

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

WDB/Region #	Economic Growth Region 6
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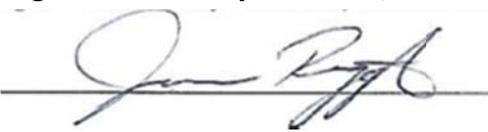
I certify that the information contained herein is true and accurate to the best of my knowledge and that I submit this plan on behalf of the WDB listed above.

Approved for the Workforce Development Board

Workforce Development Board Chair

Name: Jim Riggle

Title: Manager - Community Relations, Indiana Michigan Power

Signature: 

Date: July 1, 2016

Approved for the Counties of the EGR6 Workforce Development Area

Chief Local Elected Official

Name: Dennis A. Burns

Title: EGR6 Regional Chief Local Elected Official, Wayne County Commissioner

Signature: 

Date: July 1, 2016

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EXECUTIVE SUMMARY

The Eastern Indiana Workforce Development Board (EGR 6 WDB) is a highly integrated convening of diverse public and private sector workforce partners from...

- **Health Care**
- **Advanced and Additive Manufacturing**
- **Regional and Local Economic Development**
- **Local Government**
- **Information Technology**
- **K-12 Education**
- **EGR6 Works Council**
- **Labor**
- **Higher Education**
- **Not-for-Profit**
- **Innovation/Entrepreneurship Centers**
- **Career & Technical Education**
- **Adult Basic Education**
- **Social Services**

... who work collaboratively to develop, implement, assess and improve strategies that align resources to expeditiously meet the existing and emerging workforce demand(s) of regional Employers.

Working in close partnership with the East Central Indiana Regional Partnership and its Local Economic Development Professionals, the EGR6 WDB has identified the following regional growth sectors:

- **Health Care**
- **Advanced and Additive Manufacturing**
- **Food Processing**
- **Agri-business**
- **Logistics and Warehousing**
- **Information Technology**

The EGR6 WDB has embraced a strategy of fluid integration that eliminates programmatic barriers and ensures that workforce services meet both Employer demand and Job Seeker needs in accordance with the ebbs and flows of the fast-changing global economy.

The State of Indiana has correctly cited that 1 million job vacancies will emerge in the next 5-years via attrition and creation processes; 60 percent of which will require post-secondary education and/or industry recognized credential(s).

Valid labor market data that identifies existing and emerging employment trends – with a focus on high-demand, high-wage employment opportunities – is the cornerstone of the EGR6 WDB strategy for success.

In its shift to an information age workforce development system, the EGR6 WDB has embedded the following **Core Practices** in its corporate culture:

Precision: Meeting Employer-demand for workforce training and services in a dynamic, global business environment requires the timely delivery of precise Employer-designed job seeker training solutions. Employer-demand data sets are most accurate when derived from “boots-on-the-ground” Business Retention and Expansion (BRE) meetings that are strengthened by an alignment of local economic development and workforce development efforts. The information gathered during BRE meetings provides the EGR6 WDB with crucial “real-time” data upon which prudent workforce training decisions can be based.

Fluidity: The ultra-competitive, rapidly changing global economy requires the implementation of fluid strategies that position companies to achieve sustainable success. The EGR6 WDB works with State, Regional and Local Partners to maintain maximum levels of data-driven fluidity in the design and delivery of workforce services that meet multi-sector Employer demand(s).

Execution: Success or failure for Employers is often times determined by the narrowest of margins that hinges on the execution of strategic processes designed to add unique value while meeting market demand. The successful provision of workforce solutions to Employers is no different. EGR6 WDB strategies embed assessment and corrective realignment processes to achieve maximum results.

Cost-Benefit Analytics: Maximizing the impact of local and regional resources requires that cost-benefit analytics be embedded in all processes. The EGR6 WDB is focused on “cost per” analytics that provides empirical analysis of the outcomes of programs, services and trainings that identifies every incurred expense.

Convening Local Partners for Regional Impacts: The primary objective of the Eastern Indiana Workforce Development Board (EGR6 WDB) is to ensure that every Employer has access to a competent, trainable workforce and that every client has an opportunity to pursue a meaningful, sustainable, personally-profitable career. These objectives cannot be achieved absent the local relationships that foster trust-based economic opportunities for Employers, partners and job seekers. Achieving such an economic “ripple effect” is part of the ethos of the EGR6 WDB and, as stated in this plan, enhance opportunities for the private funding of innovative programmatic partnerships.

Leveraging Technology: Maximizing the benefits of current and emerging technologies will lead to a greater span of service territory and eventually result in reduced overhead and personnel costs. Feasibility studies will provide the EGR6 WDB with the necessary information as to how to best integrate the necessary relationship (aka: personal touch) components of job seeker training and services with the best technologies to produce a more efficient and effective regional workforce system. The EGR6 WDB and its regional partners understand that the world has changed dramatically over the last decade, but this plan doesn’t seek to “throw the baby out with the bathwater.”

Rather, it acknowledges the unique cultures of the unique communities that make up the unique region that is EGR6. It also seeks to embed tried-and-true workforce development functions within The Workforce Innovation and Opportunity Act of 2014, while implementing new technologies to deliver data-driven, Employer-led strategies that will empower the Eastern Indiana economy to meet workforce current and future demand and, thereby, drive increases in per-capital and household incomes, and sustainable expansions of the regional tax base.

The EGR 6 WDB has determined, with the Agreement of the EGR6 Chief Elected Officials Executive Council, that it will employ and/or contract the Executive, Fiscal Agent, Regional Operator, Adult and Dislocated Worker Service Staff and Youth Services Provider. This structure has been determined as the best model to reduce duplicity of functions while taking advantage of economies of scale.

EGR6 WDB nominations are made by appointments are selected by the EGR6 Chief Elected Officials Executive Council from the industry sectors that represent regional economic priorities. These individuals possess the level of sector authority and expertise as defined by WIOA and display the ability to carry out the broader strategic objectives of the EGR6 WDB immediately upon appointment.

The EGR6 WDB will oversee and conduct its required functions of providing checks and balances through a duly elected Executive Board, which will result in the maximum engagement of EGR6 WDB members for pre-established terms of service. The EGR6 Executive WDB will serve as the regional Youth Committee and procure the Youth Service Provider.

The March 2016 EGR6 Labor Market Report reveals that the regional labor force is approximately 159,000 with 94% of these individuals engaged in some type of employment. Construction (35.2%) and Manufacturing (16.6%) are the highest unemployed categories in the region.

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)]

See Attachment 1 for a complete accounting of current in-demand occupations EGR6 WDB Report.

The five largest sectors in EGR6 are government, manufacturing, healthcare, retail trade, and accommodation/food services. Four of the five sectors - government, manufacturing*, retail trade, and accommodation – are projected for slight growth (5-10%) through 2025. Healthcare is projected for significant regional sector growth (4,509 jobs) by 2025. Construction is projected for slight growth (890 jobs - many of which are seasonal) through 2025.

The sector categories of Professional/scientific/technical services, administrative/support/waste management/remediation services, and business management are projected to grow between 16% and 25% by 2025.

Top Employers for Region 6*	
Source: EMSI	
3,000	IU Health – Ball Memorial Hospital
2,800	Ball State University
1,253	Reid Health
850	Henry County Hospital
843	Muncie Community Schools
808	Richmond Community Schools Corporation
757	FCC (Indiana)
750	Fayette County Schools Corporation
750	New Castle Community School Corporation
707	Belden
700	Indiana Marujun
650	Ardagh Group
610	Meridian Health Services
600	Fayette Regional Health Systems – St. Vincent’s
530	New Castle Correctional Facility (The GEO Group)
524	Draper, Inc.
520	Indiana University East

***This data does not reflect ongoing attraction projects to EGR6. The Manufacturing and Logistics/Warehouse sectors are projected to add 800 new jobs to the EGR6 economy in 2016-17.**

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)]

See Attachment 1 for a complete accounting of current in-demand occupations R6 WDB Report.

Integrating Employer demanded skills enhancement and knowledge pursuit into the regional culture is a vital strategy in meeting EGR8 Employer demand. Current and projected (to 2025) Employer-demand skills in EGR6 are service orientation, collaboration, listening, speaking, and critical thinking.

Indeed, these skills are universal to all occupations in EGR6, as Employers throughout the global economy shift to an additive, customer satisfaction/service focus. In order to provide the best service, listening, speaking, and critical thinking are all necessary to provide consumers and businesses with the best possible service.

Employer demanded knowledge bases also coincide with this data. Medicine, healthcare, customer service, engineering/technology, and English language proficiency seem to be in the highest demand for both current and future employment trends.

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

The unemployment rate in EGR6 has remained approximately 0.5% higher than that of the state (5.9% and 6.1 percent) and approximately 1.0% higher than the nation during the period of 2015-16.*

The primary barrier to employment for EGR6 youth and adults alike is use of illegal drugs, which results in failed drug screens. Other barriers are basic employability deficiencies such as reporting to work (on time), a lack of critical thinking and the inability (or unwillingness) to work collaboratively with co-workers.

Full-time workers (age 25 and older) in EGR6 without a high school diploma had median weekly earnings of \$494 in the first quarter of 2016. That compares with a median of \$679 for high school graduates who never attended college and \$782 for workers with some college or an associate degree. Median weekly earnings were \$1,155 for workers with a bachelor's degree and \$1,435 for workers with an advanced degree—a master's, professional, or doctoral degrees.*

Additional labor market trends were included in question 1.1, as was employment data for Region 6.

**Source: Indiana Dept. of Workforce Development, Research and Analysis. Released 4-18-16*

Education Level	2015 Population	2016 Population	2015 % of Population	2015 State % Population	2015 Nat. % Population
Less Than 9th Grade	13,229	13,054	5%	5%	7%
9th Grade to 12th Grade	27,771	28,389	10%	8%	8%
High School Diploma	112,127	111,803	41%	35%	28%
Some College	52,329	52,095	19%	21%	21%
Associate's Degree	20,558	20,693	8%	8%	8%
Bachelor's Degree	27,084	27,181	10%	15%	18%
Graduate Degree and Higher	17,427	17,337	6%	9%	11%
Total	270,524	270,551	100%	100%	100%

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

Educational progress in EGR6 is continuing with a 2014 increase in the number of individuals with at least some college coursework. As this trend continues, it will better position the EGR6 workforce to meet the demands of current and future employers.

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.

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)]

The key to workforce preparation is to gather and utilize "real-time" skills-demand data from Employers that will empower the EGR6 WDB to allocate resources to strategies that will create, deliver, assess and improve relevant, timely, cost-effective employability and skills enhancement training and services.

The primary challenge to the sustainable relevance of a workforce system – whether it be national, state or regional - is the validity and timeliness of Employer skills-demand data. Therefore, valid, timely Employer skills-demand data forms the core of every strategic initiative design of the EGR6 WDB.

Trust-based partnerships with local economic development organizations are the key to gathering valid, timely Employer skills-demand data. Confidential Business Retention and Expansion (BRE) meetings with Employers are the life-blood of economic growth and workforce development, alike. Cultivating existing partnerships with local economic development organizations in order to build trust that enhances access to confidential, "real-time" Employer skills-demand information via BRE meetings is a core strategy of the EGR6 WDB.

Equally important to the workforce preparedness process is the collection and analysis of data that reveals the effectiveness of trainings and services via client outcomes and cost-effectiveness. Client barriers can only be resolved through the implementation of strategies – some of which are unique to the individual and, therefore, time-intensive – that are based on valid data.

Emerging data reveals that many Employers are confused as to the resources that are available to them via WDBs. Indeed, when workforce emerged as the primary concern of the global economy, a "gold rush" response from an incalculable number of for-profit and not-for-profit organizations occurred; many of which utilize vast sums of non-regulated monies to market their claims to have solutions to workforce shortage(s). This has created a state of confusion for Employers and a significant messaging problem for WDBs nationwide.

In an attempt to eliminate the barrier of workforce development confusion, the EGR6 WDB is in the process of implementing analytics that will assess the awareness of its programs and services amongst Employers, Clients and Partners with a special focus on underserved Clients.

The first step in preparing a properly educated and skilled workforce for Region 6 is to analyze employer statistics. This allows the Region to adapt by creating a data driven response to the needs of both current and possible future employers. For instance, because Region 6 has many jobs that will require some soft skills such as speaking and listening, it is vital that training is provided to help the workforce improve those skills in order for them to meet employer demand.

Finally, making the training available to the workforce so that they can attain the necessary workplace skills and knowledge allows the Region to better meet employer demand. Not only is providing the training important, but to become visible and communicate to our local communities that this sort of training exists, along with explaining the benefits thereof ensures the best chance that the largest number of people try to obtain the skills necessary to increase their own employability and the skills that are available to our current and future employers via the local workforce.

Youth and early adult-aged people in our region provide us with a unique opportunity to provide people with training early on that could lead them on the path to a lifelong career in a growing sector for the region. It is absolutely necessary to partner with high schools in order to provide the training that employers are demanding to people who are still in school, as well as those who have recently graduated. Training the youth in the region so that they have the skills that are demanded by employers, not only helps attract employers and growth in the region, but will also slow the brain drain that occurs in many of our local communities in Region 6.

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>

Specifically, recognizing the need that our workforce has the appropriate skills, as determined by employer demand, in order to provide employers with the necessary skills. Training is essential to ensuring the workforce meets the demand of employers, so including that in the mission of Region 6 is imperative to both the region and the vision of the SWIC.

In addition to the training of a skilled workforce and meeting employer demand, doing everything workforce related in order to serve the region as a whole is a large part of what we strive for. This includes providing training, analyzing employer trends and using that to meet employer demand, but also making sure to create a one-stop delivery system so that those in the workforce can focus more on obtaining the correct skills and spend less time trying to figure out where else they need to go to obtain training.

Region 6 views itself as both a conduit and facilitator to both employers and its regional workforce. This very much supports the vision of the State Workforce Innovation Council, which provides the state workforce system a cohesive strategy for aligning resources to empower Clients to meet Employer demand.

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

- **GOAL 1: SYSTEM ALIGNMENT** -- Create a seamless one-stop delivery system where partners provide worker-centric and student-centric integrated services. Partners within the talent development system are working with limited resources as well as limited information about the services being provided by one another. Agencies have similar goals and complementary services, yet programs often operate in silos. The system should align around solutions, rather than funding streams and programs. Greater focus must be given to a true systems approach which aligns resources to maximize their impact and fundamentally transform the way in which workers and students engage with, and are served by the system. Within such an approach, agencies and organizations work together, integrating resources and services, sharing goals, strategies, and successes, and ensuring that students and workers are provided with opportunities to improve their education, knowledge, and skill levels.

- **GOAL 2: CLIENT-CENTRIC APPROACH** -- Create a *client-centered* approach, where system partners and programs coordinate in a way that each individual worker or student has a pathway to improving his or her education, knowledge, skills and, ultimately, his or her employment prospects, with a focus on in-demand careers.

The State’s education, job skills development, and career training system must ensure that the talent development system focuses on the individual student’s or worker’s aspirations and needs and provides all students and workers with access to pathways for improving employment prospects. In many cases throughout the existing system, activities and services provided are *program*-focused, with the specific program being placed at the center of service delivery. In such a model, greater focus is given to meeting program requirements and less attention is paid to truly serving the individual. This has left the workers or students navigating a complex web of program requirements, often having to visit multiple program locations, multiple times, and providing the same information at each stop in order to receive the services needed. This paradigm must shift dramatically towards ensuring that system partners and program requirements are aligned with the worker or student at the center of service delivery. In this *client-centered* approach, system partners and programs coordinate in a way that each individual worker or student has a pathway to improving his or her education, knowledge, and skills and entering into a fulfilling and rewarding career, with partner and program resources designed to complement the individual’s pathway.
- **GOAL 3: DEMAND DRIVEN PROGRAMS AND INVESTMENTS** -- Adopt a data-driven, sector-based approach that directly aligns education and training with the needs of Indiana’s business community.

The National Governors Association reports:

Sector strategies are among the few workforce interventions that statistical evidence shows to improve employment opportunities for workers and to increase their wages once on the job. Employers report increases in productivity, reductions in customer complaints, and declines in staff turnover, all of which reduce costs and improve the competitiveness of their companies.¹

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

¹ National Governors Association, “State Sector Strategies Coming of Age: Implications for State Workforce Policy Makers.” <http://www.nga.org/files/live/sites/NGA/files/pdf/2013/1301NGASSSReport.pdf>

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.

The EGR6 WDB, in accordance with Indiana’s implementation of WIOA, is representative of multi-sector members each of whom possess unique sector expertise and professional/partner networks that will add value in resolving a plethora of workforce preparedness challenges. As a designated Public Meeting, the EGR6 WDB meetings are a forum for multi-sector partners and a free exchange of ideas.

