 50 occupations that are predicted to have **the most future job openings** in Economic Growth Region 10. Click on the occupation title in the table below to see more information about that occupation”:  
<https://www.indianacareerconnect.com/vosnet/lmi/area/areasummary.aspx?enc=SgfiA5gOXyjl8J88h1RJLTV7707JZtzNbaqJztdlvCPtanOOUS0H2b3EC+z2/26B8EJ7RP3TYm8CA6Dj9k4zzyW8XIsMX4195ckFF9IUH A7L0g4ayLTOpZJFYuFeBLG8nSCBnPiYgOK7XMNDMki7G403ZUh8Rg5x9Grs6VHNR9c=>  
 b) “Here are the top 50 **fastest growing occupations** (by percentage change of jobs) in Economic Growth Region 10. Click on the occupation title in the table below to see more information about that occupation”:  
<https://www.indianacareerconnect.com/vosnet/lmi/area/areasummary.aspx?enc=SgfiA5gOXyjl8J88h1RJLTV7707JZtzNbaqJztdlvCPtanOOUS0H2b3EC+z2/26BBDyoy6abNj7iu1U43tLudAbpGf9sq0RogHsoODaWiWoAkerCq1QGBQXJoPjHAO+1SGkCCYbm4ePU2BXweKYHBj8BCxiFczMSC51TNvotOzY=>
5. The most recent and salient data to picture area employment needs of employers, by sectors deemed “economic drivers”, comes from the MSA Talent Demand vs. Supply Analysis (**See ATTACHMENT 5**), funded by DWD and published by FutureWorks, Inc. in November 2015. The analysis provides occupation-based detail, per sector, in terms of wage levels, recent demand calculated in terms of regional job openings due to growth, retirements, and job postings, total number of jobs in the economy by occupational cluster, and post-secondary requirements. Key highlights regarding the MSA talent demand picture and a foundational characteristic of “employment needs of employers”: 1) Across the **6 key sectors**, based on 2014 “**Total Jobs in the Economy**” data, **61% have post-secondary education requirements**. State and national research, over time, has predicted the 60% level will occur by 2018, 2020, 2025, *depending on the particular research and when it was performed...but this educational requirement level is occurring now in the MSA, and* 2) Across the 6 key sectors, based on 2014 “**Job Opportunities**”, **75% have post-2ndary education requirements**. Similar findings come from the MSA-based FAST FORWARD Report, published in December 2015, relating to family-supporting jobs over the next 10 years (**See ATTACHMENT 6**).

Note: In each data set rendering, growth in manufacturing occupations appears to be under-represented. Some data sets do not incorporate ‘replacement job openings’ into their views. Two factors are exemplified: 1) Using the BEAM report as a broad reference point, in the 22 county bi-state area cited, there are approximately 100,000 manufacturing workers, with a third (33,000) projected to retire in the next five years, with that 5 year time period beginning in 2014, and 2) Bureau of Labor Statistics (BLS) data and related analysis cannot incorporate real-time growth that exceeds projected growth; such is the case in Region 10, with the River Ridge area alone and the manufacturing sector resurgence overall in Region 10 especially, but also in the MSA, the

WIRED65 area and the BEAM region. Recent job gains data, from the IUS economic forecast presented in May 2016, indicates that 80% of such gains in the MSA are occurring in Clark County, IN; much of these new job gains relates to the manufacturing sector.

Both overall and sector-based regional employment needs of employers, can be viewed, with general confidence, through these and other occupational data listings.

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)]

“ ‘How work is done’ is in a state of revolution”, moving from, for example, the agrarian and then industrial revolutions to the now digital, knowledge-based and technological revolution.” In the USA, in the 1950s, 60%+ of the labor market consisted on unskilled occupations; today, locally, over 60% of occupations in key sectors require post-secondary attainment and, overall, conservatively stated, 60%+ of the labor market consists of skilled occupations. This perspective has been borne out and continues as such across many diverse stakeholders regionally, by state, nationally and globally; it is painfully obvious. Related research, again at regional to global scale, continues to identify three main skill sets: 1) Academic, 2) Technical, and 3) Employability. Definitions of talent vary therein, some experts relying only on technical skills as “talent”, others seeing talent as the fusion of academic ability and technical skill, and others indicating holistically for talent to function reliably, all three are required.

Regarding knowledge, skills and abilities (KSA) needed in the local area:

1. See Indiana Department of Workforce Development Data in **ATTACHMENT 2**. This report provides priority data on the KSA of each of the Hot 50 Jobs in Region 10, as well as the top soft skills, hard skills and certifications of each of the region’s industry clusters. Variances therein are clearly demonstrated, especially as pertains to Knowledge; however, there are striking, predominant Skills and Abilities patterns crossing most clusters and occupations, such as customer service, oral and written communication, problem-solving, reasoning, critical thinking, organizational skills and active listening. For example, based on national surveying: “Active Listening is very important or extremely important to 96% of occupations, and Critical Thinking is very important or extremely important to 96% of occupations.” These patterns reinforce national observations/rankings in the Recovery 2020 Report from Georgetown University’s Center on Education and the Workforce, published in June 2013 (See: <https://cew.georgetown.edu/report/recovery-job-growth-and-education-requirements-through-2020/> and the Executive Summary in **ATTACHMENT 7**: “Judgment/decision-making, communications, analysis, and administration will be the four most in-demand competencies in the labor market.”
2. See the Kentuckiana Occupational Outlook: <http://www.kentuckianaworks.org/JobTrends/OccupationalOutlook.aspx>; this site provides KSA information, per occupation, across the entire labor market, from O’NET (<https://www.onetonline.org/>), and also indicates where related post-secondary education/training is available in/near the MSA region. Occupations can be ranked by industry cluster with those that are most in-demand, fastest-growing, etc. provided in rank order. These data sets are up-to-date and available for Region 10, the Louisville workforce areas and its 7 Counties, or for the entire MSA.
3. Kentuckiana Works quarterly reports provide information on Top Skills across sets of occupations, such as: 1) For the top 30 job postings in the quarter, the top 10 basic skills, and 2) For Top 30 Job Postings paying a living wage, the top 10 specialized skills.
4. Employment requirements are cited in the MSA Talent Demand vs. Supply Analysis (See ATTACHMENT --) by sector and per occupational group listed in terms of educational requirements. The compelling summary: 1) Across the 6 key sectors, based on 2014 “Total Jobs in the Economy” data, 61% have post-secondary education requirements now. and 2) Across the 6 key sectors, based on 2014 “Job Opportunities”, 75% have post-2ndary education requirements.

5. In terms of current skills snapshots of high-demand occupations in the MSA, samples are provided:

**Manufacturing:**

Industrial Engineer: 4-year specialized degree, license; Heavy STEM skills

Maintenance Technicians: High school diploma or equivalent; Short-term training often desirable:

Electronics, mechanical and electrical repair, troubleshooting

**Healthcare:**

LPN, ADRN, BSRN: 1-4 years postsecondary with degree; Varying levels of medical training

Physical Therapists, Physicians: > 4 years postsecondary with advanced degree

Overall, Solid personal service skills in addition to medical training

**Computer and Information Technology:**

Computer Programmers: 4-year specialized degree; or alternative training like Code Louisville; Heavy STEM skills, office skills, computer skills

Help Desk Technicians: HS Diploma or Equivalent; Office skills, computer skills, customer service skills

6. From a Future Skills perspective, see **ATTACHMENT 8** a compendium from:

- Cisco's series on the workforce of the future <http://csr.cisco.com/pages/workforce-readiness>
- Trends at Work: An Overview of Tomorrow's Employment Ecosystem (Tim Mack/Futurist) [WFS Home](#) › [The Futurist](#) › [2014 Issues of The Futurist](#) › [November-December 2014 \(Vol. 48, No. 6\)](#) ›

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)]

**Region 10's most recent population information is provided:**

Population over Time	Number	Rank in State	Percent of State	Indiana
Yesterday (2010)	287,332	10	4.4%	6,484,229
Today (2015)	293,781	10	4.4%	6,619,680
Tomorrow (2020 projection)*	309,043	10	4.5%	6,852,121
Percent Change 2010 to Today	2.2%	2		2.1%

\*Projection based on 2010 Census counts.

Sources: [U.S. Census Bureau](#); [Indiana Business Research Center](#)

Income and Poverty	Number	Rank of 11	Percent of State	Indiana
Per Capita Personal Income (annual) in 2014	\$38,291	5	96.7%	\$39,578
Welfare (TANF) Monthly Average Families in 2015	475	8	5.7%	8,338
Food Stamp Recipients in 2015	31,821	9	3.9%	810,606
Free and Reduced Fee Lunch Recipients in 2014	21,615	9	4.2%	514,128

Sources: U.S. Bureau of Economic Analysis; U.S. Census Bureau; Indiana Family Social Services Administration; Indiana Department of Education

Further information on those who are apt to evidence barriers to employment, based on a comprehensive range of data and descriptors locally, is provided through the 2015 Assessment of Community Needs and Priorities for Clark and Floyd Counties. See <http://cfsouthernindiana.com/cna/> and **ATTACHMENT 9**. While this “lens” does not include all Region 10 Counties, this data and the related research are fresh, comprehensive and offering salient interpretation to key community priorities and goals ,representing 65%+ of the Region 10 population.

**Aspects of Poverty and Low-Income Households, per the 2015 assessment (published in Fall 2015):**

Based on a population in R10 of 292,000:

- 6,200+ reported as Unemployed (More recently in April 2016, 6,746 are reported
- 28,500 do not have a HS diploma (STATS IN)
- 40,000+ have “some college” (STATS IN)
- 34,700 Food Stamp Recipients (STATS IN)
- 21,615 Free and Reduced Lunch Recipients (STATS IN)
- Over 26,000, just in Clark and Floyd Counties, experience Food Insecurity\*
- Child Food Insecurity Rate in Clark and Floyd Counties estimated at 21%, with about 35% of those children living in families not eligible for public food assistance\*
- Roughly 1,100 low-income renters, in Clark and Floyd Counties, are vulnerable to housing loss, doubling up, or homelessness\*
- ***Inadequate emergency sheltering; inadequate affordable housing\****
- ***Inadequate public transit***
- ***Inadequate child care assistance***

\*Clark, Floyd, Harrison Counties Needs Assessment 2015

Per Quick Facts, through the US Census, Indiana has an incidence rate of 9.6% regarding persons who have a disability, under age 65 years, 2010-2014 data. Recalculating this data to Region 10 and the working age population, those with a disability are estimated at approximately 17,000.

Labor Force, 2015	Number	Rank of 11	Percent of State	Indiana
Total Resident Labor Force	147,018	10	4.5%	3,265,761
Employed	140,272	9	4.5%	3,109,217
Unemployed	6,746	10	4.3%	156,544
Annual Unemployment Rate	4.6	5	95.8%	4.8
April 2016 Unemployment Rate	4.5	5	93.8%	4.8

Source: STATS Indiana, using data from the Indiana Department of Workforce Development

In terms of Region 10's workforce volume by sector, please see **ATTACHMENT 2**, Indiana Hoosiers by the Numbers, IN Department of Workforce Development data. Overall, Indiana Department of Workforce Development data shows that 5 of the 6 sectors identified as primary economic "drivers" also have a top 10 ranking as largest labor market shares in Region 10; for example: Manufacturing-#1, Healthcare-#4, Accommodation and Food Services (similar to Food and Beverage)-#5, Transportation, i.e. Logistics and Supply Chain Management, -#7 and Finance and Insurance, similar to Consumer and Business Services-#9. In terms of Industry Growth by Percent Change in Region 10: Healthcare-#1, Manufacturing-#3, Accommodation and Food Services-#5. Curiously, from a Region 10-only perspective, Transportation is not ranked in terms of growth, nor is Business/Financial Services.

**A summarizing of key factors that reflect major trends bearing on the Region 10 and Louisville MSA labor market are presented below.** Some facets are being restated as they are integral to this whole area labor market picture going forward. Some facets reflect national issues, each having clear local impacts and consequences.

#### A CONVERGENCE OF NATIONAL AND LOCAL FACTORSTHAT BEAR UPON REGIONAL TALENT DEVELOPMENT WORK INTO THE FUTURE

**FACTOR 1: Lag in Educational attainment** (Nationally, higher rates of educational attainment correlate positively with economic growth and area "thriving"): Talent Demand Highlights (See ATTACHMENT 5):

1. Across the 6 key sectors, based on 2014 "Total Jobs in the Economy" data, 61% (263,191 of 435,074) have post-2ndary education requirements, i.e. some college, two-year degree, four-year degree, or higher
2. Across the 6 key sectors, based on 2014 "Job Opportunities", i.e. Regional job openings due to growth, retirements, and job postings, 75% have post-2ndary education requirements.

State and national research has predictions the 60% level will occur by 2018, 2020, 2025...*varies with the research (Example: Georgetown University Recovery 2020 Report: 65% of LM will consist of occupations requiring some type of post-2ndary attainment, by 2020.) but its now in Kyiana MSA.*

Educational Attainment Level in R10: 27% IN: 32% USA: 37% (See **ATTACHMENT 10**, with 3 attainment time-points)

(Source: Most recent American Community Survey Census Data. Thus, the Indiana Career Council Goal (And Lumina Foundation goal): Educational Attainment Goal 60% of the Workforce has Post-2ndary Attainment by 2025.

**FACTOR 2: Area Talent Demand vs. Supply Analysis (See ATTACHMENT 5)**

In the Talent Demand vs. Supply Analysis, supply is seen through 2 views, based on 2014 data

- i. 13 County MSA Demand vs. Post-2ndary Production in 13 County area (13,814 produced)
- ii. 13 County MSA Demand vs. Post-2ndary Production in 100 mile radius (53,342 produced)

Talent Demand vs. Supply Findings are based on the red, yellow, green model:

**Red** = more demand than supply of credentials (inadequate supply; scarcity)

**Yellow** = more supply of credentials than demand

**Green** = demand and supply approach balance (adequate to abundant supply)

**Findings:**

**MSA Talent Demand vs. MSA Supply: All Sectors RED**

**MSA Talent Demand vs. 100 Mile Radius Supply: 4 of 6 sectors RED**

- 1-Manufacturing, 2-Information Technology, 3-Trans./Dist./Logistics, 4- Construction & Energy
- 1 of 6 sectors: GREEN Healthcare
- 1 of 6 sectors: Professional & Bus. Services Part RED Part GREEN

Most significant Talent Supply Scarcity, reflecting High-waged jobs: Computer and Information Technology

**Overall, for FACTORS 1 & 2, findings suggest:**

1. Inadequate post-2ndary degree production volume
2. Some degree of "misalignment" between what the Labor Market needs, what is being studied, and the time and pace for one completing post-secondary work and gaining a Family-Supporting Waged Job/Career

**FACTOR 3: Low Unemployment Rate**

4.5% rate currently (6,746 persons) vs. 9.4% (12,958 persons) in Dec. 2010. Economists typically refer to "full employment" in the LM at 4-5% unemployment.

**FACTOR 4: As an aspect of Area Poverty and the Number of Low-Income Households:**

22% of "Total Jobs" in the MSA (approx. 140,000) pay, on average \$11.11/hr. (\$23,000 annual wage).

In perspective, a household needs to earn at least \$39, 036/year to afford a 3-bedroom apartment (\$20.33/hr. for a single earner household). For Region 10 specifically, this is estimated roughly at 28,000.

**FACTOR 5: A Shrinking Workforce...at an unprecedented level**

The MSA and 26 County model suggest a tipping point is near in the Net Change in Working Age Population (Ages 20-64). In 2016, the approximate Net Change is +3500 (only 3500 people); by 2022, the Net Change is forecast in the negative. This is being called "Silver Tsunami". Nationally, over the next 20 years: 77 million persons will leave the labor market while 44 million are projected to enter it.

**FACTOR 6: From the Agrarian Revolution to the Industrial Revolution... now the Digital Revolution**

How work is done, across sectors, is in a long-term phase of enormous change: Digital, knowledge-based, etc. Technical Skill sets are pervasive; Basic Skills are relatively more advanced and sophisticated compared to 10-20+ years ago. Now and into the future, the bulk (60-70%) of the Labor Market consists of skilled occupations; for many years, it had been unskilled occupations composing the LM's bulk.

**FACTOR 7: Significant Economic Growth in Region 10**

**Cited as the fastest growing area of IN economically**

What Region 10 and the Louisville MSA are seeing more frequently, be it through the publicly-funded, private, non-profit, philanthropic or civic 'lens' in response to this of distinctive and unprecedented mix of global, national and local factors converging and interacting for the foreseeable future (in terms of Labor Market conditions and Trends)...includes the urging and fueling of more comprehensive, long

Term Community Initiatives; for example: Education Matters Southern Indiana; Southern Indiana Cradle-to-Career Initiative; comprehensive K-12 College and Career Readiness operations evolving; College Success Coalitions; Various Industry Sector Partnerships; a FORD Next Gen Learning Community in Southern Indiana; and 55,000 Degrees (MSA initiative). Communities and regions cannot afford to and should not accept the inefficiency, leakages and waste in developing talent. Long-Term Community Initiatives are being evidenced with basic characteristics like:

a) Collaboration-mature, authentic, relationships, b) Wide, comprehensive range of stakeholders, c) Not doing business as usual; instead, operating in truly innovative ways, and d) Diligence and good stewardship....and what is the ROI? Are we moving the needle?

Additionally, research is providing more recommendations for tackling the Talent Development issue, in its various manifestations, acknowledging that, for the most part, the work is long-term...thus, movements inclusive comprehensive long-term community initiatives. See **ATTACHMENT 5, MSA Talent Analysis**, and **ATTACHMENT 6**, Fast Forward Report, as each offers recommendations.

## 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)]

### **REGION 10 WORKFORCE BOARD Vision:**

The Region 10 Workforce Board will serve as a catalyst within its region  
To effectively develop the workforce  
To compete successfully in the 21st century global economy

### **REGION 10 WORKFORCE BOARD Mission:**

To advance the growth of a skilled, competitive workforce through  
Community and business partnerships and workforce resources  
That maximize the long-term viability of the regional economy

The strategic intention of the Region 10 Workforce Board focuses on *regional demand-driven 'talent development and employment' to meet the needs of area business and the needs of jobseekers; thus:* 1) Building authentic partnerships with various economic stakeholders, 2) Gain, leverage and/or lead various resources to further the improvement of the region's workforce, 3) Investing in skill improvement of the workforce of Region 10, and 4) Using workforce development as a key tool for growing a thriving 21<sup>st</sup>-century regional economy.

### **REGION 10 WORKFORCE BOARD: 4 PILLARS**

**1 : WorkOne Goal:** The Region 10 Board will build, improve and sustain, an effective and successful regionally-focused WorkOne service system under: A) the Workforce Innovation and Opportunity Act (WIOA) and B) Indiana's Plan, which focuses on 1) System Alignment, i.e. diverse employment and training resources coordinating and cohering as a high-performing service system for key sectors, employers, and job-seekers, 2) Worker- and Student-centric services, i.e. employment and training services are centered on the individual customer and his/her talent cultivation to an in-demand career and a family-sustaining wage, and 3) Demand-driven Programs and Investments, i.e. employment, training and business services are always focused on the region's labor market and occupational needs, relying in a sector-based, demand-driven framework.

**2: Increasing Educational Attainment** *Goal:* The Region 10 Board will maximize current and new resources at its disposal to increase marketable, in-demand skills attainment and educational attainment of its residents for employment and career.

**3 : Economic Development** *Goal:* The Region 10 Board will use current and/or new functional linkages and relationships with businesses and/or County or regional Economic Development resources, as feasible and in a positive cost/benefit manner, to provide value-adding assistance, i.e. for example, workforce availability data analysis, customized talent recruitment, etc. in specific a) business expansion/retention, and related employee training and retention, and b) business attraction.

**4: Youth and Career Preparation** *Goal:* The Region 10 Board will maintain and expand services, as feasible, to assist area at-risk youth to High School diploma or equivalency attainment, post-secondary education/training completion and/or (skilled) employment. As feasible, the Board will assist Student Career Preparation activities and programs in area Schools' High School programs and services.

*The cornerstone direction, priorities and recommendations center on two main operational goals fitted to these pillars:*

1. **Build, adapt effectively to, and sustain a new high-performing and effective regional WorkOne system**, one that maintains and improves its customer-centered design and approach, integrates One-Stop and other area service partners in a coordinated and cohesive service platform, and serves both a) Employers and b) The mainstream public and those who have more specific barriers to employment to higher-waged employment and career.
2. **Grow training resources that operate meaningfully**, with local policy parameters, in the area Labor Market, with and for Job-seeker Customers and Employers

Thus:

1. **Establish new WorkOne Express services locations** and make site improvements, as needed and as funding is available
2. **Expand and improve WorkOne service quality, customer volume, and positive outcomes**
  - Establish and grow the region's One-Stop partner network operationally and dynamically, coordinating services and integrating services, as appropriate; the network is inclusive of both required partners, per WIOA, and local service partners who choose to affiliate.
  - Expand WorkOne services access both physically and virtually
  - Increase and improve employment, career, education/training and support services with persons who have a disability and/or other barriers to employment
  - Promote WorkOne services in more ways to: a) more diverse job-seeker 'populations', and b) sector-framed business communities
  - WorkOne staff professional development and teams development (Welcome Team, Skills/Employment Team, and Business Services Team), in relationship to WIOA, the state plan, based in the Indiana Career Council plan, and local goals and needs.
  - Maintain and refine the customer-centered service model Region 10 WorkOne has established (since 2008).
3. Based on employer input, design, regularly implement, measure and improve regional **sector-based Training Initiatives**. For example,
  - Maintain and expand the **Manufacturing** sector initiative around i) MSSC Certified Production Technician training-credentialing and ii) CNC machining,
  - Increase affiliation with the Greater Louisville **Healthcare** Career Collaborative (which includes southern Indiana employers) toward cultivating a stronger healthcare talent pipeline in southern Indiana, with WorkOne employment, career, education/training and support services contribution, and in partnership with post-secondary providers,

- Increase affiliation with area **Information Technology** training initiatives, like Code Louisville, as well as advancing an IT employer talent development partnership in southern Indiana, and
  - Establish a viable **Transportation /Distribution/Logistics** sector partnership
4. **Assist customers into education/training**, as appropriate to his/her needs, abilities, readiness and goals; that is, provide objective, customer-empowering career development services and provide financial support, as appropriate, **toward credential or degree attainment and entry into in-demand, skilled employment with a higher-wage/"family sustaining wage" and offering career mobility and a career path/ladder.**
5. **Educational Attainment (workforce training) specifics:**
- a. Seek and gain new training resources, relating to in-demand, SKILLED occupations that provide a "family sustaining wage"; for example, the National Fund for Workforce Solution partnership with Kentuckiana Works
  - b. Continue WORK IN, i.e. short-term occupational trainings that connect with: in-demand occupations; an area employer-valued credential, a viable career path, and a wage level more aligned toward a family-sustaining wage, in accord with DWD policy
  - c. Continue and grow the "Hand Up" scholarship program, in concert with:
    - The Harrison County Community Foundation and Harrison County government
    - The Washington County Community Foundation
    - Community Foundation of Southern Indiana (Clark and Floyd Counties)
    - Scott County Community Foundation

for adult learners who need tuition and other assistance while in training , with WorkOne dollars 1<sup>st</sup> providing assistance, i.e. "skin in the game", followed by Foundation-related dollars to better ensure all training costs are covered for the customer and he/she is more apt to persist and complete.
  - d. Continue to play a core leadership and service infrastructure role in Education Matters Southern Indiana (EMSI) (See: <http://www.educationmatterssi.org/> ), which partners, in turn, with Indiana's "Go Back. Complete." Initiative, all focused on assisting those with 'some college' to go back and attain a degree and/or credential.
  - e. Contribute actively to the region's Cradle-to-Career Initiative, which is focusing on: a) Early Childhood Education and b) Talent Development (K-Adult)
6. **Continue and expand employer and business services:**
- a. Customized recruitment to meet specific employer needs; on-site recruiting events (44 to date in PY 15)
  - b. Continue quality business retention visits and relationship-building with employers across 15+ business/industry sectors
  - c. Value-adding assistance with major hiring needs/events, such as American Fuji Seal, Tenneco, Autoneum; the WorkOne Job Fair (with 60+ employers), and new businesses locating in Region 10
  - d. Reverse Job Fairs and specialized job fairs for veteran customers (Ex: SP-NEG Veteran Training Workshops)
  - e. Business Attraction work with area economic development entities, often supplying workforce availability and wage data and other specific information per attraction project
  - f. Job Development services including work-based learning Training service tracks with employers and WorkOne job-seeker customers
  - g. Engage employers in other multiple ways that are demand-driven and value-adding, for example: Value-adding Human Resource Professional training seminars, HCRI-certified, for area employers; industry forums; sector partnerships (for example: Manufacturing; IT); Youth Career Expo, Job Development services, WorkOne Business Services e-letters, hosting employer-centered events at the WorkOne New Albany, etc.

7. **Regional, inter-regional/bi-state and state collaborations around sector-based “human capital...talent development....addressing the skills gap(s)”**. For example:
  - a. WIRED65 Workforce Partners: Sector Strategy projects
  - b. Lumina-related projects, such as Education Matters Southern Indiana; 55,000 Degrees, etc.
  - c. Metro Manufacturing Alliance
  - d. The Bluegrass Economic Advancement Movement (BEAM) that is purposed to build 2 Metropolitan Statistical Areas (Louisville and Lexington, with the I-64 corridor connections) toward a world-class advanced manufacturing super-region, with global competitive advantage. Region 10 is included by virtue of 5 of its 6 counties being in the Louisville MSA.
  - e. Ford Next Gen Learning
  - f. Junior Achievement INSPIRE
  - g. The work of the Region 10 Works Council, focused on Career and Technical Education, and the work of the Indiana Career Council
  - h. NEG projects with DWD
  - i. Various school districts’ Schools’ College and Career Readiness Initiative: Greater Clark, South Harrison, Scott County

8. **Expand and improve Youth services, both under WIOA and in relation to recognized area community priorities (See ATTACHMENT 11 for further detail)**

**In-School (IS) Youth**-- Jobs for America’s Graduates (JAG) Platform: Continue, grow, and improve the Jobs for America’s Graduates (JAG) programs at 2 area High Schools (Jeffersonville and New Albany) See Section 4.6 also for further detail.

- Priority to Achieve High School Diploma, or Educational Program Currently Enrolled
- College and Career Readiness
- More IS Youth Participate in Work Experience
- Increase Credential Attainment
- Serve 35 Youth per JAG program/Serve 35 WIOA I/S Youth
- Improve Services Transition from High School to WorkOne Out-of-School youth Program; Incorporate strengths of One-stop Partner Network
- Improve Strategies for Engaging More Youth

**Out-of-School (OOS) Youth/WIOA (See Section 4.7 also for further detail)**

- Enhance region’s Career Readiness Platform
- Expand and Improve Work Experience Services
- Improve Computer and Customer Service Skills of Young Adults
- Increase Credential Attainment of Young Adults
- Develop Pathways that Lead to Credential/Degree Attainment and Economic Self-Sufficiency
- Recruitment/Outreach-Goal to Serve 100> OOS Youth; Incorporate strengths of One-stop Partner Network
- Develop Platform to Improve Youth Follow-Up Efficiency

**Youth**

- High School Job Fairs (Ex: Greater Clark Schools first major Job Fair on May 23, 2016)
- College and Career Fairs, and College Success Coalition participation
- Core Partner in regional Cradle-to-Career Initiative, which emphasizes K-12
- Active, ongoing contributor to various area schools’ College and Career readiness Initiatives

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

The Vision of the State Workforce Innovation Council (SWIC): *Every Indiana business will find the educated and skilled workforce necessary to compete successfully in the global economy. Every Indiana citizen will have access to the information, education and skills required for career success.*

The SWIC has adopted the Vision of the Indiana Career Council. Essentially, for Indiana, the Vision speaks to a 'preferred future state' of things wherein a) Businesses have access to and can gain the talent needed for the business's long-term success and b) Individuals have access to opportunities that permit career success, which, by definition, also reflects the long-term.

*Similarly*, the Board's Vision and Mission are centered on taking actions that contribute to, in partnership with others, the development and advancement of the region's workforce. This contribution serves directly toward businesses accessing talent they need to succeed. In the case of both Visions, the work and accomplishments of the business and individual are for long-term success in the 21<sup>st</sup> century/global economy.

The Board offers more detail in its WORKONE Vision and Mission and also references an older, yet still viable version of its operational methods of developing and advancing the workforce, in a manner consonant with the SWIC's Vision of long-term economic success for business and 'worker' with his/her talents, again in a win-win proposition; that is, business, the WorkOne customer and the regional community each win, as follows:

**Region 10 WorkOne: OUR VISION**

All job-seekers will leave as better job candidates and all employers will access a quality applicant pool. WorkOne will have a priority market preference with customers in meeting their employment needs.

**Region 10 WorkOne: OUR MISSION**

To serve the job-seeker: In building marketable skills, choosing the most rewarding career path, and gaining the best possible employment; To serve employers: In hiring and retaining the skilled workforce they need

To serve the regional community: WorkOne contributes daily to its economic vitality

**WorkOne's Customer Bill of Rights**

Know their skills, increase their skills, find the best possible employment based on their skills

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>1</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.

**1.SYSTEM ALIGNMENT:** Indiana has been progressive in implementing the integrated services delivery' model since 2007. This model has permitted WorkOne services and staff teaming beyond silos, at least for a) core DWD programs, such as Unemployment Insurance (UI), Wagner-Peyser, Trade Adjustment Assistance (TAA) and Veterans services , to name a few, and b) WIA and now, WIOA, 'programs'. WorkOne staff are known by "WorkOne" and their first names, not by program or one's paycheck source. Staff are established on functional service teams to welcome, engage, coach and up-skill job-seeker customers and to provide value-adding services to employers. As well, integration has permitted cost-sharing of site expenses. While understanding that broader system alignment across more One-Stop partners is desired and expected, Indiana has moved the needle regarding 'alignment', compared to other states. In effect, regions have a level of alignment achieved with their One-Stop operations. Under WIOA and the state plan, further alignment will occur.

The Board's Pillars and goals are already congruent with and will fuel such alignment build-out over the next several years, with a more specific expectation that cost-sharing in the One-Stop service operations will begin implementation by mid-2017, especially involving OVR, TANF, DWD and WIOA; the latter referring directly to the

<sup>1</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>

Board. As observed in other Plan sections, the Board's Regional Operator is working regularly with area One-Stop partners, i.e. Adult Education, TANF E/T, Vocational Rehabilitation, Senior Employment resources, Public Housing, Ivy Tech, and Community Action toward a meaningful, functional and feasible Partner MOU, bearing directly on more coordinated and effective services/solutions that maximize positive customer impacts, by Fall 2016. For example, the partners are conducting service mapping, have a Mission statement, are analyzing distinctions and common ground around performance metrics and service flows, and exploring new partner affiliates, all from a customer-centered over-arching strategy. DWD's new on-line customer/case management data system, to be launched in Fall 2016, is also expected to make positive inroads on a more streamlined and customer-friendly registration for services, individual planning across programs and partners as appropriate, and, of critical importance, sharing and unifying data effectively therein.

**2.CLIENT-CENTRIC APPROACH:** The Board's Vision and Mission, as well as that of WorkOne Region 10, aligns clearly to the customer-centered, or "person-centered", approach. These purpose statements speak to "effectively developing the workforce", growing a skilled workforce" and "investing in skills improvement" such that the workforce "competes successfully" and the area economy "thrives". "Success" and "thriving" ultimately reflect the customer's economic, personal and career prosperity. This point is driven home by key components in the region's WorkOne Mission: "To serve the job-seeker: In building marketable skills, choosing the most rewarding career path, and gaining the best possible employment" and the WorkOne Customer Bill of Rights: Know their skills, increase their skills, find the best possible employment based on their skills. Substance to these statements is demonstrated in the region's WorkOne values and operational expectations (See ATTACHMENT: ), and, most importantly, in how WorkOne operates daily in Region 10. Staff behavior and performance, as well as the various resource offerings at WorkOne locally, and the team and service flow structure, all point to a customer-centered strategy. But one example is the wide range of fields studied and degrees gained with customers in post-secondary education/training over the past 5+ years, in each case, the customer's particular needs, abilities and aspirations being matched to education/training relating to a skilled, higher-waged occupation and a viable career path. This diversity in occupational trainings reflects the diversity of demand and areas of occupational growth in the area labor market. Over time, 10+ different area post-secondary institutions have been utilized by customers in order to obtain the best and preferred fit between the individual, his/her class schedule and term, studies persistence and completion, and related, "better" employment. The fuel for this longer-term customer-centered approach lies strategically in two historical factors: 1) In 2007, DWD produced new policy that replaced regional service provider managers' consortiums (generally observed as ineffective) with unified, third-party WorkOne leadership and management through the "regional operator" structure, and 2) extensive regional operator and management team experience and expertise in the person/customer-centered approach, which emerged more prominently in the early 1990's.

**3.DEMAND-DRIVEN PROGRAMS AND INVESTMENT:** The Board's Pillars and goals align fully with the SWIC's demand-driven goal and expectations. Like other regions in Indiana, a data-driven and sector-based approach aligning approved, post-secondary education/training programs to areas of current and future occupational demand and "critical shortages" has been operating for 10+ years. One point of reference/example is the 2006-2009 Strategic Skills Initiative (SSI), which permitted each region to follow well-delineated methodology in identifying key area business/industry sectors, data-driven analyses of occupational needs and shortages, root-cause analyses of shortages and employer-driven training solutions. For some regions, including Region 10, US DOL WIRED awards furthered demand-driven approaches and investment; the areas included Region 11, Region 4, and, for Region 10, partnership with three workforce service areas in Kentucky, all four Boards being linked by a data-defined shared labor market whose "spine" is Interstate 65. This initiative operated for 3+ years, with the four Boards' leadership continuing post-WIRED65, to associate around sector-based workforce training initiatives. The Board recognizes this approach as the most positively and measurably impactful for both the individual customer and area business, given the limited resources available and the continued seeking of new education/training, "talent development" resources.

**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.

Every Board goal, 1-8 in section 2.1 of the Local Plan, is designed to fuel and improve employment, career, education/training and support services to and with the mainstream public and the area business community. Within that broad context, emphatic attention and priority are given to serving individuals who have barriers to employment. Each customer is served to the positive outcomes of job readiness, in-demand skills/competencies demonstrated through credential/degree/or portfolio, higher-waged employment, employment retention and real career mobility and advancement opportunity. While regional and inter-state activities are growing to "develop talent" and measure its gains, the Board's and WorkOne's phrasing, with similar content, follows federal performance measures under WIOA, which also encompasses those measures under the prior Workforce investment Act. Region 10 has adhered to WIA measures since the Board's inception in 2001 and, through its Local Plan Goals, will continue to do so under the new WIOA legislation. The positive outcomes cited above relate directly to specific federal performance measures such as Entered Employment, Retained Employment, Wage Gains, Credential Gains, etc. The Board's goals dovetail clearly with federal performance accountability measures. There is no disconnect.

**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)]

Additional indicators are exemplified:

The Board is the designated WIOA grant recipient, charged with administration of WIOA funds on behalf of the Region 10 Local Elected Officials and the Chief Elected Official (CEO). Thus, for the designated Fiscal Agent with whom the local Board works:

- Minimal or no findings through the annual state financial monitoring process
- Minimal or no findings based on the Board's formal Audit annually.
- No disallowed costs
- Pro-active issue or incident correction and resolution, with clear, timely communication and documentation between the Fiscal Agent, Board staff and CEO, as appropriate
- Pro-active risk management
- Assistance and consultation regarding fiscal policy issues and development
- Information regarding the fiscal agent staff's related professional development, CPEs, attendance and participation in fiscal management trainings with the Indiana Department of Workforce Development and related industry organizations during the Program Year.
- Monitoring of Service Provider Fiscal Operations annually
- Monthly review and reporting of board/service provider/One-Stop delivery costs.

Contracted providers:

- Additional performance indicators are delineated in provider contractors around aspects of service delivery, numbers served, customer outcomes, personnel expectations and development, and provider fiscal management. Examples: Front-line staff flex to serve at different WorkOne sites; personnel designated for product development, clean provider audit, etc.

Additional indicators on WorkOne functional Service Teams in Region 10:

- Business service metrics
- Caseload reports reviewed monthly at Skills and Employment Team Meeting (measures per Career Coach: numbers served, new enrollments, exits, average wage, placements rate, goals and goals met)
- Monthly measurement of career coach caseload, job placements, and evidence of service quality
- Product Usage of WorkOne intensive workshops such as computer literacy, Microsoft Office, National Career Readiness Certification (NCRC), Rosetta Stone, etc.

- Program Performance Report tracks by program (total and per site): Enrollments, new registrations, number in training, number in training this month, total exits, employed at exit, entered employment wage, and WIOA Adult priority enrollments and percentages.
- Program credential Report tracks by program: HSD/HSE, AA or AS Diploma/Degree, BA or BS Diploma or Degree, Occupational License, Occupational Certificate of credential. Total credentials tracked by region and site.
- Regional Training Service Summary: Total participants who received training, exited training, completed training, attained credential, entered employment, average wage, number of credentials attained in the aggregate. Expenditures are also tracked per program. Training report also tracks, by training provider, number enrolled in program, number completing, and credentials attained.

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.

Region 10 uses, and will continue to use, every tool and resource at its disposal to be viable contributor, along with a wide range of community and business partners, to 'train the area workforce' toward meeting regional labor market employer needs and, thus, meeting the 2025 expectations. Educational attainment gains, i.e. training to a credential and/or degree, are a well-established critical priority, one of the Board's four Pillars. In effect, Region 10 will fire on all cylinders, both specific, sector-based and "meta" in scope. For example:

- WorkOne will refer its customers, as appropriate, to Adult Education, and vice-versa for the purposes of education/training, the best employment possible and career development. WorkINdiana will continue to be utilized in conjunction with available trainings, through approved educational providers, toward in-demand credentials that net the customer higher-waged employment in a skilled occupation that has a viable career pathway.
- In-School (IS) and Out-of-School (OOS) Youth services, Rapid Response and Trade Adjustment Assistance (TAA) services with Dislocated Workers, Veterans programs, Re-Employment Accounts (REA), RESEA and Jobs for Hoosiers are each and all centered, similarly, on education/training gains that net the customer higher-waged employment in a skilled occupation that has a viable career pathway. Highlights include, for instance, WorkOne's work with dislocations currently at Pillsbury/General Mills and Sunoco. IS and OOS youth services, through WorkOne are focused on educational gains and/or work experience toward more skilled competitive employment and career. REA customers are engaged to choose involvement with WorkOne services, toward up-skilling, re-employment and career. Veterans programs connect with training and job preparedness through, for example, new Veterans boot-camps and an area bi-state initiative, Where Opportunity Knox. Similarly, while WorkOne in Region 10 does not have a HIRE program, it does work in an adept, regular manner, with individuals re-entering the community from the justice system.
- Adults and Dislocated Workers through WIOA funds: Individual Training Accounts, aligning the individual's chosen training to approved available post-secondary education/training, and attainment linked directly to Labor Market-based/in-demand, skilled, higher-waged occupations that have career path viability and mobility.

In addition to these specific One-Stop programs, the region's strategies to train the workforce include, for example:

1. Various sector-based strategies and additional funding therein, aligning sector employer skills and occupational needs, education/training offering (current and newly developed), and One-Stop customers and the current and future talent pool therein: 1) Manufacturing, 2) Information Technology and 3) Healthcare, each having a different developmental status in its process and outcomes.
2. Partnership with Kentuckiana Works around Manufacturing sector demand-driven trainings (Ex: MSSC

Certified Production Technician credentialing), with funding through the National Fund for Workforce Solutions (NFWS) and area Foundations. The effectiveness of this work? The measurable outcomes and partnership produced a National Award in Systems Change from NFWS in 2014 for Region 10 and the “WIRED65 Regional Workforce Partners”.\*

3. Metropolitan Statistical Area (MSA)-based partnerships in 1) The Greater Louisville Healthcare Career Collaborative and 2) Code Louisville, both of which are designed for direct career services, related training and employment in healthcare occupations (LPN, RN, Respiratory Therapist, etc.), and software coding and web application development respectively.
4. Area Manufacturing Sector “Strategic Doing” group work that has grown the area’s MSSC Certified Production Technician training capacity, in partnership with Ivy Tech Sellersburg and Columbus, and is currently growing new CNC Machining training capacity.
5. The Region 10 Works Council which is making measurable, priority improvements in area Career and Technical Education (CTE), especially via Prosser School of Technology. Improvements include, for example, increased student and family accurate awareness of CTE, increased enrollment, increased CTE completions, increased CTE capacity targeted to regional business/industry drivers, i.e. six specific sectors; increased job/career readiness activities and improved curricula, increased dual credit outcomes, etc.
6. “Hand Up” scholarships that provide tuition assistance gap funding for WorkOne customers, based on their county of residence, through four area Community Foundations that cover five of Region 10’s six Counties.\*
7. Education Matters Southern Indiana (EMSI: <http://www.educationmatterssi.org/> ), a concierge network model designed to assist Region 10 residents with “some college” back into post-secondary education/training toward completion and career-based employment. EMSI is also a Lumina partner, works with the 55,000 Degrees initiative in Greater Louisville, and is aligned with Indiana’s current You Can. Go Back. Initiative (<http://www.learnmoreindiana.org/wp-content/uploads/2016/02/You-Can-Go-Back-Campaign-Overview-and-FAQs-2.pdf> ).
8. Area College and Career Readiness (CCR) education models in various district school systems: Greater Clark, South Harrison, Scott County, and Prosser CTE to date. The Board and WorkOne are active partners and contributors to CCR work. For example, WorkOne co-sponsored a first regional job fair for high school students at Jeffersonville High School (Greater Clark School System) in May 2016. The Board has similarly participated on the region’s Works Council.
9. Regional Cradle-to-Career Initiative with 2 networks: 1) Early Childhood Care/Education and 2) K-Adult Talent Development.

In all cases, as highlighted above, the Board’s regional work around education/training is connected to its WorkOne operations, its customer-centered service structure, and a more dynamic One-Stop partner network being grown.

\*These initiatives have notably positive Return-on-Investment.

### **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>2</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 light of customer traffic declines due to a resurgent area economy and due to funding cuts from the Board's core WorkOne partner, the Indiana Department of Workforce Development, sustaining a full-time WorkOne Express site in each of 5 Counties is not feasible. Thus, WorkOne services access is being reconfigured currently. In partnership with local county government and various community stakeholders, new WorkOne Express sites will be established in each of the five Counties, by September 2016. (Note: The main regional WorkOne in New Albany/Floyd County remains intact). The five Counties each see WorkOne as a valuable local asset they are earnest to maintain. WorkOne will provide direct ECETS services; local partners provide an accessible site in/near to a high traffic area, Internet access, and local community connectivity. Generally, new sites will operate reliably 2 full days per week, continuing to offer the same professional career coach staffing, technology (computers, high-speed Internet access, etc.), and ADA-compliant site access as did the prior sites. Each site's coach will continue to welcome and engage customers, provide self-service resources and over-the-shoulder assistance for job search and related activities, and provide full coaching and case management services, maintaining (and improving) the customer-centered/empowering service model through which Region 10 has operated for several years.

With this new WorkOne site 'baseline' in Region 10, the Board has been building relationships for the new, more active One-stop partner network to come, per the expectations of WIOA. Therein, partner resources will work to gain more alignment of services, coordinating them in a more streamlined and timely manner, given a core network value of customer-centeredness in the collective partner service work. The further strategic expectation is that these core program partner relationships will deepen and be sustained, given the 1) common-ground Mission of employment and training services to stable employment, a career path and family-sustaining waged employment, and 2) regular contact around service strategy, process, and measurement.

Regular, focused contact includes, for example:

- Communications (at meetings, via e-mail, by phone, at events, etc.)
- Deep analyses of respective services in order to identify positive and functional service interfaces
- Brainstorming on a) system improvements (Ex: Referral Forms and processes), and their consequent application, practice and measurement, and b) sample or key customer "cases"
- Dashboard data reports on partner and/or system services and their group interpretation
- Data-sharing as able and appropriate
- Celebrating accomplishments
- Shared professional development

From such contact, customer services become more coordinated more often over time. Opportunities to examine, appreciate and improve the customer experience and positive employment/training outcomes proliferate. From this focused work, hard-earned collaboration and its benefits are expected to accrue. As the network matures strategically, it grows to include voluntary partner affiliates; thus, the system and its coordination become more complex; yet as this grows, the core program partners AND affiliates will be more seasoned in resolving and refining those complexities to the customer's benefit. Beyond this point, the core partner network can present itself in terms of facts and performance as a more significant regional asset able to contribute actively to related regional initiatives. For example, one of three main goals in a recent (Fall 2015), extensive southern Indiana Needs Assessment study through the Indiana University Southeast Applied Research and Education Center (IUS AREC) focuses on households in poverty, the homeless, and related populations and characteristics as a high priority to be addressed, based in part on surveying several hundred area residents and various stakeholder groups. This particular goal resonates with the WIOA expectation and DWD policy requirement regarding serving distinct customer/talent populations who have "barriers", including the "most vulnerable". The other two main goals focus on 1) a qualified workforce (in the 21<sup>st</sup> century economy) and 2) a

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<sup>2</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.

sustainable economy that emphasizes “living wage jobs”. These three goals align to the core partner network’s very purpose. These goals also feed to an emergent Cradle-to Career Initiative in Region 10.

**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)]

Core Program	Partner
1. WIOA Title I Programs (Adults, Dislocated Worker, Youth)	WorkOne New Albany; JobWorks
2. Region 10 Adult Education	Scott County Economic Development Corporation
3. TANF* IMPACT Employment/Training Services	Rescare Workforce Services
4. Supplemental Nutritional Assistance Program	Division of Family Services (DFR) Office per County
5. Vocational Rehabilitation	Areas 24 and 25; Clarksville, IN regional office
6. Wagner-Peyser, TAA, Veterans and Unemployment Insurance Programs	WorkOne New Albany (Department of Workforce Development)
7. Programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006	Ivy Tech/Sellersburg Campus
8. Older Americans Act, Title V	National ABLE Experience Works
9. Employment and Training Activities carried out by the Department of Housing and Urban Dev.	New Albany Housing Authority
10. Employment and Training Activities carried out under The Community Services Block Grant (CSBG)	Community Action of Southern Indiana

\*Indiana Family and Social Services Administration, Temporary Assistance for Needy Families (TANF)

**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)].

A regional baseline regarding core partners relationships that bear upon “work with each partner”:

**Vocational Rehabilitation (VR)** has been present and engaged with the Workforce Board for many years. A mutual customer referral relationship exists and has been so for many years also. For several years, VR had a counselor assigned to the WorkOne part-time, with office space.

**New Albany Housing Authority (NAHA):** NAHA is the third largest housing authority in Indiana. WorkOne has an established collaborative services relationship with NAHA and both its employment/training and youth services.

**Ivy Tech Sellersburg:** The Board and WorkOne have an established partner relationship with Ivy Tech around a) individual Training Accounts, b) special sector strategy education/training projects, and c) related regional and

interstate initiatives.

**Community Action of Southern Indiana (CASI):** CASI is the largest Community Action Program (CAP) in Region 10. CASI has long been a member of the workforce board. As well, a WorkOne Express site has been located at CASI in Jeffersonville/Clark County for many years. CASI clients are referred, as appropriate and chosen, to WorkOne; similarly WorkOne customers are referred to CASI as it is able to help meet various individual and family needs (Ex: Energy/utilities assistance)

**JobWorks (WIOA service provider) and DWD programs (UI, Wagner-Peyser, TAA, Veterans)** are an integral part of the WorkOne system and its daily operation. Their respective management and personnel are the front-line lifeline of the WorkOne in serving its customers.

**National ABLE and Experience Works** are each regional senior employment providers under Title V. WorkOne has a referral arrangement with these providers utilizing WorkOne as a training site with their clientele.

**Temporary Assistance to Needy Families (TANF) IMPACT employment services via the state's service provider, Rescare:** A general mutual customer referral relationship exists. The relationship has been modest to date.

**Supplemental Nutritional Assistance Program (SNAP):** A general mutual customer referral relationship exists. The relationship has been modest to date.

WorkOne is bringing the core partners together and facilitating further relationship-building with each and among all. The partners have been convening at WorkOne monthly over the past six months. With that regular contact and with the recognition that the process is formative, under the transition to WIOA and with final WIOA rules yet to be published, examples of inter-partner work to date are offered:

- a. Partners have participated in WIOA learning webinars so as to understand the basic purpose, expectations and requirements of the partners' operations.
- b. Each has shared highlights of his/her programs' aims, process, particulars and constraints (Ex: contract requirements; funding requirements and cuts, etc.).
- c. Partner service mapping and deep analyses of each partner's ECETS services is underway, which, in turn, can lead clearly to a higher and more effective volume of coordinated customer-centered services.
- d. A shared MISSION has been developed and values exploration has occurred.
- e. The customer Referral process is being revised.
- f. Shared, coordinated outreach and promotion will soon be explored.
- g. Quantitative and qualitative tracking (and learning from) of partner-coordinated customer referrals, services, metrics and outcomes will take shape and be measured in a baseline mode.

Two examples of related partner-to-partner work:

- WorkOne connecting with a new service component at Ivy Tech Sellersburg: Community Connections and its Director of Community Outreach. This new case management and support service capacity at Ivy Tech is designed to help students meet and resolve "life" needs and challenges such that the student persists and completes the degree aimed at leading him/her to a family-sustaining income and career. It resonates and fits with the purpose and expected operation of the core partner network.
- Seeking new learning opportunities between VR and both DWD and WIOA programs. For example, piloting the development of Subject Matter Experts (SMEs) in those respective programs leads, in turn, to new practitioner learnings that, between/throughout these programs, produces more enhanced and effective ECETS services with individuals who have a disability.

Much of the network's new operational substance and strength will depend on:

- 1) The emerging state level MOU and its cost-sharing parameters among DWD, TANF and VR programs, and
- 2) The new statewide Case Management and Labor Exchange system and potential/ability to streamline application, share customer data (and operate with appropriate ethical standards therein) as well as providing more aligned and better coordinated services.

**To restate, given its core importance:** In all cases, as highlighted above, the Board's regional work around its WorkOne system and operations is based in a) its customer-centered service structure, b) demand-driven employment, career, education/training and support services (ECETS) services and c) the obligation toward and professed value/utility in a more dynamic and active One-Stop partner network being grown.

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)]

NA

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)]

Region 10 Workforce Board, Inc. partners closely with town, city, county and regional Economic Development Organizations by assisting with Business Retention and Expansion efforts, Business Attraction efforts, by providing services to new and existing businesses in the region, and through a) sector-based and b) "meta" strategies and initiatives that are either Region 10 specific or inter-state labor market specific. The working relationships, especially with County and regional Economic Development "shops", are ongoing, collaborative and mature.

Region 10's Economic Development Organizations regularly use Business Retention and Expansion-style techniques to stay informed of business needs in the area. Region 10's Business Services Team uses the same style and maintains a strong relationship with these organizations so that both can stay informed of business needs and their context of "ongoing change". For example, a Clark County manufacturer may announce an expansion both in terms of capital investment and talent needs. The Region 10 Business Services Team and the appropriate Local Economic Development Official(s) (LEDO) will often plan a joint meeting with company officials to inform them of available resources and services that assist with both the capital investment and workforce expansion/training needs expressed by the business.

The same Economic Development and Talent Development team approach is taken when new companies are inquiring and considering, in earnest, locating in the area. LEDOs often need assistance completing Requests for Information (RFI) from site selectors looking at their counties, and WorkOne Business Consultants assist by providing appropriate Labor Market Information to fit the need. This might include wage surveys, employment and unemployment numbers, demographics, specific workforce supply and availability, and other appropriate information available through BLS, DWD, and other resources.

The same support is often needed at further meetings with site selectors. When requested, Region 10 Workforce Board, Inc is represented during meetings with company officials preparing to select a site in Region 10. A member of the board staff is available to answer questions or clarify items about previous data presented to the company. As these meetings are high-stakes and highly confidential in nature, a great deal of trust is shown by our Economic Development partners when the Board's/WorkOne's business services representative(s) are invited to assist.

