

2020 – 2024
Workforce and Innovation Opportunity Act
(WIOA)

Economic Growth Region 6
Alliance for Strategic Growth, Inc.
dba: Eastern Indiana Works

Local Plan

January 28, 2021

Attachment A – Planning Template

Contents*

Workforce Development Board (WDB) Approval 2

Optional Executive Summary 3

Section 1: Workforce and Economic Analysis 4

Section 2: Strategic Vision and Goals 7

Section 3: Local Area Partnerships and Investment Strategies..... 17

Section 4: Program Design and Evaluation 30

Section 5: Compliance 43

Attachments/Exhibits.....51

**Please update the Table of Contents prior to sending the plan to DWD.*

**Attachment A - WIOA Local/Regional Plan
Workforce Development Board (WDB) Approval**

WDB/Region #	6		
WDB Chair	Brad Wilson Alliance for Strategic Growth, Inc. dba: Eastern Indiana Works 3310 West Fox Ridge Lane, Ste. A Muncie, IN 47304 765.282.6400 communication@easternindianaworks.org		
WDB Executive	Mike Row, President & CEO Alliance for Strategic Growth, Inc. dba: Eastern Indiana Works 3310 West Fox Ridge Lane, Ste. A Muncie, IN 47304 765.282.6400 communication@easternindianaworks.org		
One Stop Operator	EQUUS Workforce Solutions 805 N. Whittington Pkwy Louisville, Kentucky 40222		
Adult Service Provider(s)	EQUUS Workforce Solutions 805 N. Whittington Pkwy Louisville, Kentucky 40222	Phone	765.282.6400
		Cell	
		Email	communication@easterindianaworks.org
Youth Program Manager/Lead Staff	Robin Douthitt Alliance for Strategic Growth, Inc., dba: Eastern Indiana Works 3310 West Fox Ridge Lane, Ste. A Muncie, IN 47304	Phone	765.282.6400
		Cell	
		Email	communication@easternindianaworks.org
Youth Service Provider(s)	EQUUS Workforce Solutions 805 N. Whittington Pkwy Louisville, Kentucky 40222	Phone	765.282.6400
		Cell	
		Email	communication@easternindianaworks.org

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

This plan is approved for the Workforce Development Board by the Workforce Development Board Chair.

Name:			
Title:			
Signature:		Date:	Click here to enter a date.

Optional Executive Summary

ES. Each local area may submit an executive summary of their plan, if desired; not to exceed 2 pages in length.

[Click here to enter text.](#)

Eastern Indiana Works (EGR 6 LWDB) is a highly integrated convening of diverse public, NFP and private sector workforce partners from...

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

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

Working in close partnership with the East Central Indiana Regional Partnership, the Local Economic Development Professionals, and the Local Chambers of Commerce of Eastern Indiana, the EGR6 LWDB has identified the following regional growth sectors:

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

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

This plan acknowledges the unique Citizens and Employers whose traditions, morals, activities, and economic endeavors shape the unique communities that form the unique 9-county region that is EGR6. This plan also seeks to embed tried-and-true workforce development functions found within The Workforce Innovation and Opportunity Act of 2014 (WIOA), while implementing new technologies and innovations to deliver data-driven, Employer-led strategies that will empower the

Eastern Indiana economy to meet current and future workforce demand. This, we believe, will drive increases in per-capital and household incomes, and sustainable expansions of the regional tax base.

Eastern Indiana Works (EGR 6 LWDB) has determined, through a signed Agreement with the EGR6 Chief Local Elected Officials Executive Council, that it will employ an Executive Team (Staff to the Board) and contract for One-Stop-Operator (OSO), as well as Adult, Dislocated Worker and Youth Services. This structure has been determined by Eastern Indiana Works (EGR6 LWDB) as the best model to eliminate duplicity of functions while taking advantage of economies of scale.

Nominations to Eastern Indiana Works (EGR6 LWDB) are made by community partners from local economic development organizations, local Chambers of Commerce and Chief Local Elected Officials (Mayors and County Commissioner Presidents). These nominees possess decision-making authority and sector expertise (in their respective organizations) as required by WIOA and carry out the broader strategic objectives of Eastern Indiana Works (EGR6 LWDB). Appointments to Eastern Indiana Works (EGR6 LWDB) are made by the EGR6 Chief Local Elected Official, who has a permanent seat on Eastern Indiana Works (EGR6 LWDB) and its Executive Board of Directors by virtue of her/his election by the entire EGR6 Chief Local Elected Officials Executive Council.

Eastern Indiana Works (EGR6 LWDB) oversees and conducts its required functions of providing checks and balances through a duly elected Executive Board of Directors, which provides maximum governance engagement of EGR6 Executive LWDB members for pre-established terms of service. The Eastern Indiana Works (EGR6 LWDB) Executive Board of Directors serves as the regional Youth Committee.