In order to increase its focus on strategy, performance assessment and policy, the EGR6 WDB has empowered its Executive Board to oversee and conduct business functions (with bylaw reporting requirements to the EGR6 WDB) in monthly public meetings.

This approach increases the amount of time that the EGR6 WDB has to focus on WIOA/SWIC strategic initiatives that reflect unique solutions to the unique challenges of each unique regional Employer. It also reduces expenditures and “meeting fatigue” among EGR6 WDB members; both of which severely diminish overall board effectiveness.

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

The objectives of the board directly reflect the federal performance accountability measures as defined by the Workforce Innovation and Opportunity Act of 2014. Ultimately, the board’s goal is that Clients transition expeditiously to unsubsidized employment following the completion of Employer designed and empirically assessed programs that result in Clients receiving an industry recognized certificate and/or credential and/or degree that coincide with regional Employer skills demand data.

Sustainability and fluidity are integrated throughout these endeavors to ensure that future Employer skills demands will be met expeditiously.

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)]

All programmatic and service endeavors will include Cost-Per-Client-Served and Cost-Per-Client-Completion analytics that will provide the local board with the metrics to evaluate expenditures. All costs associated will be built into these analytics to ensure maximum levels of cost effectiveness.

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.

For Region 6 to perform at its best, we need to work with all the organizations that can provide value to our organization and to our workforce as a whole. These include, but are not limited to veterans programs, Jobs for Hoosiers, and WorkINdiana organizations. In finding common ground, of which there is a lot, we can develop strategies that better enable our organization to better reach out to people and prepare our workforce for the incoming demand for jobs over the next ten years.

In addition, partnering with schools is essential to making sure that the youth in Region 6 have the appropriate skills and education that they will need to become a valuable part of the workforce. Likewise, we believe that schools will be necessary to extend that sort of education and training not only to the youth, but to adults as well. In doing so and working together with organizations where we can work together to the betterment of Region 6, we put ourselves in the strongest possible position to have a properly trained and skilled workforce to meet employer demands over the next 10 years.

Section 3: Local Area Partnerships and Investment Strategies

Please answer the following questions of Section 3 in 15 pages or less. Many of the responses below, such as targeted sector strategies, should be based on strategic discussions with the local board and partners. The local board is not required to complete the questions shaded in gray at this time.

Questions that require collaborative answers for regions 5 & 12 are designated with an *.

3.1 Taking into account the analysis in Section 1, describe the local board's strategy to work with the organizations that carry out core programs² to align resources in the local area, in support of the vision and goals described in Question 2.1. [WIOA Sec. 108(b)(1)(F)]

Alliance for Strategic Growth, Inc. is taking a diversified approach to achieve the vision and goals of the region. Educational Investment, outreach and community understanding of emerging career pathway are essential to the prosperity of Eastern Indiana. The board and its staff are evaluating and identifying partnerships, funding, and outreach models that accelerate and achieve a workforce employer's demand.

Partnerships are key to align the system to the common goals. It takes the leadership of community based organizations, secondary education schools, adult education, civic leaders, post-secondary institutions, and business leaders to find commonality and resources to develop the jobseekers of the region into the workforce of today and tomorrow. It will take collaborative grant proposals, foundational support and potentially resource sharing to achieve success. Alliance for Strategic Growth, Inc. has taken steps in this current year to move in the direction of stronger partnerships and funding opportunities.

Examples of this include applying for 3 federal grants focused on specific populations in order to elevate their skills to be more productive citizens of their respective communities.

LEAP 2 was a grant focused on ex-offenders and ensuring they have basic education skills and learn a technical skill to promote job placement and retention lessening the likelihood of recidivism. Strengthening Working Families was a grant focused on helping single parents address the childcare barriers they face and opening up opportunities to occupational skills training in demand occupations. Lastly, Tech Hire was a grant focusing on encouraging young adults 17-29 years of age, understand and receive training in careers of tomorrow to ensure they are on a pathway to prosperity and become contributing members of their respective communities.

While these examples show the initial steps Alliance for Strategic Growth, Inc. is taking, they are just the beginning. Alliance for Strategic Growth, Inc. will also be discussing opportunities with foundations

² Core programs mean Title I Adult, Dislocated Worker, and Youth Services, Title II Adult Education and Literacy, Title III Wagner-Peyser Employment Services, and Title IV Vocational Rehabilitation.

private entities, and other community organizations to align resources and messaging.

Educational investments are one strategy that is a focus at a state and federal level regarding WIOA, but Eastern Indiana has to have a strong focus on outreach and education of the jobs of tomorrow. The perception in this region as is in many is that our youth need to go to a four-year college and receive a bachelor's degree. While receiving a bachelor's degree is a great goal and is important to many employers, many jobs exist that don't require a bachelor's degree. Unlike the jobs of yesterday when a high school diploma would suffice, today more and more jobs are requiring technical skills in the form of an industry defined certificate or licensure. Our strategy will consist on consistent outreach in multiple outlets to ensure constituents, educators, employers and other stakeholders understand the skills needed in the global marketplace we live in today.

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)]

Alliance for Strategic Growth, Inc. provides workforce related programming and services to the job seekers and employers in Eastern Indiana through eight physical offices. The physical offices provide varying services onsite that include WIOA, Wagner-Peyser, and co-location of adult education in 5 of 9 counties. The Indiana Department of Workforce Development provides self-service unemployment and Wagner-Peyser services through the WorkOne centers. Alliance for Strategic Growth, Inc. provides staffing for WIOA, WorkINdiana and other reemployment programs. Vocational Rehabilitation, TANF, and SNAP are provided through referrals in all counties. Vocational Rehabilitation is co-located in 6 of 9 counties.

Beginning in PY16, Alliance for Strategic Growth, Inc. will be piloting itinerate reemployment service models to community organizations. Alliance for Strategic Growth, Inc. will identify those locations as S.C.O.R.E. sites (Serving Community Outreach for Reemployment Empowerment). The WorkOne Eastern Indiana system understands that it must be fluid and meet customers where they are most comfortable and have an understood trust built. The community based organizations are best suited to understanding their community and helping jobseekers address the barriers they may be facing. Alliance for Strategic Growth, Inc. and WorkOne are a great resource to bridge the jobseeker skills and desires with employer needs. It is anticipated that sites will be developed with a diverse group of community organizations from libraries, jails, and community centers to name just a few.

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)].

Alliance for Strategic Growth, Inc. is working on memorandum of understanding with key partners. As they are developed, service provision is a key element to discuss and ensure duplication of services is avoided. As discussed in section 3.1, S.C.O.R.E. sites will be developed and a key tenant of the partnership is to leverage the strengths of each partner to build a safety net of support for the jobseekers that we all serve for the community. In an age of diminishing funding and resources, we have to ensure we utilize them as efficiently as possible. We anticipate that the MOU developments

will be complete by July 1, 2016 and clarity and alignment with the SWIC goals and vision will be achieved.

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)]

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)]

Entrepreneurial and microenterprise services are not as robust as in other market in Indiana or as in other economic growth regions nationally. Eastern Indiana has business incubators such as CO: LAB and the Innovation Connector in Muncie, and Innovation Center in Richmond.

The Innovation Connector exists for one purpose: to help new entrepreneurs with truly unique business ideas turn their dreams into a reality. Its mission is to support and accelerate the creation of successful technology based and emerging companies in order to improve the economy of Muncie and east central Indiana. The guiding principles explain the benefits the incubator, which include: providing expertise through advisors, leveraging community partnerships and resources, conduct fair and ethical business, and share knowledge between new and existing business.

The Innovation Center in Richmond is very similar to the Muncie Innovation Connector as it offers resources and space for new and emerging entrepreneurs to share resources, knowledge and talent to grow and develop new business for its community.

While this is a new arena for most workforce development boards, it is a topic that is the heart of the Workforce Innovation and Opportunities Act. As the next few years develop, more information and models will emerge from these two pioneering programs in the two largest cities in the service delivery area.

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

Alliance for Strategic Growth, Inc. has strong ties to business services and young adult opportunities in Eastern Indiana. We have Business Services Representatives that support the nine county region, each representative has 2-3 counties of responsibility and are in tune with the case managers and youth staff associated with them. The Employer Engagement Team connects businesses with our young adults for work experiences and on-the-job training opportunities. It is a staple of the services the representatives provide to local employers to help meet their short term needs while providing valuable work experience to young adults needing to practice technical and soft skills in the workplace.

Alliance for Strategic Growth, Inc. assists the Adult Education Consortia partners with employer engagement as needed. The Alliance for Strategic Growth, Inc. Employer Engagement team consisting of Business Service Representatives and Career Advisors will also assist the Adult Education customers, generally also a customer of WorkOne, in moving forward in further development of their skills to become more employable within the region based on employer needs. The Employer Engagement Team has already developed a strong working relationship with over 500 employers throughout the nine county area. A strong relationship has been built and with these following employers (not all inclusive):

Ball State University, Reid Health, IU Ball Memorial Hospital, Magna Powertrain, Delaware Dynamics, Navient, Ardagh Group, St. Vincent Hospital, Astral Industries, FCC, Tyson, Motherson Sumi Systems, Priority Plastics, Petoskey Plastics, 3M Company, TS Tech, Grede, Boars Head, Stant, Howden, Keenor, Trane, SugarCreek, DOT Foods, Belden Corp., TEDCO, Primex Plastics, Suncall America, NSK Corporation. Through these partnerships the BST will assist Adult Education customers with potential internships, OJT and job placement.

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)]

Alliance for Strategic Growth, Inc. and WorkOne have great partnerships with adult education providers, community based organizations, and employers within the region. The Adult education partners include John Jay Center for Learning, Muncie Community Schools, New Castle Career Center, Whitewater Technical Career Center, and Richmond Community Schools. The mission of Alliance for Strategic Growth, Inc. is to empower the Eastern Indiana workforce to meet existing and future sector-driven employment demands. It is through the collaboration of the partnerships and communicating the needs of local employers that this program has achieved the success and accolades it deserves.

Alliance for Strategic Growth, Inc. and WorkOne coordinates services directly with Muncie Adult Education (AE) program and other WIOA partners by being co-located in WorkOne Centers in the counties of Blackford, Delaware, and Randolph. Muncie AE is delivered by Muncie Community Schools. Staff members from both entities have developed a communication network that utilizes each other's resources to best serve the needs of students and participants. AE teachers share information with students about WorkOne services during orientation and exiting processes and on an individual basis. WorkOne personnel direct participants who need educational services to the AE teachers through either a paper referral, e-mail, or directly walking the client to AE personnel. Local partnerships ensure that AE learners have access to child care assistance, transportation, assistance with housing, food, clothing needs, payment for HSE testing, career counseling, transitioning to postsecondary education, and other personal and family services. These informal partnerships add the additional supportive services needed to assist AE learners with being able to maintain regular attendance and retention in AE programs, as well as, in career pathway training utilized through WorkINDiana funding.

Alliance for Strategic Growth, Inc. and WorkOne coordinates services with Richmond AE and has a site in the Wayne County WorkOne. Richmond AE in turn leads coordination with local education and training providers such as Ivy Tech, Ivy Tech Corporate College, IU East and local high schools in several ways. The Richmond AE coordinator serves on the Ivy Tech Admissions Council and insures that Ivy Tech admissions personnel visit the AE Center each month to discuss post-secondary opportunities with our students. In addition, the coordinator supplies Ivy Tech admissions with a list of our graduates each month. Through a local agreement, graduates are also provided Ivy Tech information and a voucher for two free classes when they receive their diploma. Our student advocate assists students in enrolling at Ivy Tech and completing their FAFSA and career interest exploration.

New Castle AE, Alliance for Strategic Growth, Inc., and WorkOne has strong working relationships. The WorkINDiana referral process provides students the opportunity to seek Integrated Education and Training (IET). The local opportunities in Henry County for WorkINDiana training are limited due to a very limited amount of industry and jobs in our area. However, the partners have been able to offer many students job integrated education and training in the areas of welding, CNA and CDL. New Castle AE has a very strong relationship with the local young adult advisor who provides students with counseling and workshops as well as the Golden Ticket program. The program coordinator and director attend regional adult education consortium meetings at the local WorkOne and are in constant communication with the local career advisors. All parties continue to strengthen communication and evaluation of the referral process.

Connersville AE has strong relationships with Alliance for Strategic Growth, Inc. and WorkOne, sending referrals and communicating with WorkOne advisors on a daily basis. The referrals both to and from WorkOne are successful, with both entities benefiting and the client feeling rewarded. Connersville AE and WorkOne also sends referrals to Vocational Rehabilitation on an ongoing basis, as needed. Since it a very rural part of the region, partners work with many social service agencies including IMPACT, Head Start, Fayette Transit, Altrusa International, Cradles Day Care and Hope Pregnancy Center, Whitewater Valley Care Pavilion, Fayette County Foundation, and the Fayette County Public Library. All of these agencies assist in promoting AE in our community whether through assistance financially, referrals, or marketing support.

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.

Alliance for Strategic Growth, Inc. is in tune with serving priority of service populations and focuses efforts on developing programming and funding strategies to serve them. As was mentioned in section 3.1, Alliance for Strategic Growth, Inc. has applied for grants that align well with priority of service. As we launch into PY 17 and beyond, Eastern Indiana is dedicated to ensure that in demand industry pipelines are developed to ensure the employers of today and tomorrow have the skill sets that will allow them to compete in a global marketplace.

In Eastern Indiana, we serve ex-offenders, single parents, foster system participants, physically and mentally disabled, low income/poverty, and public assistance recipients to name a few. We are constantly evaluating the needs of the region and addressing populations in need of community support and workforce services.

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.

The Advanced Industries Movement (AIM) partnership was born out of the application for the Skills Up grant last fall and is still focused on developing and implementing strategies to align educational programs with employer needs and will build upon the existing Employer Advisory Boards throughout the region (Career and Technical Education Centers, RAMP and Manufacturing Matters, Ivy Tech) to align Employer-demand with programmatic design, implementation and resourcing. The AIM partnership will bring together representatives from the existing employer led groups to ensure that there is communication flowing between all groups.

The AIM partnership will be responsible for developing and implementing regional strategies that focus on career pathways, credential attainment and aligning training programs. In addition to advanced and additive manufacturing partnership, Alliance for Strategic Growth, Inc. convenes other sectors such as healthcare and agribusiness, in order to understand and evaluate the business needs of the future. Allowing the region to develop and connect skilled and motivated jobseeker for those sectors.

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)]

Eastern Indiana and Alliance for Strategic Growth, Inc. have a number of initiatives and partnerships that demonstrate facilitation of career pathways System. Two example of partnerships over the past few years have been, the Regional Advanced Manufacturing Program (Blackford, Delaware, Randolph) and Manufacturing Matters (Fayette, Rush, Henry, Union, and Wayne). Both of these groups work with unemployed or underemployed individuals who do not have the level of skills needed for entry level work. The training is comprehensive manufacturing concepts and employability skills. Ivy Tech Community College provides the technical skills and WorkOne provides the employability skills training. The employers in the community are the leaders of these groups and the training was designed around their immediate needs.

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Examples of program creation and expansion include:

Diversified Manufacturing - this program is planned to be added as a starter program for those preparing to enter manufacturing roles in our region. The program covers curriculum related to the Safety and Quality sections of the Certified Production Technician program, and awards those completing an OSHA 10 credential. It also incorporates employability skills sought by employers, and incorporates the WorkKeys testing, drug testing and attendance requirements to provide evidence to employers who hire. The program could also include an orientation to various sectors in our region, such as plastics, food processing and metal fabrication.

Manufacturing Matters Academy - A traditional program delivered in five full time weeks to 18-24 year olds just completing high school, vocational school, diploma completion programs or GED/HSE credentials and preparing to enter the workforce in manufacturing. Manufacturing Matters Academy includes the Certified Production Technician curriculum and a targeted 30 hour "Decision Dynamics" program to assist this emerging population with career planning, financial awareness, personal responsibility, communication, conflict resolution and business basics.

Multi-skill maintenance - NIMS certification - This comprehensive curriculum covers up to nine specific bodies of knowledge spanning the needs of multi craft maintenance for industry. The National Institute for Metalworking Skills (NIMS) awards the certification to those completing the body of study and demonstrating attained competencies. NIMS certifications have the ability to crosswalk to academic credit at Ivy Tech Community College. Training is delivered using lecture, online modules and hands on training. Length of training varies depending on assessed skills upon entering and the identified pathway of study. Likely candidates for this program would be incumbent workers identified for career development by sponsoring employers.