Both new and existing businesses have recruiting, retention, and other talent development needs. The Region 10 Workforce Board is working to develop meaningful sector partnerships, especially in Manufacturing, Healthcare, TDL, and IT, to address those needs on a larger-scale basis. Businesses of any size, from the microenterprise scale to Fortune 500 companies, are invited to take part in these solutions. **The most recent example is work being completed for a Manufacturing sector partnership.** Efforts in this area have resulted in a highly successful, area employer-valued Manufacturing Skills Standards Council (<http://www.msscusa.org/>)

Certified Production Technician (CPT) training and credentialing program, and in the ongoing development of a National Institute for Metalworking Skills CNC Operator training program. This partnership has been forged through two area coalitions: 1) the Metropolitan Manufacturing Alliance (MMA), with approximately 80 manufacturer members, and 2) the Strategic Doing work group process with area manufacturers, focusing on the sector's technical skills gap. This particular sector training initiative associates directly with partner efforts in Louisville, Kentucky, as part of an MSA, bi-state sector approach, utilizing resources through the National Fund for Workforce Solutions and area foundations. Region 10 training outcomes, to date, based on 2+ years activity: 91 individuals, mostly WorkOne job-seeker customers, have participated in MSSC CPT training, with a 90% graduation rate, and 85% graduates employed with are manufacturing at an annual starting salary of approximately \$30,000, with realistic opportunity, per participating company, to advance in their career and increase their wages. The Return on Investment (ROI) is approximately 9:1. The board works closely with economic development partners to determine business needs herein and to market and drive these programs in Region 10. Regarding aspects of this regional and MSA-based sector work, see **ATTACHMENT 12**.

To further assist with small businesses (including microenterprises) and in building entrepreneurial skills in the workforce, Board staff maintains a referral relationship with the regional Indiana Small Business Development Center (ISBDC) and with the Microenterprise training available through Community Action of southern Indiana, a core WorkOne partner. For example, WorkOne Center staff refer job seeking customers with an interest in entrepreneurship to the ISBDC for further assistance. ISBDC has also provided on-site informational presentations to WorkOne Career Coach staff, and ISBDC is a referral source for Entrepreneur Training for Youth, JAG, and young Adult services. In addition, Business Services regularly meets with business customers that qualify for ISBDC services. They refer businesses to the ISBDC when needs for outside talent development are expressed.

In terms of larger initiatives, the Board engages in, for example, MSA-based bi-state Educational Attainment Initiatives, such as 55,000 Degrees (Louisville, KY-based) and Education Matters southern Indiana (Region 10 based), in partnership with area Economic Development officials, education, and a range of other stakeholders. More recently, the two MSA-based Society for Human Resource Management (SHRM) held a first bi-state/metro convening event, with economic development and WDB speakers sharing in panel discussion.

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

WorkOne business services partnering with area Adult Education (AE) and WorkOne's Out-of-School Youth services are exemplified:

- 1. Individual Strategies:** Using the customer-centered service strategy, WorkOne associates various types of job-seeker customers, i.e. their goals/aspiration, skills/abilities and evidenced readiness, with area job opportunities and specific employer hiring needs. The individual customer is empowered to seek and identify solid matches between his/her self-assessment, learning and job search parameters and job postings. Through a given Program Year, WorkOne Business Services engages in numerous customized recruitment processes with area companies, with whom Workone has a working relationship, and seeks qualified applicant matches from WorkOne's customer pool, which includes Adult Education students who are WorkOne customers, OOS youth, and others. When an individual  $\leftrightarrow$  job posting fit occurs, in the customized recruitment process, Business Services staff coordinates with the customer, given his/her expressed interest, and his/her Career Coach, to better insure the individual is prepared for the specific job-seeking opportunity with the company. This process may incorporate WorkOne's Preferred Job Seeker service track; it may, at times, include customer participation in a Reverse Job Fair. This process occurs also when an customer in Adult Education and/or OOS youth services completes WorklN training, or WIOA or other-funded education/training. In each case, Business Services staff work with the particular Career Coach to also insure the customer is informed of and becomes familiar with, the job opportunity's related career pathway toward further up-skilling, a higher-wage, and entry into more advanced and skilled

occupations in that sector or in a related industry.

2. **Promotion:** Sector-based approaches: As WorkOne ECETS services outreach occurs at Adult Education sites, Adult Education students are generally informed of the process above and the examples of Business Services team involvement in Job Placement. Communication is made with Adult Education partners, as well as with recent HSE achievers about Job and Career Fair events, On-site recruiting events, and other training events coordinated through WorkOne.
3. **Sector Strategies and related Education/Training:** Adult Education and OOS youth customers are also informed of and, on occasion, have participated in specific occupational skills training, operating in conjunction with companies with whom WorkOne business services has a servicing relationship, typically companies who have hiring needs, for example, in sectors like Manufacturing or the Transportation/distribution/Logistics (TDL) sector. Trainee graduates are then more immediately and directly connected with such companies for employment purposes, given their training and job readiness work permits them to reflect a more competitive qualified applicant for jobs that pay a relatively higher wage and have viable career prospects.
4. **Company interest in AE and ESL:** As a specific company may be interested in Adult Education services information and availability and/or English as a Second Language (ESL) learning access, the business consultant will refer the company to those area resources.
5. **Work Experience:** In this Program Year and going forward, the Business Services Team is instrumental in assisting to facilitate and secure work experience training sites, in a win-win manner: The customer gains personally meaningful and useful work experience; the employer fulfills its desire to guide and mentor an individual who has talent seeking to be developed; the employer may also find a very good applicant for full-time, permanent employment; WorkOne and the community win by finding and executing the opportunity effectively, company-by-company. In this first year of such work, over 20 employers have provided work experience opportunities. The diversity of opportunities gained reflects the youth team's positive performance in nurturing employment and career exploration in safe and positive environments with youth such that a company who fits the individual's interests is found. That these diverse companies are being accessed in a manner that is meaningful for them speaks to the effectiveness of the business services team in this service area.

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)]

Generally, the Region 10 **Board participates in broader partnerships that, *together*, coordinate education and workforce investment activities.** Therein, the Board coordinates its services, as appropriate, into the particular larger partnership. These larger partnership based efforts aim for a demand-driven, data-based approach, progressive teaching and learning practices, linking goals, processes and outcomes to an evidence-based person/customer-centered way of doing business, and operational efficiencies.

#### **Secondary Education Programs:**

The Board's/WorkOne's employment, career, education/training and support (ECETS) services connect with area secondary/High School programs in coordinated, service-enhancing and efficient ways:

1. Advisory/Leadership partner role in **High School College and Career Readiness (CCR) operations**, which are growing exponentially, both in terms of school culture, school-community-business based student-centered interfaces, and school curricula implementation, inclusive of practices such as applied learning (project-based, team competition-based, service learning-based, internship-based, etc.), employability skills-building (PRIDE Work Ethic Certification), and career pathways and academies. The Board is active in this regard, in particular, with Greater Clark County Schools and South Harrison Schools, providing labor market intelligence and perspective, i.e. sector analyses, related occupational demands and requirements engaging in career pathways information and/or partnering efforts, affirming the Work Ethic Certification and promoting to County businesses, etc.

2. More generally, the Board and WorkOne partner system:

- Promotes its ECETS services access and referral as appropriate with at-risk youth in the secondary system, across all area High Schools, and through JAG program schools
- Participate in a College Success Coalition, and College and Career Fairs at High Schools and the regional Career and Technical Education School: Prosser
- Is an active partner with the Region 10 Works Council, focusing on improving and growing Career and Technical Education, in conjunction with in-demand, sector-based strategies that incorporate specific, viable area Career Pathways. The Board has assisted actively in Labor Market research, proposal-making, CTE evaluation, informing of other best practices, etc.
- Provide Jobs for America's Graduates (JAG) programs at two High Schools, with these programs acting as critical and proactive dropout-prevention service enhancements with at-risk In-School youth
- College and Career Readiness coordination and enhancement with secondary programs through WorkOne's regional Youth Career EXPO, the recent first Junior Achievement INSPIRE event at Jeffersonville High School, and the first regional High School-based Job Fair at Jeffersonville High School in May 2016
- The most recent partnership work that coordinates, enhances, and transforms, is Greater Clark County's inclusion into the FORD Next Generation Learning (NGL) community, one of 30 such communities in the country. Implementation of NGL in Clark County is designed, from its inception, to produce and provide viable transformation at the secondary (and prior grades levels) level, such that neighboring school systems are able to operationalize similarly. In effect, as more area secondary programs are opting to reshape their operations to a College and Career Readiness platform, they will more naturally collaborate therein around their practices and how improvements and enhancements can be made; a similar evolution is apt to occur, in the coming years, via the FORD NGL model.

In a variety of ways, as noted above, the Board acts as a partner, expert in certain areas, a contributor around Labor Market intelligence and its local nuances, and a service provider in this transformational context.

**Post-Secondary Programs:**

1. The Board is one of many community partners in the bi-state metropolitan area that support, applaud and much appreciate the "reciprocity agreement" in place with major post-secondary institutions in the Kentuckiana area. This agreement permits a southern Indiana resident who attends Jefferson Community/Technical College in Louisville, KY, or the University of Louisville, to pay in-state tuition, not out-of-state tuition rates. Similarly, Louisville-based residents access Ivy Tech or Indiana University Southeast at the in-state tuition rate. This agreement fuels greater access and more affordability for post-secondary students in the bi-state area. The reciprocity is steeped in a mature recognition of a shared labor market and talent pool.
2. The Board and WorkOne have working/service relationships with the Student Aid services of 10+ post-secondary institutions in the MSA; for example, Ivy Tech, Galen, Brown-Mackie, Jefferson Community College, National College, Spencerian, Sullivan University, etc. This strategy of connectivity and coordination with various schools is, again, evidence of operating in a customer-centered manner. Post-secondary options for WorkOne customers address key service parameters in terms of best fit between the individual customer and a particular school. The 'fitting' process takes into account, for example, best physical access to a school, availability and quality of education/training offerings, the specific field of study/degree program sought (always linking to in-demand, skilled occupations, higher-waged employment and a viable career path), tuition costs, length of training to completion, etc. Overall, as WorkOne management and Career Coaches have and coordinate the post-secondary institution relationships, services with the customer are enhanced and multiple efficiencies are gained in developing talent, person by person, that can connect readily with a career and family-sustaining wage trajectory, and, thus, meet area employer need. Post-secondary institutions also refer students to WorkOne for training assistance needs, and career and employment/placement service needs.

3. The Board/WorkOne is a core partner in the regional concierge-based service model of Education Matters Southern Indiana (EMSI), a “comebacker” initiative. WorkOne receives and works with EMSI referrals for education/training to employment and career service purposes. Therein, the Board is connected with Ivy Tech, Indiana University Southeast, and Purdue Polytechnic, with a “Comebacker” focused purpose of area talent gains, one individual at a time, through coordination, enhanced services per partner (Ex: Ivy Tech’s new Community Connections service), and increased efficiencies (student debt resolution, current career guidance and re-focus as appropriate with the individual, increased speed to completion, new financial aid options, mentoring support, etc.)
4. Ivy Tech Sellersburg staff present monthly at WorkOne to REA, RESEA and Jobs for Hoosiers customers, informing and encouraging viability and long-term value of post-secondary study to increased and more competitive skill sets, job satisfaction, higher-wages, and a first or new career.

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.

The Section 1 analysis emphasizes the region’s notable economic growth forecast, with increases in job opportunities that require a ‘credentialed skills’ set and provide a higher-wage and a viable career path.

The regional WorkOne system will focus efforts and resources on serving priority of service populations in accord with WIOA and DWD policy expectations and requirements; for example, DWD has current policy stipulating that at least 51% of enrolled customers reflect individuals who have (significant) barriers to employment inclusive of specific populations such as individuals who have a disability, individuals in poverty, individuals returning the community from the correctional system, and individuals who do not have a high school diploma, etc. Services are customer-centered toward the skilled, higher-waged employment opportunity and working earnestly with each customer to build his/her talents in that economic direction.

WorkOne is already implementing this policy and will continue to do, not only in conjunction with the newer DWD policy on serving those with barriers, but with other priority populations, especially Veterans. Staff is well aware of this greater emphasis on serving those with barriers and overall priority-of-service parameters, rankings and process. Examples of implementation include: 1) Region 10 is participating in the Special NEG Veteran Grant Project to provide specialized intensive skill enhancement employment services for dislocated worker veteran customers; 2) The Region 10 Model also includes additional on-line training and opportunity to gain a national credential in business communications; 3) WorkOne has a coordinated referral system with Region 10 Adult Education, and staff conducts regular outreach at Adult Education sites to encourage enrollment and participation in WorkOne services and programs; and 4) WorkOne also regularly promotes skill enhancement workshops, training, and recruiting events to community partners in public housing, a network consortium of youth and adult service providers, and faith-based organizations in the community. As the backbone of the WorkOne system is its direct-service professional staff, learning and practice changes/refinements are being shaped through, for example, a) bi-weekly team meetings, b) management ↔ direct service staff ↔ team leaders daily interaction around ‘how-to’s’ with individual customers and ‘cases’, c) formal internal trainings, and d) DWD-sponsored or other purchased learning webinars.

Similarly, One-Stop core partners will engage in developmental work around serving those with barriers within a customer-centered coordinated services model. Again, the new core partner system is growing through, for example, a) regular contact, b) shared learning about each program’s services and the nuances therein, c) content analysis of respective performance metrics and customer service flow, d) consensus-based changes in system process and practices, e) study and interpretation regarding individual cases in which coordinated services occur, f) deliberate usage of a continuous improvement (CI) approach and g) staff development activities. Staff development includes related training across all key service phases (Ex: promotion and outreach,

registration/enrollment, direct service delivery, coordinated services delivery, customer progress and outcomes, documentation, measurement/evaluation of coordinated services both through individual case sampling and in the aggregate, etc.), through a) per-partner internal trainings, and b) direct service staff in each partner program learning together, with gains in cross-training and practices cross-pollinating. An example is the seeking new learning opportunities between VR and both DWD and WIOA programs; for example, the piloting the development of Subject Matter Experts (SMEs) in those respective programs that leads, in turn, to new practitioner learnings that, between/throughout these programs, produces more enhanced and effective ECETS services with individuals who have a disability. In time, a formative or developmental phase of service-system building, emphasizing technical service aspects, will be replaced by more mature collaborative interactions around the practitioner craft (with the exception of developing new staff).

Along with group examination of each core partner's performance metrics and customer service flow, priority-of-service policy, per partner, as they currently exist, will be studied. In each case of analysis, the distinctions of a partner program are acknowledged and the points of common ground are identified as likely areas for new modes of customer-centered service coordination and service improvement therein.

Management of this priority-of-service focus will occur through core partner management personnel, per program and as a system. For WorkOne, its regular internal data analyses and caseload monitoring process will incorporate attention and due diligence to performing services in appropriate alignment with Priority-of-Service policy; for example, monthly monitoring of caseloads, aspects like educational attainment and job placement outcomes, with ongoing linking to customer population characteristics and proportions.

\*With the final rulemaking for WIOA to be concluded in mid-2016, further delineating of Priority-of-Service policy and process is expected, in turn, from DWD, and operational changes at the local level will duly follow.

**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.

**1. Manufacturing Sector:** For 3+ years, the Board and WorkOne have been partnering with area manufacturing employers through a) the Metropolitan Manufacturing Alliance (MMA), b) Southern Indiana's advanced manufacturing "Strategic Doing" technical skills gap collaboration, and c) the Kentucky Manufacturing Career Center (KMCC) in south Louisville, affiliated with the Louisville Workforce Development Board (WDB), Kentuckiana Works. Region 10 has partnered with Kentuckiana Works in particular around additional funding resources through the National Fund for Workforce Solutions and area Foundations for the singular purpose of measurably growing the sector's talent pipeline based on stated employer needs. Those needs are expressed through the MMA (80+ members), KMCC's 100+ employer advisory council base, through Strategic Doing inputs and through employer surveying. The most recent employer technical skills surveying is occurring in May-June 2016. WorkOne is continuing to partner with Ivy Tech Sellersburg and One Southern Indiana to: a) determine high priority pipeline needs that it can address with the adult workforce population, b) provide specific training based on employer needs; for example, MSSC Certified Production Technician training (2+ years to date, over 90 trainees with a 90% graduation rate and an 85% manufacturing employment rate and an average starting wage of approximately \$30,000 annually) and, soon, a CNC Machining training providing the graduate with 3 National Institute of Metalworking Skills (NIMS) credentials, and c) provide related Labor Market intelligence and employer survey results. Additionally, the Board and WorkOne are a) core partners in the Region 10 Works Council's plan, with focus on growing secondary school talent for the manufacturing sector and its robust career opportunities, b) participate actively in the design and implementing of the area's National Manufacturing Day events, c) participate in MMA summits as panelist and supporter, d) engage in grant-making that builds more capacity for sector training (Ex: NFWS; NEG; H1-B Tech Hire for the Advance Industrial Manufacturing Technician Apprenticeship; building ESL manufacturing talent; Skill Up), and e)

participate on K-12 College and Career Readiness (CCR) platforms and operations, i.e. Greater Clark Schools; South Harrison schools, to grow manufacturing talent in the emergent/future workforce. In this last regard, the Board's CCR involvement and support, along with many community partners, and, most importantly, the leadership of Greater Clark County Schools, is producing a FORD Next Gen Learning (NGL) community in the Greater Clark School system. See ATTACHMENT 12.

**2. Healthcare** and, specifically, the Greater Louisville Healthcare Career Collaborative: This is a 3+ year collaborative involving major Louisville, KY based hospitals and long-term care companies, major southern Indiana hospitals (Clark and Floyd County hospitals) members, workforce boards, and educational providers. The Board is a formative, yet regular workforce development member, given the collaborative's focus has been to design and establish a Louisville-based One-stop Healthcare Career Center that directly aims to grow more talent, as needed, in the sector pipeline. In the MSA, and in a related area economy model that stretches the MSA down the I-64 corridor to Lexington, KY, the healthcare industry evidences the highest volume and fastest rate of job growth over the next several years, with over 80% of sector jobs requiring a post-secondary credential.

The Center has been in operation fully for approximately six months. It is distinguished by not only its single sector focus with major employers engaged, but by its clinical staff composition. In the context of a bi-state MSA-based collaborative, WorkOne is seeking to contribute by strengthening its southern Indiana healthcare employer relationships and assisting with their sector talent needs more significantly, both through WorkOne customer related educational attainment, future grant-making, and, more immediately, through partnering with the Louisville healthcare One-Stop management and staff in various ways, as feasible. For example, a partnership specific can act to strengthen WorkOne's Career Coaches' skills and expertise as applies to this sector. It is a singular type of local opportunity to access clinical skills and understanding in a One-Stop context, for the purposes of improving its customer-centered services in this sector.

**3. Information Technology (IT):** WorkOne is a partner with Kentuckiana Works, the Louisville Workforce Board, in a five-year Workforce Innovation Fund grant: Code Louisville. The initiative is approximately eight months into its 3-year training performance period. There is no greater lack of talent, proportional to a sector in the MSA (which includes 5 of Region 10's 6 Counties) than in the IT industry, with much emphasis on software and web development coding talent being needed by many area companies, from the small, yet strong coding company start-ups to large employers like Humana and UPS. Code Louisville (CL) (<http://www.codelouisville.org/>) is premised on providing an innovative training model, endorsed by numerous area IT employers, that will contribute significantly to this sub-sector's talent pipeline, with the expectation of over 1,000 being trained and proficient in coding and gaining area employment starting conservatively at \$45,000. Notably, several hundred were persisting in the training before the formal performance period began. The training typically covers two 12-week modules, operating on cohorts of 12-15 individuals, with weekly mentoring, peer-to-peer and also by a coding professional, utilizing Massively Open Online Coursework (MOOCs). The Board participated in the original grant-making and supported the proposal. WorkOne is seeking to re-establish a southern Indiana (resident) cohort and expand to two or more cohorts over time. Region 10 also engaged in a next US DOL grant's design and proposal-making Kentuckiana Works in early 2016 around an IT-centered H1-B Tech Hire opportunity, focusing on working with individuals who have 'barriers' (especially youth), various IT trainings reflective of a general IT career pathway, as input by area employers and various data sources, and usage of human-centered design.

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)]

The Board will increase its partnerships and work collaboratively to "add fuel" to development of local career pathways systems, per the Definitions cited above, as exemplified:

1. The Board and WorkOne are actively engaged in the regional workshops provided by a) the Indiana Pathways Innovation Network (IN-PIN) and b) the National Center for College and Career Transitions (NC3T). In those venues, WorkOne has further association and collaborative exchange with area secondary College and Career Readiness operations (Greater Clark Schools, South Harrison Schools and Scott County Schools) around building out specific area sector and sub-sector pathways. Participation, learning, and application to WorkOne customer populations will continue and grow in the coming year+.
2. Facilitating Career Pathways development continues through partnership work on the Region 10 Works Council, with its emphasis to date on the area Manufacturing sector and the “stackable credentials” pathway progression structure, as espoused by the National Association of Manufacturers (NAM).
3. WorkOne Business Services staff will seek area employer involvement in informing and giving perspective to particular sector career pathways. This may occur in conjunction with One-Stop Career Center pathways development and usage and/or secondary CCR activities in the region. While there are distinctions between pathways as structured from middle school through high school, as compared to pathways framed to/for adults, the Board recognizes there are also conceptual and structural similarities. For example, Region 10 has identified the need to improve computer and customer service skill pathway development for out of school youth, young adults, and priority populations. Region 10 has purchased new training software and will implement new coursework for IC3 computer certification training this program year. As well, new options and partnerships are being sought, allowing greater skill enhancement opportunities for customer service pathways. These entry-level cross-sector skill pathways will allow customers to advance more quickly into many other high wage career development fields. The Board will seek efficiencies and smart syntheses for more cohesive overall regional pathways development, and its regional promotion.
4. Pathways development will evolve also as an integral part of the FORD NGL community’s work, transforming Greater Clark Schools comprehensively, over time, into a ‘Career Academies’ structure and operation. The Board will seek to contribute therein from the standpoint of a youth/emerging workforce perspective.
5. The Board will continue to partner with Kentuckiana Works around the MSA’s key sector drivers, their related occupations, the career ladders/matrices therein, and where related area post-secondary education/training can be accessed. Examples of basic pathways in several key sectors (Manufacturing, Healthcare, IT, TDL, etc.) , seen from the standpoint of entry-level, mid-level and advanced occupations, are an integral part of Kentuckiana Works’ MSA-based quarterly Labor Market Information (LMI) reports. These reports truly focus on the area labor market, its needs, demands and growth potential. Additionally, up-to-date occupational demand data, with pathway ‘tones’ and transferable skills rankings, are available through the Kentuckiana Works Occupational Outlook website (<http://www.kentuckianaworks.org/JobTrends/OccupationalOutlook.aspx> ). The Board and WorkOne maintain a solid working relationship with Kentuckiana Works and their area labor analyst; this local expertise also aids in area pathways development.

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.**Region 10 Workforce Board, Inc. focuses on using a Business Retention and Expansion style approach to engage businesses in regionally available talent development services. The Business Services Team schedules onsite, telephone, teleconference, and other types of meetings to determine the needs of specific area employers who are in targeted, in-demand industry sectors, especially Manufacturing, Healthcare, TDL, and IT. Business meetings yield information that is recorded in Executive Pulse, a CRM system used to track service delivery and business intelligence in Region 10. This information is used in WorkOne services planning and talent product development.

Smaller talent needs may result in the use of Indiana Career Connect, onsite recruiting events at the WorkOne Center, the use of On-the-Job training (OJT), and a consulting approach to assist the business with the development of its recruiting strategy. A talent need expressed by many similar businesses in volume usually leads to a sector partnership approach in addition to the other services described for smaller needs. Such an approach may result in the use of incumbent worker training programs or other customized activities for the sector. See **ATTACHMENT 13: "Business Services Team Metrics for Program Year 2014"** for more information on the services provided to businesses by the board staff.

The Business Services Team takes a consultative approach, learning about the business's employment and training practices first, and using occupational data and Labor Market Information to help the business analyze its actual talent needs and wage structure. The Team then maximizes the impact of the business's time investment by offering the best-fit services for its particular need.

Board staff will continue to use, grow, and refine this approach to both respond to inbound business needs and to approach businesses in targeted sectors. In this way, the Business Services Team will move away from a program-driven service approach and continue to adopt a more demand-driven approach, while keeping in mind the needs of the job seeking customer.

**B.**The WorkOne system in Region 10 is premised on its several core One-Stop partners working in unison to a) effectively address the SWIC's three goals and, b) locally, to assist each customer, many of who have barriers and un/under-developed talent, toward skilled employment/career that reflects a business/industry sector evidencing and/or projecting job growth. In effect, employment and training resources, and the operational strategies and services therein, are congruent with the needs of area businesses by identified growth sector and by occupation, and/or by specific company having quality hiring needs, i.e. full-time, higher-waged, etc. Customers are informed of and also research occupations regionally in-demand and also offer higher-wages, advancement potential, etc. Education/training resources, both through WIOA and through local partnership funding, also focus only on occupational training to an in-demand career and a family-sustaining wage. In each case, 'in-demand' fits to "meeting the needs of (regional) business". Similarly, work-based learning options (OJT; work experience, etc.), job readiness workshops, the "preferred job-seeker service track, youth services, and Veterans specific services, all point to outcomes that produce a wage, credential and/or career win for the customer while directly contributing to meeting the talent needs of business. Furthermore, the Board's involvement, as it reflects the local workforce development system, in Education Matters (Comebacker Initiative), area College and Career Readiness operations at the secondary level, and "meta" initiatives like Cradle-to-Career, are targeted to providing national, state, and local LM intelligence and perspective that fuels a more focused, efficient, and demand-driven approach to talent development that aids area business competitiveness and success while aiding the individual to a family-sustaining income and a satisfying career. Under the new One-Stop partner network, the above strategies, by type and category, are expected and projected to be cornerstones for its work with customers. In fact, its shared Mission concludes with "While we respond to the diverse and rapidly changing needs of area business".

C.Region 10 Workforce Board, Inc keeps strong ties with its economic development partners and other local workforce development programs as well; these ties always center on local and regional demand-driven talent development. Board staff regularly hosts and visits with partner organizations such as Vocational Rehabilitation, neighboring Workforce Investment Boards such as KentuckianaWorks, and Ivy Tech Community / Corporate College around addressing aspects of the talent development priority. Economic development officials have seats on the board, and regularly connect with board staff per section 3.5.

As referenced in Section 3.5, Board staff works closely with these partners to develop and execute wide-scale training programs like the Manufacturing Skills Standards Council Certified Production Technician (MSSC CPT) training currently available at Region 10's WorkOne full-service Center in New Albany. This example required a great deal of attention and careful coordination to start up, and, now, in its established operation, yields very positive ROI for Region 10. Board staff is again working with this group to develop a CNC Machine Operator training program in Region 10. Similarly area initiatives, like Code Louisville, with its IT industry basis, represents workforce development program responsiveness to economic development partner (LEDO) needs, as LEDOs represent both employers and future business attraction. Demand-driven talent development is expressed through both mainstay local workforce development programs: a) WorkOne specifically (for example, WIOA and Veterans programs respectively), b) the formative yet growing work of the new One-Stop partner network and its talent development expectations, and c) special local, regional and Labor Market-based initiatives. In each case, its demand-driven sector basis connects any and all scales of workforce development programs and resources more actively, deliberately and in a value-adding manner, with economic development partners.

In the future, board staff will work with additional economic development organizations in the region on similar projects to ensure appropriate local training programs that businesses need are available throughout Region 10.

D.Region 10 Workforce Board, Inc's staff will continue to assist its service provider and Department of Workforce Development staff in developing and using best practices for recruiting and engaging RESEA participants into WorkOne's services. Every unemployment insurance recipient is a potential customer for the WorkOne system, a customer in need of assistance toward finding an appropriate training path followed by a higher-waged career with one of WorkOne's business clients.

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.

**National Fund for Workforce Solutions (NFWS) funding:** The Board has partnered with its neighbor Workforce Development Board, Kentuckiana Works, representing an MSA-based, bi-state labor market overall, to secure NFWS funds for the purposes of implementing key sector training initiatives. In so doing, a funding collaborative has been established, consisting of MSA-related foundations (Gheens, Chase, PNC, Brown, etc.), i.e. philanthropic engagement; this has been a welcome "first" for both Region 10 and the Louisville, KY workforce service area. The sector focus: Manufacturing. The approach taken generally follows learnings from Region 4 in Indiana and its usage of the Strategic Doing process. Funding has focused on the MSSC Certified Production Technician (CPT) training and nationally/industry-recognized credential. In Region 10, NFWS has been so used to both familiarize area manufacturers with the MSSC's 4-module curriculum, i.e. incumbent worker training, and to also train WorkOne customers. Using both WIOA and NFWS funds, 91 individuals have been in training, with a 90% graduation rate and 85% gaining area manufacturing employment. WorkOne has also mobilized its Business Services to provide reverse Job Fairs with graduates; these fairs have been very effective towards graduates gaining related employment with companies who provide opportunities for manufacturing career advancement. The ROI to date is approximately a positive 9:1. NFWS funds have been used as Individual Training Account (ITA) vouchers with WorkOne customers. The funding has been approximately \$80,000. The

funds have used with Adults, Dislocated Workers, and Youth.

**Hand Up scholarships:** Four area Community Foundations now provide funds to assist WorkOne customers in education/training services. The funds are aligned to serve customers who reside in their respective counties; the funds fill funding gaps the customer has relating to tuition fees and/or support services. Gap funding has been critical in terms of the person's training persistence to completion and degree or credential. WIOA funding is utilized first; when a funding gap remains, Hand Up funds are accessed. As such, these funds feed directly into demand-driven educational attainment services through WorkOne. To date: a) 50 of 60 participants (83%) have completed and earned a post-secondary degree or credential (others are currently in training); b) eight post-secondary institutions utilized to meet customer need; c) Degrees/credentials include, for instance: LPN, RN, CDL, Dental Assistant, Certified Prod. Technician; d) 74% are working in a related, skilled occupation, with average starting wage: \$16.88 (\$35,110 per year); e) conservatively, a 4.65:1 +Return on Investment per training \$ spent. The Board has gained approximately \$50,000 to date. The funds can be used with Adults and Dislocated Workers, 25 years old and up.

**Code Louisville (CL):** This project is based on a federal Workforce Innovation Fund grant, awarded to Kentuckiana Works, the Louisville Workforce Development Board, to provide innovative area-demand-driven software coding training. In this instance, Region 10 is leveraging its service infrastructure and community partner role in order to gain training access and capacity in southern Indiana for Region 10 residents. WorkOne promotes the availability of the training and its likely high-waged and career returns for Region 10 residents. For example, WorkOne is seeking a site for a trainee cohort to meet weekly, as this training program aspect is part of the model's critical innovation. While it is too early to know if the training will directly impact the workforce development system, new CL capacity in Jeffersonville and/or New Albany will assist southern Indiana residents directly toward a new and lucrative career. In effect, CL aids regional demand-driven talent development in Region 10, though, in this particular case, the Board is not, as yet, directly leveraging funding. Over the next 2.5 years, it is realistic to project at least 100 southern Indiana residents completing CL training and gaining related employment, starting at, conservatively state, \$45,000 annually; some may be served also through WorkOne, whether as an Adult, Dislocated Worker, or Older Youth.

In calendar year 2016, the Board has participated in two H1-B Tech Hire proposals, one being multi-state in scope in the advanced manufacturing sector, and the other addressing IT industry talent needs, especially through serving youth, with Kentuckiana Works.

Note: The Board does receive special state funding that is used to 1) operate its two area Jobs for America's Graduates (JAG) programs, and 2) implement its WorkIN occupational training program with Adult Education recent graduates.

Overall, the Board is positioned to participate as a lead partner in various initiatives that will directly or indirectly increase the Board's capacity to train and increase the talent of its WorkOne customers toward a family-sustaining wage and career. The Board has leveraged, and will again leverage, its WorkOne infrastructure and/or training funds, as it has with Education Matters southern Indiana, to attract new/additional sector-based, demand-driven training resources, and to attract new individuals to WorkOne services. This may not mean, though, that the Board has direct oversight of a particular new funding; it may have administration and usage of a portion of such funding, in the role of a sub-recipient, or it may simply be able to access new training resources for the area without direct oversight at all.

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

Conservatively stated, in a broad context taking into account factors such as:

- Funding cuts,
- Significant DWD/Wagner-Peyser-funded field staff reductions in Region 10,
- The need to increase service access,

- Increased focus on serving those with more significant barriers (which requires a more intensive staff-customer service relationship),
- Growing business services and
- Increasing resources directly and indirectly for education/training, and
- The general and unpredictable ebb/flow of the labor market,

Region 10 estimates a 15% level, to include Adult, Dislocated Worker, and youth program funding.

However, if the Board accessed a major new and fluid demand-driven education/training grant resource, and WIOA allocations remain at least flat, the percentage would likely increase.

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.

1. WIOA emphasizes the value of connectivity, collaboration and joint, measurable workforce/talent development progress, based on the real, data-driven area labor market. As such, workforce development work can have a range of valid geographic representations. For example, part of one properly constituted economic region collaborates with a portion of one or more other regions, given a particular common ground sector interest. In Region 10's case, it shares in a bi-state labor market with Louisville, KY. Most of Region 10 lies within the Louisville MSA configuration. From another data-based "look", southern Indiana, the seven county Louisville workforce area, and portions of the Lincoln Trail area, south to Elizabethtown, KY share an area labor market; thus, a 26-County bi-state economic region. Yet another data-based "look" connects southern Indiana with Louisville and the I-64 corridor into Lexington, KY.  
 Given these variations, one in particular stands out beyond various projects and initiatives: the Louisville MSA. For 12+ years, Region 10 Board and Kentuckiana Works have partnered across numerous research, planning, advocacy and sector-based training efforts. Examples include 1) the Kentuckiana Occupational Outlook, 2) WIRED65, c) the Bridges project, and d) healthcare and manufacturing training initiatives, respectively. Beyond these MSA-based efforts, Region 10 and Kentuckiana Works have been able to connect together with broader, national initiatives, such as the National Fund for Workforce Solutions and Lumina, respectively.  
 Given the depth and extent of a genuine partner relationship and the matured collaborations developed and measured over time, **Region 10 projects to engage in a formal inter-state workforce planning process with Kentuckiana Works in Program Year 2016.** The Boards recognize that such planning is based on labor market common ground, with the latitude, obligation and desire to address workforce and talent development needs as effectively as possible. The Boards also recognize that such planning does not alter each WIOA-based area's governance, allocation or One-Stop operations, for example, all of which follow state-based designations. An interstate area plan and method of doing sector-based, project-based business will foster further resource development, all of which will be focused on a wide range of area workforce/talent development needs and opportunities.
2. Region 10 is in a formative collaborative phase with the Labor Institute for Training (LIFT) around a federal grant initiative designed to **foster and increase usage of the Advanced Manufacturing Industrial Technician apprenticeship model.** This is a multi-state project designed to grow critical aspects of the manufacturing sector's technical occupational and talent needs. A key outcome: That this apprenticeship model gains significant usage by area manufacturers.
3. Region 10 is one of many community partners who will collaborate toward the growth and success of a **FORD NGL community** as an integral part of Greater Clark County Schools' (GCCS) secondary operation. The Ford NGL approach can be viewed as community-engaged, applied learning operation, based in well-verified area career pathways; it is transformative and, over time, will impact grades K-8, and also have positive impact on neighbor school district's operations. GCCS's partnership includes the

Workforce Board, given its regional Vision, Mission and operations and as a formal partner in the Greater Clark College and Career Readiness initiative; thus, the Board will have presence and participation in the FORD NGL build-out with its 'future workforce' preparatory perspective. FORD NGL consists of a national family of NGL communities across various states in 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)]

The Board and its regional WorkOne management/leadership team are first assessing current access to employment, career, education/training and supportive (ECETS) services and then planning for access expansion through infrastructure changes, relevant and equitable community partnerships, and viable, focused outreach activity.

Region 10 has sustained: a) one full-service WorkOne service center in New Albany/Floyd County, and b) five full-time WorkOne Express operations, one in each of its other Counties. A professional site, functional and reliable technology, monthly skills workshops, and, most of all, professional staff (typically 2 per site at Express sites), has provided quality services access year in/out.

WorkOne has tracked and measured customer activity trends monthly for several years and recognized declines in foot-traffic as area labor market/job opportunity has increased. In Region 10, especially in Clark and Floyd Counties, job gains have been at a record level the past 2 years. Adjustments/improvements occurred toward a more efficient and effective engaging of customers. Nonetheless, with customer traffic declines and funding cuts from the Board's core WorkOne partner, the Indiana Department of Workforce Development, overall funding to sustain the infrastructure noted above is not available. Thus, WorkOne services access is being reconfigured currently. Out of this new configuration, expansion of access will then occur.

In partnership with local county government and various community stakeholders, new WorkOne sites will be established in each of the five Counties, by mid-2016. (Note: The main regional WorkOne in New Albany/Floyd County remains intact.). The five Counties each see WorkOne as a valuable local asset they wish to maintain. WorkOne provides direct ECETS services; local partners provide an accessible site in/near to a high traffic area, Internet access, and local community connectivity. Generally, new sites will operate reliably 2 full days per week, continuing to offer the same professional career coach staffing, technology (computers, high-speed Internet access, etc.), and ADA-compliant site access as did the prior sites. Each site's coach will continue to welcome and engage customers, provide self-service resources and over-the-shoulder assistance for job search and related activities, and provide full coaching and case management services, maintaining (and improving) the customer-centered/empowering service model through which Region 10 has operated for nearly 10 years.

In addition to these access adjustments, access expansion will grow through:

- Growing the formal One-Stop partner regional network in an unprecedented way through, for example, a) partner service mapping and deep analyses of each partner's ECETS services, which, in turn, can lead clearly to a higher and more effective volume of coordinated customer-centered services, b) a shared MISSION, c) revised, electronic referral process, d) shared, coordinated outreach and promotion, e) quantitative and qualitative tracking (and learning from) of partner-coordinated customer referrals, services and outcomes. Partners include, for example: Vocational Rehabilitation, Adult Education, Senior Employment Services, Community Action Programs, Ivy Tech Community College, TANF ECETS, etc.

- Additional itinerant WorkOne service sites; for example, a site may be niched to serving WIOA-funded Youth services.
- Usage of new informational kiosks in each County at different community sites
- WorkOne Region 10 website
- Increasing usage and proliferation of social media channels such as Facebook and Twitter
- Increased promotion, outreach and “Coordinated Services” connectivity with a wide-range of additional local County and bi-state/metropolitan partners, such as: a) Community-based organizations (examples: Veterans, Youth services bureaus, foster care, rehabilitation agencies, corrections, Public Housing Authorities, Food Banks, domestic abuse, community centers), b) School systems and their College and Career Readiness initiatives (Examples: Greater Clark, South Harrison, Scott County), c) Neighboring Workforce Development Boards, especially, Kentuckiana Works, d) Metro area post-secondary institutions (Region 10 currently has working relationships with 10+ metro area 1-2 year degree+ granting institutions), e) Public Libraries, f) College Success Coalitions, g) Community Foundations, h) Civic Clubs, i) Local Chambers of Commerce College Success Coalitions, j) Events such as Job Fairs, Career EXPOs, College and Career Fairs, k) Conventional media channels (Local radio, TV, etc.), l) E-promotions, m) Fliers, brochures, ads in local newspapers and annual community/business directories.

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

The Board has recognized the value and efficacy of customer co-enrollment practices for several years a) under DWD Policy and b) local ‘integrated services flow/delivery’ practices in the Region 10 WorkOne operation and work culture. By definition, co-enrollment leverages more resources in a more streamlined, individualized, and customer-friendly manner. Given the efficiencies, it permits Career Coaches to learn and regularly utilize various programs and their resources, again in a more customer-centered manner. It permits relatively more staff time around actual customer engagement, learning and empowerment toward employment and career. Co-enrollment process and practice are integral to the current data-based case management system, Track One and to the new state system to be launched in Fall 2016.

Staff are in professional development training via their on-boarding, further in their first 90 days of employment and then periodically, as appropriate, through Region 10’s internal data management specialist staff. Internal monitoring and performance coaching of staff occur, focusing on both service quality and technical compliance, both of which relate to appropriate usage of co-enrollment. The most recent internal monitoring and specific staff trainings over a 2 week period full-time concluded in April 2016.

Through the new case management data system and the formation of a new formal One-Stop partner network being established and grown under 2 inter-operational levels, i.e.

- State level Memorandum of understanding (MOU) between the Indiana Department of Workforce Development (DWD), Vocational Rehabilitation (VR), and the Family and Social Services Administration (FSSA) and its Temporary Aid to Needy Families (TANF) services, and
- Local Level MOU between WorkOne, Adult Education, Senior Employment services, Community Action, Public Housing, Ivy Tech Community College, etc.,

New and additional co-enrollment options and process are expected to occur. MOUs are slated for completion by calendar year-end 2016. The range and detail of additional co-enrollment is not known. However, the state level MOU is expected to include new cost-sharing arrangements, more coordinated services with WorkOne job-seeker customers and new aspects of data management process. The Region 10 Board will fully utilize expanded co-enrollment options appropriately under the Workforce Innovation and Opportunity Act (WIOA), state policy and the new state and local MOUs. With new systems, expanded partnerships, and wider and more complex coordination of customer-centered services, staff training and professional development and supervision is understood to be of paramount and ongoing importance to a high-performing system..a system that truly assists more customers, regardless of their particular challenges or barriers, to a higher-waged employment, up-skilling to in-demand, employer valued credentials and career.

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)]

NA

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)]

The practice of Continuous Improvement (CI) has long been integral (10 years+) to WorkOne operations in Region 10. It is directly connected to Region 10's WorkOne Vision, Mission and operating Values, since the adoption of the integrated-services-delivery model, in conjunction with DWD policy in 2008. CI has an abiding influence and impact on WorkOne operations with job-seekers and businesses. Examples of its aspects are provided:

- CI expectations and processes are embedded in service provider contracts, with components operating through contractor management, supervision and staff professional development. Each contract is based in the Board's purpose and scope of work, with the contract representing one or more ways of operationalizing, measuring and improving that scope of work, which is fundamentally tied to employment, career, education/training and support services with job-seeker customers, and various types of hiring and recruiting assistance, talent pipeline development activities in area key industry sectors, professional HR trainings, and/or economic attraction/retention/expansion work to name a few, with business customers.
- The CI model and mentality, its expectations and processes, are integral to staff job descriptions, staff training and performance evaluation, and system internal monitoring. Customer caseloads, employment outcomes and various facets of individualized service delivery and documentation are monitored monthly by the Data Management Specialist, functional service team leaders, Regional Operator management, and by the Academic/Career Counselor. Such review and improvement discussion occur regularly through the bi-weekly Skills and Employment Team meetings in a management-staff dialogue and in a peer review/support dialogue, producing, as needed, action steps to resolve a service or operational issue, and make, implement and measure specific improvement.
- The Management Team, as well as service team leaders, periodically review customer feedback data in order to discern both accomplishments and issues and take action accordingly. Related services improve and evolve.
- Business services garner feedback and suggestions for improvement with employers in various ways. Brief surveying of specific employers occurs "the same day" as single employer hiring events, job fairs, business seminars, etc. Data is aggregated, summarized and shared quickly with business services and other staff. Functional improvements are made then for fairs, recruiting events, trainings, etc. One can readily look at business services documents and processes therein over the past 5 years to see/study improvements and enhancements in working with the business community. Those same data summaries also indicate changes/improvements in service outcomes.
- Business services also conducts e-surveys with employer groups periodically, typically focused on their particular talent and skills needs. From surveying consensus-based actions are taken, for instance, with Ivy Tech, with economic development, and with specific businesses to effectively address certain skill development needs in the employer group. Feedback on the process around this work and its outcome

also sharpens WorkOne's business services approach. *Related services improve and evolve.*

- In terms of overall WorkOne work/performance culture, the Regional Operator and management team have utilized the FISH approach, both with front-line direct service workers and from a leadership perspective. See: <http://www.fishphilosophy.com/>

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)]

The Region 10 Board recognizes its geography has a significant rural composition, with certain areas defined as "remote". Facilitating access to services in rural and more remote areas will occur and, thus, produce a new scale of service access expansion, through certain infrastructure changes, community partnerships and outreach activity. The manner for such access is exemplified below:

- The Board, with Local Elected Officials support, will establish new Express service site in each of its 5 Counties, apart from the 1 larger, full-service and full-time operation at the WorkOne in New Albany/Floyd County. Generally, each site will be open 2 days per week, with regularly scheduled hours, in a location that is ADA compliant, has high-speed Internet access, has computer resources for customer usage, permits hard-copy resources as well, and a Career Coach staff person. These sites permit computer-based self-service, over-the-shoulder assistance with Job Search, coaching and case management, including access to post-secondary education/training based on individual need, readiness and interest. The site also permits information, access and/or referral to other WorkOne partners, based on the Region 10's growing partner network, including. For example, Adult Education, Community Action, Vocational Rehabilitation, TANF employment programs, senior employment services, etc.
- Other itinerant outreach sites will be developed in each County community, over the next 5 years; 1-2 first such sites are projected in Program Year 2016. Again, a key to each such site is access to a WorkOne Career Coach.
- Region 10 WorkOne sites and the overall network will be *promoted further* in terms of *both its "live site" resources, and its virtual infrastructure and resources*, such as [www.workoneregion10.com](http://www.workoneregion10.com) with links embedded to Indiana Career Connect and a range of additional virtual self-guide, self-service resources. Promotion occurs through a) social media channels; b) WorkOne e-letter publications; c) WorkOne services and event promotion in the e-letters of other area organizations; d) fliers and brochures in various locations, in a kiosk mode or otherwise in stores, churches; and e) radio, TV and newspaper public service/event announcements.
- More specific strategy centers on placing various types of promotional WorkOne services information in setting where there is Internet access, such as the public library, learning centers, shops, restaurants, WorkOne partners, etc., as these sites act as technology access 'beacons' in rural and remote communities. With aligned promotional materials, prompting one to use available WiFi, area residents/job-seekers are pointed to the virtual WorkOne resources that can be used immediately as well as addresses/available hours information for the physical service location in each county.
- WorkOne will continue to participate actively in local events, thus displaying and disseminating WorkOne information and resources access, again, about both its physical site and virtual resources access. Event examples are: College and Career Fairs, Job Fairs, Career EXPOs, Business EXPOs, community health fairs, etc.

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)]

WorkOne, with its One-Stop partners, have been complying, do comply and will continue to comply with applicable provisions of the Americans with Disabilities Act (ADA) of 1990 regarding the two key components above: 1) Physical and programmatic accessibility, and 2) Providing staff training and support for addressing the needs of individuals with disabilities.

- WorkOne service sites themselves have provided full physical access, per the ADA. As new sites are configured in 5 of its 6 Counties this year, Region 10 will locate only in ADA physically-compliant sites (examples: entrance/exit, restrooms, parking, etc.).
- WorkOne programmatic access is provided through, for instance, Auxiliary Aids and Services (AAS); key to this is customer access so as to be able to easily participate in self-service and staff-assisted career services (1:1; group, etc.). Participation, by this definition, includes being able to ‘communicate effectively’. Example: The Region 10 network has connectivity with certified interpreters, available through service fee arrangement, to meet the needs of those with hearing impairment. Numerous examples are listed in detail in the ADA Glossary of Terms (Auxiliary Aids and Services) attached. AAS includes accessible materials as well, with examples listed in the same ADA Glossary section.
- Programmatic and materials access converge significantly with the availability of assistive technology. WorkOne has well-rounded assistive technology stations at each site (Ex: screen adjustments, specific mouse(s), flexible-height desk, specific software, etc. designed to enhance one’s participation in a customer empowering manner through accommodating various types of disability conditions. Such technology stations are established at each current WorkOne site. As new service sites are established, the Board and its Regional Operator expect to retain and use the assistive technology stations, per site.
- WorkOne staff have had extensive training and professional development re services to/with persons who have different types of disability.
- Under WIOA and new DWD policy, Region 10’s One-Stop partners do and will comply with the ADA provisions above. Currently, the areas most clear in partner compliance are in physical and programmatic access, inclusive of facilities, programs and services and staff training. Less certain is the status of assistive technology per partner; herein there may be more variation such that WorkOne itself may be utilized more given the assistive technology it currently offers. This exemplifies the value and utility, at a foundational level, of coordinating services across partner programs in a manner that provides meaningful improvement for the job-seeker customer.
- WorkOne partners all incorporate, in any public materials, at a minimum: WorkOne Programs are Equal Opportunity Programs. Eligibility requirements apply. Auxiliary Aids and Services available upon request.
- Projected areas for ADA-related improvement as the new regional One-Stop partner network establishes itself:
  1. Identify various community resources and expertise that serve persons with a disability, in addition to the formal One-Stop partners under WIOA.
  2. Assess assistive technology per partner
  3. Assess partner website accessibility levels and quality
  4. Assess related staff training and professional development, per partner, over the past 2 years. Note: A purpose on the partner network overall, as well as in ADA-related staff training is to not only “...address...the needs of individuals with disabilities”, but also address his/her goals, aspirations and abilities, based on a strengths-based approach, toward successful employment and career.

5. Identify to what extent assistive technology can be made available at partner locations where it presently is not available and, if not feasible at any given partner site, how technology access can be achieved as easily as possible for the customer.
6. Design and implement a series of ADA staff trainings over the next 12-18 months, such that front-line staff and management are more effective employment, education/training, career and services practitioners with this broad and diverse population.
7. Create a plan for updating WorkOne assistive technology feasibly over the next 1-2 Program Years.
8. Regularly track and examine the extent and types of coordinated services across 2 or more One-Stop partners with customers who have a disability. Identify a) accomplishments, i.e. positive customer outcomes both in the aggregate and as observed in individual "cases", and b) problems/issues; use partner expertise to institute modified practices that improve customer services therein; continue to track, examine and improve.

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

In 2015, Region 10 began its One-Stop Partner work, under WIOA, by 1) Studying the draft regulations, 2) providing input toward, learning and utilizing emerging state policy through DWD, 3) Outreach, communications and dialogue, with each core/required partner and 4) Partners participating in learning webinars about the future One-Stop service system under WIOA, its expectations, components, funding, challenges and implications.

While the final WIOA rulemaking is not yet completed, DWD has provided basic policy for formally establishing the minimum required regionally-based One-Stop partner network. Its first critical product in this new system-building, is being generated through its partner interaction, relationship-building, assessing-critiquing-learning, and goal-setting; it is the One-Stop Partners Memorandum of Understanding (MOU), with each region being expected to meet or exceed minimum state policy requirements.

Region 10 partners are meeting monthly, with communications and tasking occurring between the meetings, to carefully address and build various aspects of a new Partner network understanding and operation, and to do so feasibly and through a unified, 'umbrella' MOU. Partners are keeping in mind a) WIOA expectations and the rules-to-come, along with b) their respective programs' purposes, their professional passions and expertise, and c) learning and sharing our common ground around employment, career, education/training and support (ECETS) services, and, for the One-Stop system model, its federally-funded basis.

Recently, partners have received and learned about the new state policy that posits two types/levels of MOUs. The first MOU type presents as "The State will facilitate an umbrella MOU on behalf of regional Workforce Development Boards (WDB) for the following: 1) DWD programs (Wagner-Peyser, Trade Adjustment Assistance, Veterans, and Unemployment Insurance), 2) Vocational Rehabilitation, and 3) TANF employment (E/T) services. The MOU is anticipated to incorporate components of cost-sharing, coordinated services, and data-sharing. The MOU is apt to begin implementation as of Program Year 2017, beginning July 1, 2017.

The second type of MOU is Local and includes required partners, at a minimum, with local partners specifically identified : 1) WIOA Title I programs (WorkOne), 2) Adult Education (Scott County EDC), 3) Older Americans Act, Title V, (Experience Works and National ABLE respectively 4) Career Technical and Education Programs (CTE) at the post-secondary level authorized by the Carl D. Perkins Career and Technical Education Act (Ivy Tech/Sellersburg Campus), 5) Employment and Training Activities carried out under the Community Services Block Grant Act (CSBG), and 6) Employment and Training Activities carried out by the Department of Housing and Urban Development (HUD) (New Albany Housing Authority). Notably, for Region 10, TANF E/T and Vocational Rehabilitation are regular local participants in this formative network work.

