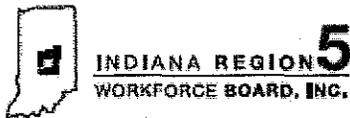


**ANNUAL LOCAL PLAN**  
**PROGRAM YEAR 2011**

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(July 1, 2011 – June 30, 2012)



# REGION 5 LOCAL WORKFORCE INVESTMENT PLAN - PY 2011

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## EXECUTIVE SUMMARY

### Background

The Central Indiana's Regional (Region 5) Workforce Board (CIWRB) represents eight Indiana counties: Boone, Hamilton, Hancock, Hendricks, Johnson, Madison, Morgan and Shelby. According to the U.S. Census 2010, the populations of these eight counties grew by 24 percent<sup>1</sup> – accounting for 45.68 percent of the entire State of Indiana's population growth. There are now 931,279 persons residing in this region; for the first time, the population of the ring counties of Indianapolis exceeds Marion County's population. Almost 30 percent of the Region 5s' population resides in Hamilton County.

Region 5's employer base consisted of 21,120 and these employers hired close to 296,000 Hoosier workers, constituting over 11 percent of the Indiana's labor force. Five industry sectors – Professional, Scientific, Technical Companies, Retail Trade, Construction, Wholesale Trade and Health Care and Social Services – made up 51.5 percent of the Region's employers in 2010. These five sectors that employed 50 percent of the labor market in Region 5 included Retail Trade, Health Care and Social Services, Accommodation and Food Services, Manufacturing and Administrative support.

As of January 2011, the Region 5 Labor Force consists of 462,273 workers and the unemployment rate had dropped 8.1 percent. Over the last year, (April 1, 2010 – March 31, 2011), 54,859 Region 5 workers collected unemployment benefits. During the three year period of the recession, Region 5 lost about 3 percent of its Labor Force.

### Region 5's Workforce Development Strategy

In 2009, fifty-five (55%) percent of all of Indiana's jobs consisted of middle-skills jobs and it is projected that these kinds of jobs will increase by fifty (50%) percent over the next five years.<sup>2</sup> While not all of the projected openings in these sectors pay a self sufficient wage, these sectors' entry level jobs represent the beginning of a career pathway that will lead to a self sufficient paying Middle-Skills job. Occupations that will be in High-Demand and or will provide High Wages in Region 5 over the coming seven years (through 2018) will be Middle-Skills jobs.

For Program Year 2011, the CIRWB has decided to invest its publicly funded resources in training programs that place a job seeker on a career pathway leading to a **Middle-Skill Job**. A middle-skill job require just one (1) to two (2) year post-secondary education or occupational credential yet can lead to a job that pays a family supporting wage.<sup>3</sup> The Regional Operator will employ a targeted approach in identifying businesses in which to invest workforce development resources for these middle-skill jobs. Allocation and distribution of training funds will be driven by employers who have actual employment opportunities and are willing to work with Region 5's WIA clients and the WorkOne system.

The challenge to this strategy will be raising Region 5 employees' educational levels. Over 61 percent of Region 5's working age population (25 years and older) have secured a high school

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<sup>1</sup> All population statistics come from the 2010 U.S. Census

<sup>2</sup> National Skills Coalition, *Indiana's Forgotten Middle-Skill Jobs*, p.8.

<sup>3</sup> The CIRWB has defined a self sufficient wage as 200% of the poverty level for varying family size.

## REGION 5 LOCAL WORKFORCE INVESTMENT PLAN - PY 2011

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diploma or less. Of those who faced unemployment during the past three years of the recession, 72 percent of them had a high school degree or less. The Region will be challenged to meet the employer's demands for a trained workforce. In order for Central Indiana's economy to grow and remain strong, it is vital that its workforce raise its educational attainment levels.

### ***Region 5's Workforce Development Implementation Plan***

The Central Indiana Regional Workforce Board anticipates it will have \$ 8,967,814 to invest in the Region 5 Central WorkOne system during PY 2011. The majority of this funding is Workforce Investment Act monies; however, it also includes Wagner-Peyser and Reed Act funds.

New to the region will be two additional Full Service WorkOne offices. These two facilities will be established in Johnson and Hendricks County. This will provide a much needed presence in two of our eight counties that have had a large population increase over the last few years.

It is anticipated that in PY 2011, the Region 5 Central WorkOne system will assist almost 6,200 people, delivering nearly 52,000 workforce development services be it at the Core, Intensive or Training level. WIA Youth resources will be dedicated to the various Youth Activities in PY 2011. The anticipated number of In-school Youth that at a minimum will be served is 210 and the anticipated Out of School youth to be served at a minimum will be 150.

The CIRWB wants to understand how investing its workforce development resources in occupational training impacts a WIA client's chances of obtaining a job in that relevant field that will lead to a fruitful career pathway. Further the board wants to track the impact the WorkOne services have on addressing and closing the education gap of Region 5's workforce. Therefore, the Board has requested the Regional Operator to collect the following data to begin benchmarking the progress:

- % of WIA clients who received training (ITA, OJT) AND obtained employment
- % of WIA clients trained who obtained jobs in the field in which they were trained.
- % of those in training who will receive a credential (AAS, Tech Cert, GED, Etc.)
- % of training money invested in different economic sectors.

## **LABOR MARKET ANALYSIS**

### ***PRIMARY BUSINESS SECTORS IN REGION 5***

#### **Background**

As of 1<sup>st</sup> Quarter of 2010<sup>4</sup>, the Economic Growth Region 5 (including Marion County), had 44,636 employers who hired 832,136 workers – one-third of the Indiana’s workforce. Region 5’s employer base consisted of 21,120 and these employers hired close to 296,000 Hoosier workers, constituting over 11 percent of the Indiana’s labor force. The average annual wage paid to employees working in Region 5 was \$36,280.

#### **Private Industry Sectors with the Most Firms**

The business sector with the **most firms operating in Region 5 was Professional, Scientific and Technical companies; there were 2,559 such firms conducting business the eight counties.** These firms employed 12,400 workers, who on average earned \$59,224 annually. **The second sector with the most firms was Retail Trade; 2,476 stores are operated in Region 5 and employ 42,285 workers.** The annual average wage for the retail worker in Region 5 equaled only \$22,660. The Construction Trade had the third highest number of firms operating in the Region. **Over 2,400 construction oriented firms had 12, 783 persons on their employee rolls.** The average annual wage of a construction worker in 2010 was \$42,304. There were **1,749 Wholesale Trade companies in Region 5, and they employed 13,925 people,** paying them average annual wages of \$53,780. The fifth business sector with the most establishments operating in Region 5 in 2010 was the **Health Care and Social Services with 1,700 employers. This sector employed 32,866 people** and the average wage was \$34,400.

Out of the twenty different private and public sectors represented in Region 5’s economy, these five sectors – Professional, Scientific, Technical Companies, Retail Trade, Construction, Wholesale Trade and Health Care and Social Services made up 51.5 percent of the Region’s employers.

#### **Private Industry Sectors with Most Employees**

The industry sector in Region 5 that employed the most people in 2010 was Retail Trade. **Retail Trade establishments had 42,285 employees** and constituted over 14 percent of the Region’s entire labor force. **Health Care and Social Services employed the second highest number of workers; 32, 866 employees,** representing 11 percent of the Region’s economy. **Accommodation and Food Service Sector** employed almost 10.5 percent of the regions’ labor force; **31,000 people** worked in this sector in 2010. The average annual wage for this service oriented worker was just \$12,760. The **Manufacturing Sector** conducting business in Region 5 hired **24,564 people** in 2010 and accounts for 8.3 percent of the region’s labor force. The average annual pay level for the employee working in the manufacturing sector was \$44,880. The fifth largest Region 5 sector employing people in 2010 was **Administrative Support. Almost 18,000 people** were employed by this sector and their average annual earnings were \$30,400. This sector employs 6.1 percent of the labor force in Region 5. These five sectors – Retail Trade, Health Care and Social Services, Accommodation and Food Services, Manufacturing and Administrative support - employ 50 percent of the labor market in Region 5.

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<sup>4</sup> From the Quarterly Census of Employment & Wages, 1st Quarter 2010

# REGION 5 LOCAL WORKFORCE INVESTMENT PLAN - PY 2011

## **PROJECTED EMPLOYMENT OPPORTUNITIES in REGION 5**

A variety of methods were used to collect reliable estimates of the employment opportunities that may become available in the region over the next couple of year. Information resources used to identify potential new jobs included labor market information updates, press releases, canvassing local employers, ICC Job Postings, and meetings with Region 5 LEDOs.

Employment Projections for businesses operating in the eight counties that comprise Region 5 are broken down by the following sectors. The time estimate for when these jobs will come available is over the next two years. Missing sectors does not signal that there will be no employment opportunities; rather, there just was no information regarding employment outlooks for these sectors:

<i>Employment Opportunities by Sector</i>	<i>Number of Jobs – Short Term</i>
Health Care Sector	290
Logistics Sector	2435
Manufacturing Sector	865
Office/Administration Sector	180

## **REGION 5 HIGH-DEMAND, HIGH WAGE OCCUPATIONS**

According to Indiana's Department of Workforce Development's 2012 (short term) and 2018 (long term) occupational projections, central Indiana's<sup>5</sup> economy will experience healthy growth in most of its economic sectors; all but one (manufacturing) of the sectors are projected to experience an increase in employment openings in the short nor long term futures. The occupations that will be in High-Demand and or have High Wages will Middle-Skills jobs; such jobs are available in many economic sectors.

### **Middle-Skills Occupations**

In 2009, fifty-five (55%) percent of all of Indiana's jobs consisted of middle-skills jobs and it is projected that these kinds of jobs will increase by fifty (50%) percent over the next five years.<sup>6</sup> While not all of the projected openings in these sectors pay a self sufficient wage, these sectors' entry level jobs represent the beginning of a career pathway that will lead to a self sufficient paying Middle-Skills job.

There are several examples which would be considered Middle-Skill jobs. For instance, in the HealthCare sector, a Registered Nurse or Dental Hygienist professions require a two-year Associates Degree and pay as much as \$62,336 a year (RN) to \$75,000<sup>7</sup> per year, salaries well above a self sufficient earning for a family of four. Licensed Practical nurses require some post secondary training and pay an annual salary of \$39,110. Dental Assistants need a post secondary credential and can earn \$37,000. Medical Assistants and Pharmacy Technicians require a post secondary training credential and pay between \$27,000 and \$29,000 a year; these two occupations represent more of the entry level positions of a career pathway.

<sup>5</sup> Including Marion County Employers

<sup>6</sup> National Skills Coalition, *Indiana's Forgotten Middle-Skill Jobs*, p.8.

<sup>7</sup> All salaries quoted are 2009 Annual Wages for Central Indiana; DWD provided for the National Bureau of Labor Statistics

## REGION 5 LOCAL WORKFORCE INVESTMENT PLAN - PY 2011

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The occupations of Bookkeeper and Executive Secretary (Office and Administrative Support Sector) requires some post-secondary training and pay between \$34,000 and \$38,000 a year. A more entry-level position in this sector, Customer Service Representative pays almost \$15.00 per hour (\$30,816 annual) and can be the beginning point of a career ladder.

In the Construction Trades, many of the jobs including carpenters, pipefitters, electricians require on-the-job training (apprenticeships) and pay between \$35,000 and \$50,000. In the Logistics Sector, truck drivers are currently in high demand and the average pay is \$38,848.

While the entry level position of team assembler in a manufacturing firm has a starting salary of \$28,477, with additional on the job training, career advancement with increase in pay is a reasonable expectation to have in today's manufacturing environment.

**Attachment A is the Central Indiana Regional (Region 5) Workforce Board (CIRWB)'s Training Investment Policy.**

### ***INDUSTRIES AND OCCUPATIONS PROJECTIONS in REGION 5 - SHORT TERM (2012) AND LONG TERM (2018) <sup>8</sup>***

#### **Office and Administrative Support Occupations**

Office and administrative support jobs constitute the majority of employment opportunities Central Indiana; in 2012, almost 16 percents of all jobs will be in these occupations and in 2018, these jobs will constitute 15 percent of all jobs. While growth in new jobs for this sector is expected to be modest, due to the sheer volume (147,550 jobs in 2012 and 164,612 in 2018) **there are estimated to be a total of 43,679 job openings in the Office and Administrative Support Occupations over the next seven years.** Many of these jobs with significant forecasted openings include Bookkeepers (3,166 openings) with average annual pay of \$34,287 and Executive Secretaries (2,874 openings) with annual salaries of \$38,303. Entry level jobs in this sector that could serve as the beginning point of a career pathway include the Customer Service Representative (projected openings of 7,595) with annual salaries of \$30,816.

#### **Health Care Occupations**

Health care occupations (Practitioners and Health Care support) will employ 86,410 people in 2012 and 103,793 medical professionals by 2018, representing 9.36 percent employment sector in Central Indiana's economy. More important however, is the fact that it is projected that **openings in health care occupations will grow by 50 percent by- the largest projected increase in job creation in a given sector in the region over the seven years.** **By 2018, a total of 19,616 NEW health care jobs will be added to the Region 5 economy** and an additional 14,848 jobs will become open due to replacement for a **total of 34,462 health care job openings.** Some of the occupations that will be in great demand include register nurse (8,162 openings) licensed practical nurse (3,100 openings) pharmacy technicians (1,354 openings), dental hygienists (702 openings) and dental assistances (999 openings) -- all middle-skills jobs.

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<sup>8</sup>All data presented in this section is taken from the Short-Term Indiana Occupation Projections (September 2010) and Long-Term Occupational Projections (September 2010) prepared by IN Department of Workforce Development, Research and Analysis Department. The statistics include Marion County.

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### Logistics Jobs

Between 8.5 and almost 9 percent of Central Indiana's labor force will be employed in a logistics occupation between 2012 and 2018. **Creation of new jobs in this sector is projected to increase by 5.2% over the short term and 10 percent by 2018, with a forecast of 8,224 new logistics jobs being created. Beyond new jobs, it is anticipated that 20,504 logistic jobs will come open due to replacement.** There will be 7,128 job openings for the middle-skill job of Truck Driver by 2018. But far, the majority of the job openings in the logistics sector will be entry level warehouse workers (10,464). While these jobs are low wage jobs, many Logistic firms are beginning to demand of employees some post secondary training, recognizing that the Logistics Industry will be an evolving and far more complex environment that will demand trained employees.

### Construction Trades Jobs

It is projected that jobs in **the construction field will represent 4.29 percent Central Indiana's labor force in 2012 but will grow to 5.83% of labor force by 2018;** there will be over 60,000 persons employed in this field. **Projected job openings for 2018 in the construction trades will equal 18,332** and the majority of these openings will be for middle-skill jobs including Manager (annual pay \$60,100), Carpenter (\$40,614), Construction Laborer (\$37,063), Electrician (\$53,395) and Pipefitters (\$45,318).

### Manufacturing Jobs

While the Manufacturing employment ranking in Central Indiana is anticipated to drop from 6.3% in 2012 to 5.83 percent in 2018, with an estimated job loss of 1 percent over this timeframe, due to replacement openings, there will still be significant opportunities for find employment with Central Indiana's manufacturers. It is projected that there could be as many as 12,888 job openings in the region. While the majority of openings will be for the entry level team assembler position (2,077 openings), there will be a good number of openings in middle-skill jobs including Machinists (414 openings), Welders (548 openings) and First-Line Supervisors/Managers (668 openings).

## TARGETED BUSINESS SECTORS

Choosing to concentrate training investment in one sector over another would limit the CIRWB's ability to respond to opportunities that may become available within a given industry. However, the CIRWB does understand the need to target limited public dollars in a strategic fashion that will best serve the region's economy and its workforce needs.

Therefore, the CIRWB has decided to invest its publicly funded resources in training programs that place a job seeker on a career pathway leading to a **Middle-Skill Job**. A middle-skill job require just one (1) to two (2) year post-secondary education or occupational credential yet can lead to a job that pays a family supporting wage.<sup>9</sup>

There will be a targeted approach in identifying businesses in which to invest workforce development resources. Allocation and distribution of training funds will be driven by employers who have actual employment opportunities and are willing to work with Region 5's WIA clients and the WorkOne system. Such employers will be considered **Preferred Employer Partners** by the CIRWB.

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<sup>9</sup> The CIRWB has defined a self sufficient wage as 200% of the poverty level for varying family size.

# REGION 5 LOCAL WORKFORCE INVESTMENT PLAN - PY 2011

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Preferred Employer Partners must be able to demonstrate that the employment opportunities they have available are for middle-skill jobs OR are entry level jobs that are part of an identified career pathway in their company or their sector industry that will lead to a Middle Skills jobs. Further, the preferred employer partners should demonstrate they have a long term commitment to their employees. Such commitment could include a permanent position (rather than temporary), a position with benefits, opportunity for advancement or tuition reimbursement for training in the future.

Further, it is the CIRWB's hope that public investment in a WIA client's early occupational training will help attract private investment in the client's future training. Regardless of whether training investment monies support short-term or long-term training, it should always be evident that such investment will benefit a client's long term career potential, leading to a middle-skill job that pays a family sustaining wage.

## **WORKER CHARACTERISTICS OF REGION 5**

### **Demographics**

According to the U.S. Census 2010, the eight counties that comprise the Central Indiana Workforce Region grew by 24 percent in its population<sup>10</sup> – accounting for 45.68 percent of the entire State of Indiana's population growth. There are now 931,279 persons residing in this region; this population total for the first time exceeds Marion County's population. Almost 30 percent of the Region's population resides in Hamilton County. Indeed, Hamilton county's increased by 33.44% over the past decade and constituted almost one-quarter of the state's entire population growth.

The Region's minority population grew by 132.5% over the past ten years. Almost 9 percent (8.62%) of Region 5's population is minority (80,279). While the majority of the 80,279 minorities reside in Hamilton County, Madison County has the highest minority percentage among the eight counties; 12.29% of all residents of Madison County are a minority. The Hispanic population also grew significantly. There are now 27,217 persons of Hispanic origin living in Region 5, a population increase of 180.47%. The Hispanic population is evenly spread across the region, with each county's percentage of Hispanic persons ranging between 1 and 3 percent.

The age distribution across the region remained stable over the last decade.<sup>11</sup> Children up to the age of 18 represent 29 percent of the region's population. The College age students account for 5.35 percent of the total. Persons between the ages of 25 and 49 (the Gen-Xers ) represent 36.92 percent of Region 5. While this age cohort gained additional persons, it lost about 2 percentage points in age distribution proportions due to the fact that the age cohort between 50 and 69 grew from 18.45 percent of the population to 21.11 percent. There are now an additional 51,376 people in this older worker age cohort in Region 5.

### **Educational Attainment**

There are approximately 588,370 adults, age 25 or older who reside in Region 5 and almost 91 percent of these adults have a high school degree or better. However, only 38.78 percent of the adult population has secured a post secondary degree; approximately 9 percent of the population has failed to obtain a High School degree nor GED. A full 20 percent of the high school graduates,

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<sup>10</sup> All population statistics come from the 2010 U.S. Census

<sup>11</sup> 2005-2009 Census Household Survey

# REGION 5 LOCAL WORKFORCE INVESTMENT PLAN - PY 2011

360,152 people, have attempted post secondary studies but have failed to secure a degree. There are 188,733 persons who stopped pursuing any education upon graduation from High School.

## High School Graduation Rate

Region 5's high school graduation rates are in the high 90 percent rate for most counties. Madison County, however, has a troubling drop-out rate of over 18%; Johnson County's drop rate also is significantly higher than the other counties. The collective drop-out rates for each county are as follows:

Current High School Drop Out Rate <sup>12</sup>
1.3% - Boone
2.2% - Hamilton
3.3% - Hancock
1.9% - Hendricks
6.1% - Johnson
18.3% - Madison
1.0% - Morgan
3.0% - Shelby

## Employed/Unemployed<sup>13</sup>

In January of 2008, there were 474,932 people participating in the Region 5 Labor Force and the unemployment rate was 4.3%. At the height of the recession, Region 5's unemployment rate was 9.4 percent. (Feb 2010). As of January 2011, the Region 5 Labor Force consists of 462,273 workers and the unemployment rate had dropped 8.1 percent. During the three year period of the recession, Region 5 lost about 3 percent of its Labor Force. While Region 5's unemployment rate has remained lower than other region's in the state, the sheer number of unemployed people in the region has been significant. Over the last year, (April 1, 2010 – March 31, 2011), 54,859 Region 5 workers collected unemployment. **Region 5 workers with a high school degree or less were particularly hard hit by the recession. While 61 percent of the general population lack post secondary education, 72 percent of Region 5's unemployment population this past year possessed only a high school degree or less.**

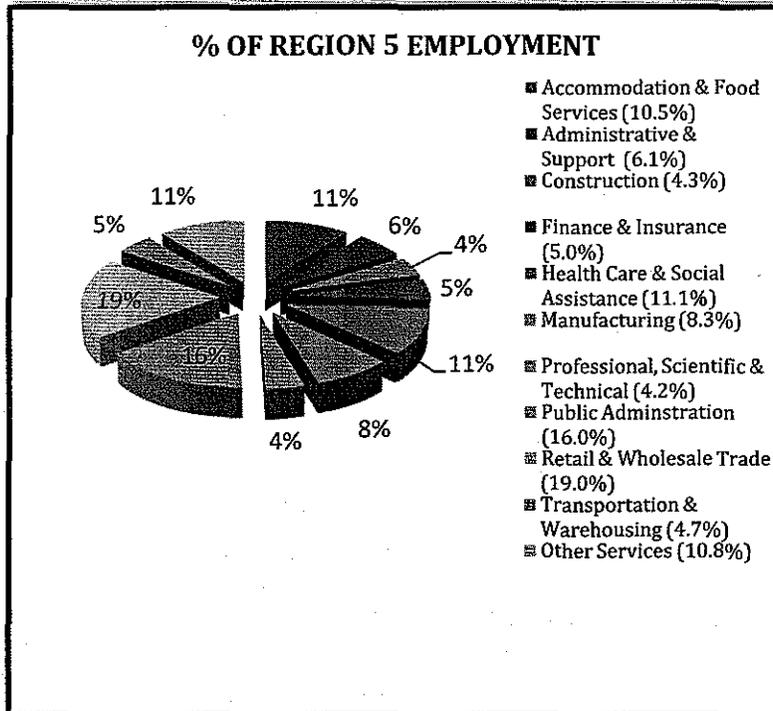
## **UNIQUE LABOR MARKET ATTRIBUTES IN REGION 5**

Region 5, as part of the larger Economic Growth Region 5 which includes the state's Capitol, Indianapolis, is the heart of Indiana's economy. This ten county Metropolitan Statistical Area (MSA) comprises nearly 30% of the state's entire workforce and the state's employers. While the state as a whole remains a Manufacturing oriented economy, in Central Indiana, the economy is much more diversified as illustrated by the chart below:

<sup>12</sup> Indiana Department of Education; Figured by largest school corporation in county

