



Executive Summaries of Indiana's Regional Workforce  
Development Board Strategic Plans

**PY20 WIOA Local/ Regional Plan Executive Summary**

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<b>WDB Chair</b>	Barbara Sacha
<b>WDB Executive Director</b>	Lisa Daugherty

The Northwest Indiana Workforce Board’s (NWIWB) vision for the region is to grow and foster a workforce of all residents that is highly skilled, motivated, diverse, earning sustainable or higher wages and actively engaged in skill advancement and lifelong learning. **This regional vision closely mirrors that of the state’s.** Together, we strive to put NWI Hoosiers on the path to quality education and economic opportunities that align with the needs of the business community and grow our regional and state economy.

In order to realize this vision, the NWIWB has identified a number of strategies to ensure we have a regional talent system that is inclusive, resilient, and adaptable to an uncertain future. One of those strategies is the 21<sup>st</sup> Century Talent Region through with the Region seeks to achieve the following targets:

1. Adopt an equity focus across the region with the intention of narrowing the achievement gap for minority and underserved high school students by increasing graduation rates by 3 percent each year;
2. Increase employer engagement with the education and workforce systems in high-demand industry sectors, to be measured by increasing the number of internship or apprenticeship opportunities available to youth and adults by 10 percent each year; and
3. Increase the number of high school graduates with post-secondary credentials by 5 percent each year.

To achieve these targets, the Board has adopted the following goals to the system:

**CORE GOALS**

- Increase skills of current workforce to align with economic development strategies and key industry clusters
- Improve employer access to qualified workers and awareness of training resources
- Ensure youth in NWI are positioned for continued education/learning and workforce success
- Encourage and support an entrepreneurial spirit
- Assure compliance and efficient operations of a workforce development system

**GOALS TO ADDRESS CUSTOMERS WITH BARRIERS TO EMPLOYMENT**

- Identify barriers to employment that customers have and then engage the resources of multiple organizations to address each customer’s needs via a customized plan;
- Provide self-service and on-line service options for those customers whose needs can be met with these options, freeing valuable staff time for high-priority customers identified by Priority of Service protocols;
- Provide intrusive advising and training connections for customers who need to upgrade skills or require new skills as a result of changes in demand in the labor market;
- Ensure that the customer continues ownership of his/her career plan throughout engagement with the WorkOne Center, constantly assessing the customer’s level of engagement and motivation.

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<b>WDB Chair</b>	Mark King, CEO of Greencroft
<b>WDB CEO &amp; President</b>	Greg Vollmer

The Northern Indiana Workforce Board’s (NIWB) mission of “existing to get people jobs” supports the Indiana State Plan. The Board continues to work closely with employers and industry councils to ensure that what is developed and created is designed to meet the needs of an individual jobseeker and/or employer within the region. Key elements of the NIWB strategy include:

1. Strengthening partner relationships;
2. Maturing shared client structures;
3. Identifying career pathways of importance to the region and clients;
4. Data driven decision-making skills; and
5. Developing proper funding mechanisms to meet regional needs.

**Shared goals within the state and regional plan include:**

- Shared and cross-trained staff;
- Building out WBL/Apprenticeship opportunities;
- Co-enrollment in state and federal programs;
- Industry-aligned career pathways; and
- Leveraging multiple funding streams.

This past year the NIWB focused on the development of a close relationship with the South Bend-Elkhart Regional Partnership (SBERP). The board has fully committed to WBL/apprenticeship opportunities. The NIWB now has a shared staff member with the SBERP and serves as the regional intermediary for USDOL Registered Apprenticeships. This relationship has helped develop training for employers, an employer handbook, and an innovative plan for expanding and spreading apprenticeships. This program uses braided funding from multiple sources (LIFT, WIOA, etc.). They are also committed to lead and support maturity in the partnership MOU that includes shared staff in order to help each organization attain their service goals in the region.

Many of the individuals that are served in the region require services beyond those provided by the NIWB. As such, another focus of the regional plan includes co-enrollment across programs to ensure every need of the customer – employer or individual jobseeker – is being met, leading to a greater economic impact on the region. Regional partners are now using a new referral system to prevent client drops.

