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

WDB/Region # 8	**Region 8**
WDB Chair	**Brenda Reetz**
WDB Executive Director	**John Corcoran**
One Stop Operator	**Shannon Laurent**
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Youth Service Provider(s) Name and Contact Information	**Rob King, Vincennes University**

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 South Central Workforce Development Board
Workforce Development Board Chair

Name (type or print): Brenda Reetz

Title: Chair

Signature: _____ Date: 6/27/2016

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

Name (type or print): Eugene McCracken, Lawrence County Council

Title: Chief Elected Official

Signature: _____ Date: 6/27/16

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Optional Executive Summary

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

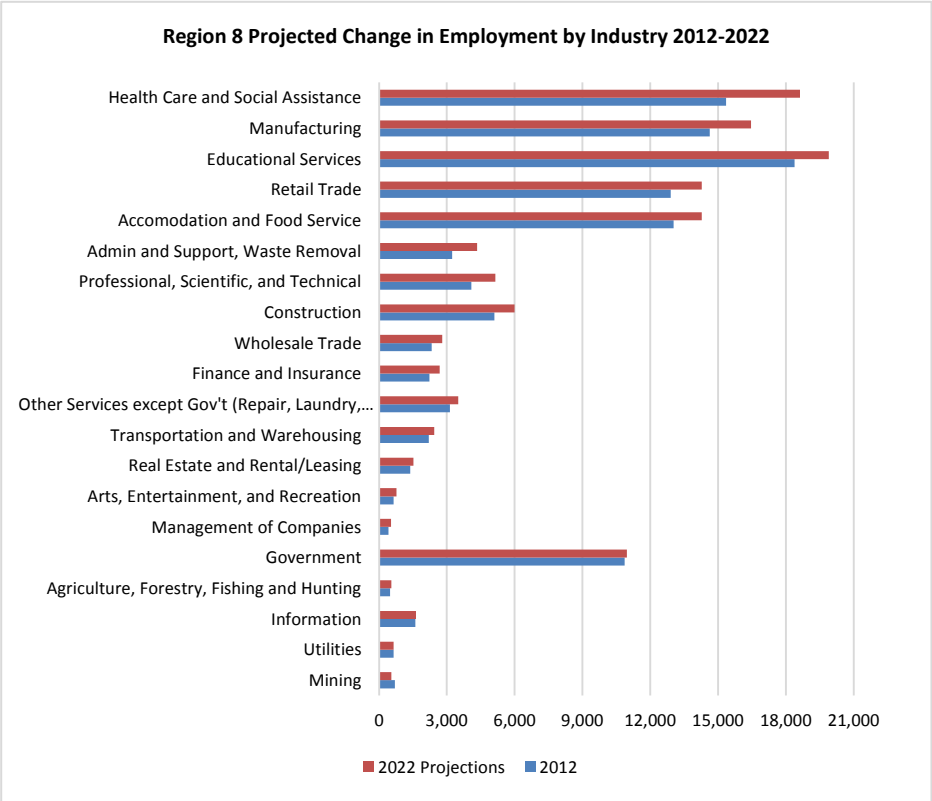
Overview of the Region

Region 8 is comprised of Brown, Daviess, Greene, Lawrence, Martin, Monroe, Orange and Owen Counties in South Central Indiana. The total population of Region 8 has consistently experienced slow growth of less than 1% per year, increasing from 318,309 in 2011 to 320,358 in 2015.

The unemployment rate in Region 8 is nearly always higher than the State unemployment rate. However, in recent years the region has enjoyed a steady decline in unemployment from an average of 8.3% in 2012 to an average of 5.4% in 2015. This has been welcome news for the residents of Region 8.

According to the Quarterly Census of Employment and Wages report from DWD, in 2015 there were 114,304 jobs in the eight-county area that comprises Region 8. The top 5 industry sectors in the region are Educational Services, Manufacturing, Health Care and Social Services, Accommodation and Food Services, and Retail Trade. These industries account for 68% of the total employment opportunities available within the region.

As indicated in the chart to the right, growth projections for 2022 indicate these key industry sectors will continue to expand and more workers will be needed to fill openings.



In addition to these sectors, there are other industry sectors such as defense related jobs, life sciences and agribusiness that also are important to the region's economy. Because many of the jobs from these sectors are classified within the industries included in this chart, it is often difficult to illustrate their significance when looking at traditional labor market information. For example, medical products manufacturing is an essential part of life sciences initiatives in the region, but in the data above, these jobs are included within the manufacturing industry.

There are a number of business assets that make Region 8 unique from other parts of the State. These industries are key to the regional economy and represent opportunities for the region to build upon its existing strengths to create future economic growth. The strong presence of life science related jobs, many of which are in the manufacturing sector, is key to the region's economy and presents a significant opportunity for economic growth. These advanced manufacturing jobs are located primarily in Monroe and Owen Counties and have replaced many of the traditional manufacturing jobs that were lost over the past 2 decades.

The region also serves as a tourist destination due to the many recreational opportunities that are available. The numerous state parks, reservoirs, and forests make the region an ideal place to enjoy the outdoors. Indiana University's variety of cultural activities and sporting events draw thousands of visitors to the area each year. The shops and restaurants in Brown County and the hotels and casino in Orange County also help to make the region an enjoyable place to relax. Tourism is important to the region since it attracts large numbers of individuals from outside the region who contribute to the regional economy by supporting local hotels, restaurants and shopping establishments during their visits.

The presence of NSA Crane is also a unique and significant part of the regional economy. In addition to the approximately 4,000 jobs that Crane directly provides, numerous other companies contract to provide goods and services to Crane creating even more jobs. The WestGate@Crane Technology Park, developed as a result of the efforts of local economic development representatives, elected officials, regional business leaders and civic organizations, presents the region with a rare opportunity to capitalize on the economic benefits that the development of the new I-69 corridor can bring.

Entrepreneurship is also a key part of the regional economy. Approximately 87% of businesses in the region have fewer than 20 employees. The presence of the Gayle and Bill Cook Center for Entrepreneurship at Ivy Tech Bloomington provides current and future business owners with valuable assistance to prepare for successful entrepreneurial endeavors that will create more jobs for the region.

Regional Vision and Goals

The South Central Region 8 Workforce Board envisions a workforce development system that:
- Helps employers to identify the skilled workers needed to successfully maintain and expand their companies.
- Makes education and training opportunities available to prepare workers to successfully compete for jobs with wages that allow for self-sufficiency.

With this vision in mind, the Board has the following goals:

1. Region 8 residents will have accessible services from WorkOne partners available close to their homes.

2. Services will be provided through a coordinated WorkOne system where staff are knowledgeable about services available from partner agencies and share resources effectively to meet the needs of job seekers and employers.

3. Customers of the WorkOne system will have an identified career pathway and a plan to help them prepare for regional in-demand occupations by gaining the education and skills needed by employers.

4. Work-based learning opportunities will be available to those who lack the skills necessary to compete in the labor market.

5. Individuals who lack basic literacy skills and/or a high school diploma or HSE will be connected with Adult Education and Literacy programs in the region so they can focus on earning a diploma or HSE, and improving their skills to a level where they can benefit from further training and be competitive in the labor market.

6. In School Youth will complete high school and graduate with a plan for postsecondary training or employment. The WorkOne system will coordinate with local schools to ensure high school seniors have an opportunity to connect with WorkOne services.

7. Out of school Youth who lack a high school diploma or HSE will be encouraged to enroll in Adult Education to earn their diploma or HSE and improve basic skills. They will also be encouraged to pursue postsecondary training that aligns with the region's in-demand occupations so they can prepare for their future and compete for jobs.

8. Individuals with disabilities, those who are deficient in basic skills, and/or customers with other barriers to employment will be connected with appropriate resources to assist them to overcome their barriers and participate successfully in labor force.

9. Targeted efforts will be made to recruit individuals who are unemployed or underemployed and engage them in WorkOne services to assist them in finding suitable employment.

WorkOne Services for Businesses and Job Seekers

The Board is committed to maintaining a WorkOne system where the customer, not programs or funding sources, are the primary focus. In support of this goal, a WorkOne Center will be maintained in each of the 8 counties within the region to allow customers to access services in a location that is close to their homes. The region will work to promote all partners collectively as a unified WorkOne system with staff who are cross-trained and services that are co-located whenever possible.

The region will work to address the challenge of filling the 1 million jobs that are projected for Indiana in 2025 by engaging workers who have previously not been equipped with the skills needed for these emerging jobs and by collaborating with other organizations in the region that are focused on workforce issues.

To help employers find skilled workers, the WorkOne Business Services Team will maintain knowledge of employer needs and will ensure all businesses have the opportunity to post jobs on the state's automated labor exchange system to identify skilled individuals for job openings. Employers will also have access to labor market information that can be used to make their business more competitive and more successful in hiring and retaining employees. Business services team members will also work with employers to develop and implement work-based learning opportunities for job seekers as appropriate. These work-based learning activities are often an effective method for businesses to find good employees.

In an effort to help individuals have career success, all citizens of Region 8 will have the opportunity to understand and improve their skills through the local WorkOne system. Individuals will have access to information about educational opportunities, career pathways, and available job opportunities including labor market information about demand occupations in the region and statewide. This information will be provided by WorkOne through collaborative partnerships with area education providers and community organizations. The South Central Region 8 Workforce Board is also committed to providing as much direct financial assistance as possible to assist customers with the costs of tuition, books, transportation, child care and other items that are necessary for them to successfully complete education and training activities that will help them gain marketable job skills.

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)]

Industry Sectors

Region 8 is comprised of Brown, Daviess, Greene, Lawrence, Martin, Monroe, Orange and Owen Counties in South Central Indiana. The total population of Region 8 has consistently experienced slow growth of less than 1% per year, increasing from 318,309 in 2011 to 320,358 in 2015.

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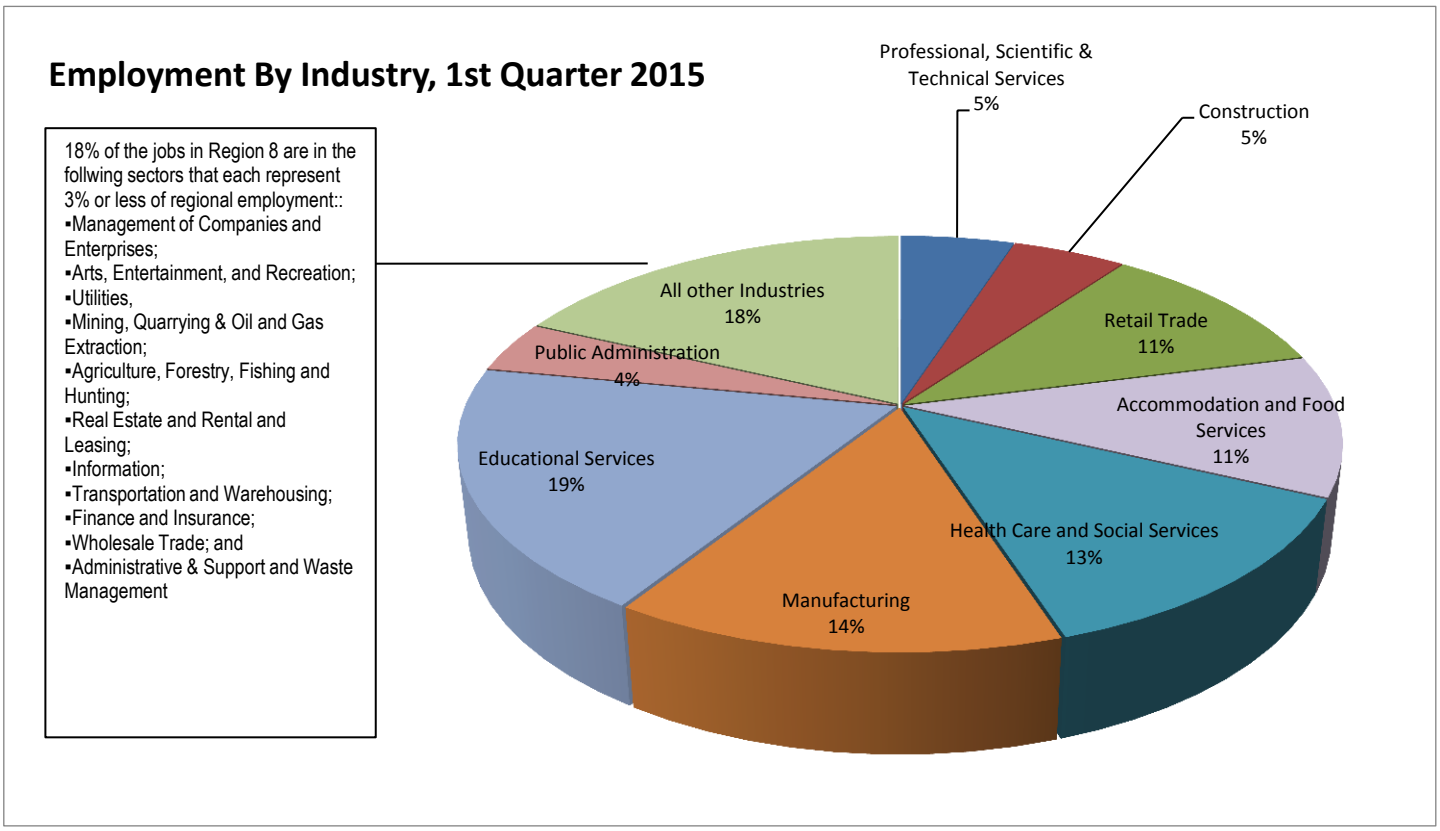
According to the Quarterly Census of Employment and Wages report from DWD, in 2015 there were 114,304 jobs in the eight-county area that comprises Region 8. As illustrated by the chart below, the top 5 industry sectors in the region are Educational Services, Manufacturing, Health Care and Social Services, Accommodation and Food Services, and Retail Trade. These industries account for 68% of the total employment opportunities available within the region.



As indicated in the chart to the right, growth projections for 2022 indicate these key industry sectors will continue to expand and more workers will be needed to fill openings.

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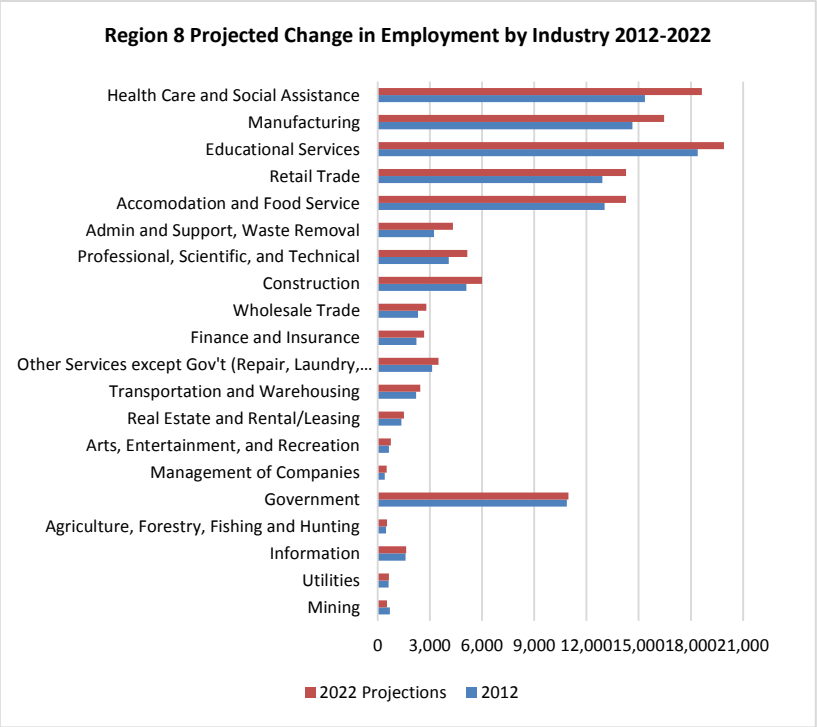


There are a number of business assets that make Region 8 unique from other parts of the State. These industries are key to the regional economy and represent opportunities for the region to build upon its existing strengths to create future economic growth.

The strong presence of life science related jobs, many of which are in the manufacturing sector, is key to the region's economy and presents a significant opportunity for economic growth. These advanced manufacturing jobs are located primarily in Monroe and Owen Counties and have replaced many of the traditional manufacturing jobs that were lost over the past 2 decades.

The region also serves as a tourist destination due to the many recreational opportunities that are available. The numerous state parks, reservoirs, and forests make the region an ideal place to enjoy the outdoors. Indiana University's variety of cultural activities and sporting events draw thousands of visitors to the area each year. The shops and restaurants in Brown County and the hotels and casino in Orange County also help to make the region an enjoyable place to relax. Tourism is important to the region since it attracts large numbers of individuals from outside the region who contribute to the regional economy by supporting local hotels, restaurants and shopping establishments during their visits.

The presence of NSA Crane is also a unique and significant part of the regional economy. In addition to the approximately 4,000 jobs that Crane directly provides, numerous other companies contract to provide goods and services to Crane creating even more jobs. The WestGate@Crane Technology Park, developed as a result of the efforts of local economic development representatives, elected officials, regional business leaders and civic organizations, presents the region with a rare opportunity to capitalize on the economic benefits that the development of the new I-69 corridor can bring.