<sup>13</sup> IN, DWD Research and Analysis, LAUS

# REGION 5 LOCAL WORKFORCE INVESTMENT PLAN - PY 2011



# REGION 5 LOCAL WORKFORCE INVESTMENT PLAN - PY 2011

## OPERATIONAL PLAN

**WORKONE OFFICES – As of July 1, 2011.**

<p><b>BOONE COUNTY</b></p> <p><u>WorkOne Lebanon - Express</u> 125 Lakeshore Dr. Lebanon, IN 46052</p> <p><u>Contact</u> Phone: (765) 482-0160 Fax: (765) 482-0178</p> <p><u>Hours</u> Sunday: Closed Monday: 8:00 am - 4:30 pm Tuesday: 8:00 am - 4:30 pm Wednesday: 8:00 am - 4:30 pm Thursday: 8:00 am - 4:30 pm Friday: 8:00 am - 4:30 pm Saturday: Closed</p>	<p><b>HAMILTON COUNTY</b></p> <p><u>WorkOne Fishers - Express</u> 10204 Lantern Rd. Fishers, IN 46037</p> <p><u>Contact</u> Phone: (317) 841-8194 (877) 674-3671 Fax: (317) 841-8275</p> <p><u>Hours</u> Sunday: Closed Monday: 8:00 am - 4:30 pm Tuesday: 8:00 am - 4:30 pm Wednesday: 8:00 am - 4:30 pm Thursday: 8:00 am - 4:30 pm Friday: 8:00 am - 4:30 pm Saturday: Closed</p>
<p><b>HANCOCK COUNTY</b></p> <p><u>WorkOne Greenfield - Express</u> 836 S. State Street Greenfield, IN 46140</p> <p><u>Contact</u> Phone: (317) 462-7711 Fax: (317) 462-6340</p> <p><u>Hours</u> Sunday: Closed Monday: 8:00 am - 4:30 pm Tuesday: 8:00 am - 4:30 pm Wednesday: 8:00 am - 4:30 pm Thursday: 8:00 am - 4:30 pm Friday: 8:00 am - 4:30 pm Saturday: Closed</p>	<p><b>HENDRICKS COUNTY (NEW)</b></p> <p><u>WorkOne Plainfield – Full Service</u> 160 Plainfield Village Dr., Suite 101 Plainfield, IN 46168</p> <p><u>Contact</u> TBD</p> <p><u>Hours</u> Sunday: Closed Monday: 8:00 am - 4:30 pm Tuesday: 8:00 am - 4:30 pm Wednesday: 8:00 am - 4:30 pm Thursday: 8:00 am - 4:30 pm Friday: 8:00 am - 4:30 pm Saturday: Closed</p>

# REGION 5 LOCAL WORKFORCE INVESTMENT PLAN - PY 2011

## **JOHNSON COUNTY (NEW FULL SERVICE)**

Franklin – Full Service  
99 N. Lovers Lane  
Franklin, IN 46131

Contact  
Phone: (317) 736-5531  
Fax: (317) 736-8402

Hours  
Sunday: Closed  
Monday: 8:00 am - 4:30 pm  
Tuesday: 8:00 am - 4:30 pm  
Wednesday: 8:00 am - 4:30 pm  
Thursday: 8:00 am - 4:30 pm  
Friday: 8:00 am - 4:30 pm  
Saturday: Closed

## **MADISON COUNTY**

Anderson WorkOne – Full Service  
222 E. 10th St., Suite B  
Anderson, IN 46016

Contact  
Phone: (765) 642-4981  
Fax: (765) 641-6557

Hours  
Sunday: Closed  
Monday: 8:00 am - 4:30 pm  
Tuesday: 8:00 am - 4:30 pm  
Wednesday: 8:00 am - 4:30 pm  
Thursday: 8:00 am - 4:30 pm  
Friday: 8:00 am - 4:30 pm  
Saturday: Closed

## **MORGAN COUNTY (Soon to Close)**

WorkOne Mooresville - Express  
490 St. Clair St.  
Mooresville, IN 46158

Contact  
Phone: (317) 834-3907  
Fax: (317) 834-4937

Hours  
Sunday: Closed  
Monday: 8:00 am - 4:30 pm  
Tuesday: 8:00 am - 4:30 pm  
Wednesday: 8:00 am - 4:30 pm  
Thursday: 8:00 am - 4:30 pm  
Friday: 8:00 am - 4:30 pm  
Saturday: Closed

## **SHELBY COUNTY**

WorkOne Shelbyville – Express  
130 West Rampart  
Shelbyville, IN 46176

Contact  
Phone: (317) 392-3251  
Fax: (317) 392-3419

Hours  
Sunday: Closed  
Monday: 8:00 am - 4:30 pm  
Tuesday: 8:00 am - 4:30 pm  
Wednesday: 8:00 am - 4:30 pm  
Thursday: 8:00 am - 4:30 pm  
Friday: 8:00 am - 4:30 pm  
Saturday: Closed

# REGION 5 LOCAL WORKFORCE INVESTMENT PLAN - PY 2011

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## ***CUSTOMIZED PERFORMANCE MEASURES***

In addition to the common performance measures that the U.S. Department of Labor requires all Workforce Investment Act systems to report, the CIRWB has requested the following additional performance measures be collected over the next program year:

- % of WIA clients who received training (ITA, OJT) AND obtained employment
- % of WIA clients trained who obtained jobs in the field in which they were trained.
- % of those in training who will receive a credential (AAS, Tech Cert, GED, Etc.)
- % of training money invested in different economic sectors

The CIRWB wants to understand how investing its workforce development resources in occupational training impacts a WIA client's chances of obtaining a job in that relevant field that will lead to a fruitful career pathway. Further the board wants to track the impact the WorkOne services have on addressing and closing the education gap of Region 5's workforce.

In addition to these performance benchmarks, the CIRWB has requested that the RO regularly implement the Net Promoter System to measure customer satisfaction, both for the job seekers and employers. This system measures both satisfaction levels and customer loyalty. Each time the surveys are disseminated, the results will be analyzed and compared to previous scores; any corrective actions necessary will be taken. All suggestions and/or comments will be taken under consideration.

## **How Performance Metrics will be Measure**

The Regional Operator will study the outcomes of the Workforce Acceleration Grant clients -- almost 1,000 clients were served during the two year period -- to determine a base of performance for WIA clients completing training, securing a credential and obtaining work in the field of study. By January 2012, the Regional Operator will have established, with the help of Central Indiana Regional Workforce Board, challenging yet realistic goals for the three local measures.

## ***WIA ADULT AND DISLOCATED WORKERS SERVICES***

**Attachment B is the WIA Adult and Dislocated Worker Service Matrix;** it provides a detailed breakdown of core, intensive and training services. It is anticipated that in PY 2011, the Region 5 Central WorkOne system will assist almost 6,200 people, delivering nearly 52,000 workforce development services be it at the Core, Intensive or Training level.

### Priority Use of Adult Funds

Due to the high demand for Adult WIA funds, the RWB 5 has requested the transfer of WIA DW monies to WIA Adult. In 2008, \$400,000 WIA dislocated monies were transferred to WIA adult, and in 2010, \$150,000 was transferred from the DW to the Adult. In 2009, due to shortage of WIA funding in general, Region 5 secured additional WIA funding, amounting to \$675,000, half of which was for WIA Adult Purposes. The region has spent more than 90 percent of its Adult WIA funds by close of a program year for the past three years.

The CIRWB recognizes that the Adult WIA funds are often limited and therefore has established a system that will alert the board when direct client funds become low and therefore need to be prioritized. The Board has passed a policy that requires the Regional operation to report each month to the board the amount of WIA Adult Direct Client funds remaining for the year. Should the percentage remaining be less than the percentage of the year left, the funds will be declared limited

## REGION 5 LOCAL WORKFORCE INVESTMENT PLAN - PY 2011

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by the Board and only Adult WIA clients earning 100% of Economically Disadvantaged Criteria or less will be provided with Direct Client funding.

**See Attachment C for the CIRWB's Policy Determination of Limited Funds for Direct Client Service Funding and Priority Criteria for WIA Adults.**

### Process Used for Implementing Priority of Use of Adult WIA Funds for Veterans and their Spouses, Low Income Persons and TANF recipients

Once the Direct Client funds have been declared "limited" by the board, the policy then lays out the following protocol for WorkOne Center staff to use when determining which Adult WIA clients are eligible for Direct Client funding:

A veteran or a military spouse who earns less than 100% of the Economically Disadvantage Guidelines and qualifies as Adult WIA will receive first consideration of Direct Client Funding. For all other Adult WIA clients who meet the income restrictions, must meet at least two of the following characteristics in order to be eligible to receive Direct Client Funding during times of such restrictions:

- Needs a GED
- Needs occupational skills training
- Is age 55 or older
- Is a single parent with a poor work history
- Is homeless
- Is an individual with disabilities
- Is an individual with substantial language or cultural barriers
- Is a resident of Region 5

**See Attachment C for the CIRWB's Policy Determination of Limited Funds for Direct Client Service Funding and Priority Criteria for WIA Adults.**

### ***WIA YOUTH SERVICES***

**Attachment D is the Youth Service Matrix** that provides detail on how WIA Youth resources will be dedicated to the various Youth Activities in PY 2011. The anticipated number, at a minimum, of In-school Youth that will be served is 210. The anticipated Out of School youth to be served, at a minimum, is 150.

### **Number of WIA Youth Service staff persons**

The Regional Operator has employed a Youth Services Director to oversee dedicated service provider youth staff and Jobs for America's Graduates in-school Specialists. There currently are 5 youth Career Coaches from the service provider staff and 5 JAG specialists, also managed by the service provider, as well as 1 JAG Outreach Coordinator.

### **Youth Outreach Activities**

**Summer Youth Employment Opportunities:** Region 5 began a summer youth employment program in PY 2010, and will continue to place youth at local employers during PY 2011. During their 8 weeks of employment, youth will also work with their local Youth Career Coach to gain workplace skills, with a weekly focus on job search techniques, resume writing, interview skills, communication skills and employer expectations.

# REGION 5 LOCAL WORKFORCE INVESTMENT PLAN - PY 2011

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Work Experience/Internship Program: The Work Experience and Internship program has been designed to match the WIA program elements by providing youth with opportunities to gain real-life work experience in their field of interest, while also providing them feedback from a supervisor, workplace soft skills and knowledge from a Youth Career Coach. Youth will be placed at a local employer for 8 weeks of employment and exposure to their chosen career pathway.

Jobs for America's Graduates Program: The Jobs for America's Graduates Program is a nationally recognized drop-out prevention program currently serving Region 5 students at Anderson, Eastern Hancock, Martinsville and Shelbyville High Schools. Through this program, students are taught employability skills, team membership, leadership and soft skills by an in-class Specialist. In addition to the in-class Specialists, Region 5 employs an Outreach Coordinator, dedicated to connecting local employers to the JAG classes, as well as assisting in post-secondary transition goals.

In PY 2011, Region 5 will seek to expand the JAG program in one additional local high school or will place GED seeking students in the JAG out-of-school model at a local WorkOne office or career center.

Industry Specific Demonstration Programs: During PY 2010, Region 5 youth were able to participate in in-demand industry training opportunities through a partnership between the WorkOne and IvyTech Community College. In PY 2011, these opportunities will continue to be offered to youth in training opportunities such as information technology, logistics, and continued work with STEM education.

These WIA funded Youth programs will be promoted in the Region 5 community through a variety of methods.

- Word of mouth and referrals from existing WIA youth and Jobs for America's Graduates students
- Walk-ins at the local WorkOne office
- Posters in local high schools for in-school WIA youth (non-JAG), as well as referrals from guidance staff
- Posters in Region 5 JAG high schools for the program, as well as referrals from guidance staff and school advisory committees
- 16x24 posters, 8x11 flyers in other local areas for out of school WIA youth (churches, community centers, GED education sites, food banks, libraries, McDonald's restaurants, etc.)
- Participation at job fairs, resource councils, chamber of commerce meetings, etc. to promote WIA youth enrollments, and participation of local employers for guest speakers in JAG classes
- Postcard hand-outs at the above events and in mailings to referrals

## **Performance Measures to determine Success of Youth Programs**

In addition to the states Common Measures, Region 5 plans to set goals of placement in part-time or full-time employment within 90 days (45%) and gain in workplace readiness skills (65%), pending Youth Committee approval. These metrics will help Youth Career Coaches and participants understand the importance of workplace skills in today's economic climate.

## **OTHER SERVICES**

### **Rapid Response Services**

The Region's Business Consultants will coordinate closely with the State Rapid Response team to manage a mass lay-off, as well as within the WorkOne service delivery system.

The Business Consultant will take the lead with dislocations of 50+ by responding to all WARN Notices provided by the State Rapid Response team. Additionally, the Business Consultant and local staff will attempt to respond to all known dislocations of less than 50.

The Rapid Response Team's responsibility is to play an active role in meeting with the company and union representatives as well as meeting with the laid-off workers on site prior to the lay-off when possible. The service provider business recruiter and state staff, including unemployment and veteran staff, introduce unemployment and workforce developments services and resources to the workers that may be appropriate prior to lay-off. Referral and point of access information will be provided to affected workers. Staff will identify the WorkOne locations both within and outside of the regional area at orientation, allowing customers to choose their preference of location for services following their lay-off. The Regional Operator working with the Service Provider and State Rapid Response team will determine if additional discretionary dislocated worker funding may be needed.

In addition to the meeting, the Business Consultant will assess the reason(s) for the mass lay-off and provide information regarding eligibility criteria for TAA. If the lay-off is deemed eligible, the Business Consultant will provide information on how to submit a TAA petition and assist the employer/union in completing the petition. The Business Consultant will notify the State Rapid Response team of the date and time of the initial contact, subsequent meetings, and TAA petition filing if applicable. Upon notice of TAA certification, the Regional Operator will work with the State Rapid Response team to identify eligible workers, notify workers, and provide TAA orientation at the earliest possible time.

When the Business Consultant identifies any opportunities to avert the mass lay-off the State Rapid Response team will be notified and invited to assist in the aversion.

### **Coordination of State Workforce Development Programs**

The Region's management structure will ensure the coordination of State Workforce Development programs including Unemployment Insurance, Trade Adjustment Act, Veteran programs and Worker Profiling and Reemployment Services and Reemployment and Eligibility Assessment (REA). The Region's management structure consists of a Director of Operations, who is responsible for the implementation and oversight of all programs within the WorkOne's. The Director of Operations manages the WorkOne's through a co-functional management team that consist of both a State of Indiana Community Employment Consultant 2 and a Regional Operator Center Manager. This co-functional team manages the day to day operations of the WorkOne's.

With the recent WorkOne Customer Flow policy 2010-13, coordination of services will be ensured by integrating the customer pool in the following manner;

## REGION 5 LOCAL WORKFORCE INVESTMENT PLAN - PY 2011

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- Most WorkOne customers enrolled in Wagner-Peyser will also receive services and be enrolled in the WIA Adult programs;
- All Trade Act customers will also receive services from and be enrolled in the WIA Dislocated Worker Program and the Wagner-Peyser program;
- All WorkOne customers who are veterans will receive priority of service;
- All customers co-enrolled will be used to calculate performance for each individual program as appropriate, based upon the level of services provided (Core service only recipients are generally not included in program performance calculations);
- Youth over the age of 18 should be co-enrolled as adults if they will benefit from the additional services;
- All WorkOne customers will be enrolled and registered (at a minimum) in either WIA Youth, WIA Adult or the Wagner-Peyser program, as appropriate;

The RO will continue to implement a welcome/triage process. It is envisioned that most of the WorkOne customers will begin the process with a job to job case managers as referenced in our Adult and Dislocated Services Matrix. Those individuals that express interest or are assessed in need of training services will be transitioned from the Job to Job Case Manager to the Job to Training to Job Case Manager and/or Academic Career Counselor as appropriate. The case manager positions in Region 5 will be staff funded by Wagner Peyser, Unemployment Insurance, Trade Assistance Act, Veterans program and the Workforce Investment Act.

### Unemployment Insurance

Unemployment Insurance claimants will be assisted with filing their initial claims in all WorkOne offices including express offices. In Region 5, two Unemployment Insurance specialists have been designated to assist claimants with issues beyond the initial filing of their claim. These specialists escalate unresolved issues to the Unemployment Insurance staff located in Indianapolis. In addition, these specialists provide training to other staff to ensure that all staff is kept up to date with changes to the Unemployment Insurance program.

### Trade Assistance Act

In Region 5, the Trade Assistance Act services are only available in the full service WorkOne offices. These services are provided by Wagner Peyser, Unemployment Insurance, Trade Assistance Act and Workforce Investment Act funded staff. TAA eligible customers will be co-enrolled into the WIA Dislocated Worker and Wagner Peyser programs to ensure coordination of services. Co-enrollment allows the TAA customer to take advantage of all available workshops; WIA short term pre-vocational services; WIA case management and WIA funded supportive services.

### Title 38 Veterans' Programs (LVER, DVOP)

In Region 5, Local Veteran Employment Representatives (LVER) is integrated within the Business Services Team. They are an integral part of this team with specialized knowledge of Federal Contractors and re-employment rights for Veterans. LVER's ensure veterans preference is given on all job orders received in the WorkOne offices. They provide training to other staff to better serve the veteran population and also act as a resource for other staff regarding veteran's issues.

The Disabled Veteran Outreach Program specialist provides case management and outreach services to the disabled veteran population. They work very closely with the Veteran Workforce Investment Program (VWIP) by providing assessment and referral for training opportunities. DVOP's function as part of the case management team within the new customer flow.

**Attachment E is the Standard Operating Procedures Manual for Veterans Services.**

# REGION 5 LOCAL WORKFORCE INVESTMENT PLAN - PY 2011

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## Worker Profiling and Reemployment Services (WPRS) and Reemployment and Eligibility Assessment (REA)

In Region 5, REA and WPRS services are only available in the full service WorkOne offices. WPRS and REA customers will be dually enrolled as Workforce Investment Act Dislocated Workers and/or Adults as appropriate. The REA and WPRS Coordinators in the full service WorkOne offices will be designated in the new customer flow as job to job case managers. If REA/WPRS customers are in need of additional training, they will be transitioned to an Academic Career Counselor or job to training to job case manager as appropriate.

### **Business Services**

The CIRWB has set forth in its Training Investment Policy the philosophy that workforce development policies and programs should be structured to respond to the needs of the region's economic development mission to retain, expand and attract business endeavors to the region. The Region 5 Business Service Team is lead by the two Business Consultants on the Regional Operator staff, and consists of service provider staff and DWD employees. The team works to raise employers' awareness of the region's workforce development programs and to deliver to employers appropriately trained workers who possess the 21<sup>st</sup> Century skill sets required by today's employer.

The responsibilities of the Regional Workforce Team includes marketing the WorkOne brand by using various methods and packaging to highlight the services and benefits of the WorkOne system to businesses. Business Services Team members join and participate on employer groups, human resource groups, local economic development corporations and community groups, making presentations and participating in workforce development events such as job fairs and hiring fairs.

To ensure that the region's limited resources are invested in businesses that will provide the greatest impact on the region's economic welfare, the Business Team will concentrate its efforts on businesses that pay self sufficient wages, offer benefits and growth opportunities, and utilize and promote the WorkOne system.

### **Attachment F is the Region 5 Business Services Plan.**

### **Veterans' Priority of Service**

Under CIRWB's Priority of Service Policy, Veteran and eligible spouse customers should be identified upon entry at a WorkOne and allowed to move to the front of the waiting line. To assist with identifying veterans and eligible spouses, Priority of Service signs have been developed and are posted in all WorkOne offices where veterans are served. Signs are framed and displayed in a manner where the public and especially veteran and eligible spouse customers can easily see them. In accordance with the Priority of Service sign, veterans and eligible spouses should notify staff upon entry into the facility. Customers with visual impairments must be asked if they are a veteran or eligible spouse when checking in.

Eligibility is as follows:

- 1) A veteran.
- 2) The spouse of any of the following individuals:
  - a) Any veteran who died of a service-connected disability or,

## **REGION 5 LOCAL WORKFORCE INVESTMENT PLAN - PY 2011**

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- b) Any member of the Armed Forces serving on active duty who, at the time of application for the priority, is listed in one or more of the following categories and has been so listed for a total of more than 90 days:
  - i) missing in action or,
  - ii) captured in line of duty by a hostile force or,
  - iii) forcibly detained or interned in line of duty by a foreign government or power.
- c) Any veteran who has a total disability resulting from a service-connected disability, as evaluated by the Department of Veterans' Affairs.
- d) Any veteran who died while a disability, as indicated in (3) above, was in existence.

**Attachment G is the CIRWB Priority of Service Policy.**

### **KEY PARTNERSHIPS**

**Attachment H is a Matrix that outlines the partnership the CIRWB and staff maintain with 50 organizations operating in Region 5.**

#### **Economic Development Partnerships**

The CIRWB is committed to serving the Business Community of Central Indiana. To ensure that the economic development leaders for Central Indiana know of and work with the WorkOne System, there are two Economic Development officials serving on the CIRWB. Further, the executive staff of Regional Operator communicates and meets regularly with the eight Economic Development Corporations that serve the counties the board serves.

Furthermore, the Region 5 Business Services Team, works with the staff of the local business and economic development organizations. The Business Service Team is active members in all eight existing Chambers of Commerce, and partners with all Local Economic Development Organizations (LEDOs) in Region 5. In addition to attending all annual functions of these organizations, the team partners with the Chambers and LEDO's to reach out to employers and provide a variety of services including, but not limited to: attraction projects, job fairs, expositions, business outreach, WorkKeys, OJT program, Indiana Career Connect, and special projects.

# REGION 5 LOCAL WORKFORCE INVESTMENT PLAN - PY 2011

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## **BUDGET**

The Central Indiana Regional Workforce Board anticipates it will have \$ 8,967,814 to invest in the Region 5 Central WorkOne system during PY 2011. The majority of this funding is Workforce Investment Act monies; however, it also includes Wagner-Peyser and Reed Act funds. **Attachment I includes the Budget Matrices for the CIRWB, the Regional Operator and the two service providers hired to deliver WIA services for the Central WorkOne service area.**

## **MONITORING OF BUDGETS**

Every month the Fiscal Agent prepares a financial report of expenditures that includes expenditures for all current contracts as well as all other regional expenditures. The Fiscal Agent reviews expenditures and spending rate of the Regional Operator, Service Provider, Direct Client Services and Board expenses monthly. The financial report is submitted monthly to the Finance Committee for review, discussion and approval. After financial committee review the financial report is presented to the board for final approval.

## **MINIMIZING OF ADMINISTRATIVE COSTS**

In response to the CIRWB's concern about cost efficiencies, the Regional Operator will be reducing its staff for Region 5 by two employees and has had a third employee reduce their hours. Further, because this Region Operator is responsible for two regions, several RO staff personnel serve both regions, creating an economies of scale and efficiency for two workforce boards.

The RO has received approval from the CIRWB to close the Morgan County WorkOne-Express Site, given the opening of Hendricks County Full Service WorkOne Center. Services will still be provided to Morgan County residents in the south of the County (Martinsville) in a satellite office a couple of days per week. This closing of a WorkOne Center will save approximately \$75,000 per year. Further, in the process of transferring the WorkOne Center leases to the Board, the RO renegotiated the terms and conditions, resulting in more cost savings.

The RO has developed new policies concerning travel and reimbursement expenses that emphasize the importance of utilizing technology, such as webinars and conference calls, in order to reduce travel expenses. The policy also elaborates on the importance of utilizing invoices in the purchase of services and supplies rather than seeking reimbursement after a purchase as been made. Such practice will ensure that these expenses are properly charged to WIA funds dedicated to program activities and do not impact the limited funds provided for administrative expenses.

CIRWB has agreed to hold Board meetings every other month and to hold these meetings at a non-meal time in order to reduce the costs even further.

Finally, an in-depth examination has been made of the service providers' budget to identify and eliminate costs that are administrative in nature and therefore an ineligible service expense.

## **Allocation of WIA Administrative to Staff, Travel and Outreach**

The WIA administrative funds have been distributed to the Board and RO's budget. Administrative funds in the Board's budget will pay for the Fiscal agent and the annual audit. The remainder of the allowable administrative funds will be spent on RO staff who perform administrative tasks on behalf of the board, fees for service such as accounting and payroll, audit and marketing and Liability Insurance costs.

# REGION 5 LOCAL WORKFORCE INVESTMENT PLAN - PY 2011

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## Policies and Procedures in Place that Govern the Hiring of Staff and Travel

The CIRWB is governed by Indiana Statute IC 22-4.5-7-5 in regards to the hiring of staff:

Sec. 5. (a) A workforce investment board and its regional workforce board must comply with this section when selecting a regional operator to provide:

(1) support services for a regional workforce area; and

(2) operational oversight and management for:

(A) the one stop centers; and

(B) the workforce investment system;

in a regional workforce area.