The NIWB continues to develop training programs that have a true career pathway as the target outcome, rather than training for the sake of training. The board is focused on pathway development determined from work done by Burning Glass and confirmed with the SBERP, employers and our other regional partners. The region assisted 10,734 unique (not self-serve) clients in the first 8 months of the program year during a pandemic. This is an 8.4% increase over the same period the prior year. This created an annualized economic impact of \$11.41 million dollars with \$6.65 million in new job placements. During implementation of the state’s Rapid Recovery Plan, the region saw an 85% completion rate with a 59.4% credential rate that will rise dramatically when healthcare students will be able to take certification. A recent look at the numbers reveals that in region 2 “non-federal or state” funding represents 51.8% of our federal WIOA allocation.

The Region plans to continue its support and promotion of the Governor’s training and workforce initiatives, bringing the goals of the Workforce Cabinet to the forefront of all workforce meetings and activities.

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<b>WDB Chair</b>	Darlene Stanley
<b>WDB Executive Director</b>	Edmond C. O’Neal III

Northeast Indiana Works (NEINW) oversees an 11 county area of northeast Indiana, consisting of Adams, Allen, DeKalb, Grant, Huntington, LaGrange, Noble, Steuben, Wabash, Wells and Whitley counties, which make up Economic Growth Region 3 (EGR3). The region houses the second largest metropolitan area in Indiana, the Fort Wayne MSA, and includes both urban and rural communities. This workforce plan describes NEINW’ strategy for developing and delivering effective workforce services to individuals and employers in the region. Our highly integrated workforce development system aligns service providers, programs and service delivery models for effective and efficient results. The system is easily accessible, highly functional and aligned with the needs of regions’ target populations.

The vision and strategy for this system will include:

- Supporting the “Big Goal”: For nearly 10 years NEINW has collaborated throughout the region to increase the percentage of northeast Indiana residents with high-quality degrees or credentials to 60%. With a target date of 2030, there is much work to do given that the attainment level is currently estimated at 41%.
- Aligning with and supporting economic development: NEINW is committed to supporting economic development activities by working in close partnership with economic development organizations at both the regional and county levels.
- Strong support of employer customers: NEINW maintains a strong commitment to addressing the skill needs of employers in the region. We view employers as the primary customer of the regional workforce system and know that the development of a regional talent pool will continue to support and drive growth of the regional economy. There are, and will be, aggressive efforts to support and facilitate employer-driven partnerships within prevalent industry sectors of the region.
- Driving collaboration: NEINW seeks to create greater efficiencies in the workforce system through collaboration by convening regional partners, identifying synergies, aligning fiscal supports and sharing data. We will convene local partners to focus efforts on initiatives that strengthen the workforce system and its’ benefit to all regional consumers. This includes the Workforce Innovation and Opportunity Act (WIOA) required partners, local community-based organizations and other federally funded organizations with workforce development initiatives.
- Focusing on youth initiatives: The support of youth initiatives to develop talent is critical in EGR3. Creating sustainable talent pipelines to drive industry sector growth and documenting expertise through credentialing will drive youth efforts. This will lead to a larger talent pool for employer partners to grow and expand their businesses, driving further economic expansion.

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<b>WDB Chair</b>	Randy Vernon
<b>WDB Executive Director</b>	Roger Feldhaus

The Region 4 Workforce Development Board sees itself as a builder of options to develop skills and knowledge of diverse peoples, firms, and future entrepreneurs. The board envisions a region where skills and knowledge are highly valued as pathways to personal wealth and regional economic growth. They envision a region where family values and quality of life are key parts of the fabric of the community. The region will be known for its innovation, will be a national model for workforce development, and will be bursting with opportunity that will catalyze and transform the region’s economy.

The Region4 Workforce Development Board has a mission is to promote and support skills development and life-long learning as a means of achieving economic success and improving the quality of life of our citizenry.