In the first Local MOU, roles and resource contributions of partners do not include cost-sharing or data-sharing,

other than customer referral data to be implemented through the new network in Program Year 2016. "Coordinating services" is required and expected by the partners and is deemed of critical importance to evolve in a meaningful and viable manner.

WorkOne is convening, facilitating, and documenting partner development and networking process and product. The partners are taking time, at this foundational level, to "do it right", given its newness, the level and types of resources available, program constraints, and the premised opportunities and potential together as an active and nurtured customer-centered system. To date, the partners have: 1) Drafted a shared MISSION, 2) Performed their first partner service mapping across 33 service component items, 3) Developed a new shared Partner Customer Referral Form, 4) Listed additional non-required local partners based on service partnerships each One-Stop partner already has established (this reflects a next tier or circle of services partner affiliates by County, regionally and/or bi-state metropolitan (MSA-based) in scope, 5) Engaged in initial exploration of the need for and a scope of professional development, 6) Analysis of each core partner's performance metrics, 7) Analyzing of each core partner's service flow (diagrams/chart) and, along with understanding metrics variations, then working to see at what points one partner service effectively interfaces and coordinates with another; with 1 or more partner services, based on the individual's needs, abilities and strengths, goals and aspirations, as well as his/her barriers. This work is projected to produce a mainstream customer-centered service flow that accounts for and carefully incorporates respective partner resources and services.

Region 10 Partners are projecting their 1<sup>st</sup> full DRAFT MOU to be completed in September 2016 and finalized well in advance of the December 2016 deadline for submittal to DWD.

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

NA

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

In the 21<sup>st</sup> century knowledge-based, digital, global labor market-place, Region 10 is continuing to recognize the exponential value of technology in service delivery to our two primary customers: 1) Employers and 2) Job-Seekers. Given the variations of employer and job-seeker needs, WorkOne Region 10 strategically addresses those needs to effective outcomes, per the customer, through the integration and complementing of technology and professional staff, i.e. Career Coaches and Business Consultants, respectively. The customer-staff relationship, rapport, "shepherding" as needed and/or empowering guidance, along with the use of technology, provide a robust fit with and for our customers. More is accomplished in less time with quality with and for our customers.

Specifically, the component of technology involves, for example, 1) High-speed Internet access, 2) in-house I.T. hardware, and 3) on-line and software-based resources. Internet access occurs through T-line and/or WiFi, based on location and available means of access. In-house hardware, used daily by customers and staff at any area WorkOne, are selected and maintain for solid functionality, reliability and cost-efficiency. Region 10 utilizes an I.T. contractor, as needed, to insure hardware functions reliably and that software resources, per computer, are properly secure and easily accessed by customers during operating hours. On-line resources are wide-ranging for use by both sets of customers (see list below). Software resources are generally dedicated to customer learning opportunities/access. Service delivery value is comprehensive, deep in structure, and has many respective employer and job-seeker customer applications; its operational value includes, for example: 1) Quality Information, 2) Knowledge, 3) Assessing, 4) Learning (including to a certification or credential), 5) Accessing useful practices and proven solutions that can be directly applied in the system or provided to a customer for his/her separate use, 6) Finding and utilizing various resources and opportunities, 7) Promotion and Outreach for WorkOne business and job-seeker services (Ex: WorkOne Region 10 in-house network;

WorkOne social media), 8) Staff Professional Development (Ex: Webinars, self-paced learning modules, and Ppt offerings), 9) Documentation, measurement, analyses and summarizing/interpretation as relates to both the individual customer, customer sub-groups (Ex: Youth; or an Industry sector); this type of technology feeds to Continuous Improvement practice and use as well.. Much of the above also applies in usage as well with other internal and external customers, such as Board members, various community leaders and stakeholders (Ex: Presenting on talent development to the region's Cradle-to-Career Initiative members), and expert presenters utilizing WorkOne technology (Ex: WorkOne business seminars in New Albany providing SHRM –certified training to area HR professionals). The description above touches and fuels nearly every area of WorkOne operations, from direct services with customers to management and administration.

More specific types of use in service delivery are offered:

1. **Job-Seekers:** On-line resources, like Indiana Career Connect, Indiana Career Explorer, WorkKeys, WIN, TABE, LearnMore Indiana, IN Reality, TORQ, to name a few, with usages in self-individual assessment, job search, job readiness and job search skills learning, various career guidance tools, including self-improvement/management learning, up-skilling to a pre-vocational certificate or an industry-recognized credential. Site technology permits WorkOne to host trainings(s) (Examples: In this program year, WorkOne New Albany has: 1) hosted 5 cohorts of customers for Manufacturing Skills Standard Council Certified Production Technician (MSSC-CPT) training (in a blended learning environs), testing and credentialing, 2) provided computer literacy and Microsoft trainings weekly, 3) provides access to Rosetta Stone up-skilling (English-Spanish; Spanish-English), and 4) WorkOne may seek to host cohorts of software coding trainees through the federally-funded MSA-based Code Louisville initiative, given, again, site technology and WIFI capabilities.
2. **Employers:** On-line resources like Indiana Career Connect, O'NET, Labor Market Information (LMI), HR information, US DOL Bureau of Labor Statistics (BLS), STATS Indiana, Hoosiers by the Numbers.
3. **Staff** utilize the resources above, as well as, for example, TrackOne client management/data system, Economic Modeling Specialists, Executive Pulse, Survey Monkey, Kentuckiana Works MSA-based LMI reports, Kentucky's Job Bank: Focus Career, Kentuckiana Occupational Outlook, a range of area post-secondary websites, Where Opportunity Knox, IN-PIN, Indiana DWD, local government websites, area Chambers of Commerce and Economic Development websites.

The Board recognizes the value and larger role of technology in providing: a) a diverse range of quality resources as described above that reflect a virtual WorkOne mode, available to anyone anywhere in a self-service mode, given Internet access and a computer, and b) its value to expand the services and value of WorkOne employment, career, education/training, support AND business services in southern Indiana and the area labor market.

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)]

Region 10 has adapted and periodically adjusted/fine-tuned its customer service flow with Adults, Dislocated Workers, Veterans, etc., in keeping with: a) federal requirements and regulations, b) state policy (especially integrated services delivery), c) related policy amendment (Ex: Veterans service flow changes), d) labor market trends, e) its resources, tools, capacity, and local priorities, f) its usage of functional best practices, and g) its evolving operational culture.

The implementing of the region's customer service flow is based daily in its lifeblood: direct services professional staff who work with job-seekers, i.e. the un/under-employed, individuals with various 'barriers', etc. and who work with employers and the overall business community, county by county and regionally. From a WorkOne values-driven customer-centered model and strategy, the staff a) implements, b) fuels, c) sustains, d) tracks and assesses, and e) improves Adult and Dislocated Worker workforce development activities.

Through functional service teams and shared DWD-WIOA provider supervision, staff welcome, engage, assess, empower, coach and follow-up with job-seeker customers, toward his/her positive outcome(s) of better employment toward or at a family-sustaining wage level and a career perspective. They participate in on-boarding training and regular professional development activities via in-house training exchanges, webinars, NAWDP (and other vendors) training to certification, partner trainings, regular team-based learning, internal monitoring and peer coaching; professional development has, for nearly 10 years, cultivated a person/customer-centered service model, based on best practices first emerging in the late 1980s; it is not only authentic at its core, but it also is well researched as proven and evidence-based, especially in assisting individuals who have barriers.

Similarly, business services staff listens, learn, glean, and garner workforce intelligence through their employer relationships and then utilize individual employer, sector and general labor market data/knowledge through related WorkOne services and resources.

The coach/consultant-customer relationship is acknowledged as the core, evidence-based practice that produces near-term and long-term positive (and measured) customer change. Technology in service delivery is an abiding critically-value complement and 'partner' to the coach/consultant-customer relationship.

Workforce development activities and its structural customer service flow emanate from the area WorkOne sites, its partner network and community partnerships, each demonstrating a Mission-based coordination and leveraging of area resources, including technology. For example, to date, WorkOne sites have been affiliated directly with community lifelong learning centers or Community Action Programs.

More specifically, Region 10 Adult and Dislocated Worker workforce development activities include the operation of specific programs within the customer service flow, programs such as: Veteran services, Re-employment/RESEA, Rapid Response, Trade Adjustment Assistance (TAA). Activity components follow a general sequence, flexible to the individual's needs and goals: a) Welcoming, b) Initial assessments, c) Enrollment, d) Individual planning (with further assessing as appropriate, i.e. transferable skills analysis, academic testing, etc.), e) Self-service learning, f) Monthly Intensive staff-assisted learning workshops (Ex: Job search, Resume fundamentals, Job interview, Financial Management, Workplace communication, Social Media, Education orientation. **See ATTACHMENT 14: WorkOne Product Calendar**), g) weekly Computer literacy and Microsoft training, h) Quality referral for other services, i) Post-secondary education/training, with state approved training providers, to an in-demand, skilled occupation that is more high-waged and has career advancement/mobility; WorkOne provides various types of tuition assistance, j) Supportive services, k) Preferred job-seeker services, l) Placement services, m) Follow-up Services, and n) Data tracking of all the above, per customer.

Business services, with these populations, are also exemplified: a) posting job orders, b) customized hiring practices, c) on-site recruiting events, d) job matching with WorkOne 'preferred job-seekers to meet an employer's specific need, e) business seminars for learning and networking, f) employer surveying, g) direct job fairs, h) reverse job fairs, i) sector partnership facilitation from assessing needs through functional solutions to train and up-skill applicants and/or incumbent workers, and j) tracking and documenting all the above systematically.

**Related Strengths:** 1) Professional staff and technology-driven service activities that: a) empower, guide, up-skill and prepare job seekers for better employment and career, and b) help meet in-demand hiring needs of various employers in key business/industry sectors, 2) Operational quality: Mission-focused, Customer-centered, Regular assessing of system performance, team performance and individual performance, Continuous improvement practices, Regular professional development, Attentive and proactive management; deliberate attention to and building of work culture, 3) Reliability and consistency in operation and ability to so promote, 4) Innovation through WorkOne's management and its Product Development team, 5) Leveraging resources through partners, area Foundations, United Way and other funding sources, 6) Ability to form and sustain value-

adding local partnerships that directly impact our operation and customers, 7) Team-based, 8) Selective in recruiting staffing talent.

**Related Weaknesses:** 1) Reduced staffing and site overhead capacity over the past year. Thus, the need for further ingenuity and innovation for restructuring new service capacity and access at the local level, 2) Rural areas see an economy with less positive change while having still a more limited infrastructure such as less internet availability, minimal community transportation, community resources, etc.

Overall, capacity to service Adults and Dislocated Workers is being adjusted so as to retain regular and reliable services access in each county, while continuing to follow and refine the service flow described above. And, as noted in sections above, strategies are being set and/or implemented to expand service access in ways that are both innovative, functional and reliable. As such, capacity is generally retained and is expected to strengthen in the near-term and long-term through the new WIOA-based One-stop partner network.

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)]

Year over year, Region 10 has focused on Out-of-School (OOS) youth, given: a) The Board priority to serve at-risk youth across all six Counties, b) OOS youth have notably fewer community services and resources available, compared to In-School youth, and c) the more modest level of WIOA allocation available to the region. However, with special state funding\*, Region 10 has established two Jobs for America's Graduates (JAG) programs at the region's two largest high schools (Jeffersonville and New Albany High Schools), each of which is located in/near census tracts that reflect a higher proportion of lower-income households and families who are more mobile and less stable residentially; thus, the schools evidence a larger portion of at-risk In-school (IS) youth/high school students.

The two JAG programs are entering their third year of operation. By definitions, Region 10's JAG IS youth program is year round, following the full school year, with other months focused on recruiting participants and summer employment, or services with JAG graduates around full-time employment, postsecondary training, military enrollment, etc.

The program follows all JAG service flow curricula components and, also incorporates WIOA's 15 program elements (5 being new). **See ATTACHMENT 15** for length of program and availability/schedule; youth budget allocation information; 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.

Additional Description is provided:

- Desired Outcomes include meeting or exceeding all JAG metrics and WIOA/state In-School Youth performance metrics. More deeply, the Region 10 operation desires to see positive outcomes, per participant, in High School Graduation, post-secondary training that is successful if short-term and stabilized with passing grades (C or better) if longer-term, stable employment with opportunity to advance beyond entry-level, military enrollment, apprenticeship program acceptance and regular participation, and a more stable, supportive residence and family life.
- The JAG program is evaluated at the regional level, following JAG protocol, with its distinctive data-

entered results. The program is evaluated in terms of: 1) Both data, metric outcomes and quality with hosting school, 2) WorkOne internal monitoring, and 3) DWD specialists.

**Related Strengths** are exemplified: 1) Meeting several performance metrics, 2) A viable, right-sized cohort each year, 3) High-performing staff, 4) A positive relationship with each school, with a continuous improvement mentality/process, 4) Engagement with various businesses and community stakeholders (Ex: presenting on a given sector and occupational area; aspects of job readiness; discounted services, career conference judging), and 5) Region 10 JAG aspires to, behaves as and demonstrates through its strengths-based outcomes that it is a quality High School dropout prevention program that, ultimately, is recapturing and building individual talents toward career success.

**Related Weaknesses** include: 1) Reliance on state funding, and 2) A degree of staff turnover.

\* Region 10 JAG programs are provided apart from WIOA youth services funding.

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)]

Year over year, Region 10 has focused on Out-of-School (OOS) youth, given: The Board priority to serve at-risk youth across all six Counties, b) OOS youth have notably fewer community services and resources available, compared to In-School youth, and c) the more modest level of WIOA allocation available to the region. Similar to Adult and Dislocated Worker activities, WIOA-based OOS youth services follow a service flow, sequence and components described in Section 4.5: Activity components follow a general sequence, flexible to the individual's needs and goals: a) Welcoming, b) Initial Assessments, c) Eligibility Determination and Enrollment, d) Individual Planning (with further assessing as appropriate, i.e. academic testing, etc.), e) Self-Paced Learning, f) Monthly Intensive staff-assisted learning workshops (Ex: Job search, Resume fundamentals, Job interview, Financial Management, Workplace communication, Social Media, Education orientation (**See ATTACHMENT 14**)), g) weekly Computer literacy and Microsoft training, h) Quality referral for other services, i) Post-secondary education/training, with state approved training providers, to an in-demand, skilled occupation that is more high-waged and has career advancement/mobility; WorkOne provides various types of tuition assistance, j) Supportive services, k) Placement services, l) Follow-up Services, and m) Data tracking of all the above, per customer. Integrated into this structure and customer participation are the WIOA youth program elements. There are 10 WIA-based program elements that are well-incorporated into the Region 10 operation, with flexibility in their usage based on individual need and circumstance. Five new program elements, under WIOA, have been incorporated.

See **ATTACHMENT 16** for length of program and availability/schedule; youth budget allocation information; 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.

Additional Description is provided:

Desired outcomes include: 1) Meeting or exceeding WIOA youth performance metrics, 2) Increasing youth enrollment, 3) More deeply, the Region 10 operation desires to see positive and meaningful outcomes with each OOS youth served: High School Equivalency, Post-secondary training that is successful if short-term and stabilized with passing grades (C or better) if longer-term, stable employment with opportunity to advance beyond entry-level, military enrollment, apprenticeship program acceptance and regular participation, and a more stable, supportive residence and family life, 4) retaining and continuing to grow Region 10's Youth services

staff talent, 5) Attracting new/additional funding resources, 6) Increasing various types of involvement with area businesses, especially around youth Work Experience, and 7) Adopting and/or crafting specific value-adding youth service practices.

The OOS Youth program is evaluated at the regional level, following DWD policy and protocol. The program is evaluated in terms of: 1) Both case management data and metric outcomes, 2) WorkOne internal monitoring, 3) Annual monitoring by DWD, and 4) the Youth services team monthly.

**Related Strengths:** 1) Seasoned, high-performing staff and a cohesive youth services team, 2) Meeting the majority of federal youth performance metrics, 3) Community partners who are recruiting streams and/or partners in actively enhancing youth services (Ex: High Schools; George Junior Republic and other area foster care organizations; St. Elizabeth Charities; New Albany Housing Authority, Community Action of Southern Indiana; Hope southern Indiana; United Way, various businesses) 4) Work Experience: In its first year, thus far, Region 10 has had five cohorts work-experience cohorts, each of which begins with a 4-day Job Readiness boot camp followed by an extended work-experience with an area employer whose work generally matches to the youth participant's stated interests. Over 40 youth have been served to date across over 20 employers.

**Related Weaknesses:** 1) Less youth served than projected, 2) Certain performance metrics not met.

In the coming years, Region 10 Youth services projects to: 1) Increase the number recruited, enrolled and served, 2) Expand work-based learning options and opportunities for youth, 3) Increase percentage of youth who increase their educational attainment in a manner that aids them to compete more effectively in the workplace and build a solid career, 4) Embed various value-adding "boot camps" and/or trainings to employer-valued credentials annually, 5) Leverage new funding resources, both through grant-making entities and area employers (Ex: Work experience), and 6) Based on the area labor market, which is metropolitan, increase customer-centered collaboration with Kentuckiana Works and its youth services.

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)]

Both the JAG IS youth programs and the WIOA-based OOS Youth services have been both stable and successful over the past two years, in light of 4.6 and 4.7 description and analyses. Each program understands its need and desire to improve, i.e. Continuous Improvement process, and grow over the coming years, in terms of performance, number served and program quality.

*Best Practices for regional youth workforce activities are highlighted*, all involving one or more aspects of WorkOne services and/or capacity:

**1. YOUTH CAREER EXPO:** The Passport to Your Future Youth Career Expo has been held nearly every year in the past 5 years at WorkOne New Albany. In 2015, 345 students and young adults participated in the event, representing nine (9) high schools in the region and other youth/community-based organizations. Thirty-seven (37) companies and post-secondary schools participated, informing young adults about careers and hiring opportunities. Workshops (facilitated by WorkOne staff) were held throughout the event on: Professional dress, Career Exploration, Code Louisville software-coding project, and Hoosier Hot 50 Jobs. Ivy Tech Sellersburg's Mobile industrial Technology Exhibit was on-site to provide demonstrations on technology used in advanced manufacturing processes.

On May 23, 2016, WorkOne is co-sponsoring a first High School-based Job Fair with the Greater Clark School System at Jeffersonville High School. It is designed for High School seniors in the region, with 60+ employers participating.

**2. REGION 10 WORK EXPERIENCE PROGRAM AND BOOT CAMP:** Region 10 is in the first year of the Work Experience Program, as formally developed. Work Experience Training was conducted for all Youth Staff last program year. Region 10 developed a four-day pre-work experience intensive workshop curriculum that covers soft skills, payroll and employment form completion, expectations in the workplace, resume writing, interview techniques, professional workplace etiquette, financial literacy, customer service, conflict resolution, team work, goal setting and motivational programming. Upon completion of the boot camp, young adults are evaluated to

proceed with on-site work experience training for approximately 4-6 weeks, preferably in their field of interest. A Work Experience Coordinator recruits employers, and is the single-point-of-contact between the client and the employer for the term of the work experience training. The WEX Coordinator checks in with participants and employers regularly. Employers provide a skill evaluation at the conclusion of the work experience training that reflects the skills mastered, and the skills that need further reinforcement. In the first year, several employer partnerships have been developed. Over 40 participants have participated in the boot camp/work experience program. Many youth are progressing with their career goals and pathways through this program. Several new program recommendations are being considered for the new program year to improve the program and outcomes for young adults and employers.

**3. JA INSPIRE:** Region 10, along with Junior Achievement and Kentuckiana Works, participated in observing and analyzing the SAWDP Worlds of Opportunity Career Fair in Mobile, Alabama in 2015. This field study has led to a first year metropolitan bi-state effort through Junior Achievement of Kentuckiana called JA Inspire (<http://gcs.k12.in.us/ja-inspire-event-for-8th-grade-students/>). WorkOne and Kentuckiana Works co-sponsored a booth at the event on behalf of the sector partnership: *Greater Louisville Health Care Career Collaborative*.

**4. COLLEGE AND CAREER READINESS:** Region 10 contributes to the growing adoption of a College and Career Readiness model, integral to High School curricula and operations, at several area school systems: Greater Clark, South Harrison, and Scott County. The related best practices for youth workforce activities includes the usage of the PRIDE Work Ethic Certification and the potential for Greater Clark schools to become a FORD Next Gen Learning (NGL) community, one of only 30 such communities in the USA. The Board has been present, active and advocating for the implementing and growth of these excellent facets of student career preparation.

**5. CRADLE TO CAREER:** Similarly, the Board has been a core, active partner in the region's growing Cradle to Career Initiative, engaging various school systems, community resources, area Foundations, area post-secondary institutions, and both Chambers of Commerce and Economic Development "shops". Two target areas have been identified: 1) Early Childhood Education and 2) K-16/Adult Talent Development.

Region 10 devised and operated its youth services in conjunction with United Way funding so as to produce "Career Launch". While Career Launch revised itself over 3 years, the brand has departed; however, its modular approach has embedded in WorkOne's youth services and continued effectively.

High schools and counties grow and refine their College and Career Fairs, as a more significant and emphatic part of their school culture and goals. Similarly, Counties have active College Success Coalitions, endeavoring to "fire on all cylinders at the County level, with their area high schools; all are acutely aware of the region's educational attainment levels and the critical importance of gains therein for their community's economic and quality-of-place future.

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)]

The Region 10 Board ensures education/training investment, per customer, is linked directly to in-demand occupations and, more specifically, in-demand occupations that are skilled, demonstrate realistic opportunities and mechanisms for career advancement and mobility, and provide a wage beyond entry-level and near to or at a family-sustaining wage. Education/training are a critical and abiding Board priority, one of its four strategic Pillars, given the region and the bi-state Kentuckiana Metropolitan Statistical Area (MSA) evidence an educational attainment lag in contrast to: a) National and state Labor Market needs, per, for example, Georgetown University Recovery 2020 research ([https://cew.georgetown.edu/wp-content/uploads/2014/11/Recovery2020.FR\\_Web.pdf](https://cew.georgetown.edu/wp-content/uploads/2014/11/Recovery2020.FR_Web.pdf)); Indiana summary: [https://cew.georgetown.edu/wp-content/uploads/StateProjections\\_6.1.15\\_agc\\_v2.pdf](https://cew.georgetown.edu/wp-content/uploads/StateProjections_6.1.15_agc_v2.pdf), b) Indiana Career Council data, c) the recent MSA-based Talent Demand-Supply Analyses (funded by DWD and performed by FutureWorks) based on six business/industry economic drivers in Region 10 and the MSA, and d) Kentuckiana Works quarterly LMI

reporting.

Occupations in Region 10 and the bi-state MSA are researched and analyzed based on criteria above, for inclusion in the Region 10 in-demand occupations listing. Occupations are diverse and wide-ranging across 6+ business/industry sectors presenting with occupational growth data. Research sources include, for example: Hoosiers by the Numbers/Hot 50 Jobs in Region 10; the Kentuckiana Occupational Outlook (<http://www.kentuckianaworks.org/JobTrends/OccupationalOutlook.aspx>); bi-state MSA-based Talent Demand-Supply Analysis, published in November 2015 (**Attachment 5**); the Fast Forward Report, published in December 2015 (**Attachment 6**); and Kentuckiana Works quarterly Labor Market Information Reports (**ATTACHMENT 1**) General Process/Sequence and Criteria for Issuing Individual Training Accounts (ITA): An enrolled customer is a) unable to find suitable employment, reflective of his/her skill academic, technical and employability skill sets, b) evidences motivation/readiness to skill-up to a specific credential or degree relating to the in-demand criteria stated above\*, c) also evidences and verifies financial need\*, d) His/her coach verifies job search activities and efforts, e) Academic assessment occurs as needed (past initial such assessment)\* f) The customer researches sector fields and occupations of interest and completes a personal budget. Each customer must complete a career training packet, including research on employment opportunities available in the local or desired area for the occupational training to be considered. The occupation considered for training must be on the regional in-demand occupations list and the customer can choose an education/training provider from the INTraining List for the state of Indiana.\*, g) Completes his/her academic and career (AC) plan, which is reviewed, discussed, and approved in partnership between the customers, coach and AC counselor, h) Financial aid options are reviewed, i) *An ITA is issued*, as appropriate, to cover full tuition costs or partial tuition costs, in conjunction with Pell Grant, student loan, scholarship, and/or other available funding\*\* (Per WIOA regulations and state policy, WIOA funds are the last tuition-assistance option; that said, partial or full assistance is provided in keeping with ITA criteria), j) regular contact between customer and coach regarding training progress, need for support services, etc.; this relationship remains central to the service process, k) Job Placement services, as needed, via WorkOne staff, and l) Follow-up contact and services, if needed, after the customer gains employment.

Region 10 only utilizes training contracts in two areas: 1) Computer Literacy and Microsoft Office pre-vocational trainings, which are provided weekly to enrolled customers based on individual needs and goals, and 2) work-based learning contracts, such as On-the-Job Training (OJT) and Work Experience. In terms of the latter, such training relates directly to the customer-centered model, inclusive of academic assessment, skills assessing, work values/temperament self-assessing, past work experience and personal research by the customer, along with career coaching and guidance designed to facilitate the customer's empowered, informed choice regarding field of work and occupational choice.

\*Herein, with assessing activity, researching and personal budgeting, the customer is more empowered. He/She owns the process and is relatively surer of making an informed, motivated and realistic choice regarding occupation and a career path. The customer's owning also includes the choice of area school, its cost, the training term and schedule, etc.

\*\*For example, in addition to WIOA funds, in the past 2+ years, 1) Region 10 has accessed National Fund for Workforce Solution (NFWS: <http://www.nfwsolutions.org/>) funds for manufacturing sector training specifically, following the Strategic Doing Sector Partnership model; by definition, this funding involves a "collaborative" with Foundations in the bi-state area, in a core partnership with Kentuckiana Works, and 2) Region 10 has partnered with southern Indiana Community Foundations who provide "Hand Up" scholarships, as a gap funding mechanism when other tuition assistance options are used up. As with most regions, Region 10 emphasizes opportunities to leverage its infrastructure and resources in order to access additional funding sources, the result being that i) More customers are able to access ITAs than would otherwise be the case, and ii) with more comprehensive tuition and other supports, more individuals accessing an ITA persist and complete their education to a higher-waged, in-demand, skilled occupation and career.

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)]

An atmosphere of open communication between State and Local staff allows for the coordination of services during Rapid Response/Mass lay off events. Local staff, which consist of DWD and Service Provider staff, work within an integrated system allowing for one team to administer Rapid Response services to the employers and employees that find themselves in a layoff situation. Local Staff share information with State staff through a single point of contact at DWD. The program manager for the Dislocated Worker team works with local staff in several capacities.

Information flows both from state to local, and local to state. Information on WARN notices and TAA certification funnel from State to Regional Operator Staff and is then disseminated to the WorkOne leadership/system management team. The leadership determines which appropriate frontline staff are need for the particular situation, and begins developing the proper action and response. Contact is made with employer in order to offer WorkOne services. If local staff is made aware of a mass layoff by an employer, employee, or local media, they, in turn, share that information with DWD. Staff also directs the employer to DWD site for information on WARN notices and TAA certification. Local staff communicates with State Unemployment Insurance staff as well as Randy Frye. State staff assists in contacting employers to help secure names and contact information on affected employees.

Rapid Response events can be held at the layoff site, WorkOne offices, or a third party facility. All known 'mass layoff' employers are contacted and extended an offer for WorkOne staff to present a Rapid Response orientation. If the orientation is refused by the employer, then WorkOne staff will offer informational packets, which the employer can distribute to affected employees. The packet consists of "Surviving a Layoff," regional WorkOne product calendar, overview of Region 10 WorkOne products and services, UI handbook, contact information for the Region 10 WorkOne system, Website information (<http://www.workoneregion10.com/> ), Veterans services overview. Depending on the size of the event, one or more WorkOne staff members attend a Rapid Response event. The orientation consists of a WorkOne overview of services, explanation of UI benefits, and community resource information. The overview typically lasts an hour. After the presentation, attendees are able to ask questions, set up individual appointments and begin to take advantage of WorkOne services. The TAA orientation is the same with the addition of a TAA overview of benefits and initial TAA paperwork being executed. During a Rapid Response event, employees are informed of TAA eligibility guidelines and receive US Department of Labor website information. When possible, State TAA staff participate and assist in the coordination of Rapid Response activities at TAA eligible Rapid Response events.

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.

During the past year, WorkOne worked with over 1,000 REA customers. REA Coordinators select and schedule the customers for the REA orientation. All Skills and Employment team members participate to register participants prior to the REA orientation, and to provide a brief WorkOne orientation to promote participation in WIOA intensive services. An Academic and Career Plan is developed to for each participant outlining career assessments and employment activities they will complete. Follow-up appointments are made with a Career Coach to track progress and ensure REA participants complete the activities outlined in the Academic and Career Plan. Case management is provided for REA participants by the Skills and Employment Team. RESEA customers are required to meet with a Career Coach to report bi-weekly reports of work search results and WorkOne product usage.

Over 1000 customers were selected for JFH activities, and 684 completed the program to date. All Skills and Employment team members participate to register participants prior to the Jobs for Hoosiers (JFH) orientation, and to provide a brief overview of the WorkOne orientation to promote participation in WIOA intensive services.

**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)]

In Region 10, supportive services are coordinated and provided in several ways: a) Based on the customer's need(s), a quality, informed referral is made with the customer to a specific community resource. The resource may be a formal On-Stop partner, i.e. Adult Education, Vocational Rehabilitation, TANF, etc. or another community resource, i.e. Mental Health center, Food Bank, Clothing, Emergency services (Utilities, etc.); b) The support service is provided directly through WorkOne and WIOA (or other) funding. \* Examples are provided: Specific work clothing, work tools, credential testing costs.

Regarding facilitating transportation for customers, WorkOne: a) Pays verified vehicle gas costs reimbursement, relating to work travel or training travel, to the customer, b) Seeks free or discounted bus passes through the Metropolitan Transit Authority of River City (TARC), c) Advocates, in conjunction with other community leaders, for improved public transportation to area post-secondary locations and to industrial and commercial parks where companies and employment are more dense. Two respective examples: 1) An Express bus line to Ivy Tech Sellersburg, now in place for nearly 18 months, 2) Public transportation routing to River Ridge Commerce Center (<http://riverridgecc.com/>), now in place for the past 2+ years.

The customer, career coach and community resource communicate and update as/if needed, regarding the usage of the resource and its benefit for the customer. The purpose remains: For the customer to continue with WorkOne services, toward completing a post-secondary credential and/or 'better'/ higher-waged employment and job retention.

\*WorkOne-funded support services are the funds of last resort to meet the customer's need.

## 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)]

The Board currently has two contracts in place with service providers: 1) JobWorks, Inc. (<http://www.jobworksinc.org/>), and 2) Continuous Improvement Center.

The Region 10 Workforce Board, Inc. has a two-year contract with JobWorks, Inc. to deliver WIOA-funded Adult, Dislocated Worker and Youth services in the 6-County Region 10 area; the contract provides for an optional third contract year. The Board approved the third year option at its May 2016 meeting. The Board will conduct a competitive procurement for these WIOA services during Program Year 2016, such that a new contract is in place by Jul 1, 2017. The Board utilizes one WIOA services provider given the size of its allocation; this is a properly scaled approach that permits the maximizing of WIOA resources, with a proven service provider.

The Region 10 Workforce Board, Inc. has a two-year contract (with option for one year extension) with CIC to provide WorkOne customers with computer literacy and Microsoft office trainings each week. A competitive procurement process has been completed, with renewal options incorporated in the contract.

The Board abides by federal and state requirements in conducting its competitive procurements. State monitors and Board audits indicate procurement processes and contract management are in good financial standing without findings. The Board has had no audit findings in the past 15 years.

The contracts are provided in Exhibit 1.

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

See Exhibit 2 for a current organizational chart for Region 10.

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

The Region 10 Workforce Board, Inc. has one (1) Standing Committee: Per the Board's Bylaws (**See Attachment 17**). The Executive Committee shall be responsible for business and policy of the board, as directed by the board, with the Committee's actions and recommendations being presented to the board for board deliberations and formal actions. The Executive Committee shall consist of all officers, Standing Committee and Council Chairs, at least one (1) member at large elected by the RWB membership, and the immediate Past Chair position to ensure a total of at least seven (7) Executive Committee members. At least four (4) of the Executive Committee members must be from the business sector (profit and/or non-profit). The Executive Committee will meet as needed, upon request of the Chair. The Executive Committee shall be instituted by the R10WB, per Articles VI (Voting), Article VIII (Open Door Law) and Article IX (Meetings) of these bylaws. In the past year, the Executive Committee has met five times.

Region 10 has had a Youth Council for 13+ years, as prescribed under the previous Workforce Investment Act (WIA) and DWD state policy. The Council had oversight for WIOA-funded regional youth services for at-risk youth. In the 2-year transition under the new Workforce Innovation and Opportunity Act (WIOA), Region 10 has elected to forego a Youth Council. Board members who act as Youth representatives include: 1) Dr. Andrew Mein, Superintendent of Greater Clark County Schools, 2) Bob Lane, Executive Director of the New Albany Housing Authority, 3) Angela Kirlin, Region 10 Adult Education provider director, 4) Becky Jetton, the Center for Women and Families, and 5) Christy Frederick, HR Director, Optum, Inc. and Board Vice-Chair.

While the Board does not presently have a Youth Council, its youth activities, both under WIOA and as part of the Board's regional and local work, per the theme of the "emerging/future workforce", is more active than ever. Examples of such activity are described in Section 4.8: 1) Youth Career EXPO, 2) Junior Achievement INSPIRE, 3) College and Career Readiness partnering with area K-12 school systems, 4) Cradle-to-Career Initiative. Additionally, the Board and WorkOne have an active working relationship with Adult Education, administered through the Scott County Economic Development Corporation, with WorkOne making quality youth referrals to Adult Education and vice-versa; ultimately, the goal with each youth customer, with such referral, is services that prepare the individual for a stable, higher-waged work-life and career.

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

**Ron McKulick, Executive Director**

**Region 10 Workforce Board, Inc.**

**WorkOne Southern Indiana**

P O Box 6712

New Albany, IN 47150

P 812-941-6427 F 812-944-4056

[rmckulick@workoneregion10.com](mailto:rmckulick@workoneregion10.com)





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)]

Fiscal Agent

Crowe Horwath, LLP  
3815 River Crossing Pkwy  
Indianapolis, IN 46240

Fiscal Agent Contacts:

Christopher DuKate, CPA | Senior Manager  
Crowe Horwath LLP  
3815 River Crossing Parkway, Suite 300  
Indianapolis, IN 46240  
Direct: 317.208.2507 | Fax: 317.706.2660



Carla Crowe

[Carla.Crowe@crowehorwath.com](mailto:Carla.Crowe@crowehorwath.com)

(317) 208-2571 office

(317) 225-2571 cell

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

[Click here to enter text.](#)

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

The Board does not have "replicated cooperative agreements" with the Office of Vocational Rehabilitation (OVR). Neither the Indiana Department of Workforce Development (DWD) or OVR has provided policy on such regional agreements to date, likely due to the WIOA final rules not being available until July 2016.

The Board did have a One-Stop partner MOU with OVR under the Workforce Investment Act (WIA); however, this particular MOU has not been "in play" since 2011. An OVR representative, the area Supervisor, has been and is a Region 10 Workforce Board member. A "replicated cooperative agreement" has not been a part of Board-OVR exchange.

In terms of the content of such agreement, at the local level:

- a) OVR has a regular presence on the Workforce Board.
- b) In-house training has occurred: OVR Counselors to WorkOne staff as audience, and vice-versa, i.e. cross-training, regarding the provision of services to individuals with disabilities.
- c) Technical assistance, typically around a customer's needs, assistive technology, or customer accommodations, has occurred as needed. Interagency communications are open and responsive.
- d) WorkOne staff has working relationships with K-12 Special Needs/Education personnel at area High

Schools and have connectivity with area Transition Councils. WorkOne is represented, i.e. booth, etc. at Transition Fairs; staff assist Transition students when they visit the WorkOne to learn about employment/training/career services.

- e) WorkOne also has working relationships with designated personnel who serve students with disabilities at Ivy Tech and Indiana university Southeast.
- f) WorkOne staff have long-term service relationships with area rehabilitation agencies that provide job placement services and/or supported employment services.

The Board welcomes and is ready to engage in such agreement as needed, expecting it to truly enhance services with this customer population.

New efforts to enhance services are being explored; for example, convening WorkOne and VR area management and creating an process approach designed to: 1) Affirm common employment/training/ career services ground, inventory current resources and practices, identify basic service improvements, and 2) proceed thereafter to conduct a pilot project to develop subject matter experts (SMEs) from VR and WorkOne to not only delve deeper into shaping service improvements, but to a) strengthen front-line staff relationships around the joint service purpose and practices, and b) implement, fine-tune and continuously measure the improvements.

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)]

In the process of the region operating as a formal Workforce Service Area (WSA) and Workforce Development Board (WDB) and devising its new 5-year Local Plan going forward into the next Program Year, consultation with members of the public, including local elected officials, representatives of business, labor, and economic development, has occurred/is occurring in the following ways:

- A. Workforce Board meetings that include representatives, as listed above, and focus on Board's scope of work, inclusive generally of: 1) WorkOne services as a regional, publicly-funded, business-led and demand-driven employment, training and career development system, serving both business/industry and job-seekers, and 2) various related workforce investment projects/initiatives. Within this context, Board members review and monitor, inquire, discuss, consult and guide, and make decisions. Executive Committee meetings, as needed, with Board officers/leadership have occurred focusing on all aspects of the Board's Scope of Work, including projected changes under WIOA, especially as relates to One-Stop operations, sector strategies and partnerships, and leveraging workforce/talent development-related partnerships.
- B. Task forces, as needed, regarding various projects; for example, competitive procurements, WorkOne site changes, Youth initiatives/events, and sector partnerships.
- C. Participation, in a Workforce Investment ambassador/advocate mode, in regional or bi-state workforce-related projects, such as sector-based workforce training initiatives (Ex: National Fund for Workforce Solutions), educational attainment initiatives (Ex: Education Matters southern Indiana), a regional Cradle to Career initiative, or various secondary school-based College and Career Readiness initiatives, area infrastructure advocacy, or opportunities for local funding.
- D. Individual member meetings.
- E. Policy shaping, review and approval.
- F. Similarly, discussions have occurred, with, for example, 1) Chambers of Commerce, 2) LEDOs (1si, Harrison County, etc.), 3) Ivy Tech (Chancellor and Corporate College staff), 4) Adult Education consortium and regional High Schools devoted to the school-to-career model specifically, 5) Organized

Labor, etc, leading to both general workforce status/direction discussion, mutual information-sharing and inputting and, as appropriate, specific decisions.

- G. Both 1:1 meetings with Local Elected Officials (LEO) and formal Local Elected Official (LEO) meetings, with Workforce Board Officers and staff present to inform, report on, and seek input and perspective about the future of the region's workforce, short-term and long-term, especially as relates to workforce-based funding resources and the economic opportunities that have come and will come to the region. *On May 18, 2016, the LEOs met, with the Chief Elected Official (CEO), Floyd County Commissioner Mark Seabrook, present, and Board officers present, to see, learn about, discuss and guide the Local Plan for Program Years 2016-2020. At this meeting, after discussion, the plan content was approved by the LEOs.*
- H. *On June 23, 2016, Region 10 Workforce Board members completed a preliminary vote on the Local Plan. Twenty-two (of 28) Board members participated in the voting. All participating Board members voted in support of the Local Plan. The Plan will be formally ratified at the August 2016 Region 10 Workforce Board, Inc. meeting.*

Overall, many of these input opportunities occur through the course of the Program Year. The Board's direction and priorities are kept in mind therein. The processes above, both those that are regular and those that are more distinctive, like LEO meetings, regularly inform and pave the way for the local planning process, as directed by DWD policy, both in a functional and formal manner.

Key inputs from the parties referenced above center on:

- **A core priority of an effective County-based WorkOne employment and training service center system, i.e. a regional talent developer**, with WorkOne being "solidly rooted in clearly demonstrating a positive return on workforce investments for both job seekers and local/regional businesses", and effectively utilizing its One-Stop Partner network, integral to its customer-centric platform.
- **Addressing various skills gaps: a) academic, b) technical and/or c) "soft"/"people"/job readiness, and the core priority of educational attainment.**
- **Workforce (talent development) leadership, advocacy and collaboration** at the local/regional, meta-regional and state levels; that is, being knowledgeable champions and ambassadors for workforce development/investment, in the 21st century, knowledge-based global workplace.
- Making sound, timely and **informed decisions regarding the effective use of area public resources** for employment and training, based on local/regional needs and priorities.
- The long-term importance of and value for the region in governing and **operating as a WSA and Workforce Development Board**, with the WDB utilizing balanced and cohesive infrastructure, inclusive of "checks and balances", on behalf of the LEOs and CEO.

In summary, the Board has engaged in member discussion, especially through the Executive Committee, regarding the Plan's shaping and content, based on the state's template and the Board's long-term work, much of which is already in accord with the state's (and WIOA's ) template, and more significantly, its purposes, priorities and position-taking through, for example, the Indiana Career Council's Strategic Plan. For example, the Board and its WorkOne operations have long been engaged in sector partnership strategy, development and implementation; career laddering, matrices and pathways are an integral part of services with Adults, Dislocated Workers and Youth, as well as special customer populations; the Board has maintained educational attainment, in a demand-driven mode that reflects a win-win-win position, i.e. employer-individual customer-community, as a key strategic priority; and the Board has guided all such activity and accomplishment with meaningful connectivity to the region's WorkOne operation. As such, the Board has provided cogent, informal inputs, as have the Local Elected Officials, and the One-Stop partners, generally in terms of the direction and usage of available resources. The area One-Stop partners are becoming more attuned to the expectations and direction of working together, coordinating and aligning employment, career, education/training and support services meaningfully more so and more often, with measurement, around individual customer needs and success. Additionally, kindred regional initiatives, i.e. Works Council, Cradle to Career, Education Matters, Greater

Louisville Workforce Partners, the Greater Louisville Healthcare Career Collaborative, the Metropolitan Manufacturing Alliance, etc., have similarly provided input into the Local Plan's content and direction, generally from the standpoint of: *How can the Board and the publicly-funded workforce service system contribute to regional "talent development", both with the emerging workforce and with the existing workforce?*

The Board has: a) Distributed e-mail communications to a wide range of stakeholders, such as Chambers of Commerce, Economic Development shops, School Systems and post-secondary institutions, regarding the DRAFT Plan's availability for review and comment for a 30-day period; b) Published Legal Ads in area newspapers timely so that the public is aware of same; c) Posted notice at the Entrance of WorkOne sites, on the WorkOne website, and submitted notice to public sites such as the Public Libraries; and d) Sent the DRAFT Plan to key stakeholders, i.e. Board Members, Local Elected Officials, Works Council members, etc. The Board will receive comment and review such, assessing the need for plan revisions, prior to the Plan's submittal to DWD by July 1, 2016.

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.

The Board's process includes, for example:

Program Monitoring:

- a) Monthly desktop monitoring of adult, dislocated worker and youth case files, via the state's TrackOne data system by the Board's Data Management Coordinator, Anita McNallin, who has 30+ years of employment and training service system experience, especially around case management practices and activities, related data systems and data validation practices.
- b) Spot-checks of hard-copy case file documents and data entries/case note data, on various individual customers on a weekly basis, by JobWorks management and Board staff (Administration and Operations Director; Data Management Coordinator, etc.)
- c) Review of case manager/career coach practices through site visit observation and interview by supervisors and Board staff
- d) A comprehensive semi-annual one-week+ site monitoring by Board staff
- e) Formal annual monitoring by the DWD Oversight and Compliance Division
- f) Training of internal monitoring staff occurs through DWD related work groups, WIOA monitoring training webinars, professional peer exchange, National Association of Workforce Development Professionals (NAWDP) and other expert trainings.

Fiscal Monitoring:

- a) The Board's Administrative Services and Operations Director monitors the WIOA budget and related expenses weekly and monthly, in conjunction with the region's Fiscal Agent Crowe Horwath (Crowe). Crowe Horwath conducts fiscal monitoring of the contracted WIOA service provider once each program year.
- b) Crowe a) conducts fiscal monitoring and evaluation at its Indianapolis site monthly, and b) procures and provides oversight of an independent third party financial audit of WIOA and all Board funds annually.
- c) Crowe participates in state and federal fiscal management trainings on a regular basis each year. Particular training attention is being given currently to fiscal management changes under WIOA and new OMB regulations.

Internal comprehensive monitoring will be conducted no later than Spring 2017.

A Listing of Review Forms and Sample Report from a Past Monitoring Review, see **ATTACHMENT 18**.

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.

Youth Services Professional Development planning is focused and ongoing, providing a range of training opportunities designed to maintain and improve the skills and competencies of Region 10 youth services staffing, inclusive of direct service personnel, team leaders, supervisor and Regional Operator, with guidance from Board members who are more focused representatives of youth services. Staff training takes into account both the region's in-school youth programs, i.e. JAG and the region's out-of-school youth services.

- a) In-School JAG staff participates in all related JAG professional development, both in an online mode, peer and team study/exchange, and both statewide and national learning events.
- b) Out-of-School youth services staff participate, as well, in online training, peer and team study/exchange, and both local statewide and national learning events. For example, as there are similar direct-service youth workers in a range of other local community/non-profit organizations in the metropolitan area, various entities sponsor and/or provide professional development trainings on a wide range of topics monthly.
- c) Board staff, Anita McNallin, provide initial and periodic trainings in-person both on youth service practices, the 15 program elements under WIOA, and related documentation and data tracking, with all youth services staff. Ms. McNallin has 30+ years of related practice and data management expertise.
- d) Training, in one mode or another, occurs on a monthly basis. Training completions are catalogued per staff person by their supervisor and the service provider, JobWorks, as a development portfolio, also utilized in each staff person's performance evaluation.

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

Local Policies Listing:

- WIOA Eligibility/Participant Payment Policy
- Procurement Policy
- In-Demand Policy

*Note: Region 10 has not updated many local policies due to 1) Pending WIOA Final Rules and 2) Recent release of many state-level WIOA Policies. Region 10 will follow state-level WIOA policies, and may consider review of local-level policies upon further board review of WIOA Final Rules and recent state-level policy.*

## ATTACHMENT B--PROJECTED PROGRAM PARTICIPANTS for PY16

	Participants to be Served	Program Funding (WIOA)	Additional Funding (State)	Additional Funding (Federal)	Additional Funding (Non-state/federal)	Total Budget	Budget per Participant	Explanation (optional)
WIOA Adult	665	697,010					1,048	Tfer 250,000 to adult from DW
Dislocated Worker	215	343,363					1,597	Tfer 250,000 to adult from DW
Youth (in-school)	35	111,752					3,193	
Youth (out-of-school)	100	335,258					3,353	
ABE	30	-					-	
WorkINdiana	8	-	28,000				3,500	Focus TDL & Manuf. Sector
WP	665	-					-	Based on current co-enrollment status
Veterans Overall	100	-		75,000		75,000	750	

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

Revised: 3/9/16

# **REGION 10 LOCAL PLAN PROGRAM YEARS 2016-2020**

## **EXHIBITS and ATTACHMENTS**

**Exhibit 1:** Provider Contracts

**Exhibit 2:** Organizational Chart

### **ATTACHMENTS:**

1. Kentuckiana Works Quarterly Labor Market Information Report Sample
2. IN Department of Workforce Development Workforce Data
3. BEAM Report Executive Summary
4. Region 10 Hoosier HOT Jobs by Sector Listing
5. Louisville MSA Talent Demand vs. Supply Analysis
6. Fast Forward Report
7. Recovery 2020 Executive Summary and Indiana Information
8. Future Skills Snapshot
9. 2015 Community Needs Assessment for Clark and Floyd Counties (Executive Summary)
10. Region 10 Educational Attainment Data (3 Time points View)
11. Youth Goals (relates to Section 2)
12. Manufacturing Sector Partnership Work Examples
13. Business Team Metrics
14. WorkOne Product Calendar
15. In-School Youth Chart (Section 4.6)
16. Out-of-School Youth Chart (Section 4.7)
17. Board Bylaws
18. Sample Monitoring Forms/Report
19. Local Plan Comments

**REGION 10 LOCAL PLAN**  
**PROGRAM YEARS 2016-2020**

**EXHIBITS and ATTACHMENTS**

**Exhibit 1:** Provider Contracts

**Exhibit 2:** Organizational Chart

**ADDITIONAL ATTACHMENTS:**

1. Kentuckiana Works Quarterly Labor Market Information Report Sample
2. IN Department of Workforce Development Workforce Data
3. BEAM Report Executive Summary
4. Region 10 Hoosier HOT Jobs by Sector Listing
5. Louisville MSA Talent Demand vs. Supply Analysis
6. Fast Forward Report
7. Recovery 2020 Executive Summary and Indiana Information
8. Future Skills Snapshot
9. 2015 Community Needs Assessment for Clark and Floyd Counties (Executive Summary)
10. Region 10 Educational Attainment Data (3 Time points View)
11. Youth Goals (relates to Section 2)
12. Manufacturing Sector Partnership Work Examples
13. Business Team Metrics
14. **WorkOne** Product Calendar
15. In-School Youth Chart (Section 4.6)
16. Out-of-School Youth Chart (Section 4.7)
17. Board Bylaws
18. Sample Monitoring Forms/Report
19. Local Plan Comments

## **Exhibit 1: Provider Contracts**

## AMENDMENT FOUR (4) TO SUBCONTRACT FOR SERVICES

This is an Amendment to the Subcontract for Services between the Region 10 Workforce Board, Inc. and JobWorks, Inc. dated July 1, 2015.

In consideration of the mutual undertakings and covenants hereinafter set forth, the parties agree to the items marked below:

1.  X  This Amendment modifies the previously obligated funds under this subcontract for the period July 1, 2015 to the expiration date of June 30, 2016. The effective date of this Amendment is March 16, 2016. This Amendment maintains the total Subcontract obligation to \$1,620,018

2.   \*The subcontract ending date for the included in this Amendment is .

3.   This Amendment changes the name for the Grantee formerly known as \_\_\_\_\_ to \_\_\_\_\_

4.  X  Attachments: The items marked below are attached herein, made a part hereof, and incorporated herein by reference as part of this Agreement.

X  a. Project Statement (Exhibit AM  1 )

X  b. Budget Summary (Exhibit AM  2 & 2a )

All other matters previously agreed to and set forth in the original agreement and not affected by this amendment shall remain in full force and effect.

1) Non-collusion and Acceptance: The undersigned attests under penalties of perjury that he is the contracting party, or that he is the representative, member, employee representative, agent or officer of the firm, company, corporation or partnership represented by him, directly or indirectly, to the best of his knowledge, entered into or offered to enter into any combination, collusion or agreement to receive or pay, and that he has not received or paid, any sum of money or other consideration for the execution of this agreement other than that which appears on the face of the agreement.

**EXHIBIT AM 1**  
**NARRATIVE STATEMENT**

The purpose of this modification is to subcontract with JobWorks, Inc. to provide:

- Adjustment of NEG-DWT Funds (27,446) - New Balance \$6,132
- Scott Co. Hands Up Funds adjustment increase of \$1,000
- WIA Incentive Grant adjustment (32,328) - New Balance \$ 0
- WIA Adult Funds adjustment increase of \$27,000 - **For ITA Only**

Recommendations for modification of the JobWorks, Inc. Budget as follows:

### BUDGET MODIFICATION

Subcontract Budget Funding 2-15-16 thru 6-30-2016

Cost Category	Budget	Modification	Total Budget
Adult 17.258	325,500	27,000	352,500
DW Transfer to Adult	261,725		261,725
Dislocated Worker 17.260	210,000		210,000
Youth 17.259	500,000		500,000
WorkIndiana	35,314		35,314
JAG	224,242		224,242
WIA Incentive Grant	32,328	(32,328)	0
NEG - DWT	33,578	(27,446)	6,132
Harrison Co. Hands Up	10,223		10,223
Clark/Floyd Hands Up	15,520		15,520
Washington Co. Hands Up	3,018		3,018
Scott Hands Up	344	1,000	1,344
Total Budget	1,651,792	(31,774)	1,620,018

The parties having read and understanding the foregoing terms of the attached Amendment do by their respective signatures dated below hereby agree to the terms thereof.

Region 10 Workforce Board, Inc.

JobWorks, Inc.