(b) A regional workforce board, with the consent of a workforce investment board, may establish agreements with a regional operator for support services on behalf of the workforce investment board in the regional workforce area.

(c) A regional workforce board may assist a workforce investment board in establishing agreements with a regional operator for support services for the workforce investment board in the regional workforce area.

(d) An agreement established under this section must be the result of a competitive procurement process as determined by the workforce investment board.

Because the CIRWB uses a competitive procurement process to secure management and service delivery professionals, the issues of hiring staff are prescribed in legal contracts enter into by the Region Board and contracted entity.

**Attachment J is the Regional Operator's Travel and Reimbursement Policy.**

## **GOVERNANCE AND STRUCTURE**

### **COMMUNITY OUTREACH FOR PLAN**

The Regional Operator utilized the Central Indiana Regional Workforce Board as the representative body of the interest groups that would have an interest in this plan. The board is comprised of eight business leaders, as well as a labor, economic development, community service and education representative. The board was consulted several times, seeking their input and approval to focus workforce development resources on Middle Skill career pathways.

Because the plan calls for the targeting of resources on trainings that match up with actual identified employment opportunities, the Regional Operator staff also met with all of the Region 5 Local Economic Development Officials (LEDOs) to review the Workforce Development Strategy and Implementation Plan on April 25, 2011. Seven out of the eight LEDOs for Region 5 attended the meeting.

The economic development experts expressed frustration that there are no public monies for job training of incumbent workers nor public money that can be included in a business attraction package. The RO staff did explain that industry specific training can be developed for an employer, provided the employer is willing to work within the WorkOne system. The LEDOs expressed the need to have data on the training levels of the workforce in Central Indiana. Businesses often ask LEDOs how they can identify and locate employees trained for a particular occupational skill. The RO has been working with the LEDOs on this issue for a year now and will continue to work to identify up-to-date, accurate information about the workforce.

Finally, the Local Plan was posted to the CIRWB's website for public comment. No comments were received.

### **ROLE OF THE LOCAL ELECTED OFFICIALS IN DELIVERY OF WORKFORCE DEVELOPMENT SERVICES**

Commissioners of all counties and Mayors of cities (and pursuant to new IDWD Policy, towns are now included) over 5,000 population designate one person to serve as the County's representative for workforce development matters with the economic growth region. The designated representatives serve on an Executive Council for the Region and will appoint a representative from among this Council to operate as the "Regional" Elected Official. The responsibilities of the elected officials include the following:

- Each county's local elected officials are responsible for appointing Regional Workforce Board members and filling vacancies as necessary on the Workforce Board.
- Executive Council responsible for choosing a Regional Elected Official to represent its interest (as a collective body of counties) in workforce development matters in conjunction with the Workforce Board.
- Under this structure, financial liability remains with the Governor of Indiana and will NOT fall on the local officials or the areas they represent.

**Attachment K includes four of the eight Local Elected Official Agreements;** the other four are being updated presently. The Chief Elected Official Agreement is also under review but the template has been included in the attachment.

# REGION 5 LOCAL WORKFORCE INVESTMENT PLAN - PY 2011

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## FISCAL AGENT

Crowe and Horwath

Name: Carla Crowe

Address: 3815 River Crossing Parkway

Suite 300 Indianapolis, IN 46240-0977

Phone: (317) 225-2571

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

## BOARD BY-LAWS

**Attachment L contains the Central Indiana Regional Workforce Board's By-Laws.**

## STAFF TO REGIONAL WORKFORCE BOARD

**Attachment M is a chart showing the compensation packages to the top five paid staff persons of REACH INC, serving for the Central Indiana Regional Workforce Board.**

**Attachment N is an organizational chart for all REACH personnel.** Below are brief descriptions of all of the REACH positions serving the CIRWB and the central Indiana WorkOne System.

### President/CEO (Part-Time)

Provides advice and counsel in the management all state and regional workforce development directives and initiatives to ensure that Region 5 is a robust workforce development system.

### Senior Vice President/Executive Director of Region 5

Provides total oversight and has responsibility for all programs operated by the CIRWB; manages the Regional Operator staff Region 5. Serves as the lead liaison to the Regional Workforce Board, local elected officials and other economic and business stakeholders in Region 5.

### Vice President of Public Policy and Programs (4/5<sup>th</sup> time)

Advises the Regional Workforce Board and REACH staff on public policies pertaining to workforce development, adult education, higher education and public work support systems. Tracks current national, state and local economic/workforce development indicators and public policies in order to ensure that the board, REACH and its service providers deliver up-to-date, result-proven services to the under- and unemployed public. Researches grant opportunities and prepares grant proposals on behalf of the Board.

### Vice President of Education Solutions/Director of Adult Education

Identifies and disseminates resources available to ABE/GED eligible youth and adults and coordinates efforts between adult education providers, career counselors and clientele in accordance with the Workforce Investment Act (WIA) program guidelines. Oversees and coordinates the WIA I voucher program for Region 5. Creates and monitors WorkOne workshops and training programs delivered by the service provider

### Director of Operations

Directs and oversees operations of all Regional WorkOne centers. Develops specific goals to organize and manage WorkOne office customer flow and performance expectations, develops and monitors integrated services budgets, manages the Regions' TrackOne system and ensures compliance with all rules and regulations.

# REGION 5 LOCAL WORKFORCE INVESTMENT PLAN - PY 2011

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## Business Services Manager (Two)

Promotes and markets business services to the business community/employers; manages the Business Services Recruiter Team. Responsible for Regional Rapid Response activities, WorkKeys applications and processing applications for training funds submitted by businesses, in particular OJT training contracts.

## Youth Director

Design, implement and manage youth programs including the management of the Jobs for America's Graduates program, work experience and summer employment opportunities. Identifies and disseminates resources available to eligible youth.

## Director of Quality Assurance & ITAs (4/5<sup>th</sup> Time)

Directs and administers quality assurance and grant writing efforts. Develops, disseminates and collects loyalty/satisfaction surveys, calculates scores, analyzes data and prepares reports. Ensures compliance of ITA requests to budget and regional plan. Coordinates and tracks Mindleaders activities.

## Assistant Director of Policies and Programs

Assists with developing and revising existing policies and procedures. Organizes the On-the-Job Training (OJT) master agreements and approves voucher payments for same. Directs monitoring of all service providers; compiles monthly reports on WIA-funded programs.

## Executive Administrative Assistant

Manages and ensures efficient operation of all general office/clerical activities. Manages board correspondence, including scheduling meetings, preparing agendas and minutes. Keeps detailed records of timesheets, expense reports and invoices.

## IT/Network Administrator (Half Time)

Manages information technology and all regional computer network hardware, software and telecommunications devices. Provides training to users on software and equipment usage. Develops and maintains websites.

## Veteran Program Manager (Half Time)

Manages a Veteran grant program (VWIP), on behalf of the Central IN Regional Workforce Board, Inc. Provides professional development training to VWIP workforce staff. Review and modify grant contracts, monitored grant availability and budgeted funds for training and supportive services. Coordinate local companies' involvement with disabled and non-disabled Veteran employment.

## Chief Legal Officer (Half Time)

Responsible for developing, coordinating and overseeing all contracts, grants, leases and other legal documents flowing through REACH, Inc., as well as the two Regional Workforce Boards we serve.

## **PROCESS FOR SECURING WIA MANAGEMENT AND SERVICE PROVISIONS**

The Central Indiana Regional Workforce Board promotes free and open competition in all procurement activities and encourages involvement of small and minority owned local businesses when possible. The board competitively procures services for Regional Operator, WIA Adult and Dislocated Worker Provider, WIA Youth Provider and Fiscal Agent. The board has developed a

# REGION 5 LOCAL WORKFORCE INVESTMENT PLAN - PY 2011

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procurement policy that is consistent with OMB circulars, the Workforce Investment Act and 20 CFR parts 95.40-48.

The Board selects and enters into an agreement with a Regional Operator at least every three (3) years using a competitive procurement process. The board /Regional Operator selects and enters into an agreement with WIA Adult and Dislocated Worker Provider, WIA Youth Provider and Fiscal Agent at least every three (3) years using a competitive procurement process.

The Request for Proposal (RFP) method is used for procurement of Regional Operator, WIA Adult and Dislocated Worker Provider, WIA Youth Provider and Fiscal Agent. Once the Board has completed the RFP process, the recommendation identifying the Board's selection for Regional Operator and WIA Youth Provider is sent to the Balance of State Workforce Investment Board (BOS WIB) for approval along with Basic description of the procurement process including:

- Identification of the number of proposals that were received and scored;
- Identification of the entity/organization ultimately selected by the RWB;
- Inclusion of the Table indicating the selected organization's previous experience (Attachment F to the RFP) and
- Justification for the selection

There is no approval needed by the BOS WIB for WIA Adult and Dislocated Worker Provider or Fiscal Agent services.

Each contract executed by the Board/Regional Operator contains a minimum number of elements required to be included in the contract. A desktop review will be conducted on WIA Adult and Dislocated Worker Provider and WIA Youth Provider. On-site compliance monitoring will be conducted annually for WIA Adult and Dislocated Worker Provider and WIA Youth Provider contracts.

### **Monitoring of Service Providers**

The CIRWB has adopted a Monitoring Procedures Policy that would be used to communicate Federal Department of Labor (DOL), Indiana State Department of Workforce Development (IDWD) regulations regarding the monitoring and oversight of Workforce Investment Act (WIA) sub-recipients (Service Providers) and program processes through the Central Indiana Regional Workforce Board (CIRWB). The CIRWB is responsible for the oversight of WIA funded services and programs and its oversight responsibilities include:

1. Compliance with applicable state and federal laws and regulations and monitoring priority areas such as procurement and fiscal.
2. Ensure expenditures have been made against cost categories and within the cost limitations specified in the ACT and regulations.
3. Evaluating contractor performance.
4. Provide technical assistance as necessary and appropriate.

On behalf of the board, the Regional Operator staff annually conducts the monitoring of the WorkOne Offices, WIA sub-recipients and program processes. R.O. staff conducts onsite interviews of random WorkOne personnel and monitor files using the State prescribed electronic case management information system and hard casefiles. The files selected are

## REGION 5 LOCAL WORKFORCE INVESTMENT PLAN - PY 2011

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pulled during the WorkOne on-site visits and the Service Provider is notified of which files have been selected so that they can provide additional documentation not contained within the participant file. All WorkOne offices will be monitored for safeguarding confidential information, document destruction, workplace safety, accessibility and security. Monitoring guides have been developed as an oversight tool and are shared with the service provider within 24 hours of the scheduled monitoring.

The Fiscal Agent is responsible for financial monitoring activities.

### **RWB Management of Conflict of Interest in Procuring Services and Contracts**

The RWB places high priority on management of conflicts or potential conflicts of interest in procuring services and contracts. As required by IDWD Policy, Board Directors and staff complete an annual Conflict of Interest Statement. New Board Directors are counseled on the importance of disclosure and given the RWB's Conflict of Interest Policy upon their appointment. After each annual COI filing, the Regional Operator's Chief Legal Officer reviews all COI form submissions to detect any actual or apparent conflicts that may exist.

Additionally, when procuring contracts or services, each member of the RFP Committee, whether a Board Director, Staff member, Fiscal Agent, etc. must complete and sign a "Proposal Review Committee" Conflict of Interest statement regarding that particular RFP process.

### **PROGRAM CONTACT PERSONS:**

#### *WIA Adult and Dislocated Worker Programs*

Regional Operator: REACH, Inc.

Name: Lori Henry

Address: 2154 Intelliplex Drive, Shelbyville, IN 46176

Phone: 317-398-6046 Cell: 765-914-8159

E-mail: [lhenny@indianaregion5.org](mailto:lhenny@indianaregion5.org)

#### *WIA Youth Program*

Regional Operator: REACH, Inc.

Name: Brianna Morse

Address: 2154 Intelliplex Drive, Shelbyville, IN 46176

Phone: 317-398-6046 Cell: 765-503-8528

E-mail: [bmorse@indianaregion5.org](mailto:bmorse@indianaregion5.org)

#### *Fiscal Management*

Crowe and Horwath

Name: Carla Crowe

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Suite 300 Indianapolis, IN 46240-0977

Phone: (317) 225-2571

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

#### *Electronic/Information Systems*

Regional Operator: REACH, Inc.

Name: Rick Greathouse

## REGION 5 LOCAL WORKFORCE INVESTMENT PLAN - PY 2011

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Address: 2154 Intelliplex Drive, Shelbyville, IN 46176  
Phone: 317-398-6046 Cell: 317-506-2390  
E-mail: [Rgreathouse@indianaregion5.org](mailto:Rgreathouse@indianaregion5.org)

### *Data Collection/Performance*

Regional Operator: REACH, Inc.

Name: Lori Henry

Address: 2154 Intelliplex Drive, Shelbyville, IN 46176

Phone: 317-398-6046 Cell: 765-914-8159

E-mail: [lhenny@indianaregion5.org](mailto:lhenny@indianaregion5.org)

### *WIA Equal Opportunity Officer/Program Complaints*

Regional Operator: REACH, Inc.

Name: Connie Berry

Address: 2154 Intelliplex Drive, Shelbyville, IN 46176

Phone: 317-398-6046 Cell: 812-584-1571

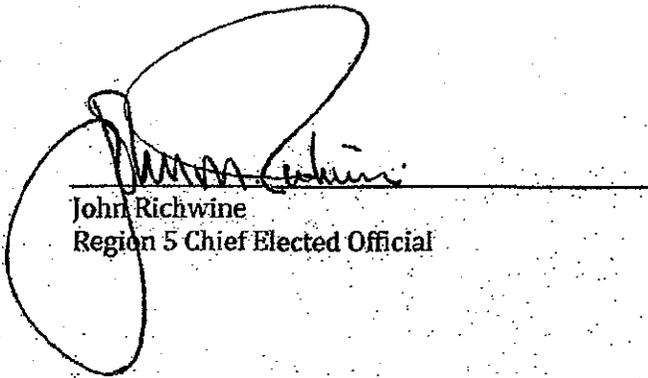
E-mail: [cberry@indianaregion5.org](mailto:cberry@indianaregion5.org)

**SIGNATURE PAGE**



Jeff Williams  
Region 5 Regional Workforce Board Chairperson

4/29/11  
Date



John Richwine  
Region 5 Chief Elected Official

4-28-11  
Date



**ATTACHMENT A**  
**Central Indiana Regional Workforce Board's**  
**Training Investment Policy**



INDIANA REGION **5**  
WORKFORCE BOARD, INC.

# Region 5 Local Workforce Investment Plan – PY 2011

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## Central Indiana Regional Workforce Board

Policy No: 2011–05

Workforce Investment Act Training Investment Policy

Effective March 15, 2011

Amended: August 17, 2011

### Purpose

The purpose of the policy is provide a general overview of the Central Indiana Regional Workforce Board's (CIRWB's) philosophy on how it will invest WIA Funds to assist WorkOne customers access occupational opportunities and secure employment.

### References:

- CIRWB Policy NO: 2010-02, *Definition of Self Sufficiency, Effective August 2010*

### Background

In 2009, fifty-five (55%) percent of all of Indiana's jobs consisted of **Middle-Skills Jobs** – jobs that require between one (1) to two (2) year post-secondary education and occupational training. By securing such a job, a worker can earn an income that can provide for a family. Further, it is projected that the number of Indiana's middle-skill jobs will increase by fifty (50%) percent over the next six (6) years.<sup>1</sup> Because the Indianapolis Metropolitan Statistical Area (MSA)<sup>2</sup> constitutes twenty-eight (28%) percent of the State's economy<sup>3</sup>, it is reasonable to infer that middle-skill jobs dominate Region 5's<sup>4</sup> occupational opportunities.

Yet, according to American Community Survey (2005-2009), conducted by the U.S. Census Bureau, over forty-one (41%) percent of Region 5's population age twenty-five (25) or older (242,000 adults) hold a High School Degree or less. Over thirty-nine (39,000) thousand of these are high school drop outs. Another one hundred and eighteen (118,000) thousand Region 5's workers have some post secondary training but did not earn a degree.

### Occupational Training Investment Philosophy

Given that over sixty (60%) percent of Region 5's adult (25 years or older) population is in need of a one (1) to two (2) year post secondary education or training credential, and given the majority of job opportunities in the region require just one (1) to two (2) year post secondary training, the Central Indiana Regional Workforce Board (CIRWB) will assist the WIA qualified

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<sup>1</sup> National Skills Coalition, *Indiana's Forgotten Middle-Skill Jobs*, p.8.

<sup>2</sup> Indianapolis MSA includes: Boone, Hamilton, Hancock, Hendricks, Johnson, Madison, Marion, Morgan and Shelby Counties.

<sup>3</sup> Indy Partnership, *Indianapolis Region Labor Study, 2011*, p. i.

<sup>4</sup> Region 5 includes all counties in the Indianapolis MSA excluding Marion County.



INDIANA REGION **5**  
WORKFORCE BOARD, INC.

## Region 5 Local Workforce Investment Plan – PY 2011

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individual in their pursuit of a one (1) to two (2) year post secondary credential using its workforce development training resources.

### High-Demand, High Wage Occupations

According to Indiana's Department of Workforce Development's 2012 (short term) and 2018 (long term) occupational projections, central Indiana's economy will experience healthy growth in most of its economic sectors.

Choosing to concentrate training investment in one sector over another would limit the CIRWB's ability to respond to opportunities that may become available within a given industry. Further, by keeping the range of occupation investments broad, the region can provide a variety of occupation choices to workforce clients whose interests, aptitudes and talents are multiple and varied.

The CIRWB will target its WIA funds to occupational training that will result in the trainee's ability to secure a **Middle-Skill Job** OR employment in a position that -- with additional training --can lead to a middle-skill job.

In determining any occupational training for a WIA client, the household income of the WIA client will be reviewed in order to determine if the job that the WIA clients secures upon completion of training provides enough earnings to ensure that the client's household income equals or exceeds two hundred (200%) percent of the Economically Disadvantaged Guidelines (*CIRWB Definition of Self Sufficiency – CIRWB Policy 2010-02*).

### Short-term, Early Occupational Training

For some WIA clients, pursuing occupational training on a full time basis is feasible, with financial support from the WIA program. For other Workforce Investment Act (WIA) clients, pursuing training on a full time basis is not an option due to family responsibilities or lack of educational attainment needed to succeed in a post-secondary level training program.

For clients facing these kinds of barriers, the CIRWB supports the practice of providing short term occupational training for these individuals for several reasons. First, short term occupation training, perhaps coupled with on-the-job training resources, can provide access to a job that can lead to other jobs that pay wages sufficient for a family. Further, short-term occupational training can result in a workforce recognized certification. Earning such a credential can help the client become marketable in the industry, regardless of the location of employment. Further, many certifications can be converted into a college credit bearing courses that count toward an academic degree or industry credential. Exposure to short-term training may encourage the WIA client to consider further training.

It is the CIRWB's hope that public investment in a WIA client's early occupational training will help attract private investment in the client's future training. Regardless of whether training



## Region 5 Local Workforce Investment Plan – PY 2011

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investment monies support short-term or long-term training, it should always be evident that such investment will benefit a client's long term career potential, leading to a middle-skill job that pays a family sustaining wage.



INDIANA REGION **5**  
WORKFORCE BOARD, INC.

**ATTACHMENT B**  
**Region 5 Service Matrix**

Section	Instructions
<b>Activity</b>	<p>The pre-entered activities (i.e. Orientation Workshop, Resume Workshop) are those activities that are required with all local areas/regions</p> <p>WIBs or RWBs should rows for any additional activities (Core, Intensive, or Other) that are offered at WorkOnes within the local area/region in the appropriate section of the matrix</p>
<b>Description</b>	<p>WIBs or RWBs should follow instructions provided on matrix</p> <p>For all Workshops, WIBs or RWBs should include the frequency (in times per week) that the workshop is offered in the local area/region, the delivery mechanism of the workshop (whether it's face-to-face, on-line, recorded, or other), and a one sentence description of the objective of the workshop and the anticipated learning outcomes of the workshop.</p> <p>For Case Management and Counseling, the WIB or RWB should indicate the number of case managers and briefly (one or two sentences) describe the responsibilities of the case manager.</p> <p>For Pre-vocational Training, the WIB or RWB should briefly describe any pre-vocational (intensive level) training that is regularly funded at the local/regional level, and should describe the rationale for offering the service (response should not exceed three or four sentences)</p> <p>For Individual Training Accounts (ITAs) and On-the-job Training (OJT), the WIB or RWB should briefly describe the key principles of its policy, including any restrictions on in-demand occupations, level of education, costs (both tuition fees and books/supplies), and/or length of time (response should not exceed five or six sentences)</p> <p>For Supportive Services, the WIB or RWB should briefly (two or three sentences) describe the key principles of its supportive service policy, including any restrictions on eligibility or costs.</p> <p>For Business Services, the WIB or RWB should briefly describe the services it makes available to business. It should also indicate the number of staff persons solely dedicated to serving businesses. (response should not exceed three or four sentences)</p> <p>For Staff Development, the WIB or RWB should briefly (three or four sentences) describe any staff development activities undertaken in the area/region. The description should include how regularly staff are provided with development opportunities.</p>
<b>% WIA Funds to be Utilized</b>	
<b>Adult</b>	WIBs or RWBs should enter the percentage of WIA Adult funds it intends to utilize for the corresponding activity
<b>DW</b>	WIBs or RWBs should enter the percentage of WIA Dislocated Worker funds it intends to utilize for the corresponding activity
<b>Other Funds to be Utilized</b>	WIBs or RWBs should identify any other funds that are utilized for the corresponding activity. Identification should include the funding source and the amount of funds that are utilized.
<b>Annual Participation Targets</b>	
<b>Adult</b>	WIBs or RWBs should enter the number of WIA Adult participants that will be provided the corresponding activity on an annual basis
<b>DW</b>	WIBs or RWBs should enter the number of WIA Dislocated Worker participants that will be provided the corresponding activity on an annual basis
<b>Co-Enrolled Out-of-School Youth</b>	WIBs or RWBs should enter the number of co-enrolled WIA Out-of-School Youth participants that will be provided the corresponding activity on an annual basis.
<b>Totals:</b>	
<b>Total Core Services</b>	WIBs or RWBs should enter the totals for all Core Services.
<b>Total Intensive Services</b>	WIBs or RWBs should enter the totals for all Intensive Services.
<b>Total Training Services</b>	WIBs or RWBs should enter the totals for all Training Services.
<b>Total Other</b>	WIBs or RWBs should enter the totals for Supportive Services, Business Services, Staff Development, and Other Services.
<b>Grand Total</b>	All percentages should equal 100%.