**Shared goals within the state and regional plan include:**

- **Goal 1:** The region will provide a clear view of regional career opportunities that match job seekers’ needs and abilities and by developing an individualized career plan, including an education /training pathway and access to the resources that support the goal of employment in high-demand occupations.
- **Goal 2:** To be successful, regional economic and workforce development must be a shared vision and commitment around community stakeholders, partners, and resource contributors that result in shared strategies, roles, actions, and resources.
- **Goal 3:** The region will focus on assisting youth, adults, and older individuals to develop the skills needed for career advancement and longevity in all regional industry sectors. Through traditional funding adults with occupational training and work-based learning will be supported. Non-traditional funding will support youth of all ages and their families. A cohesive regional talent pipeline for next generation jobs and careers will be created.
- **Goal 4:** The region will focus co-enrolling customers in multiple programs that can share the cost and add value to the customer’s experience. In addition to locally developed return on investment analysis that focuses on inputs and outputs, state data will be utilized to focus on outcomes.
- **Goal 5:** The region recognizes the value and impact that relationships and partnerships have in a robust talent development system. The region will build on the relationships already established and increase community partner engagements, business engagements, and investments.

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WDB Chair	Jim Mehring
WDB Executive Director	Lance Ratliff

**Shared goals within the state and regional plan include:**

Goal 1: Region 5 aligns with this goal by using a human centered services approach based on a thorough individual assessment of barriers that focuses on individual customer’s needs related to the availability of helpful resources from various funding streams, programs and community partners in addition to those available from WIOA. R5 staff will connect with the multiple sources of support available to address the unique needs of each customer. To promote upward mobility, training will be targeted to hi-demand/hi-wage sectors which require two years or less of education and training.

Goal 2: Region 5 Career Advisor staff serve as navigators, translators, liaisons, and ombudsmen to assist customers in connecting with appropriate multi-system resources. Staff, in addition to providing job search assistance, will inform customers of other life stabilization resources necessary for socio-economic mobility. Further, R5 will support state information integration efforts through participation in studies, work groups, input sessions, and state offered training.

Goal 3: Region 5 aligns with the goal by focusing on education and workforce programs that are a “right fit” for the individual to gain skills needed for economic self-sufficient employment. A critical aspect of determining the “right fit” of programs is an assessment to determine a person’s readiness for services and which course of action is most appropriate based on skills and interests. Providing a variety of assessments for different people provides each individual with an ongoing self-reflection over the lifetime of a career or multiple careers in one’s working life, ultimately leading to increasingly satisfying, productive and meaningful work.

Goal 4: Region 5 aligns with this goal by following DWD guidance for the collection of data that measures outcomes other than the negotiated levels of performance standards for WIOA core programs. The R5 board will also work toward collecting longitudinal outcomes, as described in the state plan. This includes job retention for individuals at years 1 and 3 post-program, upward economic mobility of individuals as measured by a decreased use of government benefits, re-enrollment rates of individuals, wage gains by target populations, and more. The local area will be able to further evaluate the effectiveness of programs and how well it is serving individuals with the greatest needs by collecting this additional data and making comparisons between regions throughout the state.

Goal 5: Region 5 aligns with this goal by promoting state programs to employers in Region 5. Business Representative Staff in their daily outreach activities to employers share information about Next Level Jobs, State Earn and Learn, Apprenticeships, On-the-Job Training, and Work Experience, as well as labor exchange services. The R5 Board is a Registered Apprenticeship Sponsor and additional occupations will be added by curating employer interest and involvement. Apprenticeship programs move employers from simply being recipients of workforce services to being active participants in designing and approving training and learning content.

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<b>WDB Chair</b>	Brad Wilson
<b>WDB Executive</b>	Mike Row

Alliance for Strategic Growth, Inc. d/b/a Eastern Indiana Works is a highly integrated organization which convenes multi-sector leaders who contribute unique expertise and local community/cultural understanding. Eastern Indiana Works provides professional collaborative knowledge of processes that create a data-driven, whole-person, regional workforce/talent development system that aligns with Indiana’s Strategic Workforce Plan of the Governor’s Workforce Cabinet (GWC).

Eastern Indiana Works has a strong focus on bridging employer needs with improving the economy of the region. Eastern Indiana Works offers a diverse and complex system of educational institutions, social service entities, and other stakeholders. Each have a unique perspective on specific social and economic barriers facing constituents in the region. Eastern Indiana Works collaborates with regional leaders who are positioned to guide and develop solutions to improve the economic prosperity for individuals, as well as communities. The strategic pursuit of these key objectives will position the region’s employers and citizens for greater economic success, as the long-term partnerships and data-driven micro-strategies of Eastern Indiana Works serves its high-wage, high-demand target sector industries.