\_\_\_\_\_  
Signature

  
\_\_\_\_\_  
Signature

Ed Carpenter, Chair  
Typed Name/Title

Rebecca Griffiths  
Typed Name/Title

## AMENDMENT FOUR (4) TO SUBCONTRACT FOR SERVICES

This is an Amendment to the Subcontract for Services between the Region 10 Workforce Board, Inc. and JobWorks, Inc. dated July 1, 2015.

In consideration of the mutual undertakings and covenants hereinafter set forth, the parties agree to the items marked below:

1.  X  This Amendment modifies the previously obligated funds under this subcontract for the period July 1, 2015 to the expiration date of June 30, 2016. The effective date of this Amendment is March 16, 2016. This Amendment maintains the total Subcontract obligation to \$1,620,018

2.   \*The subcontract ending date for the included in this Amendment is .

3.   This Amendment changes the name for the Grantee formerly known as \_\_\_\_\_ to \_\_\_\_\_

4.  X  Attachments: The items marked below are attached herein, made a part hereof, and incorporated herein by reference as part of this Agreement.

X  a. Project Statement (Exhibit AM  1  )

X  b. Budget Summary (Exhibit AM  2 & 2a  )

All other matters previously agreed to and set forth in the original agreement and not affected by this amendment shall remain in full force and effect.

1) Non-collusion and Acceptance: The undersigned attests under penalties of perjury that he is the contracting party, or that he is the representative, member, employee representative, agent or officer of the firm, company, corporation or partnership represented by him, directly or indirectly, to the best of his knowledge, entered into or offered to enter into any combination, collusion or agreement to receive or pay, and that he has not received or paid, any sum of money or other consideration for the execution of this agreement other than that which appears on the face of the agreement.

The parties having read and understanding the foregoing terms of the attached Amendment do by their respective signatures dated below hereby agree to the terms thereof.

Region 10 Workforce Board, Inc.

JobWorks, Inc.

  
\_\_\_\_\_  
Signature

  
\_\_\_\_\_  
Signature

Ed Carpenter, Chair  
\_\_\_\_\_  
Typed Name/Title

Rebecca Griffiths  
\_\_\_\_\_  
Typed Name/Title

**EXHIBIT AM 1**  
**NARRATIVE STATEMENT**

The purpose of this modification is to subcontract with JobWorks, Inc. to provide:

- Adjustment of NEG-DWT Funds (27,446) - New Balance \$6,132
- Scott Co. Hands Up Funds adjustment increase of \$1,000
- WIA Incentive Grant adjustment (32,328) - New Balance \$ 0
- WIA Adult Funds adjustment increase of \$27,000 - **For ITA Only**

Recommendations for modification of the JobWorks, Inc. Budget as follows:

### BUDGET MODIFICATION

Subcontract Budget Funding 2-15-16 thru 6-30-2016

Cost Category	Budget	Modification	Total Budget
Adult 17.258	325,500	27,000	352,500
DW Transfer to Adult	261,725		261,725
Dislocated Worker 17.260	210,000		210,000
Youth 17.259	500,000		500,000
WorkIndiana	35,314		35,314
JAG	224,242		224,242
WIA Incentive Grant	32,328	(32,328)	0
NEG - DWT	33,578	(27,446)	6,132
Harrison Co. Hands Up	10,223		10,223
Clark/Floyd Hands Up	15,520		15,520
Washington Co. Hands Up	3,018		3,018
Scott Hands Up	344	1,000	1,344
Total Budget	1,651,792	(31,774)	1,620,018

## AMENDMENT THREE (3) TO SUBCONTRACT FOR SERVICES

This is an Amendment to the Subcontract for Services between the Region 10 Workforce Board, Inc. and JobWorks, Inc. dated July 1, 2015.

In consideration of the mutual undertakings and covenants hereinafter set forth, the parties agree to the items marked below:

1.   X   This Amendment modifies the previously obligated funds under this subcontract for the period July 1, 2015 to the expiration date of June 30, 2016. The effective date of this Amendment is February 15, 2016. This Amendment maintains the total Subcontract obligation to \$1,651,792.

2.        \*The subcontract ending date for the included in this Amendment is .

3.        This Amendment changes the name for the Grantee formerly known as \_\_\_\_\_ to \_\_\_\_\_.

4.   X   Attachments: The items marked below are attached herein, made a part hereof, and incorporated herein by reference as part of this Agreement.

  X   a. Project Statement (Exhibit AM   1  )

  X   b. Budget Summary (Exhibit AM   2   &   2a  )

All other matters previously agreed to and set forth in the original agreement and not affected by this amendment shall remain in full force and effect.

1) Non-collusion and Acceptance: The undersigned attests under penalties of perjury that he is the contracting party, or that he is the representative, member, employee representative, agent or officer of the firm, company, corporation or partnership represented by him, directly or indirectly, to the best of his knowledge, entered into or offered to enter into any combination, collusion or agreement to receive or pay, and that he has not received or paid, any sum of money or other consideration for the execution of this agreement other than that which appears on the face of the agreement.

The parties having read and understanding the foregoing terms of the attached Amendment do by their respective signatures dated below hereby agree to the terms thereof.

Region 10 Workforce Board, Inc.

JobWorks, Inc.

  
\_\_\_\_\_  
Signature

  
\_\_\_\_\_  
Signature

Ed Carpenter, Chair  
Typed Name/Title

Rebecca Griffiths  
Typed Name/Title

**EXHIBIT AM 1  
NARRATIVE STATEMENT**

The purpose of this modification is to subcontract with JobWorks, Inc. to provide:

- Adjustment for transfer of Dislocated Worker funds to Adult in amount of \$60,000.00

Recommendations for modification of the JobWorks, Inc. Budget as follows:

### BUDGET MODIFICATION

Subcontract Budget Funding 2-15-16 thru 6-30-2016

Cost Category	Budget	Modification	Total Budget
Adult 17.258	325,500		325,500
DW Transfer to Adult	201,725	60,000	261,725
Dislocated Worker 17.260	270,000	(60,000)	210,000
Youth 17.259	500,000		500,000
WorkIndiana	35,314		35,314
JAG	224,242		224,242
WIA Incentive Grant	32,328		32,328
NEG - DWT	33,578		33,578
Harrison Co. Hands Up	10,223		10,223
Clark/Floyd Hands Up	15,520		15,520
Washington Co. Hands Up	3,018		3,018
Scott Hands Up	344		344
Total Budget	1,651,792		1,651,792

## AMENDMENT TWO (2) TO SUBCONTRACT FOR SERVICES

This is an Amendment to the Subcontract for Services between the Region 10 Workforce Board, Inc. and JobWorks, Inc. dated July 1, 2015.

In consideration of the mutual undertakings and covenants hereinafter set forth, the parties agree to the items marked below:

1.  X  This Amendment modifies the previously obligated funds under this subcontract for the period July 1, 2015 to the expiration date of June 30, 2016. The effective date of this Amendment is November 1, 2015. This Amendment increases the total Subcontract obligation to \$1,651,792.

2.   \*The subcontract ending date for the included in this Amendment is .

3.   This Amendment changes the name for the Grantee formerly known as \_\_\_\_\_ to \_\_\_\_\_.

4.  X  Attachments: The items marked below are attached herein, made a part hereof, and incorporated herein by reference as part of this Agreement.

X  a. Project Statement (Exhibit AM  1  )

X  b. Budget Summary (Exhibit AM  2 & 2a  )

All other matters previously agreed to and set forth in the original agreement and not affected by this amendment shall remain in full force and effect.

1) Non-collusion and Acceptance: The undersigned attests under penalties of perjury that he is the contracting party, or that he is the representative, member, employee representative, agent or officer of the firm, company, corporation or partnership represented by him, directly or indirectly, to the best of his knowledge, entered into or offered to enter into any combination, collusion or agreement to receive or pay, and that he has not received or paid, any sum of money or other consideration for the execution of this agreement other than that which appears on the face of the agreement.

The parties having read and understanding the foregoing terms of the attached Amendment do by their respective signatures dated below hereby agree to the terms thereof.

Region 10 Workforce Board, Inc.

JobWorks, Inc.



\_\_\_\_\_  
Signature



\_\_\_\_\_  
Signature

Ed Carpenter, Chair

Typed Name/Title

Rebecca Griffiths

Typed Name/Title

**EXHIBIT AM 1  
NARRATIVE STATEMENT**

The purpose of this modification is to subcontract with JobWorks, Inc. to provide:

- Adjustment for WorkIndiana funding expired 9-30-15 (\$4,119).

Recommendations for modification of the JobWorks, Inc. Budget as follows:

BUDGET MODIFICATION

Subcontract Budget Funding 11-1-2015 thru 6-30-2016

Cost Category	Budget	Modification	Total Budget
Adult 17.258	325,500		325,500
DW Transfer to Adult	201,725		201,725
Dislocated Worker 17.260	270,000		270,000
Youth 17.259	500,000		500,000
WorkIndiana	39,433	(4,119)	35,314
JAG	224,242		224,242
WIA Incentive Grant	32,328		32,328
NEG - DWT	33,578		33,578
Harrison Co. Hands Up	10,223		10,223
Clark/Floyd Hands Up	15,520		15,520
Washington Co. Hands Up	3,018		3,018
Scott Hands Up	344		344
Total Budget	1,655,911	(4,119)	1,651,792

Line Item Budget

Program Expense:	%FTE	Total Hrs Per Week	Base Salary Cost	Fringe Benefit Cost
<b>Staff Costs</b>				
Victor Oberhausen - Program Manager	100%	40	\$ 58,052.80	\$ 20,899.01
Kristen Barrow - Product Developer (term 8/5)		0	\$ 3,976.96	\$ 1,431.71
Beth Baylor - WEX Development & Job Placement Specialist-eff 7/20/15	100%	40	\$ 34,369.92	\$ 12,373.17
Brent Bradshaw - Welcome Team Leader (term 8/6)		0	\$ 3,959.28	\$ 1,425.34
Jennifer Brown - Career Coach (term 7/2) - (Scott County)		0	\$ 256.48	\$ 92.33
Karen Bruce - Career Coach - (Harrison County)	100%	40	\$ 35,235.20	\$ 12,684.67
Jon Burke - Career Coach - (Clark County)	100%	40	\$ 31,512.00	\$ 11,344.32
Brian Cleveland - JAG Specialist- Non-WIA (Jeffersonville High School)	100%	40	\$ 31,512.00	\$ 11,344.32
Amanda Crawford - Youth Career Coach (Floyd County)	100%	40	\$ 31,512.00	\$ 11,344.32
Sandra Hammond - Youth Career Coach (Floyd County)	100%	40	\$ 31,512.00	\$ 11,344.32
Ron Hutcheson - Performance Coach	100%	40	\$ 40,955.20	\$ 14,743.87
Meissan McDaniel - JAG Specialist- Non-WIA (New Albany High School)	100%	40	\$ 31,512.00	\$ 11,344.32
McNelly, Jennifer - Producent Development Coordinator	100%	40	\$ 36,774.40	\$ 13,238.78
Stacey Morejon-Ygelsias - Adult/DW (Skills Team) Team Leader	100%	40	\$ 42,868.80	\$ 15,432.77
Dawn Pettys - Youth Team Leader	100%	40	\$ 42,868.80	\$ 15,432.77
Roshan Toba - Career Coach (Floyd County)	100%	40	\$ 31,512.00	\$ 11,344.32
Melodie Rutledge - Career Coach (Floyd County/Washington County)	100%	40	\$ 37,065.60	\$ 13,343.62
Jennifer Seiber - Career Coach (Crawford County)	100%	40	\$ 35,235.20	\$ 12,684.67
Vacant - JAG Coordinator/Youth Outreach (previously Christal Stephenson)	100%	40	\$ 35,880.00	\$ 12,916.80
Katrina Page - Floating Career Coach	100%	40	\$ 31,512.00	\$ 11,344.32
Vacant - Scott County Career Coach (previously Jennifer Brown-term 7/3)	100%	40	\$ 31,512.00	\$ 11,344.32
Jenny Rog - Welcome Team Leader (previously Bradshaw-term 8/6)	100%	40	\$ 36,400.00	\$ 13,104.00
Tim Putt - OJT Developer	10%	4	\$ 7,814.56	\$ 2,813.24
<b>HR and Payroll Support</b>	11%	4	\$ 10,531.87	\$ 3,791.47
<b>Fiscal Support</b>	40%	16	\$ 15,783.04	\$ 5,681.89
<b>VP of Finance</b>	12.5%	5	\$ 10,363.60	\$ 3,730.90
<b>President &amp; General Manager</b>	10%	4	\$ 9,628.32	\$ 3,466.20
<b>Salary Subtotal</b>			\$ 750,116.03	
<b>Fringe Subtotal</b>			\$ 270,041.77	
<b>Total Staff Cost</b>			\$ 1,020,157.80	
<b>Staff Cost vs. Total Percentage</b>				62%
<b>Participant Budget:</b>			\$ 541,690.35	
<b>Supportive Services</b>			\$ 91,631.37	
<b>Youth Participant Work Experience/OJT</b>			\$ 100,000.00	
<b>Direct Training</b>			\$ 350,058.98	
<b>% of Direct Training Program Costs</b>				65%
<b>% of Customer Training/Support vs. Total</b>				33%
<b>Program Support Costs:</b>				
<b>Travel</b>			\$ 33,612.64	
<b>Staff Training Cost</b>			\$ 2,400.00	
<b>Staff Development Quarterly Bonus</b>			\$ -	
<b>Communication - cell only</b>			\$ 2,637.12	
<b>Postage</b>			\$ 960.00	
<b>Insurance</b>			\$ 6,410.00	
<b>Miscellaneous</b>			\$ 43,924.09	
<b>Operating Sub-Total</b>			\$ 89,943.85	
<b>% of Program Support Costs</b>				5%
<b>Total Program Budget</b>			\$ 1,651,792.00	
<b>Grand Total</b>			\$ 1,651,792.00	

Funding:

Adult	\$ 527,225.00
DW	\$ 270,000.00
Youth	\$ 500,000.00
Non-WIA JAG (quarter)	\$ 224,242.00
WIN	\$ 35,314.00
WIA Incentive WorkIN	\$ 32,328.00
Harrison County Foundation - Hand Up (annual)	\$ 10,223.00
Washington County Foundatin - Hand Up	\$ 3,018.00
Clark/Floyd CFSI - Hand Up	\$ 15,520.00
Scott County - Hand Up	\$ 344.00
NEG-OJT	\$ 33,578.00
	\$ -

Total Funding

\$ 1,651,792.00

## AMENDMENT ONE (1) TO SUBCONTRACT FOR SERVICES

This is an Amendment to the Subcontract for Services between the Region 10 Workforce Board, Inc. and JobWorks, Inc. dated July 1, 2015.

In consideration of the mutual undertakings and covenants hereinafter set forth, the parties agree to the items marked below:

1.  X  This Amendment modifies the previously obligated funds under this subcontract for the period July 1, 2015 to the expiration date of June 30, 2016. The effective date of this Amendment is September 1, 2015. This Amendment increases the total Subcontract obligation to \$1,655,911.

2. \_\_\_\_\_ \*The subcontract ending date for the included in this Amendment is .

3. \_\_\_\_\_ This Amendment changes the name for the Grantee formerly known as \_\_\_\_\_ to \_\_\_\_\_.

4.  X  Attachments: The items marked below are attached herein, made a part hereof, and incorporated herein by reference as part of this Agreement.

X  a. Project Statement (Exhibit AM  1  )

X  b. Budget Summary (Exhibit AM  2 & 2a  )

All other matters previously agreed to and set forth in the original agreement and not affected by this amendment shall remain in full force and effect.

1) Non-collusion and Acceptance: The undersigned attests under penalties of perjury that he is the contracting party, or that he is the representative, member, employee representative, agent or officer of the firm, company, corporation or partnership represented by him, directly or indirectly, to the best of his knowledge, entered into or offered to enter into any combination, collusion or agreement to receive or pay, and that he has not received or paid, any sum of money or other consideration for the execution of this agreement other than that which appears on the face of the agreement.

The parties having read and understanding the foregoing terms of the attached Amendment do by their respective signatures dated below hereby agree to the terms thereof.

Region 10 Workforce Board, Inc.

JobWorks, Inc.

  
\_\_\_\_\_  
Signature

  
\_\_\_\_\_  
Signature

Ed Carpenter, Chair  
Typed Name/Title

Rebecca Griffiths  
Typed Name/Title

**EXHIBIT AM 1  
NARRATIVE STATEMENT**

The purpose of this modification is to subcontract with JobWorks, Inc. to provide:

- Adjustment of contract funding for the period September 1, 2015 through June 30, 2016 to reflect carry-in adjustments.
- Increase Hands Up Hands-up Program funding for Harrison Co. effective September 1, 2015 through June 30, 2016.

## EXHIBIT AM 2

## BUDGET MODIFICATION

Subcontract Budget Funding 9-1-2015 thru 6-30-2016

Cost Category	Budget	Modification	Total Budget
Adult 17.258	\$104,890	220,610	325,500
DW Transfer to Adult	\$147,000	54,725	201,725
Dislocated Worker 17.260	\$284,000	(14,000)	270,000
Youth 17.259	\$500,000	-	500,000
WorkIndiana	\$27,000	12,433	39,433
JAG	\$179,000	45,242	224,242
WIA Incentive Grant	-	32,328	32,328
NEG - DWT	33,578	33,578	33,578
Harrison Co. Hands Up	\$2,723	7,500	10,223
Clark/Floyd Hands Up	\$15,520	-	15,520
Washington Co. Hands Up	\$3,000	18	3,018
Scott Hands Up	\$340	4	344
Total Budget	\$1,263,473	392,438	1,655,911



Program Expense:	%FTE	Total Hrs Per Week	Base Salary Cost	Fringe Benefit Cost
<b>Staff Costs</b>				
Victor Oberhausen - Program Manager	100%	40	\$ 58,052.80	\$ 20,899.01
Kristen Barrow - Product Developer (term 8/5)		0	\$ 3,976.96	\$ 1,431.71
Beth Baylor - WEX Development & Job Placement Specialist-eff 7/20/15	100%	40	\$ 34,369.92	\$ 12,373.17
Brent Bradshaw - Welcome Team Leader (term 8/6)		0	\$ 3,959.28	\$ 1,425.34
Jennifer Brown - Career Coach (term 7/2) - (Scott County)		0	\$ 256.48	\$ 92.33
Karen Bruce - Career Coach - (Harrison County)	100%	40	\$ 35,235.20	\$ 12,684.67
Jon Burke - Career Coach - (Clark County)	100%	40	\$ 31,512.00	\$ 11,344.32
Brian Cleveland - JAG Specialist - Non-WIA (Jeffersonville High School)	100%	40	\$ 31,512.00	\$ 11,344.32
Amanda Crawford - Youth Career Coach (Floyd County)	100%	40	\$ 31,512.00	\$ 11,344.32
Sandra Hammond - Youth Career Coach (Floyd County)	100%	40	\$ 31,512.00	\$ 11,344.32
Ron Hutchesson - Performance Coach	100%	40	\$ 40,955.20	\$ 14,743.87
Meissan McDaniel - JAG Specialist - Non-WIA (New Albany High School)	100%	40	\$ 31,512.00	\$ 11,344.32
McNelly, Jennifer - Prodcuent Development Coordinator	100%	40	\$ 36,774.40	\$ 13,238.78
Stacey Morejon-Ygelsias - Adult/DW (Skills Team) Team Leader	100%	40	\$ 42,868.80	\$ 15,432.77
Dawn Pettys - Youth Team Leader	100%	40	\$ 42,868.80	\$ 15,432.77
Roshan Toba - Career Coach (Floyd County)	100%	40	\$ 31,512.00	\$ 11,344.32
Melodie Rutledge - Career Coach (Floyd County/Washington County)	100%	40	\$ 37,065.60	\$ 13,343.62
Jennifer Seiber - Career Coach (Crawford County)	100%	40	\$ 35,235.20	\$ 12,684.67
Vacant - JAG Coordinator/Youth Outreach (previously Christal Stephenson)	100%	40	\$ 35,880.00	\$ 12,916.80
Katrina Page - Floating Career Coach	100%	40	\$ 31,512.00	\$ 11,344.32
Vacant - ScottCounty Career Coach (previously Jennifer Brown-term 7/3)	100%	40	\$ 31,512.00	\$ 11,344.32
Jenny Rog - Welcome Team Leader (previously Bradshaw-term 8/6)	100%	40	\$ 36,400.00	\$ 13,104.00
Tim Putt - OJT Developer	10%	4	\$ 7,814.56	\$ 2,813.24
HR and Payroll Support	11%	4	\$ 10,531.87	\$ 3,791.47
Fiscal Support	40%	16	\$ 15,783.04	\$ 5,681.89
VP of Finance	12.5%	5	\$ 10,363.60	\$ 3,730.90
President & General Manager	10%	4	\$ 9,628.32	\$ 3,466.20
			\$ 750,116.03	
			\$ 270,041.77	
			\$ 1,020,157.80	
Staff Cost vs. Total Percentage				62%
<b>Participant Budget:</b>			\$ 545,809.35	
Supportive Services			\$ 91,631.37	
Youth Participant Work Experience/OJT			\$ 100,000.00	
Direct Training			\$ 354,177.98	
% of Direct Training Program Costs				69%
% of Customer Training/Support vs. Total				33%
<b>Program Support Costs:</b>				
Travel			\$ 33,612.64	
Staff Training Cost			\$ 2,400.00	
Staff Development Quarterly Bonus			\$ -	
Communication - cell only			\$ 2,637.12	
Postage			\$ 960.00	
Insurance			\$ 6,410.00	
Miscellaneous			\$ 43,924.09	
Operating Sub-Total			\$ 89,943.85	
% of Program Support Costs				5%
<b>Total Program Budget</b>			\$ 1,655,911.00	
<b>Grand Total</b>			\$ 1,655,911.00	
				(0.00)

**Funding:**

Adult	\$ 527,225.00
DW	\$ 270,000.00
Youth	\$ 500,000.00
Non-WIA JAG (quarter)	\$ 224,242.00
WIN	\$ 39,433.00
WIA Incentive WorkIN	\$ 32,328.00
Harrison County Foundation - Hand Up (annual)	\$ 10,223.00
Washington County Foundatin - Hand Up	\$ 3,018.00
Clark/Floyd CFSI - Hand Up	\$ 15,520.00
Scott County - Hand Up	\$ 344.00
NEG-OJT	\$ 33,578.00
	\$ -
<b>Total Funding</b>	<b>\$ 1,655,911.00</b>

**Subcontract *Modification* for Integrated Workforce Investment Opportunity Act  
(WIOA Services  
Adult/Dislocated Worker/Youth**

This Agreement, entered into by and between the **Region 10 Workforce Board** (hereinafter the "Board") and **JobWorks, Inc.** (hereinafter the "Subcontractor").

The Region 10 Workforce Board AND JobWorks, Inc., intending to be legally bound, hereby covenant and agree as follows:

The Region 10 Workforce Board has been designated as the Regional Operator for the delivery of employment and training programs in the Region 10 Workforce Service Area. The Region 10 Workforce Board is authorized to perform all duties as necessary to enforce this contractual agreement and all other official documents necessary to effectuate the purpose of this contractual agreement as fully executed herein by the Board.

**1) Term:** This Agreement shall commence on July 1, 2015 and shall terminate on June 30, 2016. Funding in the initial contract is for the period July 1-2015-Sept. 30, 2015. In no event shall payments be made for work done or services performed after the Expiration Date. The Board may renew this agreement for a one-year term, based upon Subcontractor performance.

**2) Consideration:** The Region 10 Workforce Board will pay to JobWorks, Inc. all allowable costs for those items reflected in the line item budget under the terms and conditions established in this agreement. Total remuneration under this contract shall not exceed (\$1,295,801). Payments must conform within line item budget Exhibit C and C-1.

Funding is approved only for personnel positions identified in said budget and at the funding levels approved for staffing and other line item costs, whether direct charge or allocated. Any changes in staffing positions must be pre-approved under this contract. A variance, not to exceed 10% per line item will be permitted within the specific budget categories of 1) staff costs, 2) participant costs, 3) program support costs. Usage of overtime or temporary labor are considered a part of the staff costs category and must be managed accordingly, without exception. The total budgeted amounts for these categories must not be exceeded. The line item budget can be found in **Exhibit C and C-1**, which is incorporated herein and made a part of this agreement. Staff costs, as approved, under this Agreement are inclusive of salary and benefit costs (weekly, bi-monthly, etc.) as approved in the budget and are inclusive of any staff salary adjustments under this contract. Benefits or payments under this Agreement shall not include any additional employee benefits costs, including but not limited to: merit awards, employee bonus, additional paid-leave, severance pay or other benefits as may be deemed excessive in nature.

### 3) Design and Implementation of Project/Assurances:

Region 10 Workforce Board provides services through an integrated service delivery model as required by Indiana Department of Workforce Development. Included in this integration model are staff who deliver state funded services through Workforce Investment Act, Wagner-Peyser, Trade Adjustment Assistance, Veterans Services, and Unemployment Insurance programs. Therefore, delivery of Workforce Investment Opportunity Act services will require integration with all other workforce programs.

In the integrated service delivery model, staff are deployed in functional teams rather than in defined programmatic "silos". As such, staff will perform their job tasks in a specific functional area alongside other staff who have been assigned to similar functions. Staff representatives within teams will be represented by both state and the WIOA service provider organization (JobWorks, Inc.). In this environment, neither job titles nor organizational boundaries will be used to differentiate staff representatives from one another. The functional teams to which staff are assigned will be the only differentiation between state and WIOA service provider staff. The specific functional teams that will operate in each Region 10 WorkOne Center include: a) Welcome Team, b) Skills/Employment Team, c) Employer Services Team.

Functional supervision plays a key role within Region 10 Operations in the integrated model. The Regional Operator has functional supervision responsibility for the services delivered in this model. **Regional Team Leaders** represent Region 10, one of which is the local Regional WIOA Services Manager (JobWorks, Inc. Regional Director) as defined in Exhibit B. These team leaders are jointly responsible for deploying staff as needed to serve customers, to ensure the overall delivery of quality services to customers, and to ensure the attainment of WorkOne outcomes. A lead person will be named at each Express site to serve as the primary point of contact for Regional Team Leaders. Team selections will be selected based upon experience, skills and leadership abilities. This model does recognize internal human resource functions that must be managed within the service provider organization, including final hiring and firing decisions, performance appraisals, and timesheets. However, it should be noted, that functional supervisors will have input and opportunity to influence decisions.

The Subcontractor shall be responsible for the proper implementation of the Project, as described in the Project Statement and in accordance with the terms and conditions of this Agreement. In this regard, Subcontractor makes the following assurances:

- (a) The Subcontractor shall modify the Project services as directed by the Board or its authorized representative in the event statutes or regulations or policies require such modification; and
- (b) The Subcontractor shall comply with all applicable policy and directives issued by the Board and Indiana Workforce Development; and
- (c) The Subcontractor represents and warrants that it has a current Cost Allocation Plan. A Cost Allocation Plan is current when it addresses an entity-wide allocation of **all funds** awarded to the Subcontractor by the Board and received from separate funding sources.

- (d) The Subcontractor represents that it will not perform duties under other contractual arrangements utilizing resources under this Subcontract or prepare bids for submission to obtain any grant resources.

**4) Compliance with Laws:** The Subcontractor agrees to comply with all applicable federal, state and local laws, rules, regulations and ordinances, and all provisions required thereby to be included herein are hereby incorporated by reference (See Exhibit A). The enactment of any state or federal statute or the promulgation of regulations thereunder after execution of this contract shall be reviewed by the Board and the Subcontractor to determine whether the provisions of the contract require formal modification

a. The Subcontractor and its agents shall abide by all ethical requirements that apply to persons who have a business relationship with the Board and State, as set forth in Indiana Code § 4-2-6 et seq., the regulations promulgated there under, and Executive Order 04-08, dated April 27, 2004. If the Subcontractor is not familiar with these ethical requirements, the Subcontractor should refer any questions to the Indiana State Ethics Commission, or visit the Indiana State Ethics Commission website at <http://www.in.gov/ethics/>. If the Subcontractor or its agents violate any applicable ethical standards, the Board may, in its sole discretion, terminate this contract immediately upon notice to the Subcontractor. In addition, the Subcontractor may be subject to penalties under Indiana Code § 4-2-6-12.

b. The Subcontractor certifies by entering into this Agreement, that neither it nor its principal(s) is presently in arrears in payment of its taxes, permit fees or other statutory, regulatory or judicially required payments to the State of Indiana. Further, the Subcontractor agrees that any payments in arrears and currently due to the State of Indiana may be withheld from payments due to the Subcontractor. Additionally, further work or payments may be withheld, delayed, or denied and/or this Agreement suspended until the Subcontractor is current in its payments and has submitted proof of such payment to the State.

The Subcontractor warrants that it has no current or outstanding criminal, civil, or enforcement actions initiated by the State of Indiana pending, and agrees that it will immediately notify the Board of any such actions. During the term of such actions, Subcontractor agrees that the State may delay, withhold, or deny work under any supplement or contractual device issued pursuant to this Agreement,

If a valid dispute exists as to the Subcontractor's liability or guilt in any action initiated by the State of Indiana or its agencies, and the State decides to delay, withhold, or deny work to the Subcontractor, the Subcontractor may request that it be allowed to continue, or receive work, without delay.

The Subcontractor must submit, in writing, a request for review to the Indiana Department of Administration (IDOA) following the procedures for disputes outlined herein. A determination by IDOA shall be binding on the parties.

Any payments that the State may delay, withhold, deny, or apply under this section shall not be subject to penalty or interest under IC 5-17-5.

The Subcontractor shall obtain and maintain all required permits, licenses, and approvals, as well as comply with all health, safety, and environmental statutes, rules, permits or regulations in the performance of work activities for the Board. Failure to do so is a material breach of the contract and grounds for immediate termination of the Agreement and denial of further work with the Board.

The Subcontractor hereby affirms that it is properly registered and owes no outstanding reports with the Indiana Secretary of State.

Subcontractor agrees that the Board or its designee may confirm, at any time, that no liabilities exist to the State of Indiana, and, if such liabilities are discovered, that the State may bar future contracting with the Board, cancel existing contracts, withhold payments to setoff such obligations, and withhold further payments or purchases until the entity is current in its payments on its liability to the State and has submitted proof of such payment to the State.

**5) Establishment and Maintenance of Records, Cost Documentation, Reports and Inspections:** The Subcontractor shall utilize fiscal control and accounting procedures that permit the preparation of all required reports and the tracing of expenditures adequate to establish compliance with all applicable requirements. The Subcontractor shall prepare required reports that are uniform in definition, reasonably accessible and comprehensible to all authorized parties, verifiable for monitoring, reporting, audit and evaluation purposes, and in accordance with the specifications of the management information requirements of Indiana Workforce Development and the Board.

**6) Assignment:** Subcontractor shall not assign or subcontract the whole or any part of this contract without prior written consent of the Region 10 Workforce Board.

**7) Access/Retention of Records:** The Subcontractor shall retain and make available all financial records, supporting documentation, statistical records, evaluation data, participant information, records for all property and equipment, and personnel records for three (3) years from the date of the submission of the final expenditure report for this Agreement. If any litigation, claim, negotiation, audit or other action involving the records has been started before the expiration of the 3-year period, the records must be retained until completion of the action and resolution of all issues which arise from it, or until the end of the regular 3-year period, whichever is later. Subcontractor understands that all records established and any property purchased under this agreement are the sole property of the Region 10 Workforce Board, and that upon termination of this contract shall transfer all records and property accordingly without additional cost. Upon termination of this contract, any and all records, electronic client

data and file documentation shall be transferred to the Region 10 Workforce Board, at no additional cost. Title to all non-expendable personal property and equipment acquired with funds provided herein shall immediately become the property of the State upon delivery of such property by the vendor in accordance with the applicable Federal OMB circulars and the State Property Management Policy. Further requirements for record retention can be found in Region 10 Workforce Board Policy.

**8) Monitoring and Compliance:** The Board shall monitor the Subcontractors compliance with the terms and conditions of the Agreement including all applicable statutes (including but not limited to) Workforce Investment Opportunity Act, State and other federal regulations, directives and mandates (See Exhibit A). The Subcontractor shall provide the Board reasonable and adequate opportunity to conduct this monitoring, including providing the opportunity to review and audit all relevant documents, forms, reports or any other records at any time during the term of this Agreement and after the Expiration Date as may be reasonably necessary to monitor compliance with this Agreement.

**9) Audits:** The Subcontractor shall submit the auditor's report to the Board within the earlier of 30 days after receipt of the auditor's report, or nine (9) months after the end of the audit period. All nongovernmental organizations are required by IC 5-11-1-4 to file an Entity Annual Report (form E-1) with the Indiana State Board of Accounts. The E-1 form is due within thirty (30) days after the entity's fiscal year end. The Subcontractor shall produce all accounting books, bills, vouchers, documentation and records relating to this Agreement to the auditor(s) selected by the Board to audit this Subcontract. The Board will retain responsibility for audit resolution. Subcontractor agrees to restore, within thirty (30) calendar days to the Board such costs as Region 10 Workforce Board determine disallowable or file a timely appeal, if audited by the State Board of Accounts (SBA). Subcontractor agrees to forward, at its cost, a copy of the (SBA) Audit for the period(s) of this agreement immediately upon being available. Subcontractor agrees to maintain all required records in accordance with WIOA rules and regulations, applicable state statutes, and Indiana Dept. of Workforce Development and Region 10 policy.

**10) Authority to Bind:** Notwithstanding anything in this Agreement to the contrary, the signatory for the Subcontractor represents that he/she has been duly authorized to execute this Agreement on behalf of the Subcontractor and has obtained all necessary or applicable approval from the Subcontractor to make this Agreement fully binding upon the Subcontractor when his/her signature is affixed.

**11) Payment of Grant Funds by the Board:** The payment of funds by the Board to the Subcontractor shall be made in accordance with the following schedule and conditions:

(a) This Agreement must be fully executed.

(b) No funds that are transferred under this Agreement shall be disbursed by the Subcontractor to another person to act as its agent or employee in performing the terms and conditions of this Agreement without a written financial Agreement between the Board and Subcontractor. This Subcontractor shall reserve the right of the Board not to honor request for payments received more that 60 days after the Expiration Date.

(c) All payments to the Subcontractor for services rendered pursuant to this Agreement shall be made on an accrual (reimbursement) basis and shall be accompanied with financial reports that are required by the Board/Regional Operator. No cost shall be accrued prior to the starting date of this Agreement.

(d) All payments by the Board are subject to the encumbrance of monies, to the prohibition against advance payments under IC 4-13-2-20, and to all of the State's fiscal policies and procedures.

(e) The Board reserves the right not to honor requests for payment received more than 60 days after the Expiration Date. The Board also reserves the right to withhold final payment until agency-required reports are received and accepted.

(f) Failure to complete the Project and expend the funds in accordance with this Agreement may be considered a material breach of this Agreement and shall entitle the Board to impose sanctions against the Subcontractor including, but not limited to, suspension of all grant programs until such time as all material breaches are cured to the Board's satisfaction. Sanctions may also include repayment of all funds expended for activities that are not in the scope of the Project or the Budget. The remedies described in this subparagraph are in addition to any other remedies the Board may have at law or equity.

(g) Subcontractor shall, upon written demand by The Board, its authorized representative, and/or its fiscal agent be required to repay the Board through its fiscal agent all sums paid by the Board to subcontractor, for which adequate fiscal and/or service delivery documentation is not in existence for any time period audited. If an audit or review of subcontractor records results in an audit exception or cost disallowance, the Board shall have the right to set off such amount against current or future allowable claims, demand cash repayment, or withhold payment of current claims in a like amount pending resolution between the parties of any disputed amount.

h) Subcontractor shall be liable to return any payments from funds received under this agreement upon a determination that the payments were based on incorrect information, false documentation provided by the subcontractor, which are in conflict or noncompliant with state, federal and/or local regulations or policy. No such finding shall be made except after notice provided, as a result of information produced by monitoring and/or audits, by agents of the Board, fiscal agent, federal, state and/or local authority.

**12) PERFORMANCE STANDARDS:** All services rendered shall be in accordance with the performance standards established by the Board, Indiana Workforce Development, the Secretary of the U.S. Dept. of Labor, and all applicable and relevant funding sources. Subcontractor shall perform services in a manner to achieve all WIOA defined and local performance standards as outlined by the Board and the Indiana Dept. of Workforce Development.

**13) Conflict of Interest:** Subcontractor will avoid both personal and organizational conflict of interest and the appearance of such conflict of interest in the awarding of financial assistance under the Act.

Subcontractor will not participate in the selection, award or administration of any procurement action if the employer or subcontractor, any member of his/her immediate family, his/her partner, or a person or organization which employs any of the above or with whom any of the above has an arrangement concerning prospective employment has a financial or other substantive interest in any organization which may be considered for award. For the purpose of these standards, the term "immediate family" will mean wife, husband, daughter, son, mother, father, sister, sister-in-law, brother, brother-in-law, daughter-in-law, son-in-law, mother-in-law, father-in-law, aunt, uncle, nephew, stepparent, and stepchild.

Subcontractor will not solicit or accept gratuities, favors, or anything of monetary value from any actual or potential subcontractor.

**14) Force Majeure:** In the event that either party is unable to perform any of its obligations under this contract-or to enjoy any of its benefits-because of natural disaster or decrees of governmental bodies not the fault of the affected party (hereinafter referred to as a Force Majeure Event, the party who has been so affected shall immediately give notice to the other party and shall do everything possible to resume performance. Upon receipt of such notice, all obligations under this contract shall be immediately suspended. If the period of nonperformance exceeds thirty (30) days from the receipt of notice of the Force Majeure Event, the party whose ability to perform has not been so affected may, by giving written notice, terminate this contract.

**15) Confidentiality:** The Subcontractor will abide by all applicable statutes, regulations, policies and mandates to protect the privacy rights and interests of individuals who apply for employment and training and related services. The Subcontractor will abide by the provisions of IC 22-4-19-6 and IC 4-1-6-1 *et seq.* Subcontractor recognizes that it is subject to the penalties for disclosure of protected information under IC 5-14-3-10.

The parties acknowledge that the services to be performed by Subcontractor under this agreement may require or allow access to data, materials, and information containing Social Security numbers or other personal information maintained by the Subcontractor in its computer system or other records. In addition to the covenant made above in this section and pursuant to 10IAC 5-3-1(4), the Subcontractor agrees to comply with the provisions of IC 4-1-10 and IC 4-1-11. If any Social Security number(s) is/are disclosed by Subcontractor, Subcontractor agrees to pay the cost of the notice of disclosure of a breach of the security of the system in addition to any other claims and expenses for which it is liable under the terms of this contract.

**16) Debarment and Suspension:** Subcontractor certifies, by entering into this Agreement, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from entering into this Agreement by any federal agency or department, or any agency or political subdivision of the State of Indiana, The term "principal" for purposes of this Agreement is defined as an officer, director, owner, partner, key employee, or other person with primary management or supervisory responsibilities, or a person who has a critical influence on, or substantive control over, the operations of Subcontractor,

**17) Drug-Free Workplace Certification:** The Subcontractor hereby covenants and agrees to make a good faith effort to provide and maintain a drug-free workplace. Subcontractor will give written notice to the Board within ten (10) days after receiving actual notice that an employee has been convicted of a criminal drug violation occurring in Subcontractor's workplace.

False certification or violation of the certification may result in sanctions including, but not limited to, suspension of subcontract payments, termination of this Agreement and/or debarment of grant opportunities with the State of Indiana for up to three (3) years.

In addition to the provisions of the above paragraphs, if the total amount set forth in this Agreement is in excess of \$25,000.00, Subcontractor hereby further agrees that this Agreement is expressly subject to the terms, conditions and representations of the following Certification:

This certification is required by Executive Order No. 90-5, April 12, 1990, issued by the Governor of Indiana. Pursuant to its delegated authority, the Indiana Department of Administration is requiring the inclusion of this certification in all Subcontracts inclusive of funding from the State of Indiana in excess of \$25,000.00. No award shall be made, and purchase order or agreement, the total amount of which exceeds \$25,000.00, shall be valid, unless and until this certification has been fully executed by the Subcontractor and made a part of the Agreement.

The Subcontractor certifies and agrees that it will provide a drug-free workplace by:

- a) Publishing and providing to all of its employees a statement notifying their employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the Subcontractor's workplace and specifying the actions that will be taken against employees for violations of such prohibition; and
- b) Establishing a drug-free awareness program to inform their employees of (1) the dangers of drug abuse in the workplace; (2) the Subcontractor's policy of maintaining a drug-free workplace; (3) any available drug counseling, rehabilitation, and employee assistance programs; and (4) the penalties that may be imposed upon an employee for drug abuse violations occurring in the workplace.
- c) Notifying all employees in the statement required by subparagraph (a) above that as a condition of continued employment the employee will (1) abide by the terms of the statement; and (2) notify the Subcontractor of any criminal drug statute conviction for a violation occurring in the workplace no later than five (5) days after such conviction;
- d) Notifying in writing the Board within ten (10) days after receiving notice from an employee under subdivision (c)(2) above, or otherwise receiving actual notice of such conviction;

- e) Within thirty (30) days after receiving notice under subdivision (c)(2) above of a conviction, imposing the following sanctions or remedial measures on any employee who is convicted of drug abuse violations occurring in the workplace: (1) take appropriate personnel action against the employee, up to and including termination; or (2) require such employee to satisfactorily participate in a drug abuse assistance or rehabilitation program approved for such purposes by a federal, state or local health, law enforcement, or other appropriate agency; and
- f) Making a good faith effort to maintain a drug-free workplace through the implementation of subparagraphs (a) through (e) above.

**18) Funding Cancellation:** It is expressly understood and agreed by Subcontractor that if the Board receives notification by the Director of the State Budget Agency that funds are not appropriated or otherwise available to support continuation of performance of the Agreement, it shall be cancelled. The Board will provide written notification of such cancellation to the Subcontractor immediately. A determination by the Director of the SBA that funds are not appropriated or otherwise available to support continuation of performance shall be final and conclusive. The board will provide immediate written notice to Subcontractor to terminate or modify this agreement without penalty. Subcontractor, shall within (30) days of such written notice shall transfer/deliver all program data, documentation, etc. to the Board at no additional cost.

**19) General Assurances and Certifications:** The Subcontractor certifies that in connection with the activities undertaken pursuant to this Agreement:

- (a) No funds made available under this Agreement shall be used to promote religious or anti-religious activities, or used for lobbying activities in violation of 20CFR 667.266(b), or used for political activities in violation of 5 U.S.C. 1501 to 1508.
- (b) It shall establish safeguards adequate to prohibit employees or other persons from using their position with the Subcontractor for improper private gain for themselves or others. The Subcontractor will adopt corporate bylaws that establish procedures to avoid improper conflicts of interest,
- (c) It shall maintain an affirmative action plan, written personnel policies, and grievance procedures for complaints and grievances from applicants, participants and beneficiaries, employers, employees and other interested persons, all in accordance with all applicable statutes and regulations.
- (d) The Subcontractor agrees to comply with the Uniform Conflict of interest Standards for issued by the State of Indiana, which by reference is incorporated herein,

(e) The Subcontractor will not violate the provisions of 18 USC 665, which defines criminal liability for individuals who steal, embezzle, or otherwise misuse funds under the WIOA and agrees to educate all staff members on the requirements of this statutory provision.

(f) In accordance with the Occupational Health and Safety Act of 1970, 29 USC 651 et seq., the Subcontractor will not expose participants to surroundings or working conditions which are unsanitary, hazardous or dangerous; participants employed or trained for inherently dangerous occupations shall be assigned to work in accordance with reasonable safety practices,

(g) The Subcontractor assures that procurement procedures will be maintained consistent with applicable law and State policy and that documentation supporting procurements will be kept for review.

(h) The Subcontractor assures that funds will be used for services as described in the approved local and state workforce investment plan

(i) The Subcontractor agrees to comply with the provision of veteran's preference consistent *with* the applicable law at 38 USC 4212.

**20) Governing Laws:** This Agreement shall be construed in accordance with and governed by the laws of the State of Indiana and suit, if any, must be brought in the State of Indiana. Venue of any action brought to enforce or relating to this Agreement shall be brought exclusively in the Circuit or Superior Courts of Floyd County, Indiana, or the United States District Court for the Southern District of Indiana.

**21) Indemnity and Hold Harmless:** Subcontractor agrees to conduct its activities pursuant to this agreement so as to not endanger any person and to indemnify, defend and hold harmless the Board, its agents, officers and employees against any and all claims, demands and cause of action, including claims for personal injury and/or death, damages (including damages to the Board's property), cost and liabilities, at law or inequity, of every kind and nature whatsoever directly or proximately resulting from, arising out of, or caused by the acts or omissions of Subcontractor, its officers, agents, employees, guests, patrons or invitees in the course of activities pursuant to this agreement. Subcontractor shall, at the Board's demand, defend at its own risk and expense, including but not limited to attorney's fees, any and all suits, actions, or legal proceedings which may be brought against the Board, its agents, officers or employees on any such claims, demands or causes of action arising out of or caused by the acts or omissions of Subcontractor pursuant to this agreement. Subcontractor shall pay and satisfy any judgment or decree which may be rendered against the Board, its agents, officers or employees in any such suit, action or legal proceeding. Subcontractor shall pay for any and all damages to the property of the Board for loss or theft of such property, done or caused by Subcontractor, its officers, agents, employees, guests, patrons or invitees.

22) **Independent Contractor:** Both parties hereto, in the performance of this Agreement, will be acting in an individual capacity and not as agents, employees, partners, joint ventures or associates of one another. The employees or agents of one party shall not be deemed or construed to be the employees or agents of the other party for any purposes whatsoever. Neither party will assume any liability for any injury (including death) to any persons, or any damage to any property arising out of the acts or omissions of the agents, employees, or subcontractors of the other party. The Subcontractor shall be responsible for providing all necessary unemployment and workers' compensation insurance for its employees.

23) **Insurance and Bonding:**

(a) Subcontractor shall, at its sole cost and expense, provide comprehensive and general public liability insurance against claims for personal injury, death or property damage occurring in connection with the Project. The limits of such insurance shall not be less than \$300,000 combined single limit per occurrence, \$500,000 aggregate, and shall contain a deductible clause not greater than Ten Thousand Dollars (\$10,000). All insurance required hereunder shall be with a responsible carrier acceptable to the Board, shall name the Board and State as an additional insured, and shall also contain a provision for at least ten (10) days' notice to the Board of cancellation. Subcontractor shall provide the Board with a Certificate evidencing such insurance (quarterly) prior to the release of any funds. Failure to maintain such insurance shall result in the termination of this Agreement.

(b) The Subcontractor shall provide a fidelity bond in the amount of (i) \$100,000, or (ii) the highest single total disbursement planned pursuant to this Agreement and all other State contracts or grants outstanding to Subcontractor, whichever is higher, and covering all persons responsible for or handling funds received or disbursed under this Subcontract. This bond must show the Board as the obligee. It shall be the responsibility to see that all persons handling funds under this Agreement are bondable. Failure to provide such evidence to the Board shall result in termination of this Agreement and any funds awarded hereunder. Pursuant to Indiana Code 4-13-2-20(i), such security shall not be required if the is a school corporation (as defined in IC 20-10.1-1-1), or a state educational institution (as defined in IC 20-12-0.5-1).

(c) If Subcontractor is a department, division or agency of the State of Indiana, or of a county, municipal or local government, the foregoing insurance coverages shall not be required; however, Subcontractor may elect to provide such coverages.

24) **Licensing Standards:** Subcontractor and its employees shall comply with all applicable licensing, certification or accrediting standards and any other laws and regulations governing the services to be provided pursuant to this Agreement. If licensure, certification or accreditation expires or is revoked, Subcontractor shall immediately notify the Board.

25) **Modification:** The Board has the right to revise or modify this agreement based on its funding levels and planning under applicable law, and in accordance with Indiana Workforce Development policy. This contract is based on a funding allocation in accordance with the approved Region 10 Workforce Region budget and, therefore, may require modification. The Board shall have the right to modify this agreement upon giving a thirty (30) day written notice to the Subcontractor. All modifications to this agreement must be in writing. The Board and the Subcontractor shall modify or extend this Agreement consistent with applicable law and DWD policy. Such modification or extension shall be made by mutual written agreement of the parties and subsequent approval by all appropriate state officials or their designees.

26) **Nondiscrimination:** Pursuant to IC 22-9-1-10 and the Civil Rights Act of 1964, Subcontractor shall not discriminate against any employee or applicant for employment in the performance of this Agreement. The Subcontractor shall not discriminate with respect to the hire, tenure, terms, conditions or privileges of employment or any matter directly or indirectly related to employment because of race, color, religion, sex, disability, national origin or ancestry. Breach of this covenant may be regarded as a material breach of this Agreement. Acceptance of this Grant Agreement also signifies compliance with applicable federal laws, regulations, and executive orders prohibiting discrimination in the provision of services based on race, color, national origin, age, sex, disability or status as a veteran.

If the Subcontractor employs fifty (50) or more employees and does at least \$50,000 worth of business with the State and is not exempt, the Subcontractor will comply with the affirmative action reporting requirements of 41 CFR 60-1.7. The Subcontractor shall comply with Section 202 of Executive Order 1 1246, as amended, 41 CFR 60-250, and 41 CFR 60-741, as amended, all of which are incorporated herein by specific reference. Breach of this covenant may be regarded as a material breach of this Agreement.

**27) Equal Opportunity and Nondiscrimination Obligation:**

**Equal Opportunity Assurances:** The Subcontractor assures compliance with the nondiscrimination and equal opportunity provisions of WIOA and its implementing regulations at 29 CFR Part 37. These regulations prohibit discrimination because of race, color, religion, sex, national origin, age, disability, or political affiliation or belief, in both participation and employment. In the case of participants only, it prohibits discrimination based on citizenship, or his or her participation in any WIOA Title I-financially assisted program or activity.

**Discrimination Complaint Procedures:** The parties to this Agreement will assure those complaints alleging discrimination on any of the above bases will be processed in accordance with 29 CFR Part 37.76 and related sections. Subcontractor will follow complaint procedures as outlined in DWD Policy and in accordance with directives of the Region 10 Workforce Board.

Accessibility and Reasonable Accommodation: Pursuant to 29 CFR Part 37.7 through 37.10, the Subcontractor will assure that the following is provided through its service provision in the Region 10 WorkOne delivery systems:

- a. Reasonable accommodations for individuals with disabilities;
- b. The method of which costs will be allocated for making reasonable accommodations

**Obligation to Provide Notice:** The parties to this Agreement will provide ongoing and continuing notification that it does not discriminate on any of the prohibited basis in accordance with 29 CFR Parts 37.29 through 37.34 of the implementing regulations for WIOA.

**28) Notices:** Whenever any notice, statement or other communication shall be sent to the Board or Subcontractor, it shall be sent to the following addresses, unless otherwise specifically advised.

A. Notices to the Regional Workforce Board shall be sent to:  
Attention: Region 10 Workforce Board  
P O Box 6712  
New Albany, IN 47150

B. Notices to the Subcontractor shall be sent to:  
**Attention: Rebecca Griffiths, President and C.E.O.**  
JobWorks, Inc.  
7832 Bluffton Road  
Fort Wayne, IN 46809

**29) Property Management:** Title to all non-expendable personal property acquired with funds provided herein shall immediately become the property of the State upon delivery of such property by the vendor in accordance with the applicable Federal OMB circulars, State and Local Board Property Management Policy. The contractor shall participate in a centralized supply system provided by the Regional Operator during the term of this contract. Purchase of software, program promotional brochures, printed client materials/brochures, assessment materials, furnishings and/or small equipment items must be preauthorized by the Regional Operator to prevent duplication and to ensure its property control procedures and program compliance monitoring.

**30) Repayment:** The Subcontractor is responsible for the repayment of costs determined to be disallowed in accordance with applicable statutes, regulations, directives or mandates. Repayment of such costs shall be made within thirty (30) calendar days of the final audit determination and, shall be repaid from non-Federal funds. Responsibility of the Subcontractor, as set forth herein, shall not release any insurer or bonding company from any contractual duty to reimburse the insured, the Board, or the obligee.

**31) Taxes:** The Board is exempt from state, federal and local taxes. The Board will not be responsible for any taxes levied on the Subcontractor as a result of this Agreement.