Entrepreneurship is also a key part of the regional economy. Approximately 87% of businesses in the region have fewer than 20 employees. The presence of the Gayle and Bill Cook Center for Entrepreneurship at Ivy Tech Bloomington provides current and future business owners with valuable assistance to prepare for successful entrepreneurial endeavors that will create more jobs for the region.

Occupations

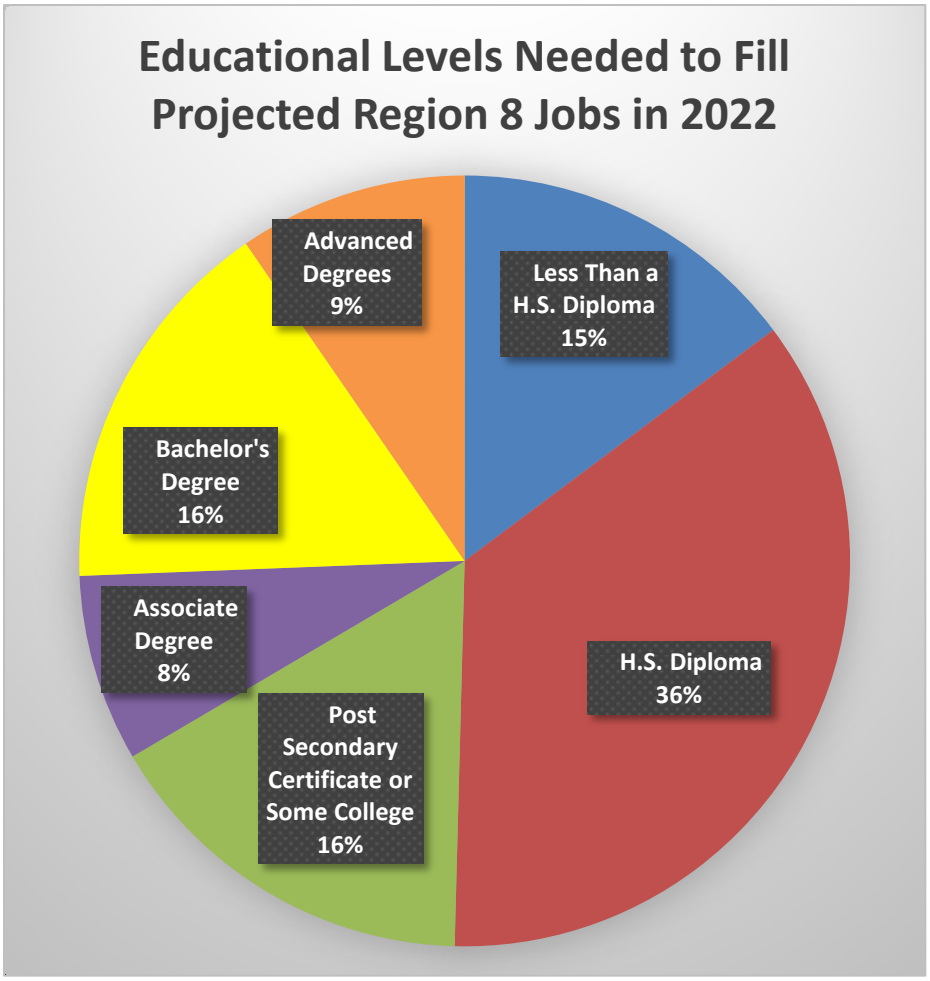
According to DWD's Hot Jobs projections for the year 2022, the occupations below are anticipated to be the future Top 50 Hot Jobs for Region 8 based on total number of jobs in each occupation:

Occupation	2022 Jobs	% Change	Projected Annual Total Openings	2014 Median Salary
Preschool, Primary, Secondary, and Special Education School Teachers	5108	8.77	151	$48,159
Registered Nurses	2768	19.41	90	$56,679
Postsecondary Teachers	2667	15.45	71	$64,343
Secretaries and Admin Assistants, Except Legal, Medical, and Executive	1682	10.66	34	$30,526
Heavy and Tractor-Trailer Truck Drivers	1569	12.07	39	$34,170
Bookkeeping, Accounting, and Auditing Clerks	1561	12.71	31	$33,552
First-Line Supervisors of Retail Sales Workers	1293	13.82	41	$35,567
General and Operations Managers	1193	14.93	35	$70,850
Licensed Practical and Licensed Vocational Nurses	1007	21.18	38	$36,920
First-Line Supervisors of Office and Administrative Support Workers	983	13.51	32	$43,657
Accountants and Auditors	934	14.6	36	$57,512
Sales Reps, Wholesale and Manufacturing, Except Tech and Scientific Products	882	17.91	28	$51,675
Construction Laborers	781	17.98	26	$37,279
First-Line Supervisors of Production and Operating Workers	763	11.06	18	$45,525
Carpenters	645	21.01	18	$31,259
Police and Sheriff's Patrol Officers	588	7.69	21	$44,988
Electricians	539	16.67	17	$57,046
Counselors	526	13.36	16	$42,747
Social Workers	518	16.14	16	$40,809
Machinists	502	23.95	19	$48,679
Sales Representatives, Services, All Other	501	17.33	19	$37,818
Operating Engineers and Other Construction Equipment Operators	459	11.95	14	$55,018
Plumbers, Pipefitters, and Steamfitters	457	15.11	11	$47,114
First-Line Supervisors of Construction Trades and Extraction Workers	434	16.35	10	$62,987
Billing and Posting Clerks	434	17.3	13	$30,161
Firefighters	406	8.56	13	$46,681
First-Line Supervisors of Mechanics, Installers, and Repairers	405	11.57	14	$53,874
Industrial Machinery Mechanics	397	32.33	19	$44,450
Computer Systems Analysts	379	34.88	14	$63,093
Lawyers	375	12.95	9	$73,619
Management Analysts	364	21.74	11	$76,455
Computer User Support Specialists	363	26.48	12	$37,796
Medical and Health Services Managers	355	22.41	13	$76,875
Financial Managers	341	12.54	10	$83,415
Software Developers, Applications	330	40.43	13	$82,046
Pharmacists	326	16.85	12	$120,923
Physicians and Surgeons, All Other	314	16.3	11	$191,221
Market Research Analysts and Marketing Specialists	312	41.82	12	$34,692
Mechanical Engineers	302	17.05	13	$90,449
Education Administrators, Elementary and Secondary School	294	5	8	$74,666
Network and Computer Systems Administrators	280	15.7	8	$61,682
Industrial Engineers	277	16.88	11	$75,305
Computer-Controlled Machine Tool Operators, Metal and Plastic	270	33	13	$33,597
Sales Managers	248	16.98	9	$68,162
Sales Reps Wholesale and Manufacturing, Technical and Scientific Products	220	21.55	8	$74,058
Training and Development Specialists	220	20.22	7	$58,115
Cost Estimators	202	23.93	9	$50,268
Physical Therapists	199	28.39	8	$80,222
Dental Hygienists	191	21.66	7	$74,202
Computer Programmers	179	19.33	7	$56,897

According to Quarterly Census of Employment and Wages data for the first quarter of 2015, the regional average weekly earnings rate is $729 per week, or $37,908 annually. This is well below the state average of $811 per week ($42,172 annually) and the national average of $968 per week ($50,336 annually). These projected "Hot Jobs" represent a positive economic forecast for Region 8. This list includes 36,343 jobs anticipated in 2020, all of which pay more than $30,000 per year. The availability of these jobs is welcome news for the region. The average median wage for the Hot Jobs combined is $58,556 per year, well above the regional average wage. It is critical for the region to have workers who are prepared to fill these jobs.

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)]

Long term projections through 2022 indicate there will be a total of 127,737 jobs in the region. It is anticipated that employers will need 4,216 workers each year to fill new and replacement job openings. This means over the 9 year period from 2013 to 2022, employers throughout the region will need 37,944 people to fill these open positions. The chart on the left illustrates the anticipated educational levels that will be needed by the labor force of Region 8 in 2022.



According to this data, employment prospects will be limited for those who lack a high school diploma or HSE. 85% of the region's jobs will require at least a high school diploma, and 49% will require some college or a post - secondary certification.

Data contained in section 1.3 of this plan indicates the educational levels of the Region 8 workforce in 2013 align closely with these projected needs. However, data is not readily available to conduct a thorough analysis of how the specific skills and knowledge of the current workers in region compares to the skills that will be needed in 2022.

It is likely many of the degrees and certifications that workers currently possess may become irrelevant and their skills may not align well to the jobs of the future without additional training. Regardless of educational level, an important challenge for the region in the upcoming years will be to ensure workers have the specific job skills needed by employers to fill the projected jobs.

The Regional Workforce Board will utilize labor market information and employment projections to identify a list of in-demand occupations for which WIOA funds may be used to provide financial assistance with training. As employment projections and demand for specific skills change, the Board will modify its demand occupation list in an attempt to use

the limited resources available for training effectively to prepare workers to fill these anticipated future job openings. The Board's demand occupation list is included on pages 48-49 of this plan.

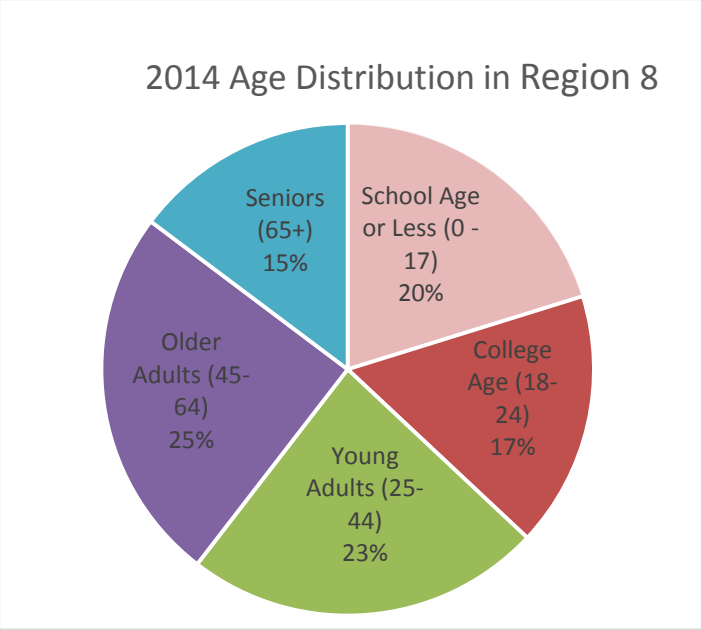
In addition to required educational levels, degrees, and certifications, employers also need employees to have specific abilities that better enable them to perform their job duties successfully. An analysis of available data resulted in identification of the top 7 areas of knowledge, skills and abilities desired by employers who will hire workers in the region's top 50 "Hot Jobs" as described in the table below.

Top 7 Areas of Knowledge Needed for Region 8 Top 50 Hot Jobs	Top 7 Skills Needed for Region 8 Top 50 Hot Jobs	Top 7 Abilities Needed for Region 8 Top 50 Hot Jobs
English Language	Active Listening	Oral Comprehension
Customer and Personal Service	Critical Thinking	Oral Expression
Mathematics	Speaking	Problem Sensitivity
Administration and Management	Reading Comprehension	Written Comprehension
Mechanical	Coordination	Deductive Reasoning
Computers and Electronics	Monitoring	Inductive Reasoning
Psychology	Social Perception	Written Expression/Speech Clarity

In addition to academic and technical skills, companies also need workers who have good interpersonal skills, can work as a member of a team, are able to use judgment to make good decisions, are self-directed, and understand the importance of regular attendance and punctuality. Employers in the region also frequently cite the lack of workers with these "employability skills" as a significant problem which often leads to high turnover rates.

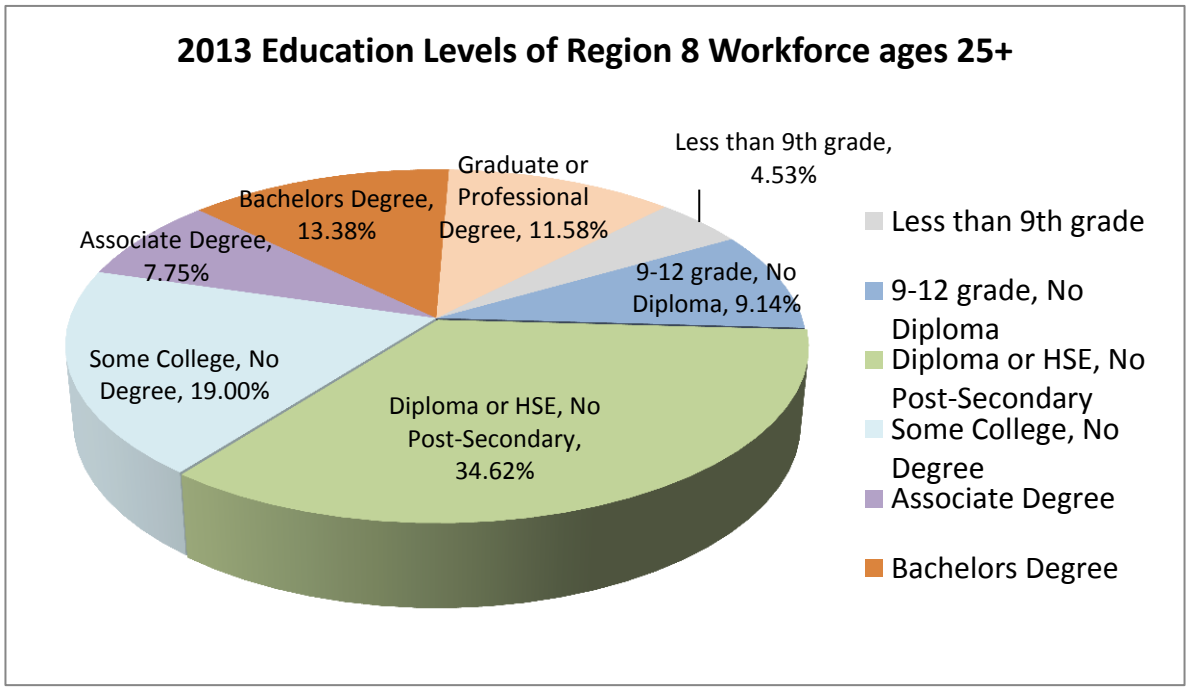
1.3 An analysis of the local workforce, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment and youth. WIOA Sec. 108(b)(1)(C)]

According to DWD's Hoosiers by the Numbers data, in December 2015, the region had 149,554 individuals in the labor force. Of the total labor force, 141,860 were employed and 7,694 were unemployed resulting in a regional unemployment rate of 5.1%. While the unemployment rate has steadily declined from 8.4% in 2012 to its current level of 5.1%, this rate is still above the state (4.5%) and national (4.8%) unemployment rates.

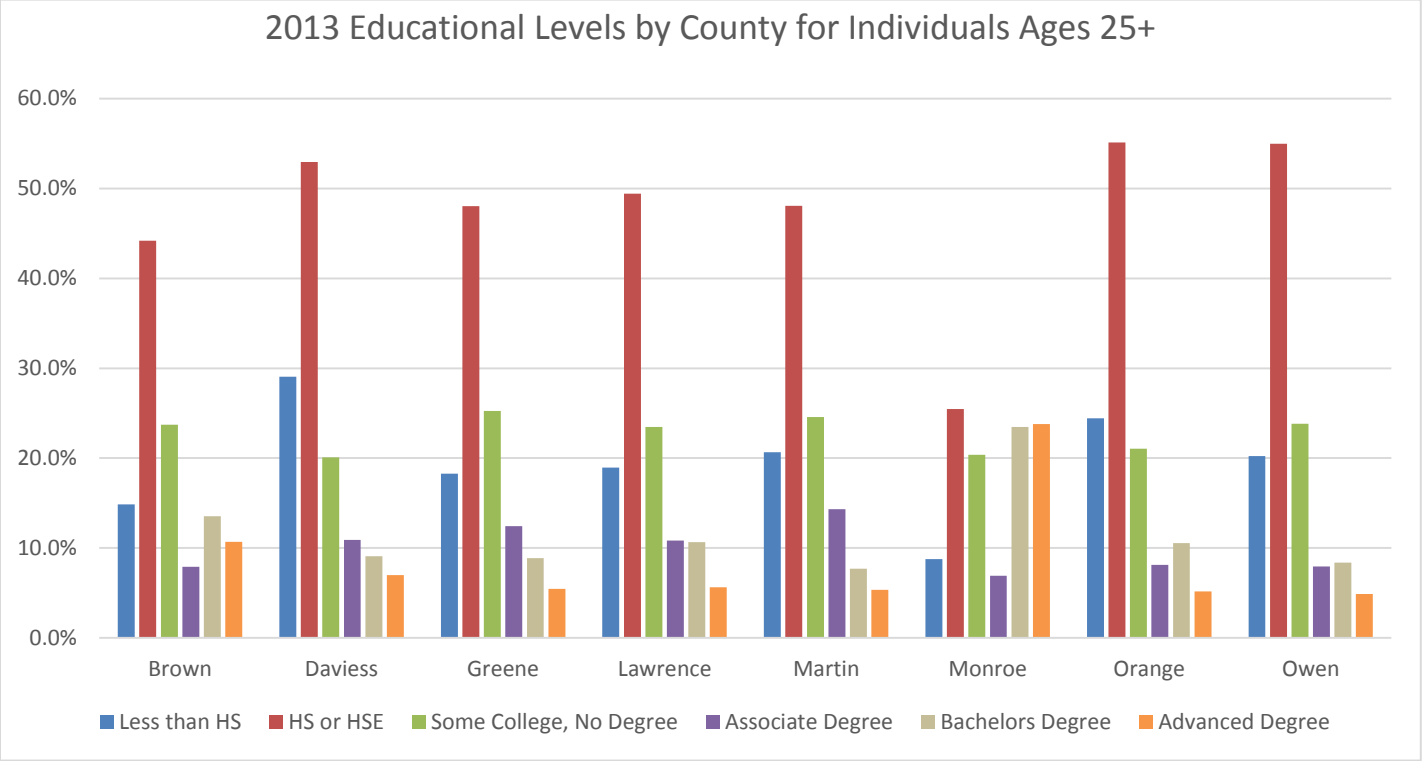


The region's population is well balanced between age groups. The chart to the left shows the age distribution of the 320,258 residents. The labor force is typically comprised primarily of workers aged 18-64. In Region 8, there 208,334 individuals who fall into this age group, but only 149,554 people in the labor force. This means approximately 59,000 residents are of working age but are not working or looking for work. These individuals are a potentially untapped source of additional workers to fill future job openings.