<b>Responsibilities</b>	<b>Job to Job Case Manager</b>
<b>Informational Interviews</b>	Determine if a customer needs intensive services and eligibility for all programs. Interviews customers regarding skills, abilities, work experience, and educational attainment for job matching services.
<b>Enrollment</b>	Fully enroll customers and get them started with core and intensive services. Enter core/intensive and training services into case management system as appropriate.
<b>ACP</b>	Start and complete the ACP for job to job clients that are in need of intensive services. Ensure the customer follows the ACP and make adjustments as necessary. Identify and refer potential training clients to Job to Training to Job Case Manager/ACC.
<b>Assessments</b>	Determine assessment needs and recommend which assessments the customer should take Proctor and interpret assessments if trained. Enter assessment results into case management system.
<b>Relationship with customer</b>	Case manages participants seeking employment. Perform check-ins as required. May present information to groups including Orientation, ICC, Mindleaders, and Financial Literacy. Administer and interpret WorkKey assessments for National Career Readiness certificates and ensure appropriate employer referrals. Establish relationship with customer.
<b>Outside relationships</b>	Build relationship with customer's adult education instructor if appropriate. Act as a referral to outside resources including business community when necessary.
<b>Case Notes</b>	Record case notes and make sure they are up to date. Enter and manage client data in case management system.
<b>Follow-up</b>	Provide follow-up services.
<b>Knowledge</b>	
<b>WorkOne Programs and Services</b>	Extensive knowledge of WorkOne programs and services. Extensive knowledge of Veterans Priority of Service. Some knowledge of UI program requirements for work search waivers, and income support.
<b>Funding streams and eligibility</b>	Extensive knowledge of funding streams and eligibility requirements
<b>Case Management System</b>	Extensive knowledge of the case management system and be able to use it on a daily basis
<b>Assessments</b>	Understand assessment uses and be able to make appropriate recommendations to customers on what to take. Knowledge of WorkKeys TABE and ICE, allowing them to explain basic results. Ability to score WorkKey assessment. May interpret assessment results with client if trained.
<b>Supportive Services</b>	Strong knowledge of the supportive services provided in the region. Refer customers to outside services when necessary. Assist customer in completing any paperwork when necessary.
<b>Goal-setting</b>	Knowledge and ability to help customers set specific, realistic, measurable goals. Ability to assist customers with the completion of goals.
<b>Occupational Training</b>	Some knowledge of available occupations and training providers Good knowledge of FAFSA, Pell Grants. Ability to explain and assist with completion of FAFSA and Pell Grant applications when necessary Some knowledge of IN Training
<b>ITAs</b>	Strong knowledge of regional/local area ITA policy and procedures to fill out appropriate paperwork and aid in check-ins with students. Strong knowledge of State ITA policy

Responsibilities	<b>Job to Training to Job Case Manager</b>
<b>Informational Interviews</b>	May determine if a customer needs intensive services and eligibility for all programs.
<b>Enrollment</b>	Ensure customers are enrolled and get them started with training services. Enter core/intensive and training services into case management system as appropriate.
<b>ACP</b>	Start and complete the ACP for customers that are in need of core, intensive, training and remedial services. Ensure the customer follows the ACP and make adjustments as necessary.
<b>Assessments</b>	Determine assessment needs and recommend which assessments the customer should take Proctor and interpret assessments if trained. Enter assessment results into case management system
<b>Relationship with customer</b>	Case manages participants in occupational skills and remedial training. Perform check-ins as required. May present information to groups including Orientation, ICC, Mindleaders, and Financial Literacy. May provide training workshops such as resume writing, computer basics, social media, etc. Administer and interpret WorkKey assessments for National Career Readiness certificates and ensure appropriate employer referrals. Establish relationship with customer.
<b>Outside relationships</b>	Build relationship with customer's adult education instructor if appropriate. Act as a referral to outside resources including business community when necessary.
<b>Case Notes</b>	Record case notes and make sure they are up to date. Enter and manage client data in case management system.
<b>Follow-up</b>	Provide follow-up services.
Knowledge	
<b>WorkOne Programs and Services</b>	Extensive knowledge of WorkOne programs and services
<b>Funding streams and eligibility</b>	Extensive knowledge of funding streams and eligibility requirements
<b>Case Management System</b>	Extensive knowledge of the case management system and be able to use it on a daily basis
<b>Assessments</b>	Ability to interpret assessments fully and make recommendations for next steps based on results including OJT skill analysis. Understand assessment uses and be able to make appropriate recommendations to customers on what to take. Knowledge of WorkKeys and ICE, allowing them to explain basic results. Ability to score WorkKey assessment.
<b>Supportive Services</b>	Strong knowledge of the supportive services provided in the region. Refer customers to outside services when necessary. Assist customer in completing any paperwork when necessary.
<b>Goal-setting</b>	Knowledge and ability to help customers set specific, realistic, measurable goals. Ability to assist customers with the completion of goals.
<b>Occupational Training</b>	Extensive knowledge of in-demand occupations in the region and training providers. Extensive knowledge of IN Training Extensive knowledge of other potential funding sources such as scholarships, Pell Grants, etc. Extensive knowledge of post-secondary institutions, programs offered, and requirements for entry
<b>ITAs</b>	Extensive knowledge of regional/local area ITA policy and procedures, to aid in recommendation for an ITA. Extensive knowledge of State ITA policy

## Academic Career Counselor/Education Consultant for Business

<b>Informational Interviews</b>	Coordinate and gather information from Job to Job Case Manager/Job to Training to Job Case Manager. May work with the business community to develop customized training opportunities.
<b>Enrollment</b>	May work with businesses to develop referral processes for enrollment into customized training opportunities.
<b>ACP</b>	Review and complete ACP with customer. Review and approve ACP's developed by Job to Training to Job Case Manager. Set goals and determine next steps with customer.
<b>Assessments</b>	Interpret assessments and use results to inform ACP and make referrals to appropriate occupational training or Adult Education. Perform skill analysis for OJT placement. Assist businesses with identifying appropriate assessment tools for customized training opportunities.
<b>Relationship with customer/business</b>	Have initial conversation with customer to determine next steps. May work with businesses to develop customized training opportunities. Rarely will have on-going relationship with customer except businesses.
<b>Outside relationships</b>	Establish and maintain relationships with academic institutions, Adult Education Administrators and business customers as appropriate
<b>Case Notes</b>	Review case notes when it would be useful. Enter case notes to document counseling services.
<b>Follow-up</b>	Will follow up with business customers implementing customized training.
<b>Knowledge</b>	
<b>WorkOne Programs and Services</b>	Cursory knowledge of WorkOne programs and services
<b>Funding streams and eligibility</b>	Cursory knowledge of funding streams and eligibility requirements
<b>Case Management System</b>	Some knowledge of the case management system, especially as it relates to the ACP.
<b>Assessments</b>	Ability to interpret assessments fully and make recommendations for next steps based on results including OJT skill analysis.
<b>Supportive Services</b>	Some knowledge of supportive services, but not responsible for making referrals
<b>Goal-setting</b>	Extensive knowledge and ability to help customers and businesses set goals
<b>Occupational Training</b>	Extensive knowledge of in-demand occupations in the region and training providers. Extensive knowledge of IN Training Extensive knowledge of other potential funding sources such as scholarships, Pell Grants, etc. Extensive knowledge of post-secondary institutions, programs offered, and requirements for entry
<b>ITAs</b>	Extensive knowledge of regional/local area ITA policy and procedures, to aid in recommendation for an ITA. Extensive knowledge of State ITA policy

<b>Responsibilities</b>	<b>Job Developer</b>
<b>Marketing and Sales</b>	Markets Indiana Career Connect, Uplink, WorkKeys and OJT's to businesses. Develops jobs for WorkOne customers in the job ready pool and training graduates. Promotes tax credits and other incentives to businesses.
<b>Presentations</b>	Speaks to employers in group or individual settings.
<b>Relationship with business customer</b>	Acts as a liaison between businesses/organizations and Workforce Development in promoting business services. Arranges for on-site Rapid Response program needs for companies that are shutting down or laying off personnel with the Business Services Manager
<b>Outside relationships</b>	Establish and maintain relationships with Chambers of Commerce, Staffing Companies, Community Groups, and Employer Networking Organizations. Organizes and markets job fairs with the Business Services Manager.
<b>Employer Seminars</b>	Conduct quarterly employer seminar with Business Service Manager.
<b>Indiana Career Connect</b>	Follow up with intermediate level employers that enter job orders into ICC. Manage and work ICC job orders. Obtain hire lists from employers.
<b>Reports</b>	Submits weekly and monthly reports to the Business Services Manager
<b>Knowledge</b>	
<b>Employer Programs</b>	Maintains extensive knowledge of, and promotes, all employment and training programs offered to the business community/employers. Ability to develop and implement marketing strategies.
<b>Eligibility</b>	Extensive knowledge business program eligibility requirements
<b>Case Management System</b>	Some knowledge of the case management system, especially as it relates to the OJT. Extensive knowledge of Indiana Career Connect.
<b>Assessments</b>	Ability to administer and interpret WorkKey and other employer assessments to ensure appropriate employer referrals. Ability to score WorkKey assessments.
<b>Supportive Services</b>	Some knowledge of supportive services, but not responsible for making referrals
<b>Business Service Planning</b>	Ability to develop recruitment processes to address training needs for business community.
<b>Occupational Training</b>	Extensive knowledge of in-demand occupations in the region and On-the-Job Training
<b>Computer Skills</b>	Extensive knowledge of Microsoft Word, PowerPoint, and Excel.
<b>OJT's</b>	Extensive knowledge of regional/local area OJT policy and procedures, to aid in recommendation for an OJT.
	Extensive knowledge of State OJT policy

## **Attachment C**

### **Determination of Limited Funds for Direct Client Service Funding and Priority Criteria for WIA Adults Policy**



**INDIANA REGION 5**  
**WORKFORCE BOARD, INC.**

# Region 5 Local Workforce Investment Plan – PY 2011

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## Central Indiana Regional Workforce Board

Policy No: 2011-11

### Determination of Limited Funds for Direct Client Service Funding and Priority Criteria for WIA Adults Policy

Effective Date: August 17, 2011

#### Purpose:

This policy defines the conditions when the Board determines that Workforce Investment Act (WIA) funding for Direct Client Services are limited. If there comes the time when direct client funds are deemed limited, this policy establishes the criteria that will be used to prioritize the expenditure of the funds for WIA eligible Adults.

#### References:

- *Workforce Investment Act 1998 Title I, Section 134b(4)(E)*
- *The Indiana Department of Workforce Development Policy 2007-25; Eligibility Determination and Data Validation Requirements for Integrated Adult Programs Provided by the WorkOne System; Effective April 2008*
- *CIRWB Policy No: 2011-01- Priority of Service; Effective January 19, 2011*

#### Rescinds

- *CIRWB Policy and Procedures: Priority Criteria for WIA Adult Direct Funded Intensive & Training Services and Residency Criteria for Enrollment for Adults and Dislocated Workers; Effective February 20, 2008*

#### Conditions for Limiting Direct Client Funding for WIA Adults

The CIRWB will consider WIA Adult Direct Client Service monies “limited” when 50% of the budgeted Adult Direct Client Services Funds have been obligated PRIOR to the 6<sup>th</sup> month mark of the program year. These funds will remain limited until the end of the program year or until additional funding is secured that raises the direct client services funding to 50% of the budgeted amount of the current program year.

#### Criteria for Priority WIA Adults needing Direct Client Funding

When the CIRWB has determined that the Adult Direct Client Service funding has become limited, a prioritization of services will be activated in order to ensure that the WIA funds are allocated to the **WIA Adult** clients who are most in need. A prioritization system will be used to evaluate the “most in need” WIA Adult client in an objective and fair manner. If a limit on Adult Direct Client Funding is activated, only new WorkOne Customers will be impacted by the restriction. WIA Adult clients currently being served will continue to receive services and promised Direct Client Funds.

Therefore, WIA Adult clients who will receive first consideration for direct client services when funds are limited are those **who earn less than 100% of the Economically Disadvantage Guidelines** based upon



INDIANA REGION **5**  
WORKFORCE BOARD, INC.

## Region 5 Local Workforce Investment Plan – PY 2011

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the six month period preceding WIA Adult registration or is a participant on TANF or the SNAP federal programs.

A veteran or a military spouse who earns less than 100% of the Economically Disadvantage Guidelines and qualifies as Adult WIA will receive first consideration of Direct Client Funding, according to *CIRWB Policy No: 2011-01; Priority of Service.*

For all other Adult WIA clients who meet the income restrictions, must meet at least two of the following characteristics in order to be eligible to receive Direct Client Funding during times of such restrictions:

- Needs a GED
- Needs occupational skills training
- Is age 55 or older
- Is a single parent with a poor work history
- Is homeless
- Is an individual with disabilities
- Is an individual with substantial language or cultural barriers
- Is a resident of Region 5



**ATTACHMENT D**  
**Youth Service Matrix**

## **ATTACHMENT E**

### **Standard Operating Procedures Manual Veterans Services**



**INDIANA REGION 5**  
**WORKFORCE BOARD, INC.**

## Standard Operating Procedures Manual

### Disabled Veteran Outreach Specialists (DVOPs) and Local Veterans' Employment Specialists (LVERs) in Region 5

**Purpose of this SOP:** to establish uniform procedures and ensure consistency of quality pertaining to services and activities conducted for veterans and eligible spouses in the WorkOne offices in Region 5. Methods of outreach and procedures for reporting of such are also included.

#### **Regulatory information and/or Standards.**

This document was developed in coordination with and assistance from the Region 5 DVOPs and LVERs. Policies referenced and adhered to:

- **DWD Policy 2009-11.** Priority of Service for Veterans and Eligible Spouses and Required Roles and Responsibilities of Disabled Veterans' Outreach Program Specialists and Local Veterans' Employment Representatives in IDWD's Integrated WorkOne Offices
- **Central Indiana Regional Workforce Board Policy No. 2011-11** Priority of Service Policy

#### **Overview of Initial Customer Flow**

1. Veteran comes into the WorkOne office.
2. Either through sign-in sheet, or asking "are you a veteran?" Gateway Team member (herein referred to only as Gateway) determines customer is a Veteran.
3. Gateway checks TrackOne. If already in TrackOne, review information.
4. If not, the customer should be encouraged to enter their own information into the case management system. Staff will be available to assist customers with entering their information. Staff will then verify that a customers' information is in the system and is correct.
5. All Veterans will be informed of "Priority of Service", have access to and be encouraged to utilize Core services including unemployment, registering for work in Indiana Career Connect, and scheduling any core workshops.
6. All Veteran customers will have the opportunity to learn what additional WorkOne services are offered and how to access those services. They will be invited to an orientation, and will be given an informational packet that in addition to explaining all services at the WorkOne, will include a brochure explaining all ancillary services for Veterans.
7. If Veteran requests to meet with a Veteran's representative, no Veteran will be denied. Gateway verifies customer is a Veteran by customer completing the self-attestation



## Region 5 Local Workforce Investment Plan – PY 2011

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document<sup>1</sup>, or documentation of DD-214. If Veteran's Representative is not available immediately, an appointment will be scheduled. Before meeting with the Vet Rep., the Veterans Priority of Service Barriers form<sup>2</sup> should be completed by the customer.

8. For those customers seen during Outreach (other than at a WorkOne office), a paper application should be completed, copies of documentation obtained as much as possible, and the application entered later by a Gateway or Skills Team member. Informational Packets will be given to each applicant.

### **Veteran One-On-One INTERVIEW**

When initially meeting with the customer, determine if they are enrolled. If customer is not fully registered in TrackOne yet, they will complete a paper application that will be entered later by a WIA Skills Team member. Once the Veteran is fully enrolled and has been determined to have barriers to employment, they will receive the services they need. The Veteran Representative will record that service in TrackOne from the appropriate funding stream. The following services are provided as a minimum:

**Introduction:** Informal, make the customer comfortable (discuss weather, news, what service branch etc.) Take time to get to know them; exhibit a definite concern for the veteran. When the veteran leaves they should feel that they have been provided the best service ever.

### **DVOPS: required service**

1. **Conduct an assessment:** gather relevant assessment information such as: personal barriers, food and clothing, housing situation, transportation, family concerns, criminal record if any, financial barriers, emotional barriers, etc.
  - **Review Indiana Career Connect:** There are numerous things that are looked at by going into the veterans file. Go through each screen and verify all information entered. Pay particular attention to the Military Service, Skills and Resume screens.
  - **Ascertain client's interests:** by questioning, interviewing,
  - **Identify employment barriers**
  - **Recognize need for referral to supportive services**
  - **Determine client's occupational skills** (from work history, past employment)
  - **Recognize need for formal assessment** (Comprehensive/Formal: Testing done by Service Providers – such as TABE, WorkKeys, Basic skills, etc).
2. **Develop Plan of Action that is documented** (can be hand written following form<sup>3</sup>, OR put in case notes in TrackOne) **Select appropriate service in T1.** Keep in mind that every individual is unique, each has distinctive needs; therefore every plan will be somewhat different. Below is a *Sample* Plan of Action, provided only as a guide:
  - Veteran agrees to update his/her Job skills in Indiana Career Connect.

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<sup>1</sup> See Appendix A

<sup>2</sup> See Appendix D

<sup>3</sup> See Appendix C



## Region 5 Local Workforce Investment Plan – PY 2011

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- Veteran agrees to update his/her Personal skills in Indiana Career Connect.
- Veteran agrees to Conduct Labor Market research ONET's web site.
- Veteran agrees to Familiarize his/her self with Indiana Career Connect
- Veteran agrees to Familiarize his/her self with Federal Web site:  
<http://www.usajobs.gov>
- Veteran agrees to open an account on <http://www.usajobs.gov>, that includes resume' preparation.
- Veteran agrees to open an account on <http://www.in.gov/spd>, that includes resume' preparation.
- Veteran's Representative agrees to assist the Veteran with job search, provide job leads and/or referrals as appropriate, keep informed of all ancillary Veteran services available.

**Best Practice:** Once the plan has been developed, both customer and Veteran Representative sign it and run a copy for the Veteran. This will serve as a reminder that the Veteran has responsibilities in their own job search, and that the Veteran Representative is there for needed assistance.

### **DVOPs optional services:**

1. **Provide Career Guidance.** Provide LMI, do O'Net or ICC interest assessment. The quickest and best way to provide guidance is to determine what the veteran is qualified to do. If the veteran wants to move outside of their qualifications then discuss potential training through Chapter 31 (If disabled), VWIP and WIA. Additionally recommend the veteran attend any appropriate in-house training sessions in the WorkOne office.
2. **Coordinate supportive services:** Discuss the many supportive services and describe what they are. For example: County Veteran Service Officer, AMVETS, American Legion, DAV, Veterans of Foreign Wars, The VA medical system, The Veterans Administration, and in some cases pro bono attorneys. Have available resource book from IDVA, county resource books, and know all local contacts of agencies. Must have a base knowledge of VA services, but always refer to County Service Officer to file the claim. Know all supportive services and eligibility for those available through WIA.
3. **Make Job development contacts:** Speak personally to employers and others on behalf of the Veteran through phone calls, employer visits, Networking, and career fairs. Most of these contacts will be made by LVERs, but that does not preclude the DVOP from doing so.
4. **Provide referrals to training:** Stay updated and current on all training offerings through WIA, and how to access training. Refer as appropriate to Chapter 31, VWIP, and Post 9-11 GI Bill.
  - To make referral to **Chapter 31:** Receive Individual Employment Action Plan (IEAP) from the ISC Coordinator. When received, make contact with the individual within 24 hours of receipt of hard copy. Bring them in and do an "employment guidance", they will have a form that states what they need. Post a service and put in writing: *make contact every two weeks, either by phone, e-mail, mail or in person.*



## Region 5 Local Workforce Investment Plan – PY 2011

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5. **Make referrals to job openings:** to make referrals on ICC: pull up job order, go “search”, search candidates, put in name, SSN or ICC identifier, pulls up the Vet, on the right hand side, click on box “refer” – select appropriate.

### LVER services:

1. **Promote veterans as job seekers with skills and experience:** : Speak personally to employers and others on behalf of the Veteran through phone calls, employer visits, Networking, Chambers of Commerce, community meetings and career fairs.
2. **Advocate for Veterans for employment and training opportunities by:**
  - **Plan and participate in Job Fairs:** partner with person or agency organizing the event, making sure to be included in the planning stage as well as being present on the actual day or days. When needed, initiate small individual hiring events for particular companies. Contact employers to get them involved.
  - **Coordinate with unions, etc:** Meet face to face with the employers, leave employment packet containing information on ICC, WOTC, Hire a Vet, OFCCP. Meet with (by phone or in person) representatives of unions, and apprenticeship training programs. Have name put on mailing lists of these organizations to receive all notifications of open application dates.
  - **Promoting credentialing and training opportunities:** Be familiar with all training providers and licensing agencies in the area, make scheduled visits or phone calls to each to remain apprised of all opportunities.
3. **Establish and Maintain contact with employers:** Attend Chamber of Commerce meetings, Network and community meetings, keep a tickler file of contact dates, and check in at least every 90 days. As LVERs are an integral part of the Business Services Team, marketing to employers is a total coordinated effort in the WorkOnes. **Federal contractors:** Federal contractors are supposed to contact WorkOne; mandated to give Veteran Preference on their open jobs. Federal contractor listing comes from the State Coordinator who gets it from the Federal Compliance officer. This list should be perused once received, any employers in the Veteran Representatives’ area of service should be contacted immediately for purpose of introduction and to ensure veteran preference is being followed. In addition to checking this list, each new Job Order should be checked to see if “Fed. Cont” is marked. If so, contact that employer immediately to offer assistance and inform about veteran preference.
4. **Provide and facilitate a full range of services:**
  - **Conduct Job Search Assistance workshops:** offered through the office, LVERS also do workshops following established curriculum. Refer to other community workshops, also.
  - **Job Development and referrals:** Speak personally to employers and others on behalf of the Veteran through phone calls, employer visits, Networking, career fairs, and contacts with other veteran-serving agencies. For referrals on ICC, the LVER must stay current and updated on all aspects of ICC and all job orders entered and placed on 24-hour hold. ICC: pull up job order, go “search”, search candidates, put in name, SSN or ICC identifier, pulls up the Vet, on the right hand side, click on box “refer” – select appropriate.



## Region 5 Local Workforce Investment Plan – PY 2011

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- **Provide Vocational Guidance and Labor Market Information:** Explore careers with the Veteran using ICC, O'Net, and Occupations in Demand. Evaluate interests, abilities and educational background. Compare income between national average and state average. Deliver results and information both verbally and print-outs as needed; e-mail blasts.
- **Provide referrals to training, supportive services:** inform of VWIP, WIA training, WorkKeys, and all supportive services available for which the Veteran may be eligible. Where the Veteran is referred for Supportive Services depends on need. May be County Service Officer, VA for medical benefits, VFW, etc, for personal needs. LVERs must keep current and knowledgeable concerning all services and opportunities offered by other veteran-serving agencies. Post all referrals in Track1, and enter case notes.

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### **General Information:**

**Anytime the DVOP or LVER records a service, they should also enter a case note in TrackOne. Case notes should be brief, but explanatory enough that others serving the customer will know what has transpired.**

ALL Veteran Representatives should be knowledgeable and conversant in all services offered in the WorkOnes, and be able to promote those services to employers, unions, educational institutions and business organizations as needed.

To keep a Veteran active and prevent "soft exiting", make sure to pay particular attention to the edit-check lists that are issued bi-weekly. If the Veteran is not working, call or contact and deliver a job search assistance service, invite them to an in-house training, etc. Post the service and make a case note.

To report a Veteran customer finding a job: the Veteran Representative should either do this themselves, or report the information to the Case Manager listed on the file. Go to TrackOne, first update Work History, then go to the Exit Screen, report Planned Exit Date and Planned Exit Reason, then Import the updated Work History into the Exit Screen. Make a case note.