**32) Termination for Cause:** The Board may terminate Agreement or withhold payments for a material violation of a term or condition of this Agreement, upon delivery of written notice to the Subcontractor of termination or withholding of payments. A material violation includes:

- a) Improper use of funds or disallowable costs discovered through monitoring in connection with this Agreement as reasonably determined by the Board.
- b) Reasonable determination by the Board and/or State that the successful performance of this Agreement is improbable or infeasible.
- c) Termination or suspension of availability of federal funds for the performance of this Agreement as reasonably determined by the Board and/or State.
- d) Inability of the Subcontractor to repay any cost found to be disallowable by final audit resolution.
- e) Any other material failure to comply *with* a term or condition of this Agreement as reasonably determined by the Board.
- f) Failure to take proper corrective action to achieve operational and performance metric standards in a timely manner as determined by the Board and/or State.

**33) Termination for Convenience:** This Agreement may be terminated, in whole or in part, by the Board or Subcontractor whenever, for any reason, the Board or Subcontractor determines that such termination is in the best interest of Board or Subcontractor. Termination of services shall be effected by delivery to the Subcontractor or Board of a Termination Notice at least thirty (30) days prior to the termination effective date, specifying the extent to which performance of services under such termination becomes effective. The Subcontractor shall be compensated for services properly performed prior to the effective date of termination. The Board will not be liable for services performed after the effective date of termination, and in no case shall total payment made to the Contractor exceed the amount set forth in the Budget, nor shall any price increase be allowed on individual line items if canceled only in part prior to the original termination date.

**34) Lobbying Activities:**

a) Pursuant to USC § 1352, and any regulations promulgated thereunder, Subcontractor hereby assures and certifies, that no federally appropriated funds have been paid, or will be paid, to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress, in conjunction with the awarding of any federal grant, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan or cooperative agreement.

b) If any funds other than federally appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with this grant, Subcontractor shall complete and submit "Standard Form LLL" ("Disclosure Form to Report Lobby").

**35) Complete Agreement:** This Agreement, including all attachments, is the complete agreement between the parties, notwithstanding prior discussions or documents.

**36) Eligibility Appeals and Disputes:** The parties agree that the eligibility of individuals who may be provided services with funding through this agreement shall be determined in accordance with the state and federal eligibility criteria and operating procedures.

The Board and Subcontractor agree to maintain procedures in accordance with state and federal regulations to promptly address complaints and appeals between parties, and of applicants for and recipients of services, and both parties agree to cooperate fully with the processing of any complaint or appeal. Such procedures shall provide for expeditious resolution of grievances by Subcontractor's personnel at the decision-making level who have authority to initiate corrective action.

Subcontractor agrees that, the existence of a dispute notwithstanding, it will continue, without delay to carry out all its responsibilities under this agreement which are not affected by a dispute. Should Subcontractor fail to continue without delay to perform its responsibilities under this agreement in the accomplishment of all non-disputed work, any additional costs incurred by Subcontractor, the Board or its fiscal agent as a result of such failure shall be borne by Subcontractor. The Subcontractor shall make no claim against the Board or its fiscal agent for such costs.

**37) Small Business/Minority-Women Owned Contractor:** Subcontractor agrees to take all necessary affirmative action steps to utilize small business, minority-owned firms, women's business enterprises whenever possible, as required by applicable circulars or rules.

38) **Statutory Authority:** The Subcontractor expressly warrants to the Board that it is statutorily eligible to receive the funds awarded herein, and it expressly agrees to repay all monies paid to it under this Agreement should a legal determination of its ineligibility be made by any court of competent jurisdiction.

39) **Compliance with Telephone Solicitations Act**

As required by IC 5-22-3-7:

(1) The Subcontractor and any principals of the Subcontractor certify that

(A) the Subcontractor, except for de minimis and nonsystematic violations, has not violated the terms of

- (i) IC 24-4.7 [Telephone Solicitation of Consumers],
- (ii) IC 24-5-12 [Telephone Solicitations], or
- (iii) IC 24-5-14 [Regulation of Automatic Dialing Machines] in the previous three hundred sixty-five (365) days, even if IC 24-4.7 is preempted by federal law; and

(B) the Subcontractor will not violate the terms of IC 24-4.7 for the duration of the Subcontract, even if IC 24-4.7 is preempted by federal law.

(2) The Subcontractor and any principals of the Subcontractor certify that an affiliate or principal of the Subcontractor and any agent acting on behalf of the Subcontractor or on behalf of an affiliate or principal of the Subcontractor:

(A) except for de minimis and nonsystematic violations, has not violated the terms of IC 24-4.7 in the previous three hundred sixty-five (365) days, even if IC 24-4.7 is preempted by federal law; and

(B) will not violate the terms of IC 24-4.7 for the duration of the Subcontract, even if IC 24-4.7 is preempted by federal law.

40) Subcontractor agrees to execute its responsibilities by following and applying at all times the highest professional and technical guidelines and standards. The Subcontractor is required to provide to the Board, or its designee, a copy of all Subcontractor personnel policies and program delivery manuals, and any modification to policies. If the Board, as the primary party of this contract, becomes dissatisfied with the performance of, or working relationship with, those individuals assigned to provide services under this agreement, they may recommend the replacement of any or all individuals or may terminate this agreement in accordance with Section (34) of this agreement.

**41) Non-Collusion and Acceptance:** The undersigned attests, subject to the penalties for perjury that he/she is the representative, agent, member or officer of the Subcontractor, that he/she has not, nor has any other member, employee, representative, agent or officer of the Subcontractor, directly or indirectly, to the best of his/her knowledge, entered into or offered to enter into any combination, collusion or agreement to receive or pay, and that he/she has not received or paid any sum of money or other consideration for the execution of this Agreement other than that which appears upon the face hereof.

42) Subcontractor assures that it will provide additional employment services such as TAA, Rapid Response, or other state funded workforce programs granted to Region 10, such as National Emergency Grants, etc. as required by Indiana Workforce Development. Subcontractor further assures that JobWorks, and all "local" staff under contract will be dedicated 100% to service provision of the Region 10 contract and, therefore, will not engage in any fee-for-service or other grants without prior approval of the Region 10 Workforce Board. All work performed by "local" provider staff must be performed at a WorkOne facility, unless attending approved trainings and meetings, conducting outreach at training or other community facilities, participating in employment fairs, rapid response events, etc. to be considered for payment under this contract.

43) Subcontractor will maintain the same days/hours of operation as Region 10 WorkOne Centers. WorkOne Centers follow the State of Indiana holiday schedule. WorkOne Centers follow Indiana Workforce Development rules of operation, including inclement weather schedules. Staff meetings and trainings, independent of WorkOne integrated staff and team meetings must be scheduled to ensure that they do not conflict with standard business operations.

**THE REST OF THIS PAGE IS LEFT BLANK INTENTIONALLY.**

SIGNATURE PAGE

The parties, having read and understanding the foregoing terms of this Agreement, do by their respective signatures dated below hereby agree to the terms thereof.

**REGIONAL WORKFORCE BOARD-REGION 10:**

  
\_\_\_\_\_  
Signature, Board Chair

**Ed Carpenter, Chair**  
\_\_\_\_\_  
Typed or Printed Name

7/10/15  
\_\_\_\_\_  
Date

**SUBCONTRACTOR:**

**JOBWORKS, INC.**  
  
\_\_\_\_\_  
Signature, Board Chair-Authorized Representative

**Rebecca Griffiths**  
\_\_\_\_\_  
Typed or Printed Name of CEO

7-7-2015  
\_\_\_\_\_  
Date

EXHIBIT A  
WORKFORCE INVESTMENT ACT (WIOA) FUNDS

1. Applicable Statutes and Regulations

- (a) Workforce Innovation and Opportunity Act of 2014
- (b) Workforce Innovation Opportunity Act regulations at 20 CFR Parts 603-688;
- (c) Wagner-Peyser Act, 29 USC 49 et seq;
- (d) Establishment and Functioning of State Employment Services, 20 CFR Part 652;
- (e) Nondiscrimination and Equal Opportunity provisions of the Workforce Innovation Act
- (f) Job Counseling, Training and Placement Services for Veterans, 38 USC 4100 et seq; Employment and Training of Veterans, 38 USC 4211 et seq;
- (g) Fair Labor Standards Act 29 USC 201 et seq; and
- (h) Indiana Department of Employment and Training Act, IC 22-4 et seq. and accompanying rules, regulations and policy directives;
- (i) Trade Act of 1974, as amended, P.L. 93-168
- (j) Trade Act of 2002, P.L. 107-210
- (k) Trade Adjustment Assistance Regulations. 20 CFR 617
- (l) All applicable OMB Circulars, U.S. Dept. of Labor Regulations and Directives and State Policy
- (m) Region 10 Workforce Board Policies and Procedures

2. Assurance

The Subcontractor hereby affirms that it is properly registered with the Indiana Secretary of State and is in good standing with the Department of Revenue. The Subcontractor also affirms that there are not outstanding enforcement actions against it by agencies of the State of Indiana.

EXHIBIT B

PROJECT STATEMENT

The Subcontractor assures that grant funds will be used in accordance with the approved Local and State Workforce Investment Plan and Policies, and in accordance with this Agreement. A copy of insurance documents will be submitted to the Board, or its designee.

1) DUTIES OF SUBCONTRACTOR

General Program Requirements

<ul style="list-style-type: none"><li>• Staff will provide services on assigned teams including Welcome, Skills/Employment, and Employer Services</li></ul>	<ul style="list-style-type: none"><li>• Staff will participate in delivery of in-house skill-development training activities for customers as assigned and agreed upon with WIOA Program Manager/Team Leaders.</li></ul>
<ul style="list-style-type: none"><li>• Staff under this contract will be responsible for obtaining and processing required WIOA client participant data, meeting with customers, interviewing, assessments, direct input of data into the approved statewide data management system that complies with WIOA, Indiana Dept. of Workforce Development regulations, policies as well as regional board policies and data validation directives.</li></ul>	<ul style="list-style-type: none"><li>• Staff under this contract will collect and obtain information/documentation as required for WIOA program eligibility determination and the capture of specific data elements for client case records to determine program eligibility, support and justify services and expenditures, including proper checks and balances to ensure data integrity (electronic and hard copy data).</li></ul>
<ul style="list-style-type: none"><li>• Provide services in an integrated workforce development service environment, to include: case management activities, delivery of intensive services (individual career services) both in groups or individual settings, meeting with customers, client assessment activities, client case notes, supportive service and training documentation, completion of all required client file documentation and data management paperwork. Duties include submission of accurate and congruent electronic and hard copy file documentation required by federal, state, and local board policy and regulations.</li></ul>	<ul style="list-style-type: none"><li>• Offer Career Counseling in all WorkOne approved locations both as Basic Career Service "staff assisted" and Intensive Individual Career Services in an exemplary customer service manner. Subcontractor staff at each site will participate in an integrated "team" approach to WorkOne service provision as directed by the Regional Operator. Contractor staff should be available for services during regularly established hours at all WorkOne sites, as directed by the WorkOne Operator and the Board to maintain an effective service delivery system.</li></ul>

<ul style="list-style-type: none"> <li>Administer and track Individual Training Accounts and individual support services for clients. All requests for training and support services as defined by Region 10 Policy must be approved by WIOA Provider Management. All documentation for training and support services must be reviewed and approved by WIOA provider management, and/or designee.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain an effective system that supports WorkOne WIOA partner services and partner referral and tracking mechanisms, as required.</li> </ul>
<ul style="list-style-type: none"> <li>Provide individualized assessment including testing of individuals to determine educational attainment levels, interests, aptitude and other criteria as required by state, federal or local policy. Interpret tests and produce results for customers and file in accordance with federal and state authority.</li> </ul>	<ul style="list-style-type: none"> <li>Staff will become knowledgeable and will participate in the active promotion and delivery of all WorkOne products and services for clients. Promotion may include in-house and/or outside activities at career fairs or rapid response events.</li> </ul>
<ul style="list-style-type: none"> <li>Subcontractor will support coordination of one-stop services between all partner organizations as identified in the WIOA legislation, including provision of all program elements that must be available for youth services.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain accurate case notes, and all required client file documentation for staff services provided (paper and electronic) and submit to Board/Regional Operator staff for safekeeping in a timely manner.</li> </ul>
<ul style="list-style-type: none"> <li>Provide client recruitment and case management activities as necessary to manage assigned goals for enrollment, meeting performance standards, and proper funding/expenditure rate standards in accordance with program planning directives of Regional Operator and Region 10 Workforce Board.</li> </ul>	<ul style="list-style-type: none"> <li>Ability to work with systems in place to track and manage all program outcomes. This includes WIOA performance standards and any goals/metrics established at the Board/Regional Operator level. Monthly reporting of outcomes required.</li> </ul>
<ul style="list-style-type: none"> <li>Provide clients with access and referral to all levels of skill development, job search, career coaching and placement activities in an exemplary customer service environment.</li> </ul>	<ul style="list-style-type: none"> <li>Must have systems in place that will effectively track and manage financial resources under this contract. This includes the tracking of expenditures, obligations, budgets, levels of expenses, expense to budget ratio, and overall year-end</li> </ul>

	<p>expenditure pace. Reporting all information on a monthly basis as required by regional and IDWD directives.</p> <ul style="list-style-type: none"> <li>• Provide invoice to WorkOne Operator on Contract expenditures, by line item budget category-monthly and year to date vs. budget no later than the 7<sup>th</sup> business day of each month. Detail information must be provided to support all expenditures.</li> </ul>
<ul style="list-style-type: none"> <li>• Maintain accurate Client Management Reporting Systems for staff services provided that will meet both the expectations the Department of Workforce Development and the Board. Includes any required file documentation or maintenance, (electronic or paper) for state and federal and local monitoring and validation processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for WorkOne promotion as team representatives at each WorkOne site. All program promotional material must be pre-approved by the Regional Operator and should be reflective of the WorkOne System, rather than Subcontractor specific.</li> </ul>
<ul style="list-style-type: none"> <li>• Maintain proper payment processes to ensure that expenditures and invoices (including client training and support payment processes to vendors) are completed accurately and in a timely fashion.</li> </ul>	<ul style="list-style-type: none"> <li>• Subcontractor will participate in client service evaluation tracking mechanisms at each WorkOne site and operational procedures to ensure exemplary customer service.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Work with WorkOne Operator staff to enhance Continuous improvement of workforce development services at WorkOne. Work with WorkOne Operator staff to design strategies to Improve common performance measures in integrated service environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Subcontractor will work with WorkOne Operator staff to streamline data management operations, and to ensure that documentation is produced in an optimum manner for performance and data validation measures.</li> </ul>
<ul style="list-style-type: none"> <li>• Subcontractor staff will work with WorkOne Operator, and other partner agencies to integrate WIOA service design within the WorkOne System as outlined in the Region 10 Plan, WorkOne Customer Flow (as outlined by DWD/local policy) and as approved by Indiana Dept. of Workforce Development.</li> </ul>	<ul style="list-style-type: none"> <li>• All services and activities must allow for special needs and auxiliary aids and services will be made upon request for individuals with disabilities.</li> <li>• Maintain program compliance within all federal, state and Local mandates and policies for all activities under this agreement.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Provide Rapid Response Services and assist with rapid response coordination for Region 10. This includes coordination of all on-site rapid response activities within the WorkOne</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure priority of service is provided to veterans and spouses of certain veterans for the receipt of employment, training and placement services as required by the Jobs</li> </ul>

<p>environment and community. Rapid response activities requires continuous and timely communication (within 24 hours of initial contact) with employers and with Regional Operator staff, reporting of rapid response activities monthly, as required, etc.</p>	<p>for Veterans Act, Public Law 107-288 (38 USC 4215).</p>
<ul style="list-style-type: none"> <li>▪ Work with the Board/Operator to ensure that each of the following 14 services are available to youth participants: 1) Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent, (including recognized certificate of attendance or similar document for individuals with a disability), or for a recognized post-secondary credential. 2) Alternative secondary school services or dropout recovery services as appropriate. 3) Paid and unpaid work experiences that have an academic and occupational education as a component of the work experience, which may include the following: summer employment and other employment available throughout the school year; pre-apprenticeship programs, internships and job shadowing; on-the-job training opportunities. 4) Occupational skill training, which includes priority consideration for training programs that lead to a recognized post-secondary credential that align with in-demand industry sectors or occupations in the local area, and such programs meet quality criteria described in WIOA sec. 123; 5) Education offered concurrently with and in same context as workforce preparation activities and training for a specific occupation or occupational cluster; 6) Leadership development opportunities, including community service and peer-centered activities encouraging responsibility and other positive social and civic behavior; 7) Supportive services; 8) Adult mentoring for duration of 12 months during and after program participation; 9) Follow-up services for not less than 12 months after completion of participation; 10) Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate for individual youth; 11) Financial literacy education; 12) Entrepreneurial skills training; 13) Services that provide labor market and employment information about in-demand industry sectors or occupations available in local area; career awareness, career exploration;</li> </ul>	<ul style="list-style-type: none"> <li>▪ Manage WIOA youth service programs to achieve mandated 75% out-of-school youth participation/expenditures and 25% in-school youth participation/expenditures under this contract.</li> <li>▪ Manage WIOA youth service program requirement to achieve 20% expenditure rate on work experience services <b>Contractor will report work experience expenditures on the monthly financial report submitted to Region 10 Workforce Board, along with the # of clients served under this category.</b></li> </ul>

14) Activities that help youth prepare and transition to post-secondary education and training.	
Work with WorkOne Operator to enhance Region 10 JAG program participation and program performance.	Contractor will ensure that staff are in compliance with all WIOA regulations, federal state and local policy and other Assurances as provided in the Scope of Work outlined in the proposal(s) submitted for RFP (Exhibits attached).

**General Technical needs:**

<ul style="list-style-type: none"> <li>Ability to interpret and utilize federal, state and local regulations and policy and procedure manuals for WIOA program operation, client tracking mechanisms, and performance measures</li> </ul>	<ul style="list-style-type: none"> <li>Program staff must have the ability to utilize computer programs available to assist clients with job search and development activities, to include websites, various software programs, skill enhancement activities, resume development, etc.</li> </ul>
<ul style="list-style-type: none"> <li>Program Staff must be knowledgeable of WIOA service requirements, state, federal, and Board policies, integrated service design to attain WIOA common performance goals, state mandated data management system and/or other systems implemented as identified by the DWD.</li> </ul>	<ul style="list-style-type: none"> <li>Program staff must participate in program cross-training, as identified by WorkOne Operator Management for Integrated Workforce Delivery Systems.</li> </ul>

**Required linkages with other systems as approved by these systems and the Board:**

<ul style="list-style-type: none"> <li>Department of Workforce Development and other partner agencies as identified by Regional Operator</li> </ul>	<ul style="list-style-type: none"> <li>WorkOne Operator and contractors, as designated</li> </ul>
<ul style="list-style-type: none"> <li>Various community based organizations for an effective referral network and required program elements for all WorkOne services.</li> </ul>	<ul style="list-style-type: none"> <li>Indiana Labor Exchange Systems, Indiana data tracking system, and local tracking systems as defined by board/operator staff.</li> </ul>
<ul style="list-style-type: none"> <li>Subcontracting Agencies as defined for Region 10 Workforce Board</li> </ul>	<ul style="list-style-type: none"> <li>All Required WIOA partner organizations</li> </ul>
<ul style="list-style-type: none"> <li>Area employers to develop an effective placement referral network</li> </ul>	

**Required Statistics and Outcomes**

<ul style="list-style-type: none"> <li>Goal for State, Federal and internal monitoring reports or audit reports produced: 0 findings</li> </ul>	<ul style="list-style-type: none"> <li>Each WorkOne location will participate in customer service evaluation process. Goal is to have two or less complaints annually. All WorkOne staff are responsible for this outcome.</li> </ul>
<ul style="list-style-type: none"> <li>Contractor will work with WorkOne Operator to meet and/or exceed Region 10 Common Measure metrics as defined and provided by Indiana Workforce Development for the duration of this contract.</li> <li>Local goals and measures will be implemented for provision of effective delivery services to include as defined by the management team.</li> </ul> <p>All WorkOne staff will be responsible for these outcomes.</p>	<ul style="list-style-type: none"> <li>Program Goal Outcomes as defined for Region 10 Programs and Projects, and/or mandated by Indiana Workforce Development and/or Federal Policy for WIOA programs including but not limited to: levels of job placements, job retentions, wages, and credentials for customers that receive WorkOne Services.</li> <li>Goal to increase occupational skills training, with a goal to utilize not less than 90% of training funds available, with 90%+ of placements in the field of training.</li> <li>Career Coach staff will maintain caseload goals of 50 each for New Albany location and 30 each for Express Site location, with placement goals maintained or exceeded for customers exiting that align with common measure performance standards.</li> <li>Youth Work Experience expenditures and services to align with requirement of 20% of youth program funding. Youth Work Experience expenditures and customers served will be tracked on monthly financial report to Region 10 Workforce Board.</li> </ul>

### Exhibit C

#### Subcontract Budget Funding 7-1-2015 thru 9-30-2015

Cost Category	Budget
Adult 17.258	\$104,890
DW Transfer to Adult	\$147,000
Dislocated Worker 17.260	\$284,000
Youth 17.259	\$500,000
WorkIndiana	\$27,000
JAG	\$179,000
WIA Incentive Grant	32,328
Harrison Co. Hands Up	\$2,723
Clark/Floyd Hands Up	\$15,520
Washington Co. Hands Up	\$3,000
Scott Hands Up	\$340
Total Budget	\$1,295,801

Region 10 Budget

JobWorks, Inc.  
 PY15 Budget - 1st Quarter

Line Item Budget

Program Expense:	%FTE	Total Hrs Per	Base Salary Cost	Fringe Benefit Cost
<b>Staff Costs</b>				
Victor Oberhausen - Program Manager	100%	40	\$ 14,513.20	\$ 5,224.75
R Kristen Barrow - Product Developer (term 8/6)		0	\$ 994.24	\$ 357.93
Boeth Baylor - WEX Development & Job Placement Specialist-eff 7/20/15	100%	40	\$ 34,389.92	\$ 12,373.17
Brent Bradshaw - Welcome Team Leader (term 8/6)		0	\$ 3,959.28	\$ 1,425.34
Jennifer Brown - Career Coach (term 7/2) - (Scott County)		0	\$ 256.48	\$ 92.33
Karen Bruce - Career Coach - (Harrison County)	100%	40	\$ 8,808.80	\$ 3,171.17
Jon Burke - Career Coach - (Clark County)	100%	40	\$ 7,878.00	\$ 2,836.08
Brian Cleveland - JAG Specialist - Non-WIA (Jeffersonville High School)	100%	40	\$ 7,878.00	\$ 2,836.08
Amenda Crawford - Youth Career Coach (Floyd County)	100%	40	\$ 7,878.00	\$ 2,836.08
Sandra Hammond - Youth Career Coach (Floyd County)	100%	40	\$ 7,878.00	\$ 2,836.08
Ron Hutcheson - Performance Coach	100%	40	\$ 10,238.80	\$ 3,685.97
Melissa McDaniel - JAG Specialist - Non-WIA (New Albany High School)	100%	40	\$ 7,878.00	\$ 2,836.08
McNelly, Jennifer - Product Development Coordinator	100%	40	\$ 9,193.60	\$ 3,309.70
Stacey Morejon-Ygeisias - Adult/DW (Skills Team) Team Leader	100%	40	\$ 10,717.20	\$ 3,858.19
Dawn Pettys - Youth Team Leader	100%	40	\$ 10,717.20	\$ 3,858.19
Jenny Rog - Career Coach (Floyd County)	100%	40	\$ 7,878.00	\$ 2,836.08
Melodie Rutledge - Career Coach (Floyd County/Washington County)	100%	40	\$ 9,266.40	\$ 3,335.90
Jennifer Seiber - Career Coach (Crawford County)	100%	40	\$ 8,808.80	\$ 3,171.17
Christal Stephenson - JAG Coordinator/Youth Outreach	100%	40	\$ 8,970.00	\$ 3,229.20
vacant - Floating Career Coach	100%	40	\$ 7,878.00	\$ 2,836.08
Vacant - Scott County Career Coach (previously Jennifer Brown-term 7/3)	100%	40	\$ 7,878.00	\$ 2,836.08
Vacant - Welcome Team Leader (previously Bradshaw-term 8/6)	100%	40	\$ 9,531.60	\$ 3,431.38
Tim Putt - OJT Developer	10%	4	\$ 1,953.64	\$ 703.31
HR and Payroll Support	3%	1	\$ 2,832.97	\$ 947.87
Fiscal Support	10%	4	\$ 3,945.76	\$ 1,420.47
VP of Finance	3.1%	1	\$ 2,580.90	\$ 932.72
President & General Manager	4%	2	\$ 3,851.33	\$ 1,386.48
<b>Summary</b>				
Salary Subtotal			\$ 278,344.12	
Fringe Subtotal			\$ 78,603.88	
Total Staff Cost			\$ 296,948.00	
Staff Cost vs. Total Percentage				31%
Participant Budget:			\$ 649,350.70	
Supportive Services			\$ 133,344.40	
Youth Participant Work Experience/OJT			\$ 140,000.00	
Direct Training			\$ 376,006.30	
% of Direct Training Program Costs				58%
% of Customer Training/Support vs. Total				67%
<b>Program Support Costs:</b>				
Travel			\$ 9,533.84	
Staff Training Cost			\$ 2,400.00	
Staff Development Quarterly Bonus			\$ -	
Communication - cell only			\$ 584.28	
Postage			\$ 240.00	
Insurance			\$ 1,602.50	
Miscellaneous			\$ 9,511.89	
Operating Sub-Total			\$ 23,871.69	
% of Program Support Costs				2%
Total Program Budget			\$ 1,295,801.00	
Grand Total			\$ 970,170.39	

includes annual Youth and annual JAG  
 includes quarter Youth and quarter JAG and 100% Youth/JAG WEX

Funding:	
Adult	\$ 251,890.00
DW	\$ 284,000.00
Youth	\$ 500,000.00
Non-WIA JAG (quarter)	\$ 179,000.00
WIN	\$ 27,000.00
WIA Incentive Work IN	\$ 32,328.00
Harrison County Foundation - Hand Up (annual)	\$ 7,723.00
Washington County Foundation - Hand Up	\$ 3,000.00
Clark/Floyd CFSI - Hand Up	\$ 15,520.00
Scott County - Hand Up	\$ 340.00
<b>Total Funding</b>	<b>\$ 1,295,801.00</b>

**AMENDMENT Two (2) TO SUBCONTRACT FOR SERVICES  
BASIC COMPUTER TRAINING**

This is an Amendment to the Subcontract for Services between the Region 10 Workforce Board, Inc. and Continuous Improvement Center dated July 1, 2015.

In consideration of the mutual undertakings and covenants hereinafter set forth, the parties agree to the items marked below:

1.   X   This Amendment modifies the previously obligated funds under this subcontract for the period July 1, 2015 to the expiration date of June 30, 2016. The effective date of this Amendment is October 1, 2016. The total obligation under this subcontract as of October 1, 2015 is \$49,996.80

2.        \*This amendment extends subcontract ending date to \_\_\_\_\_.

3.        This Amendment changes the name for the Grantee formerly known as \_\_\_\_\_ to \_\_\_\_\_.

4.   X   Attachments: The items marked below are attached herein, made a part hereof, and incorporated herein by reference as part of this Agreement.

  X   a. Project Statement (Exhibit A)

  X   b. Budget Summary (Exhibit B\_)

All other matters previously agreed to and set forth in the original agreement and not affected by this amendment shall remain in full force and effect.

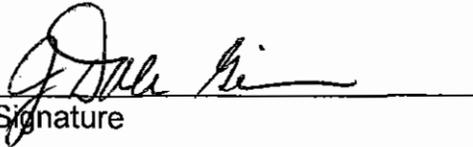
1) Non-collusion and Acceptance: The undersigned attests under penalties of perjury that he is the contracting party, or that he is the representative, member, employee representative, agent or officer of the firm, company, corporation or partnership represented by him, directly or indirectly, to the best of his knowledge, entered into or offered to enter into any combination, collusion or agreement to receive or pay, and that he has not received or paid, any sum of money or other consideration for the execution of this agreement other than that which appears on the face of the agreement.

The parties having read and understanding the foregoing terms of the attached Amendment do by their respective signatures dated below hereby agree to the terms thereof.

**REGION 10 WORKFORCE.  
BOARD, INC**

**CONTINUOUS IMPROVEMENT  
CENTER**

  
Signature

  
Signature

Benjamin E. Carpenter, II Chair  
Typed Name/Title

Dale Gibbons, President  
Typed Name/Title

Date 10/1/2015

Date 10/05/2015

## EXHIBIT A

The purpose of the modification is:

- 1) Extend the Contract for the period July 1, 2015 through June 30, 2016.
- 2) The amount of funding available for the extended contract period is \$49,996.80.
- 3) Contractor agrees to modify the scope of work to offer on a rotating basis: a) Basic Computer Coursework, b) Microsoft Office Choice, etc.
- 4) Contractor agrees to allow Continuous Improvement Center training staff to participate in training provided by Indiana Dept. of Workforce Development, or as otherwise specified as required by the Region 10 Workforce Board, Inc. to implement or change computer training curriculum. Contractor will be reimbursed at daily contract rate, plus mileage reimbursement at IRS federal mileage reimbursement rate for any travel required.

EXHIBIT B

BUDGET  
WIOA Funding

<b>FUNCTION</b>	<b>OBJ/SUBJ</b>	<b>PROJ CODE</b>	<b>COST CATEGORY</b>	<b>BUDGET</b>
Staff Costs				\$47,619.00
Indirect				2,381.00
<b>Total</b>				<b>\$49,996.80</b>

## BASIC COMPUTER TRAINING CONTRACT AMENDMENT CONTINUOUS IMPROVEMENT CENTER

This Agreement, entered into by and between the Region 10 Workforce Board, Inc. (hereinafter the "Board") and Continuous Improvement Center (hereinafter the "Subcontractor") is executed pursuant IC 22-4-18-1(b)(4) and the terms and conditions set forth herein. In consideration of those mutual undertakings and covenants, the parties agree as follows:

### 1) Purpose of and Liability for the Contract:

- (a) The applicable federal and state statutes, rules and regulations, as the same may be amended from time to time, for the Subcontract funds are set forth in Exhibit A, attached hereto and incorporated fully herein. This Subcontract shall be used exclusively in accordance with the provisions contained in this Agreement, and in the applicable federal and state statutes, rules and regulations. The purpose of this Agreement is to implement the employment and training programs and/or services described in the Scope of Work, attached hereto as Exhibit B, and incorporated fully herein (scope of work). The funding source(s) to support this Agreement are funds made available pursuant to the federal Workforce Innovation Opportunity Act, and amendments thereto.

**2) Term:** The term of this Agreement shall be from July 1, 2015 until June 30, 2016 (the "Expiration Date"). In no event shall payments be made for work done or services performed after the Expiration Date. The Board may renew this agreement for two one-year terms, based upon subcontractor performance. The Subcontractor may request in writing that the Expiration Date only of this agreement be extended. Such request may be approved in writing by a duly authorized representative of the Board. If the Expiration Date is extended, all other provisions of this Agreement shall remain in full force and effect.

**3) Budget:** The Project Budget is set forth in Exhibit C, attached hereto and incorporated fully herein (the "Budget"). The initial budget funded under this contract is for the period 7-1-2015 through 9-30-2015. Maximum payment, on a cost reimbursement basis, is limited to the lesser of:

- (a) \$40.96 per hour not to exceed \$12,500.00, as specified in the budget, or
- (b) The actual cost of performing the project described in this Agreement and the project statement.

**4) Implementation of Project/Assurances:** The Subcontractor shall be solely responsible for the implementation of the Project, as described in the Project Statement and in accordance with the terms and conditions of this Agreement. In this regard, Subcontractor makes the following assurances:

- (a) The Subcontractor shall modify the Project services as directed by the Board/State in the event statutes or regulations require such modification; and
- (b) The Subcontractor shall comply with all applicable policy and directives issued by the Board/State; and
- (c) The Subcontractor understands and agrees that the totality of services to be delivered under this Subcontract are from 7-1-2015 through 6-30-16.

**5) Audits:** Subcontractor shall submit to an audit of funds paid through this agreement and shall make all books, accounting records, and other documents available at all reasonable times during the term of this Agreement and for a period of three (3) years after final payment for inspection by the board/state or its authorized designee. Copies shall be furnished to the board/state at no cost.

The Subcontractor shall submit the auditor's report to the board within the earlier of 30 days after receipt of the auditor's report, or nine (9) months after the end of the audit period. The board will retain responsibility for audit resolution. All nongovernmental organizations are required by IC 5-11-1-4 to file an Entity Annual Report (form E-1) with the Indiana State Board of Accounts. The E-1 form is due within thirty (30) days after the entity's fiscal year-end.

**6) Authority to Bind:** Notwithstanding anything in this Agreement to the contrary, the signatory for the Subcontractor represents that he/she has been duly authorized to execute this Agreement on behalf of the Subcontractor and has obtained all necessary or applicable approval from the Subcontractor to make this Agreement fully binding upon the Subcontractor when his/her signature is affixed.

**7) Compliance with Laws:** The Subcontractor agrees to comply with all applicable federal, state and local laws, rules, regulations and ordinances, and all provisions required thereby to be included herein are hereby incorporated by reference. The enactment of any state or federal statute or the promulgation of regulations there under after execution of this contract shall be reviewed by the Board/State and the Subcontractor to determine whether the provisions of the contract require formal modification,

a. The Subcontractor and its agents shall abide by all ethical requirements that apply to persons who have a business relationship with the Board/State, as set forth in Indiana Code § 4-2-6 et seq., the regulations promulgated there under, and Executive Order 04-08, dated April 27, 2004. If the Subcontractor is not familiar with these ethical requirements, the Subcontractor should refer any questions to the Indiana State Ethics Commission, or visit the Indiana State Ethics Commission website at <<<http://www.in.gov/ethics/>>>. If the Subcontractor or its agents violate any applicable ethical standards, the board may, in its sole discretion, terminate this contract immediately upon notice to the Subcontractor. In addition, the Subcontractor may be subject to penalties under Indiana Code § 4-2-6-12.

b. The Subcontractor certifies by entering into this Agreement, that neither it nor its principal(s) is presently in arrears in payment of its taxes, permit fees or other statutory, regulatory or judicially required payments to the State of Indiana. Further, the Subcontractor agrees that any payments in arrears and currently due to the State of Indiana may be withheld from payments due to the Subcontractor. Additionally, further work or payments may be withheld, delayed, or denied and/or this Agreement suspended until the Subcontractor is current in its payments and has submitted proof of such payment to the State,

c. The Subcontractor warrants that it has no current or outstanding criminal, civil, or enforcement actions initiated by the State of Indiana pending, and agrees that it will immediately notify the board of any such actions. During the term of such actions, Subcontractor agrees that the board may delay, withhold, or deny work under any Supplement or contractual device issued pursuant to this Agreement.

d. If a valid dispute exists as to the Subcontractor's liability or guilt in any action initiated by

the State of Indiana or its agencies, and the board decides to delay, withhold, or deny work to the Subcontractor, the Subcontractor may request that it be allowed to continue, or receive work, without delay. The Subcontractor must submit, in writing, a request for review to the Indiana Department of Administration (IDOA) following the procedures for disputes outlined herein. A determination by IDOA shall be binding on the parties. Any payments that the board may delay, withhold, deny, or apply under this section shall not be subject to penalty or interest under IC 5-17-5.

The Subcontractor warrants that it shall obtain and maintain all required permits, licenses, and approvals, as well as comply with all health, safety, and environmental statutes, rules, or regulations in the performance of work activities for the board. Failure to do so is a material breach of the contract and grounds for immediate termination of the Agreement and denial of further work with the board.

The Subcontractor hereby affirms that it is properly registered and owes no outstanding reports with the Indiana Secretary of State.

Subcontractor agrees that the board may confirm, at any time, that no liabilities exist to the State of Indiana, and, if such liabilities are discovered, that board may bar Subcontractor from contracting with the board in the future, cancel existing contracts, withhold payments to setoff such obligations, and withhold further payments or purchases until the entity is current in its payments on its liability to the State and has submitted proof of such payment to the State.

**8) Confidentiality:** The Subcontractor will abide by all applicable statutes, regulations, directives and mandates to protect the privacy rights and interests of individuals who apply for employment and training and related services. The Subcontractor will abide by the provisions of IC 22-4-19-6 and IC 4-1-6-1 *et seq.* Subcontractor recognizes that it is subject to the penalties for disclosure of protected information under IC 5-14-3-10.

Except under certain limited circumstances, DWD is prohibited by state law (IC-4-10) from disclosing an individual's Social Security number (SSN). Therefore, SSNs provided to the Board/State by the Subcontractor are treated as confidential information.

**9) Debarment and Suspension:** Subcontractor certifies, by entering into this Agreement, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from entering into this Agreement by any federal agency or department, or any agency or political subdivision of the State of Indiana. The term "principal" for purposes of this Agreement is defined as an officer, director, owner, partner, key employee, or other person with primary management or supervisory responsibilities, or a person who has a critical influence on, or substantive control over, the operations of Subcontractor.

The contractor certifies that it has verified the state and federal suspension and debarment status for all subcontractors receiving funds under this Contract and shall be solely responsible for any recoupment, penalties or costs that might arise from use of a suspended or debarred subcontractor. The Subcontractor shall immediately notify the Board/State if it becomes debarred or suspended, and shall, at the Board/State's request, take all steps required by the State to terminate its contractual relationship for work to be performed under this Contract.

**10) Drug-Free Workplace Certification:** The Subcontractor hereby covenants and agrees to make a good faith effort to provide and maintain a drug-free workplace. Subcontractor will give written notice to the board within ten (10) days after receiving actual notice that an employee has been convicted of a criminal drug violation occurring in Subcontractor's or any sub-Subcontractor's workplace.

False certification or violation of the certification may result in sanctions including, but not limited to, suspension of payments, termination of this agreement and/or debarment of grant opportunities with the board and/or State of Indiana for up to three (3) years.

In addition to the provisions of the above paragraphs, if the total amount set forth in this Agreement in is in excess of \$25,000.00, Subcontractor hereby further agrees that this Agreement is expressly subject to the terms, conditions and representations of the following Certification:

This certification is required by Executive Order No. 90-5, April 12, 1990, issued by the Governor of Indiana. Pursuant to its delegated authority, the Indiana Department of Administration is requiring the inclusion of this certification in all Agreements with and from the State of Indiana in excess of \$25,000.00. No award of a want shall be made, and no agreement, purchase order or agreement, the total amount of which exceeds \$25,000.00, shall be valid, unless and until this certification has been fully executed by the Subcontractor and made a part of the Agreement or as part of the documents.

The Subcontractor certifies and agrees that it will provide a drug-free workplace by:

- a) Publishing and providing to all of its employees a statement notifying their employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the Subcontractor's workplace and specifying the actions that will be taken against employees for violations of such prohibition; and
- b) Establishing a drug-free awareness program to inform their employees of (1) the dangers of drug abuse in the workplace; (2) the Subcontractor's policy of maintaining a drug-free workplace; (3) any available drug counseling, rehabilitation, and employee assistance programs; and (4) the penalties that may be imposed upon an employee for drug abuse violations occurring in the workplace.
- c) Notifying all employees in the statement required by subparagraph (a) above that as a condition of continued employment the employee will (1) abide by the terms of the statement; and (2) notify the Subcontractor of any criminal drug statute conviction for a violation occurring in the workplace no later than five (5) days after such conviction;
- d) Notifying in writing the board within ten (10) days after receiving notice from an employee under subdivision (c)(2) above, or otherwise receiving actual notice of such conviction;
- e) Within thirty (30) days after receiving notice under subdivision (c)(2) above of a conviction, imposing the following sanctions or remedial measures on any employee who is convicted of drug abuse violations occurring in the workplace: (1) take appropriate personnel action against the employee, up to and including termination; or (2) require such employee to satisfactorily participate in a drug abuse assistance or rehabilitation program approved for such purposes by a federal, state or local health, law enforcement, or other appropriate agency; and
- f) Making a good faith effort to maintain a drug-free workplace through the implementation of subparagraphs (a) through (e) above.

#### **11) Establishment and Maintenance of Records, Cost Documentation, Reports and**

**Inspections:** The Subcontractor shall utilize fiscal control and accounting procedures that permit the preparation of all required reports and the tracing of expenditures adequate to establish compliance with all applicable requirements. The Subcontractor shall prepare required reports that are uniform in definition, reasonably accessible and comprehensible to all authorized parties, verifiable for monitoring, reporting, audit and evaluation purposes, and in accordance with the specifications of the board.

12) **Funding Cancellation:** When the Director of the State Budget Agency makes a written determination that funds are not appropriated or otherwise available to support continuation of performance of a grant, this Agreement shall be canceled. A determination by the Budget Director that funds are not appropriated or otherwise available to support continuation of performance shall be final and conclusive.

13) **General Assurances and Certifications:** The Subcontractor certifies that in connection with the activities undertaken pursuant to this Agreement:

- (a) The Subcontractor shall modify the services and activities as directed by the board/state in event statutes or regulations require such modification;
- (b) The Subcontractor shall comply with all applicable policy and directives issued by the Board/State.
- (c) No funds made available under this Agreement shall be used to promote religious or anti-religious activities, or used for lobbying activities in violation of 20CFR 667.266(b), or used for political activities in violation of 5 U.S.C. 1501 to 1508.
- (d) It shall establish safeguards adequate to prohibit employees or other persons from using their position with the Subcontractor for improper private gain for themselves or others. The Subcontractor will adopt corporate bylaws that establish procedures to avoid improper conflicts of interest,
- (e) It shall maintain an affirmative action plan, written personnel policies, and grievance procedures for complaints and grievances from applicants, participants and beneficiaries, Subcontractors, employers, employees and other interested persons, all in accordance with all applicable statutes and regulations.
- (f) The Subcontractor agrees to comply with the Uniform Conflict of interest Standards issued by the State, which by reference is incorporated herein,
- (g) The Subcontractor will not violate the provisions of 18 USC 665, which defines criminal liability for individuals who steal, embezzle, or otherwise misuse funds under the WIOA and agrees to educate all staff members on the requirements of this statutory provision.
- (h) In accordance with the Occupational Health and Safety Act of 1970, 29 USC 651 et seq., Subcontractor will not expose participants to surroundings or working conditions which are unsanitary, hazardous or dangerous; participants employed or trained for inherently dangerous occupations shall be assigned to work in accordance with reasonable safety practices,
- (i) The Subcontractor agrees to comply with the provision of veteran's preference consistent *with* the applicable law at 38 USC4212.

14) **Governing Laws:** This Agreement shall be construed in accordance with and governed by the

laws of the State of Indiana and suit, if any, must be brought in the State of Indiana,

15) **Indemnification:** The Subcontractor agrees to indemnify, defend, and hold harmless the board and its agents, officers, and employees from all claims and suits, including court costs, attorneys' fees, and other expenses caused by any act or omission of the Subcontractor or its agent, if any. The board shall not provide such indemnification to the Subcontractor. If Subcontractor is a department, division or agency of the State of Indiana, the above indemnification provision is inapplicable.

16) **Independent Subcontractor:** Both parties hereto, in the performance of this Agreement, will be acting in an individual capacity and not as agents, employees, partners, joint ventures or associates of one another. The employees or agents of one party shall not be deemed or construed to be the employees or agents of the other party for any purposes whatsoever. Neither party will assume any liability for any injury (including death) to any persons, or any damage to any property arising out of the acts or omissions of the agents, employees, or Subcontracts of the other party. The Subcontractor shall be responsible for providing all necessary unemployment and workers' compensation insurance for its employees.

17) **Licensing Standards:** Subcontractor, and its employees shall comply with all applicable licensing, certification or accrediting standards and any other laws and regulations governing the services to be provided pursuant to this Agreement. If licensure, certification or accreditation expires or is revoked, Subcontractor shall immediately notify the Board.

18) **Lobbying Activities:**

a) Pursuant to USC § 1352, and any regulations promulgated thereunder, Subcontractor hereby assures and certifies, and will require any Subcontractor to assure and certify, that no federally appropriated funds have been paid, or will be paid, to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress, in conjunction with the awarding of any federal grant, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan or cooperative agreement,

b) If any funds other than federally appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with this grant, Subcontractor shall complete and submit "Standard Form LLL" ("Disclosure Form to Report Lobby").

19) **Modification:** The Board and the Subcontractor shall modify or extend this Agreement consistent with applicable law and State Dept. of Workforce Development policy. Such modification or extension shall be made by mutual written agreement of the parties and subsequent approval by all appropriate state officials or their designees.

20) **Monitoring and Compliance:** The board shall monitor the Subcontractor's compliance with the terms and conditions of the Agreement including all applicable statutes, regulations, directives and mandates. The Subcontractor shall provide the board reasonable and adequate opportunity to conduct this monitoring, including providing the opportunity to review and audit all relevant documents, forms, reports or any other records at any time during the term of this Agreement and after the Expiration Date as may be reasonably necessary to monitor compliance with this Agreement. The Subcontractor will be responsible for on-site monitoring of any sub-recipient.

21) **Nondiscrimination:** Pursuant to IC 22-9-1-10 and the Civil Rights Act of 1964, Subcontractor shall not discriminate against any employee or applicant for employment in the performance of this Agreement. The Subcontractor shall not discriminate with respect to the hire, tenure, terms, conditions or privileges of employment or any matter directly or indirectly related to employment because of race, color, religion, sex, disability, national origin or ancestry. Breach of this covenant may be regarded as a material breach of this Agreement. Acceptance of this Agreement also signifies compliance with applicable federal laws, regulations, and executive orders prohibiting discrimination in the provision of services based on race, color, national origin, age, sex, disability or status as a veteran.

The Subcontractor understands that the board is a recipient of federal funds, Pursuant to that understanding, the Subcontractor agrees that if the Subcontractor employs fifty (50) or more employees and does at least \$50,000 worth of business with the State and is not exempt, the Subcontractor will comply with the affirmative action reporting requirements of 41 CFR 60-1.7. The Subcontractor shall comply with Section 202 of Executive Order 1 1246, as amended, 41 CFR 60-250, and 41 CFR 60-741, as amended, all of which are incorporated herein by specific reference. Breach of this covenant may be regarded as a material breach of this Agreement.

(a) Equal Opportunity Assurances: The parties to this Agreement assure that each will fully comply with the nondiscrimination and equal opportunity provisions of Section 188 of WIOA and its implementing regulations at 29 CFR Part 37. These regulations prohibit discrimination because of race, color, religion, sex, national origin, age, disability, or political affiliation or belief in both participation and employment. In the case of participants only, it prohibits discrimination based on citizenship, or his or her participation in any WIOA Title I-financially assisted program or activity.

(b) Discrimination Complaint Procedures: The parties to this Agreement will assure those complaints alleging discrimination on any of the above bases will be processed in accordance with 29 CFR Part 37.76 and related sections. The Department of Workforce Development will issue a revision to complaint procedures policy (DWD Communication 99-20) developed pursuant to this section and approved by the U.S. Department of Labor's Civil Rights Center. The revision will provide detailed instructions on the specific steps to be followed in processing discrimination complaints in the One-Stop delivery systems.

(c) Obligation to Provide Notice: The parties to this Agreement will provide ongoing and continuing notification that it does not discriminate on any of the prohibited basis in accordance with 29 CFR Parts 37.29 through 37.34 of the implementing regulations for Section 188 of WIOA.

22) **Notices:** Whenever any notice, statement or other communication shall be sent to the Subcontractor, or Grantor it shall be sent to the following addresses, unless otherwise specifically advised.

A. Notices and documentation for the Regional Workforce Board shall be sent to:

**Region 10 Workforce Board**  
**P O Box 6712**  
**New Albany, IN 47150**

B. Notices and documentation for the Subcontractor shall be sent to:

Attention: Dale Gibbons  
Continuous Improvement Center  
9052 East Garrison Hollow Rd  
Salem, IN 47167  
[dalegibbons03@yahoo.com](mailto:dalegibbons03@yahoo.com)  
[dale@TheCICenter.com](mailto:dale@TheCICenter.com)

23) **Order of Precedence:** Any inconsistency or ambiguity in this Agreement shall be resolved by giving precedence in the following order: (1) this Agreement, (2) Exhibits prepared by the Board, and (3) Exhibits, if any, prepared by the Subcontractor.

24) **Payment of Funds by the Board/State:** The payment of funds by the board to the Subcontractor shall be made in accordance with the following schedule and conditions:

(a) This Agreement must be fully executed.

(b) No funds that are transferred under this Agreement shall be disbursed by the Subcontractor to another person to act as its agent or employee in performing the terms and conditions of this Agreement without a written financial Agreement between the Subcontractor and the board. The Board shall reserve the right not to honor request for payments received more that 60 days after the Expiration Date.

(c) All payments by the board to the Subcontractor for services rendered pursuant to this Agreement shall be made on a (reimbursement) basis and shall be accompanied with financial reports and/or supporting documentation as required by the board. No cost shall be accrued prior to the starting date of this Subcontract.

(d) All payments by the board are subject to the encumbrance of monies, to the prohibition against advance payments under IC 4-13-2-20, and to all of the board's fiscal policies and procedures.

(e) The board reserves the right not to honor requests for payment received more than 90 days after the Expiration Date. The board also reserves the right to withhold final payment until agency-required reports are received and accepted.

(f) Failure to complete the Project and expend the funds in accordance with this Agreement may be considered a material breach of this Agreement and shall entitle the board to impose sanctions against the Subcontractor including, but not limited to, suspension of all subcontract programs until such time as all material breaches are cured to the board's satisfaction. Sanctions may also include repayment of all funds expended for activities which are not in the scope of the Project or the Budget. The remedies described in this subparagraph are in addition to any other remedies the State may have at law or equity.

25) **Penalties, Interest and Attorney Fees:** The board will in good faith perform its required obligations hereunder and does not agree to pay any penalties, liquidated damages, interest, or attorney's fees, except as required by Indiana law, in part, IC 5-17-5-1 et seq., IC 34-54-8-5 et seq., and IC 34-13-1-6 et seq. Notwithstanding the provisions contained in IC 5-17-5, the parties stipulate and agree that any liability resulting from the board's failure to make prompt payment shall be based solely on the amount of funding originating from the State and shall not be based on funding from federal or other sources.

26) **Property Management:** Title to all non-expendable personal property acquired with funds provided herein shall immediately become the property of the State upon delivery of such property by the vendor in accordance with the applicable Federal OMB circulars and the State Property Management Policy.

27) **Repayment:** The Subcontractor and, if applicable, its Guarantor are responsible for the repayment of costs determined to be disallowed in accordance with applicable statutes, regulations, directives or mandates. Repayment of such costs shall be made within thirty (30) calendar days of the final audit determination and, unless agreed to in writing by the board, shall be repaid from non-Federal funds. Responsibility of the Subcontractor, as set forth herein, shall not release any insurer or bonding company from any contractual duty to reimburse the insured, the board, or the obligee.

28) **Retention of Records:** The Subcontractor shall retain and make available all financial records, supporting documentation, statistical records, evaluation data, member information and personnel records (if applicable) for three (3) years from the final Expiration Date of this Agreement. If any litigation, claim, negotiation, audit or other action involving the records has been started before the expiration of the 3-year period, the records must be retained until completion of the action and resolution of all issues which arise from it, or until the end of the regular 3-year period, whichever is later.

29) **Statutory Authority of Subcontract:** The Subcontractor expressly warrants to the board that it is statutorily eligible to receive the funds herein, and it expressly agrees to repay all monies paid to it under this Agreement should a legal determination of its ineligibility be made by any court of competent jurisdiction.

30) **Taxes:** The board is exempt from state, federal and local taxes. The board will not be responsible for any taxes levied on the Subcontractor as a result of this Agreement.

31) **Termination for Cause:** The board may terminate this Agreement or withhold payments for a material violation of a term or condition of this Agreement, upon delivery of written notice to the Subcontractor of termination or withholding of payments. A material violation includes:

- a) Improper use of funds in connection with this Agreement as reasonably determined by the board and/or state monitors.
- b) Reasonable determination by the board that the successful performance of this Agreement is improbable or infeasible.
- c) Termination or suspension of availability of federal funds for the performance of this Agreement as reasonably determined by the board and/or State monitors.
- d) Inability of the Subcontractor to repay any cost found to be disallowable by final audit resolution.
- e) Any other material failure to comply *with* a term or condition of this Agreement as reasonably determined by the board and/or state monitors.
- f) Failure to take proper corrective action in a timely manner as determined by the board and/or state monitors.