Despite the presence of Indiana University and Ivy Tech within the region, and Vincennes University close by, nearly 67% of the region's residents have less than an Associate degree. According to data from 2013, over 27,000 people (14%) over the age of 25 lack a high school diploma or equivalent. The high number of workers who lack any education beyond high school likely explains why the region's average wage of $729 per week is well below state ($829) and national ($968) weekly earnings.



While the region as a whole appears to have educational levels that align well with the educational levels needed to fill the projected jobs in 2020, there is quite a disparity between Monroe County and the rest of the region. The chart below shows a more detailed picture of the educational levels of each county in the region.



The small, rural counties of Region 8 face a significant challenge in preparing their workforce for the jobs of the future. Monroe County accounts for 60% of the degrees held by residents and only about 12% of those who lack a high school diploma reside in Monroe County. Conversely, 88% of those who lack a high school diploma reside in one of the 7 remaining counties.

Educational levels of out of school youth ages 18-24 also represent a challenge for the region. As of 2014, there were 5,130 youth from this age group in Region 8 who lacked a high school diploma or HSE. Given the anticipated workers needed to fill the projected 1 million jobs that will be available in Indiana in 2025, it is critical to engage these youth in educational and job training activities that lead to a secondary credential and skills needed to prepare them for active participation in the labor force.

The low educational levels combined with the lower than average weekly wages offer a likely explanation for the numbers of individuals who receive public assistance in the region. While the number of residents receiving Temporary Assistance for Needy Families (TANF) is low at only 255 families as of January 2016, there are 13,183 families who receive Supplemental Nutritional Assistance Program (SNAP) benefits so they will have enough food. Many of those receiving SNAP assistance are likely working but their earnings are not enough to allow them to become self-sufficient so they must continue to rely on public assistance programs to help meet their basic needs.

Section 2: Strategic Vision and Goals

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

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

The South Central Region 8 Workforce Board envisions a workforce development system that:
- Helps employers to identify the skilled workers needed to successfully maintain and expand their companies.
- Makes education and training opportunities available to prepare workers to successfully compete for jobs with wages that allow for self-sufficiency.

With this vision in mind, the Board has the following goals:

1. Region 8 residents will have accessible services from WorkOne partners available close to their homes.

2. Services will be provided through a coordinated WorkOne system where staff are knowledgeable about services available from partner agencies and share resources to effectively meet the needs of job seekers and employers.

3. Customers of the WorkOne system will have an identified career pathway and a plan to help them prepare for regional in-demand occupations by gaining the education and skills needed by employers.

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8. Individuals with disabilities, those who are deficient in basic skills, and/or customers with other barriers to employment will be connected with appropriate resources to assist them to overcome their barriers and participate successfully in labor force.

9. Targeted efforts will be made to recruit individuals who are unemployed or underemployed and engage them in WorkOne services to assist them in finding suitable employment.

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

As described in the State Plan, the SWIC has the following strategic vision for the state's workforce development system:

"Every Indiana business will find the educated and skilled workforce necessary to compete successfully in the global economy. Every Indiana citizen will have access to the information, education and skills required for career success."

The vision of the South Central Region 8 Workforce Board aligns closely with the SWIC's vision for both businesses and individuals.

In an effort to help employers find skilled workers and be competitive in a global economy, the WorkOne Business Services Team will ensure all businesses have the opportunity to post jobs on the state's automated labor exchange system to identify skilled individuals for job openings. Employers will also have access to labor market information that can be used to make their business more competitive and more successful in hiring and retaining employees.

Business services team members will also work with employers to develop and implement work-based learning opportunities for job seekers as appropriate. These work-based learning activities are often an effective method for businesses to find good employees.

In an effort to help individuals have career success, all citizens of Region 8 will have the opportunity to understand and improve their skills through the local workforce system. Individuals will have access to information about educational opportunities, career pathways, and available job opportunities including labor market information about demand occupations in the region and statewide. This information will be provided by the WorkOne through collaborative partnerships with area education providers and community organizations.

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.

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.

System Alignment –

Goal # 2 in Section 2.1 of this plan conveys the Board's intent for services to be provided through a coordinated WorkOne system where staff are knowledgeable about services available from partner agencies and work in collaboration to meet the needs of job seekers and employers. As such, the region will work to promote all partners collectively as a unified WorkOne system.

Properly trained staff are key to a coordinated WorkOne system. The region will conduct cross-training sessions where subject matter experts from each WorkOne partner will provide training on the basic eligibility requirements and services available from their respective programs. This will ensure all WorkOne partner staff have the basic knowledge necessary to make appropriate referrals and assist customers in getting connected to all services from which they can benefit regardless of which partner agency they encounter first. Partner staff will also provide coordinated case management services for mutual customers to ensure an individualized career plan is developed and all available resources are used efficiently to help the customer successfully implement the plan.

[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

Co-location of partners is one of the most effective methods to achieve a well-coordinated service delivery approach. This is particularly true in Region 8 due to the rural nature of the counties in our region and the lengthy distance customers may potentially need to travel to access available services and resources. Goal # 1 in Section 2.1 of this plan reflects the Board's desire for residents of the region to be able to access services from WorkOne partners without having to drive long distances. The region will explore ways in which to use technology to improve customer access to services. However, limited computer skills of many customers coupled with limited availability of computers, printers, and internet access in their homes often makes it difficult for some of the individuals who most need assistance to access services electronically. WorkOne Centers throughout the region will provide a local site where individuals can access services provided from a variety of WorkOne partners in a location that is convenient for them.

In support of this goal, Region 8 has already made efforts toward co-location of services with key partners in the WorkOne Centers throughout the region. Adult Education classes are available on-site in six WorkOne Centers and are closely coordinated with WorkOne in the remaining 2 counties. Vocational Rehabilitation staff are housed in the Bloomington WorkOne Center and VR staff utilize space in WorkOne Centers throughout the region as needed to meet with customers. The region will continue to explore options for further co-location or on-site service delivery options.

In order to get the greatest impact out of co-located services and well trained staff, management staff from the various partner agencies must also work to coordinate services and resources. For approximately the past 10 years, all key programmatic decisions in Region 8 for WIA (and now WIOA), Wagner Peyser, TAA, REA, WPRS, Veterans Services, and WorkINdiana have been made by the regional Leadership Team. This team, comprised of staff from the Regional Operator, the WIOA Service Provider, the Regional WorkOne Coordinator, and State WorkOne Managers, meets every 4-6 weeks to discuss available resources, staffing, professional development and training needs, program performance, and any other challenges or opportunities that exist within the region. Partner agency management staff will be invited to participate in meetings of the Leadership Team to ensure there is ongoing communication, problem solving, and joint planning between partners. In addition to improved coordination, this will also reinforce the message to staff of each partner agency that we are a unified WorkOne system.

In addition, representatives of most core programs have participated on the Region 8 Adult Education Consortium for the past several years. Additional members from other WorkOne partner agencies will be invited to participate. As a result, all core partners will have the opportunity to be represented on the Consortium no later than July 1, 2016.

Client-Centric Approach -

The South Central Region 8 Workforce Board is committed to maintaining a WorkOne system where the customer, not the programs or funding sources, is the primary focus. As indicated previously in this plan, the Board has established a number of goals that support the SWIC's goal of a client-centric approach.

In Section 2.1, goals numbered 2-9 support a system where the customer is at the center of service delivery. Coordination between partner agencies is an essential part of providing customers a positive and productive experience with the WorkOne system. As appropriate, customers will have individual career plans that lay out the steps needed for success in a career pathway. These plans will be designed with the needs of the customer in mind.

All WorkOne partners involved with each client will work to present a unified effort to maximize available resources. To the extent possible, customer flow procedures will be designed to avoid duplication of effort from the various partners and unnecessary collection of redundant information from the customer. As a part of their individualized plan, each customer will have access to assessment, career counseling, educational and training assistance, supportive services, work-based learning opportunities, and job placement assistance as appropriate. Throughout the implementation of the plan and duration of participation with the WorkOne system, staff from the WorkOne partners will communicate regularly and exchange information as allowed by confidentiality guidelines to ensure programs and funding sources are coordinated for the benefit of the customer.

Specific efforts will be made to help youth, individuals with disabilities or basic skills deficiencies, and those with other barriers to employment connect with resources that can help them become successful members of the labor force. WorkOne staff will maintain current knowledge of all available services with their communities and will work to establish referral processes with these organizations to assist customers in gaining access to services from which they can benefit.

The South Central Region 8 Workforce Board is also committed to providing as much direct financial assistance as possible to assist customers with the costs of tuition, books, transportation, child care and other items that are necessary for them to successfully complete education and training activities that will help them gain marketable job skills. As evidence of this commitment, the Board will establish a target expenditure goal for these direct client costs. This goal is included in the WIOA service provider contract language and progress toward meeting the goal will be reviewed quarterly by the Board as part of their ongoing review of financial reports.

Demand Driven Programs and Investments –

The Board also wants to ensure that funds used to support customer participation in education and training activities will be focused on preparing workers to have skills that are needed by area employers. Goals # 2 and 3 in Section 2.1 of this plan convey the Board's intent for customers to have career plans that will lead to employment in occupations that are in-demand in the region. In support of this goal, the Board will review and approve the region's demand occupation list. This list will be created using available labor market information, occupational projections and other available data as well as knowledge of the needs of local businesses.

The demand occupation list will also consider the needs of current or emerging sector partnerships throughout the region that represent opportunities for economic stability and/or growth within the region. Under the Board's oversight, the WorkOne system will engage employers from these sector partnerships and maintain knowledge of sector strategies to ensure resources are used to support training and education that addresses the skill needs of these sectors.

Current sector partnerships in Region 8 with which the Board and WorkOne system is involved include:

- Regional Opportunity Initiative (ROI) in partnership with Radius Indiana and the Community Foundation of Bloomington and Monroe County recently received a $42 million grant from Lilly Foundation. There is a sector focus on advanced manufacturing, defense contractors and the Crane Naval Surface Warfare Center.

- Radius Indiana is a regional partnership representing 8 counties in South Central Indiana: Crawford, Daviess, Dubois, Greene, Lawrence, Martin, Orange, and Washington Counties. Formed in 2009, Radius Indiana also serves as a primary point of contact in Indiana for Crane.

- South Central Indiana Area Health Education Center (SCI AHEC) is a program designed to improve healthcare through community and academic partnerships. Indiana's third AHEC was established in the South Central region of the state in the fall of 2003 under the guidance of Hoosier Uplands Economic Development Corporation. The community based non-profit organization has forged successful partnerships within the 12 county region by creating an advisory board to guide the development of programs to address the unique needs of the region. Counties represented include Brown, Clark, Crawford, Floyd, Harrison, Jackson, Lawrence, Martin, Monroe, Orange, Scott, and Washington.

- WestGate@Crane - Professionals, elected officials, business leaders, and civic figures worked for the development of a technology park adjacent to NSWC-Crane Division. WestGate@Crane Technology Park partners with a variety of organizations and businesses such as local and state economic development corporations, NSWC-Crane Division, I-69 Innovation Corridor, Indiana Office of Defense Development, and WorkOne.

- Bloomington Life Science Partnership (BLSP) BLSP is focused on Life Science companies in the Bloomington area including surrounding counties. BLSP is a partnership formed by Bloomington Economic Development Corporation (BEDC) which includes employers, government, workforce development representatives, and educational representatives. The Bloomington Life Sciences Partnership is a collaborative effort dedicated to continued life sciences business growth in greater Bloomington, Indiana - a nationally recognized leading metro area in medical devices, contract pharma, biotechnology, basic research and life sciences workforce development.

- Bloomington Tech Partnership (BTP) is focused on the development and growth of technology in the South Central area of Indiana. Another partnership formed by BEDC in conjunction with the growing Tech companies, Indiana University and the City of Bloomington as well as other community partners and workforce development. Many of these companies are associated with Indiana University and Crane NSWC. The Bloomington Technology Partnership fosters the growth of Bloomington's emerging high-tech economy through talent recruitment, networking opportunities and technical assistance.

Business services staff in Region 8 will develop expertise about labor force needs and strategies of key sectors in the region and will share their knowledge with partners of the WorkOne system. WorkOne partners will work together to coordinate activities of the various programs and funding sources to help employers in these sectors find skilled workers. The WorkOne system will also serve as a broker of information on labor market information, existing education and training initiatives, grants and other workforce development opportunities that exist within the region. WorkOne staff will work to facilitate an increased awareness about ongoing initiatives and help promote collaboration and build partnerships to maximize the effectiveness of resources throughout the region.

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.

Federal performance accountability measures for WIOA are well aligned with the South Central Region 8 Workforce Board's goals and expectations for the WorkOne system. These federal standards focus on measuring the extent to which WIOA participants get jobs and retain employment, earn good wages, demonstrate measurable skill gains, and earn educational credentials. The standards also will measure the effectiveness of the services provided by the WorkOne system to employers.

As indicated in Section 2.1, the South Central Region 8 Workforce Board envisions a workforce development system that:
- Helps employers to identify the skilled workers needed to successfully maintain and expand their companies.
- Makes education and training opportunities available to help workers prepare themselves to successfully compete for jobs with wages that allow for self-sufficiency.

Key strategies that will be used to work toward meeting the expectations of the Board include:

- Implementing a WorkOne system that is accessible to employers and individuals and utilizes a streamlined and coordinated approach to delivery of partner services with customer needs as the primary focus.
- Development of individualized plans for education and training that lead to identified career pathways for customers.
- Effective use of available assessment tools, educational resources, career readiness services, and work-based learning strategies to equip customers with the skills to perform tasks needed by employers.
- Providing the support and encouragement needed by in school and out of school youth to help them earn secondary school credentials and make a smooth and successful transition into postsecondary education, employment or military service.

The Board will use the federal performance accountability measures as one method to determine if WorkOne system services are being delivered to effectively meet the goals of the Board. If the WorkOne system is helping workers gain the skills needed to successfully find and retain employment, assisting employers to find the skilled employees they need, and helping youth to earn a high school diploma or HSE and successfully prepare for future careers, the region will be well positioned to meet the federal standards.

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)]

In addition to federal performance measures, the board will also use a number of additional indicators to measure effectiveness of the WorkOne system in Region 8.

Working with the fiscal agent, the board will regularly review expenditure rates and service levels to ensure funds are being spent effectively to serve customers and meet desired expenditure rates. As previously mentioned, at the start of each program year the Board will establish a goal for the amount of funding that is spent directly on customers to assist them financially with costs related to their attendance and completion of education, training, and employment preparation activities. Progress toward meeting this goal will be reviewed by the Board as a part of the financial report given by the fiscal agent each Board meeting. This direct client costs expenditure goal is based on available funds and is typically 28-32% of program expenditures each program year.

As part of negotiating the contracts for WIOA Adult, Dislocated Worker and Youth services, the Board establishes service level goals for each of these programs. Progress toward meeting these goals is monitored regularly by Regional Operator staff and corrective action is taken to address any deficiencies.

It is essential that Business Services staff continue to increase awareness among local employers regarding the valuable services that exist to help employers find skilled workers. The Board will also regularly review reports of how many employer visits that are made, the number of job orders that result from these contacts, and the extent to which the employer contact plan aligns with the sector demands within the region.

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.

The 1 million jobs projected to be available in Indiana in 2025 poses both a challenge and an opportunity for the region. Finding skilled workers to fill these jobs will, no doubt, be difficult for employers. For workers who reside in the rural counties of Region 8, the geographical location of these available jobs may also be a concern. A significant number of the projected 1 million jobs will likely be in close proximity to some of the larger cities in Indiana. Workers from rural areas often cannot financially afford to relocate to more metropolitan areas where they do not have family members and friends to help with child care or transportation needs that enable them to work.