**APPENDIX A                      *Veteran Self-Attestation Form***

**I HEREBY CERTIFY UNDER PENALTY OF PERJURY, THAT I AM A VETERAN OR ELIGIBLE SPOUSE, WHO MEETS THE GUIDELINES LISTED BELOW. ANY FALSIFICATION MAY PREVENT FURTHER ASSISTANCE AND/OR TRAINING TO INCLUDE FINANCIAL ASSISTANCE THROUGH WORKONE AND ITS' PARTNER AGENCIES.**

***Veteran eligibility (check all that apply):***

*Any individual who served more than 180 days in the armed forces and was discharged or released there from with other than a dishonorable discharge (this does not include active duty for training); or*

*Any individual who served on active duty and was released because of a service connected disability; or Any individual who received a campaign badge, or*

*Any individual who was in the Reserves or National Guard and was called to active duty by Presidential Order during a war or in a campaign or expedition for which a campaign badge was authorized.*

***Spouse or Eligible Person (check all that apply):***

*The spouse of any person who died of a service connected disability; or the spouse of any member of the Armed Forces serving on active duty that has been listed for more than ninety days as: (a) missing in action, (b) captured in the line of duty by a hostile force, or (c) forcibly detained or interned in the line of duty by a foreign government of power; or*

*The spouse of any person who has a total disability permanent in nature resulting from a 100% service connected disability or the spouse of a veteran who died while a disability so evaluated was in existence.*

**I ATTEST THAT THE INFORMATION STATED ABOVE IS TRUE AND ACCURATE, AND I UNDERSTAND THAT THE ABOVE INFORMATION IF MISREPRESENTED, OR INCOMPLETE, MAY BE GROUNDS FOR IMMEDIATE TERMINATION FROM ALL SERVICES AND/OR PENALTIES BY LAW.**

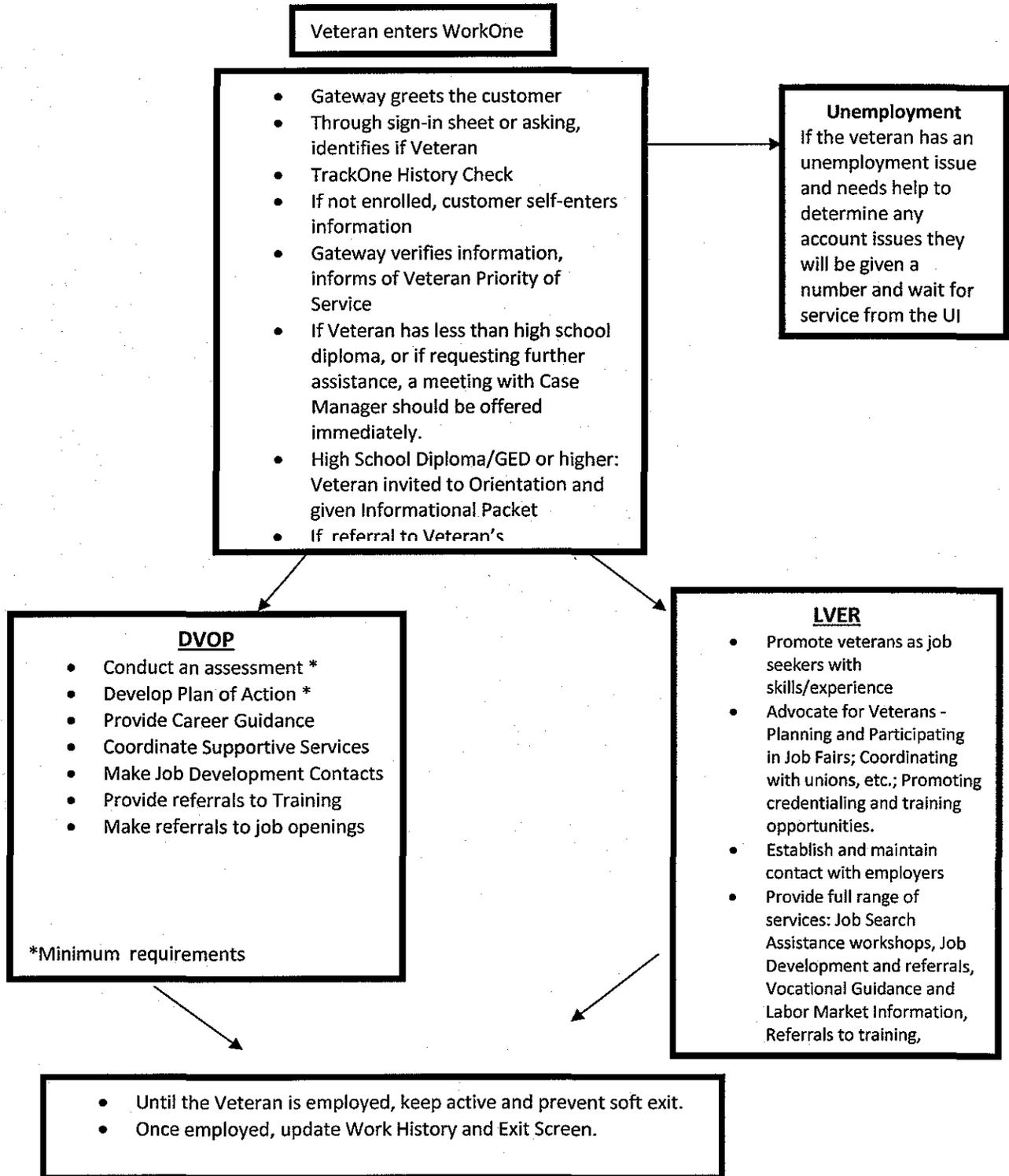
**VETERANS PRINTED NAME:** \_\_\_\_\_ **SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**VETERAN'S ADDRESS:** \_\_\_\_\_

**SIGNATURE OF CAREER ADVISOR & DATE:** \_\_\_\_\_



**APPENDIX B (Flow-Chart for Veterans Services)**



# Region 5 Local Workforce Investment Plan – PY 2011

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INDIANA REGION **5**  
WORKFORCE BOARD, INC.

## **Attachment F**

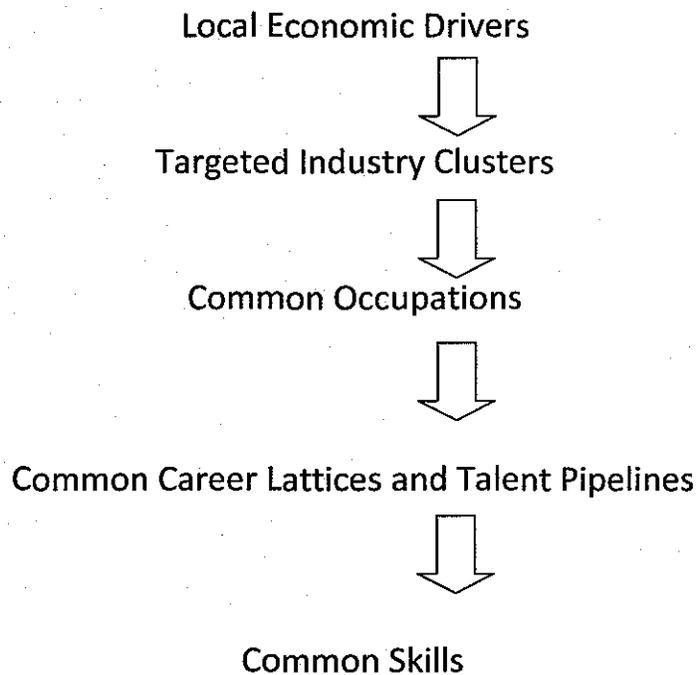
### **Region 5 Business Services Plan**

## Region 5 Business Services Plan

The mission of Business Services in Region 5 is to create a demand driven workforce development program for economic development to fulfill the Workforce Board role of improving workforce quality by compiling workforce intelligence to develop solutions for retention, expansion and attraction activities in the region, and raising employer awareness of programs and resources.

**Demand-Driven Alignment =**

**“Workforce Development for Economic Development”**



**Invest in what is common**



## BUSINESS SERVICES STRATEGIC PLAN

### 1) Align Workforce Development with Economic Development

Develop a State of the Workforce Report addressing the following

- Workforce Impact on Local Economy
- Workforce Supply and Demand
- Occupations, Skills, Knowledge
- Workforce Shortages and Surpluses
- Current, Future and Untapped Workforce
- Pipelines and Pathways
- Cluster Human Resource Connectivity
- Competitive Wages, Conditions Data
- Recruitment and Retention Methods
- Identify top 10 Human Resource Challenges in the Region
- Best Practices; Research

#### Industry clusters for Occupational Skills Training and On-the-Job Training for PY 10

In Region 5 the top industry clusters continue to include those identified in the Strategic Skills Initiative

- Advanced Manufacturing
- Health Care & Biotechnology
- Logistics
- Automotive & Motor Sports

In addition, Region 5 has added the following industry clusters

- Information Technology
- Science, Technology, Engineering and Mathematics (STEM) Occupations
- Green Technologies

### 2) Identify Business Customer Account Levels: Focus limited resources on the most significant employers in the community. Work in partnership with WorkOne staff to organize specialty areas.

Employer Account Level	Methods	Account Representative	Staffing Company Account Level	Methods	Account Representative
Basic	Self Help	WorkOne Business Services Team	Basic	Self Help	WorkOne Business Services Team
Intermediate	Staff Assisted contacts in person	WorkOne Business Services Team	Intermediate	Staff Assisted contacts in person	WorkOne Business Services Team
Premier*	One-on-One, Group and Self Help	REACH Business Services Manager	Premier*	One-on-One, Group and Self Help	REACH Business Services Manager

\*All WorkKeys and OJT employers are Premier

# Region 5 Local Workforce Investment Plan – PY 2011

## 3) Business Services Model

### Management

The Business Services Managers (2) will manage all aspects of Business Services, develop the plan to deliver services to business and explore new services to accomplish the mission of the Business Services Team. Each Business Services Manager will be responsible for a specific geographic territory. The North Region includes Madison, Hamilton, Boone and Hendricks. The South Region includes Hancock, Shelby, Johnson, and Morgan. The Business Services Managers will be available to each other to assist in large scale delivery of services.

### Personnel

The North and South Regional WorkOne staff, both state and service provider, will operate in a team approach to support the delivery of services to businesses in the Region, under the leadership of their Business Services Manager.

### Roles and Responsibilities of Business Services Staff

REACH Business Services Managers	State and Local Job Developers	State Local Veterans' Employment Representative LVER
Market Products to employers such as OJT's and WorkKeys	<b>Develop OJT Candidate Pool</b> OJT Eligibility; Administer WorkKeys Assessments; Conduct OJT Workshops; Skill deductions; Participant Monitoring; and Case Management	Manage Basic and Intermediate Accounts with Job Developers; Manage all ICC job orders. Verify, enable, run Vet search timely, obtain hire list.
Develop new tools and training to support Business Services	Support to the Business Services Managers for Premier Accounts	Meet with employers to develop new job orders
Initial On-site Rapid Response	Manage Basic and Intermediate Accounts; Manage all ICC job orders. Verify, enable, run non-vet search timely, obtain hire list.	Direct all business requests for OJT, LMI, WorkKeys, Job Fairs, Rapid Response and Large hires to Business Services Managers
WorkKeys applications & profiles	Attend trainings and meetings as scheduled	Manage Basic and Intermediate Accounts
Manage Premier Accounts	Notify Business Services Managers of any news regarding businesses in the county	Attend trainings and meetings as scheduled
Communicate with REACH Teams, Recruiters and LVER's	Attend Chamber Meetings Quarterly and meet with employers to develop new job orders	Attend Job and Career Fairs, Manage Booth
Track all Business Services Activity; Run Monthly Reports; Monthly Detailed Activity Report to Executive Director	Conduct Rapid Response Orientation, ensure surveys are completed, and enter 10 demographics in TrackOne	Administer WorkKeys Assessments
Develop working relationships with LEDO's; Staffing Companies; HR Groups; Community organizations	Participate in and do the work of the Job Fair Committees; Recruit Employers and attend Job and Career Fairs; Manage Booth	Market products to employers and job seekers
	Direct all business requests for OJT, LMI, WorkKeys, Job Fairs, Rapid Response and Large hires to Business Services Managers	Provide employer workshops
	Provide monthly activity reports to Business Services Manager and REACH Operations Director	Job Development for DVOP caseloads
	Market products to employers and job seekers	With BSM, develop OJT



## Region 5 Local Workforce Investment Plan – PY 2011

		opportunities for DW Vets
	Job Development for Case Manager caseloads	Place VWIP clients
	Provide employer workshops	

**Veteran Employer Outreach** is the primary responsibility of the Local Veterans' Employment Representative (LVER) and an important asset to the Business Services Team. The LVER is a member of the Business Services Team and is involved in all meetings and planning including Rapid Response. The LVER is integral to planning and participating in job and career fairs; coordination with unions, apprenticeship programs and business organizations to promote employment and training programs for Veterans. The LVER will take the lead with all federal contractors and vet owned businesses and informing them of their responsibilities for recruiting and retaining qualified Veterans.

**Workforce Quality Improvement** is the primary activity of the Business Services Recruiters.

**Business Community Communication** is critical to developing business relationships within the Region's targeted industry clusters.

Communication via bi-monthly meetings, email, phone, and personal visits with the Local Economic Development Officials (LEDO's) is the primary responsibility of the Business Services Managers to ensure alignment with local economic development. The Business Services Managers are also responsible for participating in human resource organizations and making presentations within the community to promote WorkOne Business Products.

WorkOne Job Developers and LVER's will participate in Chamber meetings, Rapid Response and career and employment events. The Business Services Manager is notified of all events and is a resource to the BST.

**Job Development, Candidate Development and Referrals to On-the-Job Training** are the highest priority for the BST as we shift from the perception of an unemployment office to an employment office.

WorkOne BST is responsible for following up with employers utilizing ICC to assist the employer by understanding their hiring needs, refer appropriate candidates, and ensure the employer's needs are met. The WorkOne BST should also identify if the employer is a good fit for follow up with the Business Services Manager for On-the-Job training development and/or WorkKeys profiles. WorkOne BST will also develop opportunities for recent graduates and those ready to graduate within 3 months.

WorkOne Recruiters will assess job seekers through WorkKeys Testing and the Earn While you Learn Workshop to develop a candidate pool for OJT and direct hire employment opportunities. (See Attachments A & B dated 9/1/10) Additionally, candidates in the OJT Pool should be provided with a supply of "Certified as an Eligible Participant" Letter to provide employers in their job search. (Attachment C)

WorkOne BST will refer pre-screened candidates to On-the-Job Training Opportunities after notification from the Business Services Manager that a Master Agreement has been signed and the Skills Interview Worksheet has been completed. Each Office will be provided with marketing materials for On-the-Job Training Opportunities in the Region.



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## **ATTACHMENT G**

### **Central Indiana Regional Workforce Board Priority of Service Policy**



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## Central Indiana Regional Workforce Board Policy

**No: 2011-01**

### **Priority of Service Policy**

**Effective Date: January 19, 2011**

#### **Purpose:**

To explain Priority of Service for Veterans and Eligible Spouses, required roles and responsibilities for Disabled Veterans' Outreach Program (DVOP) Specialists and Local Veterans' Employment Representatives (LVER) staff in the Region Five's integrated WorkOne offices.

#### **References:**

- Indiana Department of Workforce Development (IDWD) Policy 2009-01 (*Priority of Service for Veterans and Eligible Spouses and Required Roles and Responsibilities of Disabled Veterans' Outreach Program (DVOP) Specialists and Local Veterans' Employment Representatives (LVER) in Indiana Department of Workforce Development's Integrated WorkOne Offices*).
- U.S. Department of Labor (DOL) Code of Federal Regulations Title 38, Public Law 107-288 and DOL Program Letter 07-05.

#### **Background:**

The Veterans' programs at IDWD are funded by the United States Department of Labor's (DOL) Veterans' Employment and Training Services (VETS). IDWD and their funded sub-recipient Workforce Boards are required to stay within the parameters of Title 38, United States Code, regarding the utilization of Disabled Veterans' Outreach Program (DVOP) specialists and Local Veterans' Employment Representatives (LVER) staff in an integrated WorkOne environment and to implement policy required by the U.S. DOL's Final Rule on Priority of Service to Veterans and Eligible Spouses.

#### **Content:**

Title 38, Chapters 31, 41, and 42, Public Law 107-288, and U. S. DOL Veterans' Program Letter 07-05, dated July 27, 2005, clarify the roles and responsibilities of veterans' staff. To further improve service to veterans, the Priority of Service to Veterans and Eligible Spouses (Final Rule) was published in the December 19, 2008 edition of the Federal Register and is effective January 19, 2009, giving specific guidance on how Workforce Investment Act (WIA) service providers, Wagner-Peyser staff, DVOPs and LVERs are to serve veterans in respect to priority of service. Veteran and eligible spouse customers should be identified upon entry at a WorkOne and allowed to move to the front of the waiting line. To assist with identifying veterans and eligible spouses, Priority of Service signs have been developed and are posted in all WorkOne offices where veterans are served. Signs are framed and should be displayed in a manner where the public and especially veteran and eligible spouse customers can easily see them.



## Region 5 Local Workforce Investment Plan – PY 2011

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In accordance with the priority of service sign, eligible veterans and eligible spouses should notify staff upon entry into the facility. Typically, this will be near the entry point. Customers with visual impairments must be asked if they are a veteran or eligible spouse.

Under normal operating circumstances, all WorkOne customers are greeted by the welcome team and moved on to the appropriate staff for assistance. The majority of veterans should be served by Wagner-Peyser or WIA staff rather than the Veterans' staff. This allows Veterans' staff efforts to focus on veteran customers with major barriers to employment in accordance with 20 CFR, Part 1010, Priority of Service for Covered persons; Final Rule. Examples of major barriers to employment, as identified by DOL WIA Adult Regulations, are characteristics that may hinder an individual's hiring, promotion or participation in the labor force. Identification of these barriers will vary by location and labor market. Some examples of individuals who may face barriers to employment include: single parents, women, displaced homemakers, youth, public assistance recipients, older workers, substance abusers, teenage parents, ethnic minorities, and those with limited English-speaking ability or a criminal record or with a lack of education, work experience, credential, child care arrangements, transportation or alternative working patterns.

Welcome team staff should identify those veterans with barriers to employment and direct those veterans to the Disabled Veterans' Outreach Program specialist for assistance and case tracking. In the event that a DVOP is not available, the LVER may be utilized. Veterans' staff will make themselves available to veteran customers on those days when the volume of traffic in a WorkOne office is high and staff may be experiencing delays, ensuring that veteran and eligible spouse priority of service is delivered.

Federal regulations require that all individuals who are veterans be identified as veterans in the Wagner-Peyser labor exchange system but there are no eligibility requirements. DWD Policy 2007-25, dated April 4, 2008, states in the Eligibility Requirements-Veterans' Employment and Training Services (VETS) Program (Attachment B, page 9) that *"For informational, self-service and staff assisted core services, participants may self attest to their status as a Veteran, Other Eligible or Transitioning Service member. Staff must record veteran's status in TrackOne."* Also, in that policy in Attachment C, page 4, the Data Element Validation (DEV) Requirements Demographic Information Data Elements for Veteran Status, it explains *"For participants who self-identify as a veteran and receive intensive/training services, staff must complete the veteran's information section of the TrackOne application. For these participants, data verification source documentation is required."* Allowable Data Verification sources are:

1. Scanned or paper copy of DD-214 or,
2. Cross match with veteran's data.

As stated previously, a veteran may self-attest that he/she is a veteran. It is recommended that WorkOne Offices develop a self-attestation form for veterans to review and sign on their initial visit. A *"statement of service"* from the National Military Personnel Records Center, a letter from the Veterans' Administration, or any document identifying the individual as a service connected disabled veteran may also be used as proof of veterans' status. Veterans' staff will be able to identify those other individuals who meet the requirements for veterans' status and which documents are acceptable. In addition, veterans' staff will be able to identify those who are *"transitioning service members"* eligible for veteran status.



INDIANA REGION **5**  
WORKFORCE BOARD, INC.

# Region 5 Local Workforce Investment Plan – PY 2011

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## Priority of Service:

WorkOne offices are to ensure that Priority of Service is observed. The definition of veteran and other eligible as persons, as defined in 20 CFR Part 1010 is:

The term "covered person" means the following individuals:

- 1) A veteran.
- 2) The spouse of any of the following individuals:
  - a) Any veteran who died of a service-connected disability or,
  - b) Any member of the Armed Forces serving on active duty who, at the time of application for the priority, is listed in one or more of the following categories and has been so listed for a total of more than 90 days:
    - i) missing in action or,
    - ii) captured in line of duty by a hostile force or,
    - iii) forcibly detained or interned in line of duty by a foreign government or power.
  - c) Any veteran who has a total disability resulting from a service-connected disability, as evaluated by the Department of Veterans' Affairs.
  - d) Any veteran who died while a disability, as indicated in (3) above, was in existence.

The December 19, 2008 Federal Register, 20 CFR, Part 1010 issued by the Veterans' Employment and Training Service, DOL, regarding Priority of Service for Covered Persons (Final Rule), says in part:

*"The Jobs for Veterans Act (JVA), and the priority of service it requires, is an important acknowledgment of the sacrifices of the men and women who have served in the U. S. armed forces. The Department's strategic vision for priority of service to covered persons honors veterans and eligible spouses of veterans as our "heroes at home" and envisions that DOL funded employment and training programs, including the publicly funded workforce investment system, will identify, inform and deliver comprehensive services to covered persons as part of strategic workforce development activities across the country.*

*Those veterans who have sustained injuries or illnesses as a result of their military service may require additional support in developing skills to secure employment. Similarly, those spouses of recently separated veterans who are eligible for priority also may need employability development assistance. The Department of Labor, the Department of Defense and the Department of Veterans Affairs are collaborating in closely monitoring the rehabilitation of wounded and injured veterans assessing their job readiness and assisting their preparation for civilian employment. In those instances in which civilian employment does not appear to be a realistic objective for the veteran, employability development activities should, if appropriate, focus upon the spouse who is eligible for priority. These "heroes at home" should be immediately provided the full array of employment and training service to ensure that they make a successful transition into employment that supports their economic independence."*

The Final Rule further publishes the following guidance to ensure that priority of service is offered to all veterans and eligible spouses in all State facilities and WorkOne Offices. This guidance can be found by visiting <http://www.dol.gov/vets/> and clicking the fact sheet link, which was developed by DOL from



**INDIANA REGION 5**  
WORKFORCE BOARD, INC.

# Region 5 Local Workforce Investment Plan – PY 2011

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excerpts of the Jobs for Veterans Act (JVA), the Veterans' Benefits, Health Care, and Information Technology Act of 2006, and TEGL 5-03. The final rule includes:

## **What is Priority of Service?**

As defined in Section 2(a) of the JVA (38 U.S.C. 4215(a)) "*priority of service: means, with respect to any qualified job training program, that a covered person shall be given priority over a non-covered person for the receipt of employment, training, and placement services provided under that program, notwithstanding any other provisions of the law.*"

Priority in the context of providing priority of service to veterans and other covered persons in qualified job training programs covered by the Final Rule means the right to take precedence over non-covered persons in obtaining services. Depending on the type of service or resource being provided, taking precedence may mean:

1. The covered person receives access to the service or resource earlier in time than the non-covered person; or,
2. If the service or resource is limited, the covered person receives access to the service or resource instead of or before the non-covered person.

The implementation of priority of service does not change the intended function of a program or service. Covered persons must meet all statutory eligibility and program requirements for participation in order to receive priority for a program or service.

## **Identifying and Informing Covered Persons**

The regulations state that policies be put in place by the State Agency, its local workforce investment boards, one-stop career centers and local workforce preparation and training providers requiring all recipients of funds for qualified job training programs to identify covered persons at the point of entry to programs and/or services so they can be given the opportunity to take full advantage of priority of service. Point of entry includes physical locations, such as One-Stop Career Centers, as well as web sites and other virtual service delivery resources. These processes shall ensure that covered persons are aware of:

1. Their entitlement to priority of service.
2. The full array of employment, training, and placement services available under priority of service; and
3. Any applicable eligibility requirements for those programs and/or services.

## **Monitoring for Compliance with Priority of Service**

The U. S. Department of Labor will monitor recipients of funds for qualified job training programs to ensure that covered persons are made aware of and provided priority of service. Monitoring will be performed jointly by the Veterans' Employment and Training Service (VETS) and the DOL agency responsible for the program's administration and oversight. A recipient's failure to provide priority of service to covered persons will be handled in accordance with the program's established compliance review processes. In addition to the remedies available under the program's compliance review process, a recipient may be required to submit a corrective action plan to correct such failure.