The AIM Partnership will assure that programs will not be done in isolation. Curriculum and best practices will be assessed and shared for maximized impact. In order for this vision to become a reality, AIM must begin the training process at all levels of the pipeline, from elementary age through adulthood. The employability skills that are demanded by employers are formed prior to the start of the secondary education process. AIM Partners agree that there needs to be a systemic change in the education of career awareness and employability skills. The AIM Partnership has identified a vision and is aligning strategies to move Eastern Indiana towards that shared vision of a workforce development pipeline filled with individuals who have the employability and occupational skills required by the existing and future employers.

3.11 Identify and describe the strategies and services that are and/or will be used to:
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
Support a local workforce development system described in 3.3 that meets the needs of businesses
Better coordinate workforce development programs with economic development partners and programs
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)]

Alliance for Strategic Growth, Inc. is always focused on models and strategies to ensure we are a demand-driven system. We provide solution based programming like incumbent worker training programs, on-the-job training programs, work-based learning programs, apprenticeship models, and customized training programs, to name a few. Growing demand for talent in the Advance Manufacturing and Healthcare sectors are examples that showcase the skills gap employers continue to face when filling open positions. East Central Indiana has “tech-enabled” manufacturing and healthcare companies like Magna Powertrain, Reid Hospital & Health Care Services, and Richmond Power & Light. Below are highlights of these employers and how they embody what many of the employers of our region face with the need for a technically oriented workforce.

The health care industry has been and will continue to be an ever advancing sector in America. With a growing population of baby boomers, this industry cluster will continue to show growth for years to come. Reid Hospital and Health Care Service includes a 217-bed hospital on our main campus and numerous satellite locations in the region of Eastern Indiana and Western Ohio. Reid’s service area is home to about 280,000 people and includes six Indiana and two Ohio counties. They are accredited by the Healthcare Facilities Accreditation Program (HFAP), the Indiana State Department of Health, Medicare/Medicaid, American Association of Blood Banks, and the American College of Surgeons Community Cancer Program. Reid currently employs nearly 2,400 people and benefits from the services of 500 community volunteers. The medical staff includes over 280 members, over 200 physicians, 88.5% percent of whom are board certified and represents nearly 40 specialties and sub-specialties. While they are a community-centered hospital, Reid is also known as a regional referral center, equipped with the latest technology and sophisticated healthcare services.

Advanced Manufacturing continues to be a Midwest staple for jobs. While the landscape of this industry continues to evolve, it is still a strong industry that is continuing to morph to meet the global needs of its customers. We have a number of employers that support this and other initiatives in East Central Indiana. Magna Powertrain is a leading global automotive supplier with 305 manufacturing operations and 93 product development, engineering and sales centers in 29 countries. They aim to be a customers' preferred supplier partner for the automotive industry, by delivering the best value built on innovative products and processes and world class manufacturing. We have two power companies that are in support of this project, as well as, Richmond Power and Light (RP&L) and Indiana Michigan Power (I&M). These two companies understand that their industry has an aging population and are in need of young talent to continue to move the manufacturing of the energy. This industry continues to utilize technological advances of today and tomorrow to supply the resource demand. RP&L seeks to be innovative in meeting the needs of our customers. For over a century, RP&L has been providing safe, reliable energy to the citizens and businesses of Richmond and the surrounding area. Through our dedicated and talented employees, we are advancing our tradition of exceptional service through new technology, training and efficiency in everything we do. I&M serves 597,000 customers in Indiana and Michigan. Over 2,400 employees work diligently to provide safe, reliable and efficient electric service. From storm restoration to construction of new facilities, I&M employees are committed to preserving public safety. The opportunity to work with these two great providers will provide our youth an ability to enter a career pathway with great stability.

Formed in 2005, the East Central Indiana Regional Partnership is a public-private organization whose mission is to market the assets and resources of the 10 county East Central Indiana (ECI) region. The partnership serves as the initial point of contact for economic development for the area. East Central Indiana also has very active local economic development entities such as Muncie-Delaware Economic Alliance, the Economic Development Corporation of Wayne County Indiana, and Blackford County Economic Development have agreed and signed on to support this initiative.

Eastern Indiana also has a strong relationship with its local economic development organization and Area Career Centers that work hand in hand with the Alliance for Strategic Growth, Inc. business services representatives and the East Central Indiana Partnership and many deeply rooted employers to ensure that the youth and adults of our local towns and cities are building a talent pipeline for the near future and years to come. The economic development partners and supporters include Henry County Commissioners, Blackford Economic Development, Muncie –Delaware County, Indiana Economic Development Alliance, and the EDC of Wayne County Indiana.

Our career and technical education partners include Muncie Area Career Center, Randolph Central School Corp., New Castle Career Center, Whitewater Technical Career Center, Richmond Community Schools, and John Jay Center for Learning. Participation in our area career centers is key for many of our high school juniors and seniors to guide them in making good career choices, developing basic work skills, develop entry level technical occupational skills, and navigation in the industry cluster of their choice. Whether students choose to go directly from high school to college, work, the military, an apprenticeship, or any combination of these, they will gain the experience to make informed career decisions and by completing their secondary education are gaining post-secondary skills and knowledge needed to be successful needed to navigate and work up their career ladder.

All of these great partnerships and resource mentioned throughout this section continue to lead the movement to showcase Eastern Indiana as a great community to live in, raise a family, and contribute to continuing to make this country the best in the world.

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.

Alliance for Strategic Growth, Inc. is currently and continues to pursue additional funding and business models to leverage funding to support the local workforce development system. As mentioned in section 3.1, we have applied for three grants this year and will continue to seek opportunities from foundations, private entities, and other community resources that are available and serve the region's best interests.

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

Alliance for Strategic Growth, Inc. anticipates that 20% of its funding will be utilized for training annually. Considering the number of low income and single parent household in the region, participants are able to leverage other federal aid such as Pell grants to obtain occupational skills training. While Pell and other community resources are helpful, many of the participants still have a financial shortfall that without the assistance of WIOA would not have the opportunity to access the technical skills needed for the in demand occupations of today and tomorrow. Alliance for Strategic Growth, Inc. ensures that all WIOA eligible clients have the opportunity to leverage and utilize training services as appropriate and prudent.

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.

Alliance for Strategic Growth, Inc. is always open to collaboration with organizations and groups outside the local area. We have partnered in the past with regions three and regions five. In the future we are open to partnering again with the other regions surrounding it in Indiana as well as partnerships with our eastern neighbors in Ohio.

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.

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)]

Alliance for Strategic Growth, Inc. has great rapport with the Indiana Department of Workforce Development leadership and staff that serve Eastern Indiana. As staff identify client's needs for intensive coaching and skill training they are introduced and transitioned to intensive services.

Beginning in PY16, Alliance for Strategic Growth, Inc. will be piloting itinerate reemployment service models to community organizations. Alliance for Strategic Growth, Inc. will identify those locations as S.C.O.R.E. sites (Serving Community Outreach for Reemployment Empowerment). The WorkOne Eastern Indiana system understands that it must be fluid and meet customers where they are most comfortable and have an understood trust built. The community based organizations are best suited to understanding their community and helping jobseekers address the barriers they may be facing. Alliance for Strategic Growth, Inc. and WorkOne are a great resource to bridge the jobseeker skills and desires with employer needs. It is anticipated that sites will be developed with a diverse group of community organizations from libraries, jails, and community centers. WorkOne of Eastern Indiana has been utilizing a referral process with adult basic education that can be replicated to other organization service models and lessen the variations in delivery structure in the system.

Alliance for Strategic Growth, Inc. will ensure access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. The Board and its core program partners will:

- identify their customers' barriers and effective methods for removing these barriers, to coordinate, align and avoid duplication among the workforce development system's programs and activities;
- develop strategies to provide career pathways as a way to provide individuals, including low-skilled adults, young adult, and individuals with employment barriers (e.g., disabilities), with workforce investment activities, education, and supportiveservices that lead to employment and employment retention;
- develop strategies for providing effective outreach to and improved access for individuals and employers who can benefit from the workforce development system's services;
- develop and expand strategies for meeting employers', workers', and job seekers' needs, particularly through in-demand industry or industry sector partnerships;
- develop on-going strategies for improving the one-stop delivery system, including its WorkOne center, one-stop partners, and service providers;
- develop strategies to support staff training, professional development, and awareness across the workforce development system's programs;
- develop a one-stop system that aligns all efforts, initiatives, programs, and funding around high-demand and high wage industries and industry clusters;
- strengthen veterans' services (and the priority of such services) and align them with the its partners' programs and services;
- strengthen and expand partnerships with economic development, vocational rehabilitation, adult education, career and technical education, Temporary Assistance for Needy Families, and other core and partner programs;
- collaborate more closely with local community organizations, to expand services and eliminate duplication; enable economic, education, and workforce partners to build a skilled workforce, by innovating and aligning employment, training, and education programs.

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)]

Alliance for Strategic Growth, Inc. and WorkOne of Eastern Indiana has a great history of integration and coordination of service for its constituents, in order to, serve them in the best manner possible in accordance with their personal situation. A core value of the Eastern Indiana WorkOne that staff and leadership of the region is to ensure that resources are efficiently used to maximize the customer satisfaction and employment outcomes for anyone seeking services.

Examples of how Alliance for Strategic Growth, Inc. uses co-enrollment can be demonstrated with most Wagner-Peyser and WIOA enrollment, as well as WorkINdiana, and Trade Adjustment Assistance. All of these programs can leverage the core services of Wagner-Peyser and WIOA to ensure clients have access to basic services and workshops such as resume, interviewing and networking for their next great job. At the heart of core services is the ability to inform and educate jobseekers of the available opportunities and the key to unlocking the hidden job market.

Alliance for Strategic Growth, Inc., will facilitate, as appropriate, the development of career pathways and co-enrollment in core programs: In accordance with the contracts and/or MOUs the Workforce Development Board will execute, core program services will be available to all customers (e.g., adults, dislocated workers, young adult, veterans, individuals with disabilities, ex-offenders, public assistance recipients, and the general public) at each of the WorkOne centers. The WorkOne centers will encourage co-enrollment and career pathways as the centers' staff members and their customers complete the comprehensive assessments/structured interview guides. As this assessment is completed, the staff member and customer will review and evaluate his/her academic and basic skills levels, basic occupational skills, prior work experience, employability, interests, aptitudes, supportive service needs, and workforce development needs, to identify his/her appropriate services and career pathways.

Service strategies are developed for each customer who is enrolled in a WIOA activity. These strategies are directly linked to one or more of the WIOA performance indicators and identify career pathways that include education and employment goals, appropriate achievement objectives, and appropriate services, based on the customer's assessment.

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)]**

[Click here to enter text.](#)

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).

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)]

Organizational success and seamless delivery of all programs is based on solid leadership, an integrated service structure and modules, and knowledgeable, well-developed employees. A strong focus on continued education and professional development ensures the awareness, understanding and ability to implement all programs available through the WorkOne system, including self-serve unemployment insurance, Trade Act, Title 38 Veterans' Programs (LVER, DVOP), Worker Profiling and Reemployment Services (WPRS) Reemployment Services and Eligibility Assessments (RESEA). Customers entering a WorkOne center are never aware of "who" is serving them, but rather are greeted by a knowledgeable staff member ready to assist them with their needs.

Alliance for Strategic Growth, Inc., retains direct operator responsibility for the workforce development board and the basic management structure for the local WorkOne system. Functional management is utilized in the operation of WorkOne and the services provided. Supervisors direct the actions of staff from different organizations but do not have responsibility for hiring, time reporting, payroll, formal work improvement actions and disciplinary actions.

Alliance for Strategic Growth, Inc., is evaluating customized testing, training, assessments and certifications in workforce development competencies. ALLIANCE FOR STRATEGIC GROWTH, INC., INC. would like to identify training that will map credential competencies to staff job descriptions and then conducts customized assessments of staff through online testing. After staff assessments are complete, Alliance for Strategic Growth, Inc., Inc. would like to receive an analysis of the data and a training plan for all staff. The desire is that training courses are developed in modular format and can easily be modified to meet specific job requirements. Training may be delivered in traditional classroom settings or through online courses. With the changes from WIA to WIOA, two to four hours per week should be set aside for staff development to ensure changes are discussed, all programs are updated, and in-person training may take place on policies and key issues relating to customer service. The goal is to ensure that staff is a subject matter experts in their craft.

Alliance for Strategic Growth, Inc., would also ensure that leads cross-organizational committees of one-stop partners, to develop and update local policies and procedures. When approved by Alliance for Strategic Growth, Inc. leadership, the policies and procedures are disseminated to staff throughout WorkOne Eastern Indiana.

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)]

As we mentioned in section 4.1 and in section 3, beginning in PY16, Alliance for Strategic Growth, Inc. will be piloting mobile reemployment service models to community organizations. Alliance for Strategic Growth, Inc. will identify some locations as S.C.O.R.E. sites (Serving Community Outreach for Reemployment Empowerment). The WorkOne Eastern Indiana system understands that it must be fluid and meet customers where they are most comfortable and have an understood trust built. The community based organizations are best suited to understanding their community and helping jobseekers address the barriers they may be facing. Alliance for Strategic Growth, Inc. and WorkOne are a great resource to bridge the jobseeker skills and desires with employer needs. It is anticipated that sites will be developed with a diverse group of community organizations from libraries, jails, and community centers to name just a few. WorkOne of Eastern Indiana has been utilizing a referral process with adult basic education that can be replicated to other organization service models and lessen the variations in delivery structure in the system.

Additionally, WorkOne of Eastern Indiana is interested in how the new case management system will be implemented to bring information to even more clients that are severely under-employed in our rural areas. We would like to explore options and the ability to provide web-based services through webinars, smart phones and other smart devices that continue to blanket Indiana and its most remote locations for internet and cellular service.

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)]

Alliance for Strategic Growth, Inc. will ensure an understanding of and compliance with the EO operational policies, practices and procedures. The local board will ensure EO training events (e.g., the Equal Employment Opportunity Commission's compliance training and diversity training) attended by the foregoing entities.

- The Alliance for Strategic Growth, Inc. EO Officer will attend EO training that the local area, state or federal agencies provide.
- The one-stop operator and EO officer will periodically evaluate each of its WorkOne centers to determine whether their current facilities, programs, services, materials, communication systems, technology, and agency employment practices comply with federal physical and programmatic accessibility standards.
- Alliance for Strategic Growth, Inc. will enhance its relationship with the local vocational rehabilitation team. WorkOne staff will routinely makes referrals to, and receives referrals from vocational rehabilitation counselors who offer testing, assessment, case management and other wrap-around services that align with the services that the WorkOne centers provide.

In addition to the ensuring staff and programming is understands and is aware of serving those with disabilities, Alliance for Strategic Growth, Inc. ensures that the adaptive technology is available and in proper working order for clients to utilize the job search tools and internet to land their next great job.

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

The MOU will be completed upon receipt of state direction.

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)]

The new statewide case management system is still under development. Alliance for Strategic Growth, Inc. plans to collaborate and implement system changes upon delivery from DWD in late 2016.

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

Technology is a large part of the world we live in today. As Alliance for Strategic Growth, Inc. moves forward it envisions the need to find ways to better serve and stay connected to clients. In PY15/16, Alliance for Strategic Growth, Inc. is ensuring the infrastructures is secure and have the ability to grow with the ever changing technology demands of tomorrow. Alliance for Strategic Growth, Inc. and WorkOne have the desire to link clients with services and technology to ensure that tools, coaching and job opportunities are available and at the fingertips of its jobseekers when they need it and not just when a WorkOne office is open for service.

Additionally, coordinated efforts can be designed to bring cutting edge training in demand occupations to meet employer needs that would not be readily possible within the region. The sky is the limit as long as we can continue to improve the infrastructure of Indiana's internet system

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)]

Description: The following adult and dislocated worker employment and training activities are available in the WorkOne of Eastern Indiana service centers:

- a. Career Services, which include the following core, individualized, and follow-up services:
 - Basic Career Services:
 - 1.) eligibility determination, in accordance with the definitions in Sections 3 and 134 of the WIOA;
 - 2.) outreach, intake, and orientation to the one-stop delivery system's information and services;
 - 3.) initial assessment of customer skill levels, aptitudes, abilities, and supportive service needs;
 - 4.) labor exchange services, including job search and placement services and career counseling (e.g., information on in-demand industry sectors and occupations and non-traditional employment);
 - 5.) business services (e.g., employee recruitment) for employers;
 - 6.) referrals to and from partner programs;
 - 7.) disseminating workforce and labor market information, including job vacancies in labor market areas and information on the earnings, skill requirements, and advancement opportunities for demand occupations;
 - 8.) provision of performance and program cost information on eligible training providers;

- 9.) provision of information on -- and referral to -- supportive services, including child care, child support, and medical or child health assistance;
- 10.) assistance in establishing eligibility for educational financial aid.