This worker shortage also presents opportunities for many workers in the region, particularly those who in the past may not have been able to compete in the labor force. With the help of the WorkOne system, these workers can learn about employer needs, gain relevant skills, and prepare for careers in these in-demand occupations of the future.

In order to meet the challenge associated with the anticipated job openings in 2025, Region 8 will use two primary strategies. One strategy will be to better engage workers who may not have been in the labor force in the past or who may have been employed but lack the skills needed to become self-sufficient and/or retain employment at a high wage.

The second strategy will be to collaborate with employer-based entities, economic development organizations, educational institutions, sector partnerships and others to maximize available funding sources and work together toward the common goal of helping employers in the region find skilled workers.

To address the worker shortage, it is imperative to tap into additional pools of workers who have not previously been equipped with the skills needed by employers for these emerging jobs. While the WorkOne system will help all job seekers prepare to find careers, there are several groups of potential workers that will be targeted by these efforts.

Individuals who have lost their jobs and are receiving Unemployment Insurance benefits are a valuable source of potential workers for employers. Typically these individuals have at least some work experience and a work history, but may lack the specific job skills needed to remain employed as workforce needs change. Rapid Response, TAA, REA, WPRS and Jobs for Hoosiers programs are designed to capture unemployed workers prior to layoff or early in their Unemployment Insurance claim, engage them throughout the duration of their claim, and encourage them to develop a plan to become re-employed. The WorkOne system will ensure participants of these programs are aware of all the services available to assist them in preparing for their next job. These workers will be screened for eligibility for all applicable programs, especially dislocated worker programs, and will be able to access resources seamlessly through an integrated service delivery model. As appropriate, these dislocated workers will be encouraged to pursue training that leads to a credential which makes them more marketable to employers. Although there is not a HIRE representative located in Region 8, workshops are provided in the region by HIRE staff. WorkOne staff also reach out to community corrections and probation departments in the region to inform them about WorkOne services, WorkINdiana training opportunities and other training options.

Veterans are an excellent pool of workers for employers. Most veterans leave military service with valuable skills that can be transferrable to educational programs and/or to the workplace. Often with minimal training, skills gained from military service can be built upon or enhanced to align with the needs of area businesses. WorkOne staff will provide assessments, labor market information and career counseling as appropriate to help Veterans identify potential career pathways and training options that can prepare them for successful careers as a part of the civilian workforce. Staff of the Disabled Veterans Outreach Program (DVOP) are available to provide additional assistance to veterans who have disabilities and significant barriers to employment

It is also important to note that not all of these projected jobs will require advanced degrees and high level skills. Many of the jobs will require only an Associate Degree or perhaps even short term training. But all jobs are likely to require a high school diploma or HSE and basic skill levels that enable an employee to continue to learn and advance on the job. Thus, all individuals who lack these skills and credentials will be targeted as candidates to receive WorkOne services. These workers will be encouraged to earn their high school diploma or HSE and pursue training appropriate to their chosen career path. While many of these individuals may already be employed, they likely have not reached their earnings potential due to their lack of educational credentials and/or low basic skills. Through coordination with Vocational Rehabilitation (VR), efforts will be made to engage individuals with mental and physical disabilities. If VR is unable to provide the needed assistance to help these customers prepare for employment, referrals will be made to other service providers as appropriate.

The Board and WorkOne staff have already been working in close partnership with Adult Education providers in the region to operate a successful WorkINdiana program. This program encourages students to work with Adult Education staff on earning a HSE if needed and improve basic skills while also attending short term training that results in a certificate or credential in a demand occupation. The WorkOne system in the region will continue to promote Adult Education services and the WorkINdiana program. We will further explore opportunities to expand the occupations eligible for WorkINdiana funding and work with providers in an attempt to make more training options available at locations within the region that are easily accessible for customers.

In school and out of school youth are a critical part of the solution to the challenge of filling the 1 million projected jobs in 2025. These youth represent the labor force of the future and it is important for them to gain skills that are relevant to emerging careers in the region. Career Advisors from the WorkOne system will work with in school youth and encourage them to complete high school and identify a career plan that prepares the student for a successful employment future. As appropriate, WorkOne resources will be coordinated with JAG resources for students who are JAG participants. Out of school youth will be encouraged to return to school and pursue their HSE or high school diploma if they have not received it. Out of school youth who already have a secondary credential will be encouraged to enroll in either traditional degree or certificate programs or short term training through WorkINdiana or other funding sources to earn a credential that prepares them for in-demand job openings.

Collaboration with other entities in the region is a key part of the Board's strategy to prepare workers for the 1 million jobs. WorkOne system staff, especially Business Services staff, will work with employer organizations, including Chambers of Commerce and local economic development organizations, to maintain an awareness of the needs of local businesses and emerging occupations for which workers are needed. Partnerships with educational institutions including Vincennes University, Ivy Tech, private training vendors, Adult Education providers and others will be crucial to the region's ability to prepare workers for future jobs. WorkOne system staff members already have close working relationships with these entities and will continue to work with these providers to ensure they are aware of the training programs needed for in-demand occupations. These providers will be encouraged to include contextual learning activities as part of the curriculum to reinforce the connection between coursework and the needs of employers in the workplace.

The Board and the WorkOne system will also work in cooperation with other entities such as Radius, Regional Opportunity Initiative (ROI), AHEC and other community groups that receive grants focused on workforce development issues to ensure WorkOne customers can take advantage of opportunities for training. The WorkOne Centers are collaborating with Southern Indiana Development Corporation (SIDC) in administering the OCRA Workforce Development grant to provide short term training to eligible individuals within the region to enter Demand Occupations including Electronic Technicians, IT Security Specialists and CNC Machine Operators. In addition, Region 8 is partnering with Regions 7 and 11 and SIDC to identify eligible trainees for Heavy Equipment Operator and Industrial Maintenance Training.

Section 3: Local Area Partnerships and Investment Strategies

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

3.1 Taking into account the analysis in Section 1, describe the local board's strategy to work with the organizations that carry out core programs[2] 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)]

As explained in Section 2.3, the South Central Region 8 Workforce Board supports cross-training of WorkOne system staff and co-location of programs and services whenever possible. These are important parts of the Board's strategy for creating a system where resources are aligned and used effectively.

As such, under the oversight of the Board, WorkOne system staff representing at a minimum WIOA, Vocational Rehabilitation, Adult Education and Literacy, Wagner-Peyser, Veterans Employment and Training Services and WorkINdiana will participate in cross-training activities designed to increase awareness of all partner programs available through the WorkOne system. The goal of these trainings will be to provide all staff with a basic understanding of program eligibility and referral processes, as well as services available to benefit the customer. In support of the "No Wrong Door" approach to services, it is important to have well trained staff that can direct the customer seamlessly through the maze of resources and services available without unnecessary duplication of required information and multiple office visits by the customer.

The WorkOne centers throughout the region serve as locations where partner staff and resources can be co-located. Every effort will be made to co-locate as many partners as possible in each facility for the benefit of customers throughout the region. When partner staff have been cross-trained and core partner services are housed in the same facility, alignment of resources is much more effective.

Co-located partner resources and well trained staff will position the WorkOne system in Region 8 to meet the Board's goals described in Section 2.1. As a result, customers will be able to identify career pathways and access well coordinated services in a location that is convenient for them. The presence of Adult Education in the WorkOne Centers allows customers who lack a high school diploma or have low basic skills to attend class in a convenient location where they can improve their skills in an environment that is often more effective for adult learners than a school facility.

Because the WIOA Service Provider for Adult and Dislocated Worker Services is also the provider of Youth services in the region, staff who provide case management can effectively manage the comprehensive package of services available to youth and adults to include any additional WIOA resources as appropriate. This eliminates the need for customers to meet with multiple Career Advisors and provide repetitive information in order to access services. Close coordination with Vocational Rehabilitation will provide increased access to WorkOne system services for individuals with disabilities.

Region 8 has already embraced the concept of co-location and has negotiated arrangements in most counties of the region for multiple programs and agencies to provide services from WorkOne offices. Section 3.3 contains further details about co-location efforts within each county of the region.

[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.

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)]

Partners in the Region 8 workforce development system include the following organizations:

- Wagner-Peyser provided by WorkOne staff
- Vocational Rehabilitation Services
- WIOA Adult, Dislocated Worker and Youth services provided by Vincennes University
- TANF and SNAP provided by Division of Family Resources offices in Brown, Daviess, Greene, Lawrence, Martin, Monroe, Orange and Owen Counties
- Adult Education and Literacy provided by the following entities and their connections to local literacy programs: Broadview Learning Center, Brown County Career Resource Center, Owen County Learning Network, Turning Point Education Center, and Vincennes University.
- Carl D. Perkins Career and Technical Education postsecondary programs provided by Vincennes University and Ivy Tech Community College

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)].

According to the State Plan, the SWIC goal of system alignment is supported by the following four strategies:

1) To develop a common understanding among partners as to what the "one stop system" is in Indiana;
2) To increase service integration among partner agencies within the one stop system;
3) To simplify the process for customers in order for services to be accessible when, where, and how they are needed; and
4) To ensure the culture of the one stop system promotes knowledge transfer across partner programs, such that staff embraces the "no wrong door" philosophy and is capable of providing information on services across programs and making appropriate referrals.

Efforts will be made to develop and maintain a one stop system throughout Region 8 that implements these strategies. Region 8 has already made strides toward cross-training of staff. Approximately once each year for the past several years, a joint training session has been held to provide a brief overview of WorkINdiana, Adult Education, Vocational Rehabilitation, Wagner-Peyser and WIOA services. These sessions have been attended by front line staff representing all of the aforementioned programs. In addition small workgroups have been formed within some of the counties to discuss mutual customers and how services from Adult Ed and WorkOne can be blended to benefit Adult Ed students.

One of the most effective methods of cross-training staff is co-location of partner staff. While training sessions are informative, constant first-hand exposure in a co-located facility is often the most valuable learning experience. Work-based learning is often recognized as a beneficial tool to help customers prepare for jobs in their chosen career pathway. This method is also an effective way for partners of the workforce development system to become knowledgeable about

programs and services. When staff representing various programs and agencies are housed in the same facility and have an opportunity to observe implementation of partner programs first-hand, participate in frequent programmatic discussions, and ask real time questions of one another to assist customers, it is much easier to learn about the full array of services available and how to make appropriate customer referrals.

Region 8 has already made considerable progress in working with workforce development partners to establish co-location arrangements within all regional WorkOne Centers. For management purposes, the region has organized these WorkOne Centers into 3 smaller groups focused around the 3 full service WorkOne Centers located in Bedford, Bloomington and Linton. WorkOne Centers from Orange and Martin County are aligned with WorkOne Bedford, Brown and Owen County WorkOne Centers are aligned with WorkOne Bloomington and the Daviess County WorkOne center is aligned with WorkOne Linton.

Under this structure, the appropriate DWD WorkOne Office Manager serves as a functional supervisor for all WIOA, Wagner-Peyser, VETS, REA, TAA, Jobs For Hoosiers and WPRS services and the staff who provide them. Having one Manager to oversee the daily schedules, work assignments, staff meetings, and productivity of these funding sources has allowed for a more coordinated customer flow and significant system alignment of these resources.

Current co-location and integration arrangements for each WorkOne center and future goals for additional activities to promote system alignment are described in the tables on the following pages. Continued efforts will be made to increase co-location opportunities and to strengthen and formalize information exchange and referral processes with partners.

WorkOne Bloomington and Brown and Owen County WorkOne Centers

		Co-located Services available on-site during regular office hours	**Partial Co-location** Services available on-site on itinerant basis or by appointment	**Not Co-located** On-going coordination exists between partners and referral process in place	**Not Co-located** Informal communication exists. The region will formalize the referral process.
Brown County WorkOne Center	Wagner-Peyser		X		
	Vincennes University -WIOA Adult, DW and Youth	X			
	Vocational Rehabilitation		X		
	Brown County Career Resource Center -Adult Ed	X			
	Brown Co Division of Family Resources -TANF and SNAP				X
	Carl Perkins CTE Postsecondary Programs (VU and Ivy Tech)			X	
Owen County WorkOne Center	Wagner-Peyser		X		
	Vincennes University -WIOA Adult, DW and Youth	X			
	Vocational Rehabilitation		X		
	Owen County Learning Network -Adult Ed			X	
	Owen Co Division of Family Resources -TANF and SNAP				X
	Carl Perkins CTE Postsecondary Programs (VU and Ivy Tech)			X	
WorkOne Bloomington	Wagner-Peyser	X			
	Vincennes University -WIOA Adult, DW and Youth	X			
	Vocational Rehabilitation	X			
	Broadview Learning Center - Adult Ed	X			
	Monroe Co Division of Family Resources -TANF and SNAP				X
	Carl Perkins CTE Postsecondary Programs (VU and Ivy Tech)			X	

WorkOne Bedford and Martin and Orange County WorkOne Centers

		Co-located Services available on-site during regular office hours	**Partial Co-location** Services available on-site on itinerant basis or by appointment	**Not Co-located** On-going coordination exists between partners and referral process in place	**Not Co-located** Informal communication exists. The region will formalize the referral process.
Martin County WorkOne Center	Wagner-Peyser		X		
	Vincennes University -WIOA Adult, DW and Youth	X			
	Vocational Rehabilitation		X		
	Vincennes University -Adult Ed	X			
	Martin Co Division of Family Resources -TANF and SNAP				X
	Carl Perkins CTE Postsecondary Programs (VU and Ivy Tech)			X	
Orange County WorkOne Center	Wagner-Peyser		X		
	Vincennes University -WIOA Adult, DW and Youth	X			
	Vocational Rehabilitation		X		
	Vincennes University -Adult Ed	X			
	Orange Co Division of Family Resources -TANF and SNAP				X
	Carl Perkins CTE Postsecondary Programs (VU and Ivy Tech)			X	
WorkOne Bedford	Wagner-Peyser	X			
	Vincennes University -WIOA Adult, DW and Youth	X			
	Vocational Rehabilitation		X		
	Vincennes University -Adult Ed	X			
	Lawrence Co Division of Family Resources -TANF and SNAP	X (across the hall from WorkOne)			
	Carl Perkins CTE Postsecondary Programs (VU and Ivy Tech)			X	

WorkOne Linton and Daviess County WorkOne Center

		Co-located Services available on-site during regular office hours	**Partial Co-location** Services available on-site on itinerant basis or by appointment	**Not Co-located** On-going coordination exists between partners and referral process in place	**Not Co-located** Informal communication exists. The region will formalize the referral process.
Daviess County WorkOne Center	Wagner-Peyser		X		
	Vincennes University - WIOA Adult, DW and Youth	X			
	Vocational Rehabilitation		X		
	Vincennes University - Adult Ed	X			
	Daviess Co Division of Family Resources -TANF and SNAP				X
	Carl Perkins CTE Postsecondary Programs (VU and Ivy Tech)			X	
WorkOne Linton	Wagner-Peyser	X			
	Vincennes University - WIOA Adult, DW and Youth	X			
	Vocational Rehabilitation		X		
	Turning Point Education Center -Adult Ed	X			
	Greene Co Division of Family Resources -TANF and SNAP				X
	Carl Perkins CTE Postsecondary Programs (VU and Ivy Tech)			X	

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)]

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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)]

Local economic development organizations are valuable partners of the WorkOne system since they share the goal of having a skilled workforce available to local employers. The Board and staff of the WorkOne offices work in coordination with local economic development organizations in a variety of ways. An economic development representative serves on the Board, and other board members also participate actively with economic development organizations located in their communities. These board members provide knowledge and expertise by sharing regional economic and workforce goals and concerns during planning discussions. WorkOne staff also work closely with the economic development organizations in their communities and serve on a variety of advisory boards and committees related to economic development initiatives.

The Region is fortunate to have the Gayle & Bill Cook Center for Entrepreneurship located at Ivy Tech Bloomington. The Center provides practical tools to help entrepreneurs from South Central Indiana to start and grow their businesses. The Cook Center recently developed 6 entrepreneurship courses designed to give students practical skills in business planning, marketing, accounting, taxes, finance, and more. WorkOne staff will make referrals to these classes and/or to the entrepreneurship certificate program offered by the Cook Center.

The Board and WorkOne system will consult with staff of the Center to determine additional ways to help promote entrepreneurship and microenterprise services to customers. The Center will also be a valuable resource in assisting WIOA Youth staff to identify materials and activities that can be used to help incorporate an increased awareness of entrepreneurship into the delivery of the Youth Program Elements.

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

The Business Services Director and the Business Services Team comprised of WorkOne system staff works to ensure a coordinated approach to assisting businesses throughout the region to utilize the services available through the local workforce development system.

The Business Services Team also works to connect customers of the system with valuable training and employment opportunities at local businesses. In Region 8, the adult education and out of school youth populations are largely overlapping since over 50% of the adult education students in the region are under 25 years of age. Specific efforts are made by business services staff to develop work-based learning experiences and job placement opportunities for adult education students and out of school youth. Adult Ed providers have access to job posting information and Indiana Career Connect and encourage their students to use these tools to find employment. Business Services staff are members of the Adult Education Regional Consortium and use information shared at Consortium meetings to tailor and enhance services available to adult education students.