**INDIANA REGION 5**  
WORKFORCE BOARD, INC.

# Region 5 Local Workforce Investment Plan – PY 2011

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## Disabled Veterans' Outreach Program Specialists (DVOP)

In Veterans' Program Letter 07-05, DVOP specialists facilitate intensive services to veterans with barriers to employment and/or special training needs which include:

1. Conducting an assessment (minimum requirement)
2. Developing a plan of action that is documented (minimum requirement)
3. Providing career guidance
4. Coordinating supportive services
5. Making job development contacts
6. Providing referrals to training
7. Making referrals to job openings

To meet these requirements, the DVOP specialist should be placed in the WorkOne office's Skills Function Team (or its equivalent).

The DVOP specialist is the DWD case tracker for veterans in the United States Department of Veterans Affairs Vocational Rehabilitation and Employment Program (Title 38, Code of Federal Regulations, Chapter 31). This program requires extensive follow-up and the DVOP specialist must be allowed sufficient time to do the paperwork necessary to meet the requirements. The DVOP specialist should work closely with the WorkOne Employer Services Function team to ensure that veterans in Chapter 31 programs who are "work ready" receive priority of service in their job search.

Case notes for veterans in the Chapter 31 program are confidential and must be kept separate from other case management files. Specific veterans' disability data may not be recorded in any computer system without a veteran's permission. The only data that can be recorded without the veteran's permission is the percentage of disability rated by the US Department of Veterans Affairs. In accordance with Department of Labor Veterans' Employment and Training Service (DOL-VETS) Technical Assistance Guide dated December 2008, DVOPs are required to complete a service every two weeks on Chapter 31 Veterans whom they are case managing. Typically, this service will also be recorded in TrackOne under the Chapter 31 Case Management selection.

The DVOP specialist is the resident expert on programs available to assist disabled veterans in improving their skills so they can take the next step up in their careers. That would include classes the DVOP may present and other classes at the WorkOne office, and the programs available through the Veterans' Administration such as Vocational Rehabilitation and Employment Program Services (VOC REHAB) and other programs that may be funded through Veterans Workforce Investment Programs (V-WIP) or other sources.

The DVOP specialist is required to do outreach projects that reach out to disabled veterans.

The DVOP specialist should also be encouraged to spend a minimum of two (2) hours or more a month at each of the county Veterans' service offices covered by the WorkOne in which they are assigned. The



**INDIANA REGION 5**  
WORKFORCE BOARD, INC.

# Region 5 Local Workforce Investment Plan – PY 2011

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county Veterans' Service Officer should be given the DVOP specialist's schedule so the officer can set up appointments for the DVOP to speak to individuals or groups needing job-related assistance.

The DVOP specialist will devote a minimum of four (4) hours per month at outreach-based facilities that assist disabled veterans. VPL 07-05 identifies these facilities as:

1. Vocational Rehabilitation & Employment (VR&E) Service
2. Homeless Veterans Reintegration Program (HVRP)
3. VA Medical Centers and Vet Centers
4. Veterans' Administration Community Based Outpatient Clinic (CBOC)
5. Homeless shelters
6. Civic and service organizations
7. Community Stand Downs
8. Military installations
9. WIA partners
10. State Vocational Rehabilitation Services

DVOPs will coordinate outreach activities with their functional and administrative supervision to ensure minimum operational impact at the WorkOne Office of assignment.

## **Local Veterans' Employment Representatives (LVER) Staff**

In Veterans' Program Letter 07-05, the following are the mandated functions for the Local Veterans' Employment Representative Staff:

1. As an integral part of the State's Labor Exchange System, LVER staff work with other service providers to promote veterans as job seekers who have highly marketable skills and experience.
2. LVER staff advocate for veterans for employment and training opportunities with business, industry and community-based organizations. To accomplish this, LVER staff participate in a variety of outreach activities including, but not limited to:
  - Planning and participation in job fairs
  - Coordinating with unions, apprenticeship programs, and business organizations to promote employment and training opportunities for veterans.
  - Promoting credentialing and training opportunities for veterans with training providers and licensing agencies.
3. LVER staff establish, facilitate and/or maintain regular contact with employers to include federal contractors. They should coordinate with employer relations representatives as part of the WorkOne system to include veterans in their marketing efforts.
4. LVER staff provides and facilitates a full range of employment, training and placement services to meet the needs of veterans with priority given to targeted categories identified and approved in the State Plan. These series may include, but are not limited to:
  - Conducting job search assistance workshops
  - Providing job development and referrals
  - Providing vocational guidance



## Region 5 Local Workforce Investment Plan – PY 2011

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- Providing labor market information
- Providing referrals to training and supportive services

The LVER should be placed in the WorkOne Employment Team (or equivalent) or Business Services Team (or equivalent). The difference between the LVER and any other member of the team is that the LVER advocates for veterans for employment and training opportunities with business, industry, unions, and community-based organizations. They ask employers specifically to seek veterans for positions in their companies. Optimally, the employer would target specific positions for veterans with certain skills (based on the veterans' military training/military occupational specialty). Under no circumstances will the LVER provide related services to nonveteran customers unless the customer is an eligible spouse covered by priority of service.

The LVER must be comfortable speaking in public and able to instruct. LVER staff should be encouraged to attend meetings of the local Chamber of Commerce, area unions, and veterans' organizations to promote all the WorkOne services, both as a networking tool and for the opportunity to speak about veterans' programs. Many of these opportunities will occur outside normal work hours and the LVERs should be able to adjust their work schedules during the pay period.

### **Outreach Accountability**

In order to maintain accountability for time spent on outreach, each LVER and DVOP shall report the results of their outreach activities including travel logs in writing via e-mail to their WorkOne Local Management Staff. If necessary, copies of these documents will be provided to formal State Managers. These reports will be used by the LVER staff, Regional Operators, and the Marion County Workforce Investment Board, to produce the required quarterly reports to the State Veterans Coordinator and U. S. Department of Labor Veterans' Employment and Training Services as required in Public Law 107-288. Outreach activities will be reviewed by supervisors and those that are determined by the management team to be unproductive may be discontinued.

### **National Veterans Training Institute (NVTI)**

All DVOPs and LVERs are required to attend veteran related courses at NVTI within three years of assignment or hire. Typically, most veteran representatives will attend at least two courses offered by NVTI. In some instances, the DWD State Veterans Coordinator may elect to send veterans representatives to additional courses based on career development.

### **Indiana Seamless Transition Program**

In some instances, Veteran Representatives will be called upon to assist with the State of Indiana Seamless Transition Program for State Guard and Reservists returning from deployment.

### **Rapid Response for Dislocated Veterans**

At a minimum, the LVER should be a part of the Rapid Response Team at selected Rapid Response events for dislocated veterans, ensuring that priority of service is offered to those particular veterans eligible for various programs.



# Region 5 Local Workforce Investment Plan – PY 2011

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## **Common Measures**

Indiana Veterans' programs use U. S. Department of Labor negotiated Common Measures for outcomes, and the Marion County Workforce Investment Board, the SWIC as the Balance of State Workforce Investment Board, Regional Workforce Board Chairs and Regional Operators are charged with the responsibility of meeting VETS Common Measures. Indiana's Veterans' Common Measures are negotiated separately with the U. S. Department of Labor.

## **Action**

Indiana's Workforce Investment Boards, which are the State Workforce Innovation Council, the Balance of State Workforce Investments Board and the Marion County Workforce Investment Board, the Indianapolis Private Industry Council, and the Regional Workforce Boards, Regional Operators and all providers of training shall follow the guidance contained within this policy when managing and overseeing the required activities of Veterans' programs and its staff. They are instructed to distribute the information to appropriate staff.



**INDIANA REGION 5**  
**WORKFORCE BOARD, INC.**

**ATTACHMENT H**  
**Partnership Matrix**



INDIANA REGION **5**  
WORKFORCE BOARD, INC.

## Region 5 Local Workforce Investment Plan – PY 2011

Name of Partner	Description of Partnership	Shared Customers/Interests
<b>EmployIndy, Inc.</b>	EmployIndy, the Workforce Investment Board for Marion County, Indiana, a 501(c)(3) non-profit organization and operator of the one-stop system in Marion County, Indiana. The two organizations are currently collaborating on STEM and PrioITize projects	WorkOne Clients, Employers, Grants, Trainers, ABE regional partner
<b>Region 9 Workforce Board</b>	This regional workforce board serves 10 counties in Southeast Indiana, operating the one-stop system. Region 9 shares the same Regional Operator with Region 5. The RO has applied for federal grants that, if awarded, would serve both Region 5 and 9.	WorkOne Clients, Employers, Grants
<b>Indy Partnership</b>	The Indy Partnership is a privately-funded not-for-profit dedicated to bringing new jobs and capital investment to the 9-county Indianapolis Region (Including Marion County, not part of Region 5). Indy Partnership works with local economic development partners to attract jobs and capital investment in the region.	Workforce Data and Information Resources, Employers
<b>Boone County Economic Development Corporation</b>	BooneEDC serves as business ombudsmen to all clients and facilitate communication and development of new economic development projects in Boone County, BooneEDC also assists existing businesses. RO Business Consultant serves on the Business Retention Committee which oversees ways to serve current businesses in the county and provide access to loans, hiring and grants from various sources.	Employers, Job Seekers
<b>Hamilton County Alliance</b>	The Hamilton County Alliance acts to enhance the county's economic health and quality of life. The principle economic development activities of the Hamilton County Alliance are: Attracting new employers, conducting economic research on Hamilton County, marketing Hamilton County, maintaining an aggressive existing business outreach effort, promoting entrepreneurship and serving as a catalyst for new business start-ups. RO Business Consultant works with LEDO to source employers interested in OJTs.	Employers and Job Seekers; HCA Exec Director Services on RWB Board.
<b>The Council for Economic Development: Hancock County</b>	The Council for Economic Development Hancock County enhances the quality of life by attracting and retaining quality jobs and promoting a diversified tax base. RO Business Consultant works with LEDO to source employers interested in OJTs.	Employers, Job Seekers.



## Region 5 Local Workforce Investment Plan – PY 2011

<p><b>The Hendricks County Economic Development Partnership</b></p>	<p>The Hendricks County Economic Development Partnership (HCEDP) is committed to competing for quality economic development throughout Hendricks County by providing unified, proactive public/private leadership. RO Business Consultant works with LEDO to source employers interested in OJT's and occupational training programs.</p>	<p>Employers, Job Seekers</p>
<p><b>Corporation for Economic Development (Madison County)</b></p>	<p>The Corporation for Economic Development (CED) plans and undertakes activities that lead to steady job growth, increasing economic diversity, and a strengthened employer base which enhance the quality of life of Madison County. RO Business Consultant works with LEDO to source employers interested in OJT's</p>	<p>Employers, Job Seekers</p>
<p><b>Morgan County Economic Development Corporation</b></p>	<p>Morgan County Economic Development Corporation serves Morgan County by providing education and resources to businesses to foster the growth and prosperity of our residents. RO Business Consultant works with LEDO to source employers interested in OJT's.</p>	<p>Employers and Job Seekers; Morgan County EDC staff serves on RWB Board of Director</p>
<p><b>Johnson County Development Corporation</b></p>	<p>JCDC will reach globally to enhance the county's quality of life, standard of living, and tax base by developing a diversified and high income employment environment, and creating new capital investment opportunities through the retention and expansion of our existing marketplace and the attraction of new companies to our county. RO Business Consultant works with LEDO to source employers interested in OJT's</p>	<p>Employers, Employees, RO staff serves on JCDC Board of Directors.</p>
<p><b>Shelby County Development Corporation</b></p>	<p>The Shelby County Development Corporation is a non-profit organization committed to working together with community and business leaders to create a development strategy that meets the needs of individual communities across Shelby County. RO Business Consultant works with LEDO to source employers interested in OJT's</p>	<p>Employers, Employees</p>
<p><b>Chambers of Commerce</b></p>	<p>RO Business consultants are members of Greenfield Chamber of Commerce, Shelbyville Chamber of Commerce, Franklin Chamber of Commerce and Greenwood Chamber of Commerce, Madison County Chamber of Commerce, Alexandria Chamber of Commerce, Fishers Chamber of Commerce, Carmel Chamber of Commerce, Westfield Chamber of Commerce, Martinsville Chamber of Commerce, Plainfield Chamber of Commerce, Avon Chamber of Commerce, Boone County Chamber of Commerce, Mooresville Chamber of Commerce. Jointly provide information and resources to local business community. Participate in Trade Fair events; jointly conduct job fairs.</p>	<p>Employers, Job Seekers</p>



## Region 5 Local Workforce Investment Plan – PY 2011

<p><b>Adult Basic Education Regional Partners</b></p>	<p>There are 8 Adult Education providers in Region 5 that work together to serve clients who need ABE and WorkOne services. This partnership shares best practices in the delivery of services. Partners include, <u>Boone County Learning Network</u>, MSD Washington Township Adult Education, Elwood Community Schools, Anderson Schools Adult Education, <u>Blue River Career Center</u>, MSD Wayne Township Adult Education, <u>Central Nine Career Center</u>, MSD Warren Township Adult Education.</p>	<p>ABE and WorkOne Clients</p>
<p><b>Central Nine Career Center</b></p>	<p>Secondary Vocational School, offering some Adult programs.</p>	<p>Staff of Central Nine Serves on RWB; Training provider, ABE regional partner</p>
<p><b>Blue River Career Center</b></p>	<p>Secondary Vocational School, offering some Adult programs.</p>	<p>Training Provider, ABE regional partner</p>
<p><b>Boone County Learning Network</b></p>	<p>Adult Basic Education programs, community education programs</p>	<p>Training Provider, ABE regional partner</p>
<p><b>Human Resource Professionals</b></p>	<p>Blue River Society for Human Resource Management's mission is to provide an opportunity for human resource professionals to grow both personally and professionally while contributing to the community and the organization in which they serve. Currently working with organization to secure Professional Credits for Employers who attend WorkOne Workshops</p>	<p>Employers; Job Seekers. Two Regional Operator staff are members.</p>



## Region 5 Local Workforce Investment Plan – PY 2011

<p><b>Atterbury Job Corps</b></p>	<p>Job Corps is a no-cost education and career technical training program administered by the U.S. Department of Labor that helps young people ages 16 through 24 improve the quality of their lives through career technical and academic training. Atterbury is located in Region 5.</p>	<p>Job Corps representatives regularly visit Region 5 WorkOnes to disseminate information and recruit participants.</p>
<p><b>Hendricks College Network</b></p>	<p>Hendricks College Network is a 501(c)(3) non profit organization serving as a post secondary education resource for area residents, businesses and community organizations. They provide access to and support for post secondary education, business and workforce development training in Hendricks County and the surrounding region.</p>	<p>WorkOne Clients</p>
<p><b>Ivy Tech Community College</b></p>	<p>Ivy Tech Community College is the nation's largest state-wide community college with single accreditation. It is the state's largest public post-secondary institution serving nearly 200,000 students a year. Ivy Tech Community College's Department of Workforce and Economic Development offers local, affordable solutions for Indiana business and industry training needs.</p>	<p>Trainer, Grant Partner</p>
<p><b>Shelby County Life Long Learning</b></p>	<p>The Shelby County Life Long Learning (SLLL), initiative was launched in 2001 to work closely with industry and state universities. The mission of Shelby County Life Long Learning is to promote and facilitate educational opportunities.</p>	<p>RO staff serves on Board of Directors, current Chairperson RO staff serves Adult Education and Workplace Success Action Team, Current Co-Chairperson</p>
<p><b>Vocational Rehabilitation</b></p>	<p>Vocational Rehabilitation Services (VRS), a program of the Bureau of Rehabilitation Services (BRS), provides quality individualized services to enhance and support people with disabilities to prepare for, obtain or retain employment.</p>	<p>WorkOne Clients</p>



## Region 5 Local Workforce Investment Plan – PY 2011

<p><b>Senior Community Service Employment ABLE, Goodwill, ACTION</b></p>	<p>SCSEP enhances employment opportunities for unemployed older Americans and promotes them as a solution for businesses seeking trained, qualified, and reliable employees. Region 5 WorkOnes serve as training sites for ABLE, Goodwill and ACTION participants.</p>	<p>Region 5 WorkOnes serve as training sites for ABLE, Goodwill and ACTION participants. WorkOnes refer potentially eligible individuals.</p>
<p><b>Hamilton County Jail</b></p>	<p>Transition to Work program funded by the Hamilton County Sheriff's Department but managed by the Region 5 Regional Operator. A select group of individuals serving 3 months or less in the Hamilton County Jail go through an 8 week behavioral modification program before being sent to the WorkOne centers upon release from jail.</p>	<p>WorkOne Clients</p>
<p><b>Madison County Justice Center</b></p>	<p>WorkOne Staff offers <b>Fresh Start</b> workshops to transition ex-offenders to work and the outside world. Service leads to enrollment in WIA program.</p>	<p>WorkOne Clients</p>
<p><b>Correctional Industries, Pendleton Correction Facility.</b></p>	<p>WorkOne Staff offers <b>Fresh Start</b> workshops to transition ex-offenders to work and the outside world. Service leads to enrollment in WIA program.</p>	<p>WorkOne Clients</p>
<p><b>Johnson County Juvenile Court</b></p>	<p>Johnson County Juvenile Court Judge, Marla Clark, and juvenile detention officer, Brooke Hilton refer juvenile non-custodial parents offenders to orientation at the Franklin WorkOne. If offender does not attend, they are jailed.</p>	<p>Offenders/WorkOne Clients</p>
<p><b>JAG PARTNERS</b></p>	<p>WorkOne partners with Anderson High School, Eastern Hancock High School, Martinsville High School and Shelbyville High School to offer in-school curriculum to low-income students to help them achieve goals of graduation, post-secondary transition and employment</p>	<p>In School Youth/ Students</p>
<p><b>Department of Natural Resources</b></p>	<p>WorkOne coordinates summer employment opportunities and work experiences for youth to gain valuable workplace skills through exposure to outdoor employment in a "green" industry. Youth are also mentored by DNR supervisors and gain real-world job skills.</p>	<p>Older Youth/Employees</p>



**ATTACHMENT I**  
**Region 5 Budgets**

**ATTACHMENT J**

**REACH, INC. Travel and Reimbursement Policy**



# Region 5 Local Workforce Investment Plan – PY 2011

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**REACH, Inc.**

**Policy**

**No: 2011 - 00**

**Travel & Reimbursement Policy**

**Effective Date: *Pending REACH Board Approval***

## Purpose

To explain the procedures and general guidelines for in-state travel and out-of-state travel and how to claim reimbursement for business and business travel expenses for all REACH, Inc. employees.

## Rescinded

— *All previous REACH, Inc. Travel Policies prior to this Policies' "Effective Date".*

## General Guidelines

*Expenses incurred in relation to travel for business purposes are expected to be necessary, allowable, reasonable, prudent, cost effective and when necessary, properly approved prior to the travel.*

REACH, Inc. staff are encouraged to use the most cost and time effective way to participate in meetings and conferences and should explore options to participate remotely via teleconference or web conference, whenever possible.

Approved travel status for overnight travel is defined as travel that has been approved in advance and exceeds a fifty - (50) mile radius from the REACH employee's home. Employees who travel overnight and/or out of state are responsible for obtaining written approval from their immediate supervisor prior to arranging the travel. When traveling out of state, a list identifying the purpose of the travel, dates of travel, and cost estimates for airfare, lodging, ground transportation, car rental, mileage, meals, and conference or seminar fees (when applicable) should be submitted for approval at least 14 days prior to the travel date. REACH acting as the Regional Operator is responsible for scheduling air travel to ensure cost effectiveness and coordination of billing. All other arrangements are the responsibility of the employee; REACH may assist with these other arrangements as needed.

REACH employees are reimbursed for those approved travel expenses that are not prepaid by REACH's fiscal agent. In addition, when in approved overnight travel status, employees may request a travel advance to cover hotel, meals, ground transportation, and other business expense prior to their departure. The REACH Board has adopted a daily Per Diem Rate for Meals. This rate is to be used to determine the travel advance per diem dollar amount. All travel advances are to be reconciled within five (5) working days of the return date. Advances are deducted from the total travel expense to determine the net amount due or owed by the person traveling.

Employees are reimbursed for miles traveled while using a personal vehicle to conduct Regional Operator business. The REACH Board has adopted a mileage reimbursement rate and is subject to change and will be periodically updated if deemed necessary. In the case where a funding source has



INDIANA REGION **5**  
WORKFORCE BOARD, INC.

## Region 5 Local Workforce Investment Plan – PY 2011

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limited the mileage reimbursement rate below the approved IRS rate, the Board will reimburse the difference between the funding source-approved rate and the approved rate using other funding sources.

Mileage can only be reimbursed to REACH employees who have a valid driver's license and adequate public liability and property damage insurance in effect at the time of travel.

Reimbursement forms are to be supported with original receipts and prior approval forms (where applicable), approved by the Board Chairperson and submitted to fiscal agent for processing. Travel reimbursement requests are processed through accounts payable and follow the accounts payable schedule for check issuance.

### **Travel Reimbursement Guidelines**

The REACH Expense Form will be completed by the REACH employee requesting reimbursement for overnight travel. A copy of the approved Travel Request Form along with the original receipts must be attached when traveling out of state. The REACH Expense Form must be approved by a designated Executive or Managerial designee and forwarded to the accounting department for payment. REACH employees will NOT be reimbursed for expenses that do not have receipts.

**Air Fare:** Traveling by commercial air carrier is an allowable expense if approved in advance. All commercial flights should be scheduled based on the lowest possible fare available after taking into consideration reasonable individual productivity factors and business schedules associated with the purpose of the travel.

**Hotel Accommodations:** Reimbursement for overnight lodging at single occupancy accommodation rate is an allowable expense, if approved in advance, and scheduled events relating to the purpose of the travel:

- 1) Begin before 12:00 Noon (for overnight lodging the night before the event)
- 2) End after 3:00 PM (for overnight lodging the night after the event)

All hotel accommodations require original receipts for reimbursement.

**Transportation:** Taxi fares, including tips, are allowable expenses if in approved out-of-state travel status. Reasonable expense includes fares to and from airports, hotels and meeting sites. Car rental is an allowable expense if in approved travel status and the cost benefit is more cost effective than other means of transportation. An individual who rents a vehicle for business purposes must ensure that adequate insurance protection is in force to cover the individual and the organization. Transportation expenses require original receipts for reimbursement.

**Parking:** Airport parking is an allowable expense if the individual is in approved out-of-state travel status and the expense is properly supported by receipts. Parking cost associated with attendance at business meetings located off site is reimbursable if properly supported by receipts.



## Region 5 Local Workforce Investment Plan – PY 2011

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**Meals:** The REACH Board has adopted a per diem allowance in accordance with Federal guidelines and REACH's reimbursement will not exceed those guidelines. The full day per diem rate applies when the individual is in approved overnight travel status and the individual leaves prior to 12:00 noon on the first day of travel and returns after 12:00 pm on the final day of travel status. When travel begins after 12:00 noon on the first day, the individual is entitled to the dinner meal on the first day. On the last day of travel the individual is entitled to the following:

Travel ending prior to 11:00 AM	Breakfast Only
Travel ending between 11:00 AM & 5:00 PM	Breakfast & Lunch
Travel ending after 6:00 PM	Full per diem rate

Individuals are not reimbursed for meals for one day travel unless they are constrained due to location or a business obligation and shall only be paid by REACH, Inc. when the appropriate documentation is presented.

Documentation for meal repayment consists of the following:

- A paid in full receipt.
- The reason or purpose for the meal including the agenda/ meeting purpose with the names of the guests whom attended included (*which can be detailed on the Employee Expense Form*).
- A properly completed Employee Expense Form.

**Travel Advances:** Advances for travel may be approved by an approved Executive or Managerial designee. Advances can include the estimated cost of hotel and per diem. Requests are processed through accounts payable via the Request for Reimbursement Form with a copy of the approved travel request form attached.