▪ Individualized Career Services:

- 1.) comprehensive and specialized assessments (e.g., diagnostic testing and in-depth interviewing and evaluation) of customers' skills needs;
- 2.) individual employment plan (IEP) development to identify the customer's goals and objectives and the services he/she needs to achieve these goals;
- 3.) group and individual counseling; 4.) career planning;
- 5.) short-term prevocational and workforce preparation services to develop basic workplace skills (e.g., learning, communication, and interviewing skills);
- 6.) financial literacy services;
- 7.) workforce preparation activities;
- 8.) out-of-area job search and relocation assistance; 9.) English language acquisition; and
- 10.) internships and work experience that are linked to careers.

The proposed WIOA regulations provide the following definition for internships and work experience:

"Internships and work experience are a planned, structured learning experience that takes place in a workplace for a limited period of time. Work experience may be paid or unpaid, as appropriate. An internship or work experience may be arranged within the private for profit sector, the non-profit sector, or the public sector. Labor standards apply in any work experience setting where an employee/employer relationship, as defined by the Fair Labor Standards Act, exists."

- Follow-up Career Services (e.g., counseling regarding the workplace) for WIOA adult and dislocated worker participants who are placed in employment, for up to 12 months after the first day of employment.

b. Training Services, which include the following:

- 1.) programs that provide workplace training with related instruction;
- 2.) skill upgrading and retraining;
- 3.) entrepreneurial training;
- 4.) job readiness training that are combined with occupational skills training;
- 5.) adult education and literacy activities that are combined with occupational skill training;
- 6.) customized training that is conducted with an employer's commitment to employ the trainee after he/she completes the training;

- 7.) occupational skills training that, with few exceptions, is accessed through “individual training accounts”; and
- 8.) on-the-job training.

c. Supportive Services (e.g., transportation, child care, dependent care, housing, and needs-related payments) that are necessary to enable an individual to participate in career and/or training services.

Assessment – Alliance for Strategic Growth, Inc. and its One-Stop partners provide adults and dislocated workers quality employment and training services. The local area has met most of its Workforce Investment Act (WIA) adult and dislocated worker performance standards for the past several years. The quantity of adult and dislocated worker services, however, has been curtailed, due to funding reductions. As mentioned earlier in this plan, Alliance for Strategic Growth, Inc. is seeking other funding opportunities to ensure the quality of services can be improved and employer expectations met.

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)]

Alliance for Strategic Growth, Inc. provides in school services through six local school systems in the region. JAG, Jobs for America's Graduates, is a program for juniors and seniors at Blackford High School, Muncie Central High School, Connersville High School, Jay County High School, New Castle High School and Knightstown High School. JAG focuses on helping high school students that show promise for a better future to stay in school in order to graduate. The goal of all students in this program is to find employment upon graduation or enter a post-secondary institution to can technical skills and/or a post-secondary credential. The program gives students credit towards graduation and also offers them the opportunity to expand their horizons through business contacts, unpaid & paid internships, guest speakers, mentors, and community service opportunities. While JAG has a very structured curriculum, the following in school youth activities that are available in the WorkOne of Eastern Indiana service area:

- a.) Program Services:
 - 1.) outreach, intake, and orientation to the one-stop delivery system’s information and youth services;
 - 2.) eligibility determination of out-of-school and in-school youth, in accordance with Sections 129(a)(1)(B) and 129(a)(1)(C) of the WIOA;
 - 3.) an objective assessment of each participant’s academic and skill levels and service needs, by reviewing his/her basic and occupational skills,

- prior work experience, employability, interests, aptitudes, and supportive services and developmental need (TABE and ICE);
- 4.) service strategy development (IEP/ISS/ACP) that is directly linked to one or more of the WIOA's performance indicators, and that identifies for the participant career pathways, education and employment goals, achievement objectives, and services;
 - 5.) case management that includes follow-up services;
- and
- 6.) the provision of:
 - activities that lead to a secondary school diploma or a recognized post-secondary credential;
 - preparation for post-secondary educational and training opportunities;
 - strong linkages between academic instruction and occupational education that lead to recognized post-secondary credentials;
 - preparation for unsubsidized employment opportunities; and
 - connections to employers, including small employers, in-demand industry sectors, and labor-market relevant occupations.

b.) Program Elements:

- 1.) tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to a secondary school diploma or a recognized post-secondary credential;
- 2.) alternative secondary school services or dropout recovery services;
- 3.) occupational skill training (i.e., an organized program of study that provides specific vocational skills, and that leads to proficiency in performing technical functions) for recognized post-secondary credentials that align with in-demand industry sectors or occupations;
- 4.) education that is offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
- 5.) leadership development opportunities, which may include community service and peer centered activities that encourage positive social and civic behaviors;
- 6.) supportive services (e.g., transportation, child care, housing, educational testing, and reasonable accommodations for youth with disabilities);
- 7.) adult mentoring (e.g., structured guidance from an adult other than the participant's case manager) for the period of the youth's WIOA participation, and for a period subsequent to his/her participation, for a total of not less than 12 months;
- 8.) follow-up services (e.g., regular contact with the participant's employer to address work issues) for not less than 12 months after the youth

- completes his/her WIOA participation, as appropriate;
- 9.) comprehensive guidance and counseling that may include career and academic counseling and drug and alcohol abuse counseling and referral, as appropriate;
- 10.) financial literacy education, including helping participants manage spending, credit, and debt;
- 11.) entrepreneurial skills training, including an introduction to starting and running a business;
- 12.) services (e.g., career counseling) that provide labor market and employment information about in-demand industry sectors or occupations;
- 13.) activities that help youth prepare for and transition to post-secondary education and training; and
- 14.) paid and unpaid work experiences (e.g., summer and school year employment opportunities, pre-apprenticeship programs, internships, job shadowing, and on- the-job training) that have as a component academic and occupational education.

According to the WIOA’s proposed regulations, “work experiences are a planned, structured learning experience that takes place in a workplace for a limited period of time. Work experience may be paid or unpaid, as appropriate. A work experience may take place in the private for-profit sector, the non-profit sector, or the public sector. Labor standards apply in any work experience where an employee/employer relationship, as defined by the Fair Labor Standards Act or applicable State law, exists. Work experiences provide the youth participant with opportunities for career exploration and skill development.”

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)]

Alliance for Strategic Growth, Inc. provides out of school services through the WorkOne Centers and Adult Education Sites. As we explore options in PY16, we will evaluate other community organizations that we can collaborate with to enhance and provide a more robust offering to our young adult of the region. Programs of Alliance for Strategic Growth, Inc. are constantly evaluated and monitored for outputs and outcomes. Since the changes for WIOA are so new, data analysis is still too early to incorporate changes at this time but they will be in PY16 and PY17. The following out of school youth workforce investment activities that are available in the WorkOne of Eastern Indiana service area:

a.) Program Services:

- 1.) outreach, intake, and orientation to the one-stop delivery system's information and youth services;
 - 2.) eligibility determination of out-of-school and in-school youth, in accordance with Sections 129(a)(1)(B) and 129(a)(1)(C) of the WIOA;
 - 3.) an objective assessment of each participant's academic and skill levels and service needs, by reviewing his/her basic and occupational skills, prior work experience, employability, interests, aptitudes, and supportive services and developmental needs (TSBE and ICE);
 - 4.) service strategy development (IEP/ACP) that is directly linked to one or more of the WIOA's performance indicators, and that identifies for the participant career pathways, education and employment goals, achievement objectives, and services;
 - 5.) case management that includes follow-up services;
- and 6.) the provision of:
- activities that lead to a secondary school diploma or a recognized post-secondary credential;
 - preparation for post-secondary educational and training opportunities;
 - strong linkages between academic instruction and occupational education that lead to recognized post-secondary credentials;
 - preparation for unsubsidized employment opportunities; and
 - connections to employers, including small employers, in-demand industry sectors, and labor-market relevant occupations.

b.) Program Elements:

- 1.) tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to a secondary school diploma or a recognized post-secondary credential;
- 2.) alternative secondary school services or dropout recovery services;
- 3.) occupational skill training (i.e., an organized program of study that provides specific vocational skills, and that leads to proficiency in performing technical functions) for recognized post-secondary credentials that align with in-demand industry sectors or occupations;
- 4.) education that is offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
- 5.) leadership development opportunities, which may include community service and peer centered activities that encourage positive social and civic behaviors;
- 6.) supportive services (e.g., transportation, child care, housing, educational

testing, and reasonable accommodations for youth with disabilities);

- 7.) adult mentoring (e.g., structured guidance from an adult other than the participant's case manager) for the period of the youth's WIOA participation, and for a period subsequent to his/her participation, for a total of not less than 12 months;
- 8.) follow-up services (e.g., regular contact with the participant's employer to address work issues) for not less than 12 months after the youth completes his/her WIOA participation, as appropriate;
- 9.) comprehensive guidance and counseling that may include career and academic counseling and drug and alcohol abuse counseling and referral, as appropriate;
- 10.) financial literacy education, including helping participants manage spending, credit, and debt;
- 11.) entrepreneurial skills training, including an introduction to starting and running a business;
- 12.) services (e.g., career counseling) that provide labor market and employment information about in-demand industry sectors or occupations;
- 13.) activities that help youth prepare for and transition to post-secondary education and training; and
- 14.) paid and unpaid work experiences (e.g., summer and school year employment opportunities, pre-apprenticeship programs, internships, job shadowing, and on-the-job training) that have as a component academic and occupational education.

According to the WIOA's proposed regulations, "work experiences are a planned, structured learning experience that takes place in a workplace for a limited period of time. Work experience may be paid or unpaid, as appropriate. A work experience may take place in the private for-profit sector, the non-profit sector, or the public sector. Labor standards apply in any work experience where an employee/employer relationship, as defined by the Fair Labor Standards Act or applicable State law, exists. Work experiences provide the youth participant with opportunities for career exploration and skill development."

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)]

During our process as described in 4.7, we work to improve employability skills with clients by delivering a robust week long program called the Golden Ticket that ensures that clients have the skills employers want and not the technical skills the soft skills. The work ethic, work attitude (how you feel about your job), how to communicate, how to control emotions and a whole host of other personal attributes which will allow you success in your workplace. Problem solving, delegating, motivating and team building are all things that employers value. Displaying a positive attitude and getting along well with

others is crucial for success. The Golden Ticket is an Alliance for Strategic Growth, Inc. program that employers value and appreciate when clients are provided an opportunity and the young adult has what it takes to hit the ground running. In the Muncie Area Career Center they have incorporated the Golden Ticket in their program called Project Goals. Upon completion of the Golden Ticket, young adults will be placed on a paid work experience site. Currently, we have had good response from the work experience employers.

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)]

Alliance for Strategic Growth, Inc. will ensure informed choice as customers select training programs through ITAs, by adopting the following procedures:

- An individual who has been determined eligible for and able to benefit from training services may select a provider from the state's list after he/she has consulted with his/her case manager. Unless it has exhausted its training funds for the program year, the Service Center should refer the individual to the selected provider and establish an ITA to pay for the training.
- Payments from ITAs may be made incrementally, through payment of a portion of the costs at different points in the training course. WorkIndiana vouchers are an example of this methodology.
- Alliance for Strategic Growth, Inc. may impose the funding limits on the dollar amounts and/or duration of ITAs in accordance with local policy.
- ITAs will be provided in a manner that maximizes consumer choice. Accordingly, the WorkOne centers and staff, will make available to customers the Statewide Eligible Training Provider List (i.e., IN Training)

In accordance with the Workforce Opportunities and Innovation Act, Alliance for Strategic Growth, Inc. may contract for training as is appropriate, and is in compliance with procurement procedures. Local policy shall be drafted prior to invoking this option of training procurement. The policy must identify how consumer choice is met and available to clients. It is anticipated that this method of training procurement would occur with specialty grants or in employer based solutions that are driven by employment opportunities for participants.

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)]

Alliance for Strategic Growth, Inc. will use the following strategies to coordinate workforce investment activities with the statewide Rapid Response (RR) event once is announced and scheduled:

- During Rapid Response preparation meetings, the WorkOne staff person will coordinate the regional programs and services with the Rapid Response services. The staff person and any local partners will also provide information on the workforce investment activities and services that are available in the WorkOne Service Centers and/or at any of the one-stop partners' facilities.
- WorkOne staff may provide all services and workshops on such topics such as resume writing and interviewing skills. These services and workshops may be conducted on the employer's site and before the workers' lay-off as appropriate.
- An affected worker who visits a WorkOne office will be informed of and receive, appropriate services and workshops that are described in Section 4.5 of this Plan.

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.

Alliance for Strategic Growth, Inc. is aware of the changes in this program and the Indiana Department of Workforce Developments plan to shift the program to Reemployment Services and Eligibility Assessment (RESEA) Program. RESEA provides services (e.g., assessment, individual service strategy development, and labor market information) for claimants who are deemed most likely to exhaust their UI benefits. As the state determines the allocations and contract terms, Alliance for Strategic Growth, Inc., Inc. is evaluating the best methodology for implementation and how to more engage clients into full WIOA services including training as appropriate. The coordination of this program is another method to show how the region can best coordinate resources and avoid duplication.

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)]

Alliance for Strategic Growth, Inc. may provide supportive services, as appropriate and with appropriate justification for need. The procedures for these services follow:

Supportive services are services and/or referral to services that are necessary to enable an individual to participate in activities authorized under Title I of the Workforce Innovation and Opportunity Act (WIOA). The service providers will offer and, as appropriate, provide supportive services through referral, and, as a last resort, with WIOA supportive service funds. In addition to the guidelines identified below, a per person supportive services guideline of \$1,500 has been established /customer/program year (total of all supportive services provided to a customer within a program

year). Authorization is required by the WorkOne Manager for additional supportive services dollars beyond the \$1,500:

- Child Care: \$3.00/hour/child; Weekly rate not to exceed \$150/child
- Clothing: \$200/customer/year - additional dollars for clothing must be authorized by WorkOne Manager.
- Mileage: Not to exceed 33 cents per mile. Customer must keep weekly attendance. Attendance sheets must be submitted with mileage reimbursement. MapQuest/Google must be utilized to show distance traveled (only needs to be submitted one time)
- Rent/Mortgage/Car Insurance: One time expenditure per customer, ever.
- Utilities (Electric, Water, Gas, Phone): One time per customer per each provider per year.
- Case note must document and include:
 - Customer need
 - Listing all other resources that has been contacted and exhausted
 - Specifically what is being authorized

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)]

Alliance for Strategic Growth, Inc. is operating as the WIB, operator, and service provider as was allowable with agreement of the Chief Elected Official and Governor under the Workforce Investment Act.

Alliance for Strategic Growth, Inc., Inc. functions in this capacity for EGR 6. For PY11 per Article VI of the WIB-LEO Agreement (Attachment J), the LEO and the WIB jointly agree that the One Stop (WorkOne) Operator for EGR 6 shall be employed by the WIB Corporation (with Governor's approval) and shall be an employee with demonstrated effectiveness. As such the role and responsibilities of the OSO function follow:

Strategic Planning and Resource Alignment

- Implementation of the WIB Strategic Plan
- Alignment of local and regional efforts and resources for achievement of the mission

WorkOne System Organization and Management

- Take responsibility for control and operation of the One Stop system on behalf of the

Board. The system must be operated to ensure reliability, continuity, accessible, affordable, responsive, adequate capacity, and is flexible.

- Ensure operation of One Stop system in a professional, business-like manner incorporating service industry best practices.

Policy Development

- Review, propose, and enforce all policy necessary to achieve the goals of the WIB as they relate to the delivery of service and operation of the One Stop system.
- Ensure that any required regional policies are developed, proposed, and adopted.

The Workforce Development Board is currently evaluating the direction and the best manner to conduct procurement of service for the organization for the workforce system as required by the proposed rules and Workforce Innovation and Opportunities Act. The board is following DWD guidance by discussing and evaluating how to proceed this current program year (PY15). It is anticipated that procurement will be conducted in the fall of 2016 and operator and service providers of WorkOne will be in place by July 1 2017. Youth services were procured in July 1, 2016 and Pro Resources was selected as the vendor for youth services. Exhibits 1, 1A and 1B contain the contract and contract extensions/modifications that have been and will be in place through PY16. It is anticipated that service provision for youth services will be released for procurement in conjunction with the one-stop operator and adult/dislocated worker requests for proposal.

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

In Exhibit 2 we have provided our most recent organization chart. Dependent on the workforce development boards direction on procurement of one stop operator and service providers, as well as funding fluctuations, the current organizational chart is subject to change.

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 Eastern Indiana Workforce Development Board currently does not have any standing committees. All functions such as a youth committee have been consolidated as functions of the Executive Board.