There is also a strong connection between the WorkINdiana program and business services. WorkIN students who complete training are offered an opportunity to participate in a work experience assignment whenever possible. Business services staff maintain an awareness of the occupational training programs and certifications that are available to WorkIN students and make efforts to develop work experience sites in advance so these opportunities are available as soon as a student completes training. In many cases, this service model has led to job offers for WorkIN students with the employer who served as the work experience host. Business services staff also market the availability of the work experience program for WIOA youth during employer visits in an attempt provide increased numbers of work experience opportunities for out of school youth.

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)]

Under the oversight of the Board, the WorkOne system in the region coordinates with education partners to enhance services for students in a variety of ways. Examples of coordination with secondary education programs include:

- Region 8 utilizes WorkKeys testing to assist high school students in moving quickly into employment after graduation. By coordinating with high schools throughout the region to offer WorkKeys testing on-site to seniors, the WorkOne system is providing an opportunity for them to earn a National Career Readiness Certificate before they graduate. This gives participating seniors a competitive advantage as they leave high school and enter the labor market seeking full-time employment.

- Vocational Rehabilitation staff members work closely with all secondary schools and often make on-site visits to these schools. As a recruitment tool for Out of School Youth, WIOA Youth staff will develop and maintain close working relationships with high school guidance counselors. As these counselors identify students who do not plan to enter postsecondary training or the military after high school, they can refer these students to the WorkOne system upon graduation for assistance in developing a career plan and finding a job. In an effort to avoid duplication of services and enhance coordination, staff of VR and WorkOne will organize joint visits to secondary schools to provide information about all services available for youth through the WorkOne system.

- The region operates JAG programs at Eastern Greene, Bedford North Lawrence, and Owen Valley High Schools. JAG services are coordinated with WIOA Youth services to maximize the resources available to JAG students. JAG students are also provided information about WorkOne services, and WorkOne partners visit JAG classrooms to help develop a connection to the WorkOne system for these students.

- The WorkOne Businesses Services Director coordinates closely with, and serves as the functional supervisor for, the Region 8 Works Council's Business Outreach Specialist. The Business Outreach Specialist works with the Career and Technical Education's Career Centers throughout the region to promote closer coordination between these technical education programs and businesses. This collaboration with WorkOne allows the Business Outreach Specialist to become more familiar with the expectations of the demand side of the business equation to help make sure a pipeline of workers is being developed with skills that will meet the needs of area companies. The Business Outreach Specialist also can benefit from the existing relationships between the WorkOne business services team and employers which can lead to more work-based learning options for students. This cooperative relationship also benefits the WorkOne system by allowing business services staff to be well informed about the activities of the Works Council which results in strategies and efforts being complimentary rather than duplicative.

Region 8 is fortunate to have Ivy Tech Bloomington and Indiana University located in the region and Vincennes University located close by. Examples of the coordination that exists between the WorkOne system and these institutions are listed below:

- As the WIOA Adult, Dislocated Worker and Youth Service Provider, Vincennes University works closely with the Regional Operator and the Board to deliver services in a manner that is well aligned with the goals and priorities of the Board.

- Many of the students who receive assistance with training funded by resources of the WorkOne system attend Ivy Tech Bloomington or Vincennes University. As such, both Vocational Rehabilitation and WorkOne staff coordinates closely with Admissions and Financial Aid staff as well as Academic Counselors and Instructors to facilitate a well-coordinated effort to support students in their training programs.

- WorkOne staff recently worked with Ivy Tech Bloomington and Broadview Learning Center to create a plan for establishing an Adult Education class to be offered on Ivy Tech's campus. After considerable discussion and planning, this class will begin in the Fall of 2016. This will allow Adult Education students to become familiar and more comfortable with the Ivy Tech campus and the training programs available which will likely increase the number of students who transition into postsecondary training at Ivy Tech upon completion of their high school equivalency certification.

- Staff of Ivy Tech Bloomington's Corporate College works closely with the Regional Operator and WorkOne staff to develop and offer short term trainings which align with the needs of area employers. These programs are available to participants of the WIOA Adult, Dislocated Worker and Youth Programs as well as to the general public, but these trainings are developed primarily with WorkINdiana students in mind. Since individuals who are eligible for the WorkINdiana program are one of the WIOA priority of service populations, this collaboration enhances recruitment efforts for this targeted population and provides increased options for training beyond the traditional degree programs. Ivy Tech Corporate College staff are very flexible with the scheduling of classes to meet the needs of students and are able to tailor curriculum to meet the needs of employers in the region. The Continuing Education Department of Vincennes University's Jasper Campus also provides similar short term training opportunities using Career and Technical Education facilities and other locations to deliver the training on-site in Region 8 for the convenience of students.

- Some customers of the WorkOne system attend training programs offered by Indiana University. As such, WorkOne staff coordinate with the appropriate staff at IU to help students through the registration and financial aid processes. In addition, WorkOne staff recently developed a pilot program to provide testing and assessment services to IU for jobs posted by IU in Indiana Career Connect (ICC) to broaden access to these IU jobs for all populations. The business services team also participates in job fairs and other events sponsored by IU.

- All 3 of these educational institutions represent not just educational opportunities, but also provide a large number of employment opportunities in the region. These institutions post many jobs in the ICC system and work with WorkOne staff to find candidates for openings. This allows WorkOne staff to become familiar with their hiring needs and practices and helps provide job placement opportunities for customers of the WorkOne system.

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.

WIOA legislation is designed to increase access to opportunities for employment, education, training and supportive services that individuals, particularly those with barriers to employment, need in order to become successful. According to WIOA requirements and state policy, at least 50% of the participants enrolled on the WIOA Adult program must be individuals who meet low-income criteria, receive public assistance, are homeless, are basic skills deficient, lack a high school diploma or equivalent, or are individuals with a disability whose own income meet low-income guidelines.

Beyond the requirements of WIOA and state policy, the region will focus resources on these population groups because they are the individuals who are most in need of employment and training assistance to prepare them to be competitive in the labor force needed to fill the 1 million projected jobs in 2025. Region 8 should have no difficulty finding individuals who need help with developing a career plan and improving their skills so they can become employed in demand occupations that pay good wages. As described in Section 1 of this plan, the region has almost 32,000 residents

who are 18 years or older and lack a high school diploma or equivalent. In addition, due to the low average wages earned by workers in the region, over 13,000 families receive public assistance. Considering these numbers, along with the numbers of individuals who are either homeless or have a disability that is a barrier to employment, leads to the conclusion that Region 8 should have no shortage of priority of service customers who need assistance.

The WorkOne system customer flow process will be designed to ensure individuals from these targeted groups have an opportunity to meet with a Career Advisor to receive individualized career services that can help them obtain or retain employment. Specific recruitment efforts will be made to target individuals from these priority groups to increase their awareness of how services available through the WorkOne system can help them become self-sufficient. Partnerships with community organizations who specialize in serving individuals with these barriers will be developed and maintained to facilitate the process of making and receiving appropriate customer referrals.

The focus on serving these priority groups will be managed using DWD's case management system. Data on the enrollment levels of these populations will be regularly reviewed. In the unlikely event that less than 50% of those enrolled on the WIOA Adult population meet the priority of service criteria, corrective action will be taken and targeted recruitment efforts will be increased.

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.

As described in Section 2.3, current sector partnerships in Region 8 with which the Board and WorkOne system is involved include:

- Regional Opportunity Initiative (ROI) in partnership with Radius Indiana and the Community Foundation of Bloomington and Monroe County recently received a $42 million grant from Lilly Foundation. There is a sector focus on advanced manufacturing, defense contractors and the Crane Naval Surface Warfare Center, and the large Life Science sector in the region. Several Board members and the Director of the Board have participated actively with this initiative by providing information about existing workforce development needs and giving input and feedback on program design. Workforce development is a key factor of this endeavor and new partnerships are being formed with WorkOne Centers, the Board, and the Workforce and Education component of ROI.

- Radius Indiana is a regional partnership representing 8 counties in South Central Indiana: Crawford, Daviess, Dubois, Greene, Lawrence, Martin, Orange, and Washington Counties. Formed in 2009, Radius Indiana also serves as a primary point of contact in Indiana for Crane. The WorkOne Coordinator and Center Managers serve on a variety of Radius committees and workgroups to identify educational and workforce issues important to the counties within the Radius region. Working in partnership with these county EWIN groups, customers and employers are gaining access to training opportunities and regional labor market information.

- South Central Indiana Area Health Education Center (SCI AHEC) is a program designed to improve healthcare through community and academic partnerships. Indiana's third AHEC was established in the South Central region of the state in the fall of 2003 under the guidance of Hoosier Uplands Economic Development Corporation. The community based non-profit organization has forged successful partnerships within the 12 county region by creating an advisory board to guide the development of programs to address the unique needs of the region. Counties represented include Brown, Clark, Crawford, Floyd, Harrison, Jackson, Lawrence, Martin, Monroe, Orange, Scott, and Washington. WorkOne representatives participate on the AHEC advisory board and exchange information to help increase opportunities available to customers. AHEC has also assisted JAG students in the region to become certified on CPR.

- WestGate@Crane - Professionals, elected officials, business leaders, and civic figures worked for the development of a technology park adjacent to NSWC-Crane Division. WestGate@Crane Technology Park partners with a variety of organizations and businesses such as local and state economic development corporations, NSWC-Crane Division, I-69 Innovation Corridor, Indiana Office of Defense Development, and WorkOne. Business services and management staff of the WorkOne Centers collaborate with the Region 8 Works Council and local CTE programs to coordinate employment and training opportunities for the emerging workforce and to provide businesses an increased connection to that emerging workforce.

- Bloomington Life Science Partnership (BLSP) BLSP is focused on Life Science companies in the Bloomington area including surrounding counties. BLSP is a partnership formed by Bloomington Economic Development Corporation (BEDC) which includes employers, government, workforce development representatives, and educational representatives. The Bloomington Life Sciences Partnership is a collaborative effort dedicated to continued life sciences business growth in greater Bloomington, Indiana - a nationally recognized leading metro area in medical devices, contract pharma, biotechnology, basic research and life sciences workforce development.

  WorkOne staff provide labor market data, information on skills of the workforce and ongoing assistance to coordinate economic development and workforce development efforts. The WorkOne Coordinator and WDB Director participated in a co-sponsored seminar with BLSP regarding recruitment and development of the workforce. The WorkOne Coordinator and Business Services Director participate in monthly meetings with leaders of the BLSP and it is anticipated that WorkOne and BLSP representatives will continue to meet on a regular basis. Ongoing recruitment and job postings are planned for the next year.

- Bloomington Tech Partnership (BTP) is focused on the development and growth of technology in the South Central area of Indiana. This partnership was formed by BEDC in conjunction with the growing Tech companies, Indiana University and the City of Bloomington as well as other community partners and workforce development. Many of these companies are associated with Indiana University and Crane NSWC. The Bloomington Technology Partnership fosters the growth of Bloomington's emerging high-tech economy through talent recruitment, networking opportunities and technical assistance. WorkOne is a regular sponsor and participant in two annual Career and Internship Fairs to attract skilled IT workers to the expanding IT community in the area. As a result of the coordination between WorkOne, the BTP and local businesses, additional jobs are posted, connections of businesses to skilled workers are increasing, and the number of new entrepreneurial IT businesses is growing. WorkOne has and will continue to be a partner in marketing and attracting individuals to participate in the Coding School sponsored by BTP.

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 [WIOA Sec. 108(b)(3)]

According to the Indiana Career Pathways definitions, a career pathways system (or initiative) operates at a local/community level, consisting of a partnership among employers and employer organizations, postsecondary colleges, universities and training providers, career technology centers, primary and secondary schools, workforce and economic development agencies, labor groups and social service providers to offer a variety of Pathways Programs of Study for youth and adult learners. The Career Pathways System has defined expectations, processes, and policies to guide the development and delivery of Pathways Programs of Study, and clarifies the roles and responsibilities of all involved stakeholders. Further, an Indiana Career Pathway Program of Study is an integrated collection of courses,

learning experiences and services intended to develop students' core academic, career-specific and employability skills, and provide them with ongoing education and training experiences, so they can successfully enter and advance in a Career Pathway.

As indicated throughout this plan, the Board believes partnerships are essential to enhance the effectiveness of the resources and opportunities available to individuals who need assistance with development of a career plan and the skill development necessary to implement the plan in such a way that it allows for entry into a career and leads to advancement opportunities as more skills are gained. The Board and its WorkOne system will focus resources on helping customers to learn employability skills, develop individual career plans and participate in training programs that can help them prepare for success in their chosen career pathway.

The Board will facilitate the development of a career pathways systems by helping to build and/or strengthen partnerships between employers, schools and training providers, economic development, labor, community organizations and other entities that can help improve and focus the educational and work-based learning experiences to prepare youth and adult learners for current and future occupations in demand. The WorkOne Business Services Team will share labor market data and information gleaned from area employers with educational institutions, economic development organizations and others to facilitate the alignment of training programs with the needs of employers in the region. The Board and WorkOne staff will support the efforts of the Works Council and sector partnerships that are developed including those described in Section 3.9 of this plan.

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

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

This may include the implementation of incumbent worker training programs, on-the-job training programs, work-based learning programs, apprenticeship models, customized training programs, or utilization of effective business intermediaries and other business services and strategies that support the local board's strategy in 3.1. [WIOA Sec. 108(b)(4)(A&B)]

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

The WorkOne Business Services Team has been established to ensure a coordinated approach to assisting and engaging businesses throughout the region to utilize the services available through the WorkOne offices. This team meets regularly to share information and coordinate business contacts with area employers and to discuss employer engagement strategies. The Business Services Team will collect intelligence and information by engaging individual employers and attending Chamber of Commerce and Economic Development meetings. Information from businesses and other sources of Labor Market information will be actively compiled and analyzed by Business Services staff to identify any changes in economic conditions and will target industry sectors that have the most impact on regional economy.

Business Services staff will identify potential industry sector partners with the goal of identifying common needs and workforce issues. Sector experts within the Business Services Team will develop and maintain expertise on the needs of specific targeted sectors by collecting information from sector employers about their current and future needs. The WorkOne system will actively participate in the development of sector partnerships by bringing together employers

within industry sectors, labor organizations, and educational institutions to identify strategies to address employer needs and develop solutions to common problems. The creation of these sector partnerships will benefit the involved employers and workers within the Region by increasing employment opportunities.

Members of the Business Services team also participate actively with area Chambers of Commerce, local economic development entities, and employer organizations such as local human resources staff associations to ensure area businesses are aware of the many valuable services they can access through WorkOne offices. Members of the Business Services Team make on-site visits to local businesses every month to learn more about the needs of these businesses and to help them devise recruitment, retention, training and employee development plans.

Engagement of employers in work-based learning opportunities is an effective way for job seekers to gain skills and for employers to find desirable candidates for vacant positions within their companies. During employer visits, Business Services Team members will explain On-the-Job Training and Work Experience/Internship opportunities available through the WorkOne system making sure employers are aware of how these services benefit not only job seekers but employers as well.

B. Support a local workforce development system described in 3.3 that meets the needs of businesses

In addition to the Business Services Director and Business Consultant, the Business Services team is comprised of local staff representing the WIA service provider, Veterans program staff, and local DWD staff who regularly assist employers. Staff from Vocational Rehabilitation, Adult Education, TANF, SNAP, and WIOA Youth programs will be invited to participate on this team as appropriate to increase employment opportunities for all populations.

Members of the Business Services team participate actively with area Chambers of Commerce, local economic development entities, and employer organizations such as local human resources staff associations to ensure area businesses are aware of the many valuable services they can access through WorkOne offices. Members of the Business Services Team make on-site visits to local businesses every month to learn more about the needs of these businesses and to help them devise recruitment, retention, training and employee development plans.

In addition to the initiatives described above, WorkOne offices throughout the region provide a variety of services designed to meet the needs of businesses by assisting them with job recruitment, job posting, and job matching, including the following:

- Business contacts – Staff make individual contact with businesses to increase awareness of Indiana Career Connect and encourage them to post their job openings through the WorkOne and utilize other available resources.
- Technical assistance to businesses – Staff members advise businesses on how to post jobs and screen applicants using ICC.
- Account representatives – To ensure excellent customer service, large employers and businesses who utilize WorkOne services frequently have a designated WorkOne account representative who is familiar with the individual needs of their business.
- Job Fairs – Organize, develop and participate in local and regional job fairs for multiple businesses.
- Mini Job Fairs – To assist with recruitment, WorkOne offices host smaller job fairs that are targeted primarily to one employer or a small group of employers from the same industry.
- Labor Market Information – WorkOne staff help businesses access information available on DWD's Hoosiers by the Numbers website.
- Office space – WorkOne provides office space and support to employers for recruitment, job fairs, and interviews.
- WorkKeys – Numerous employers in the region rely on WorkKeys test scores to assist with job matching and recruitment.

A priority of the Board is to continually increase the number of businesses who use the WorkOne system to help meet their employment needs. Employer engagement will be a focus of the WorkOne business services team with a goal of having more companies use WorkOne as a primary resource for employee recruitment. An enhanced marketing plan using email, newsletters, partnerships with Chambers of Commerce and Economic Development, and other strategies will be developed and implemented to help more employers understand how the services available through the WorkOne system can help them reduce employee turnover and find the right workers for their business.