**Mileage:** Reimbursement for miles traveled while using a personal vehicle to conduct Regional Operator business is an allowable expense and is reimbursed at an established rate. The Mileage Claim Form will be used to request mileage reimbursement for travel and the form must be approved by the REACH Board.

Mileage will be reimbursed for the distance between the employee's daily site assignment and the location of the function being attended. Mileage is based on the standard miles of the "shortest route" as indicated by commercially available websites providing driving directions (i.e. MapQuest).

**Communications:** Expenses associated with board-related phone calls, faxes, and delivery of documents (electronic or snail-mail), while in approved travel status are reimbursable.

### **Credit Card Usage**

Before a REACH, Inc. employee uses either a REACH, Inc. issued credit card or their own personal credit card, they must first explore the option of utilizing an Invoicing process for payment. This method of payment is especially preferred when dealing with the purchases of computers, printers, office supplies and supportive funding of organized events that fall within acceptable REACH, Inc. business purposes.



INDIANA REGION **5**  
WORKFORCE BOARD, INC.

## Region 5 Local Workforce Investment Plan – PY 2011

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In any event all purchases must be documented and justified and when Prior to the acquisition of goods and operational or program services, all purchases over \$25,000, will specifically adhere to the REACH, Inc. "Procurement Policy" and shall require documentation of the need, a sufficient cost comparative justification and will have appropriate approval.

Meal purchases utilizing either a REACH, Inc. issued credit card or an employee's own personal credit card that is requesting reimbursement, shall only be paid by REACH, Inc. when the appropriate documentation is presented. Documentation for meal repayment consists of the following:

- A paid in full receipt.
- The reason or purpose for the meal including the agenda/ meeting purpose with the names of the guests whom attended included *(which can be detailed on the Employee Expense Form)*.
- A properly completed Employee Expense Form.

❖ ***NOTE:*** REACH, Inc. will not reimburse for the expense of any alcoholic beverages or any costs that are not necessary, allowable, reasonable, prudent, cost effective and when necessary, properly approved prior to the travel. Expenses that are deemed not allowable and were purchased with the use of a Company credit card, shall be repaid to REACH, Inc. by the responsible employee. Consistent abuse or negligent purchases may result in the loss of use of the credit card and possible reprimanding and including up to termination of employment.

The Executive or Managerial designee at REACH is available to assist and answer questions regarding travel reimbursement.



**ATTACHMENT K**

**Current Local Elected Officials' Agreement  
Chief Elected Official Agreement Form**



**INDIANA REGION 5**  
**WORKFORCE BOARD, INC.**

# Region 5 Local Workforce Investment Plan – PY 2011

## LOCAL ELECTED OFFICIALS AGREEMENT Madison County

This Agreement is made and entered into by and between the Local Elected Officials ("LEOs") in Madison County of Indiana Economic Growth Region 5 to set forth the procedures that shall govern LEOs and their responsibilities and actions pursuant to the provisions of the Workforce Investment Act, the Regional Workforce System at IC 22-4.5-7, and all other applicable federal and state statutes, rules, and regulations. The LEO body of Madison County shall include all County Commissioners and include Mayors of cities that are 2nd or 3rd class cities with a population of 5,000 or more, (collectively, the "LEO Body"). In Madison County the second or third class city(ies) with a population of 5,000 or more is/are Anderson, Elwood, and Alexandria.

### **I. Selection of the Chief Elected Official to Represent the County**

The LEO Body shall select from among them an Elected Official to represent their interests before the Regional Workforce Board (the "Chief Elected Official" or "CEO"). On behalf of his/her county, the CEO will serve on an Executive Council with other CEOs from Region 5. The Executive Council of CEOs will select a Regional Chief Elected Official ("Regional CEO") from its own members to represent the Council on matters concerning the Regional Workforce Board. The CEO will act as the liaison for the county s/he represents. Nothing in the Agreement shall prohibit the CEO from also serving as the Regional CEO. The CEO shall serve a two-year term, with no limit on the number of consecutive or non-consecutive terms served.

### **II. Duties of the Chief Elected Official Representing the County**

The CEO is responsible for:

- Entering into a Chief Elected Officials Agreement with other CEOs of Region 5 to establish responsibilities and actions as it pertains to the Workforce Investment Act and RWB;
- Providing guidance to the RWB as a member of the Executive Council;
- Communicating updates and changes concerning the activities of the RWB to the LEOs of his/her County;
- Participating in the selection of the Regional CEO;
- Notifying the LEOs of his/her County about a vacancy on the Regional Workforce Board that requires their appointment.

In the event the CEO determines the need to utilize a proxy to the Executive Council on his/her behalf, the proxy designation must be in writing and care should be exercised to ensure that no conflict of interest is created by such designation. Proxy options include, at the discretion of the CEO: (1) another LEO from either the CEO's home county or another county if only one LEO exists in the home county or (2) the Business Representative appointed by the LEO Body.

### **III. Selection of Regional Workforce Board Members**

Each county shall appoint members of the Regional Workforce Board ("RWB") in compliance with IC 22-4.5-7-2 and state policies adopted by the Indiana Department of Workforce Development. The RWB shall consist of at least 9, but no more than 16 members.

Pursuant to the above cited Indiana code, each county shall appoint one business representative to the RWB pursuant to IC 22-4.5-7-2(b)(1) and (e)(1). Such appointment shall be made by majority agreement of each county's LEO Body, with each county's CEO being the formal appointing authority (for verification/signature purposes as noted below). Business representatives will serve at the pleasure of the CEO.



# Region 5 Local Workforce Investment Plan – PY 2011

- o Business representatives shall be (1) owners of businesses, chief executives, or operating officers of businesses, and other business executives or employers with optimum policy making or hiring authority; or (2) representatives of businesses with employment opportunities that reflect the employment opportunities of the Regional Workforce Area.

For the purpose of verifying RWB appointments, the signature of each county's CEO will suffice, unless such appointment has specifically been delegated to the Mayors for nonbusiness representative appointments, as delineated in IC 22-4.5-7-2(b)(2)-(d), in which case the signature of the respective Mayor(s) is required.

#### IV. Other Responsibilities

As their schedules permit, all LEOs are encouraged to attend Regional Workforce Board meetings, and meet with their Board representatives and Board chairperson for updates on progress and actions in improving workforce development for the employers and citizens of Region 5. LEOs may request, individually or collectively, information from the Regional Workforce Board and may request such information to be delivered in person and/or in writing.

#### V. Conflict of Interest

In all appointments made under this Agreement, so as to avoid any potential conflicts of interest, all parties shall adhere to the provisions of IC 22-4.5-7 and the conflict of interest policy standards as issued by the Indiana Department of Workforce Development.

#### VI. Authority to Act

This Agreement must be signed by each member of the LEO Body (all County Commissioners and the Mayor of each 2nd or 3rd class city with a population of 5,000 or more). By signing this agreement, the LEO Body approves the Chief Elected Official to act on their behalf. The Chief Elected Official selected for Madison County is John Richwine.

#### VII. Counterparts

This Agreement may be executed in separate counterparts, each of which when so executed shall be an original and all of which together shall constitute one and the same agreement.

#### VIII. Period of Agreement

This Agreement shall be valid for a two-year term, beginning January 1, 2011 and ending December 31, 2012.

#### IX. Amendment

This Agreement may be amended at any time by written request to the CEO, who will set up a process of voting on the change. Changes in federal or state legislation affecting the Workforce Investment Act may require a modification to this Agreement. A modification of the Agreement requires a majority vote of the LEO Body.

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# Region 5 Local Workforce Investment Plan – PY 2011

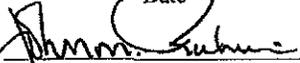
The parties, having entered into this Local Elected Officials Agreement, do by their respective signatures below hereby agree to the terms thereof.

## SIGNATURES:



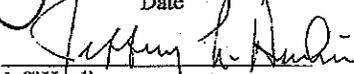
Steffanie Owens  
Madison County Commissioner

Feb 3 2011  
Date



John Richwine  
Madison County Commissioner

2-3-2011  
Date



Jeff Hardin  
Madison County Commissioner

2-3-2011  
Date

\_\_\_\_\_  
Kris Ockomon  
Mayor of Anderson, IN

\_\_\_\_\_  
Date

\_\_\_\_\_  
W. Merrill Taylor  
Mayor of Elwood, IN

\_\_\_\_\_  
Date

\_\_\_\_\_  
Jack Woods  
Mayor of Alexandria, IN

\_\_\_\_\_  
Date



# Region 5 Local Workforce Investment Plan – PY 2011

The parties, having entered into this Local Elected Officials Agreement, do by their respective signatures below hereby agree to the terms thereof.

**SIGNATURES:**

\_\_\_\_\_  
Steffanie Owens  
Madison County Commissioner

\_\_\_\_\_  
Date

  
Kris Ockomon  
Mayor of Anderson, IN

2/9/11  
Date

\_\_\_\_\_  
John Richwine  
Madison County Commissioner

\_\_\_\_\_  
Date

\_\_\_\_\_  
W. Merrill Taylor  
Mayor of Elwood, IN

\_\_\_\_\_  
Date

\_\_\_\_\_  
Jeff Hardin  
Madison County Commissioner

\_\_\_\_\_  
Date

\_\_\_\_\_  
Jack Woods  
Mayor of Alexandria, IN

\_\_\_\_\_  
Date



# Region 5 Local Workforce Investment Plan – PY 2011

## LOCAL ELECTED OFFICIALS AGREEMENT

### Boone County

This Agreement is made and entered into by and between the Local Elected Officials ("LEOs") in Boone County of Indiana Economic Growth Region 5 to set forth the procedures that shall govern LEOs and their responsibilities and actions pursuant to the provisions of the Workforce Investment Act, the Regional Workforce System at IC 22-4.5-7, and all other applicable federal and state statutes, rules, and regulations. The LEO body of Boone County shall include all County Commissioners and include Mayors of cities that are 2nd or 3rd class cities with a population of 5,000 or more, (collectively, the "LEO Body"). In Boone County the second or third class city(ies) with a population of 5,000 or more is/are Lebanon.

#### **I. Selection of the Chief Elected Official to Represent the County**

The LEO Body shall select from among them an Elected Official to represent their interests before the Regional Workforce Board (the "Chief Elected Official" or "CEO"). On behalf of his/her county, the CEO will serve on an Executive Council with other CEOs from Region 5. The Executive Council of CEOs will select a Regional Chief Elected Official ("Regional CEO") from its own members to represent the Council on matters concerning the Regional Workforce Board. The CEO will act as the liaison for the county s/he represents. Nothing in the Agreement shall prohibit the CEO from also serving as the Regional CEO. The CEO shall serve a two-year term, with no limit on the number of consecutive or non-consecutive terms served.

#### **II. Duties of the Chief Elected Official Representing the County**

The CEO is responsible for:

- Entering into a Chief Elected Officials Agreement with other CEOs of Region 5 to establish responsibilities and actions as it pertains to the Workforce Investment Act and RWB;
- Providing guidance to the RWB as a member of the Executive Council;
- Communicating updates and changes concerning the activities of the RWB to the LEOs of his/her County;
- Participating in the selection of the Regional CEO;
- Notifying the LEOs of his/her County about a vacancy on the Regional Workforce Board that requires their appointment.

In the event the CEO determines the need to utilize a proxy to the Executive Council on his/her behalf, the proxy designation must be in writing and care should be exercised to ensure that no conflict of interest is created by such designation. Proxy options include, at the discretion of the CEO: (1) another LEO from either the CEO's home county or another county if only one LEO exists in the home county or (2) the Business Representative appointed by the LEO Body.

#### **III. Selection of Regional Workforce Board Members**

Each county shall appoint members of the Regional Workforce Board ("RWB") in compliance with IC 22-4.5-7-2 and state policies adopted by the Indiana Department of Workforce Development. The RWB shall consist of at least 9, but no more than 16 members.

Pursuant to the above cited Indiana code, each county shall appoint one business representative to the RWB pursuant to IC 22-4.5-7-2(b)(1) and (e)(1). Such appointment shall be made by majority agreement of each county's LEO Body, with each county's CEO being the formal appointing authority (for verification/signature purposes as noted below). Business representatives will serve at the pleasure of the CEO.



# Region 5 Local Workforce Investment Plan – PY 2011

- o Business representatives shall be (1) owners of businesses, chief executives, or operating officers of businesses, and other business executives or employers with optimum policy making or hiring authority; or (2) representatives of businesses with employment opportunities that reflect the employment opportunities of the Regional Workforce Area.

For the purpose of verifying RWB appointments, the signature of each county's CEO will suffice, unless such appointment has specifically been delegated to the Mayors for nonbusiness representative appointments, as delineated in IC 22-4.5-7-2(b)(2)-(d), in which case the signature of the respective Mayor(s) is required.

#### IV. Other Responsibilities

As their schedules permit, all LEOs are encouraged to attend Regional Workforce Board meetings, and meet with their Board representatives and Board chairperson for updates on progress and actions in improving workforce development for the employers and citizens of Region 5. LEOs may request, individually or collectively, information from the Regional Workforce Board and may request such information to be delivered in person and/or in writing.

#### V. Conflict of Interest

In all appointments made under this Agreement, so as to avoid any potential conflicts of interest, all parties shall adhere to the provisions of IC 22-4.5-7 and the conflict of interest policy standards as issued by the Indiana Department of Workforce Development.

#### VI. Authority to Act

This Agreement must be signed by each member of the LEO Body (all County Commissioners and the Mayor of each 2nd or 3rd class city with a population of 5,000 or more). By signing this agreement, the LEO Body approves the Chief Elected Official to act on their behalf. The Chief Elected Official selected for Boone County is HAROLD "BUCK" LEWIS, Mayor, City of Lebanon

#### VII. Counterparts

This Agreement may be executed in separate counterparts, each of which when so executed shall be an original and all of which together shall constitute one and the same agreement.

#### VIII. Period of Agreement

This Agreement shall be valid for a two-year term, beginning January 1, 2011 and ending December 31, 2012.

#### IX. Amendment

This Agreement may be amended at any time by written request to the CEO, who will set up a process of voting on the change. Changes in federal or state legislation affecting the Workforce Investment Act may require a modification to this Agreement. A modification of the Agreement requires a majority vote of the LEO Body.

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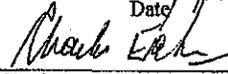
# Region 5 Local Workforce Investment Plan – PY 2011

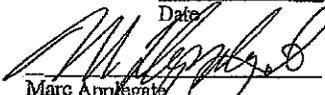
The parties, having entered into this Local Elected Officials Agreement, do by their respective signatures below hereby agree to the terms thereof.

**SIGNATURES:**

  
\_\_\_\_\_  
Jeff Wolfe  
Boone County Commissioner  
Date 2/7/11

  
\_\_\_\_\_  
Harold Lewis  
Mayor of Lebanon, IN  
Date 2/7/11

  
\_\_\_\_\_  
Charles Baton  
Boone County Commissioner  
Date \_\_\_\_\_

  
\_\_\_\_\_  
Marc Applegate  
Boone County Commissioner  
Date 2/7/11



# Region 5 Local Workforce Investment Plan – PY 2011

## LOCAL ELECTED OFFICIALS AGREEMENT

### Morgan County

This Agreement is made and entered into by and between the Local Elected Officials ("LEOs") in Morgan County of Indiana Economic Growth Region 5 to set forth the procedures that shall govern LEOs and their responsibilities and actions pursuant to the provisions of the Workforce Investment Act, the Regional Workforce System at IC 22-4.5-7, and all other applicable federal and state statutes, rules, and regulations. The LEO body of Morgan County shall include all County Commissioners and include Mayors of cities that are 2nd or 3rd class cities with a population of 5,000 or more, (collectively, the "LEO Body"). In Morgan County the second or third class city(ies) with a population of 5,000 or more is/are Martinsville.

#### **I. Selection of the Chief Elected Official to Represent the County**

The LEO Body shall select from among them an Elected Official to represent their interests before the Regional Workforce Board (the "Chief Elected Official" or "CEO"). On behalf of his/her county, the CEO will serve on an Executive Council with other CEOs from Region 5. The Executive Council of CEOs will select a Regional Chief Elected Official ("Regional CEO") from its own members to represent the Council on matters concerning the Regional Workforce Board. The CEO will act as the liaison for the county s/he represents. Nothing in the Agreement shall prohibit the CEO from also serving as the Regional CEO. The CEO shall serve a two-year term, with no limit on the number of consecutive or non-consecutive terms served.

#### **II. Duties of the Chief Elected Official Representing the County**

The CEO is responsible for:

- Entering into a Chief Elected Officials Agreement with other CEOs of Region 5 to establish responsibilities and actions as it pertains to the Workforce Investment Act and RWB;
- Providing guidance to the RWB as a member of the Executive Council;
- Communicating updates and changes concerning the activities of the RWB to the LEOs of his/her County;
- Participating in the selection of the Regional CEO;
- Notifying the LEOs of his/her County about a vacancy on the Regional Workforce Board that requires their appointment.

In the event the CEO determines the need to utilize a proxy to the Executive Council on his/her behalf, the proxy designation must be in writing and care should be exercised to ensure that no conflict of interest is created by such designation. Proxy options include, at the discretion of the CEO: (1) another LEO from either the CEO's home county or another county if only one LEO exists in the home county or (2) the Business Representative appointed by the LEO Body.

#### **III. Selection of Regional Workforce Board Members**

Each county shall appoint members of the Regional Workforce Board ("RWB") in compliance with IC 22-4.5-7-2 and state policies adopted by the Indiana Department of Workforce Development. The RWB shall consist of at least 9, but no more than 16 members.

Pursuant to the above cited Indiana code, each county shall appoint one business representative to the RWB pursuant to IC 22-4.5-7-2(b)(1) and (e)(1). Such appointment shall be made by majority agreement of each county's LEO Body, with each county's CEO being the formal appointing authority (for verification/signature purposes as noted below). Business representatives will serve at the pleasure of the CEO.



# Region 5 Local Workforce Investment Plan – PY 2011

- o Business representatives shall be (1) owners of businesses, chief executives, or operating officers of businesses, and other business executives or employers with optimum policy making or hiring authority; or (2) representatives of businesses with employment opportunities that reflect the employment opportunities of the Regional Workforce Area.

For the purpose of verifying RWB appointments, the signature of each county's CEO will suffice, unless such appointment has specifically been delegated to the Mayors for nonbusiness representative appointments, as delineated in IC 22-4.5-7-2(b)(2)-(d), in which case the signature of the respective Mayor(s) is required.

#### IV. Other Responsibilities

As their schedules permit, all LEOs are encouraged to attend Regional Workforce Board meetings, and meet with their Board representatives and Board chairperson for updates on progress and actions in improving workforce development for the employers and citizens of Region 5. LEOs may request, individually or collectively, information from the Regional Workforce Board and may request such information to be delivered in person and/or in writing.

#### V. Conflict of Interest

In all appointments made under this Agreement, so as to avoid any potential conflicts of interest, all parties shall adhere to the provisions of IC 22-4.5-7 and the conflict of interest policy standards as issued by the Indiana Department of Workforce Development.

#### VI. Authority to Act

This Agreement must be signed by each member of the LEO Body (all County Commissioners and the Mayor of each 2nd or 3rd class city with a population of 5,000 or more). By signing this agreement, the LEO Body approves the Chief Elected Official to act on their behalf. The Chief Elected Official selected for Morgan County is Commissioner Don Adams

#### VII. Counterparts

This Agreement may be executed in separate counterparts, each of which when so executed shall be an original and all of which together shall constitute one and the same agreement.

#### VIII. Period of Agreement

This Agreement shall be valid for a two-year term, beginning January 1, 2011 and ending December 31, 2012.

#### IX. Amendment

This Agreement may be amended at any time by written request to the CEO, who will set up a process of voting on the change. Changes in federal or state legislation affecting the Workforce Investment Act may require a modification to this Agreement. A modification of the Agreement requires a majority vote of the LEO Body.

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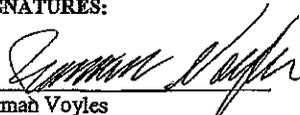


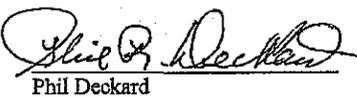
# Region 5 Local Workforce Investment Plan – PY 2011

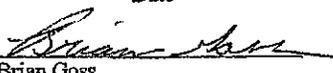
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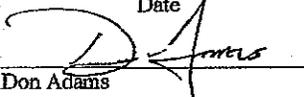
The parties, having entered into this Local Elected Officials Agreement, do by their respective signatures below hereby agree to the terms thereof.

**SIGNATURES:**

  
\_\_\_\_\_  
Norman Voyles  
Morgan County Commissioner  
March 7, 2011  
Date

  
\_\_\_\_\_  
Phil Deckard  
Mayor of Martinsville, IN  
3/7/11  
Date

  
\_\_\_\_\_  
Brian Goss  
Morgan County Commissioner  
March 7, 2011  
Date

  
\_\_\_\_\_  
Don Adams  
Morgan County Commissioner  
March 7, 2011  
Date



# Region 5 Local Workforce Investment Plan – PY 2011

## LOCAL ELECTED OFFICIALS AGREEMENT

### Johnson County

This Agreement is made and entered into by and between the Local Elected Officials ("LEOs") in Johnson County of Indiana Economic Growth Region 5 to set forth the procedures that shall govern LEOs and their responsibilities and actions pursuant to the provisions of the Workforce Investment Act, the Regional Workforce System at IC 22-4.5-7, and all other applicable federal and state statutes, rules, and regulations. The LEO body of Johnson County shall include all County Commissioners and include Mayors of cities that are 2nd or 3rd class cities with a population of 5,000 or more, (collectively, the "LEO Body"). In Johnson County the second or third class city(ies) with a population of 5,000 or more is/are Greenwood and Franklin.

#### **I. Selection of the Chief Elected Official to Represent the County**

The LEO Body shall select from among them an Elected Official to represent their interests before the Regional Workforce Board (the "Chief Elected Official" or "CEO"). On behalf of his/her county, the CEO will serve on an Executive Council with other CEOs from Region 5. The Executive Council of CEOs will select a Regional Chief Elected Official ("Regional CEO") from its own members to represent the Council on matters concerning the Regional Workforce Board. The CEO will act as the liaison for the county s/he represents. Nothing in the Agreement shall prohibit the CEO from also serving as the Regional CEO. The CEO shall serve a two-year term, with no limit on the number of consecutive or non-consecutive terms served.

#### **II. Duties of the Chief Elected Official Representing the County**

The CEO is responsible for:

- Entering into a Chief Elected Officials Agreement with other CEOs of Region 5 to establish responsibilities and actions as it pertains to the Workforce Investment Act and RWB;
- Providing guidance to the RWB as a member of the Executive Council;
- Communicating updates and changes concerning the activities of the RWB to the LEOs of his/her County;
- Participating in the selection of the Regional CEO;
- Notifying the LEOs of his/her County about a vacancy on the Regional Workforce Board that requires their appointment.

In the event the CEO determines the need to utilize a proxy to the Executive Council on his/her behalf, the proxy designation must be in writing and care should be exercised to ensure that no conflict of interest is created by such designation. Proxy options include, at the discretion of the CEO: (1) another LEO from either the CEO's home county or another county if only one LEO exists in the home county or (2) the Business Representative appointed by the LEO Body.

#### **III. Selection of Regional Workforce Board Members**

Each county shall appoint members of the Regional Workforce Board ("RWB") in compliance with IC 22-4.5-7-2 and state policies adopted by the Indiana Department of Workforce Development. The RWB shall consist of at least 9, but no more than 16 members.