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

Alliance for Strategic Growth, Inc. maintains oversight and management of all equal opportunity issues and resolution of any concerns that may arise. Lyndsey Hellems, Director of Employer Engagement and Innovation, is charged with the handling all equal opportunity concerns and acts as our Equal Opportunities Officer. Her contact information is lhellems@asgcorp.org

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

Alliance for Strategic Growth, Inc. currently contracts fiscal services to Northeast Indiana Works.

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)]

As is indicated, performance measures have not been negotiated with the state. Alliance for Strategic Growth, Inc. will ensure that we understand and strive to achieve the negotiated local levels of performance. In addition to, and including Common Measures, the Workforce Development Board is evaluating and developing key performance indicators, each defined by specific system metrics as follows:

1. Maximize investment of funds – Key performance indicator one may be measured according to the current percentage of total expenditures related to the management cost, and the current percentage of the direct training (ITA) budget expenditures.
2. Meet or exceed all program management goals – Key performance indicator two may be measured by the current number of clients enrolled in workforce development programs, the current number of clients enrolled in WIOA, the current percentage of WIOA clients in training, the current percentage of WIOA clients in training who earn a credential, the current number of clients placed in employment, and the current percentage of WIOA clients placed in employment.
3. Improve WorkOne performance and expand access to services – Key performance indicator three may be measured by the current percentage of targeted employers receiving service outreach through business development, and the current percentage of contacts resulting in projects through business engagement.
4. Improve quality and consistency of customer service – Key performance indicator four may be measured by the current percentage of overall customer satisfaction.
5. Generate greater visibility of Alliance for Strategic Growth, Inc., ALLIANCE FOR STRATEGIC GROWTH, INC., INC. programs and services, and WorkOne – Key performance indicator five may be measured by the current percentage of earned promotion attempts, at no cost to the organization, resulting in placement.

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)]

Alliance for Strategic Growth, Inc., the Workforce Development Board have not yet negotiated and executed with WIOA core and other program partners cooperative agreements or memorandums of understanding that define how all local service providers, including additional providers, will implement the requirements for integration of and access to the entire set of services that are available in the one-stop system. These MOUs are anticipated to be negotiated and executed upon release of DWD directive.

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)]

Alliance for Strategic Growth, Inc. took the lead in development of the local planning and maintained close contact with stakeholders throughout EGR6. As the plan has been drafted, it was discussed in public meetings with the Executive Board of the Eastern Indiana Workforce Development Board and subsequently with the Eastern Indiana Workforce Development Board of Directors. Following approval of the Eastern Indiana Workforce Development Board, Alliance for Strategic Growth, Inc., posted the WIOA EGR6 PY16 Local Plan on the website, www.asgcorp.org along with a public notice that explained how, during a 30 day period, Public Input could submit public comment during said 30 day period.

The notice included the following information:

- that the 30 day period for review, comment, and input occurred before the WIOA Local Plan was submitted to the Governor;
- the date on which the Alliance for Strategic Growth, Inc. Workforce Development Board approved the proposed Local Plan;
- the date on which the proposed Local Plan was posted on the organization's website for review, comments, and input by the public, including representatives of business, labor organizations, and education;
- the date and time by which comments about and input on the proposed Local Plan were to be received; and
- the name, address, e-mail address and fax number of the individual to whom comments about and input on the proposed Local Plan were to be submitted.
- After the 30 day period for public review, comments, and input on the Local Plan concluded, any comments that expressed disagreement with the Local Plan would be compiled and submitted to the Governor. These comments would be submitted with the Local Plan.

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.

Alliance for Strategic Growth, Inc. is currently reviewing its monitoring policy and procedures, and will ensure that annual monitoring is conducted and appropriate firewalls are in place.

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.

As mentioned in Section 4.4, Organizational success and seamless delivery of all programs is based on solid leadership, an integrated service structure and modules, and knowledgeable, well-developed employees. A strong focus on continued education and professional development ensures the awareness, understanding and ability to implement all programs available through the WorkOne system, including youth services.

Alliance for Strategic Growth, Inc. retains direct operator responsibility for the workforce development board and the basic management structure for the local WorkOne system, which includes youth services.

Alliance for Strategic Growth, Inc. is evaluating customized testing, training, assessments and certifications in workforce development competencies. Alliance for Strategic Growth, Inc. would like to identify youth training that will map credential competencies to staff job descriptions and then conducts customized assessments of staff through online testing. After staff assessments are complete, Alliance for Strategic Growth, Inc. would like to receive an analysis of the data and a training plan for all staff. The desire is that training courses are developed in modular format and can easily be modified to meet specific job requirements. This would include youth career advisors. Training may be delivered in traditional classroom settings or through online courses. With the changes from WIA to WIOA, two to four hours per week should be set aside for staff development to ensure changes are discussed, all programs are updated, and in-person training may take place on policies and key issues relating to customer service. The goal is to ensure that staff is a subject matter experts in their craft.

Alliance for Strategic Growth, Inc. would also ensure that leads cross-organizational committees of one-stop partners, to develop and update local policies and procedures. When approved by Alliance for Strategic Growth, Inc. leadership, the policies and procedures are disseminated to staff throughout WorkOne.

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

- WIOA Participant Eligibility
- WIOA Adult Priority of Service
- WIOA Youth
- Client File Management
- Client Assessments
- Staff Assisted Job Orders
- Participant Grievance
- ACP Policy
- Education and Training Investment
- Individual Training Accounts (ITA)
- Career and Sector Pathway Investment
- Employer Services
- Supportive Services
- Case Management policy
- Follow Up Policy
- Background Check
- Unmet Financial Need
- Veteran Priority of Service
- Training Service Requirements
- Service Provider Cash Advance
- Selective Service Requirements
- On-the-Job Training
- Customized Training
- Email Standardization
- Information Security policy
- External Communication
- Social Media Content
- Equipment Management & Inventory
- Computer & Equipment Usage Policy
- Records Retention & Document Destruction
- Monitoring Policy
- Conflict of Interest
- Mobile Device Reimbursement
- Employee Handbook
- Fiscal Procedures Manual



Economic Growth Region 6 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	2929	3311	382	13.04	38	57	95	Associate's degree	None	None	\$56,181
2	25-2000	Preschool, Primary, Secondary, and Special Education School Teachers	3641	3843	202	5.55	20	86	106	Bachelor's degree	None	Internship/residency	\$46,238
3	53-3032	Heavy and Tractor-Trailer Truck Drivers	1375	1689	314	22.84	31	22	53	Postsecondary non-degree award	None	Short-term on-the-job training	\$35,651
4	25-1000	Postsecondary Teachers	1779	1989	210	11.8	21	27	48	Doctoral or professional degree	None	None	\$61,069
5	29-2061	Licensed Practical and Licensed Vocational Nurses	1113	1310	197	17.7	20	27	47	Postsecondary non-degree award	None	None	\$38,210
6	43-4051	Customer Service Representatives	1310	1444	134	10.23	13	36	49	High school diploma or equivalent	None	Short-term on-the-job training	\$29,869
7	41-1011	First-Line Supervisors of Retail Sales Workers	1319	1476	157	11.9	16	29	45	High school diploma or equivalent	Less than 5 years	None	\$33,280
8	11-1021	General and Operations Managers	1126	1243	117	10.39	12	21	33	Bachelor's degree	Less than 5 years	None	\$74,389
9	43-1011	First-Line Supervisors of Office and Administrative Support Workers	975	1073	98	10.05	10	23	33	High school diploma or equivalent	Less than 5 years	None	\$41,558
10	29-1069	Physicians and Surgeons, All Other	338	368	30	8.88	3	8	11	Doctoral or professional degree	None	Internship/residency	\$192,234
11	49-9041	Industrial Machinery Mechanics	435	557	122	28.05	12	13	25	High school diploma or equivalent	None	Long-term on-the-job training	\$47,133

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
12	13-2011	Accountants and Auditors	670	728	58	8.66	6	20	26	Bachelor's degree	None	None	\$57,096
13	49-9071	Maintenance and Repair Workers, General	1168	1259	91	7.79	9	22	31	High school diploma or equivalent	None	Long-term on-the-job training	\$34,965
14	29-1051	Pharmacists	334	377	43	12.87	4	8	12	Doctoral or professional degree	None	None	\$116,563
15	43-3031	Bookkeeping, Accounting, and Auditing Clerks	1364	1496	132	9.68	13	12	25	High school diploma or equivalent	None	Moderate-term on-the-job training	\$32,635
16	43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1432	1532	100	6.98	10	17	27	High school diploma or equivalent	None	Short-term on-the-job training	\$30,202
17	41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	990	1043	53	5.35	5	19	24	High school diploma or equivalent	None	Moderate-term on-the-job training	\$45,449
18	47-2111	Electricians	471	549	78	16.56	8	9	17	High school diploma or equivalent	None	Apprenticeship	\$49,192
19	11-9111	Medical and Health Services Managers	380	432	52	13.68	5	9	14	Bachelor's degree	None	None	\$70,242
20	11-3031	Financial Managers	380	413	33	8.68	3	7	10	Bachelor's degree	5 years or more	None	\$86,965
21	29-1123	Physical Therapists	212	253	41	19.34	4	5	9	Doctoral or professional degree	None	None	\$83,803

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
22	51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	766	840	74	9.66	7	17	24	High school diploma or equivalent	None	Moderate-term on-the-job training	\$33,218
23	15-1121	Computer Systems Analysts	275	340	65	23.64	6	4	10	Bachelor's degree	None	None	\$64,501
24	17-2141	Mechanical Engineers	443	456	13	2.93	1	15	16	Bachelor's degree	None	None	\$69,826
25	51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	392	481	89	22.7	9	11	20	High school diploma or equivalent	None	Moderate-term on-the-job training	\$31,054
26	33-3051	Police and Sheriff's Patrol Officers	553	587	34	6.15	3	17	20	High school diploma or equivalent	None	Moderate-term on-the-job training	\$41,226
27	51-4041	Machinists	652	720	68	10.43	7	15	22	High school diploma or equivalent	None	Long-term on-the-job training	\$34,091
28	17-2112	Industrial Engineers	316	343	27	8.54	3	9	12	Bachelor's degree	None	None	\$74,818
29	49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	379	414	35	9.23	4	10	14	High school diploma or equivalent	Less than 5 years	None	\$56,534
30	13-1161	Market Research Analysts and Marketing Specialists	236	299	63	26.69	6	3	9	Bachelor's degree	None	None	\$56,846
31	15-1132	Software Developers, Applications	221	263	42	19	4	3	7	Bachelor's degree	None	None	\$72,862
32	51-1011	First-Line Supervisors of Production and Operating Workers	902	941	39	4.32	4	13	17	Postsecondary non-degree award	Less than 5 years	None	\$53,414

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
33	33-9032	Security Guards	631	706	75	11.89	8	10	18	High school diploma or equivalent	None	Short-term on-the-job training	\$30,430
34	49-3023	Automotive Service Technicians and Mechanics	497	555	58	11.67	6	13	19	High school diploma or equivalent	None	Long-term on-the-job training	\$32,822
35	13-1111	Management Analysts	218	250	32	14.68	3	3	6	Bachelor's degree	Less than 5 years	None	\$67,995
36	11-2022	Sales Managers	251	273	22	8.76	2	5	7	Bachelor's degree	Less than 5 years	None	\$83,637
37	47-2061	Construction Laborers	405	478	73	18.02	7	9	16	Less than high school	None	Short-term on-the-job training	\$29,744
38	21-1020	*Social Workers	461	523	62	13.44	7	10	17	Bachelor's degree	None	None	\$40,809
39	11-3051	Industrial Production Managers	293	309	16	5.46	2	5	7	Bachelor's degree	5 years or more	None	\$86,154
40	47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	257	306	49	19.07	5	3	8	High school diploma or equivalent	5 years or more	None	\$54,662
41	51-4121	Welders, Cutters, Solderers, and Brazers	553	594	41	7.41	4	14	18	High school diploma or equivalent	None	Moderate-term on-the-job training	\$36,296
42	41-3099	Sales Representatives, Services, All Other	421	472	51	12.11	5	12	17	High school diploma or equivalent	None	Short-term on-the-job training	\$38,584
43	43-5071	Shipping, Receiving, and Traffic Clerks	608	636	28	4.61	3	16	19	High school diploma or equivalent	None	Short-term on-the-job training	\$29,765

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
44	33-2011	Firefighters	401	425	24	5.99	2	11	13	Postsecondary non-degree award	None	Long-term on-the-job training	\$42,411
45	11-9032	Education Administrators, Elementary and Secondary School	217	220	3	1.38	0	6	6	Master's degree	5 years or more	None	N/A
46	21-1010	*Counselors	441	483	42	9.52	5	9	14	Master's degree	None	None	\$42,747
47	53-7051	Industrial Truck and Tractor Operators	723	729	6	0.83	1	17	18	Less than high school	None	Short-term on-the-job training	\$31,782
48	13-2072	Loan Officers	277	314	37	13.36	4	5	9	Bachelor's degree	None	Moderate-term on-the-job training	\$49,795
49	47-2152	Plumbers, Pipefitters, and Steamfitters	339	400	61	17.99	6	4	10	High school diploma or equivalent	None	Apprenticeship	\$37,981
50	47-2031	Carpenters	367	426	59	16.08	6	4	10	High school diploma or equivalent	None	Apprenticeship	\$34,861

*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	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
3	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
4	25-1000	Postsecondary Teachers	Education and Training English Language Psychology Customer and Personal Service Sociology and Anthropology	Speaking Reading Comprehension Writing Active Learning Active Listening	Oral Expression Oral Comprehension Speech Clarity Written Comprehension Written Expression
5	29-2061	Licensed Practical and Licensed Vocational Nurses	Medicine and Dentistry Customer and Personal Service Psychology English Language Therapy and Counseling	Service Orientation Active Listening Coordination Monitoring Reading Comprehension	Oral Comprehension Oral Expression Problem Sensitivity Speech Clarity Written Comprehension
6	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
7	41-1011	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

Rank	SOC Code	Occupation	Top 5 Knowledge	Top 5 Skills	Top 5 Abilities
8	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
9	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
10	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
11	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
12	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
13	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
14	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

Rank	SOC Code	Occupation	Top 5 Knowledge	Top 5 Skills	Top 5 Abilities
15	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
16	43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	Clerical English Language Customer and Personal Service Computers and Electronics Administration and Management	Writing Active Listening Reading Comprehension Speaking Time Management	Oral Comprehension Near Vision Oral Expression Written Comprehension Written Expression
17	41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	Sales and Marketing Customer and Personal Service English Language Administration and Management	Active Listening Speaking Persuasion Social Perceptiveness Critical Thinking	Oral Comprehension Oral Expression Speech Clarity Speech Recognition Critical Thinking
18	47-2111	Electricians	Building and Construction Mechanical Mathematics Design English Language	Troubleshooting Repairing Active Listening Critical Thinking Judgment and Decision Making	Problem Sensitivity Deductive Reasoning Inductive Reasoning Near Vision Oral Comprehension
19	11-9111	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
20	11-3031	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
21	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

Rank	SOC Code	Occupation	Top 5 Knowledge	Top 5 Skills	Top 5 Abilities
22	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
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	17-2141	Mechanical Engineers	Engineering and Technology Mathematics Design Mechanical Physics	Active Listening Critical Thinking Mathematics Reading Comprehension Science	Information Ordering Oral Comprehension Written Comprehension Deductive Reasoning Inductive Reasoning
25	51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	Mechanical Mathematics Design Computers and Electronics Engineering and Technology	Operation Monitoring Monitoring Critical Thinking Quality Control Analysis Operation and Control	Near Vision Arm-Hand Steadiness Hearing Sensitivity Problem Sensitivity Reaction Time
26	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
27	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
28	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

Rank	SOC Code	Occupation	Top 5 Knowledge	Top 5 Skills	Top 5 Abilities
29	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
30	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
31	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
32	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
33	33-9032	Security Guards	Public Safety and Security Administration and Management	Active Listening Speaking Critical Thinking	Problem Sensitivity Far Vision Oral Comprehension Oral Expression Speech Clarity
34	49-3023	Automotive Service Technicians and Mechanics	Mechanical Engineering and Technology Computers and Electronics Customer and Personal Service English Language	Equipment Maintenance Repairing Troubleshooting Equipment Selection Quality Control Analysis	Arm-Hand Steadiness Control Precision Finger Dexterity Problem Sensitivity Manual Dexterity
35	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

Rank	SOC Code	Occupation	Top 5 Knowledge	Top 5 Skills	Top 5 Abilities
36	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
37	47-2061	Construction Laborers	Building and Construction Mechanical Administration and Management Public Safety and Security Mathematics	Active Listening Coordination Operation Monitoring Reading Comprehension Social Perceptiveness	Manual Dexterity Arm-Hand Steadiness Multilimb Coordination Static Strength Control Precision
38	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
39	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
40	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
41	51-4121	Welders, Cutters, Solderers, and Brazers	Production and Processing Design Administration and Management Mechanical Mathematics	Critical Thinking Operation and Control Monitoring Reading Comprehension Quality Control Analysis	Arm-Hand Steadiness Near Vision Control Precision Multilimb Coordination Finger Dexterity
42	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