32) **Termination for Convenience:** This Agreement may be terminated, in whole or in part, by the board whenever, for any reason, the board determines that such termination is in the best interest of the board. Termination of services shall be effected by delivery to the Subcontractor of a Termination Notice *at least* thirty (30) days prior to the termination effective date, specifying the extent to which

performance of services under such termination becomes effective. The Subcontractor shall be compensated for services properly performed prior to the effective date of termination. The board will not be liable for services performed after the effective date of termination, and in no case shall total payment made to the Subcontractor exceed the amount set forth in the Project or the Budget, nor shall any price increase be allowed on individual line items if canceled only in part prior to the original termination date.

33) **Complete Agreement:** This Agreement, including all attachments, is the complete agreement between the parties, notwithstanding prior discussions or documents,

34) **Conflict of Interest:**

(a) As used in this section:

"Immediate family" means the spouse and the unemancipated children of an individual  
"Interested Party" means:

- (1) The individual executing this Agreement;
- (2) An individual who has an interest of three percent (3%) or more of Subcontractor, if Subcontractor is not an individual; or
- (3) Any member of the immediate family of an individual specified under subdivision 1 or 2.

"Department" means the Indiana Department of Administration,  
"Commission" means the State Ethics Commission.

(b) The Department and/or board may cancel this Agreement without recourse by Subcontractor if any interested party is an employee of the State of Indiana.

(c) The Department will not exercise its right of cancellation under section (b), above, if Subcontractor gives the Department an opinion by the Commission indicating that the existence of this Agreement and the employment by the State of Indiana of the interested party does not violate any statute or code relating to ethical conduct of state employees. The Department may take action, including cancellation of this Agreement, consistent with an opinion of the Commission obtained under this section.

(d) Subcontractor has an affirmative obligation under this Agreement to disclose to the board and when an interested party is or becomes an employee of the State of Indiana, The obligation under this section extends only to those facts that Subcontractor knows or reasonably could know.

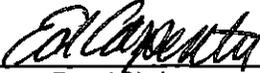
35) **Non-Collusion and Acceptance:** The undersigned attests, subject to the penalties for perjury that he/she is the representative, agent, member or officer of the Subcontractor, that he/she has not, nor has any other member, employee, representative, agent or officer of the Subcontractor, directly or indirectly, to the best of his/her knowledge, entered into or offered to enter into any combination, collusion or agreement to receive or pay, and that he/she has not received or paid any sum of money or other consideration for the execution of this Agreement other than that which appears upon the face hereof.

**THE REST OF THIS PAGE IS LEFT BLANK INTENTIONALLY.**

SIGNATURE PAGE

The parties, having read and understanding the foregoing terms of this Agreement, do by their respective signatures dated below hereby agree to the terms thereof.

**REGIONAL WORKFORCE BOARD-REGION 10:**

  
\_\_\_\_\_  
Signature, Board Chair

**Ed Carpenter, Chair**  
\_\_\_\_\_  
Typed or Printed Name

7/10/15  
\_\_\_\_\_  
Date

**SUBCONTRACTOR:**

Organization Name: **The Continuous Improvement Center**

  
\_\_\_\_\_  
Signature, Authorized Representative

**Dale Gibbons, President**  
\_\_\_\_\_  
Typed or Printed Name of Authorized Representative

6/22/15  
\_\_\_\_\_  
Date

EXHIBIT A  
WORKFORCE INNOVATION OPPORTUNITY ACT (WIOA) FUNDS

1. Applicable Statutes and Regulations

- (a) PL 105-220 Workforce Innovation Opportunity Act of 1998;
- (b) Workforce Investment Act regulations at 20 CFR Parts 603-688;
- (c) Wagner-Peyser Act, 29 USC 49 et seq
- (d) Establishment and Functioning of State Employment Services, 20 CFR Part 652;
- (e) Nondiscrimination and Equal Opportunity Provisions of the Workforce Innovation Opportunity Act;
- (f) Job Counseling, Training and Placement Services for Veterans, 38 USC 4100 et seq; Employment and Training of Veterans, 38 USC 4211 et seq.
- (g) Fair Labor Standards Act 29 USC 201 et seq.
- (h) Indiana Department of Employment and Training Act, IC 22-4 et seq. and accompanying rules, regulations and policy directives;
- (i) Reed Act distributions under 42 USC 1103;
- (j) Skills 2016 Training Fund, IC 6-28-27; and
- (k) Carl D. Perkins Vocational and Applied Technology Education Act amendments of 1998, 20 USC 2301 et seq.

2. Assurance

The Subcontractor hereby affirms that it is properly registered with the Indiana Secretary of State and is in good standing with the Department of Revenue. The Subcontractor also affirms that there are not outstanding enforcement actions against it by agencies of the State of Indiana.

## EXHIBIT B

### PROJECT STATEMENT

The Subcontractor assures:

- a) Subcontractor will assist in refining and finalizing course curriculum to accommodate timeline and desired study elements for students. Subcontractor will work with Region 10 WorkOne Office to modify and expand coursework offerings as desired for clients, as well as new Microsoft Academy Coursework as desired by Indiana Workforce Development and Region 10 Workforce Board.
- b) Subcontractor will develop and modify materials used for computer training to include step-by-step instructions, practice for reinforcement, and summary. Quick Reference Sheets will be developed for coursework that will aid students to continue study of coursework.
- c) Subcontractor will administer pre-assessment instrument prior to each class, as well as post-assessment at the conclusion of each class for each participating student. All student assessment forms must be maintained and delivered to Region 10 Office for contract file each month.
- d) Subcontractor will maintain a student reporting worksheet for each month of coursework delivery, as designed by the Grantor and deliver to the Region 10 Office for contract file.
- e) Subcontractor will provide Region 10 Workforce Board Administrative Office an itemized invoice at the end of each month for payment of expenses in accordance with Subcontract budget.
- f) Subcontractor will provide instruction for basic computer training at WorkOne 3 days per week; 52 weeks per year (based on a calendar developed by Region 10/WorkOne) and in agreement with contractor schedule. Two days of training will take place at WorkOne New Albany, and one day per week will be at WorkOne Express Sites on a rotating basis. WorkOne may notify the contractor of cancellation 48 hours in advance, if no students have scheduled.

EXHIBIT C

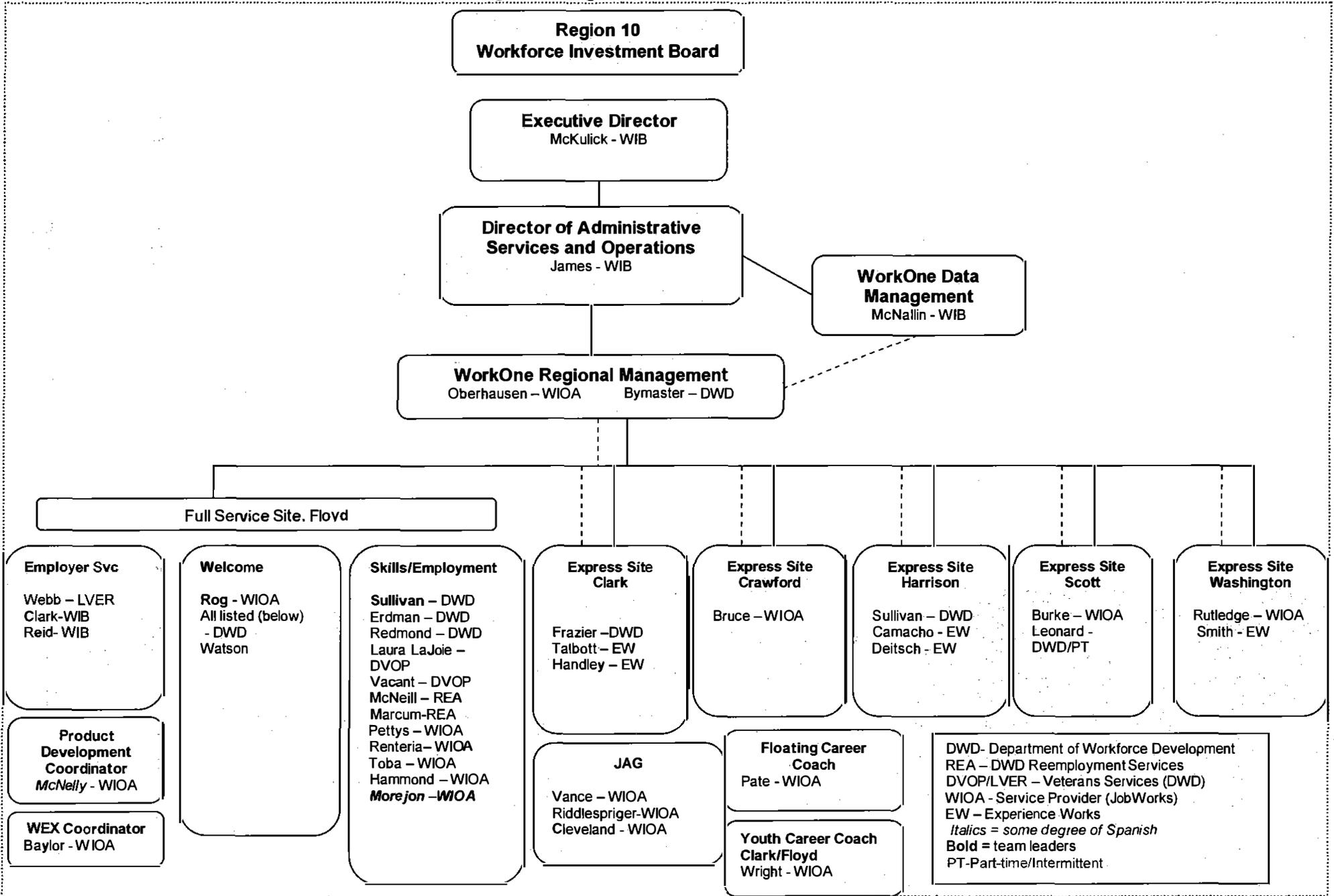
BUDGET

July 1, 2015 through Sept. 30, 2015

	<b>COST CATEGORY</b>	<b>BUDGET</b>
	<b>On-site customer computer training- 3 days per week -</b>	
	Per WorkOne schedule	
<b>Total</b>		<b>\$12,500.00</b>

## **Exhibit 2: Organizational Chart**

WORKONE Region 10 Organizational Chart – April 2016 - EXHIBIT A



**ATTACHMENT 1**

**Kentuckiana Works Quarterly Labor Market  
Information Report Sample**

# STATE OF THE LOUISVILLE REGIONAL LABOR MARKET



➤ LABOR MARKET QUARTERLY REPORT

# FIRST QUARTER 2016

  
**Kentucky  
Career Center**



  
KENTUCKIANA WORKS



# STATE OF THE LOUISVILLE REGIONAL LABOR MARKET



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## › Executive Summary of the Local Labor Market Data

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This report continues to provide valuable data and guidance — in the form of detailed career pathways charts — that job seekers, employers, students and families can use to plan areas of study or training and determine career goals. This career information includes the number of online job postings as well as the required education levels and wage ranges for each of six key job categories — advanced manufacturing, consumer and business services, food and beverage, healthcare, information technology and logistics.

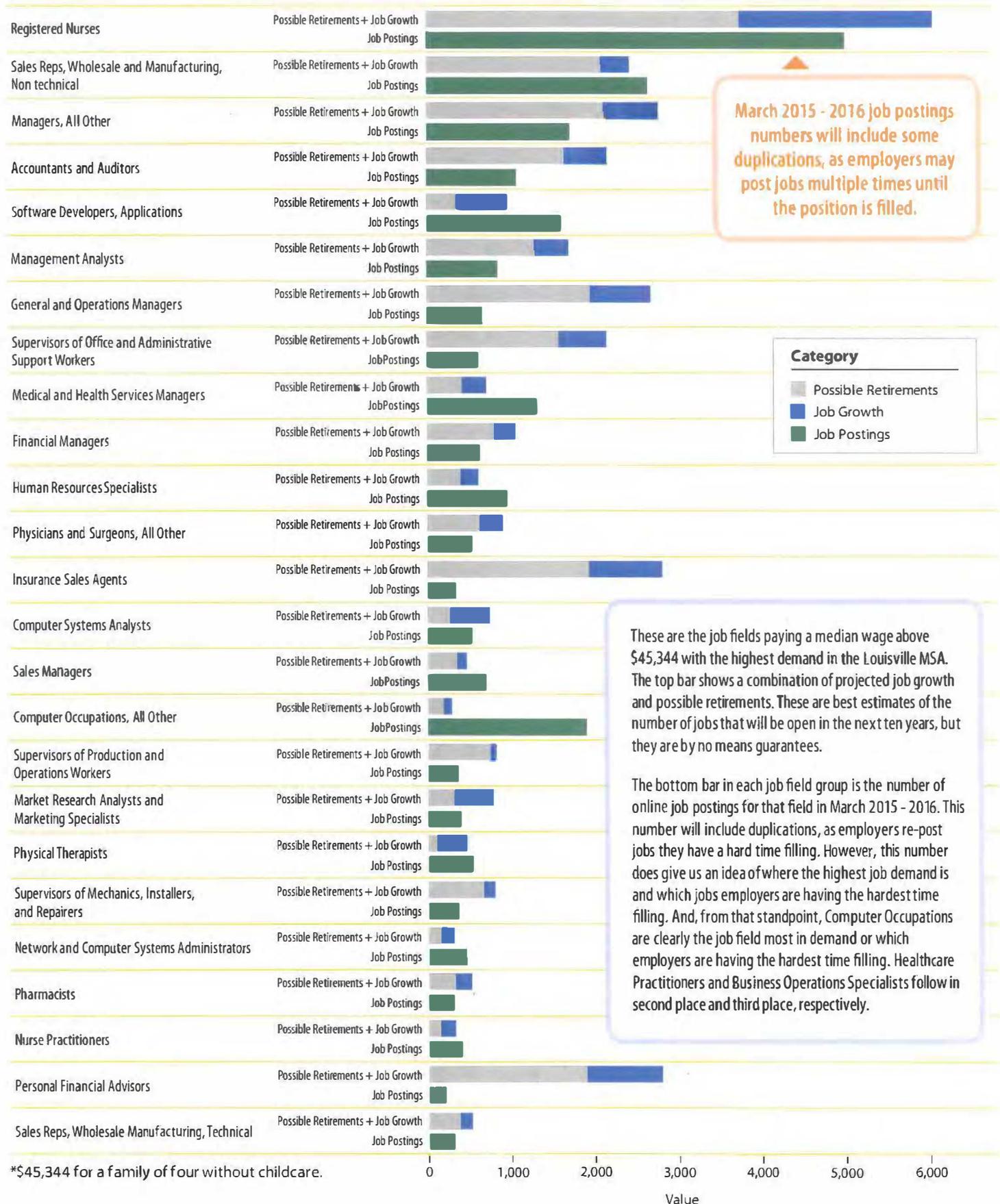
The report also provides guidance to those just entering the workforce by detailing the top jobs with starting hourly wages between \$12 and \$16, which can vary greatly in their upper wage potential.

Other key findings in this report include:

- › The unemployment rate for March, 2016 was 5.0 percent, the same as it was in March, 2015;
- › More than 31,000 jobs were posted in the region between January and March;
- › The most in-demand, high wage job in the Louisville area continues to be Registered Nurse, with nearly 2,000 jobs available in the first quarter of 2016;
- › Louisville had a lower cost of living than most of its peer cities, and far lower than the national average, according to data new to this report.

Also new to this report is a chart showing Louisville's Gross Metropolitan Product in comparison to our peer cities.

# Top 25 High-Demand Occupations Paying Above the Family-Supporting Wage\* in the Louisville Region, January - March 2016



March 2015 - 2016 job postings numbers will include some duplications, as employers may post jobs multiple times until the position is filled.

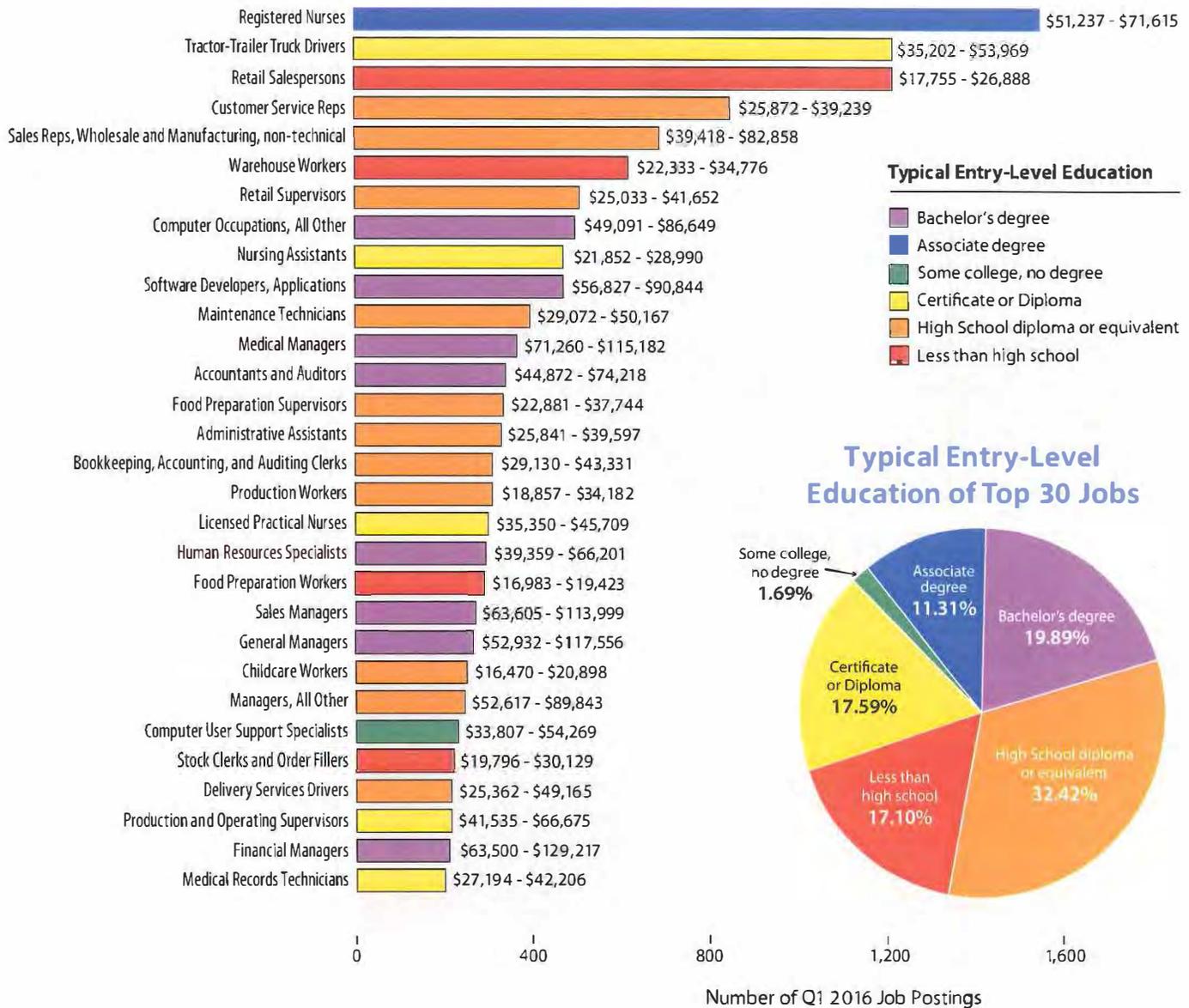
**Category**  
 Possible Retirements  
 Job Growth  
 Job Postings

These are the job fields paying a median wage above \$45,344 with the highest demand in the Louisville MSA. The top bar shows a combination of projected job growth and possible retirements. These are best estimates of the number of jobs that will be open in the next ten years, but they are by no means guarantees.

The bottom bar in each job field group is the number of online job postings for that field in March 2015 - 2016. This number will include duplications, as employers re-post jobs they have a hard time filling. However, this number does give us an idea of where the highest job demand is and which jobs employers are having the hardest time filling. And, from that standpoint, Computer Occupations are clearly the job field most in demand or which employers are having the hardest time filling. Healthcare Practitioners and Business Operations Specialists follow in second place and third place, respectively.

\*\$45,344 for a family of four without childcare.

## Top 30 Job Postings in the Louisville MSA in the First Quarter of 2016, 25th - 75th Percentile Pay Ranges for Each Job



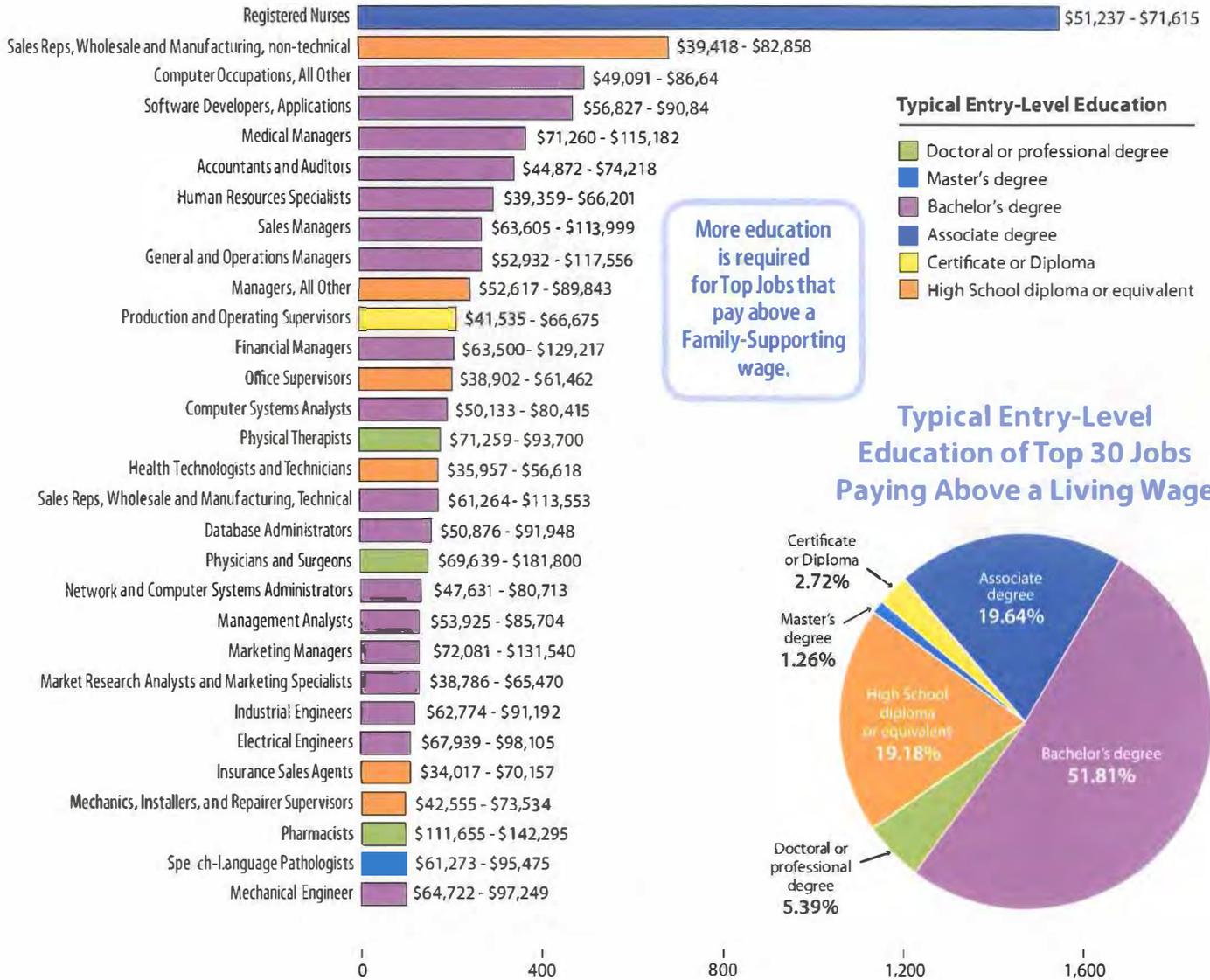
### Top 10 Basic Skills in Louisville MSA

*(based on employer preferences in online job postings)*

1. Communication Skills
2. Customer Service
3. Writing
4. Microsoft Excel
5. Organizational Skills
6. Computer Skills
7. Physical Demand
8. Problem Solving
9. Microsoft Office
10. Detail-Oriented

Source: Burning Glass Labor Insight and EMSI Analyst

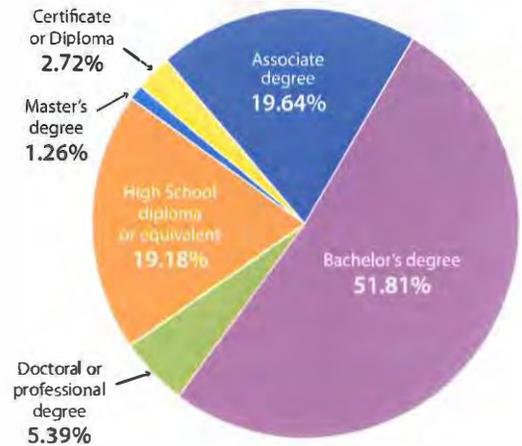
# Top 30 Job Postings in the Louisville MSA in the First Quarter of 2016 Paying above the Family-Supporting Wage\*, 25th - 75th Percentile Pay Ranges for Each Job



More education is required for Top Jobs that pay above a Family-Supporting wage.



### Typical Entry-Level Education of Top 30 Jobs Paying Above a Living Wage



Number of Q1 2016 Job Postings

## Top 10 Specialized Skills in Louisville MSA

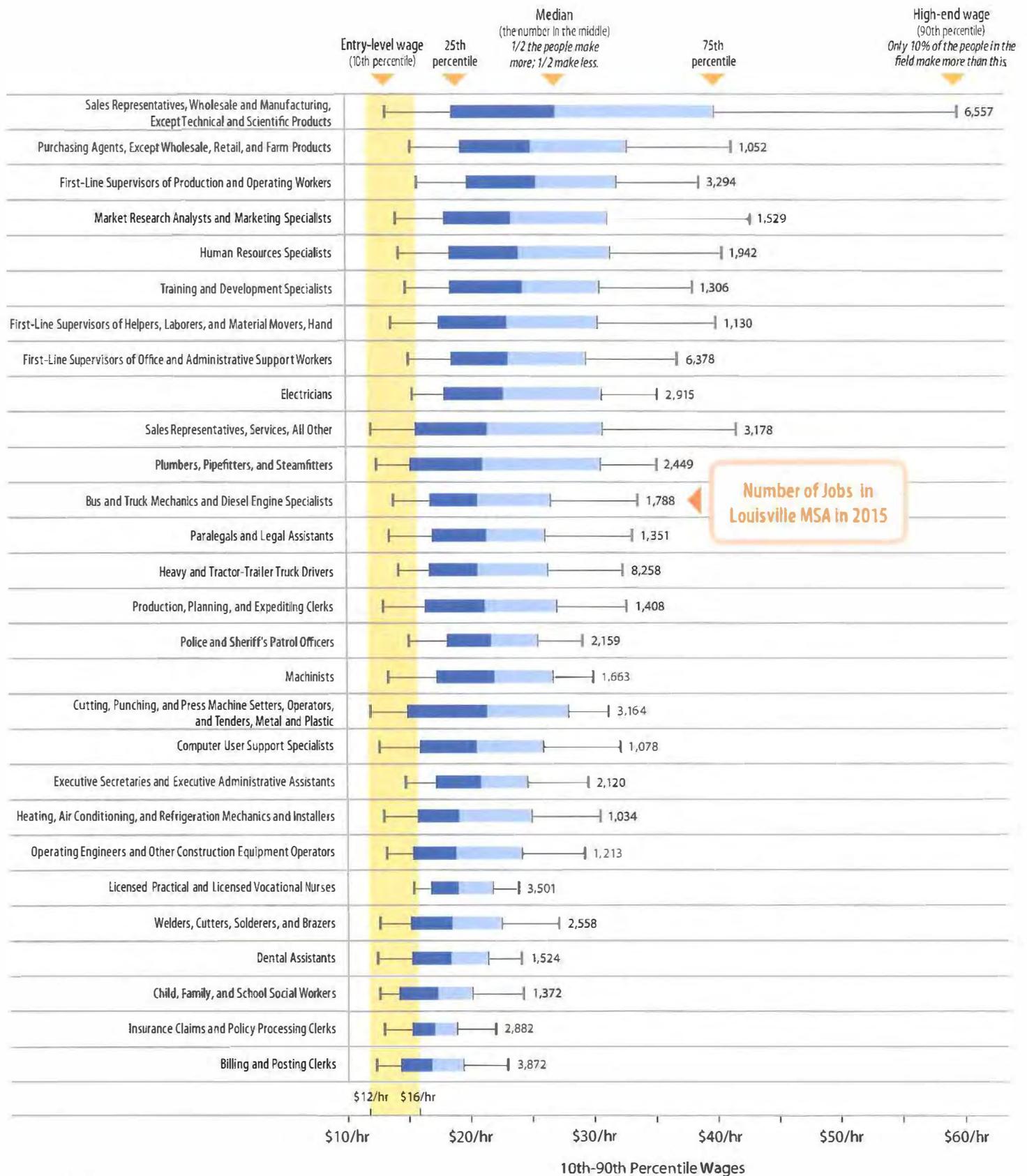
(based on employer preferences in online job postings)

1. Customer Service
2. Scheduling
3. Sales
4. Customer Contact
5. Supervisory Skills
6. Building Relationships
7. Filing
8. Budgeting
9. Repair
10. Patient Care

\*\$45,344 for a family of four without childcare.

Source: Burning Glass Labor Insight and EMSI Analyst, MIT Living Wage Calculator

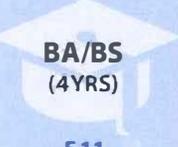
## Top Louisville Jobs with Starting Wages between \$12/hr - \$16/hr



Source: Burning Glass Labor Insight and EMSI Analyst

# Advanced Manufacturing Career Pathways

Louisville Metropolitan Statistical Area • January - March 2016

	 <b>PRODUCTION</b>	 <b>PROCESS DEVELOPMENT</b>	 <b>QUALITY ASSURANCE</b>	 <b>MAINTENANCE</b>
<b>1,828</b> TOTAL JOB POSTINGS				
 <b>BA/BS</b> (4YRS)  511 JOB POSTINGS IN THE LAST 3 MONTHS	<b>Manufacturing Engineers</b>  118 JOB POSTINGS IN THE LAST 3 MONTHS  \$30.18 to \$43.84 HOURLY RATE	<b>Estimators; Sales Engineers</b>  30 JOB POSTINGS IN THE LAST 3 MONTHS  \$24.00 to \$38.00 HOURLY RATE	<b>Quality Engineers; Production Managers</b>  154 JOB POSTINGS IN THE LAST 3 MONTHS  \$29.78 to \$46.91 HOURLY RATE	<b>Electrical and Mechanical Engineers</b>  209 JOB POSTINGS IN THE LAST 3 MONTHS  \$31.55 to \$46.87 HOURLY RATE
 <b>ASSOCIATE DEGREE</b> (2YRS)  42 JOB POSTINGS IN THE LAST 3 MONTHS	No high-growth jobs at the associate degree level in this pathway	<b>Mechanical Drafters (Computer-aided Designers)</b>  19 JOB POSTINGS IN THE LAST 3 MONTHS  \$19.48 to \$28.99 HOURLY RATE	<b>Engineering and Manufacturing Technicians</b>  23 JOB POSTINGS IN THE LAST 3 MONTHS  \$19.06 to \$30.62 HOURLY RATE	No high-growth jobs at the associate degree level in this pathway
 <b>CERTIFICATE OR DIPLOMA</b> (1-2 YRS)  180 JOB POSTINGS IN THE LAST 3 MONTHS	<b>Production Supervisors; CNC Machine Tool Operators</b>  71 JOB POSTINGS IN THE LAST 3 MONTHS  \$18.57 to \$29.31 HOURLY RATE	No high-growth jobs at the certificate level in this pathway	<b>Quality Coordinators</b>  34 JOB POSTINGS IN THE LAST 3 MONTHS  \$13.99 to \$24.11 HOURLY RATE	<b>Welders; Industrial Machinery Mechanics; Industrial Maintenance Technicians</b>  75 JOB POSTINGS IN THE LAST 3 MONTHS  \$17.08 to \$25.35 HOURLY RATE
 <b>HIGH SCHOOL OR GED</b>  1,095 JOB POSTINGS IN THE LAST 3 MONTHS	<b>Assembly Technicians; Industrial Tool Operators</b>  593 JOB POSTINGS IN THE LAST 3 MONTHS  \$12.45 to \$21.64 HOURLY RATE	No high-growth jobs at the entry level in this pathway	<b>Quality Assurance Specialists</b>  103 JOB POSTINGS IN THE LAST 3 MONTHS  \$12.92 to \$24.04 HOURLY RATE	<b>Repair Technician</b>  399 JOB POSTINGS IN THE LAST 3 MONTHS  \$13.98 to \$24.12 HOURLY RATE

SOURCE: Job postings data come from Burning Glass Labor/Insight job postings 1/1/2016 through 3/31/2016, discounted by 20% to account for possible duplication. All other data from EMSI Analyst for 2014-2015. Numbers are not guarantees of job placement.

# Consumer and Business Services Career Pathways

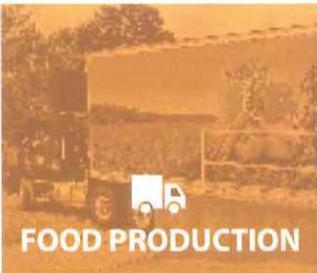
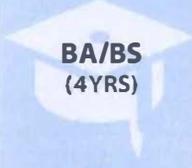
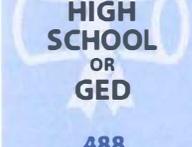
Louisville Metropolitan Statistical Area • January - March 2016

<p><b>2,651</b> TOTAL JOB POSTINGS</p>	 <p><b>FINANCIAL SERVICES/ PAYMENT PROCESSING</b></p>	 <p><b>LEGAL SERVICES/ CONSULTING</b></p>	 <p><b>ADVERTISING AND PR</b></p>
<p><b>PROFESSIONAL DEGREE/PHD/MASTER'S DEGREE</b></p> <p>53 JOB POSTINGS IN THE LAST 3 MONTHS</p>	<p>No high-growth jobs at the professional level in this pathway</p>	<p>Judges; Lawyers</p> <p>53 JOB POSTINGS IN THE LAST 3 MONTHS</p> <p><b>\$33.66 to \$56.22</b> HOURLY RATE</p>	<p>No high-growth jobs at the professional level in this pathway</p>
<p><b>BA/BS (4 YRS)</b></p> <p>1,463 JOB POSTINGS IN THE LAST 3 MONTHS</p>	<p>Financial Managers; Accountants; Budget Analysts; Credit Analysts; Personal Financial Advisors; Business Bankers</p> <p>705 JOB POSTINGS IN THE LAST 3 MONTHS</p> <p><b>\$23.33 to \$45.51</b> HOURLY RATE</p>	<p>Management Consultant</p> <p>129 JOB POSTINGS IN THE LAST 3 MONTHS</p> <p><b>\$25.93 to \$41.20</b> HOURLY RATE</p>	<p>Marketing Managers; Sales Managers; Public Relations Managers; Fundraising Coordinators; Marketing Coordinators; Videographer; Editors; Video Editors; Graphic Designers; Animators; Communications Specialists; Technical Writers; Copywriters</p> <p>629 JOB POSTINGS IN THE LAST 3 MONTHS</p> <p><b>\$19.85 to \$33.53</b> HOURLY RATE</p>
<p><b>ASSOCIATE DEGREE (2 YRS)</b></p> <p>101 JOB POSTINGS IN THE LAST 3 MONTHS</p>	<p>No high-growth jobs at the associate degree level in this pathway</p>	<p>Paralegals and Legal Assistants</p> <p>39 JOB POSTINGS IN THE LAST 3 MONTHS</p> <p><b>\$17.85 to \$26.82</b> HOURLY RATE</p>	<p>Executive Assistants</p> <p>62 JOB POSTINGS IN THE LAST 3 MONTHS</p> <p><b>\$17.44 to \$24.84</b> HOURLY RATE</p>
<p><b>CERTIFICATE (1-2 YRS)</b></p> <p>1 JOB POSTING IN THE LAST 3 MONTHS</p>	<p>No high-growth jobs at the certificate level in this pathway</p>	<p>No high-growth jobs at the certificate level in this pathway</p>	<p>Audio and Video Equipment Technicians</p> <p>1 JOB POSTING IN THE LAST 3 MONTHS</p> <p><b>\$16.08 to \$24.19</b> HOURLY RATE</p>
<p><b>HIGH SCHOOL OR GED</b></p> <p>1,033 JOB POSTINGS IN THE LAST 3 MONTHS</p>	<p>Collections Specialists; Billing Specialists; Bookkeepers; Correspondence Clerks; Credit Assistants</p> <p>422 JOB POSTINGS IN THE LAST 3 MONTHS</p> <p><b>\$14.14 to \$20.54</b> HOURLY RATE</p>	<p>Legal Administrative Assistant; Receptionists</p> <p>130 JOB POSTINGS IN THE LAST 3 MONTHS</p> <p><b>\$11.20 to \$15.32</b> HOURLY RATE</p>	<p>Office Assistant; Artists; Media and Communication Assistants; Photographers; Secretaries and Administrative Assistants</p> <p>481 JOB POSTINGS IN THE LAST 3 MONTHS</p> <p><b>\$11.16 to \$18.20</b> HOURLY RATE</p>

SOURCE: Job postings data come from Burning Glass Labor/Insight job postings 1/1/2016 through 3/31/2016, discounted by 20% to account for possible duplication. All other data from EMSI Analyst for 2014-2015. Numbers are not guarantees of job placement.

# Food and Beverage Career Pathways

Louisville Metropolitan Statistical Area • January - March 2016

	 <b>FOOD PRODUCTION</b>	 <b>RESTAURANT</b>	 <b>HOSPITALITY</b>	 <b>CORPORATE HEADQUARTERS</b>
<b>1,032</b> TOTAL JOB POSTINGS				
 <b>BA/BS</b> (4 YRS)  80 JOB POSTINGS IN THE LAST 3 MONTHS	No high-growth jobs at the bachelor's degree level in this pathway	General Managers  11 JOB POSTINGS IN THE LAST 3 MONTHS <b>\$25.45 to \$56.52</b> HOURLY RATE	Sales Managers; Marketing Coordinators  30 JOB POSTINGS IN THE LAST 3 MONTHS <b>\$24.58 to \$43.08</b> HOURLY RATE	Human Resources Specialists; Financial Analysts; Quality Assurance Analysts; Application Developers; Marketing Managers; Accountants; Network Engineers  39 JOB POSTINGS IN THE LAST 3 MONTHS <b>\$23.71 to \$39.40</b> HOURLY RATE
 <b>ASSOCIATE DEGREE</b> (2 YRS)	No high-growth jobs at the associate degree level in this pathway	No high-growth jobs at the associate degree level in this pathway	No high-growth jobs at the associate degree level in this pathway	No high-growth jobs at the associate degree level in this pathway
 <b>CERTIFICATE OR DIPLOMA</b> (1-2 YRS)  6 JOB POSTINGS IN THE LAST 3 MONTHS	Shift Coordinators; Tractor-Trailer Truck Drivers  6 JOB POSTINGS IN THE LAST 3 MONTHS <b>\$17.75 to \$27.60</b> HOURLY RATE	No high-growth jobs at the certificate level in this pathway	No high-growth jobs at the certificate level in this pathway	No high-growth jobs at the certificate level in this pathway
 <b>HIGH SCHOOL OR GED</b>  488 JOB POSTINGS IN THE LAST 3 MONTHS	Maintenance Technicians; Delivery Drivers; Production Associates  50 JOB POSTINGS IN THE LAST 3 MONTHS <b>\$12.18 to \$22.04</b> HOURLY RATE	Shift Managers; Assistant Managers; Chefs  335 JOB POSTINGS IN THE LAST 3 MONTHS <b>\$12.65 to \$19.66</b> HOURLY RATE	Front Desk Agents; Housekeeping Supervisors; Security Officers  60 JOB POSTINGS IN THE LAST 3 MONTHS <b>\$9.97 to \$14.87</b> HOURLY RATE	Accounting Clerks; Front Office Supervisors; Customer Service Representatives; Telephone Operators  43 JOB POSTINGS IN THE LAST 3 MONTHS <b>\$9.97 to \$14.87</b> HOURLY RATE
 <b>LESS THAN HIGH SCHOOL</b>  458 JOB POSTINGS IN THE LAST 3 MONTHS	Order Fillers; Bakers  22 JOB POSTINGS IN THE LAST 3 MONTHS <b>\$9.50 to \$14.44</b> HOURLY RATE	Restaurant Team Members; Servers; Grill, Line and Prep Cooks; Cashiers; Bartenders; Hosts and Hostesses  402 JOB POSTINGS IN THE LAST 3 MONTHS <b>\$8.30 to \$10.04</b> HOURLY RATE	Housekeepers; Janitors; Valet Attendants  34 JOB POSTINGS IN THE LAST 3 MONTHS <b>\$8.67 to \$11.75</b> HOURLY RATE	No high-growth jobs at the less-than-high-school level in this pathway

SOURCE: Job postings data come from Burning Glass Labor/Insight job postings 1/1/2016 through 3/31/2016, discounted by 20% to account for possible duplication. All other data from EMSI Analyst for 2014-2015. Numbers are not guarantees of job placement.

# Health Enterprises and Lifelong Wellness & Aging Career Pathways

Louisville Metropolitan Statistical Area • January - March 2016

<b>5,544</b> <b>TOTAL JOB POSTINGS</b>	 <b>+</b> <b>DIRECT PATIENT CARE</b>	 <b>DIAGNOSTIC/ THERAPEUTIC</b>	 <b>ADMINISTRATIVE/ CORPORATE</b>
<b>DOCTORAL OR PROFESSIONAL DEGREE</b> <b>341</b> <b>JOB POSTINGS</b> <small>IN THE LAST 3 MONTHS</small>	Physician and Surgeons; Physical Therapists; Audiologists; Family and General Practitioners <b>230 JOB POSTINGS</b> <small>IN THE LAST 3 MONTHS</small> <b>\$51.86 to \$70.54</b> <small>HOURLY RATE</small>	Dentists; Orthodontists; Pharmacists; Optometrists <b>103 JOB POSTINGS</b> <small>IN THE LAST 3 MONTHS</small> <b>\$52.16 to \$71.67</b> <small>HOURLY RATE</small>	Healthcare Lawyers <b>8 JOB POSTINGS</b> <small>IN THE LAST 3 MONTHS</small> <b>\$33.67 to \$55.98</b> <small>HOURLY RATE</small>
<b>MASTER'S DEGREE</b> <b>380</b> <b>JOB POSTINGS</b> <small>IN THE LAST 3 MONTHS</small>	Nurse Practitioners; Occupational Therapists; Physician Assistants; Nurse Anesthetists; Speech-Language Pathologists <b>282 JOB POSTINGS</b> <small>IN THE LAST 3 MONTHS</small> <b>\$38.35 to \$53.40</b> <small>HOURLY RATE</small>	Mental Health Counselors <b>61 JOB POSTINGS</b> <small>IN THE LAST 3 MONTHS</small> <b>\$13.77 to \$20.04</b> <small>HOURLY RATE</small>	Healthcare Social Workers; Statisticians <b>37 JOB POSTINGS</b> <small>IN THE LAST 3 MONTHS</small> <b>\$20.73 to \$30.78</b> <small>HOURLY RATE</small>
<b>BA/BS (4 YRS)</b> <b>721</b> <b>JOB POSTINGS</b> <small>IN THE LAST 3 MONTHS</small>	Directors of Nursing <b>370 JOB POSTINGS</b> <small>IN THE LAST 3 MONTHS</small> <b>\$34.26 to \$55.38</b> <small>HOURLY RATE</small>	Medical and Clinical Laboratory Technicians; Dietitians and Nutritionists <b>123 JOB POSTINGS</b> <small>IN THE LAST 3 MONTHS</small> <b>\$24.05 to \$32.52</b> <small>HOURLY RATE</small>	Systems Analysts; Accounting Analysts; Business Office Managers; Human Resources Specialists; Human Resources Managers; Marketing Managers; Marketing Coordinators; Information Technology Managers; Network Engineer; Risk Analysts; Financial Analysts <b>228 JOB POSTINGS</b> <small>IN THE LAST 3 MONTHS</small> <b>\$24.18 to \$40.51</b> <small>HOURLY RATE</small>
<b>ASSOCIATE DEGREE (2 YRS)</b> <b>1,854</b> <b>JOB POSTINGS</b> <small>IN THE LAST 3 MONTHS</small>	Registered Nurses; Physical and Occupational Therapist Assistants; Respiratory Therapists; Sonographers; Cardiovascular Technicians <b>1,716 JOB POSTINGS</b> <small>IN THE LAST 3 MONTHS</small> <b>\$24.15 to \$33.89</b> <small>HOURLY RATE</small>	Medical and Clinical Laboratory Technicians; Dental Hygienists; Radiologic Technologists <b>138 JOB POSTINGS</b> <small>IN THE LAST 3 MONTHS</small> <b>\$21.04 to \$30.08</b> <small>HOURLY RATE</small>	No high-growth jobs at the associate degree level in this pathway
<b>CERTIFICATE (1-2 YRS)</b> <b>1,265</b> <b>JOB POSTINGS</b> <small>IN THE LAST 3 MONTHS</small>	Nursing Assistants; Emergency Technicians and Paramedics; Medical Assistants; Licensed Nurses <b>935 JOB POSTINGS</b> <small>IN THE LAST 3 MONTHS</small> <b>\$12.26 to \$16.46</b> <small>HOURLY RATE</small>	Dental Assistants; Surgical Technologists; Phlebotomists; Ophthalmic Medical Technicians <b>100 JOB POSTINGS</b> <small>IN THE LAST 3 MONTHS</small> <b>\$15.40 to \$21.43</b> <small>HOURLY RATE</small>	Medical Transcriptionists; Medical Records Clerks <b>230 JOB POSTINGS</b> <small>IN THE LAST 3 MONTHS</small> <b>\$13.46 to \$20.00</b> <small>HOURLY RATE</small>
<b>HIGH SCHOOL OR GED</b> <b>983</b> <b>JOB POSTINGS</b> <small>IN THE LAST 3 MONTHS</small>	Physical Therapist Aides; Patient Transporters; Sterile Processing Technicians; Endoscopy Technicians; Emergency Room Technicians <b>244 JOB POSTINGS</b> <small>IN THE LAST 3 MONTHS</small> <b>\$13.93 to \$21.35</b> <small>HOURLY RATE</small>	Pharmacy Clerks; Pharmacy Technicians; Opticians; Social Workers; Home Health Aides; Dietary Cooks; Caregivers <b>385 JOB POSTINGS</b> <small>IN THE LAST 3 MONTHS</small> <b>\$9.65 to \$13.10</b> <small>HOURLY RATE</small>	Medical Receptionists; Executive Assistants; Bookkeepers; Telephone Operators; Office Managers; Customer Service Representatives <b>354 JOB POSTINGS</b> <small>IN THE LAST 3 MONTHS</small> <b>\$14.47 to \$21.86</b> <small>HOURLY RATE</small>

SOURCE: Job postings data come from Burning Glass Labor/Insight job postings 1/1/2016 through 3/31/2016, discounted by 20% to account for possible duplication. All other data from EMSI Analyst for 2014-2015. Numbers are not guarantees of job placement.

# Information Technology Career Pathways

Louisville Metropolitan Statistical Area • January - March 2016

**1,616**  
TOTAL JOB  
POSTINGS

	 <b>INFORMATION SUPPORT/SERVICES</b>	 <b>PROGRAMMING &amp; SOFTWARE DEV</b>	 <b>NETWORK SYSTEMS</b>	 <b>WEB &amp; DIGITAL COMMUNICATIONS</b>
 <b>BA/BS (4YRS)</b>  <b>1,287</b> JOB POSTINGS IN THE LAST 3 MONTHS	<b>Information Technology Managers; Systems Analysts; Operations Analysts</b>  <b>260 JOB POSTINGS</b> IN THE LAST 3 MONTHS  <b>\$29.91 to \$47.91</b> HOURLY RATE	<b>Software Engineers; Systems Engineers</b>  <b>537 JOB POSTINGS</b> IN THE LAST 3 MONTHS  <b>\$28.45 to \$44.50</b> HOURLY RATE	<b>Network Specialists; Database Administrators; Information Security Analysts; Systems Administrators</b>  <b>392 JOB POSTINGS</b> IN THE LAST 3 MONTHS  <b>\$24.53 to \$43.20</b> HOURLY RATE	<b>Computer Programmers; Graphic Designers</b>  <b>98 JOB POSTINGS</b> IN THE LAST 3 MONTHS  <b>\$18.09 to \$29.76</b> HOURLY RATE
<b>ASSOCIATE DEGREE (2YRS) OR SOME COLLEGE, NO DEGREE</b>  <b>329</b> JOB POSTINGS IN THE LAST 3 MONTHS	<b>Technical Support Analysts; Information Technology Support Technicians</b>  <b>242 JOB POSTINGS</b> IN THE LAST 3 MONTHS  <b>\$14.40 to \$22.78</b> HOURLY RATE	No high-growth jobs at the associate degree level in this pathway	<b>Computer Network Support Specialists</b>  <b>17 JOB POSTINGS</b> IN THE LAST 3 MONTHS  <b>\$17.22 to \$29.15</b> HOURLY RATE	<b>Web Developers</b>  <b>70 JOB POSTINGS</b> IN THE LAST 3 MONTHS  <b>\$18.63 to \$28.50</b> HOURLY RATE
<b>CERTIFICATE OR DIPLOMA (1-2 YRS)</b>	No high-growth jobs at the certificate level in this pathway	No high-growth jobs at the certificate level in this pathway	No high-growth jobs at the certificate level in this pathway	No high-growth jobs at the certificate level in this pathway
<b>HIGH SCHOOL OR GED</b>	No high-growth jobs at the entry level in this pathway	No high-growth jobs at the entry level in this pathway	No high-growth jobs at the entry level in this pathway	No high-growth jobs at the entry level in this pathway

SOURCE: Job postings data come from Burning Glass Labor/Insight job postings 1/1/2016 through 3/31/2016, discounted by 20% to account for possible duplication. All other data from EMSI Analyst for 2014-2015. Numbers are not guarantees of job placement.