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

The Regional WorkOne Coordinator and members of the Business Services team have regular contact with economic development officials to coordinate retention and expansion activities, assist with developing new employment opportunities, and assist in developing recruitment and training plans. Staff members frequently provide labor market information and assist economic development staff and businesses to utilize data available through DWD's Hoosiers by the Numbers website and others sources. When economic development officials are working with potential business prospects that may be considering locating within the region, local WorkOne offices routinely provide information on the skills of the workforce, the currently available labor pool, and other information that is key to helping a business decide the best location for its facilities. Participation in these activities also helps WorkOne staff to maintain current knowledge of the employability and job skills that are needed in order for prospective companies to locate or expand in the region.

The Board also works to coordinate the programs available through the WorkOne system with the initiatives of economic development organizations in the region. One example of this coordination is the development of the region's list of demand occupations. As this list is being developed, plans and priorities of local economic development entities as well as their knowledge of current labor force needs of employers are taken into consideration when identifying specific occupations for which current openings exist or future openings are projected. As indicated in Section 3.9 of this plan, the Board and WorkOne staff have also been involved with and supportive of the development of sector partnerships in the region.

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

Although recent changes implemented by DWD have resulted in the discontinuation of staff assistance for UI claims in local WorkOne offices, UI claimants are still able to connect to services with the WorkOne system from which they can benefit. The WorkOne customer flow process encourages UI claimants to register for Indiana Career Connect and begin their job search immediately. Available REA, WPRS and Jobs For Hoosiers programs help to facilitate linkages between UI and WorkOne services and provide opportunities for WorkOne system staff to promote employment and training services to participants of these programs. Non-compliance with re-employment plans and scheduled WorkOne activities are reported as required which can have a negative effect on UI payments. WorkOne staff will build an even stronger connection between UI and job search services by ensuring that UI claimants are referred as appropriate to workshops, job fairs, and any other services that can help them become re-employed more quickly.

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.

The Board does not currently have funding sources outside of those received from DWD to support the local workforce development system. The Board will evaluate funding opportunities as they arise and determine the most appropriate manner in which to proceed. As appropriate, the Board will seek additional funding to increase available employment and training services in the region.

The Board understands that it is not necessary to be the grant applicant to help leverage resources for the region. The region is often better served by allowing other entities such as economic development organizations, employer led sector partnerships and others to be the direct recipient of funds. When the Board is not the applicant or entity responsible for administering workforce development funds, the resources available under the umbrella of the Board and its WorkOne system can still be used to support other regional entities in their efforts to apply for funds and implement programs with funds that are received. An excellent example of this cooperative approach is the OCRA grant received by the Southern Indiana Development Commission (SIDC) described in Section 3.14 of this plan.

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

It is difficult to calculate a projected regional percentage for training given than each funding source in the WorkOne system has different allowable uses and restrictions. For example, Vocational Rehabilitation does not have a specified local budget for training, funds are requested from the state as needed. Wagner-Peyser and Adult Education funds are not available to be used for direct client tuition payments.

It is anticipated that approximately 32% of the total funds available for WIOA and 90% of the funds available for WorkINdiana activities will be used for direct client expenditures. This includes funds spent directly on tuition for training as well as supportive services necessary to enable customers to participate in training.

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.

The Board does not currently have any formal cooperative agreements with groups outside the region. As opportunities to collaborate with other Economic Growth Regions on workforce development initiatives arise, the Board, Regional Operator and WorkOne system staff will be active participants in these initiatives. Given the central location of Region 8 within the state of Indiana, no interstate partnerships have been developed thus far.

Region 8 currently has informal collaborations with Regions 7 and 11 regarding referrals of individuals to the OCRA Workforce Development projects occurring in those regions and within Region 8. Region 8 is working with SIDC on an OCRA grant to train individuals in as Electronic Technicians, IT Security Specialist, and CNC Machine Operators. Regions 7 & 11 have a joint project with SIDC to train individuals in Heavy Equipment Operations and Industrial Maintenance Operations. Due to the close proximity between the regions and the involvement of SIDC in both projects, the WorkOne Centers are working jointly to refer customers to all available training opportunities regardless of where the individual resides.

Section 4: Program Design and Evaluation

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

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

As previously mentioned in this plan, cross-training of partner staff and co-location of services will improve access to WorkOne system programs in the region for all individuals, especially those with barriers to employment. As staff of WorkOne partners become more knowledgeable about programs and services, they will be better equipped to make appropriate referrals to enable customers to access all employment and training assistance available that can help them meet their individual career goals. As a part of the cross-training process, more formalized referral processes will be developed between one stop partners to ensure customers do not fall through the cracks. For customers with vision or hearing impairments, accessible workstations are located in the WorkOne Centers located in Bedford, Bloomington and Linton.

Efforts will also be made to develop closer connections with high school guidance counselors and community organizations who serve youth to increase awareness about services that are available through the WorkOne system to help out of school youth successfully transition into a career.

The region has recently worked with DWD on the creation of a regional WorkOne website. As the website is further developed, customers will be able to obtain information about programs and services, upcoming workshops and job fairs, and other useful information for employers and job seekers in the region. It is anticipated that a Twitter account will soon be established to allow followers to receive helpful tips and alert them about upcoming workshops, job fairs or other events they might be interested in attending. It is anticipated that the use of Twitter will also increase the effectiveness of communication between WorkOne and In and Out-of School Youth.

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

The region has a long history of co-enrollment between WIA, and now WIOA programs and Wagner-Peyser programs. With the continued expansion of the WorkINdiana program and stronger partnerships with Adult Education, the region has increased co-enrollment between WIOA and AE programs. The region will ensure staff are well trained and knowledgeable about other partner programs so they can effectively screen customers and make appropriate referrals that can lead to co-enrollment among partner programs.

The Board has identified one area related to co-enrollment that is in need of improvement. Currently the exchange of information between Vocational Rehabilitation staff and other partner agencies is limited due to confidentiality rules. This makes it more difficult for staff to work in collaboration on behalf of VR customers who are co-enrolled in other programs unless the customer takes the lead on sharing information with staff of each program. The region plans to investigate options that will comply with all rules and requirements while also allowing for information to be shared to the extent possible between Vocational Rehabilitation staff and other partners. Increased access to information between all partners is necessary to facilitate the development of a unified plan of service for the customer and more efficient use of resources by partner organizations.

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

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

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

The region will encourage continuous improvement of service provision in a variety of ways. The Board will regularly review progress toward meeting federal performance standards. If deficiencies are noted, the Board's One Stop Operator will work with providers to implement corrective actions designed to improve performance.

The One Stop Operator will also review available data on co-enrollment rates between partners to ensure that referral processes are continuously improved to increase customer access to all programs. The region will use feedback received from customer and employers to improve service delivery practices to make them more effective and user friendly.

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

As mentioned previously, WorkOne Centers are located in each county of the region. Because some areas of the region lack reliable internet access and many customers do not have computers, printers and/or internet access in their homes, these Centers provide a convenient location where customers can use technology to apply for jobs, file Unemployment Insurance claims, take online testing, participate in internet based training activities, complete applications for postsecondary training, and other activities that are necessary for participation in employment and training programs. It is particularly beneficial for customers who lack computer skills to visit these WorkOne Centers where staff are available to answer questions and assist them while they conduct these online transactions.

Using technology, the Board and WorkOne Centers will make WorkKeys assessments throughout the region accessible via online testing arrangements. Due to the large number of businesses utilizing WorkKeys, this will provide an opportunity for more individuals to prepare for jobs with those employers. Using WIN Career Readiness Courseware, which is available to all users with internet access, individuals will be better prepared for the WorkKeys assessments and will improve their ability to succeed in Adult Education programs. Currently the region is exploring the option of developing online versions of some of the workshops offered by WorkOne to enable customers to access the information from these workshops at their convenience.

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

Region 8 is fortunate to have Vocational Rehabilitation staff co-located within the Bloominton WorkOne Center. We will partner with Vocational Rehabilitation staff to ensure WorkOne facilities comply with the physical and programmatic accessibility of our programs and services comply with the Americans with Disabilities Act and WIOA Section 188. We will work cooperatively with Vocational Rehabilitation to ensure WorkOne staff has been trained in addressing the needs of individuals with disabilities. Opportunities for staff training will be shared with one stop partners as these opportunities become available. An example of training opportunities was the March 24, 2016 Diversity Conference sponsored by the Department of Workforce Development. As a part of our annual program and compliance on-site monitoring, the Board through its contracted Regional Operator performs a review of programmatic accessibility and a review of the WorkOne facilities accessibility.

The Bloomington, Bedford and Linton WorkOne Centers have workstations designed for use by individuals with disabilities. The workstation computers have been updated and the software is being purchased to make the workstations operational. The South Central Workforce Development Board is bearing a portion of this cost along with the Department of Workforce Development. The Board will contract with Easter Seals Crossroads Rehabilitation Centers to install the software and re-train WorkOne staff in how to use the workstations so they can assist individuals with disabilities. We plan to have the workstations completely operational by June of 2016.

Each entity located in the Region 8 WorkOne Centers is required to comply with WIOA section 188 and the Americans with Disabilities Act of 1990. Memoranda of Understanding (MOU) will be executed with the required partners of the one stop system in compliance with DWD MOU guidance issued on April 15, 2016. MOUs developed by the Board will contain the following nondiscrimination assurances:

Pursuant to the Indiana Civil Rights Law, specifically including IC 22-9-1-10, and in keeping with the purposes of the federal Civil Rights Act of 1964, the Age Discrimination in Employment Act, and the Americans with Disabilities Act, the One-Stop Partner covenants that it shall not discriminate against any employee or applicant for employment relating to the WorkOne with respect to the hire, tenure, terms, conditions or privileges of employment or any matter directly or indirectly related to employment because of the employee or applicant's : race, color, national origin, religion, sex, age, disability, ancestry, status as a veteran, or any other characteristic protected by federal, state, or local law ("Protected Characteristics"). Furthermore, the One-Stop partner certifies compliance with applicable federal laws, regulations, and executive orders prohibiting discrimination based on the Protected Characteristics in the provision of services.

Each One-Stop partner understands that the South Central Workforce Development Board is a recipient of federal funds, and therefore, where applicable, the One-Stop Partner and any One-Stop Partner contractors agree to comply with requisite affirmative action requirements, including reporting, pursuant to 41 CFR §60-1.1 et seq., as amended, and Section 202 of Executive Order 11246.

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

B. Discrimination Complaint Procedures: The parties to this Memorandum of Understanding will assure those complaints alleging discrimination on any of the above bases will be processed in accordance with applicable federal WIOA regulations and DWD policy 2012-04 and 2012-05, as well as any subsequent DWD policy which rescinds and replaces these, developed pursuant to this section and approved by the U.S. Department of Labor's Civil Rights Center.

C. Accessibility and Reasonable Accommodation: Pursuant to federal WIOA regulations, the parties to this Memorandum of Understanding assure that the following is provided in the One-Stop delivery systems:
(1.) Facilities and programs which are architecturally and programmatically accessible;
(2.) Reasonable accommodations for individuals with disabilities;
(3.) Cost allocation method for making reasonable accommodations (i.e., shared or paid by one entity).

D. Obligation to Provide Notice: The parties to this Memorandum of Understanding will provide ongoing and continuing notification that it does not discriminate on any of the prohibited basis in accordance with applicable regulations for Section 188 of WIOA.

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

In accordance with the MOU guidance issued by DWD on April 16, 2916, the Board will submit all required MOUs by December 31, 2016.

Since DWD will facilitate the development of umbrella MOUs for Wagner-Peyser, TAA, Veterans programs, Unemployment Insurance, Vocational Rehabilitation Services, and TANF Employment and Training programs, the Board anticipates MOUs which describe the roles and resource contributions of each partner will be developed locally with many of the following entities:

Vincennes University – Vincennes University is the WIOA Adult, Dislocated Worker, Youth, Business Services and JAG Service Provider. DWD leases the full service WorkOne offices in Bloomington, Bedford and Linton. Vincennes University has staff located in these offices. The South Central Workforce Development Board shares the proportional costs of overhead in these offices through the Integrated Services contract. Vincennes University employs staff and leases space for WorkOne Express offices in Brown, Daviess, Martin, Orange and Owen **c**ounties.

National Able Network, AARP Foundation SCSEP and Experience Works – These organizations provide Senior Community Service Employment Programs funded by Title V of the Older Americans Act in designated counties. Staff members from these organizations are currently physically located in the WorkOne Centers in Bloomington, Bedford, and Linton through a space allocation arrangement with DWD.

Adult Education Consortium Partners – Turning Point Education Center (Greene County), Owen County Public Library, Brown County Career Resource Center, Vincennes University Adult Education (Lawrence, Daviess, Martin and Orange counties) and Monroe County Community School Corporation provide Adult Education services.

Bloomington Housing Authority, South Central Community Action Program, Hoosier Uplands and PACE provide housing assistance, employment assistance, supportive services, career counseling and training under the Community Service Block Grant, Housing and Urban Development, and other funding sources.

Ivy Tech Community College Bloomington and **Vincennes University** receive funds through the Carl D. Perkins Career and Technical Education Act. Both entities provide an extensive array of short term certification programs and Associate Degree programs in demand occupations.

Centerstone provides programs funded under Section 212 of the Second Chance Act to reintegrate ex-offenders back into society and the labor force.

In addition to the MOUs required by WIOA, the South Central Region 8 Workforce Development Board has the following MOUs in effect as of March 4, 2016. Copies of the MOUs are included as Exhibit 4 of this plan.

1. Hoosier Uplands, Aging and Disability Resource Center – This MOU is a referral agreement to serve mutual customers and coordinate resources.

2. Hoosier Uplands, Eagle Place Loogootee – This MOU is a referral agreement to serve mutual customers interested in Adult Education.

3. Hoosier Uplands, Eagle Place Loogootee – This MOU is a referral agreement targeted at job training and readiness for senior residents of Eagle Place.

4. Monroe County Prosecutor's Office of Child Support – This MOU establishes a referral agreement to serve Non-custodial parents who are ordered by the Court to participate in services recommended by WorkOne.

5. Jobs For America's Graduates – South Central Workforce Development Board has entered agreements to operate JAG in three schools:
   a) Spencer-Owen Schools
   b) North Lawrence Community Schools
   c) Eastern Greene Schools

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

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

As mentioned previously, some areas of the region lack reliable internet access and many customers do not have computers and/or internet access in their homes which limits the extent to which these customers can access one stop services online. WorkOne Centers located in each county of the region provide a convenient location where individuals can use computers to access a variety of online tools including Indiana Career Connect, Indiana Career Explorer, WIN Career Readiness Couseware, the Uplink Unemployment Insurance Claim system, as well as online testing such as MOS Certifications and EmployTest to prepare for job opportunities where skills certifications are needed.

Many individuals also lack the necessary computer skills to effectively use the internet to conduct employment and training activities online. To enhance the skills of WorkOne customers in the region, the WIOA Service Provider employs an instructor to provide digital literacy workshops and individual tutoring using the computer labs located at WorkOne Centers throughout the region. These digital literacy workshops cover a variety of topics including basic computer skills and email, Windows, Microsoft Word, Excel and PowerPoint, Internet Explorer and other software programs. In addition workshops are offered throughout the region that include instruction on how to use Indiana Career Connect and how to conduct an online job search.

Through use of ICE and ICC training programs such as ALISON, job seekers will be able to use technology to identify career paths, and use additional online training programs to develop their skills. Dislocated Workers and other interested individuals will have access to TORQ programs to determine how their current skills can be used in new career opportunities and how they can connect with available jobs. Currently the region is exploring the option of developing online versions of some of the workshops offered by WorkOne to enable customers to access the information from these workshops at their convenience.

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)]

Participants of the WIOA Adult and Dislocated Worker Programs will have access to a wide array of valuable employment and training assistance to help them meet their employment goals. The services available are organized into three categories:

- Basic Career Services are available to every customer who seeks help from the WorkOne system. These services include: eligibility determination of applicable programs; orientation to the full menu of services available through the WorkOne system; initial assessment of basic skills, abilities and supportive service needs; job placement assistance; labor market information including data on in-demand occupations, required skills and average wages; information about training programs offered by eligible providers; an overview of other assistance that may available to help with basic needs including TANF and SNAP as well as housing, medical and child care assistance; and assistance with finding financial aid for training.

- Individualized Career Services are provided when WorkOne Career Advisors determine they are appropriate to help an individual obtain or retain employment. These services will be available in all WorkOne Centers and will include:

assessment of skill levels and service needs; development of an individual employment plan that identifies goals and the activities needed to be successful; counseling and career planning; short term pre-vocational training including employability skills, internships or work experience with linkages to careers; workforce preparation including digital literacy, basic skills, and other skills necessary to transition into postsecondary training or employment.

- Training Services linked to in-demand occupations will be available to individuals who are unlikely to obtain or retain employment leading to economic self-sufficiency with their current skills and are therefore in need of training. These individuals will receive financial assistance with postsecondary training through the use of an Individual Training Account and/or an On-the-Job Training contract.