Rank	SOC Code	Occupation	Top 5 Knowledge	Top 5 Skills	Top 5 Abilities
43	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
44	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
45	11-9032	Education Administrators, Elementary and Secondary School	English Language Education and Training Administration and Management Customer and Personal Service Public Safety and Security	Active Listening Reading Comprehension Speaking Critical Thinking Writing	Oral Comprehension Oral Expression Written Comprehension Written Expression Deductive Reasoning
46	21-1010	*Counselors	Psychology Therapy and Counseling English Language Customer and Personal Service Sociology and Anthropology	Active Listening Speaking Reading Comprehension Social Perceptiveness Service Orientation	Oral Expression Oral Comprehension Written Comprehension Problem Sensitivity Deductive Reasoning
47	53-7051	Industrial Truck and Tractor Operators	Public Safety and Security English Language Customer and Personal Service Production and Processing	Operation and Control Operation Monitoring Coordination Equipment Maintenance Time Management	Control Precision Multilimb Coordination Response Orientation Far Vision Manual Dexterity
48	13-2072	Loan Officers	Customer and Personal Service Economics and Accounting English Language Mathematics Computers and Electronics	Active Listening Speaking Judgment and Decision Making Reading Comprehension Critical Thinking	Oral Comprehension Oral Expression Speech Clarity Deductive Reasoning Inductive Reasoning
49	47-2152	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

Rank	SOC Code	Occupation	Top 5 Knowledge	Top 5 Skills	Top 5 Abilities
50	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

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	90	Government	22,425	23,310	885	4%	432	\$52,941
2	31-33	Manufacturing	20,582	20,578	(4)	(0%)	448	\$57,227
3	62	Health Care and Social Assistance	18,856	23,365	4,509	24%	596	\$46,270
4	44-45	Retail Trade	15,416	16,489	1,073	7%	1,125	\$28,009
5	72	Accommodation and Food Services	10,813	11,361	548	5%	574	\$15,006

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	23	Construction	3,533	4,423	890	25%	557	\$48,546
2	62	Health Care and Social Assistance	18,856	23,365	4,509	24%	596	\$46,270
3	54	Professional, Scientific, and Technical Services	2,939	3,590	651	22%	455	\$48,203
4	56	Administrative and Support and Waste Management and Remediation Services	5,383	6,259	876	16%	279	\$33,433
5	55	Management of Companies and Enterprises	1,272	1,473	201	16%	39	\$96,823

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
Government	Oral and written communication skills Team-oriented, teamwork Problem solving Work ethics Detail oriented	Behavioral health Medical information Psychological testing Patient Electronic Medical Record Preventative maintenance inspections	Driver's License Registered Nurse First Aid certification Automated External Defibrillator Continuing Education
Manufacturing	Oral and written communication skills Problem solving Microsoft Office Troubleshooting Self-starting / Self-motivated	Preventative maintenance inspections Lean Manufacturing Extrusion process Quality control Quality Assurance	Occupational Safety & Health Administration Driver's License Food safety programs Commercial Driver's License Six Sigma Black Belt
Health Care and Social Assistance	Oral and written communication skills Customer service oriented Basic computer skills Team-oriented, teamwork Detail oriented	Quality Assurance Geriatrics Pediatrics Medicaid Critical care	Registered Nurse Cardiopulmonary Resuscitation Basic Life Support Driver's License Licensed Practical Nurse
Retail Trade	Oral and written communication skills Cash registers Customer service oriented Integrity Detail oriented	Security administration Bilingual Retail merchandising Quality Assurance Food preparation	Driver's License Automotive Service Excellence HAZMAT Commercial Driver's License Pharmacy Technician
Accommodation and Food Services	Team-oriented, teamwork Restaurant management Oral and written communication skills Strong leadership skills Guest service experience	Food preparation Preventative maintenance Quality control Preventative maintenance inspections Oracle PeopleSoft	Driver's License Food safety programs Occupational Safety & Health Administration Automotive Service Excellence Executive Chef
Construction	Oral and written communication skills Microsoft Office Microsoft PowerPoint Business development Time management	Computer Aided Design Quality control Time and attendance Material Handling Excavators	Driver's License Commercial Driver's License General contractor Air Conditioning Service Technician 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
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
Administrative and Support and Waste Management and Remediation Services	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
Management of Companies and Enterprises	Oral and written communication skills Sales and operations planning Sales support Customer service oriented Coaching	Material Handling Pediatrics Business sales	Driver's License Histotechnician / Phlebotomy Automotive Service Excellence Practical Nurse, Long-term care Phlebotomist

Source: Help Wanted OnLine

Economic Growth Region 6 Laborforce

Local Area Unemployment Statistics			
	Number	Pct. Change	Pct. Change
	Dec-15	Nov-15	Dec-14
Labor Force	158,224	-0.6%	1.3%
Employment	150,053	-0.7%	2.7%
Unemployment	8,171	2.7%	-19.0%
	Unemployment Previous		Previous
	Rate Month		Year
EGR 6 Rate	5.2	5.0	6.5
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+	226,334
Less than 9th Grade	9,588
9th to 12th Grade, No Diploma	22,770
High School Graduate (incl. equivalency)	92,719
Some College, No Degree	45,500
Associate's Degree	16,819
Bachelor's Degree	23,211
Graduate Degree or More	15,727

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)	345,425	8	5.3%	6,483,797
Today (2014)	340,310	8	5.2%	6,596,855
Tomorrow (2020 projection)*	336,335	9	4.9%	6,852,121
Percent Change 2010 to Today	-1.5%	12		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)	135,495	9	100.0%	100.0%
Married With Children	21,664	12	16.0%	19.4%
Married Without Children	43,043	9	31.8%	30.1%
Single Parents	13,149	1	9.7%	9.9%
Living Alone	38,950	8	28.7%	27.8%

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

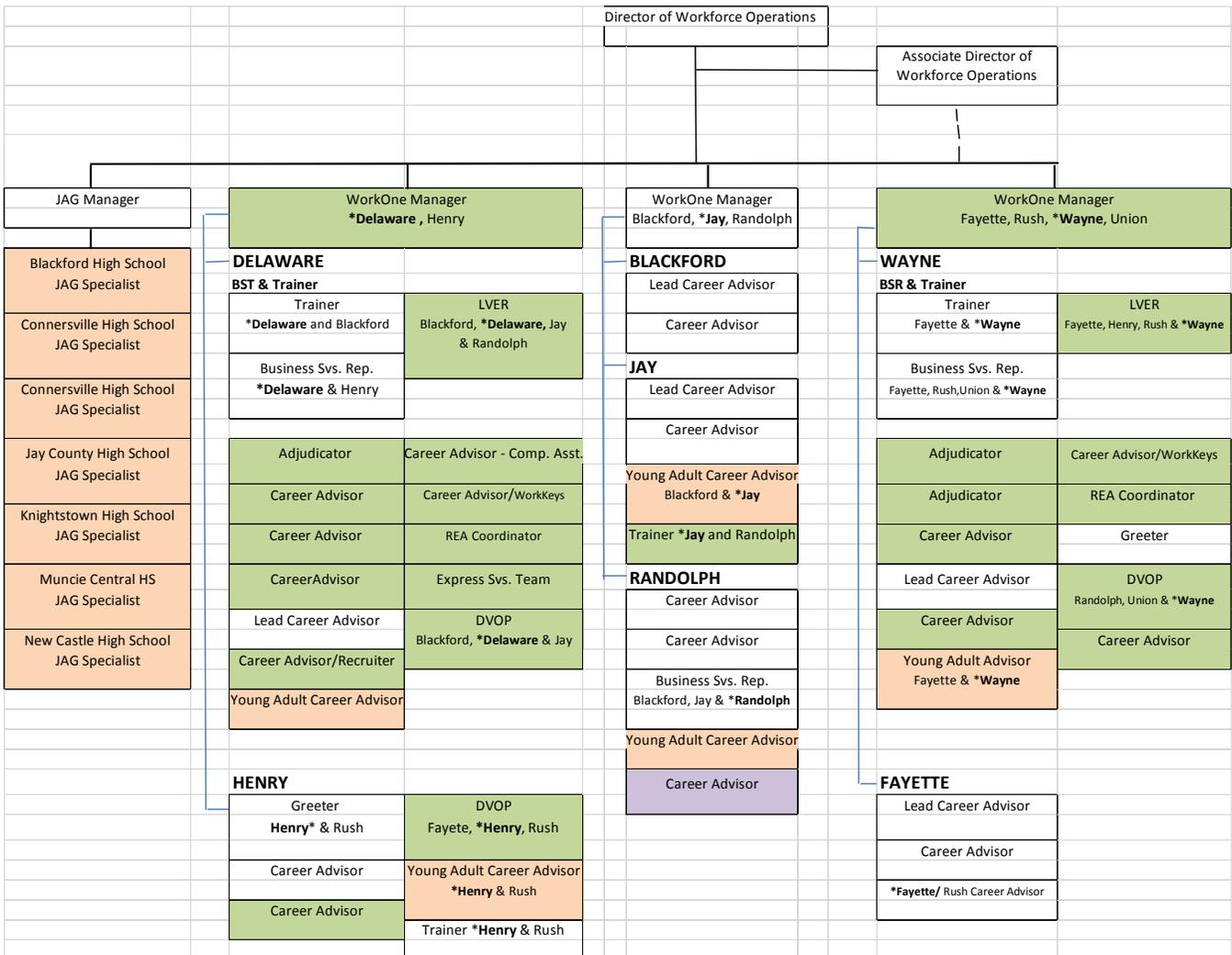
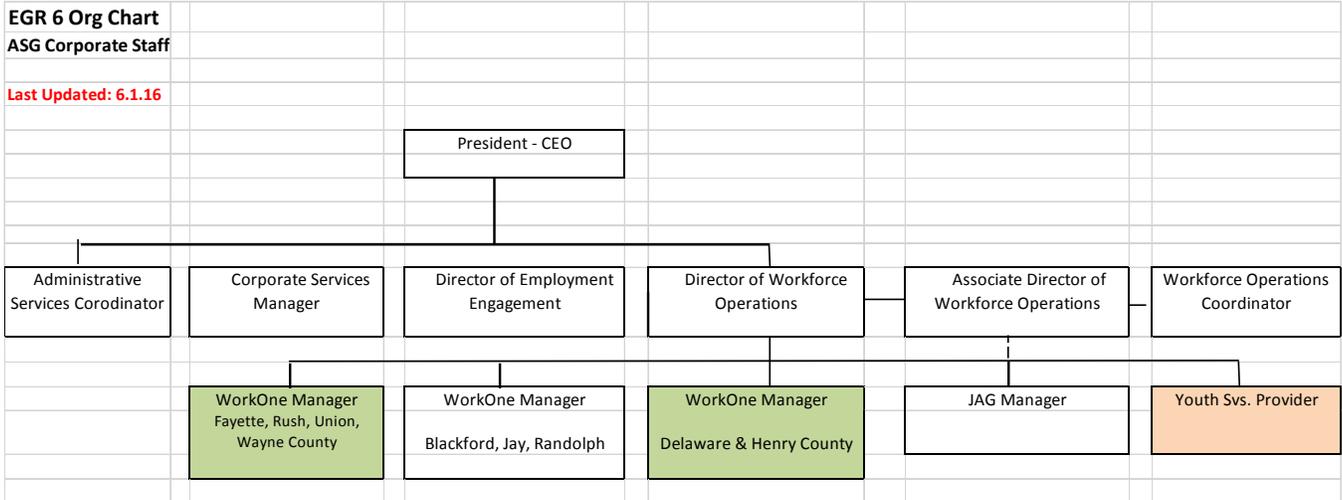
Income and Poverty				
	Number	Rank of 12	Percent of	
			State	Indiana
Per Capita Personal Income (annual) in 2014	\$34,085	9	86.1%	\$39,578
Welfare (TANF) Monthly Average Families in 2014	627	7	6.6%	9,498
Food Stamp Recipients in 2014	55,356	7	6.3%	878,155
Free and Reduced Fee Lunch Recipients in 2014	28,039	8	5.5%	514,128

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

Exhibit 1

Please see separate electronic attachments 1, 1A and 1B: EGR6 WDB Contract & Modifications for Youth Services (July 2014-2016).

Exhibit 2



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	641	\$ 760,057.20				\$ 760,057.20	\$ 1,185.74	
Dislocated Worker	290	\$ 791,285.40				\$ 791,285.40	\$ 2,728.57	
Youth (in-school)	193	\$ 223,851.15	\$ 222,200.00			\$ 446,051.15	\$ 2,311.15	
Youth (out-of-school)	251	\$ 671,553.45				\$ 671,553.45	\$ 2,675.51	
ABE								
WorkIndiana	56	\$ 92,304.00				\$ 92,304.00	\$ 1,648.29	
Wagner Peyser	755			\$ 657,846.00		\$ 657,846.00	\$ 871.32	
Veterans Overall	120			\$ 80,000.00		\$ 80,000.00	\$ 666.67	

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

Revised:
06.22.2016

ECONOMIC GROWTH REGION 6
WDB-CEO EXECUTIVE COUNCIL AGREEMENT

This Agreement is entered into between the Alliance for Strategic Growth, Inc./Eastern Indiana Workforce Development Board (hereinafter ASG/WDB) and the Chief Elected Officials Executive Council (hereinafter CEO) of the Workforce Investment Service Area (hereinafter EGR 6) consisting of the following counties in Indiana: Blackford, Delaware, Fayette, Henry, Jay, Randolph, Rush, Union and Wayne pursuant to the Workforce Innovation and Opportunity Act of 2014 (Pub. Law 113–128) signed into law on July 22, 2014 and appropriate state legislation and regulations.

ARTICLE I - PURPOSE OF AGREEMENT

The undersigned hereby establish the ASG/WDB-CLEO Agreement for the purpose of planning and oversight of a comprehensive Workforce Investment System according to the provisions of the Workforce Innovation and Opportunity Act of 2014 (WIOA) and the federal regulations promulgated to implement WIOA, and appropriate state legislation and regulations.

ARTICLE II - CEO MEMBERSHIP

Pursuant to Indiana State DWD Policy WIOA T1-(107)-P2 dated April 17, 2015, eligible CEOs are considered to be the Chief Elected Executive Officer of a unit of general local government within a local workforce investment service area. These are the county commissioners, mayors and/or town council presidents. This Indiana policy further defines the eligible general purpose political subdivision as one that has the power to levy taxes and spend funds, as well as general corporate and policy powers. In addition, State Policy requires that the incorporated cities or town within a local workforce area must have a population of 50,000 or more according to the most recent U.S. Census data.

Any other counties, cities or towns in a local workforce area that are willing to share in the liability and responsibilities for the CEOs in oversight of the WIOA Title 1 programs may elect to participate in this Agreement, but are not required to do so. By signing this Agreement, CEOs accept the liability and responsibilities detailed in this Agreement.

Based upon this policy at the time of execution of this Agreement the eligible CEOs are the following independent political jurisdictions of Indiana: A County Executive of Blackford County, Delaware County, Fayette County, Henry County, Jay County, Randolph County, Rush County, Union County and Wayne County, the Mayors of Hartford City, Muncie, Connersville, New Castle, Portland, Rushville and Richmond.

ECONOMIC GROWTH REGION 6 WDB – CEO EXECUTIVE COUNCIL AGREEMENT
July 1, 2016

Through the agreement and execution of the EGR 6 Chief Elected Officials Executive Council Agreement, any city or town in the local workforce area which is a county seat of one of the counties; and any designated Indiana City in the local workforce area that does not meet the minimum population requirement is also allowed all privileges, responsibilities and liabilities of CEO Council membership with the exception of functioning as an officer of the CEO Executive Council.

Those additional CEOs, at the time of execution of this Agreement, are the Mayor of Dunkirk as a designated Indiana City, the Mayor of Montpelier as a duly designated Indiana City, the Mayor of Winchester as the County Seat of Randolph County, the Mayor of Union City as a designated Indiana City, the Town Council President of Liberty as the County Seat of Union County, and the Town Council President of Yorktown.

The vote for each of the aforementioned political jurisdictions shall be exercised as provided for in the EGR 6 CEO Executive Council Agreement.

ARTICLE III – REGIONAL CHIEF ELECTED OFFICIAL

For the purpose of fulfilling Workforce Innovation and Opportunity Act of 2014, business for EGR6, the Chief Elected Officials Executive Council, as defined in Article II, shall elect a Chairperson who shall act as the Regional Chief Elected Official of EGR 6.