Eastern Indiana Works continually evaluates situational and systematic difficulties constituents may be facing. Emphasis is put on collaborating to serve many of the barriers to education and employment. The region continually evaluates the current workforce and barriers affecting them. In 2018, Eastern Indiana Works joined a cross-regional grant to address the opioid pandemic in Eastern and Southern Indiana. Our work in this collaborative effort is one example of our focus of developing a stronger workforce system addressing the holistic person(s) in our communities and not just their short-term employment needs. As we address the current coronavirus pandemic, Eastern Indiana Works is reevaluating numerous barriers to employment including but not limited to gig-workers, older individuals, homelessness, and long-term and under-employed individuals.

Eastern Indiana Works is also focused on our workforce of tomorrow. Eastern Indiana Works is positioning itself to serve the region through more efficient means to inform, educate and advance constituents to career pathways in need today and continue to prepare them for the changes of tomorrow. This is key to positioning Eastern Indiana for economic growth regionally. Labor market information, career pathway guidance, and career coaching systems are integral in serving the region. The future state of these systems must increase flexibility to empower our local area to leverage all program opportunities unique to the region.

Eastern Indiana Works continues to make strides to partner with regional employers to implement innovative work and learn programs that develop talent pipelines throughout the region. Eastern Indiana Works utilizes and collaborates with the Indiana Department of Workforce Development regarding Next Level Jobs and other employer focused initiatives. In 2020, Eastern Indiana Works, was certified as a Registered Apprenticeship Intermediary by the U.S. Department of Labor.

The regional plan works toward showing an increase in population growth, educational attainment, and raising the average weekly wages and household median income.

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<b>WDB Chair</b>	Mr. Richard Burger
<b>WDB Executive Director</b>	Ms. Lisa Lee

The strategic vision of the Western Indiana Workforce Development Board mirrors that of the Governor’s Workforce Cabinet. The Board’s vision is to expand regional economic opportunity and economic growth through the availability and employment of a highly skilled workforce. This vision is supported by regional goals which will address the workforce needs of business, provide a holistic approach to the delivery of workforce services, instill lifelong learning, encourage personal economic mobility, and ultimately result in a Hoosier workforce which is highly skilled, diverse, and one of the most competitive in the world.

In order to be successful, it is imperative that businesses lead discussions regarding skill requirements; supported by partners in education, workforce development, economic development, the community, and government. These discussions then create the basis for responsive curriculum development, comprehensive and accurate career pathway creation, and the most effective deployment of often limited workforce and community resources. At the same time, it is critical that businesses understand, support, and participate in effective approaches to skill development through enhanced strategies such as SEAL programs, registered apprenticeships, Next Level Jobs, and layoff aversion, etc. The Western Indiana Workforce Development Board asserts these beliefs in their Local Plan and will continue to expand sector partnerships, facilitate such discussion, and support program development and implementation.

Achievement of state and regional visions and goals is equally dependent on offering a system for the delivery of workforce services which is well aligned, welcoming, and meets individuals where they are in life. The system must be holistic, with a “no wrong door approach” to services. The system must welcome diversity and implement equality and inclusion across programs. The public should have as much access to information, resources, and staff as possible. Clear and accurate Career Pathways and career options, along with the education and training required for entry into and advancement within a career, is necessary for customers to create meaningful career plans. Career Pathways are also important to the establishment of talent pipelines and to encourage lifelong learning. While Region 7 offers an effective regional service delivery system at the current time, the Local Plan clearly defines goals for improvement and enhancement of the system and will develop strategies that will be implemented throughout the life of the Local Plan.

The Board has created and will implement a comprehensive Local Plan to address the skill shortages of the region, by preparing individuals for the high demand, high skill, high wage jobs now and in the future. The Board is committed to increasing business understanding of, and participation in, the development of workforce services and strategies. The Board is committed to creating a regional workforce system which moves beyond a programmatic view of services to a proactive stance to effectively deploy resources to address workforce challenges. The Plan ensures that there is a robust, continually updated, regional system of communication to disseminate important training, career, and job information. The Western Indiana Workforce Development Board looks forward to working in close coordination with the Governor’s Workforce Cabinet as the Region 7 Local Plan is implemented. The Board will look for further guidance and direction from the Cabinet as together we work to make Indiana’s workforce development system the strongest in the nation.