Section 1: Workforce and Economic Analysis

Please answer the following questions in 8 pages or less. The Department of Workforce Development has regional labor market analysts assigned for each of the Regions. These experts can assist in developing responses to the questions 1.1 through 1.3 below. **Questions that require collaborative answers for regions 5 & 12 are designated with an *.**

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

1.1* An analysis of the economic conditions including existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations. [WIOA Sec. 108(b)(1)(A)]

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

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

Top Employers for Region 6*	
<i>Source: ECIRP</i>	
3,000	IU Health – Ball Memorial Hospital
2,800	Ball State University
2,600	Reid Health
850	Henry County Hospital
775	Muncie Community Schools
771	FCC (Indiana)
750	Fayette County Schools Corporation
750	New Castle Community School Corporation
723	Richmond Community Schools Corporation
707	Belden
650	Navient
614	Draper, Inc.
585	MPT Muncie/Magna Powertrain
579	New Castle Correctional Facility (The GEO Group)
550	Concentrix
524	Primex Plastics Corp

*This data does not reflect ongoing attraction projects to EGR6.

1.2 An analysis of the knowledge and skills required to meet the employment needs of the employers in the local area, including employment requirements for in-demand industry sectors and occupations. [WIOA Sec. 108(b)(1)(B)]

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

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

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

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

The unemployment rate in EGR6 has remained approximately 0.3% higher than that of the state (3.6% and 3.3 percent) and approximately .01% lower than the nation during the period of 2019.

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

Educational Attainment in 2017 and 2018				
	2017	Pct. of Pop. 25+	2018	Pct. of Pop. 25+
Total Population 25+	224,312	100.0%	223,820	100.0%
Less than 9th Grade	8,284	3.7%	7,842	3.5%
9th to 12th Grade, No Diploma	20,971	9.3%	19,891	8.9%
High School Graduate (incl. equivalency)	90,466	40.3%	89,814	40.1%
Some College, No Degree	45,887	20.5%	46,557	20.8%
Associate's Degree	18,439	8.2%	19,059	8.5%
Bachelor's Degree	24,266	10.8%	24,221	10.8%
Graduate Degree or More	15,999	7.1%	16,436	7.3%

Current labor market trends for EGR6 align with the regions in demand occupations.

Employment Percentages by Occupational Clusters for EGR6*	
Education	7.47%
Manufacturing/Production	20.04%
Healthcare	18.07%
Logistics and Warehousing	13.93%
Hospitality/Accommodations	16.90%
*Source: IBRC	

Section 2: Strategic Vision and Goals

Please answer the following questions of Section 2 in 10 pages or less. Section 2 responses should reflect input from members of the local workforce development board and other community stakeholders.

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

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

[Click here to enter text.](#)

Eastern Indiana Works (EGR6 LWDB) is implementing a regional vision that is supported with strategic initiatives that will provide employers with the talent needed to compete in the 21st century global economy.

Eastern Indiana Works (EGR6 LWDB) has identified three strategic objectives that will accomplish this vision:

Objective #1: Collect, coordinate, and analyze real-time employer-demanded skills data in high-demand, high-wage sectors.

Objective #2: Utilize real-time employer-demanded skills data to expeditiously design and implement measurable solutions to employer-demanded skills shortages.

Objective #3: Evaluate solutions and continuously improve talent pipelines in high-demand, high-wage sectors to ensure regional competitiveness and economic prosperity.

The following provides depth on how Eastern Indiana Works (EGR6 LWDB) defines the vision and the three goals listed above:

The key to workforce preparation is to gather and utilize “real-time” skills-demand data from Employers that will empower Eastern Indiana Works (EGR6 LWDB) to allocate resources to strategies that will create, deliver, assess, and improve relevant, timely, cost-effective employability and skills enhancement training and services.

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

Trust-based partnerships with local economic development organizations are the key to gathering valid, timely Employer skills-demand data. Confidential Business Retention and Expansion (BRE) meetings with Employers are the lifeblood of economic growth and workforce development, alike. A core strategy of Eastern Indiana Works (EGR6 LWDB) involves cultivating existing partnerships with local economic development organizations to enhance access to highly confidential, “real-time” Employer skills-demand information via BRE meetings.

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

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

To eliminate the barrier of workforce development confusion, Eastern Indiana Works (EGR6 LWDB) is in the process of implementing analytics that will assess the awareness of its programs and services amongst Employers, Clients and Partners with a special focus on underserved Clients.

The first step in preparing a properly educated and skilled workforce in EGR6 is to analyze employer data on an ongoing basis. This allows Eastern Indiana Works (EGR6 LWDB) to adapt/adjust strategic initiatives through the creation of data-driven responses to the needs of both current and potential future employers. For instance, because Region 6 has many jobs that do/will require soft skills such as speaking and listening, it is vital that training be provided to help the regional workforce improve in those skill set areas to meet employer demand.

Finally, making training available to the workforce that facilitates the attainment of Employer-demand skills and knowledge positions Eastern Indiana Works (EGR6 LWDB) to better meet employer demand. Equally important is the effective communication of the availability and employability benefits of training opportunities throughout the region to ensure that the maximum number of people are made aware of the importance of achieving Employer-demanded skills proficiency.