ARTICLE IV – REGIONAL CHIEF ELECTED OFFICIAL FUNCTIONS

The Chief Elected Official functions shall include, but not be limited to the following:

- a. Those duties delineated in the EGR6 CEO Executive Council Agreement.
- b. Signatory for EGR6 documents as delegated by the EGR6 CEO Executive Council Agreement or approved by at least a majority of the CEOs.
- c. Signatory for contracts and agreements between the CEO Executive Council and other appropriate organizations, as delegated by the EGR 6 CEO Executive Council Agreement as approved by at least a majority of the CEOs.
- d. Solicitation of nominations for Workforce Development Board (WDB) member vacancies, casting of the ballot for regional WDB member vacancies with approval by at least a majority of the CEOs, formal WDB member appointment and submission of the WDB for certification in conformance with state and federal regulations and review/action as appropriate on requests to remove WDB appointments with approval not unreasonably withheld. WDB initial nomination and appointment criteria as provided for by federal and state directive contained in Indiana Department of Workforce Development Policy WIOA T1-(107)-P2 dated April 27, 2015, which is attached to this Agreement and made a part herein by reference.

ARTICLE V - FISCAL AGENT

The CEOs have agreed that the Regional Chief Elected Official (RCEO) will not act as the Grant Recipient and Fiscal Agent for the funds. Furthermore, the CEOs agree that the WDB, through a 501(c)(3) tax exempt corporation, will act as the Fiscal Agent and Grant Recipient for the EGR6 and other funds as designated. The President and Chief Executive Officer of the WDB Corporation will be the individual who will act on behalf of the Fiscal Agent on a day to day basis. The President/CEO is charged to be the liaison between the WDB and the CEO Executive Council, and assure that staff support is provided as necessary. Representing the RCEO, the President/CEO may be charged with the responsibility to provide input to the WDB for determinations and policies within the parameters established by the CEO Executive Council.

ARTICLE VI - ONE STOP OPERATOR

The CEO and the WDB jointly agree that the One Stop (WorkOne) Operator for EGR 6 shall be employed by the WDB Corporation (with Governor's approval) and shall be an employee with demonstrated effectiveness.

ARTICLE VII - ONE STOP PARTNERS

Agreements with the Mandatory One Stop (WorkOne) Partners, jointly negotiated by the CEO and WDB, will be based on the Plan and will describe how workforce development services will be provided and coordinated in EGR 6.

ARTICLE VIII – ADULT & DISLOCATED WORKER SERVICE PROVIDER

The LEO and the WDB jointly agree that the Adult & Dislocated Worker Service Provider employees shall be employed by the WDB Corporation (with Governor's approval). The direction and supervision of these employees will be through the One Stop Operator. In the event it is determined that the WDB Corporation will no longer directly employ these individuals or has the need to contract for additional services, a competitive selection will be made in accordance with the Procurement and Service Provider Selection Procedures approved by the CEO Executive Council and WDB.

ARTICLE IX – YOUTH SERVICE PROVIDER

Consistent with federal and state requirements the Youth Service Provider under the Workforce Innovation and Opportunity Act will be competitively selected through a process which includes the review and recommendation by the Youth Council to the Executive Board of the WDB. The direction and functional supervision of these employees will be through the One Stop Operator. The competitive selection will be made in accordance with the Procurement and Service Provider Selection Procedures approved by CEO Executive Council and WDB.

ARTICLE X - OTHER SUBCONTRACTORS AND VENDORS

Different or additional Subcontractors or Vendors will be selected in accordance with the same procedures as referenced in Article VIII and IX above.

ARTICLE XI – WDB POWERS

The WDB powers shall include, but not be limited to the following pursuant to Section 117(b) of the Workforce Innovation and Opportunity Act of 2014:

The WDB shall carry out all legislated responsibilities and thereby exercising full control over those responsibilities unless such responsibilities are jointly a responsibility of the CEOs. Responsibilities shall include, but not be limited to the following:

- a. Approve the budget for the Executive Staff, Fiscal Agent, One Stop Operator and Service Providers and authorize the disbursement of such funds by the Fiscal Agent.
- b. Negotiation of the WDB-CEO Agreement.
- c. Approve the Workforce “Local Plan” and subsequent modifications thereto prior to submission to the Governor, Secretary of Labor, and/or other funding

sources for the One Stop Service Delivery System, branded as WorkOne in Indiana, which delineates what and how workforce development services will be provided and how they will be coordinated in EGR 6.

- d. The hiring of staff and/or retaining of entities for the purposes of fulfilling the WDB responsibilities, including but not limited to:
- Oversight, to include, but not be limited to Youth, Adults, Dislocated Workers and Incumbent Workers Workforce Innovation and Opportunity Act funded services and the One-Stop (WorkOne) Delivery.
 - The WDB will be responsible for recruitment, interview, and selection of the President/CEO or entity providing Executive Staffing to the WDB. The WDB will consult with the LEO prior to making a final job or contract offer.
 - Selection of One Stop Operator (approval is required by the Governor if provided by the hiring of WDB staff rather than procurement of an entity).
 - Negotiation of Memorandum of Understanding with local Mandatory One Stop (WorkOne) Partners.
 - Adult & Dislocated Worker Service Provider (approval is required by the Governor if provided by the hiring of WDB staff rather than procurement of an entity).
 - Youth Service Provider to be selected through a competitive procurement process which includes the review and recommendation of the Executive Board of the WDB.
 - Negotiation of Local Performance Measures.
 - Strategic Planning at the EGR 6 level.
 - Performance Evaluation.

The above functions of the WDB shall be deemed performed in partnership with all CEOs.

ARTICLE XII - WDB FUNCTIONS

The WDB functions shall include, but not be limited to the following pursuant to Section 117(d) of the Workforce Innovation and Opportunity Act:

- a. The WDB shall establish by-laws for its operation.
- b. The WDB shall establish policies and procedures for the fulfillment of WDB responsibilities under the Workforce Innovation and Opportunity Act of 2014.
- c. The WDB shall be provided regular audits of the Fiscal Agent and other contractors as required by regulation and the local sentiment of the WDB and CEO Executive Council.
- d. The WDB shall solicit support and comment from the general public and labor

organizations for the proposed Workforce Innovation and Opportunity Act of 2014 PY16 Local Plan. WDB shall, following adoption of major plans, provide for public display and access of all such plans.

- e. The WDB may delegate such functions and responsibilities to agencies, subcommittees or individuals as the WDB deems appropriate for efficient administration. All powers not expressly delegated are reserved by the WDB.
- f. If appropriate, the WDB shall recommend a representative(s) who meets appointment criteria as developed by the CEO from its membership for consideration in appointment to the Board of Directors of the CEO Fiscal Agent when such openings occur. Appointing authority rests exclusively with the CEO Executive Council.

ARTICLE XIII - LIABILITY

The EGR 6 WDB and CEO Executive Council relationship under the Workforce Innovation and Opportunity Act of 2014 is a partnership and to the extent consistent with the Local and State Law, the RCEOs who are signatories to the CEO Executive Council Agreement do hereby certify acceptance of the responsibility for the total management, operation, and compliance with all laws and federal regulations. This Agreement acknowledges the financial responsibility by the CEO Executive Council for EGR 6 Workforce Innovation and Opportunity Act funding granted by the Indiana Department of Workforce Development (DWD) through the WDB and its Fiscal Agent, or sub-recipients thereof as agreed to in the CEO Executive Council Agreement. As such the WDB, Fiscal Agent and any other sub-recipient shall:

- a. Secure insurance coverage for injuries suffered by staff or participants who are not covered by existing worker's compensation.
- b. Provide for or direct by contractual agreement bond coverage of all employees.
- c. Assure that adequate liability coverage is in place and that the CEO Executive Council and WDB are named, as members to this Agreement, as "Other Insured".
- d. Be required to employ outside auditing and monitoring firms to independently audit on behalf of WDB and CEO and to enter its report of general evaluation. The CEO Executive Council and WDB shall receive simultaneously copies of all reports, audits and evaluations provided by the audit and evaluation services.

XIV - REPAYMENT OF FUNDS

If the WDB or Fiscal Agent is required to repay or restore to the State or other funding source any sums administered by it under the Workforce Investment Act of 1998 or the Workforce Innovation and Opportunity Act of 2014, all avenues and sources of existing funds will first be exhausted, such as unrestricted funds of the WDB and/or its Fiscal Agent, One Stop Operator, and Subcontractors. After exhausting all avenues and sources for repayment or restoration of funds to the State of other funding sources,

then each member of the CEO Executive Council, on behalf of its respective political subdivision, does hereby agree to assume liability for such repayment or restoration as provided for in the CEO Executive Council Agreement.

ARTICLE XV - AMENDMENT OF AGREEMENT

This Agreement may be amended only in writing. Proposed amendments may be initiated by either the WDB or CEO Executive Council. Such amendments must be approved by a two- thirds majority of the WDB and a two-thirds majority of the CEOs who make up the membership of the CEO Executive Council.

ARTICLE XVI - DURATION OF AGREEMENT

This Agreement has been approved by the WDB and the CEOs who are signatory members of the CEO Executive Council and shall become effective on July 1, 2016 when signed and dated by the Chairperson of the WDB as authorized by the WDB, and when signed and dated by the Regional Chief Elected Official as authorized by the CEO Executive Council. This Agreement shall continue until modified or terminated.

ARTICLE XVII – TERMINATION OF AGREEMENT

Either party may terminate this Agreement upon sixty (60) day notice in writing to the other party with or without cause. For the WDB to terminate this Agreement a two-thirds majority vote of the WDB is required. For the CEO Executive Council to terminate this Agreement a two- thirds majority vote of the membership of the CEO Executive Council is required.

ARTICLE XVIII – MERGER

This Agreement constitutes all of the terms of the Agreement between the parties. All prior negotiations, statements, representations, warranties, and agreements, of any, pertaining to any of the details of the subject matter are hereby superseded and terminated by this Agreement, which is the entire contract of the parties. All covenants and terms hereof shall extend to and be obligatory upon the successors and assigns of the parties. Each party certifies it has full legal authority to execute this.

ARTICLE XIX – SIGNATURE DELEGATION

The WDB delegates signature on contracts and grants on its behalf to the President/CEO of the Executive Staff of the WDB. The CEO Executive Council delegates signature on contracts and grants on its behalf to the Regional Chief Elected Official.

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Signatories

FOR THE EGR6 WORKFORCE DEVELOPMENT BOARD OF DIRECTORS:



EGR6 WORKFORCE DEVELOPMENT BOARD CHAIR

**07-01-2016
DATE**

FOR THE EGR6 CHIEF ELECTED OFFICIAL EXECUTIVE COUNCIL:



EGR6 REGIONAL CHIEF ELECTED OFFICIAL

**07-01-2016
DATE**

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PROFESSIONAL SERVICES CONTRACT

This contract, entered into by and between Alliance for Strategic Growth, Inc. (hereinafter "ASG") and Pro Resources, Inc. (hereinafter the "Contractor"), is executed pursuant to the terms and conditions set forth herein. In consideration of those mutual undertakings and covenants, the parties agree as follows:

1. Duties of Contractor

The Contractor shall provide assistance to ASG, by providing Employment Services for the Youth Staff in the Eastern Indiana WorkOne Centers and other locations throughout Region 6. Details of the Employment Services can be found in the Statement of Work (Attachment A).

2. Prior Approval of ASG

Contractor shall not incur any obligation, provide any service, or enter into any contract on behalf of ASG without first obtaining approval from ASG. At the outset of any contract negotiations with any bidder(s) selected by ASG, Contractor must inform each bidder (1) that Contractor has no right to enter into a contract on ASG's behalf and that any contract will be entered into solely between ASG and the bidder, and (2) that all terms, prices, and conditions of any potential contract negotiated by Contractor with each bidder shall be subject to approval, modification, and/or disapproval by ASG.

ASG expressly reserves the right not to enter into any contract negotiated by Contractor with any bidder. ASG shall not be responsible to the Contractor nor to any third party should the Contractor make any representation that its authority exceeds the terms set forth in this Contract.

3. Consideration

Contractor will be paid by reimbursement with invoicing.

4. Term

This contract shall commence July 1, 2014 and shall remain in effect through June 30, 2016 with one (1) additional year available with agreement of both parties.

5. Establishment and Maintenance of Records, Cost Documentation, Reports and Inspections

Contractor 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 Contractor 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.

6. Access to Records

Contractor shall maintain all books, documents, papers, accounting records, and other evidence pertaining to all costs incurred under this Contract. They shall make such materials available at their office at all reasonable times during this Contract term, and for three (3) years from the date of final payment under this Contract, for inspection by ASG or its authorized designees, or final audit resolution, whichever is later.

7. Authority to Bind Contractor

The signatory for the Contractor represents that he/she has been duly authorized to execute this contract on behalf of the Contractor and has obtained all necessary or applicable approvals to make this Contract fully binding upon the Contractor when his/her signature is affixed, and this Contract is not subject to further acceptance by the Contractor when accepted by ASG.

8. Design and Implementation of Project/Assurances

Contractor shall not commence any additional work or change the scope of work without authorization from ASG. No claim for additional compensation shall be made in absence of a prior approval in writing executed by all signatories hereto.

Contractor makes the following assurances:

- a. Contractor shall modify the services provided as directed by ASG in the event statutes or regulations require such modifications.
- b. Contractor shall comply with all applicable policy and directives issued by the State of Indiana.

9. Compliance with Laws

The Contractor 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 hereunder after execution of this contract shall be reviewed by ASG and the Contractor to determine whether the provisions of the contract require formal modification.

- a. The Contractor and its agents shall abide by all ethical requirements that apply to persons who have a business relationship with ASG, 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 contractor is not familiar with these ethical requirements, the Contractor should refer any questions to the Indiana State Ethics Commission, or visit the Indiana State Ethics Commission website at <<<http://www.in.gov/ig/>>>. If the Contractor or its agents violate any applicable ethical standards, ASG may, in its sole discretion, may terminate this contract immediately upon notice to the Contractor. In addition, the Contractor may be subject to penalties under Indiana Code § 4-2-6-12.

- b. The Contractor 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 Contractor agrees that any payments in arrears and currently due to the State of Indiana may be withheld from payments due to the Contractor. Additionally, further work or payments may be withheld, delayed, or denied and/or this Agreement suspended until the Contractor is current in its payments and has submitted proof of such payment to the State.
- c. The Contractor 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 ASG of any such actions. During the term of such actions, Contractor agrees that ASG may delay, withhold, or deny work under any Supplement or contractual device issued pursuant to this Agreement.
- d. Any payments that ASG may delay, withhold, deny, or apply under this section shall not be subject to penalty or interest.
- e. The Contractor warrants that the Contractor and its subcontractors, if any, 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 ASG. Failure to do so is a material breach of the contract and grounds for immediate termination of the Agreement.

10. Condition of Payment

All services provided by the Contractor under this Contract must be performed to ASG's reasonable satisfaction, as determined at the discretion of the ASG President & CEO or designee and in accordance with all applicable federal, state, local laws, ordinances, rules, and regulations. ASG shall not be required to pay for work found to be unsatisfactory, inconsistent with this Contract or performed in violation of federal, state, or local law.

11. Ownership of Documents and Materials

All documents, records, programs, data, film, tape, articles, memoranda, and other materials not developed or licensed by the Contractor prior to execution of this Contract, but specifically developed under this Contract shall be considered "work for hire" and the Contractor transfers any ownership claim to ASG and all such materials will be the property of ASG. Use of these materials, other than related to contract performance by the Contractor, without the prior written consent of ASG, is prohibited. During the performance of this Contract, the Contractor shall be responsible for any loss of or damage to these materials developed for or supplied by the State and used to develop or assist in the services provided herein while the materials are in the possession of the Contractor. Any loss or damage thereto shall be restored at the Contractor's expense. Full, immediate, and unrestricted access to the work product of the Contractor during the term of this Contract shall be available to ASG.

12. Confidentiality of Information

The Contractor understands and agrees that data, materials, and information disclosed to the Contractor may contain confidential and protected data. Therefore, the Contractor promises and

assures that data, material, and information gathered, based upon or disclosed to the Contractor for the purpose of this Contract, will not be disclosed to others or discussed with third parties without the prior written consent of ASG.

13. Conflict of Interest

The Contractor will not participate in a conflict of interest or the appearance of a conflict of interest involving funds provided under this contract. The Contractor has an affirmative obligation under this Contract to disclose to ASG when an employee of the Contractor becomes aware of a conflict of interest or a potential conflict of interest. The obligation under this section extends only to those facts that Contractor knows or reasonably could know.