- Follow Up Services will be provided as appropriate for individuals who are placed into employment for up to 12 months after their first day on the job. These services may include counseling, job retention skills, time and stress management skills or other assistance necessary to help these individuals retain employment.

There are a number of strengths, weaknesses, opportunities and challenges associated with the implementation of the WIOA Adult and Dislocated Worker programs.

Strengths include: services are already co-located in a number of WorkOne locations; there are a variety of short term and traditional training options in the region and strong partnerships already exist with Ivy Tech and Vincennes University; there is a WorkOne Center located in every county of the region which facilitates access to services for customers, partners in the region have a sincere willingness to work together for the benefit of customers; and as a long time service provider of WIA and now WIOA services in the region, Vincennes University has a successful track record of effectively delivering these services.

Weaknesses include: the region has rural areas where transportation options are limited, lack of resources and employment opportunities in some communities make it more challenging for customers to meet employment goals; and recent staff reductions in WorkOne Centers have changed the service delivery capacity of some programs and activities.

Opportunities include: the new I-69 corridor is likely to bring development that could lead to more jobs that pay a good wage; strong partnerships with Adult Education provides an opportunity for the many people in the region who lack a high school diploma to simultaneously work on their HSE and attend short term vocational training.

Threats include: with over 50% of the workforce having a high school diploma or less, the region lacks workers with the basic skills and job skills needed to meet the needs of employers; and typical allocations of workforce development funding for Region 8 is among the lowest in the state.

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)]

Per WIOA definition, in school youth are low-income individuals, ages 14-21, who are attending secondary or postsecondary school. In order to be eligible for WIOA services, these individuals must also have one of the following barriers: basic skills deficient; English language learner; offender; homeless or runaway; pregnant or parenting; disability or requires additional assistance to enter or complete an educational program or secure or hold employment.

The sole provider of WIOA Youth services in Region 8 is Vincennes University. As such, approximately 90% of the available youth funding is contracted by the Board to VU for direct service provision. WIOA limits the amount of funds that can be spent on in school youth to 25% of total youth expenditures. Due to this restriction a significant portion of WIOA in school youth funds are spent in support of JAG programs located at Bedford North Lawrence, Eastern Greene, and Owen Valley High Schools. These JAG programs are operated using a mixture of State funds and WIOA in school youth funds to prepare students for graduation and success beyond high school. All 3 JAG programs in the region typically serve a combined total of approximately 120 students per year and these programs have an exceptional track record at meeting service levels and performance measures. The partnerships that have developed with the participating high schools have led to increased attendance, better academic performance and improved graduation rates as well as more students going on to postsecondary training or finding suitable employment after high school.

The remaining WIOA in school youth funds, usually about $125,000 per program year, will be spent on providing employment and training services to eligible participants through the WorkOne Centers. As such, all customers under the age of 25 are screened for WIOA Youth eligibility when they visit a WorkOne Center in the region. Those who appear to be potentially eligible are immediately referred to a Career Advisor knowledgeable about the WIOA Youth program.

All in school youth services (except JAG) will be available on-site during normal operating hours at each of the 8 WorkOne Centers in the region. Since Vincennes University is also the service provider for WIOA Adult and Dislocated Worker services, staff who provide case management services to youth also serve adults and dislocated workers. This allows all youth 18 years and older to receive seamless access to all the full array of WorkOne services and WIOA resources for which they qualify from a single Career Advisor. This eliminates the need for youth to visit multiple locations or provide the same information to numerous case management staff in order to access all the services that can be offered by WorkOne staff. This design results in a well-coordinated service delivery system that maximizes available resources to assist youth participants.

All WIOA youth participants receive an objective assessment which reviews their educational functioning levels, barriers, goals, strengths, interests, aptitudes, employability and job skills, and supportive service needs. This assessment is an on-going process throughout their program participation and includes interviews, utilization of Indiana Career Explorer and other assessment tools and methods.

All participants will participate jointly with a Career Advisor in the development of an Individual Service Strategy (ISS). The ISS will identify the educational and employment goals for each youth and provide a road map for the steps that must be taken to meet these goals. The ISS will be updated to reflect any changes in goals or life changes that may affect goal attainment.

As a part of their participation, all youth will be offered the following 14 service elements:

1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies.
2. Alternative secondary school services or dropout recovery services as appropriate.
3. Paid and unpaid work experiences that have academic and occupational education as a component of the work experience, including summer employment and other opportunities throughout the year, pre-apprenticeship programs, internships and job shadowing, and on-the-job training opportunities.
4. Occupational skills training.
5. Education offered concurrently with and in the same context as workforce preparation activities.
6. Leadership development opportunities.
7. Supportive services.
8. Adult mentoring for a duration of at least 12 months.
9. Comprehensive guidance and counseling.
10. Financial literacy education.

11. Entrepreneurial skills training.
12. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area.
13. Activities that help youth prepare for and transition to postsecondary education and training.
14. Follow-up services for not less than 12 months after the completion of participation.

These elements will be provided either by staff of the WorkOne system or through collaborative agreements with other community agencies.

Several of these elements were newly created as a result of the transition to WIOA from WIA legislation. More details about their implementation are included below:

- Education offered concurrently with and in the same context as workforce preparation activities.
  Implementation strategies for this element include integrating education with workforce preparation activities. The JAG model is an excellent model that combines both education and career preparation in an integrated setting. Other strategies include establishing training options that allow youth to participate in Work Experience, OJT, or Internships while completing a program of classroom education and skills training. The goal of this multi-faceted approach will be to provide the Youth with not only a recognized credential, but valuable work experience within the occupation or industry.

- Financial literacy education.
  Sound financial management training will be provided to youth clients which will allow them to understand the fundamentals of personal finance. This element is offered via one-on-one instruction, in groups, or using computer based instruction to help youth learn more about banking, loans, credit cards, credit scores, budgeting, making good financial decisions, avoiding identity theft, and other topics related to helping youth gain knowledge and confidence to make informed financial choices. This training will also include financial aid processes for postsecondary education opportunities.

- Entrepreneurial skills training.
  This element will be offered on an individual basis or in a group setting and will include basic information on the tools needed to start a small business, how to identify business opportunities, understanding options for funding the development of a small business and effective marketing strategies. The Gayle & Bill Cook Center for Entrepreneurship at Bloomington Ivy Tech will serve as a resource for ideas and advice on how to best provide this information. Youth may also receive counseling on the option of self-employment as a career option.

- Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area.
  Youth clients will be counseled on career pathways with an emphasis on Demand Occupations. Staff will discuss growth potential within the career pathway and career cluster. Staff will continually work with youth to determine the most suitable career choices and provide a foundation for long term self-sufficiency. Activities will include: career awareness, career guidance and counseling, career exploration; labor market information including in-demand industry sectors; assessment of career interests and how they align with occupational projections for the region; and aptitudes and values (ICE).

- Activities that help youth prepare for and transition to postsecondary education and training.
  These services will be provided primarily on an individual basis although some of these activities may be conducted in group. Components included in this element will include: coordination of remedial courses with Adult Education providers to increase success prior to entering postsecondary education programs; exposure to and assistance with the college admissions and financial aid processes; mentoring referrals; awareness of soft skills, study skills, time management, stress management, and other skills needed to successfully navigate the postsecondary education

experience; assistance with transitional activities associated with starting a new educational venture to include labor market information, career research and training program comparisons.

Similar services will be offered to out of school youth, but delivery of these services to in school youth will be tailored to fit the needs of the in school youth population. For in school youth who have not yet graduated from high school, the focus will be on staying in school, maintaining good attendance and punctuality, making good grades and graduating with a diploma. These youth will also be encouraged to develop a plan for transitioning from high school to military service, postsecondary education, or employment. Services will be delivered with this transition in mind and every effort will be made to adequately prepare the youth so the transition to whichever option they choose will be a smooth and successful one. WorkOne staff will contact local high schools to offer on-site workshops at the schools to help graduating seniors learn how to access Indiana Career Connect and other WorkOne services.

There are a number of strengths, weaknesses, opportunities and challenges associated with the implementation of the WIOA In school Youth program.

Strengths include: the opportunity to focus on helping youth to stay in school and prepare for a successful transition to life after high school will likely significantly increase the chances for future success; those 18 and older can be co-enrolled with other WIOA programs which maximizes available resources; and the focus on work-based learning will provide an opportunity to better prepare in school youth for transition into employment.

Weaknesses include: the low-income and barrier eligibility requirements screens out some youth who need services; and limited capacity due to in school expenditure limitations may result in a situation where some in school youth are unable to be enrolled.

Opportunities include: increased focus on partnerships with schools will facilitate more coordinated delivery of services for youth; and the requirement for 20% of youth funds to be spent on work experience facilitates a focus on work-based learning opportunities for youth.

Threats include: the requirement that only 25% of total youth expenditures may be spent on in school youth limits both the numbers of youth that may be served and the resources that may be made available to them.

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)]

Per WIOA definition, out of school youth are individuals, ages 16-24 who are not attending any school. In order to be eligible for WIOA services, these individuals must be one of the following: a school dropout; a youth who is within the age of compulsory school attendance but has not attended for the last 45 consecutive school days; an individual who is subject to the justice system; a homeless, runaway, or foster child; an individual who is pregnant or parenting; an individual with a disability; a recipient of a high school diploma or HSE who is low-income and basic skills deficient or an English language learner; or a low-income individual who needs additional assistance to enter or complete and educational program or secure or hold employment.

The sole provider of WIOA Youth services in Region 8 is Vincennes University. As such, approximately 90% of the available youth funding is contracted by the Board to VU for direct service provision. WIOA requires that at least 75% of total youth expenditures must be spent on out of school youth. These funds will be spent on providing employment and training services to eligible participants through the WorkOne Centers. As such, all customers under the age of 25 are

screened for WIOA Youth eligibility when they visit a WorkOne Center in the region. Those who appear to be potentially eligible are immediately referred to a Career Advisor knowledgeable about the WIOA Youth program.

All out of school youth services will be available on-site during normal operating hours at each of the 8 WorkOne Centers in the region. Since Vincennes University is also the service provider for WIOA Adult and Dislocated Worker services, staff who provide case management services to youth also serve adults and dislocated workers. This allows all youth 18 years and older to receive seamless access to all the full array of WorkOne services and WIOA resources for which they qualify from a single Career Advisor. This eliminates the need for youth to visit multiple locations or provide the same information to numerous case management staff in order to access all the services that can be offered by WorkOne staff. This design results in a well-coordinated service delivery system that maximizes available resources to assist youth participants.

All WIOA youth participants receive an objective assessment which reviews their educational functioning levels, barriers, goals, strengths, interests, aptitudes, employability and job skills, and supportive service needs. This assessment is an on-going process throughout their program participation and includes interviews, utilization of Indiana Career Explorer and other assessment tools and methods.

All participants will participate jointly with a Career Advisor in the development of an Individual Service Strategy (ISS). The ISS will identify the educational and employment goals for each youth and provide a road map for the steps that must be taken to meet these goals. The ISS will be updated to reflect any changes in goals or life changes that may affect goal attainment.

As a part of their participation, all youth will be offered the 14 service elements described in section 4.6 of this plan. These elements will be provided either by staff of the WorkOne system or through collaborative agreements with other community agencies. More details about the implementation of the elements that were newly created as a result of the transition to WIOA from WIA legislation are also included in section 4.6.

Similar services will be offered to in school youth, but delivery of these services to out of school youth will be tailored to fit the needs of the out of school youth population. For out of school youth who did not graduate from high school, the focus will be to encourage them to pursue a high school diploma or HSE. Since many of these youth have had a negative experience with school in the past, strong partnerships with Adult Education will help facilitate a positive return to the classroom. Career Advisors and Adult Ed staff will work together to help these youth understand the connection between earning their HSE and future career opportunities and earnings potential. While these youth are attending Adult Education, efforts will be made to encourage them to continue their education at the postsecondary level.

Some out of school youth may have graduated from high school but have been unable to find success in the labor force. All out of school youth who lack an educational certification or credential and have been unable to earn self-sufficient wages will be encouraged to consider additional training. A variety of options will be presented to these youth including work experience, internships, on-the-job training, short term training through WorkINdiana, or more traditional certificate or degree programs. For those who plan to pursue admission to college, assistance will be provided by Adult Ed to help them prepare for admissions testing.

Since out of school youth includes individuals up to 24 years of age, there will be more emphasis placed on finding employment. Because these young people are likely responsible for supporting themselves, and perhaps a spouse or child, earning income is often a priority. Career Advisors will work with these youth to help them gain employment, but will also encourage them to simultaneously continue their education to position themselves for future careers in demand occupations that pay good wages.

There are a number of strengths, weaknesses, opportunities and challenges associated with the implementation of the WIOA Out Of School Youth program.

Strengths include: the strong partnerships that already exist with Adult Ed will be useful with this population; due to the high number of youth in the region who lack a high school diploma, the pool of eligible people who need assistance should be significant; co-enrollment with other WIOA programs allows for maximization of resources; the expanded age range up to 24 years old provides more young people a chance to benefit from the program.

Weaknesses include: individuals of this age can be challenging to engage and retain in education and training opportunities; and these youth tend to often be unattached to parents or other family members so it can be difficult to maintain regular communication with them.

Opportunities include: the 75% expenditure requirement on out of school youth provides a significant amount of resources designated specifically for them; less stringent eligibility rules and expanded age allows more people of this age group to access services; and the 20% work experience expenditure requirement helps to maintain a focus on work-based learning opportunities which will better prepare them for success in the workforce.

Threats include: the expanded eligibility criteria will result in participants that are hard to serve due their barriers to employment which might make it more challenging to meet the desired outcomes; individuals of this age group frequently need self-sufficient employment but their lack of experience often makes it difficult for them to successfully compete with more workers who are more experienced and mature.

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)]

Youth programs in the region have historically been successful in achieving excellent outcomes for the youth who are enrolled. The table below summarizes youth performance in Region 8 for the past 4 program years during which all federal performance measure goals were exceeded:

WIA/WIOA Youth Performance	**PY 15 thru 12-31-15**	**PY 14**	**PY 13**	**PY12**
Placed In Employment or Education				
Goal	66%	66%	64%	60%
Actual	72.50%	78.85%	80.65%	87%
Attainment of Degree or Credential				
Goal	62%	62%	58%	58%
Actual	72.82%	74.38%	66.67%	70.10%
Literacy and Numeracy				
Goal	43%	43%	41%	35%
Actual	50%	60%	45.95%	45.50%

As evidenced by the performance data above, the region has a youth program in place that successfully helps participants complete educational activities and get jobs.

One practice that has been particularly effective in the region is the use of WIOA Youth funds to provide paid work experience opportunities with employers throughout the region. These work-based learning opportunities have not only given youth participants an opportunity to learn valuable skills and gain experience that can be included on a resume, the work experience assignments have often lead to job offers. The region will continue to expand work

experience, OJT and other work-based learning opportunities to help connect youth with employment opportunities.

In addition to success with WIOA programs, the region also operates excellent JAG programs at Bedford North Lawrence, Eastern Greene, and Owen Valley High Schools. These programs have a history of meeting the desired 5 of 5 Standards for measuring student success. These standards include graduation rates; total students who are placed in a job or enter military service; total positive outcomes; total who are placed in full time work, full time postsecondary training or a combination of work and school; and total in full time jobs.

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)]

In order to ensure training is provided for occupations in demand, WIOA resources will only be used to support Individual Training Accounts for the occupations listed on the regional demand occupation list included as Exhibit 7 of this plan. This list is updated annually and approved by the Board in an effort to make sure it reflects jobs with sufficient numbers of current or projected openings and provides a reasonable expectation that the customer will be able to find work in their desired occupation earning a good wage. In order to ensure that training services are accessible to as many customers as possible, including youth and individuals with disabilities, the Board makes a specific effort to ensure that occupations on the list require varying levels of training ranging from short term training of a few weeks, to On-The-Job training, to more traditional long term training and degree programs. Vocational Rehabilitation programs will use the demand occupation list only for informational purposes and will not limit customer training opportunities to occupations on this list.

Prior to the issuance of an Individual Training Account, Career Advisors will review the educational profile and work history of each customer to determine if training is needed or if the customer already possesses the credentials and marketable job skills necessary to find employment in an in-demand occupation from this list. Once the determination is made that training is needed to prepare the customer to compete for these high demand jobs, customers seeking assistance with training will be provided with career assessment services to assist them in identifying a career plan that is a good fit for their interests, abilities and aptitudes. Financial literacy workshops will also be provided to help the customers select a career path that will enable them to earn wages that will help them become self-sufficient.

After a customer's individual career plan has been developed identifying an employment goal, a Career Advisor will review DWD's INTraining list with customers to ensure they are aware of the available training options for their chosen career. In consultation with their Career Advisor, the customers will select an appropriate training provider taking into consideration location, class schedule and start date of next training, additional costs such as transportation or child care necessary for participation, total cost of attending training, and other factors that may affect their training choice.