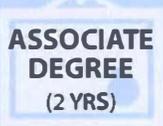
## Top 10 Software and Programming Skills in the Louisville MSA

(based on employer preferences in online job postings)

- |           |               |                     |                                      |
|-----------|---------------|---------------------|--------------------------------------|
| 1. SQL    | 4. JavaScript | 7. UNIX             | 10. Extensible Markup Language (XML) |
| 2. JAVA   | 5. LINUX      | 8. SQL Server       |                                      |
| 3. Oracle | 6. Python     | 9. .NET Programming |                                      |

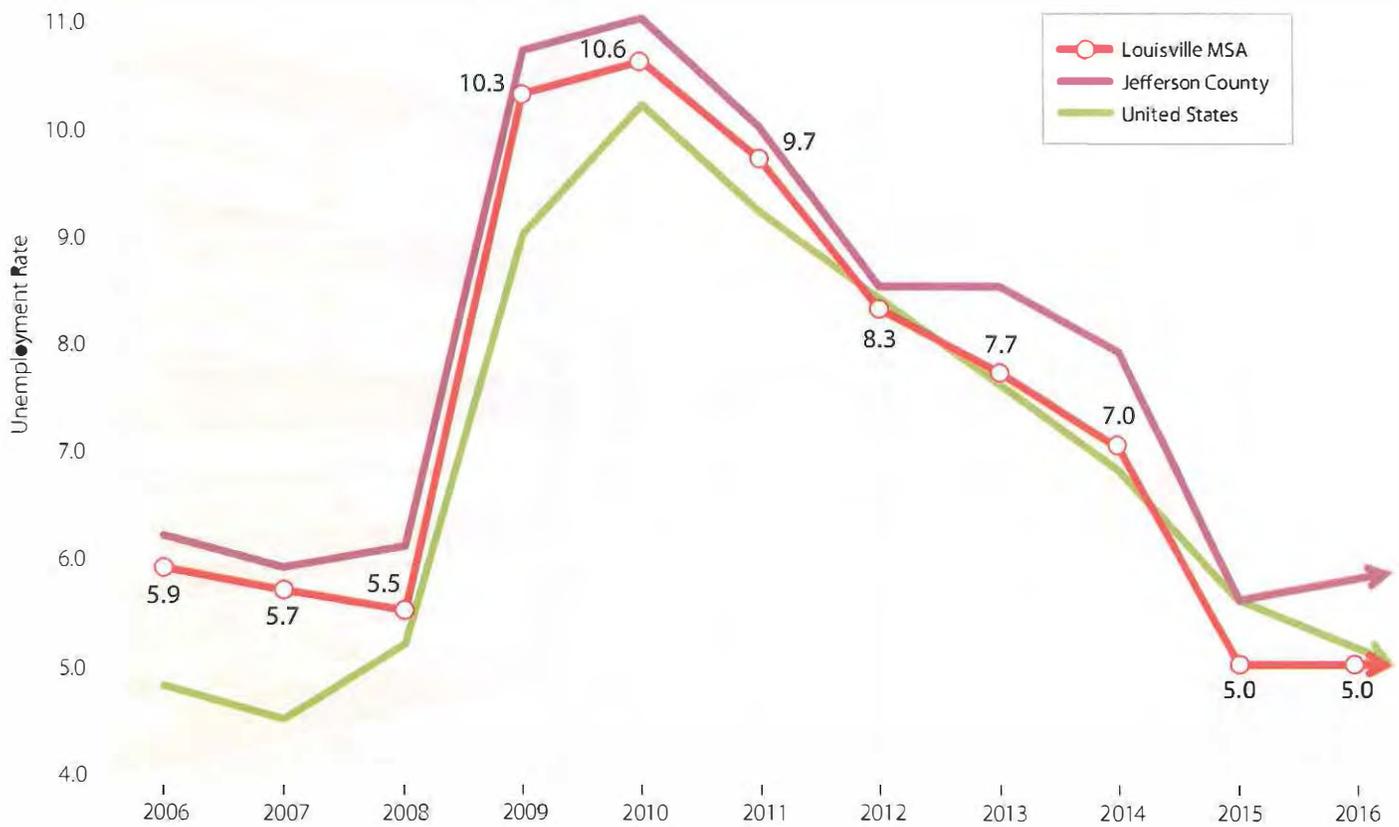
# Logistics and Supply Chain Management Career Pathways

Louisville Metropolitan Statistical Area • January - March 2016

<p><b>2,448</b> TOTAL JOB POSTINGS</p>	 <p><b>PROCUREMENT (SOURCING/BUYING)</b></p>	 <p><b>TRANSPORTATION OPERATIONS</b></p>	 <p><b>WAREHOUSING &amp; DISTRIBUTION</b></p>
 <p><b>BA/BS (4YRS)</b></p> <p><b>333 JOB POSTINGS IN THE LAST 3 MONTHS</b></p>	<p><b>Purchasing Managers; Logistics Specialists</b></p> <p><b>106 JOB POSTINGS IN THE LAST 3 MONTHS</b></p> <p><b>\$30.69 to \$54.51</b> HOURLY RATE</p>	<p><b>Sales Managers; Industrial and Aerospace Engineers; Airline Pilots, Copilots, and Flight Engineers</b></p> <p><b>73 JOB POSTINGS IN THE LAST 3 MONTHS</b></p> <p><b>\$33.41 to \$56.21</b> HOURLY RATE</p>	<p><b>Sales Representatives; Mechanical Engineers</b></p> <p><b>154 JOB POSTINGS IN THE LAST 3 MONTHS</b></p> <p><b>\$30.10 to \$51.55</b> HOURLY RATE</p>
 <p><b>ASSOCIATE DEGREE (2 YRS)</b></p>	<p>No high-growth jobs at the associate degree level in this pathway</p>	<p>No high-growth jobs at the associate degree level in this pathway</p>	<p>No high-growth jobs at the associate degree level in this pathway</p>
 <p><b>CERTIFICATE OR DIPLOMA (1-2 YRS)</b></p> <p><b>1,501 JOB POSTINGS IN THE LAST 3 MONTHS</b></p>	<p>No high-growth jobs at the certificate level in this pathway</p>	<p><b>Tractor Trailer Truck Drivers; Aircraft Mechanics and Service Technicians</b></p> <p><b>1,286 JOB POSTINGS IN THE LAST 3 MONTHS</b></p> <p><b>\$18.08 to \$29.00</b> HOURLY RATE</p>	<p><b>Production Supervisors</b></p> <p><b>215 JOB POSTINGS IN THE LAST 3 MONTHS</b></p> <p><b>\$19.97 to \$32.06</b> HOURLY RATE</p>
 <p><b>HIGH SCHOOL OR GED</b></p> <p><b>614 JOB POSTINGS IN THE LAST 3 MONTHS</b></p>	<p><b>Receptionists; File Clerks; Office Clerks; Customs Brokers; Purchasing Assistants; Wholesale Buyers</b></p> <p><b>35 JOB POSTINGS IN THE LAST 3 MONTHS</b></p> <p><b>\$13.25 to \$21.01</b> HOURLY RATE</p>	<p><b>Delivery Drivers; Import and Export Coordinators; Transportation Managers</b></p> <p><b>280 JOB POSTINGS IN THE LAST 3 MONTHS</b></p> <p><b>\$15.23 to \$27.43</b> HOURLY RATE</p>	<p><b>Warehouse Workers; Inventory Clerks; Warehouse Managers; Forklift Operators</b></p> <p><b>299 JOB POSTINGS IN THE LAST 3 MONTHS</b></p> <p><b>\$10.60 to \$16.52</b> HOURLY RATE</p>

SOURCE: Job postings data come from Burning Glass Labor/Insight job postings 1/1/2016 through 3/31/2016, discounted by 20% to account for possible duplication. All other data from EMSI Analyst for 2014-2015. Numbers are not guarantees of job placement.

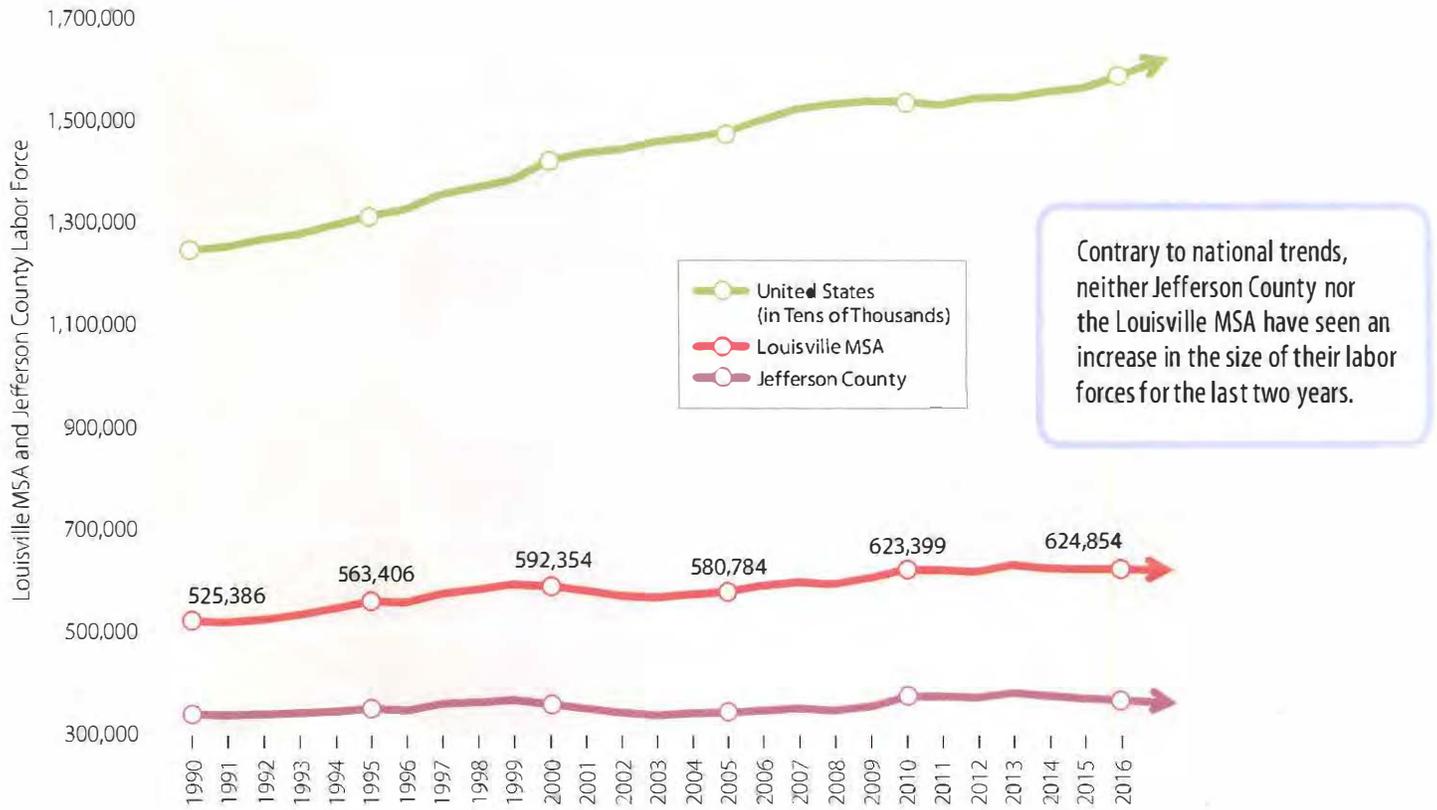
## › Louisville MSA Unemployment Rates, March 2006 - March 2016



Source: Bureau of Labor Statistics

This quarter, Jefferson County experienced the first year-over-year increase in unemployment since 2010 (the Louisville MSA rate remained unchanged). The good news is that the rate is still very low.

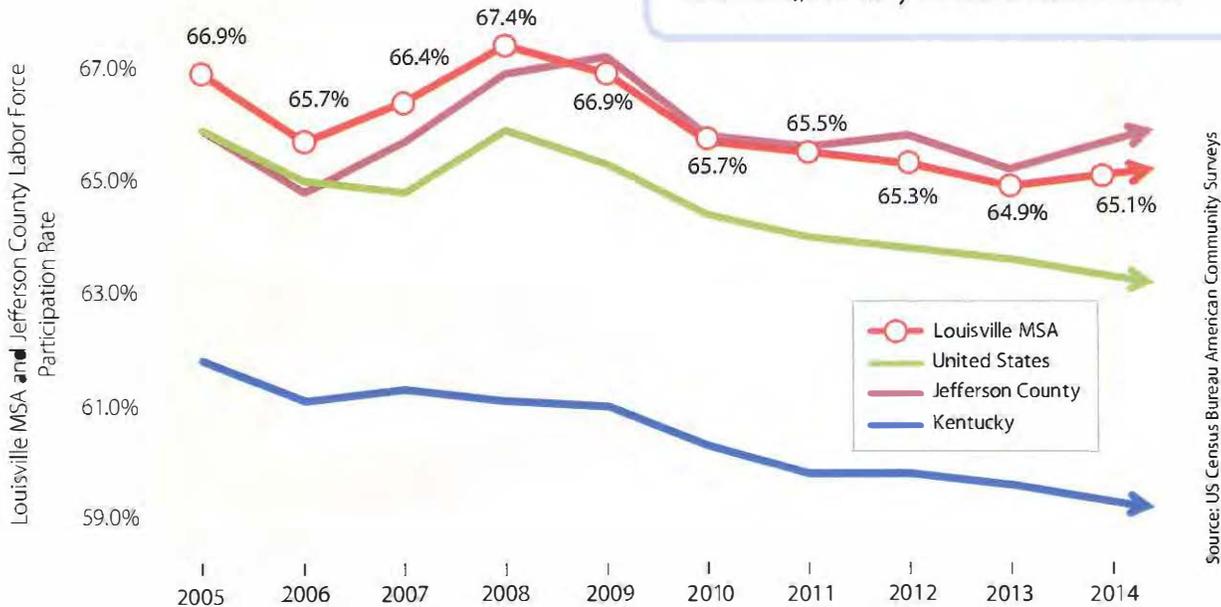
## › Labor Force Size, March 1990 - March 2016 (Not Seasonally Adjusted)



Source: BLS Local Area Unemployment Statistics

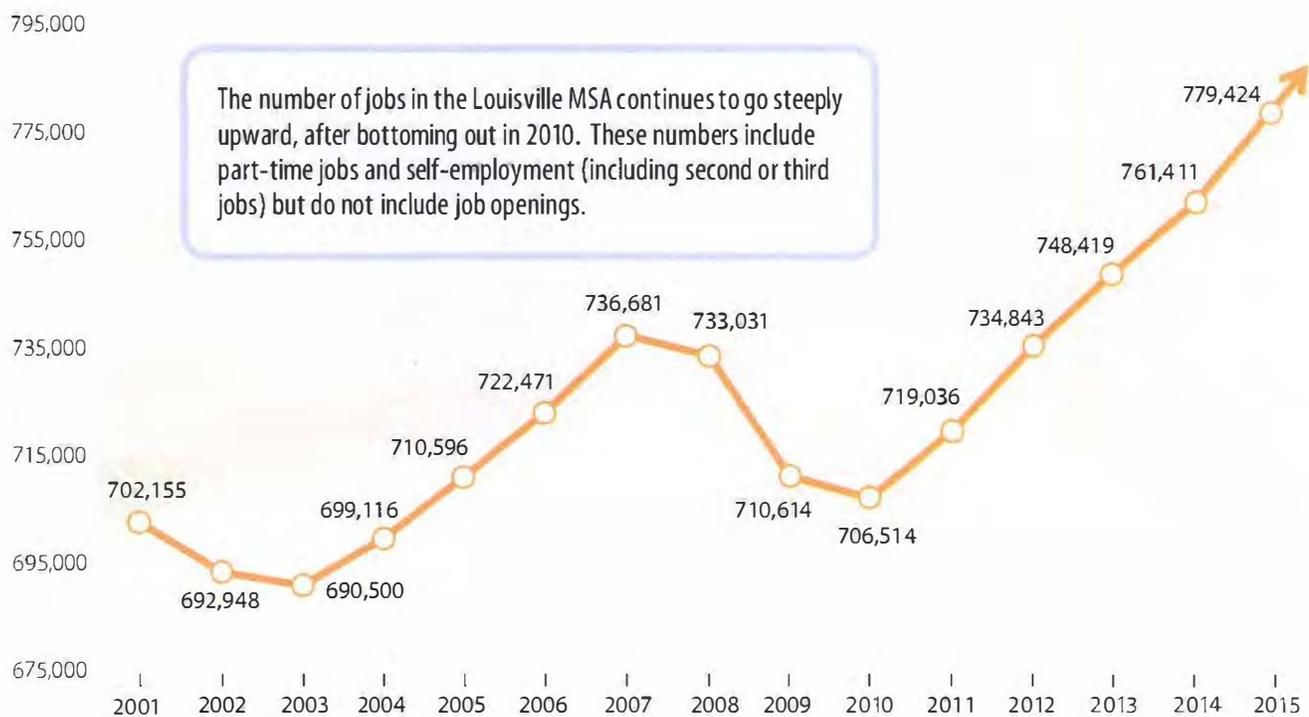
## › Labor Force Participation Rates 2005 - 2014

This is the percentage of the population ages 16 and over who are either working or looking for work. Both the Louisville MSA and Jefferson County have higher percentages of their populations in the workforce than the national average (and much higher rates than the state average). The state and national labor force participation rates have been declining since at least 2008 (a trend that is at least partly explained by Baby Boomer retirements), but locally the decline has been milder.

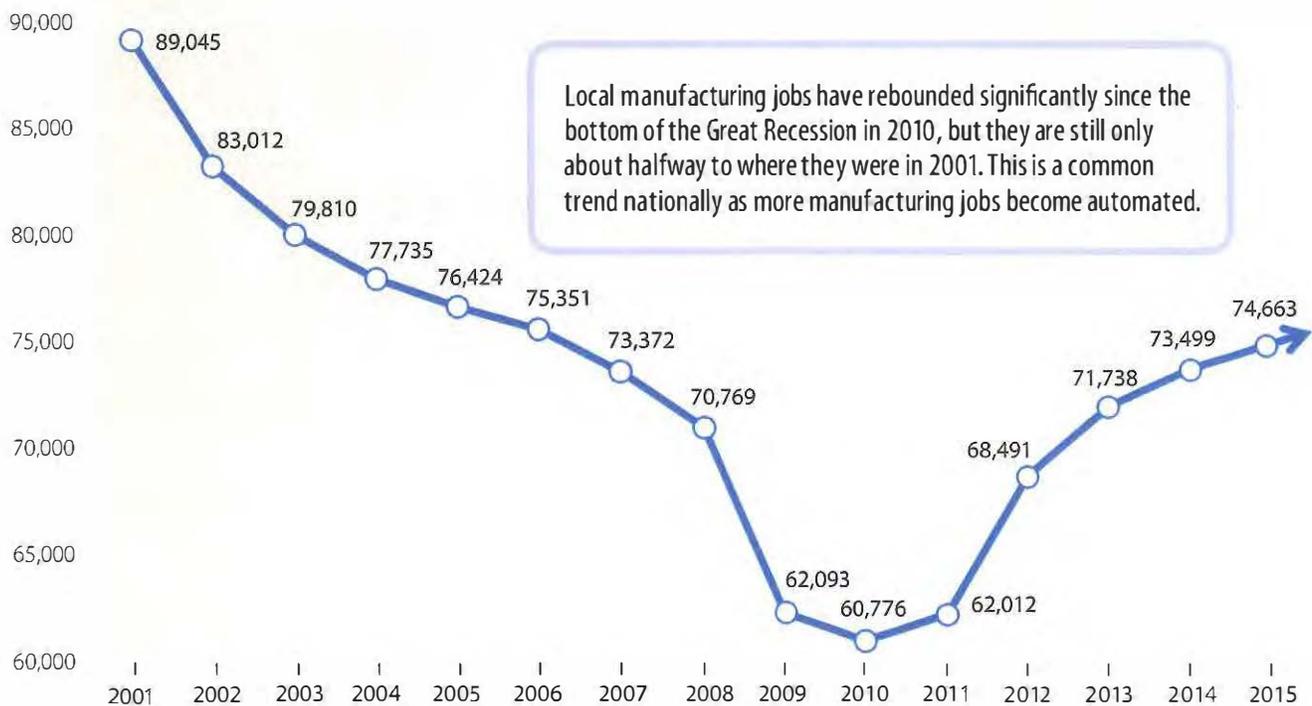


Source: US Census Bureau American Community Surveys

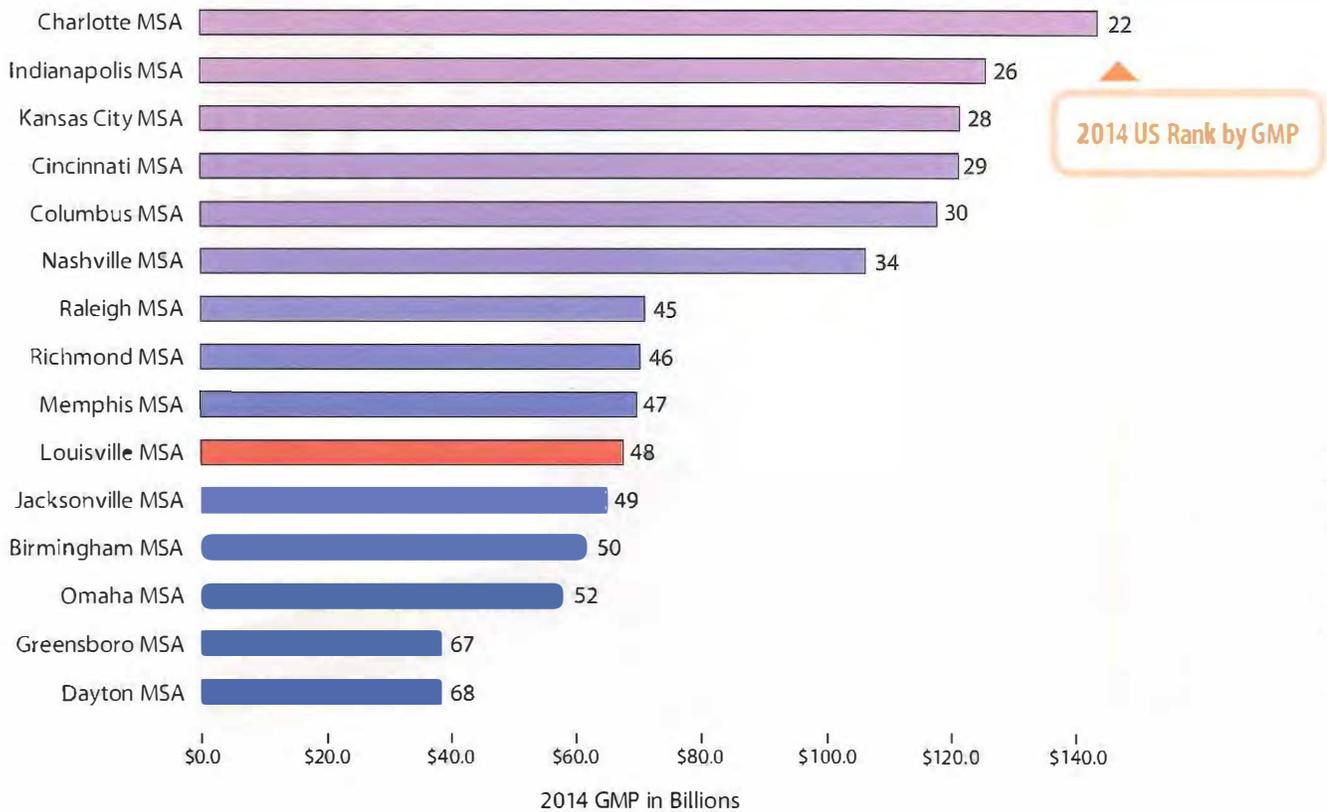
## › Total Jobs in the Louisville MSA, 2001 - 2015



## › Manufacturing Jobs in Louisville MSA, 2001 - 2015

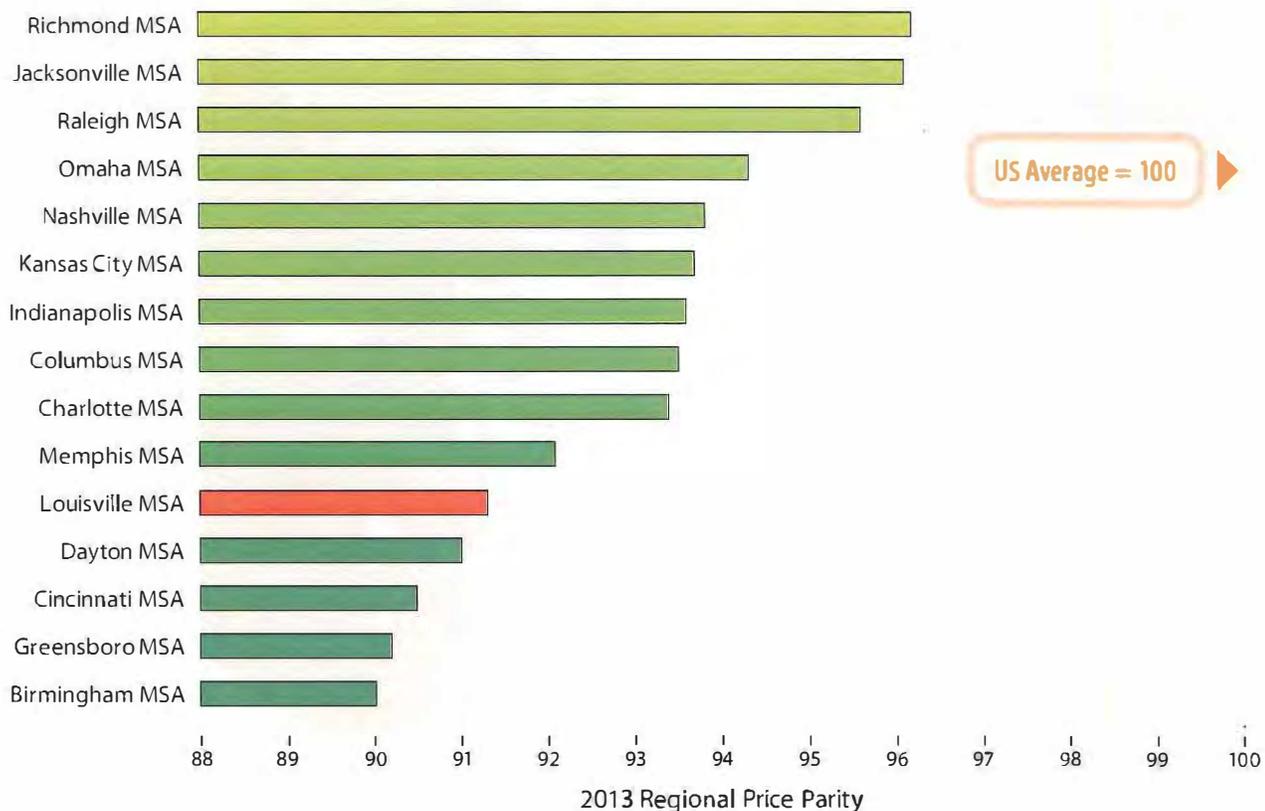


## › Gross Metropolitan Product in Louisville vs. Peer Cities



Source: Bureau of Economic Analysis

## › Cost of Living in Louisville vs. Peer Cities



Source: Bureau of Economic Analysis

## › Sources and Methodology:

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KentuckianaWorks used data based on online job postings aggregated by Burning Glass Labor/Insight to understand labor market demand for different jobs and skills in the workforce of the 12-county Louisville Metropolitan Statistical Area (MSA). Burning Glass gathers data from multiple online sources, including major job posting sites, and employer-specific job boards. Burning Glass then removes duplicate results. We have discounted the Burning Glass numbers by 20 percent to account for possible duplication. Job postings do not guarantee the existence of an open job. Some industries, such as manufacturing, or occupations, such as welders, may be particularly prone to underrepresentation in online job postings data, meaning the real demand may be higher. Similarly, some employers may post continuous listings for positions they do not intend to fill in the near term. Thus, while Burning Glass provides the best available data, it does not provide a complete representation of the job market.

KentuckianaWorks used Economic Modeling Specialist Intl.'s Analyst tool (EMSI Analyst), for local data on the number of jobs, median and percentile wages, typical-entry level education for jobs, the composition of jobs within industry clusters, occupational age demographics (to gauge possible retirements), and projected 10-year job growth. EMSI Analyst draws data from multiple sources, including the Bureau of Labor Statistics, the Census Bureau's American Community Surveys, the Bureau of Economic Analysis, and their own proprietary models. KentuckianaWorks annualized data for the median annual wage by assuming 2,080 hours of work during a year.

For the living-wage threshold, KentuckianaWorks used the Massachusetts Institute of Technology Living Wage Calculator's 2016 living wage for a family of two adults and two children without childcare in Louisville MSA. That number was \$45,344.

The Top High-Demand and High-Wage fields were developed by creating composite ranking that takes Burning Glass job postings and EMSI Analyst projected growth/possible retirements into account. Possible retirements come from the number of people in a job field who are 55 or older. Both criteria were ranked separately, then the average ranking was used as a composite score. Composite scores were ranked to create the Top 25 list. To be considered high-wage, a field must have a median annual wage of at least \$45,344.

The unemployment rate is based on the number of people looking for work who could not find work; it does not count people who are not looking for work. The most recent data available for the unemployment rate was for March 2016. This rate was not seasonally adjusted. Seasonal adjustments account for job increases due to phenomena such as summer hiring at amusement parks, or holiday hiring at distribution centers. Unadjusted data should be compared only to the same month in previous years, not previous months in the same year. Therefore, this report shows unemployment rates every March from 1990-2013. The data comes from the Bureau of Labor Statistics (BLS) Local Area Unemployment Statistics (LAUS).

Data for the median annual wages adjusted for cost of living is from the BLS Annual Occupational Employment Statistics, released yearly in May. The cost of living adjustment is based on the Bureau of Economic Analysis Regional Price Parity (RPP) index. The most recent RPP data was for 2013.

## › About KentuckianaWorks



KentuckianaWorks, an agency of Louisville Metro Government, is the Workforce Development Board for the Greater Louisville region consisting of Jefferson, Bullitt, Henry, Oldham, Spencer, Shelby and Trimble counties. Funding is primarily provided by the U.S. Department of Labor and the Workforce Innovation and Opportunity Act of 2014, through the Kentucky Education Workforce Development Cabinet. KentuckianaWorks oversees the region's system of Kentucky Career Center offices where job seekers can find jobs and education and training opportunities and apply for unemployment insurance. Kentucky Career Center offices also help employers



meet their workforce needs by linking them with qualified employees. In addition, KentuckianaWorks publishes workforce-related research and data. KentuckianaWorks also works in conjunction with

economic development and workforce development partners in the region. The KentuckianaWorks Board is composed of regional leaders from business, education, labor and government. The board, working together with KentuckianaWorks staff and partners, provides strategic leadership for workforce development efforts in the region. Michael Gritton is executive director of KentuckianaWorks.



## About the State of the Louisville Metropolitan Statistical Area (MSA) Labor Market First Quarter 2016

This publication is designed to provide useful information to many segments of the region's population, including job seekers, students, and their parents. Providing current, local data about careers in six job sectors in the Louisville Metropolitan Statistical Area can help residents become more aware of career possibilities and the education levels and job skills needed to attain those careers, as well as how many jobs are available and how to move up the career ladder in each pathway.

KentuckianaWorks will post this report and the accompanying career pathways charts on its website at [www.kentuckianaworks.org](http://www.kentuckianaworks.org). All information can be downloaded and printed.

This report is compiled by Eric Burnette, director of Workforce Intelligence at KentuckianaWorks. He can be contacted at (502) 574-4722 or [eric.burnette@kentuckianaworks.org](mailto:eric.burnette@kentuckianaworks.org). Media inquiries should go to Phil Miller, director of Communications at KentuckianaWorks, (502) 574-3136 or [phil.miller@kentuckianaworks.org](mailto:phil.miller@kentuckianaworks.org).

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## **ATTACHMENT 2**

**IN Department of Workforce Development Workforce Data**



## **Jillian A. Gregory**

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## **Economic Growth Region 10 WIB Report**

**Regional Hoosier Hot 50 Jobs** - labor market information

Source: *Indiana Department of Workforce Development*

**Regional Hoosier Hot 50 Jobs** - knowledge, skills, and abilities

Source: *O\*NET Online*

**Largest and Emerging Industries** - labor market information

Source: *Economic Modeling Specialists International*

**Largest and Emerging Industries** - skills and certifications

Source: *Help Wanted OnLine*

**Laborforce**

Source: *DWD, IBRC, DOE, FSSA, and US Census Bureau*



Rank	SOC Code	Occupation	2012 Jobs	2022 Jobs	Change	% Change	Projected Annual Growth Openings	Projected Annual Replacement Openings	Projected Annual Total Openings	Typical Education Level Required	Typical Work Experience Needed	Typical Job Training Needed	Median Salary
1	29-1141	Registered Nurses	2035	2443	408	20.05	41	40	81	Associate's degree	None	None	\$51,889
2	53-3032	Heavy and Tractor-Trailer Truck Drivers	2079	2502	423	20.35	42	33	75	Postsecondary non-degree award	None	Short-term on-the-job training	\$43,837
3	25-2000	*Preschool, Primary, Secondary, and Special Education School Teachers	2031	2260	229	11.28	23	48	71	Bachelor's degree	None	Internship/residency	\$48,159
4	43-4051	Customer Service Representatives	1191	1448	257	21.58	26	32	58	High school diploma or equivalent	None	Short-term on-the-job training	\$31,815
5	11-1021	General and Operations Managers	1003	1181	178	17.75	18	19	37	Bachelor's degree	Less than 5 years	None	\$76,774
6	41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	857	1038	181	21.12	18	17	35	High school diploma or equivalent	None	Moderate-term on-the-job training	\$49,107
7	25-1000	*Postsecondary Teachers	953	1129	176	18.47	18	14	32	Doctoral or professional degree	None	None	\$64,343
8	35-1012	First-Line Supervisors of Food Preparation and Serving Workers	793	969	176	22.19	18	22	40	High school diploma or equivalent	Less than 5 years	None	\$27,927

Rank	SOC Code	Occupation	2012 Jobs	2022 Jobs	Change	% Change	Projected			Typical Education Level Required	Typical Work Experience Needed	Typical Job Training Needed	Median Salary
							Projected Annual Growth Openings	Annual Replacement Openings	Projected Annual Total Openings				
9	41-1011	First-Line Supervisors of Retail Sales Workers	1100	1259	159	14.45	16	24	40	High school diploma or equivalent	Less than 5 years	None	\$31,697
10	43-3031	Bookkeeping, Accounting, and Auditing Clerks	1192	1402	210	17.62	21	11	32	High school diploma or equivalent	None	Moderate-term on-the-job training	\$32,678
11	43-1011	First-Line Supervisors of Office and Administrative Support Workers	810	951	141	17.41	14	19	33	High school diploma or equivalent	Less than 5 years	None	\$41,928
12	29-1069	Physicians and Surgeons, All Other	227	273	46	20.26	5	6	11	Doctoral or professional degree	None	Internship/residency	\$175,265
13	29-2061	Licensed Practical and Licensed Vocational Nurses	678	824	146	21.53	15	17	32	Postsecondary non-degree award	None	None	\$36,999
14	13-2011	Accountants and Auditors	580	692	112	19.31	11	17	28	Bachelor's degree	None	None	\$50,743
15	49-9071	Maintenance and Repair Workers, General	1008	1134	126	12.5	13	19	32	High school diploma or equivalent	None	Long-term on-the-job training	\$36,043
16	29-1051	Pharmacists	251	295	44	17.53	4	6	10	Doctoral or professional degree	None	None	\$124,078
17	43-5071	Shipping, Receiving, and Traffic Clerks	577	693	116	20.1	12	15	27	High school diploma or equivalent	None	Short-term on-the-job training	\$34,466

Rank	SOC Code	Occupation	2012 Jobs	2022 Jobs	Change	% Change	Projected Annual Growth Openings	Projected Annual Replacement Openings	Projected Annual Total Openings	Typical Education Level Required	Typical Work Experience Needed	Typical Job Training Needed	Median Salary
18	51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	682	799	117	17.16	12	15	27	High school diploma or equivalent	None	Moderate-term on-the-job training	\$31,537
19	47-2111	Electricians	443	553	110	24.83	11	8	19	High school diploma or equivalent	None	Apprenticeship	\$39,331
20	51-1011	First-Line Supervisors of Production and Operating Workers	820	909	89	10.85	9	12	21	Postsecondary non-degree award	Less than 5 years	None	\$51,339
21	49-9041	Industrial Machinery Mechanics	327	424	97	29.66	10	9	19	High school diploma or equivalent	None	Long-term on-the-job training	\$41,357
22	11-9111	Medical and Health Services Managers	250	305	55	22	6	6	12	Bachelor's degree	None	None	\$71,966
23	15-1121	Computer Systems Analysts	203	271	68	33.5	7	3	10	Bachelor's degree	None	None	\$49,073
24	53-3033	Light Truck or Delivery Services Drivers	601	715	114	18.97	11	10	21	High school diploma or equivalent	None	Short-term on-the-job training	\$34,716
25	17-2141	Mechanical Engineers	299	330	31	10.37	3	10	13	Bachelor's degree	None	None	\$62,328
26	11-3031	Financial Managers	299	347	48	16.05	5	6	11	Bachelor's degree	5 years or more	None	\$73,481
27	49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	349	398	49	14.04	5	9	14	High school diploma or equivalent	Less than 5 years	None	\$56,995

Rank	SOC Code	Occupation	2012 Jobs	2022 Jobs	Change	% Change	Projected Annual Growth Openings	Projected Annual Replacement Openings	Projected Annual Total Openings	Typical Education Level Required	Typical Work Experience Needed	Typical Job Training Needed	Median Salary
28	49-3023	Automotive Service Technicians and Mechanics	511	591	80	15.66	8	13	21	High school diploma or equivalent	None	Long-term on-the-job training	\$35,338
29	47-2031	Carpenters	473	582	109	23.04	11	6	17	High school diploma or equivalent	None	Apprenticeship	\$30,454
30	11-2022	Sales Managers	221	256	35	15.84	4	5	9	Bachelor's degree	Less than 5 years	None	\$65,072
31	13-1111	Management Analysts	196	239	43	21.94	4	3	7	Bachelor's degree	Less than 5 years	None	\$79,892
32	29-1123	Physical Therapists	138	178	40	28.99	4	3	7	Doctoral or professional degree	None	None	\$71,327
33	33-3051	Police and Sheriff's Patrol Officers	435	474	39	8.97	4	14	18	High school diploma or equivalent	None	Moderate-term on-the-job training	\$40,567
34	29-2021	Dental Hygienists	142	176	34	23.94	3	4	7	Associate's degree	None	None	\$69,692
35	11-9021	Construction Managers	141	181	40	28.37	4	2	6	Bachelor's degree	None	Moderate-term on-the-job training	\$60,882
36	17-2112	Industrial Engineers	242	283	41	16.94	4	7	11	Bachelor's degree	None	None	\$60,284
37	51-9111	Packaging and Filling Machine Operators and Tenders	420	498	78	18.57	8	10	18	High school diploma or equivalent	None	Moderate-term on-the-job training	\$32,517

Rank	SOC Code	Occupation	2012 Jobs	2022 Jobs	Change	% Change	Projected			Typical Education Level Required	Typical Work Experience Needed	Typical Job Training Needed	Median Salary
							Projected Annual Growth Openings	Annual Replacement Openings	Projected Annual Total Openings				
38	41-3099	Sales Representatives, Services, All Other	393	465	72	18.32	7	11	18	High school diploma or equivalent	None	Short-term on-the-job training	\$37,038
39	47-2073	Operating Engineers and Other Construction Equipment Operators	330	390	60	18.18	6	7	13	High school diploma or equivalent	None	Moderate-term on-the-job training	\$36,203
40	11-3051	Industrial Production Managers	256	278	22	8.59	2	5	7	Bachelor's degree	5 years or more	None	\$70,646
41	13-1161	Market Research Analysts and Marketing Specialists	180	261	81	45	8	2	10	Bachelor's degree	None	None	\$48,821
42	15-1132	Software Developers, Applications	179	233	54	30.17	5	2	7	Bachelor's degree	None	None	\$61,714
43	49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	308	367	59	19.16	6	7	13	High school diploma or equivalent	None	Long-term on-the-job training	\$37,552
44	47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	299	374	75	25.08	8	3	11	High school diploma or equivalent	5 years or more	None	\$45,853
45	47-2152	Plumbers, Pipefitters, and Steamfitters	353	444	91	25.78	9	4	13	High school diploma or equivalent	None	Apprenticeship	\$37,805

Rank	SOC Code	Occupation	2012 Jobs	2022 Jobs	Change	% Change	Projected Annual Growth Openings	Projected Annual Replacement Openings	Projected Annual Total Openings	Typical Education Level Required	Typical Work Experience Needed	Typical Job Training Needed	Median Salary
46	51-4041	Machinists	406	465	59	14.53	6	9	15	High school diploma or equivalent	None	Long-term on-the-job training	\$41,427
47	15-1142	Network and Computer Systems Administrators	180	218	38	21.11	4	3	7	Bachelor's degree	None	None	\$48,620
48	53-1031	First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators	204	253	49	24.02	5	6	11	High school diploma or equivalent	Less than 5 years	None	\$48,953
49	21-1020	*Social Workers	341	407	66	19.35	6	6	12	Bachelor's degree	None	None	\$40,809
50	33-2011	Firefighters	321	351	30	9.35	3	9	12	Postsecondary non-degree award	None	Long-term on-the-job training	\$41,691

\*Denotes state wage used where region wage not available.

Rank	SOC Code	Occupation	Top 5 Knowledge	Top 5 Skills	Top 5 Abilities
1	29-1141	Registered Nurses	Medicine and Dentistry Customer and Personal Service Psychology English Language Education and Training	Active Listening Social Perceptiveness Service Orientation Speaking Coordination	Oral Comprehension Oral Expression Problem Sensitivity Deductive Reasoning Inductive Reasoning
2	53-3032	Heavy and Tractor-Trailer Truck Drivers	Transportation Public Safety and Security Customer and Personal Service English Language Mechanical	Operation and Control Operation Monitoring Time Management Critical Thinking Monitoring	Control Precision Far Vision Multilimb Coordination Near Vision Reaction Time
3	25-2000	*Preschool, Primary, Secondary, and Special Education School Teachers	Customer and Personal Service Education and Training English Language Psychology Public Safety and Security	Speaking Learning Strategies Instructing Active Listening Coordination	Oral Expression Oral Comprehension Problem Sensitivity Speech Clarity Originality
4	43-4051	Customer Service Representatives	Customer and Personal Service English Language Clerical Computers and Electronics	Active Listening Speaking Service Orientation Reading Comprehension Critical Thinking	Oral Comprehension Oral Expression Speech Clarity Speech Recognition Near Vision
5	11-1021	General and Operations Managers	Administration and Management Customer and Personal Service Personnel and Human Resources English Language Mathematics	Active Listening Coordination Monitoring Social Perceptiveness Speaking	Oral Comprehension Oral Expression Problem Sensitivity Speech Clarity Written Comprehension
6	41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	Sales and Marketing Customer and Personal Service English Language Administration and Management English Language	Active Listening Speaking Persuasion Social Perceptiveness Critical Thinking	Oral Comprehension Oral Expression Speech Clarity Speech Recognition Critical Thinking
			Education and Training English Language	Speaking Reading Comprehension	Oral Expression Oral Comprehension

Rank	SOC Code	Occupation	Top 5 Knowledge	Top 5 Skills	Top 5 Abilities
7	25-1000	*Postsecondary Teachers	Psychology Customer and Personal Service Sociology and Anthropology	Writing Active Learning Active Listening	Speech Clarity Written Comprehension Written Expression
8	35-1012	First-Line Supervisors of Food Preparation and Serving Workers	Administration and Management Customer and Personal Service Food Production Mathematics  Education and Training	Speaking Active Listening Coordination Service Orientation Management of Personnel Resources	Oral Expression Oral Comprehension Problem Sensitivity Deductive Reasoning  Speech Recognition
9	411011	First-Line Supervisors of Retail Sales Workers	Customer and Personal Service Sales and Marketing Administration and Management English Language Mathematics	Active Listening Coordination Critical Thinking Monitoring Service Orientation	Oral Comprehension Oral Expression Speech Clarity Speech Recognition Problem Sensitivity
10	43-3031	Bookkeeping, Accounting, and Auditing Clerks	Clerical Mathematics English Language Economics and Accounting Customer and Personal Service	Active Listening Reading Comprehension Speaking Critical Thinking Mathematics	Oral Comprehension Written Comprehension Written Expression Mathematical Reasoning Near Vision
11	43-1011	First-Line Supervisors of Office and Administrative Support Workers	Administration and Management Customer and Personal Service Clerical English Language Computers and Electronics	Active Listening Coordination Monitoring Reading Comprehension Social Perceptiveness	Oral Comprehension Oral Expression Written Comprehension Speech Clarity Speech Recognition
12	29-1069	Physicians and Surgeons, All Other	Medicine and Dentistry Biology Customer and Personal Service English Language Psychology	Reading Comprehension Active Listening Speaking Critical Thinking Social Perceptiveness	Oral Expression Problem Sensitivity Inductive Reasoning Oral Comprehension Deductive Reasoning
13	29-2061	Licensed Practical and Licensed Vocational Nurses	Medicine and Dentistry Customer and Personal Service Psychology	Service Orientation Active Listening Coordination	Oral Comprehension Oral Expression Problem Sensitivity

Rank	SOC Code	Occupation	Top 5 Knowledge	Top 5 Skills	Top 5 Abilities
			English Language Therapy and Counseling	Monitoring Reading Comprehension	Speech Clarity Written Comprehension
14	13-2011	Accountants and Auditors	Economics and Accounting Mathematics English Language Clerical Administration and Management	Active Listening Mathematics Reading Comprehension Writing Critical Thinking	Mathematical Reasoning Oral Comprehension Written Comprehension Number Facility Problem Sensitivity
15	49-9071	Maintenance and Repair Workers, General	Mechanical Building and Construction Customer and Personal Service Public Safety and Security English Language	Equipment Maintenance Repairing Troubleshooting Critical Thinking Equipment Selection	Arm-Hand Steadiness Manual Dexterity Near Vision Information Ordering Problem Sensitivity
16	29-1051	Pharmacists	Medicine and Dentistry Customer and Personal Service Mathematics Chemistry Biology	Reading Comprehension Active Listening Critical Thinking Instructing Monitoring	Oral Comprehension Written Comprehension Near Vision Oral Expression Problem Sensitivity
17	43-5071	Shipping, Receiving, and Traffic Clerks	Clerical Production and Processing English Language Customer and Personal Service	Speaking Active Listening Critical Thinking Reading Comprehension Coordination	Near Vision Problem Sensitivity Oral Expression Information Ordering Oral Comprehension
18	51-9061	Inspectors, Testers, Sorters, Samplers and Weighers	Production and Processing Mathematics English Language	Quality Control Analysis Active Listening Critical Thinking Monitoring Reading Comprehension	Oral Comprehension Oral Expression Near Vision Flexibility of Closure Problem Sensitivity
19	47-2111	Electricians	Building and Construction Mechanical Mathematics Design	Troubleshooting Repairing Active Listening Critical Thinking	Problem Sensitivity Deductive Reasoning Inductive Reasoning Near Vision

Rank	SOC Code	Occupation	Top 5 Knowledge	Top 5 Skills	Top 5 Abilities
			English Language	Judgment and Decision Making	Oral Comprehension
20	51-1011	First-Line Supervisors of Production and Operating Workers	Production and Processing Mechanical Administration and Management Personnel and Human Resources Engineering and Technology	Active Listening Speaking Coordination  Critical Thinking Management of Personnel Resources	Deductive Reasoning Oral Comprehension Oral Expression  Problem Sensitivity  Written Comprehension
21	49-9041	Industrial Machinery Mechanics	Mechanical Engineering and Technology Production and Processing English Language Mathematics	Equipment Maintenance Repairing Operation Monitoring Troubleshooting Operation and Control	Arm-Hand Steadiness Manual Dexterity Control Precision Finger Dexterity Multilimb Coordination
22	Nov-11	Medical and Health Services Managers	Administration and Management Customer and Personal Service English Language  Personnel and Human Resources  Economics and Accounting	Reading Comprehension Speaking Active Listening  Critical Thinking Judgment and Decision Making	Oral Comprehension Oral Expression Problem Sensitivity  Written Comprehension  Written Expression
23	15-1121	Computer Systems Analysts	Computers and Electronics English Language Customer and Personal Service Mathematics Engineering and Technology	Critical Thinking Active Listening Reading Comprehension Speaking Systems Analysis	Information Ordering Oral Comprehension Problem Sensitivity Category Flexibility Deductive Reasoning
24	53-3033	Light Truck or Delivery Services Drivers	Customer and Personal Service Transportation Law and Government English Language	Operation and Control Active Listening Speaking Monitoring Reading Comprehension	Far Vision Multilimb Coordination Spatial Orientation Static Strength Near Vision
			Engineering and Technology Mathematics	Active Listening Critical Thinking	Information Ordering Oral Comprehension

Rank	SOC Code	Occupation	Top 5 Knowledge	Top 5 Skills	Top 5 Abilities
25	17-2141	Mechanical Engineers	Design Mechanical Physics	Mathematics Reading Comprehension Science	Written Comprehension Deductive Reasoning Inductive Reasoning
26	Nov-31	Financial Managers	Economics and Accounting Administration and Management Mathematics English Language Law and Government	Critical Thinking Judgment and Decision Making Complex Problem Solving Management of Financial Resources Active Listening	Deductive Reasoning Inductive Reasoning Oral Comprehension Oral Expression Problem Sensitivity
27	49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	Mechanical Customer and Personal Service Administration and Management Public Safety and Security English Language	Management of Personnel Resources Monitoring Critical Thinking Coordination Speaking	Oral Comprehension Oral Expression Written Comprehension Deductive Reasoning Inductive Reasoning
28	49-3023	Automotive Service Technicians and Mechanics	Administration and Management Mathematics Design English Language Physics	Complex Problem Solving Critical Thinking Judgment and Decision Making Reading Comprehension Speaking	Deductive Reasoning Inductive Reasoning Oral Comprehension Oral Expression Written Comprehension
29	47-2031	Carpenters	Building and Construction Mathematics English Language Mechanical Design	Active Listening Monitoring Speaking Active Listening Coordination	Manual Dexterity Problem Sensitivity Truck Strength Visualization Arm-Hand Steadiness
30	11-2022	Sales Managers	Sales and Marketing Customer and Personal Service Administration and Management English Language Personnel and Human Resources	Speaking Active Listening Social Perceptiveness Persuasion Coordination	Oral Comprehension Oral Expression Speech Clarity Written Expression Problem Sensitivity

Rank	SOC Code	Occupation	Top 5 Knowledge	Top 5 Skills	Top 5 Abilities
31	13-1111	Management Analysts	Customer and Personal Service Administration and Management English Language  Personnel and Human Resources Computers and Electronics	Active Listening Reading Comprehension Speaking  Critical Thinking Complex Problem Solving	Oral Comprehension Oral Expression Written Comprehension  Inductive Reasoning Written Expression
32	29-1123	Physical Therapists	Medicine and Dentistry Customer and Personal Service Psychology Therapy and Counseling Biology	Reading Comprehension Critical Thinking Speaking Active Listening Monitoring	Deductive Reasoning Inductive Reasoning Oral Comprehension Oral Expression Problem Sensitivity
33	33-3051	Police and Sheriff's Patrol Officers	Public Safety and Security Law and Government English Language Psychology Customer and Personal Service	Active Listening Critical Thinking Monitoring Social Perceptiveness Speaking	Problem Sensitivity Oral Expression Deductive Reasoning Inductive Reasoning Oral Comprehension
34	29-2021	Dental Hygienists	Medicine and Dentistry Customer and Personal Service English Language  Psychology Biology	Speaking Active Listening Critical Thinking Judgment and Decision Making Monitoring	Near Vision Problem Sensitivity Oral Comprehension  Oral Expression Finger Dexterity
35	11-9021	Construction Managers	Building and Construction English Language Administration and Management Engineering and Technology Design	Active Listening Critical Thinking Speaking Complex Problem Solving Coordination	Problem Sensitivity Deductive Reasoning Information Ordering Oral Comprehension Oral Expression
36	17-2112	Industrial Engineers	Engineering and Technology Production and Processing Mathematics Mechanical Design	Reading Comprehension Active Listening Complex Problem Solving Critical Thinking Writing	Oral Comprehension Written Comprehension Oral Expression Problem Sensitivity Written Expression
			Production and Processing	Monitoring	Manual Dexterity

Rank	SOC Code	Occupation	Top 5 Knowledge	Top 5 Skills	Top 5 Abilities
37	51-9111	Packaging and Filling Machine Operators and Tenders		Operation Monitoring Active Listening Coordination Quality Control Analysis	Near Vision Arm-Hand Steadiness Control Precision Oral Comprehension
38	41-3099	Sales Representatives, Services, All Other	Mathematics Economics and Accounting English Language Computers and Electronics Customer and Personal Service	Critical Thinking Reading Comprehension Active Listening Mathematics Speaking	Oral Comprehension Deductive Reasoning Mathematical Reasoning Oral Expression Written Comprehension
39	47-2073	Operating Engineers and Other Construction Equipment Operators	Building and Construction Mechanical	Operation and Control Operation Monitoring Monitoring Coordination Equipment Maintenance	Control Precision Depth Perception Multilimb Coordination Near Vision Far Vision
40	11-3051	Industrial Production Managers	Production and Processing Administration and Management Customer and Personal Service  Personnel and Human Resources English Language	Critical Thinking Monitoring Speaking  Coordination Time Management	Deductive Reasoning Oral Comprehension Problem Sensitivity  Inductive Reasoning Information Ordering
41	13-1161	Market Research Analysts and Marketing Specialists	English Language Customer and Personal Service Administration and Management Sales and Marketing Computers and Electronics	Reading Comprehension Active Listening Complex Problem Solving Critical Thinking Judgment and Decision Making	Written Comprehension Written Expression Deductive Reasoning Inductive Reasoning Oral Comprehension
42	15-1132	Software Developers, Applications	Computers and Electronics Mathematics English Language Engineering and Technology	Complex Problem Solving Programming Systems Analysis Judgment and Decision Making Systems Evaluation	Deductive Reasoning Problem Sensitivity Inductive Reasoning Category Flexibility Fluency of Ideas
		Bus and Truck Mechanics	Mechanical Transportation	Repairing Troubleshooting	Near Vision Finger Dexterity