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<b>WDB Chair</b>	<b>Brenda Reetz</b>
<b>WDB Executive Director</b>	<b>Robert E. King</b>

Region 8 is committed to the same philosophy as the Indiana State Unified Plan in terms of a strategic vision that supports the idea of creating a talent system that affords all Hoosiers in South Central Indiana equitable opportunities for lifelong learning and increased personal economic mobility. The South Central Region 8 Workforce Board envisions a workforce development system that: 1) Helps employers to identify the skilled workers needed to successfully maintain and expand their companies; 2) Makes education and training opportunities available to prepare workers to successfully compete for jobs with wages that allow for self-sufficiency; and 3) Allows for a close collaboration with Employers, Education and Training providers, and Adult Education partners to identify and successfully address the skills gap preventing many Hoosiers from advancing to that next level. Region 8 Strategic Goals aligns well with the five (5) Goals as described in the State Unified Plan and include the following:

1. Region 8 residents will have accessible services from WorkOne partners available close to their homes. Services will be available in every county and provided through a coordinated WorkOne system where staff are knowledgeable about services available from partner agencies and share resources to effectively meet the needs of job seekers and employers.
2. Customers of the WorkOne system will have an identified career pathway and a plan to help them prepare for regional in-demand occupations by gaining the education and skills needed by employers.
3. Work-based learning opportunities will be available to those who lack the skills necessary to compete in the labor market.
4. Targeted efforts will be made to identify, recruit, and develop individuals who are unemployed or underemployed and engage them in WorkOne services to assist them in finding suitable employment. Individuals who lack basic literacy skills and/or a high school diploma or HSE will be connected with Adult Education and Literacy programs in the region so they can focus on earning a diploma or HSE while improving their skills to a level where they can be competitive in the labor market.
5. In-School Youth will complete high school and graduate with a plan for postsecondary training or employment. The WorkOne system will coordinate with local schools to ensure high school seniors have an opportunity to connect with WorkOne services. Out-of-School Youth who lack a high school diploma or HSE will be encouraged to enroll in Adult Education to earn their diploma or HSE and improve basic skills. They will also be encouraged to pursue postsecondary training that aligns with the region's in-demand occupations so they can prepare for their future and compete for higher-skilled and higher-paying jobs.
6. Individuals with disabilities, those who are deficient in basic skills, and/or customers with other barriers to employment will be connected with the appropriate resources to assist them with overcoming their barriers so they can participate successfully in the labor force.

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<b>WDB Chair</b>	Patricia Yount
<b>WDB Executive Director</b>	Kurt Kegerreis

Economic Growth Region 9 reflects the challenges and opportunities experienced throughout the state of Indiana. At the same time, the Region's unique makeup of stakeholders, combined with historically low unemployment, has fostered a culture of collaboration and innovation that continues to pay dividends for local jobseekers and employers. Thankfully, the Workforce Innovation and Opportunity Act continues to provide a structure that allows our Region to benefit from federal and state leadership (in particular with Jobs for America's Graduates (JAG) funding and the NextLevel Jobs program) while granting the flexibility to explore unique approaches to talent attraction, development and retention.

The Southeast Indiana Workforce Board represents ten counties, and like much of the state, this territory is primarily rural, with an economic makeup that skews heavily towards Advanced Manufacturing and Health Care. Thanks to large employers such as Honda, Cummins and Hillenbrand, the Region features robust employment opportunities, and in the 10+ years since the Great Recession the region has consistently experienced some of (if not *the*) lowest unemployment rates in the state, placing the region on the very frontlines of the state's ongoing talent shortage.

As with all workforce regions, the board is committed to providing exceptional services within our six WorkOne offices, including delivery of key programs such as WIOA, TAA, RESEA, NextLevel Jobs and our best-in-state implementation of JAG, amongst others. Like other Regions we have also integrated our services into broader sector strategies and strategic partnerships—in our case as founding partners of the nationally-recognized EcO Network Partnership and the second designated 21<sup>st</sup> Century Talent Region.