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)]

The Regional WorkOne Coordinator and the Business Services Director will coordinate Rapid Response services for Region 8. The Regional WorkOne Coordinator will maintain regular contact with the State Rapid Response Team/Dislocated Worker Unit (DWU) for mass layoffs, WARN information, and TAA activity. Information from DWD and the Dislocated Worker Unit will be shared with the regional Leadership Team, and information obtained locally will be shared with the State Rapid Response Team and DWU.

The Regional WorkOne Coordinator will share information with the regional Leadership Team through use of regular meetings, email, and phone contact for immediate issues. The Coordinator, working with the Business Services Director and the WIOA service provider for the region, will schedule meetings with the WorkOne Manager responsible for the county in which the rapid response activity occurs. The Coordinator will ensure that all staff and partners needed to participate in orientations are advised and scheduled for appropriate presentations. The Coordinator will keep the Regional Operator advised of activities and provide reports as required to the Regional Operator and to the Regional Workforce Board.

In the event that layoff activity involves a TAA certified company, the Coordinator will ensure that all local activities are well coordinated between WIOA Dislocated Worker programs and TAA. All Trade related activities will be shared with the Leadership Team and the Coordinator will be copied on all communications related to Trade program issues. The Coordinator will ensure contact with the State DWU occurs whenever a Trade activity occurs or has a potential to occur. Regular contacts with the Trade Specialists assigned to the region will ensure a cohesive ongoing relationship. Trade Specialists throughout the region will work with the Coordinator to ensure all staff are aware of Trade activities and understand how to properly implement the applicable policies and procedures.

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.

Customers participating on the Jobs for Hoosiers and REA programs are routinely screened for eligibility for other programs, especially dislocated worker programs. All individuals on the list of potential participants are selected and requested to visit the WorkOne for services. These individuals are assigned to a staff member who works to identify what skills are needed for these job seekers to become more marketable to area employers. WorkOne staff help these customers access services such as workshops, Adult Education, postsecondary training, or on-the job training, that will help them meet their goal of becoming employed. As a part of the regional coordination for these programs, staff from the three full-service WorkOne Centers who have special knowledge or expertise that can benefit JFH and/or REA participants are cross utilized to assist local and state staff who provide these services throughout the region. These individuals will be co-enrolled with WIOA as appropriate.

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)]

WIOA funded Supportive services will be available for enrolled customers who demonstrate a need for assistance with the cost of transportation such as bus passes, fuel costs, and vehicle repairs; child care; training related books and materials; work related equipment such as uniforms, boots, tools, etc., and other items necessary for successful participation in employment and training programs. To maximize the use of WIOA funds, WorkOne staff will coordinate with partner agencies and other community based organizations to ensure assistance is not available from other sources prior to authorizing the use of WIOA funds. For customers who are co-enrolled in partner programs, staff will collaborate on the most effective ways to use resources to meet supportive service needs.

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)]

Region 8 Workforce Investment Act contracts for Regional Operator, Adult, Dislocated Worker and Youth Programs and WorkOne Coordinator were awarded for a two-year period with possible one year extensions based on performance for the three-year period ending June 30, 2018.

WIOA Regional Operator - Because the Regional Operator contract expired on June 30, 2015, the South Central Region 8 Workforce Board, Inc. through its Fiscal Agent, Crowe Horwath LLP conducted a competitive solicitation for Regional Operator (Staff to the Board and One-Stop Operator functions) in the Fall of 2014. Two proposals were received and a contract was awarded to CLJ Associates, LLC for a two-year period ending June 30, 2017 with a one-year extension that may be exercised by the Board based on performance.

WIOA Service Provider – Immediately following the award of the WIOA Regional Operator contract, the South Central Region 8 Workforce Board conducted a competitive solicitation for WIOA Adult, Dislocated Worker, Youth and Business Services. The procurement was coordinated by CLJ Associates, LLC on behalf of the Workforce Development Board. Two proposals were received and separate contracts for Adult & Dislocated Worker, Youth services and Business Services were awarded to Vincennes University for a two-year period ending June 30, 2017 with a one-year extension that may be exercised by the Board based on performance.

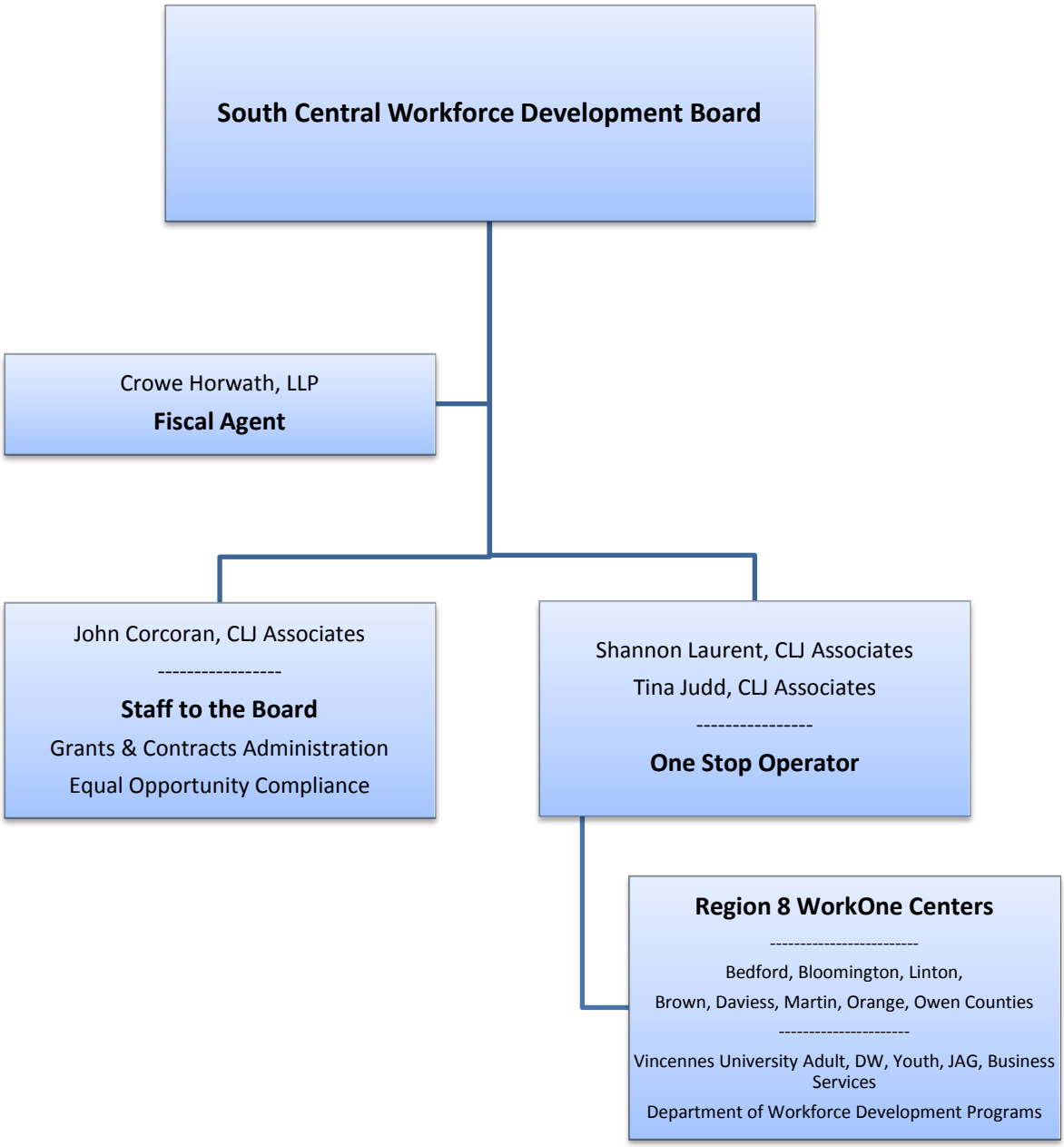
WorkOne Coordinator – Concurrent with the Service Provider procurement the Workforce Development Board conducted a competitive solicitation for a WorkOne Coordinator. The WorkOne Coordinator is a part-time contracted position that works with the Board, Regional Operator and WorkOne programs to coordinate information and WorkOne activities. Two proposals were received for this function and a contract was awarded to Rampley Consulting for a one year period ending June 30, 2016. The contract may be extended for two, one year periods based on performance.

The Fiscal Agent function was competitively procured by the South Central Region 8 Workforce Board, Inc. for a two-year period with a one year extension based on performance for the three-year period ending June 30, 2016. Crowe Horwath LLP was awarded a contract for Fiscal Agent. The Board may conduct a solicitation for fiscal agent services or the Chief Elected Official may designate the Fiscal Agent as permitted by WIOA for the period beginning July 1, 2016.

Contracts with these entities are included as Exhibit 1 of this plan.

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

The organizational chart below depicts the separation between the board and service provision. A copy of this chart is also included as Exhibit 2 of this plan.



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 only standing committee of the South Central Region 8 Workforce Board is the Executive Committee.

In the absence of a Youth Committee, the Board members listed below have the knowledge and experience to represent the youth perspective:

Jennie Vaughan, Chancellor of Ivy Tech Bloomington - Ivy Tech has a large number of students aged 24 and younger and Jennie has experience with creating a system that allows youth to have a smooth transition into postsecondary education.

Rachel Carver, Adult Ed Director of Owen County Public Library – Since over 50% of Adult Ed students in Region 8 are 24 years old or younger, Rachel has expertise in working with young people who need to increase their skills and motivating them to use the resources available to meet their goals.

Darrell White, CEO of Owen County YMCA (and current Workforce Development Board Vice-Chair) - In addition to his responsibilities for youth programming offered by the YMCA, Darrell is also a former high school teacher. Darrell has been an advocate for the JAG program at OVHS serving as a regular class speaker and as a mentor to both JAG students and the JAG Specialist at OVHS. Darrell is also a past chair of the Youth Council which was previously a committee of the WIB.

Brenda Reetz, CEO of Greene County General Hospital (and current Workforce Development Board Chair) - In her role as CEO of the hospital, Brenda has been very supportive of efforts to serve youth. She regularly volunteers to speak to JAG classes and other school classrooms in our region, and serves as a judge for our annual JAG CDC. Brenda and Greene County Hospital recently received a WorkOne Achievement Award from DWD for their support of our youth work experience program.

Renee Sears, Vocational Rehabilitation - VR regularly provides employment and training services to youth with disabilities. Renee is knowledgeable about the needs of these youth and the resources that are available to assist them.

Gene McCracken, Executive Director of Stone Gate Arts and Education Center (and current Chief Elected Official for Region 8) - Stone Gate offers arts and education programming to youth and adults and provides space for Ivy Tech and Oakland City College to conduct classes in Bedford. Gene is also the former Executive Director of the Lawrence County Growth Council, a retired teacher, and an active advocate for literacy programs.

Lynn Coyne, President of Bloomington Economic Development Corp. - In addition to being a well-respected Bloomington attorney who has volunteered with numerous community organizations, Lynn is a former MCCSC school board member and a past president of the MCCSC Board of Trustees.

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

The Region's designated Equal Opportunity Officer is:

John Corcoran
South Central Region 8 Workforce Board Director
CLJ Associates
Phone: 812-332-4496
Email: corcoranjfc@msn.com

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)]

The Board's fiscal agent is Crowe-Horwath. Contact information is:

Chris DuKate
Crowe-Horwath, LLP
3815 River Crossing Parkway, Suite 300
PO Box 40977
Indianapolis, IN 46240-0977
317-208-2507
chrisdukate@crowehorwath.com

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)]

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

The Board does not currently have any replicated cooperative agreements in place with Vocational Rehabilitation Services. In accordance with MOU guidance established by DWD, the region anticipates that DWD will facilitate the development of an umbrella MOU on behalf of Regional Workforce Boards throughout the state to address coordination with Vocational Rehabilitation Services. If additional cooperative agreements are needed, the Board will work to establish agreements with language that meets all applicable requirements.

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)]

The South Central Region 8 Workforce Board met on May 11th, 2016 to discuss a draft of this plan. Prior to the meeting the plan was sent via e-mail to all Board members, including those who represent business, labor, economic development, community based organizations and education. Feedback from this planning session was incorporated into the plan that was released for public comment.

Prior to the submission of this plan to DWD, a copy of the plan was posted on the RWB website on May 23, 2016. A link to the plan and invitations to comment during the period 5/23/16 – 6/23/16 were sent via email to Local Elected Officials, Adult Education Directors, Career and Technical Education Directors, Division of Family Resources Directors, Local Economic Development Representatives, Community Action Program Directors, Vocational Rehabilitation Directors, Chambers of Commerce and other interested organizations. In addition, advertisements were placed in the legal ad section of area newspapers alerting the public of the opportunity to comment on the document.

No comments were received on the plan during the comment period.

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

Financial Compliance and Program Compliance monitoring of the Board contractors listed below is conducted once each program year, usually during the 4th quarter of the program year. DWD monitoring follows the annual DWD monitoring schedule.

BOARD CONTRACTOR	REGIONAL ROLE OF CONTRACTOR	SCOPE OF MONITORING	ENTITY WHO CONDUCTS MONITORING
Crowe Horwath LLP	Board Fiscal Agent	Regional Financial Operations	Department of Workforce Development
CLJ Associates LLC	Staff to the Board and One Stop Operator	Financial Management	Crowe Horwath LLP
CLJ Associates LLC	Staff to the Board and One Stop Operator	WIOA Regional Program and Financial Compliance	Department of Workforce Development
Vincennes University	Adult, Dislocated Worker, Youth and Business Services	Financial Management	Crowe Horwath LLP
Vincennes University	Adult, Dislocated Worker, Youth and Business Services	Contract and Program Compliance Equal Opportunity	CLJ Associates LLC
Rampley Consulting	WorkOne Coordinator	Contract Compliance	CLJ Associates LLC

Monitoring Staff

Carla Crowe of Crowe Horwath LLP conducts the financial reviews of CLJ Associates LLC and Vincennes University. This work is supervised by Chris DuKate, CPA at Crowe Horwath. Crowe Horwath performs regular Continuing Professional Education of staff to assure that professional skill standards are maintained.

John Corcoran and Tina Judd of CLJ Associates LLC perform compliance monitoring of Vincennes University and Rampley Consulting. Both of these individuals each have over 35 years of experience monitoring employment and training program compliance. Mr. Corcoran and Ms. Judd have attended many training sessions on monitoring techniques over the years and will continue to attend such training when available. It is important to note that Mr. Corcoran and Ms. Judd are informed through their active participation in Indiana's WorkOne system at multiple levels regionally and statewide.

Schedule

Financial monitoring of CLJ Associates will be conducted by Crowe Horwath no later than April 30th of each Program Year.

CLJ Associates monitoring of Vincennes University and Rampley Consulting will be conducted no later than May 15th of each Program Year.

Monitoring Instruments used by Crowe Horwath and CLJ Associates are included as Exhibit 5 of this plan.

Sample of Previous Reports

The most recent monitoring reports issued by CLJ Associates and Crowe Horwath are included as Exhibit 6 of this plan.

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

All in school and out of school youth staff will receive ongoing professional development training throughout the program year. Staff will participate in comprehensive training at least once throughout the program year covering every aspect of proper program case management to include assessment/counseling techniques, program eligibility requirements, service provision, time management practices and the effective use of work-based learning activities (Work Experiences & OJT's). In addition, refresher or mini-trainings will also be conducted 2 – 4 times a year to address specific areas such as application/enrollment procedures, SOP reviews and working with unique population segments such as individuals with disabilities, offenders and/or Veterans.

Trainings will mainly be conducted in-person by WIA Service Provider management staff. Webinar based training sessions are also currently being developed for targeted subject matter areas for which more training is needed.

Staff who work with youth will also attend additional training sessions presented by DWD and other organizations as appropriate to maintain current knowledge about the most effective ways to serve youth and meet program performance expectations.

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

Local WIOA policies will include the following:

Customer Flow
Eligibility/Data Collection for Adult and DW
Selective Service
Grievance Complaint
Assessment
Occupational Skills Training
Supportive Service
Work Experience
On-The-Job Training
Relocation Assistance
Program Accessibility
Youth
Veteran's Priority of Service

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	1,815	$680,345	$0	$0	$0	$680,345	375	
Dislocated Worker	215	$631,981	$0	$0	$0	$631,981	2,939	
Youth (in-school)	150	$226,043	$196,460	$27,562	$0	$450,065	3,000	Additional state funding includes State JAG and additional federal funding includes JAG TANF funds. The number of participants to be served includes both WIOA and JAG participants.
Youth (out-of-school)	250	$678,131	$0	$0	$39,000	$717,131	2,869	Additional non-state/federal funding includes local grant funds received by Adult Ed partners
ABE	1,203	$931,925	$0	$0	$99,121	$1,031,046	857	Additional non-state/federal funding includes local grant funds received by Adult Ed partners
WorkINdiana	40	$0	$103,014	$0	$0	$103,014	2,575	
WP	7,205	$759,720		$0	$0	$759,720	105	Does not include WP NPS costs
Veterans Overall	400	$0	$0	$237,442		$237,442	594	Additional federal funding includes regional LVER ($120,451) and DVOP ($116,991) allocation for Personnel Costs only, NPS costs are not included. Additional federal funding in the amount of $208,950 from SP-NEG funds for Veterans workshops and work-based learning activities is not included in this table.

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

06/30/16