Pursuant to the above cited Indiana code, each county shall appoint one business representative to the RWB pursuant to IC 22-4.5-7-2(b)(1) and (c)(1). Such appointment shall be made by majority agreement of each county's LEO Body, with each county's CEO being the formal appointing authority (for verification/signature purposes as noted below). Business representatives will serve at the pleasure of the CEO.



# Region 5 Local Workforce Investment Plan – PY 2011

- o Business representatives shall be (1) owners of businesses, chief executives, or operating officers of businesses, and other business executives or employers with optimum policy making or hiring authority; or (2) representatives of businesses with employment opportunities that reflect the employment opportunities of the Regional Workforce Area.

For the purpose of verifying RWB appointments, the signature of each county's CEO will suffice, unless such appointment has specifically been delegated to the Mayors for nonbusiness representative appointments, as delineated in IC 22-4.5-7-2(b)(2)-(d), in which case the signature of the respective Mayor(s) is required.

#### IV. Other Responsibilities

As their schedules permit, all LEOs are encouraged to attend Regional Workforce Board meetings, and meet with their Board representatives and Board chairperson for updates on progress and actions in improving workforce development for the employers and citizens of Region 5. LEOs may request, individually or collectively, information from the Regional Workforce Board and may request such information to be delivered in person and/or in writing.

#### V. Conflict of Interest

In all appointments made under this Agreement, so as to avoid any potential conflicts of interest, all parties shall adhere to the provisions of IC 22-4.5-7 and the conflict of interest policy standards as issued by the Indiana Department of Workforce Development.

#### VI. Authority to Act

This Agreement must be signed by each member of the LEO Body (all County Commissioners and the Mayor of each 2nd or 3rd class city with a population of 5,000 or more). By signing this agreement, the LEO Body approves the Chief Elected Official to act on their behalf. The Chief Elected Official selected for Johnson County is \_\_\_\_\_.

#### VII. Counterparts

This Agreement may be executed in separate counterparts, each of which when so executed shall be an original and all of which together shall constitute one and the same agreement.

#### VIII. Period of Agreement

This Agreement shall be valid for a two-year term, beginning January 1, 2011 and ending December 31, 2012.

#### IX. Amendment

This Agreement may be amended at any time by written request to the CEO, who will set up a process of voting on the change. Changes in federal or state legislation affecting the Workforce Investment Act may require a modification to this Agreement. A modification of the Agreement requires a majority vote of the LEO Body.

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# Region 5 Local Workforce Investment Plan – PY 2011

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The parties, having entered into this Local Elected Officials Agreement, do by their respective signatures below hereby agree to the terms thereof.

**SIGNATURES:**

\_\_\_\_\_  
Troy DeHart  
Johnson County Commissioner

\_\_\_\_\_  
Date

\_\_\_\_\_  
Tom Kite  
Johnson County Commissioner

\_\_\_\_\_  
Date

\_\_\_\_\_  
John Price  
Johnson County Commissioner

\_\_\_\_\_  
Date

\_\_\_\_\_  
Fred Paris  
Mayor of Franklin, IN

\_\_\_\_\_  
Date

*Charles E. Henderson*  
\_\_\_\_\_  
Charles Henderson  
Mayor of Greenwood, IN

*2-9-11*  
\_\_\_\_\_  
Date



# Region 5 Local Workforce Investment Plan – PY 2011

## LOCAL ELECTED OFFICIALS AGREEMENT (In Process of Being Completed)

\_\_\_\_\_ County

This Agreement is made and entered into by and between the Local Elected Officials (“LEOs”) in \_\_\_\_\_ County of Indiana Economic Growth Region \_\_\_\_ to set forth the procedures that shall govern LEOs and their responsibilities and actions pursuant to the provisions of the Workforce Investment Act, the Regional Workforce System at IC 22-4.5-7, and all other applicable federal and state statutes, rules, and regulations. The LEO body of \_\_\_\_\_ County shall include all County Commissioners and include Mayors of cities that are 2nd or 3rd class cities with a population of 5,000 or more, (collectively, the “LEO Body”). In \_\_\_\_\_ County the second or third class city(ies) with a population of 5,000 or more is/are \_\_\_\_\_.

### I. Selection of the Chief Elected Official to Represent the County

The LEO Body shall select from among them an Elected Official to represent their interests before the Regional Workforce Board (the “Chief Elected Official” or “CEO”). On behalf of his/her county, the CEO will serve on an Executive Council with other CEOs from Region \_\_\_\_\_. The Executive Council of CEOs will select a Regional Chief Elected Official (“Regional CEO”) from its own members to represent the Council on matters concerning the Regional Workforce Board. The CEO will act as the liaison for the county s/he represents. Nothing in the Agreement shall prohibit the CEO from also serving as the Regional CEO. The CEO shall serve a two-year term, with no limit on the number of consecutive or non-consecutive terms served.

### II. Duties of the Chief Elected Official Representing the County

The CEO is responsible for:

- Entering into a Chief Elected Officials Agreement with other CEOs of Region \_\_\_\_ to establish responsibilities and actions as it pertains to the Workforce Investment Act and RWB;
- Providing guidance to the RWB as a member of the Executive Council;
- Communicating updates and changes concerning the activities of the RWB to the LEOs of his/her County;
- Participating in the selection of the Regional CEO;
- Notifying the LEOs of his/her County about a vacancy on the Regional Workforce Board that requires their appointment.

In the event the CEO determines the need to utilize a proxy to the Executive Council on his/her behalf, the proxy designation must be in writing and care should be exercised to ensure that no conflict of interest is created by such designation. Proxy options include, at the discretion of the CEO: (1) another LEO from either the CEO’s home county or another county if only one LEO exists in the home county or (2) the Business Representative appointed by the LEO Body.

### III. Selection of Regional Workforce Board Members

Each county shall appoint members of the Regional Workforce Board (“RWB”) in compliance with IC 22-4.5-7-2 and state policies adopted by the Indiana Department of Workforce Development. The RWB shall consist of at least 9, but no more than 16 members.

Pursuant to the above cited Indiana code, each county shall appoint one business representative to the RWB pursuant to IC 22-4.5-7-2(b)(1) and (e)(1). Such appointment shall be made by majority agreement



INDIANA REGION **5**  
WORKFORCE BOARD, INC.

# Region 5 Local Workforce Investment Plan – PY 2011

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of each county's LEO Body, with each county's CEO being the formal appointing authority (for verification/signature purposes as noted below). Business representatives will serve at the pleasure of the CEO.

- o Business representatives shall be (1) owners of businesses, chief executives, or operating officers of businesses, and other business executives or employers with optimum policy making or hiring authority; or (2) representatives of businesses with employment opportunities that reflect the employment opportunities of the Regional Workforce Area.

For the purpose of verifying RWB appointments, the signature of each county's CEO will suffice, unless such appointment has specifically been delegated to the Mayors for nonbusiness representative appointments, as delineated in IC 22-4.5-7-2(b)(2) –(d), in which case the signature of the respective Mayor(s) is required.

#### **IV. Other Responsibilities**

As their schedules permit, all LEOs are encouraged to attend Regional Workforce Board meetings, and meet with their Board representatives and Board chairperson for updates on progress and actions in improving workforce development for the employers and citizens of Region \_\_\_\_\_. LEOs may request, individually or collectively, information from the Regional Workforce Board and may request such information to be delivered in person and/or in writing.

#### **V. Conflict of Interest**

In all appointments made under this Agreement, so as to avoid any potential conflicts of interest, all parties shall adhere to the provisions of IC 22-4.5-7 and the conflict of interest policy standards as issued by the Indiana Department of Workforce Development.

#### **VI. Authority to Act**

This Agreement must be signed by each member of the LEO Body (all County Commissioners and the Mayor of each 2nd or 3rd class city with a population of 5,000 or more). By signing this agreement, the LEO Body approves the Chief Elected Official to act on their behalf. The Chief Elected Official selected for \_\_\_\_\_ County is \_\_\_\_\_.

#### **VII. Counterparts**

This Agreement may be executed in separate counterparts, each of which when so executed shall be an original and all of which together shall constitute one and the same agreement.

#### **VIII. Period of Agreement**

The period of this Agreement shall be from \_\_\_\_\_.

#### **IX. Amendment**

This Agreement may be amended at any time by written request to the CEO, who will set up a process of voting on the change. Changes in federal or state legislation affecting the Workforce Investment Act may require a modification to this Agreement. A modification of the Agreement requires a majority vote of the LEO Body.

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INDIANA REGION **5**  
WORKFORCE BOARD, INC.

# Region 5 Local Workforce Investment Plan – PY 2011

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The parties, having entered into this Local Elected Officials Agreement, do by their respective signatures below hereby agree to the terms thereof.

**SIGNATURES:**

\_\_\_\_\_  
County Commissioner  
\_\_\_\_\_  
Date

\_\_\_\_\_  
Mayor of \_\_\_\_\_  
\_\_\_\_\_  
Date

\_\_\_\_\_  
County Commissioner  
\_\_\_\_\_  
Date

\_\_\_\_\_  
County Commissioner  
\_\_\_\_\_  
Date



## **ATTACHMENT L**

### **Central Indiana Regional Workforce Board By-Laws**



INDIANA REGION **5**  
WORKFORCE BOARD, INC.

# Region 5 Local Workforce Investment Plan – PY 2011

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## RESOLUTION

No. 2011-9

### Central Indiana Regional Workforce Board

At the meeting of the Board of Directors of the Central Indiana Regional Workforce Board on April 20, 2011 in Indianapolis, Indiana, with a quorum being present, the following resolution was proposed and approved by the Board:

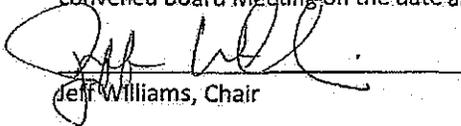
WHEREAS the Central Indiana Regional Workforce Board (the "Board") operates under adopted Bylaws; and

WHEREAS since the adoption of such Bylaws certain circumstances have arisen that necessitate modifying various sections of the Bylaws; now, therefore, be it

RESOLVED by the Central Indiana Regional Workforce Board that the Board desires to amend and restate its Bylaws as prescribed in the attached "Amended and Restated Bylaws" document, pursuant to the modifications initially proposed at the March 16, 2011 meeting via Resolution 2011-7.

#### CERTIFICATION:

The undersigned hereby certifies that the Central Indiana Regional Workforce Board approved and adopted the foregoing Resolution during the regularly called, noticed, and convened Board Meeting on the date and at the location listed above.

  
Jeff Williams, Chair

AYES: 6  
NAYS: 0  
ABSENT:      
ABSTAIN: 0



INDIANA REGION **5**  
WORKFORCE BOARD, INC.

# Region 5 Local Workforce Investment Plan – PY 2011

## AMENDED & RESTATED BYLAWS

Region 5 Workforce Board, Inc.  
d/b/a Central Indiana Regional Workforce Board

Adopted 4-20-11

### ARTICLE I - Formation and Name

This nonprofit corporation is formed under the Indiana Nonprofit Corporation Act of 1991 (I.C. 23-17-1, et seq.), and shall be called Central Indiana Regional Workforce Board (hereinafter "Workforce Board" or "Board").

### ARTICLE II - Purpose

The goal of the Board shall be to have effective planning, implementation and oversight of the One-Stop workforce investment system in the counties of Boone, Hamilton, Hancock, Hendricks, Johnson, Madison, Morgan, and Shelby. In order to reach this goal, it is necessary for the Board's activities to include the following:

- To integrate public workforce development services, providing universal access to the workforce investment services of One-Stop Partners which empowers the customer to acquire skills needed in the regional economy.
- To oversee a locally operated, demand-driven workforce investment system that increases the employment, retention, earnings, and occupational skill attainment of the workforce through improved career information and guidance, job search assistance, and training opportunities.
- To support and develop the incumbent workforce and future and potential workers.
- Assist with the development of the region's economy.
- To identify and assist employers with appropriate resources to maintain, upgrade, and expand job opportunities.
- To research and analyze labor market needs and facilitate the effective use of available resources.
- To maintain an effective partnership with the local elected officials and One-Stop partners in the planning, implementation, and evaluation of the One-Stop system.
- Any and all other lawful activities consistent with the identified objectives above, and as authorized and empowered by the Indiana Nonprofit Corporation Act.

### ARTICLE III- Members, Meetings, Voting

*Initial Membership.* The Local Elected Officials, via the designated Chief Elected Officials, shall designate a Member to participate on the Board. The Board shall have a minimum of one "business sector" representative from each county and "business sector" representation shall constitute at least fifty-one (51 %) of the Board.

*Subsequent Members.* Additional Members to the Board may be added to comply with state and federal rules and regulations.



# Region 5 Local Workforce Investment Plan – PY 2011

## *Limitation on Authority of Members.*

No Member is an agent of the Workforce Board solely by virtue of being a Member, and no Member has authority to act for the Workforce Board solely by virtue of being a Member.

Any Member who takes any action or binds the Workforce Board in violation of this Section may be solely responsible for any loss and expense incurred as a result of the unauthorized action.

## *Meetings of Members.*

*Meetings.* The Workforce Board shall hold a meeting of the Board Members at least four (4) times each year. Additionally, the Workforce Board will hold an annual meeting for the election of officers.

*Special Meetings.* Other meetings may be called at any time by the Chair to address such matters as are described in the meeting notice. Such meetings shall be held at a time and at a place that is generally convenient for the Members.

*Notice.* Notice of meetings shall be provided at least once, in writing, two days (48 hours) in advance, via first class mail, or e-mail, to those persons who are Members.

*Attendance.* A Member may participate in a meeting of the Board by or through the use of any means of communication by which all Members participating may simultaneously hear each other during the meeting. A Member participating in a meeting by this means is considered to be present in person at the meeting.

*Voting.* Each Member shall be entitled to one (1) vote. Voting by proxy shall not be permitted. Ex-officio Members are not eligible to vote. If necessary, a mail, fax, electronic and/or phone vote may be conducted.

*Quorum.* Fifty percent (50%) of the votes entitled to be cast on a matter constitutes a quorum for action on that matter. The Members must approve any amendment to the articles of incorporation or these Bylaws to decrease or increase the quorum for Member action.

*Approval of Actions.* If a quorum exists, action on a matter is approved if the votes cast favoring the action exceed the votes cast opposing the action.

## **ARTICLE IV - Powers of the Board**

*Powers and Authority of the Board.* The Workforce Board shall have the power to do the following:

- 1) To achieve all goals and activities through the prudent and proper exercise of the resources allocated to the Board;
- 2) To enter into contracts in accordance with the stated goals and activities of the Board;
- 3) To fulfill the goals and activities of the Board;
- 4) To enter into partnerships, associations, or joint ventures in furtherance of the goals and activities of the Board;



# Region 5 Local Workforce Investment Plan – PY 2011

- 5) To contract paid staff or consultants in furtherance of the goals and activities of the Board;
- 6) To do all things necessary or convenient, not inconsistent with law, to further the goals and activities of the Board.

*Terms for Member.* Each Member shall serve a two (2) year term renewable at the discretion of the appointing Local Elected Official(s).

*Appointment.* At their discretion, the Local Elected Officials, via each Chief Elected Official, shall appoint/reappoint Members to the Board as vacancies exist or as terms expire. The appointing Chief Elected Official shall notify the Board, in writing, of any new or renewed appointments.

*Removal of a Member.* Members may be removed with or without cause by their appointing authority via written notice of the removal to the following: (1) the Member and (2) the Chair of the board of directors or the corporation's president or secretary. A removal is effective when the notice is effective unless the notice specifies a future effective date. A Member may be also removed for cause by a vote of two-thirds (2/3) of the Members. In the event that a Member has been removed, the appointing authority shall appoint a replacement.

*Resignation of a Member.* A Member may resign by providing the Board with a letter of resignation indicating the date upon which the resignation is to become effective. If the letter of resignation includes no such date, then the resignation will become effective immediately. A replacement for the resigning Member shall be made by the appointing Local Elected Official(s).

*Failure of a Member to Attend Meetings.* In the event that a Member, without contacting the Chair or the Board's administrative office, fails to attend two (2) consecutive meetings or is absent from more than twenty-five percent (25%) of the scheduled meetings within a calendar year, then said Membership will be considered lapsed. Said Member may be reinstated upon good cause shown.

*Compensation of Members.* The Member shall receive no compensation for their services as Members of the Board.

*Duties of Members.* A Member shall, based upon facts then known to the Member, discharge duties, including the Member's duties as a member of a committee, as follows:

- 1) In good faith;
- 2) With the care and ordinarily prudent person in a like position would exercise under similar circumstances;
- 3) In a manner the Member reasonably believes to be in the best interests of the Board.

*Liability.* A Member is not liable for an action taken as a Member, or failure to take an action, unless the breach or failure to perform his duties constitutes a willful or intentional act of misconduct.

## ARTICLE V - Officers of the Board

*Election of Officers.* At the first meeting of the Board, the Members elect officers by a majority vote. Those officers shall include a chairman, a vice-chairman, a secretary and a treasurer.



# Region 5 Local Workforce Investment Plan – PY 2011

*Term of Office.* The term for each officer shall be one (1) year. Each officer may serve in his or her office for no more than two (2) consecutive terms. However, an officer may be re-elected to his or her office after having served two (2) consecutive years in that office so long as said officer has not served in that office for a period of at least one (1) year.

*Duties of Officers.* The duties of the officers shall include, but not be limited to, the following:

*Chairman.* The Chairman shall be responsible for presiding over meetings of the Members. The Chairman shall work with the officers and with other Members to prepare an agenda for the transaction of business.

*Vice Chairman.* The Vice Chairman shall perform the duties of the Chairman in the absence of the Chairman. The Vice Chairman shall also assist the Chairman in fulfilling his or her responsibilities.

*Secretary.* The Secretary shall be responsible for preparing minutes of Members' meetings; for preparing other official reports of the Workforce Board; for authenticating records of the Workforce Board; for filing the annual report with the Indiana Secretary of State that is required by I.C. §23-17-27-8; and for conducting written communication on behalf of the Board. The Secretary may delegate these duties to Board staff as appropriate.

*Treasurer.* The Treasurer shall be responsible for reporting on the Board's financial records.

The Officers' duties shall further include any such duties as are prescribed by resolution of the Board.

*Removal of an Officer.* The Board may, by two-thirds (2/3) vote; remove an officer from his or her position at any time, with or without cause. In the event that an officer is so removed, the Board shall, by majority vote, replace the removed officer no later than thirty (30) days after the officer has been removed.

## ARTICLE VI - Committees

*Creation/Power of Committees.* The Chair may create and assign Members and non-members to committees to make recommendations to the Board on matters assigned for consideration and examination. Further, by Resolution only, the Board may delegate specific powers to a committee, authorizing such committee to act on behalf of the Board in limited circumstances and only to the extent outlined within the Resolution. Only Members shall be allowed to formally act on behalf of the Board under this paragraph. All committees shall be subject to the authority and supervision of the Board of Directors.

## ARTICLE VII - Conflicts of Interest

A member of the Board may not vote on a matter under consideration regarding the provision of services by such member (or by an entity that such a member represents); or that would provide direct financial benefit to such member or the immediate family; or engage in any



# Region 5 Local Workforce Investment Plan – PY 2011

activity determined by the governor to constitute a conflict of interest as specified in the state plan. (Workforce Investment Act of 1998, Title I, Sec.117 (g))

A Member with a conflict of interest regarding any matter is prohibited from discussion and voting in connection with that matter. A Member is disqualified from vote or discussion if a special interest or relationship exists with an individual or entity where the issue at hand involves any financial consideration or other gain to either involved party.

The Board shall adopt a Conflict of Interest Policy, which meet and exceed the minimum standards established by the State of Indiana. These conflicts of interest standards apply to all Board Members (voting and ex-officio/nonvoting).

Each Board Member shall file a statement of economic interest with the Workforce Board at the time they become a Board Member and every year thereafter.

Any Board Member with a potential or actual conflict of interest must disclose that fact to the Workforce Board as soon as the potential conflict is discovered and, to the extent possible, before the agenda for a meeting involving the matter at issue is prepared. If possible, the member should complete a conflict of interest disclosure letter. If it should be determined during a meeting that a conflict of interest exists, the member must verbally declare such conflict of interest, such declaration must clearly be noted in the minutes, and such member must excuse him/herself from the remainder of the discussion and the voting.

The Conflict of interest Policy shall include, at a minimum, the following standards:

- 1) Any Board Member (or specific entity represented by the member) who significantly participates in the development of contract specifications or standards is prohibited from receiving any direct financial benefit from any resulting contract.
- 2) When a contract or purchase is made involving its own Board or entity with which the Board Member is associated, the board must establish and document that the contract or purchase was adequately bid or negotiated and that the terms of the contract or price of the purchase are fair and reasonable.
- 3) Procedures that serve to minimize the appearance of conflicts of interests.
- 4) Each Board Member's statement of economic interest must, at the minimum, include the member's current position(s) of employment; current position(s) as a paid director, officer, or agent of a corporation or similar entity; and financial interests that are defined as potential sources of conflict of interest, and any other disclosures required by state and/or federal regulations.

## ARTICLE VIII - Record-Keeping and Reporting

*Required Records.* The Workforce Board shall keep as permanent records a record of the following:

- 1) Minutes of meetings of the Board; and
- 2) A record of actions taken by committees of the Board.

*Accounting Records.* The Workforce Board shall maintain appropriate and accurate accounting records.



# Region 5 Local Workforce Investment Plan – PY 2011

*Member List.* The Workforce Board shall maintain a record of its Members in a form that permits preparation of a list of the names and addresses of all Members, in alphabetical order, and showing the number of votes that each is entitled to cast.

*Corporate Records.* The Workforce Board shall keep a copy of the following records at its principal office:

- 1) The Articles of Incorporation or restated articles of incorporation and all amendments to the articles of incorporation currently in effect;
- 2) The Bylaws or restated bylaws, and all amendments to the Bylaws currently in effect;
- 3) The minutes of all meetings of Board Members and records of all actions approved by Members for the past three (3) years;
- 4) Written communications to Members generally within the past three (3) years, including the financial statements furnished for the past three (3) as required by these Bylaws.

## ARTICLE IX – Amendments

*Amendments.* The power to make, alter, amend, or repeal the Bylaws is vested in the Board of Directors of the Corporation. Advance notice shall be required prior to final approval of any proposed amendment(s). Such advance notice requirement is met when suggested amendment(s) are presented, by resolution, during a regularly scheduled Board meeting, with such amendment(s) to be voted upon/executed during the next subsequent Board meeting.

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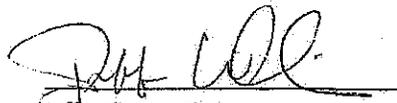
## CERTIFICATION

I hereby certify:

That I am the duly elected Chair of the Central Indiana Regional Workforce Board, an Indiana Nonprofit corporation; and

That the foregoing Amended and Restated Bylaws, comprising six (6) pages, constitute the Bylaws of said corporation as duly approved by the Board of Directors of the Corporation on

4/20/11

  
Jeff Williams, Chair



## **ATTACHMENT M**

### **Executive Compensation**



## Region 5 Local Workforce Investment Plan – PY 2011

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<b>Executive Compensation for REACH, Inc. Staff</b>					
	<b>Staff Person</b>	<b>Salary</b>	<b>Benefits</b>	<b>Bonus</b>	<b>Total Annual Compensation</b>
<b>1</b>	Tony Cross	\$85,000	\$6,983		\$91,983
<b>2</b>	Lori Henry	\$65,000	\$9,969		\$74,969
<b>3</b>	Sara Gutting	\$70,000			\$70,000
<b>4</b>	Alison Cole	\$60,000	\$4,987		\$64,987
<b>6</b>	Carolyn Bunzendahl	\$56,000	\$6,983		\$62,983



**Attachment N**

**Region 5 Region Operator Organization Chart**



INDIANA REGION **5**  
WORKFORCE BOARD, INC.

# Region 5 Local Workforce Investment Plan – PY 2011