Perhaps more notable, however, are the areas in which Region 9 has innovated. The most recent example of this is the Substance Abuse Initiative, which is already connecting Hoosiers within the recovery and corrections community to meaningful, long-term employment opportunities. What began as a spontaneous conversation during a Board Meeting, has led to \$4.5M investment across three workforce regions, and a promising new approach to two of the state's most pressing challenges. JAG has also been a point of innovation for R9, including the state's first bilingual program, the first program co-funded by a local school district and the first program by a single private sector sponsor.

Region 9's approach compliments Indiana's State Plan in several regards, including an emphasis on a holistic, client-centered approach (whether that client is a jobseeker or an employer). Additionally, R9 shares the belief that workforce services need to transcend program-specific outlooks and that every investment should be held accountable for substantive outcomes and cost-efficiency. R9 commends the Governor's approach to collaboration across agencies, and this has already bore fruit locally, allowing for additional coordination and braiding of funds and a better client experience overall. This and other topics are discussed in more detail in the full version of this Local Plan.

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<b>WDB/ Region #</b>	10 & Kentuckiana Works
<b>WDB Chair</b>	Shane Stuber
<b>WDB Executive Director</b>	Tony Waterson

**Region:** The Greater Louisville Region (“Region”) includes six counties in Indiana covered by Southern Indiana Works (Clark, Crawford, Floyd, Harrison, Scott and Washington) and seven counties in Kentucky covered by KentuckianaWorks (Bullitt, Henry, Jefferson, Oldham, Shelby, Spencer, and Trimble).

**Southern Indiana Works**

**Vision:** A workforce that empowers regional businesses to be competitive in the global economy.

**Mission:** To lead a robust talent development system and cultivate a skilled workforce that advances our community, economy, and quality of life.

Strategic Priorities:	GWC Alignment	
	Goal	Strategy
<b>Talent Development:</b> To increase in-demand skills, credentialing, and/or degree attainment of our customers that meet the current and future needs of industries. Provide a path for family-sustaining employment and career opportunities.	<b>Goal 1</b> <b>Goal 3</b> <b>Goal 4</b> <b>Goal 5</b>	1.1; 1.2; 1.3 3.6; 3.7 4.4 5.2; 5.3
<b>Economic Development:</b> Through support of and connectivity with Economic Development Organizations and targeted Business & Industry Sector Partnerships, we add value to area business attraction, expansion, and retention. The board contributes to solutions that generate community development through economic prosperity.	<b>Goal 4</b> <b>Goal 5</b>	4.2; 4.4 5.1; 5.2; 5.3; 5.5
<b>Next-Gen Talent:</b> Through a Career Pathways approach, the board assists youth in attainment of a High School diploma or equivalent, post-secondary education or training, career exploration and education, work-based learning, and other skills development to prepare the next generation of talent.	<b>Goal 1</b> <b>Goal 3</b> <b>Goal 4</b> <b>Goal 5</b>	1.1; 1.2 3.5; 3.6; 3.7 4.4 5.2; 5.3
<b>Customer-Centric System:</b> To operate a customer-focused, market responsive, high-performing talent development system. WorkOne Southern Indiana delivers career and training services.	<b>Goal 1</b> <b>Goal 2</b> <b>Goal 3</b> <b>Goal 4</b> <b>Goal 5</b>	1.3 2.5; 2.7; 2.11 3.7 4.1; 4.4 5.5

**Indicators**

LWDB (Southern Indiana Works)	Region (21 <sup>st</sup> Century Talent Region Dashboard)
<ul style="list-style-type: none"> <li>• Credential Attainment in Key Sectors</li> <li>• Funding Reliance on WIOA</li> <li>• Peer region comparison</li> <li>• Return on Investment</li> </ul>	<ul style="list-style-type: none"> <li>• WBL and Incumbent Worker Training</li> <li>• Labor Participation &amp; Wages</li> <li>• Job Posting Analysis</li> </ul>
	<ul style="list-style-type: none"> <li>• Percent of “Good Jobs”</li> <li>• Age of Working Population</li> <li>• Median Household Income</li> </ul>

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<b>WDB/ Region #</b>	11
<b>WDB Chair</b>	Makenzie Coulter
<b>WDB Executive Director</b>	Sara Worstell