14. Debarment and Suspension

The Contractor certifies, by entering into this Contract, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from entering into this Contract by any federal agency or by any department, agency or political subdivision of the State. The term "principal" for purposes of this Contract means 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 the Contractor. The Contractor also further certifies that is has verified the suspension and debarment status for all sub-contractors receiving funds under this Contract and is solely responsible for any paybacks and or penalties that might arise from non-compliance.

15. Default by ASG

If ASG, sixty (60) days after receipt of written notice, fails to correct or cure any breach of this Contract, then the Contractor may cancel and terminate this Contract and collect all monies due up to an including the date of termination.

16. Disputes

- a. Should any disputes arise with respect to this Contract, the Contractor and ASG agree to act immediately to resolve such disputes. Time is of the essence in the resolution of disputes.
- b. The Contractor agrees that, the existence of a dispute notwithstanding, it will continue without delay to carry out all its responsibilities under this Contract that are not affected by the dispute. Should the Contractor fail to continue to perform its responsibilities regarding all non-disputed work, without delay, any additional costs incurred by ASG or the Contractor as a result of such failure to proceed shall be borne by the Contractor, and the Contractor shall make no claim against ASG for such costs. If ASG and the Contractor cannot resolve a dispute within ten (10) working days following notification in writing by either party of the existence of a dispute, then the following procedure shall apply:

The parties mutually agree to submit the dispute to arbitration for a determination, or otherwise by mutual agreement, the dispute will be heard in Region 6 jurisdiction.

17. Drug-Free Workplace Certification

The Contractor hereby covenants and agrees to make a good faith effort to provide and maintain a drug-free workplace. The Contractor will give written notice to ASG within ten (10) days after receiving actual notice that the Contractor or an employee of the Contractor has been convicted of a criminal drug violation occurring in the Contractor's workplace.

18. 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 "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.

19. Funding Cancellation

When the Economic Growth Region 6 Workforce Investment Board (EGR 6 WIB) makes a written determination that funds are not appropriated or otherwise available to support continuation of performance of this Contract, this Contract shall be canceled. A determination by the EGR 6 WIB that funds are not appropriated or otherwise available to support continuation of performance shall be final and conclusive.

20. Governing Laws

This Contract 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.

21. Indemnification

The Contractor agrees to indemnify, defend, and hold harmless ASG and its officials, and employees from all claims and suits including court costs, attorney's fees, and other expenses caused by any act or omission of the Contractor and/or its subcontractors, if any.

22. Independent Contractor

Both parties, hereto, in the performance of this Contract, shall act 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 liability for any injury (including death) to any persons, or damage to any property, arising out of the acts or omissions of the agents, employees or subcontractors of the other party. The Contractor shall be responsible for providing all necessary unemployment and workers' compensation insurance for the Contractor's employees.

23. Insurance and Bonding:

- a. Pro Resources 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 \$1,000,000 combined single limit per occurrence, \$2,000,000 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 ASG, shall name Alliance for Strategic Growth, Inc. as additional insured, and shall also contain a provision for at least ten (10) days' notice to ASG of cancellation. Pro Resources shall, upon request, provide ASG with a Certificate evidencing such insurance. Failure to maintain such insurance shall result in the termination of this Contract.

- b. Pro Resources shall provide hired non-owned automobile insurance in the amount of \$1,000,000, and an excess liability policy also known as an umbrella policy which Pro Resources will notify ASG of the limit on this policy. All policies should list ASG as an additional insured. Failure to provide such evidence to ASG shall result in termination of this Contract Agreement and any funds awarded hereunder.

24. Merger and Modification

This Contract constitutes the entire agreement between the parties. No understandings, agreements, or representations, oral or written, not specified within this Contract will be valid provisions of this Contract. This Contract may not be modified, supplemented, or amended, in any manner, except by written agreement signed by all necessary parties.

25. Nondiscrimination

Pursuant to IC 22-9-1-10 and the Civil Rights Act of 1964, the Contractor and its subcontractors shall not discriminate against any employee or applicant for employment in the performance of this Contract. The Contractor 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 Contract. The contractor's execution of this Contract 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.

26. Order of Precedence

Any inconsistency or ambiguity in this Contract shall be resolved by giving precedence in the following order: (1) This Contract, (2) attachments prepared by ASG, and (3) attachments prepared by the Contractor.

27. Payments

The payment of funds to the Contractor shall be in accordance with the following schedule and conditions:

- a. The Contract Agreement must be fully executed.
- b. No funds that are transferred under this Contract shall be disbursed by the Contractor to another person to act as its agent or employee in performing the terms and conditions of this Contract without a written Agreement between the Contractor and that person.

- c. All payments to the Contractor for services rendered pursuant to this Contract shall be made to the Contractor upon presentation of invoice for services rendered per Attachment A & B and other approved reimbursable expenses. No cost shall be accrued prior to the starting date of this Contract.
- d. All payments are subject to the encumbrance of monies, to the prohibition against advance payments under IC 4-13-2-20.
- e. Failure to complete the Statement of Work and expend the funds in accordance with this Contract by be considered a material breach of this Contract and shall entitle ASG to impose sanctions against the Contractor including, but not limited to, suspension of all programs until such time as all material breaches are cured. Sanctions may also include repayment of all funds expended for activities which are not in the Statement of Work or in the budget.

28. Penalties/Interest/Attorney's Fees

ASG 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. Provided, however, should any dispute or litigation be commenced between the parties to this contract concerning the rights and duties of either party, the prevailing party in the dispute or litigation shall be entitled to (in addition to any other relief that may be granted) a reasonable sum for attorney fees.

29. Progress Reports

The Contractor shall submit written progress reports at least monthly and to coincide with any invoice for payment. The progress reports shall serve the purpose of assuring ASG that work is progressing in line with the schedule, and that completion can be reasonably assured on the scheduled work date. The format of the reports will be decided by the ASG and Pro Resources management team.

30. Severability

The invalidity of any section, subsection, clause or provision of this Contract shall not affect the validity of the remaining sections, subsections, clauses or provisions of this Contract.

31. Substantial Performance

This Contract shall be deemed to be substantially performed only when fully performed according to its terms and conditions and any modification thereof.

32. Taxes

ASG will not be responsible for any taxes levied on the Contractor as a result of this Contract.

33. Termination Upon Notice

If at any time after the execution of this Contract ASG determines in good faith that Contractor's performance hereunder is not satisfactory, ASG may terminate this Contract upon thirty (30) days advance written notice. In the event the ASG must terminate this Contract in good faith, ASG shall be entitled to pursue all legal and equitable remedies available to it. The description of any unsatisfactory performance in the written notice of termination served by ASG upon Contractor shall in no way preclude ASG from specifying additional or supplemental defaults in

any action, arbitration, hearing, or suit relating to this Contract or its termination. If ASG determines that the Contract will be terminated without cause, 60 days notice will be given.

34. Waiver of Rights

No right conferred on either party under this Contract shall be deemed waived, and no breach of this Contract excused, unless such waiver or excuse is in writing and signed by the party claimed to have waived such right.

35. Work Standards

The Contractor shall execute its responsibilities by following and applying at all times the highest professional and technical guidelines and standards. If ASG becomes dissatisfied with the work product ASG may request in writing corrective actions to remedy the dissatisfaction.

36. Non-Collusion and Acceptance

The undersigned attests, subject to the penalties for perjury, the he/she is the Contractor, or that he/she is the properly authorized representative, agent, member or officer of the Contractor, that he/she has not, nor has any other member, employee, representative, agent or officer of the Contractor, 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 Contract other than that which appears upon the face of this Contract.

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In Witness Whereof, the Contractor and ASG, through duly authorized representatives, entered into this Contract. The parties having read and understand the foregoing terms of this Contract do by their respective signatures dated below hereby agree to the terms thereof.

Alliance for Strategic Growth, Inc.

Pro Resources, Inc.

By: Cathy Cross
Cathy Cross
Chief Financial Officer

By: Diana R. Smith
Diana Smith
Corporate Mkt. Mgr

Date: 7/9/14

Date: 7-8-14

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A WorkOne Partnership Agency

Attachment A

Statement of Work

1. **Agreement.** Alliance for Strategic Growth, Inc. issued a "Request for Proposals for Service Provider of Youth Services" in order to identify qualified providers of youth services in Region 6. The RFP and proposal are incorporated into this agreement by reference.
2. **Term.** This agreement remains effective on the Start Date shown on the signature page and unless sooner terminated as hereinafter provided, shall remain in full force and effect through June 30, 2016. There is one year renewal available if agreed upon by ASG and Pro Resources, Inc.
3. **Personnel.** Pro Resources will provide qualified staffing to the client. Interviews will be conducted jointly with ASG however final hiring decisions will be the sole responsibility of Pro Resources and all potential employees must pass requirements of ASG and Pro Resources including but not limited to drug screens and background check. Pro Resources will partner with ASG to determine if a vacant position is to be filled immediately. Pay scale for the positions will be provided to Pro Resources, Inc. by ASG.

Staff that has already been working with the WorkOne system in Region 6 and hired by Pro Resources will be "grandfathered" into the system with an anniversary date based on their original hire date but no earlier than May 1, 2006. Probation will be required for those employees that are new to the position.

Paid Time Off will be accrued on a monthly basis and will be awarded in accordance with the policies of Pro Resources. Monthly report of Paid Time Off balances will be sent to the functional supervisors by Pro Resources. Previous approved time off requests will be honored by Pro Resources and may be taken as Unpaid Time.

Timesheets will be reviewed by Functional Supervisors and then forwarded to Pro Resources for processing either by fax or email.

4. **Fees.** A rate for management and overhead is established in the proposal and is a percentage on a per employee basis, total of 8% of gross staff wages. This percentage will not change if the number of employees deviates.
5. **Costs.** Costs incurred such as but not limited to mileage, cell phones, drug screens for the employees functionally working and supervised in Region 6 shall be invoiced to ASG as a pass-through cost. Before incurring the cost and invoicing, an approval from Chief Financial Officer (CFO) of ASG is appropriate to insure that this is a reimbursable and allowed expense. Per the proposal submitted by

Pro Resources, the fringe/benefits cost is approximately 26% currently with 9.75% added per ASG. Any significant deviation requires prior approval of ASG. Please see the Budget for details (Attachment B).

6. **Work Week.** For the initial period of this contract all non-exempt employees will be working 40 hours per week which is 8:00 to 4:30 M-F with a half hour lunch that shall be scheduled by the local manager to fit staffing needs in the office. All exempt staff will work a minimum of 40 hours per week.
7. **Invoicing/Terms.** Pro Resources will invoice ASG at least biweekly for services rendered during that period. All invoices must include documentation to back up the charges. Payment will be made by check. (Terms are Net 15)
8. **Monitoring.** Pro Resources agrees to make files and records pertinent to Region 6 available for review at any time requested. These files will also be available for any auditors or monitors hired by ASG.
9. **Confidentiality.** During the term of this agreement, either party may become knowledgeable about or in possession of confidential information concerning the other party. Neither party shall, to the extent permitted by applicable law, directly or indirectly, communicate, deliver, exhibit or provide any confidential information to any person, firm, partnership, corporation, organization or entity, except other than required in the normal course of performing the activities described in this agreement.
10. **Notices.** Any notice, request, instruction or other document pertaining to this Agreement shall be submitted in writing, and delivered personally, electronically, or sent by U.S. Mail, postage prepaid, and addressed as follows:

Pro Resources Staffing, Inc.
Diana Smith
1728 Spy Run Ave.
Fort Wayne, IN 46805
(260) 704-1667
dsmith@proresources.net

Alliance for Strategic Growth
Cathy Cross
122 E Main St.
Muncie, IN 47305
(765) 282-6400 x 111
ccross@asgcorp.org

Attachment B

Youth Services Budget PY14 CFDA 17.259, JAG State Funds		
Wages		\$ 373,984
Benefits		\$ 134,634
Mileage		\$ 9,377
Management		\$ 29,919
Total		\$ 547,914

Year 2 budget will be done as a modification July 2015.

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**AMENDMENT # ONE TO PROFESSIONAL SERVICES CONTRACT
PRO RESOURCES**

This is an Amendment to the Professional Services Contract for the Provision of Services entered into by and between Alliance for Strategic Growth (hereinafter referred to as "ASG") and Pro Resources, Inc. (hereinafter referred to as "Contractor") dated July 2014.

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

1. X This Amendment X increases/ decreases the previously obligated funds by \$581,112 changing the cost from \$547,914 to \$1,129,026. See Attachment B.

2. X Other (specify) The attached SOW number 4 has changed from 8% to 6% for management and overhead cost to be based on overall budget. Number 5 fringe is increased to 28%.

All other matters previously agreed to and set forth in the original Professional Services Contract and not affected by this Amendment shall remain in full force and effect. Attachment A refers to current Statement of Work.

(Remainder of this page has been intentionally left blank.)

Non-Collusion and Acceptance: The undersigned attests, subject to the penalties for perjury that he/she is the representative, agent, member or officer of Contractor that he/she has not, nor has any other member, employee, representative, agent or officer of Contractor, 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 Contract other than that which appears upon the face hereof.

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

Pro Resources, Inc

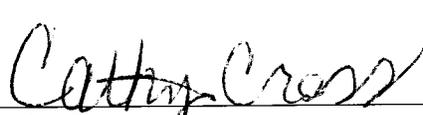


Diana L. Smith
Corporate Marketing Manager

6-22-15

Date

Alliance for Strategic Growth



Cathy Cross
Chief Financial Officer

6/25/15

Date

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Diana Smith
1728 Spy Run Ave.
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Timesheets will be reviewed by Functional Supervisors and then forwarded to Pro Resources for processing either by fax or email.

4. **Fees.** A rate for management and overhead is established in the proposal and is a percentage of 6% of budget less mileage.
5. **Costs.** Costs incurred such as but not limited to mileage, cell phones, drug screens for the employees functionally working and supervised in Region 6 shall be invoiced to ASG as a pass-through cost. Before incurring the cost and invoicing, an approval from Chief Financial Officer (CFO) of ASG is appropriate to insure that this is a reimbursable and allowed expense. Per the proposal submitted by Pro Resources, the fringe/benefits cost is approximately 28% currently with

9.75% added per ASG. Any significant deviation requires prior approval of ASG. Please see the Budget for details (Attachment B).

6. **Work Week.** For the initial period of this contract all non-exempt employees will be working 40 hours per week which is 8:00 to 4:30 M-F with a half hour lunch that shall be scheduled by the local manager to fit staffing needs in the office. All exempt staff will work a minimum of 40 hours per week.
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dsmith@proresources.net

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Attachment B

Amended Budget 7/1/14-6/30/16*

Youth Services Budget Modification CFDA# 17.258 & State funds			
	Budget 7/1/14	Mod 1	Amended Budget
Wages	\$373,984	\$393,385	\$767,369
Benefits	134,634	141,619	276,253
Mileage & Travel	9,377	9,377	18,754
Management	29,919	36,731	66,650
Total	\$547,914	\$581,112	\$1,129,026
*Budget not to exceed line item unless prior approval by ASG.			

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CONTRACTOR	CONTRACTING AGENT
Pro Resources 1728 Spy Run Ave. Fort Wayne, IN 46805	Alliance for Strategic Growth. 201 E Charles St. Muncie, IN 47305
Modification Number: Two Contract Period: From 07/01/2016 to 06/30/2017	Description of Modification: <ul style="list-style-type: none"> • Extend period of contract • Add PY16 funding to the agreement

- 1) This contract modification extends the end date of the contract from June 30, 2016 to June 30, 2017.
- 2) This Contract modification increases the previously obligated funds by \$581,112, changing the cost from \$1,129,026 to \$1,710,138.
- 3) All other matters previously agreed to and set forth in the original contract agreement and modification #1 are not affected from this modification and remain in full force and effect. The Scope of Work will continue as defined previous agreement and modification. See Attachment A..

CONTRACT MODIFICATION SIGNATURES

IN WITNESS WHEREOF, Contracting Agent, Alliance for Strategic Growth, Inc., and Contractor, by their respective officers thereunto duly authorized, have executed this contract modification.

CONTRACTOR:

ProResources


 Diane L. Smith, Regional Manager

6-30-16
 Date

CONTRACTING AGENT:

Alliance for Strategic Growth, Inc.


 Mike Row, President and CEO

6-30-16
 Date

For ProResources:

ProResources
 Attn: Diana Smith
 1728 Spy Run Ave..
 Fort Wayne, IN 46805
 E-mail: dsmith@proresources.net
 Phone: (260) 704-1667

For Alliance for Strategic Growth, Inc.

Alliance for Strategic Growth, Inc.
 Attn: Lyndsey Hellems
 201 E. Charles St.
 Muncie, IN 47305
 E-mail: lhellems@asgcorp.org
 Phone: (765) 282-6400
 Fax: (765) 282-6411

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