Rank	SOC Code	Occupation	Top 5 Knowledge	Top 5 Skills	Top 5 Abilities
43	49-3031	and Diesel Engine Specialists	Customer and Personal Service Public Safety and Security English Language	Operation and Control Operation Monitoring Critical Thinking	Manual Dexterity Problem Sensitivity Critical Thinking
44	47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	Production and Processing Building and Construction Customer and Personal Service Administration and Management  Mechanical	Active Listening Coordination Critical Thinking Speaking Management of Personnel Resources	Oral Comprehension Oral Expression Problem Sensitivity Information Ordering  Near Vision
45	47-2125	Plumbers, Pipefitters, and Steamfitters	Mechanical Building and Construction Design Customer and Personal Service Mathematics	Critical Thinking Active Listening Judgment and Decision Making Complex Problem Solving Reading Comprehension	Problem Sensitivity Near Vision Deductive Reasoning Extent Flexibility Arm-Hand Steadiness
46	51-4041	Machinists	Mathematics Mechanical Production and Processing English Language Design	Operation Monitoring Critical Thinking Operation and Control Active Listening Coordination	Arm-Hand Steadiness Manual Dexterity Control Precision Finger Dexterity Multilimb Coordination
47	15-1142	Network and Computer Systems Administrators	Computers and Electronics English Language Mathematics Administration and Management	Critical Thinking Reading Comprehension Systems Analysis Complex Problem Solving Judgment and Decision Making	Information Ordering Deductive Reasoning Inductive Reasoning  Near Vision  Oral Comprehension
48	53-1031	First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators	Transportation Customer and Personal Service Administration and Management English Language Personnel and Human Resources	Active Listening Coordination Management of Personnel Resources Time Management Critical Thinking	Oral Comprehension Oral Expression Problem Sensitivity Written Comprehension Deductive Reasoning

Rank	SOC Code	Occupation	Top 5 Knowledge	Top 5 Skills	Top 5 Abilities
49	21-1020	*Social Workers	Therapy and Counseling Psychology English Language Customer and Personal Service Sociology and Anthropology	Active Listening Speaking Reading Comprehension Social Perceptiveness Critical Thinking	Oral Comprehension Oral Expression Problem Sensitivity Deductive Reasoning Inductive Reasoning
50	33-2011	Firefighters	Public Safety and Security Customer and Personal Service Education and Training Administration and Management Geography	Active Listening Coordination Critical Thinking Operation Monitoring Speaking	Problem Sensitivity Reaction Time Arm-Hand Steadiness Manual Dexterity Control Precision

Source: O\*NET Online

**Current Largest Industries**

Rank	NAICS Code	Industry	2015 Jobs	2025 Jobs	2015 - 2025 Change	2015 - 2025 % Change	2015 Establishments	Current Total Earnings
1	31-33	Manufacturing	19,154	20,582	1,428	7%	377	\$58,068
2	90	Government	18,410	19,225	815	4%	337	\$53,852
3	44-45	Retail Trade	14,949	16,932	1,983	13%	824	\$29,684
4	62	Health Care and Social Assistance	11,087	14,681	3,594	32%		\$43,002
5	72	Accommodation and Food Services	10,605	11,812	1,206	11%	501	\$15,912
6	56	Administrative and Support and Waste Management and Remediation Services	5,454	6,670	1,216	22%	272	\$33,659
7	48	Transportation and Warehousing	5,151	5,472	321	6%	251	\$60,034
8	23	Construction	4,670	5,708	1,038	22%	651	\$52,248
9	52	Finance and Insurance	3,494	3,721	227	6%	403	\$61,226
10	81	Other Services (except Public Administration)	2,784	3,197	412	15%	422	\$29,791

**Largest Projected Industry Growth by Percent Change**

Rank	NAICS Code	Industry	2015 Jobs	2025 Jobs	2015 - 2025 Change	2015 - 2025 % Change	2015 Establishments	Current Total Earnings
1	62	Health Care and Social Assistance	11,087	14,681	3,594	32%	585	\$43,002
2	44-45	Retail Trade	14,949	16,932	1,983	13%	824	\$29,684
3	31-33	Manufacturing	19,154	20,582	1,428	7%	337	\$58,068
4	56	Administrative and Support and Waste Management and Remediation Services	5,454	6,670	1,216	22%		\$33,659
5	72	Accommodation and Food Services	10,605	11,812	1,206	11%	501	\$15,912
6	23	Construction	4,670	5,708	1,038	22%	651	\$52,248
7	90	Government	18,410	19,225	815	4%	337	\$53,852
8	54	Professional, Scientific, and Technical Services	2,372	2,951	579	24%	496	\$57,856
9	81	Other Services (except Public Administration)	2,784	3,197	412	15%	422	\$29,791
10	42	Wholesale Trade	2,579	2,986	407	16%	318	\$57,422

Source: Economic Modeling Specialists International

Industry	Top 5 Soft Skills in 2015 from Online Job Ads	Top 5 Hard Skills in 2015 from Online Job Ads	Top 5 Certifications in 2015 from Online Job Ads
Retail Trade	Oral and written communication skills Cash registers Integrity Customer service oriented Team-oriented, teamwork	Security administration Retail merchandising Bilingual Legal compliance Quality Assurance	Driver's License HAZMAT Automotive Service Excellence Commercial Driver's License Pharmacy Technician
Health Care and Social Assistance	Oral and written communication skills Organizational skills Creativity Detail oriented Strong interpersonal skills	Pediatrics Geriatrics Critical care Patient Electronic Medical Record Behavioral health	Cardiopulmonary Resuscitation Registered Nurse Basic Life Support Licensed Practical Nurse Advanced Cardiac Life Support
Accommodation and Food Service	Team-oriented, teamwork  Restaurant management Oral and written communication skills Strong leadership skills Guest service experience	Food preparation  Preventative maintenance inspections ServSafe Quality control Internal / External communication	Driver's License  Food safety programs Occupational Safety & Health Administration Continuing Education HVAC Certification
Manufacturing	Oral and written communication skills Microsoft Office Problem solving Detail oriented  Troubleshooting	Lean Manufacturing Quality Systems Quality Assurance Material Handling  Preventative maintenance inspections	Occupational Safety & Health Administration Driver's License ISO TS16949 Commercial Driver's License  Six Sigma Green Belt
Finance and Insurance	Oral and written communication skills Marketing Customer service oriented Organizational skills Microsoft Office	Bilingual Credit underwriting Business sales Marketing and Sales Microsoft SharePoint	Driver's License Nationwide Mortgage Licensing System State insurance license Continuing Education Chartered Life Underwriter
Transportation and Warehousing	Oral and written communication skills Owner operator Detail oriented Sales and operations planning	Bilingual Bilingual Spanish Reverse logistics IBM AS/400 - AS400	Commercial Driver's License HAZMAT Driver's License DOT Medical card

Industry	Top 5 Soft Skills in 2015 from Online Job Ads	Top 5 Hard Skills in 2015 from Online Job Ads	Top 5 Certifications in 2015 from Online Job Ads
	Microsoft Office	Preventative maintenance inspections	Tanker and Hazmat Endorsement

Industry	Top 5 Soft Skills in 2015 from Online Job Ads	Top 5 Hard Skills in 2015 from Online Job Ads	Top 5 Certifications in 2015 from Online Job Ads
Administrative and Support and Waste Management	Oral and written communication skills Detail oriented Problem solving Work independently Customer service oriented	Report generation Group counseling Quality Systems Technical support Behavioral health	Driver's License Commercial Driver's License Occupational Safety & Health Administration HAZMAT Nursing Administration
Educational Services	Oral and written communication skills Microsoft Office Microsoft PowerPoint Detail oriented Marketing	Academic affairs CampusVue Student information systems Learning Management System Linux	Special Education Driver's License Teaching license Registered Nurse American Board of Dermatology
Professional, Scientific, and Technical Services	Oral and written communication skills Customer service oriented Marketing Creativity Problem solving	Behavioral health Tax preparation User Experience design Accounts Receivable Quality control	Driver's License Registered Nurse Continuing Education Licensed Clinical Social Worker Cardiopulmonary Resuscitation

Source: Help Wanted OnLine

**Economic Growth Region 10 Laborforce**

Local Area Unemployment Statistics			
	Number	Pct. Change	Pct. Change
	Dec-15	Nov-15	Dec-14
Labor Force	149,264	0.2%	2.1%
Employment	143,011	0.2%	3.4%
Unemployment	6,253	0.1%	-19.9%
	Unemployment	Previous	Previous
	Rate	Month	Year
EGR 6 Rate	4.2	4.2	5.3
Indiana Rate	4.5	4.5	5.5
U.S. Rate	4.8	4.8	5.4

Source: Indiana Department of Workforce Development

Educational Attainment	
	2014
Total Population 25+	197,449
Less than 9th Grade	8,819
9th to 12th Grade, No Diploma	18,294
High School Graduate (incl. equivalency)	73,469
Some College, No Degree	43,467
Associate's Degree	16,429
Bachelor's Degree	24,450
Graduate Degree or More	12,521

Source: STATS Indiana and U.S. Census Bureau 5-Year Estimates ACS

Population over Time				
	Number	Rank in State	Percent of	
			State	Indiana
Yesterday (2010)	287,330	11	4.4%	6,483,797
<b>Today (2014)</b>	<b>291,985</b>	<b>11</b>	<b>4.4%</b>	<b>6,596,855</b>
Tomorrow (2020 projection)*	309,043	11	4.5%	6,852,121
Percent Change 2010 to Today	1.6%	3		1.7%

Source: U.S. Census Bureau; Indiana Business Research Center

Household Types				
	Number	Rank of 12	Pct Dist. in Region	Pct Dist. in State
Households in 2014 (includes detail not shown below)	110,120	11	100.0%	100.0%
Married With Children	20,969	12	19.0%	19.4%
Married Without Children	35,653	10	32.4%	30.1%
Single Parents	10,306	1	9.4%	9.9%
Living Alone	29,361	10	26.7%	27.8%

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates

Income and Poverty				
	Number	Rank of 12	Percent of	
			State	Indiana
Per Capita Personal Income (annual) in 2014	\$38,291	6	96.7%	\$39,578
Welfare (TANF) Monthly Average Families in 2014	492	9	5.2%	9,498
Food Stamp Recipients in 2014	34,699	10	4.0%	878,155
Free and Reduced Fee Lunch Recipients in 2014	21,615	10	4.2%	514,128

Source: U.S. Bureau of Economic Analysis; U.S. Census Bureau; Indiana Family Social Services Administration; Indiana Dept of Education

**ATTACHMENT 3**

**BEAM Report Executive Summary**

The top section of the cover features a dark blue background with green, semi-transparent text representing financial data, including currency codes like 'USD' and 'EUR' and numerical values such as '0.7580', '0.6891', and '1.4507'.

# SEIZING THE MANUFACTURING MOMENT:

AN ECONOMIC GROWTH PLAN  
FOR THE BLUEGRASS REGION  
OF KENTUCKY

BLUEGRASS ECONOMIC ADVANCEMENT MOVEMENT  
EXECUTIVE SUMMARY

The bottom section of the cover features a dark blue background with a blurred image of a manufacturing facility, showing industrial equipment and structures.

METROPOLITAN BUSINESS PLAN

# **AN ECONOMIC GROWTH PLAN FOR THE BLUEGRASS REGION**

## **A METROPOLITAN BUSINESS PLAN PREPARED IN COLLABORATION WITH THE BROOKINGS INSTITUTION METROPOLITAN POLICY PROGRAM**

**NOVEMBER 2013**

### **BOARD OF DIRECTORS BLUEGRASS ECONOMIC ADVANCEMENT MOVEMENT**

- ▶ Co-Chairs: Louisville Mayor Greg Fischer and Lexington Mayor Jim Gray
- ▶ Eli Capilouto, President, University of Kentucky
- ▶ Scott C. Casey, Vice President, UPS
- ▶ Matt Hall, Executive Vice President, One Southern Indiana
- ▶ W. James Host, Chairman, Volar Video, Inc.
- ▶ Wilbert W. James, President, Toyota Motors Manufacturing, Kentucky, Inc.
- ▶ James J. Lancaster, CEO and Owner, Lantech, LLC
- ▶ Stephen C. Lewis, Director, Strategic Planning, Ford Motor Company
- ▶ Michael B. McCall, President, Kentucky Community and Technical College System
- ▶ Porter G. Peeples, Sr., President and CEO, Urban League of Lexington-Fayette County
- ▶ Robert L. Quick, President and CEO, Commerce Lexington
- ▶ Tom Quick, Senior HR Manager, GE Appliances
- ▶ James R. Ramsey, President, University of Louisville
- ▶ Craig J. Richard, President and CEO, Greater Louisville Inc.
- ▶ Paul Rooke, Chairman and CEO, Lexmark International, Inc.
- ▶ Vivek K. Sarin, President, Shelby Industries
- ▶ Rena L. Sharpe, Vice President, North American Operations, Westport Axle
- ▶ Al Smith, Journalist, Author and Retired Host of "Comment on Kentucky"
- ▶ Keith Stewart, Operations Manager, Raytheon Missile Systems
- ▶ Steven Wimsatt, Kentucky Legislative/Political Director, IUE-CWA Local 761

# SEIZING THE MANUFACTURING MOMENT: AN ECONOMIC GROWTH PLAN FOR THE BLUEGRASS REGION OF KENTUCKY

## A MESSAGE FROM BEAM LEADERS

It is with a great deal of urgency and focus that we present this action plan for economic growth emphasizing our advanced manufacturing sector.

This plan grew out of an idea when we were newly elected mayors of Lexington and Louisville. As entrepreneurs who just happen to be mayors, economic development was foremost in our minds, but we weren't sure traditional approaches would adequately respond to the growing challenges of global competition.

So we joined with The Brookings Institution Metropolitan Policy Program as part of a national pilot to develop a new approach, charting a course to spur economic growth by leveraging the region's shared assets and the quality of life in our two vibrant cities.

The plan that resulted offers the region a strategy designed to take our strengths in advanced manufacturing and build on them to compete against the largest manufacturing regions in the world.

Named the Bluegrass Economic Advancement Movement (BEAM), the two-year effort gathered steam as it benefitted from Brookings' research and expertise along with guidance from leaders in government, business, and education from across the region.

Based on data and insight from all of those partners, the plan focuses on three main areas: innovation, exports, and workforce development. Initiatives in the plan seek to grow our capacity for innovation particularly among smaller and medium-sized firms, to expand our manufacturers' participation in the global economy, and to create a 21st Century workforce.

We know that manufacturing offers opportunities for solid careers, with each new job spinning off others in the region. We know that manufacturing in America is experiencing a resurgence, with macroeconomic trends at our backs. And we know we have a strong manufacturing base upon which to build. In short, we have all the tools we need for success. The BEAM plan seeks to harness those assets to seize this manufacturing moment for our region and for our entire state.

We urge you to read through this plan and discover areas in which you can contribute to the movement. And we ask you to join with us and our partners in the commitment to distinguish the BEAM region as a global center for advanced manufacturing.

Greg Fischer  
Mayor, Louisville

Jim Gray  
Mayor, Lexington



## INTRODUCTION

**K**entucky's two largest cities—Louisville and Lexington—are separated by 75 miles of small towns and the state capital, by distinct community identities, and one intense college basketball rivalry.

But they share complementary strengths, clear business and social connections, and together form a distinctive region of “makers”—manufacturing that creates quality jobs and drives innovation from Ford and Toyota motor vehicles, to state-of-the-art GE appliances, from the sprawling plants of those major multi-nationals to more than 1,600 firms producing a wide variety of goods, including 97 percent of the world's bourbon.

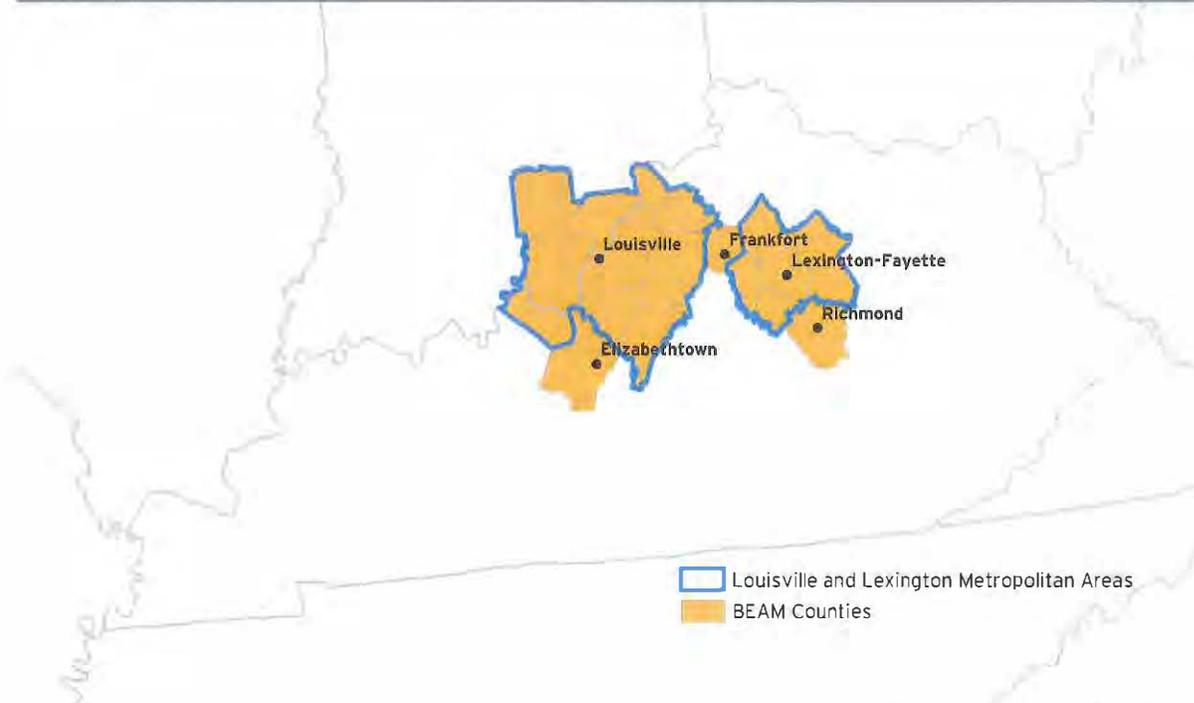
From the Louisville metropolitan area including parts of Southern Indiana to the horse farms surrounding Lexington, the 22-county region encompassed in the Bluegrass Economic Advancement Movement (BEAM) represents:

▶ Almost 2 million people—nearly half of Kentucky's total population, jobs for slightly more than half of its total workforce, and many of its innovation workers.

- ▶ A gross domestic product of almost \$92 billion, or about 53 percent of the state's total economic output—a disproportionate share compared to population.
- ▶ The hubs for vital transportation and communications networks, including the UPS global logistics hub, Worldport.

Although severely battered by the last recession, the BEAM region is gaining economic momentum. It is accelerating entrepreneurial activity and posting notable gains on job growth, investment, and the “reshoring” of manufacturing lost over several decades. Investments in research over the last decade have seeded emerging expertise in next-generation technologies related to additive manufacturing, rapid prototyping, materials science, energy storage and others.

## BEAM MAP



Yet the region is at a crossroads, burdened by decades of global restructuring that have undermined wages, jobs, and competitive advantage.

Over the last three decades, employment and output growth have not kept pace with the nation, and the productivity premium that distinguished the region in 1980 has diminished or disappeared.

Since 1980, average wage growth in Lexington almost kept pace with the national average of 34 percent, but Louisville's older industrial profile and mix of industries limited its total growth in average wages over those three decades to 19.2 percent.

More recently, from 2000 to 2012, the region's overall employment, total economic output and productivity (output per worker), all lagged behind the national rates. Those trends reflected, at least in part, increasing concentrations of lower wage and less productive jobs. Household incomes also declined in both metropolitan areas, as they did nationally, although the loss was slightly less in the Louisville area than in the Lexington region.

The BEAM region confronts these challenges amid a fundamental transformation underway in the global economy, where knowledge assets centered in people and technology are prized and concentrated in metropolitan areas.

The rise of technology, innovation, and globalization are changing the dynamics of productivity and

economic growth. Market dynamics are more fluid and geared to reward continuous innovation in products, production techniques, and business models.

The global economy is rapidly evolving toward even greater integration, with goods, services, talent, capital, and supplier relationships seamlessly crossing national boundaries. And metropolitan regions have emerged as the vital hubs of these activities, the engines and essential units of the new economy.

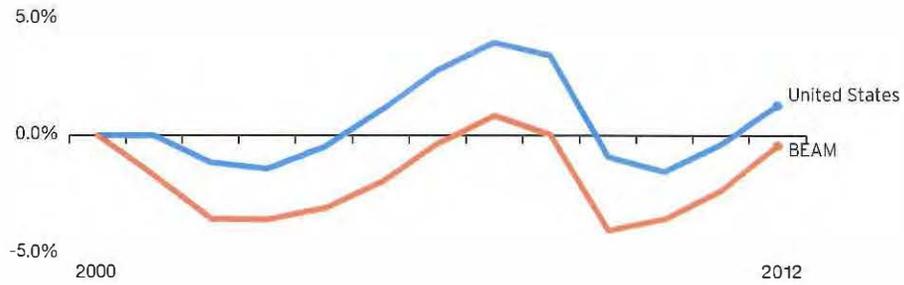
This more dynamic environment demands a new approach to economic development: one that is anchored in a deep understanding of the region's market assets and challenges, focused on carefully calibrated strategies built on strengths and designed to foster a culture of collaboration between public and private sector institutions and leaders.

Regions with the greatest capacity to think strategically, act globally, and build on their unique strengths will forge ahead in this new environment. And those that don't will fall farther behind.

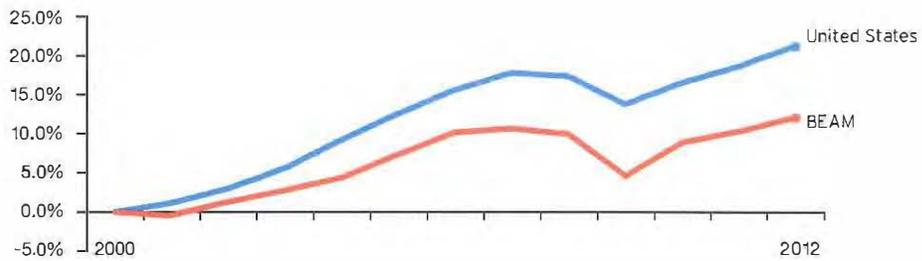
It is this new reality of urgency and opportunity that stands behind the creation of BEAM—a new level of collaboration and strategic action under development across 22 counties, uniting two metropolitan areas to create a critical mass of people, talent, capital, and economic assets. ■

# THE OVERALL ECONOMIC PERFORMANCE OF THE BEAM REGION LAGS THAT OF THE NATION

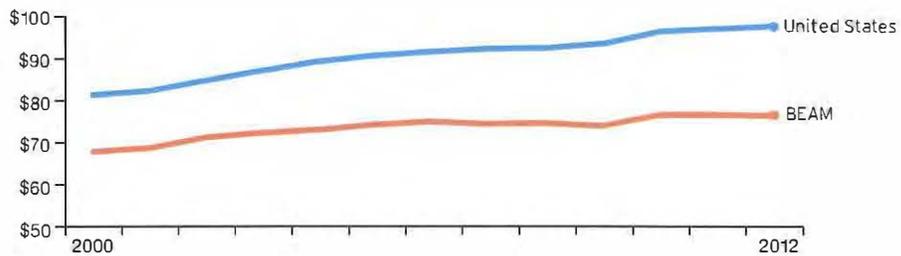
## CHANGE IN EMPLOYMENT, 2000 TO 2012



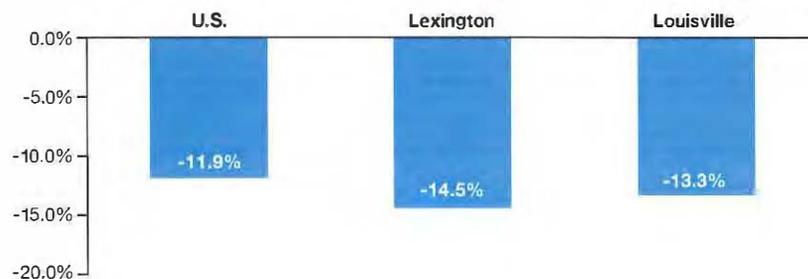
## CHANGE IN ECONOMIC OUTPUT, 2000 TO 2012



## CHANGE IN OUTPUT PER WORKER, 2000 TO 2012 (IN \$1,000S)



## CHANGE IN HOUSEHOLD INCOME, 2000 TO 2012





## COLLABORATING TO COMPETE GLOBALLY

**T**he partnership behind BEAM represents a coming together led by two mayors, who, along with leaders in industry, higher education, state government and other key sectors, recognize that global competition makes competition between neighbors obsolete. Only when the region's leaders join forces, aligning their economic assets, can this one Kentucky region stand tall among the world's major production hubs such as Stuttgart, Seoul, and Sao Paulo.



Convened by Louisville Mayor Greg Fischer and Lexington Mayor Jim Gray, BEAM's focus is to grow the region's economic assets and capacities for next-generation manufacturing, global logistics, and other key sectors.

Under a national pilot launched by The Brookings Institution Metropolitan Policy Program and RW Ventures of Chicago, BEAM leaders have drafted an Economic Growth Plan for the region, adapting the rigor and discipline of private-sector business planning to the new challenges and opportunities of economic growth.

The plan provides a roadmap based on extensive market data and analysis and an approach that builds on existing strengths and initiatives already underway across multiple sectors in the region.

Already, the regional collaboration behind BEAM has produced results, sparking a new level of partnership between the two metro governments, heightened attention to the importance of manufacturing, new approaches to workforce training, and new networks of partners across the region.

The publication of the regional plan for economic growth represents only a first step, however, in what is intended as a long-term effort that will engage an expanding circle of partners designing and implementing action to support the region in the transition to the next economy.

It intentionally does not address all aspects of community life. It assumes that all-important efforts to raise education attainment, ensure safe streets, improve neighborhoods and quality of life are underway and are pre-requisites for sustainable growth. It also does not tackle local issues relevant to individual areas but looks for opportunities to leverage shared economic assets to make this 22-county region stronger.

It takes as its first principle that manufacturing matters—that manufacturing drives innovation and innovation drives the next economy. ■

**It takes as its first principle that manufacturing matters—that manufacturing drives innovation and innovation drives the next economy.**



## SEIZING THE MANUFACTURING MOMENT

**M**anufacturing is poised for a new industrial revolution. Breakthroughs in production technology are enabling manufacturers to respond with greater flexibility to shifting market demands. New technologies allow more places around the globe to participate in the production economy, leading to a convergence of developed and emerging economies that is rapidly changing the geography of production.

Manufacturing forms the bedrock of the BEAM economy. Anchored by major global firms including Ford, Toyota, and GE, manufacturing accounted for \$13.8 billion in economic output in the BEAM region in 2011 or about one sixth of the total. Manufacturing sectors employ more than a hundred thousand workers, a share that is 20 percent greater than the national average. And manufacturing exerts a strong multiplier effect, with one new job in the automotive sector, for example, generating 2.6 jobs in other sectors of the regional economy.

The reach of manufacturing extends beyond the largest companies to a network of more than 1,600 small and medium-sized firms that account for almost three quarters of that employment, or about 75,000 jobs. From the large network of suppliers producing every component for auto and truck production, to appliances and a wide range of electrical equipment, to food and beverages, primary materials including plastics, forging and stamping, a significant set of manufacturing subsectors are more highly concentrated in the BEAM region than across the nation.

half-a-billion dollars in new investments up and down their supply chains, with more happening every day.

Some jobs driven by advanced manufacturing were little known only a decade ago—in robotics, big data systems that control design and production, and the emerging “internet of things”—and there is more to come, with new technologies emerging that will drive the next industrial revolution.

As a result of automation, no one foresees manufacturing job growth that equals projected growth in healthcare and other service sectors. Research commissioned from economists at the University of Kentucky and the University of Louisville cautioned against banking on manufacturing as a strong producer of new jobs.

However, the new production and investments already underway in the BEAM region provide evidence that the rapidly evolving forces driving the resurgence of manufacturing could shift those projections. The new formula for manufacturing competitiveness guiding those developments prompted Jeffrey Immelt, chairman and CEO of General Electric,

## **Manufacturing forms the bedrock of the BEAM economy, employing more than a hundred thousand workers—a share 20 percent greater than the national average.**

Today, in the wake of a recession that closed one in ten manufacturing firms in the region, key production sectors that had declined for decades are experiencing new growth. They added more than 2,200 jobs over the last year, outpacing growth in other sectors as well as national recovery rates.

Manufacturing firms are redesigning plants, investing and expanding to add production lines and products, moving to higher technology and more innovation-driven production. Developments like GE’s \$800 million investment in new products and production at Appliance Park, Ford’s \$621 million investment in its Jefferson County car and truck plants, and Toyota’s \$360 million investment to bring Lexus production to Georgetown are driving more than

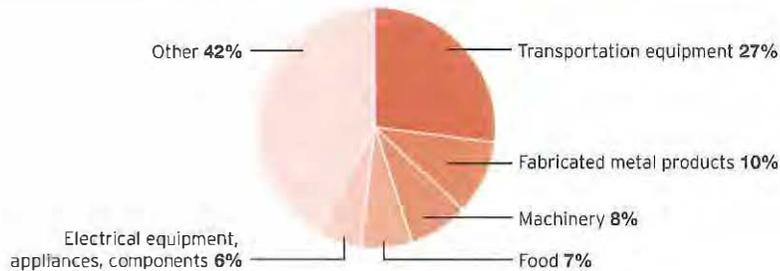
to declare the offshoring that drained manufacturing jobs out of America for several decades “an outdated business model.”

Firms now are choosing locations and supplier relationships that increase value, not simply reduce costs, a trend that places greater premium on integrating design and production, deploying technology throughout the production cycle and driving on-going innovation in new products and production processes.

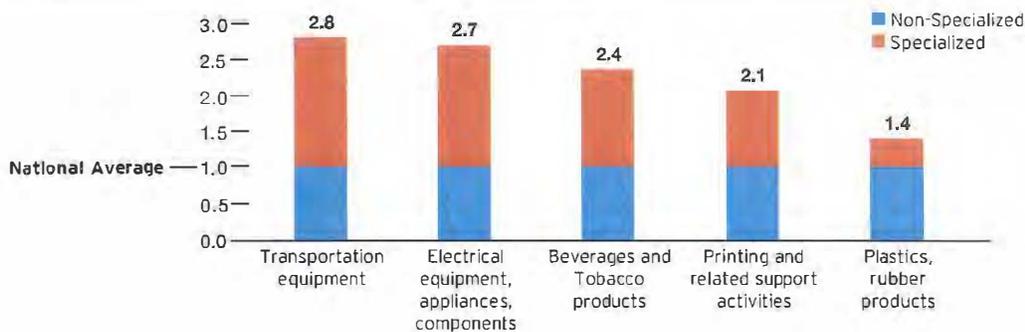
And policy makers are recognizing the vital link between innovation and the culture of “making things” that amplifies the importance of manufacturing to economic growth and vitality. As the CEO of Dow Chemical put it, “Where manufacturing goes, innovation inevitably follows.”

**THE BEAM REGION'S MANUFACTURING SECTOR IS CONCENTRATED IN A SELECT GROUP OF INDUSTRIES CLOSELY RELATED TO AUTOMOTIVE, FOOD, AND BEVERAGE MANUFACTURING**

**SHARES OF EMPLOYMENT IN MANUFACTURING INDUSTRIES IN BEAM REGION, 2012**



**BEAM REGIONAL CONCENTRATIONS OF EMPLOYMENT COMPARED TO NATIONAL AVERAGES, 2012**



In short, for the BEAM region to excel as a hub of innovation, it must do so through its manufacturing strengths.

Traditionally, manufacturing in the BEAM region has been dominated by assembly and some other lower-technology production sectors. Just as major global firms are retooling and redesigning production, so there are opportunities for other firms to expand into more technology and innovation-driven production to increase productivity and value—and for workers who once defined manufacturing as low-tech to step up their skills to meet the high-tech challenges of advanced manufacturing.

Both middle-skill technical workers and engineers stand at the top of that list. Kentucky and the BEAM region significantly trail national averages on measures of its engineering and technical workforce. It ranks in the bottom 10 percent on most: 48th among the states in the percentage of college degrees awarded that are in engineering and natural sciences, 48th in the percentage of technology workers in the labor force.

Although some production jobs returning to the region come with lower pay than similar positions once provided, manufacturing jobs still pay 42 percent more on average than comparable jobs in other sectors. But manufacturers already report shortages of skilled workers, prompting the BEAM Board to make closing the skills gap its top priority.

Beyond innovation, manufacturing also matters to exports, environmental sustainability, and higher-quality jobs. It is key to the global trade economy, and the BEAM region's manufacturing sectors, coupled with its prominence as a global logistics hub, combine to rank Louisville and Lexington among the most export-intensive metropolitan economies in the country.

To distinguish itself as a center of advanced manufacturing in the next economy—to seize the manufacturing moment—the BEAM region must create a strong ecosystem of support for the transition across each of those fronts, with a particular focus on the greatest challenges manufacturers face: the imperative to innovate and the skilled workers essential to make it happen. ■



## BEAM MARKET ANALYSIS

**T**he Economic Growth Plan for the BEAM region is rooted in an understanding of market strengths, opportunities, and challenges across five key market levers that, when aligned, mutually reinforce growth. It assesses the strengths, weaknesses, and significant initiatives already underway to identify opportunities for potential leverage and synergy across the region. The full market analysis can be read at [facebook.com/bluegrassmovement](https://facebook.com/bluegrassmovement) or on metro websites at [www.lexingtonky.gov/BEAM](http://www.lexingtonky.gov/BEAM) and [www.louisvilleky.gov/BEAM](http://www.louisvilleky.gov/BEAM).

### REGIONAL STRENGTHS

The region brings significant assets to the challenge of repositioning for the next economy:

▶ **Economic Concentrations and Clusters.** Coupled with its strength as a world-class logistics center, the region's manufacturing base makes it a major exporter and potential beneficiary of rising global demand for goods and services. UPS Worldport lures logistics-savvy companies to the region and

creates competitive advantage for growth opportunities in higher-technology sectors, product customization, and rapid repair. The region also boasts growing concentrations in key service sectors related to lifelong wellness and aging care and some business services.

▶ **Innovation and Entrepreneurship.** The region has gained momentum in innovation, with support for entrepreneurs accelerating business startups and

the University of Kentucky and the University of Louisville doubling their combined research base over the last decade. In manufacturing, university-based and independent centers focus on innovation, including additive manufacturing or 3D printing, rapid prototyping, sustainable manufacturing, materials science, and next-generation batteries.

- ▶ **Human Capital.** Lexington's relatively high levels of education attainment distinguish it among metropolitan areas of its size, and the Louisville area's sustained commitment to raise attainment is showing progress. Projections are for the greatest growth to occur in middle-skill jobs that require post-secondary training most often at the level of technical certificates, which Kentucky workers are earning on a per capita basis at almost twice the national average.
- ▶ **Physical Profile.** Both metropolitan areas host relatively dense regional job centers, with Lexington's groundbreaking growth boundary creating the compact environment conducive to the knowledge economy and over 70 percent of all jobs in Louisville's 13-county metropolitan area located in Jefferson County.
- ▶ **Governance.** Strong cultures of public-private partnership and merged local governments in both metropolitan areas reduce the fragmentation that stymies many regions and paves the way for the broad-based, cross-sector, regional governance (rather than government) best suited to lead economic development.

## REGIONAL CHALLENGES

Despite those strengths and recent economic momentum, three decades of decline in the region's manufacturing base eroded some traditional strength. The BEAM region's performance can be much improved if it addresses critical weaknesses:

- ▶ **Economic Concentrations and Clusters.** The mix of industries in the region has tended to be dominated by lower-skill and lower-wage production and service sectors, including part-time jobs in transportation and warehousing. To compete in the renaissance of manufacturing, the BEAM region must recoup the productivity advantage it once held. Manufacturing productivity in the region remains higher than in many other sectors and drives the overall productivity rate, but over three decades, it improved at a rate that is only a third of the national rate.
- ▶ **Innovation and Entrepreneurship.** Despite commitment to build its research base, Kentucky remains in the bottom quartile among states on measures of R&D, and the rates of patents issued in the BEAM region remains lower than the national average. Industry investments in R&D and university partnerships remain low compared to national figures, and regional assets that focus on innovation in manufacturing tend to be small in scale, fragmented, and not well connected to regional firms.
- ▶ **Human Capital.** The BEAM region confronts a conundrum of the knowledge economy: too many low-paying jobs that require increasing levels of skill and fewer opportunities at the higher end to attract and retain top talent. The BEAM region also faces the prospect of replacing a third of its workforce as its most experienced members approach retirement age.
- ▶ **Physical Profile.** Both metropolitan areas struggle to identify land appropriate for economic growth; "next generation" infrastructure requires expanded capacity and infrastructure for data, telecommunications, and cyber security in addition to transportation and traditional utilities.
- ▶ **Governance.** Repositioning the BEAM region for the next economy requires even stronger alignment and closer partnership with the Commonwealth of Kentucky. ■





## STRATEGIC ACTION PLAN

In the context of those assets and challenges, the Board of the Bluegrass Economic Advancement Movement has devised priority strategies designed to move the region forward across multiple fronts, leveraging its shared assets and building synergy between the two metropolitan regions.

Promising initiatives are already underway, including Kentucky's recent investment in the Argonne-Kentucky Battery Manufacturing Research and Development Center in Lexington, the University of Louisville's planned Institute for Product Realization and Innovation, and the opening of the new STEAM high school on the UK campus focused on problem-based learning in science, technology and other fields.

The Kentucky Community and Technical College System now issues more than twice the number of certificates and degrees it awarded only seven years ago and has embarked on a strategic plan that will increase industry involvement and accelerate curriculum development to address workforce needs.

Within industry, major employers are starting to recognize new national credentials established by the Manufacturing Skills Standards Council and make new investments, including a new training center recently announced by GE. The Kentucky Manufacturing Career Center launched last spring in Louisville has more than two dozen employers actively guiding development of the Center where workers earn "stackable" credentials that can lead to associate degrees.

BEAM strategies embrace and build on initiatives like those and others, bringing together critical partners, elevating the focus on manufacturing, and aligning efforts to create a comprehensive and coordinated approach.

Initiatives highlighted for initial implementation represent only a first wave of strategic action and are meant to inform public and private investment and the design of future initiatives by BEAM and its partners. Achieving the long-term goal will require engaging many partners in the mission to strengthen the region's competitive position and economic prosperity.

## OVERALL GOAL:

**STRENGTHEN AND LEVERAGE THE REGION'S ROBUST ADVANCED MANUFACTURING SECTOR AND RELATED STRENGTHS TO CAPITALIZE FULLY ON ITS POTENTIAL TO PROTECT AND CREATE SOLID JOBS AND GROW WAGES.**

► **GOVERNANCE: Solidify the partnership between Kentucky's two largest metropolitan areas to guide implementation of the Economic Growth Plan and expand collaboration on growth strategies.**

The next economy places a premium on coordination and collaboration. Economic success in this new environment requires new capacity to be deliberate in developing targeted growth strategies and engaging the public, private, and civic sectors to execute them, creating a new form of regional governance.

In that spirit, the BEAM region should:

- Foster partnership and alignment between Louisville and Lexington through implementation of the Economic Growth Plan.
- Share best practices for improving customer service, efficiency and effectiveness in metro governments and collaborate on legislative priorities with the Metropolitan Alliance for Growth.

► **HUMAN CAPITAL: Become a world-class center for advanced manufacturing by developing a skilled workforce equipped to meet the demands of 21st century industry.**

Human capital is the single most important input to economic growth, and the development of a robust pipeline guided by employers to provide workers with the skills to compete in the global economy represents a top priority for BEAM leaders. The region confronts two critical challenges in human capital and skills: closing a growing gap in middle skills particularly in manufacturing and expanding the ranks of higher-skilled workers in science and technology fields.

Competitor states are investing heavily in skills training and apprenticeship opportunities in manufacturing and other fields. Others are significantly





expanding the pipeline of technical skills and engineering talent critical to the next economy.

Among initial steps to address the skills issue, the BEAM region should:

- Expand capacity in its engineering schools to double the number of engineers graduating each year from Kentucky universities.
- Centralize and promote the availability of employer-supported training, apprenticeship, and education options—or “earn and learn” programs—and develop a range of customized tools to attract and train the next generation of workers.
- Build on emerging recognition by major employers for national manufacturing credentials to develop an employer-driven network of training centers like the Kentucky Manufacturing Career Center.
- Seek state funding to build Kentucky Community and Technical College advanced manufacturing training centers that serve the BEAM region.

**The 21<sup>st</sup> Century  
production economy  
rewards businesses  
and industries that  
continually innovate  
in products, processes  
and markets.**

**► INNOVATION: Develop an integrated ecosystem of support for advanced manufacturing centered on innovation and technology.**

The 21<sup>st</sup> century production economy rewards businesses and industries that continually innovate in products, processes and markets. It favors firms that are agile and compete on quality, adding value and rapid customization, rather than those that primarily compete on cost. While major investments by global firms anchor the region's manufacturing base, the new economy also favors firms in the “middle market” that foster collaboration and continuous innovation. Improving the competitive position of the region's 1,600 small and medium-sized firms and connecting them to the latest technologies and innovation capacities will strengthen the region's overall capacity for manufacturing.

As first steps, the region should:

- Support existing and potential innovation hubs and centers for manufacturing excellence, extending the reach of regional resources and enhancing the depth and sophistication of support for the development of technology and production innovation.
- Develop an annual showcase of public and private providers of technology and innovation services designed to increase firm awareness, access and adoption of innovation capabilities in the region.
- Engage global manufacturing leaders as partners to small- and mid-sized firms through the Mayors' CEO Corps, lending leadership, talent, and resources to help firms make the transition to the next economy.
- Leverage the region's strength in logistics to grow higher technology sectors.

► **EXPORTS: Increase global demand for made-in-Kentucky products by helping BEAM manufacturers tap new and expanding export markets.**

Both BEAM metropolitan areas export more than the average for regions across the nation, largely as a result of its strong manufacturing base and competitive advantage in global logistics. The rise of emerging markets and consumer demand provide an important source for growth for the region, bolstering BEAM's traded sectors, including its multi-modal transportation and logistics industry.

In this spirit, the region should:

- Implement the new Metropolitan Export Plan to increase by half the number of companies that begin to export or expand exports to new markets.
- Collaborate with and support the Kentucky Export Initiative and existing trade partners to ensure optimal coordination and use of existing resources and programming to support firms' export success.

► **REGIONAL CONCENTRATIONS AND CLUSTERS: Beyond manufacturing, invest in targeted regional assets to diversify the economy into technology-based firms and knowledge industries.**

The region's world class logistics assets draw new firms and sectors to the region, creating opportunities in new high-technology sectors, product customization and rapid repair.

The recent focus on establishing the Louisville region as a center of excellence for lifelong wellness and aging care offer the potential to grow headquarters functions, and Lexington's recent success in attracting high-end support services for a national professional firm opens up new potential for specialization in business services. To implement this strategy:

- Partner with Greater Louisville Inc. the Metro Chamber of Commerce, and Commerce Lexington to focus economic development efforts on growing the region's most promising concentrations in tradable sectors.

► **PLACE MAKING: Strengthen the region's competitive position by enhancing its metropolitan areas as attractive places to live, work, and do business.**

The knowledge economy values proximity between workers, firms, and other assets such as research institutions, cultural amenities, and transit access. Modern infrastructure, smart technologies, and quality places attract knowledge workers and firms.

To this end, the region should:

- Enhance the region's profile as a center for advanced manufacturing by assembling land appropriate for development and job growth.
- Pursue a comprehensive and coordinated approach to the development of 21st century infrastructure that supports technology-driven industries and entrepreneurs, such as gigabit internet service.
- Support development and investments in metropolitan areas that create densely populated, mixed-use communities designed to meet the needs of knowledge workers and firms. ■





## CONCLUSION: CALL TO ACTION

The BEAM region represents prime territory for this emerging manufacturing moment in America. Advanced manufacturing is evolving at an unprecedented pace, creating new products and jobs. Its evolution will accelerate as promising new technologies including 3D printing and rapid prototyping mature, as new materials, production processes and power sources take hold.

The Economic Growth Plan creates a clear pathway to maximize those opportunities for the 22-county region and to distinguish it as a globally recognized center of production and value for the next generation of manufacturing.

Both the Louisville and Lexington regions know firsthand the synergies created by strong economic clusters: food and beverages, lifelong wellness and aging care, manufacturing and logistics. In the future, the BEAM region's formidable production capacity will produce not just cars, trucks and appliances but also other technology products and "green" solutions.

To seize the moment in manufacturing, the region must strengthen its ecosystem of support for this new, higher-tech culture of "making things" to grow and thrive. That depends on an extensive network of institutional partners aligning their efforts with the Economic Growth Plan, including economic development groups in both Lexington and Louisville, universities, community colleges, workforce training providers, and firms of all sizes.

The BEAM leaders who came together to create the Economic Growth Plan will stay the course, guiding its implementation, establishing metrics to track progress, and crafting new strategies and initiatives to further advance its goals. The Board will hold itself and its critical partners accountable for producing outcomes across the region. It will adopt performance indicators for each strategy with a particular focus on whether the region is growing its manufacturing sectors, including the total number of firms and economic output, productivity rates, engineering and technical workforce and duration of openings for manufacturing positions.

Mayor Fischer, Mayor Gray, and the BEAM Board of Directors invite new partners and strategic owners to join in expanding its reach, breadth, and depth, creating a comprehensive approach to economic transformation. Together, leaders, employers, and citizens, can make the BEAM region a true magnet of growth and invention to ensure prosperity for future generations. ■

# SEIZING THE MANUFACTURING MOMENT: AN ECONOMIC GROWTH PLAN FOR THE BLUEGRASS REGION OF KENTUCKY

A METROPOLITAN BUSINESS PLAN  
PREPARED IN COLLABORATION WITH  
THE BROOKINGS INSTITUTION METROPOLITAN POLICY PROGRAM

NOVEMBER 2013

## ACKNOWLEDGMENTS

Generous financial support from the following regional partners made this project possible:

- ▶ AT&T
- ▶ Babbage Cofounder
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- ▶ Bingham Greenebaum Doll
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- ▶ Fifth Third Bank
- ▶ GE
- ▶ GLI Advanced Manufacturing and Logistics Network
- ▶ Humana
- ▶ LG&E
- ▶ Lexmark International
- ▶ Lynn Imaging
- ▶ Mountjoy Chilton Medley
- ▶ Stoll Keenon Ogden
- ▶ UPS Foundation
- ▶ U.S. Bank Foundation
- ▶ Wyatt, Tarrant & Combs.

In addition, the following regional workforce development boards partnered with BEAM to commission labor market research:

- ▶ Bluegrass Workforce Investment Board
- ▶ Cumberlands Workforce Investment Board
- ▶ KentuckianaWorks (Greater Louisville Workforce Investment Board)
- ▶ Lincoln Trail Workforce Investment Board
- ▶ Region 10 Workforce Board in Southern Indiana

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The full report can be found at [www.louisvilleky.gov/BEAM](http://www.louisvilleky.gov/BEAM) and [www.lexingtonky.gov/BEAM](http://www.lexingtonky.gov/BEAM)

## ABOUT THE BROOKINGS-ROCKEFELLER PROJECT ON STATE AND METROPOLITAN INNOVATION

This is part of a series of papers being produced by the Brookings-Rockefeller Project on State and Metropolitan Innovation.

States and metropolitan areas will be the hubs of policy innovation in the United States, and the places that lay the groundwork for the next economy. The project will present fiscally responsible ideas state leaders can use to create an economy that is driven by exports, powered by low carbon, fueled by innovation, rich with opportunity, and led by metropolitan areas.



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**Rockefeller Foundation**  
Innovation for the Next 100 Years

**ATTACHMENT 4**

**Region 10 Hoosier HOT Jobs by Sector Listing**

**REGION 10**  
**HOOSIER HOT 50 JOBS**

**HEALTH**

Reg. 10 Rank	Region Salary		State Salary	State Rank
1	\$56,065	Registered Nurses	\$57,370	1
2	\$120,813	Pharmacists	\$114,940	16
8	\$74,587	Physical Therapists	\$80,180	23
13	\$180,335	Physicians and Surgeons, all others		
14	\$70,067	Medical & Health Services Managers	\$79,250	14
15	\$58,758	Dental Hygienists	\$66,840	21
20	\$35,238	Licensed Practical and Licensed Vocational Nurses	\$39,900	6
28	\$68,068	Occupational Therapists		
32	\$47,382	Radiologic Technologists and Technicians		
34	\$28,259	Medical Secretaries		
35	\$19,944	Personal Care Aides		
38	\$184,139	Family and General Practitioners	\$177,700	17
42	\$41,234	Healthcare Social Workers	\$41,110	19
44	\$57,216	Clinical, Counseling, and School Psychologists	\$42,926	29
46	\$34,102	Dental Assistants		
47	\$57,038	Physical Therapist Assistants		

**CONSTRUCTION**

4	\$48,528	Electricians	\$60,310	10
6	\$42,537	Plumbers, Pipefitters, and Steamfitters	\$53,300	20
9	\$47,724	First-Line Supervisors of Construction Trades & Extraction Workers		
10	\$42,218	Operating Engineers & Other Construction Equipment Operators	\$49,310	35
12	\$73,965	Construction Managers/Supervisor	\$59,540	38
17	\$45,087	Cost Estimators	\$58,140	45
25	\$34,117	Carpenters		
26	\$48,883	Brickmasons and Blockmasons		
27	\$35,156	Heating, Air Conditioning, & Refrigeration Mechanics/Installers		
29	\$40,485	Painters, Construction and Maintenance		
37	\$28,826	Construction Laborers		
39	\$66,581	Civil Engineers		
48	\$34,213	Cement Masons and Concrete Finishers		

**BUSINESS/PROFESSIONAL**

16	\$95,491	Management Analysts	\$67,750	31
18	\$47,025	Sales Representatives, Wholesale, & Manufacturing	\$53,790	4
19	\$44,553	Sales Representative, Services	\$43,100	12
22	\$46,724	Market Research Analysts and Marketing Specialist	\$48,220	49
30	\$41,716	Training & Development Specialists		
33	\$51,540	Accountants and Auditors	\$59,060	8
40	\$41,110	First-line Supervisors or Office & Administrative Support Workers		
43	\$73,851	Lawyers	\$86,730	18
45	\$55,395	Managers	\$45,580	5
50	\$23,895	Office Clerks, General		

**INFORMATION SYSTEMS (COMPUTERS)**

21	\$61,485	Network and Computer Systems Administrators	\$63,290	40
23	\$73,568	Software Developers, Applications	\$78,580	32
24	\$71,924	Computer Systems Analysts	\$68,770	25
41	\$65,320	Information Security Analysts, Web Dev. & Computer Networking		

**TRANSPORTATION AND LOGISTICS**

7	\$53,792	Captains, Mates, & Pilots of Water Vessels		
11	\$34,807	Heavy and Tractor-Trailer Truck Drivers	\$38,470	3
49	\$53,503	First-line Supervisors of Transportation & Material-Moving Machine and Vehicle Op.		

**EDUCATION**

3	\$49,792	Preschool, Primary, Secondary, Spec. Ed. School Teachers	\$49,151	2
5	\$52,654	Postsecondary Teachers	\$60,958	7

**INDUSTRIAL/MANUFACTURING**

31	\$39,165	Industrial Machinery Mechanics	\$48,450	15
36	\$76,055	Industrial Production Managers	\$79,830	42