**Region 11 Vision:**

As a workforce development board, Grow Southwest Indiana Workforce affirms a vision of a skilled workforce for the region’s employers utilizing a talent pipeline that includes business, education, jobseekers, and workforce development partners. To attain this vision, Region 11 goals are:

**Region 11 Goals**

- Goal 1. Create new and strengthen existing partnerships in the WIOA workforce system.
- Goal 2. Deliver workforce services that effectively meet the needs of identified target populations
- Goal 3. Deliver workforce services to in-school and out-of-school youth
- Goal 4. Measure the effectiveness of workforce development service delivery

**Indiana State Plan Vision:**

Indiana’ State Plan asserts the creation of a talent system that affords all Hoosiers equitable opportunities for lifelong learning and increased personal economic mobility and provides employers the talent to grow and diversify their workforce. To achieve this vision, State Plan goals are:

- Goal 1. Meet the needs of individual Hoosiers
- Goal 2. Integration of state systems
- Goal 3. Attain the talent pipeline of healthy and engaged citizens
- Goal 4. Maximize federal and state resources
- Goal 5. Foster relationships between businesses, community partners, and government agencies

Utilizing a talent pipeline that includes business, education, jobseekers, and workforce development, Grow Southwest Indiana Workforce Board’s vision of a skilled workforce for the region’s employers aligns and supports the Governor’s Workforce Cabinet’s strategic vision set out in the WIOA Plan through collaboration and services that complement both Region and State Plan goals:

- The delivery of workforce services that effectively meets the needs of identified target populations meets the needs of individual Hoosiers.
- Creation of new and strengthening existing partnership in the workforce system aligns with the goal of fostering relationships between business, community partners, and government agencies.
- Effectiveness of workforce development service delivery aligns with integration of state systems and maximization of federal and state resources.
- Attainment of a talent pipeline of healthy and engaged citizens begins with alignment of workforce training with employer demand across K-12 and post-secondary education to in-school and out-of-school youth.

## PY20 WIOA Local/ Regional Plan Executive Summary

<b>WDB/ Region #</b>	5 & 12
<b>WDB Chair</b>	Katie Culp
<b>WDB Executive Director</b>	Angela Carr Klitzsch

EmployIndy's vision is to drive growth in Marion County by investing in innovative strategies focused on reducing barriers for residents so they may have access to career pathways and gain needed skills to excel in the workforce, thus presenting employers with qualified candidates to fulfill their hiring needs.

By working with partners throughout the city to build a comprehensive Workforce Ecosystem for Indianapolis, EmployIndy has adopted the following goals and objectives to drive action and inform strategic decisions through 2022: 1) Address system barriers preventing a strong pipeline of entry-level workers and employment opportunities; 2) Create a positive trajectory for young adults to actively participate in the workforce; and 3) Create an employer-driven urban neighborhood workforce development framework that can be replicated throughout Indianapolis.

In accordance with the Governor's Workforce Cabinet, EmployIndy responds to goals 1-5 of the State Plan through the following initiatives:

**Goal 1:** EmployIndy seeks to align our K-12, Postsecondary, Opportunity Youth and Adult services to provide an intergenerational approach to offering services to meet an individual's ambitions and economic needs. through the Indianapolis New Skills Readiness Network. The Indianapolis New Skills Readiness Network (NSRN) will align state and local partners to integrate academic and career experiences across secondary and postsecondary institutions.

**Goal 2:** EmployIndy has launched a learning management system (LMS) initially aimed at improving WIOA provider performance. Now the LMS will allow all career coaches and job seekers in the workforce ecosystem to not only create and deliver online training, but also to track and evaluate learning and education.

**Goal 3:** To serve our clientele better, EmployIndy went under a major organizational redesign to allow us to allow team members focus on how best to serve participants. EmployIndy has also moved the WorkOne Indy into a location that allows for larger capacity and increased collaboration.

**Goal 4:** EmployIndy has surveyed community partners to determine participant location and needs. This information helps EmployIndy and our partners make strategic decisions, communicate and collaborate with one another, and efficiently provide services to the residents of Marion County.

**Goal 5:** Through EmployIndy's Talent Network, we are able to coordinate and aggregate employment opportunities to a vetted talent pool of individuals. Additionally, through Talent Bound, employers can engage with youth and young adults through a continuum work-based learning experience.