Eastern Indiana Works (EGR6 LWDB) goals for youth are:

1. Ensure youth understand current and future career opportunities in high-demand, high-wage

sectors.

2. Ensure youth understand the process of building a career through stackable credentials, certificates, and degrees, as well as the sources from which these can be attained.
3. Ensure youth understand the means to career prosperity in the 21st century global economy is an organic learning process that integrates traditional and non-traditional academic and technical education with learning that focuses on emerging skills enhancement.
4. Work diligently to align secondary and post-secondary partners with workforce development to ensure we are preparing our current and future generations to compete in the ultra-competitive global economy.
5. Ensure regional resources are aligned and organizations are united to provide youth with the necessary skills to successfully navigate the inevitable economic ebbs and flows that endanger employment and prosperity.

Youth and early adult-aged people in our region provide us with a unique opportunity to provide people with training early on that could lead them on the path to a lifelong career in a growing sector for the region. It is essential to partner with high schools to provide the training and Occupational Demand information to students who are still in school, as well as those who have recently graduated and withdrawn from enrollment.

Equipping In- and Out-of-School Youth with Employer-demand skills for the purpose of occupational preparedness not only helps attract new capital investment in the region through economic development projects but will also slow the brain drain that occurs in many of our local communities in EGR6.

Eastern Indiana Works (EGR6 LWDB) has aligned a strategic network of partners that work collaboratively to address employment barriers such as addictions, Ex-Offender, single parent childcare, employability skills, education deficiency and mental health issues. Indeed, dozens of organizations throughout EGR6 are engaged with Eastern Indiana Works (EGR6 LWDB) in strategic discussions to resolve employment barriers expeditiously and in a cost-effective manner.

2.2 Describe how the board’s vision aligns with and/or supports the strategic vision of Governor’s Workforce Cabinet (GWC) as set out in the WIOA State Plan.

<https://www.in.gov/gwc/files/Indiana%20Strategic%20Workforce%20Plan.pdf>

Indiana’s strategic vision is to create 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.

We will endeavor to increase intergenerational social and economic mobility by:

- Ensuring quality pathways that provide opportunities for career advancement, personal prosperity, and well-being for all Hoosiers;
- Partnering with Indiana employers and education and training providers to identify and close the skills gap while meeting emerging talent needs; and
- Strengthening Indiana’s economy by aligning programs and funding to meet current and future workforce needs.

[Click here to enter text.](#)

Eastern Indiana Works (EGR6 LWDB) recognizes that Employer-demand drives its workforce system strategies. Training that achieves the skill levels demanded by Employers and accurate information of such provided to Job Seekers are essential to ensuring the regional workforce meets the demand of employers and the vision of the Governor’s Workforce Cabinet.

In addition to the training of a skilled workforce and meeting employer demand, Eastern Indiana Works (EGR6 LWDB) has aligned a network of public/private sector Partners that has created a vibrant, a one-stop delivery system that is responsive to Employer and Client needs and expeditiously connects qualified Job Seekers to exceptional employment opportunities.

Eastern Indiana Works (EGR6 LWDB) is both a conduit to Employers and facilitator for Clients that ensures a vibrant regional workforce. This very much supports the vision of the Governor’s Workforce Cabinet, which provides the State workforce system with a cohesive strategy for aligning resources to empower Clients to meet Employer demand.

2.3 Describe how the board’s goals contribute to each of the five GWC goals.

https://www.in.gov/gwc/files/Indiana%20Strategic%20Workforce%20Plan_Draft_2.6.2020.pdf

The GWC’s strategic plan includes a number of strategies under each goal. While Local boards are required to respond to each goal, they are not expected to address how each strategy under each goal will be implemented. It is up to the discretion of the local board to determine what strategies best fit the local needs.

Click here to enter text.

As stated earlier, Eastern Indiana Works (EGR6 LWDB) is implementing a vision that is supported with objectives that will provide employers with the talent needed to compete in the 21st century global economy:

Objective #1: Collect, coordinate, and analyze real-time employer-demanded skills data in high-demand, high-wage sectors.

Objective #2: Utilize real-time employer-demanded skills data to expeditiously design and implement measurable solutions to employer-demanded skills shortages.

Objective #3: Evaluate solutions and continuously improve talent pipelines in high-demand, high-wage sectors to ensure regional competitiveness and economic prosperity.

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

To increase its focus on strategy, performance assessment and policy, Eastern Indiana Works (EGR6 LWDB) has empowered its Executive Board to oversee and conduct business functions (with bylaw reporting requirements to the Full Board of Eastern Indiana Works (EGR6 LWDB)) in monthly public meetings.

This approach increases the amount of time that Eastern Indiana Works (EGR6 LWDB) has available to focus on WIOA/Governor’s Workforce Cabinet strategic initiatives and implement them in a manner that reflects unique solutions to the unique challenges of each unique regional Employer. It also reduces expenditures and “meeting fatigue” among Eastern Indiana Works (EGR6 LWDB) members; both of which severely diminish overall board performance.

Goal 1. Focus on meeting the individual needs of Hoosiers. Indiana has created a talent development system comprised of wide-ranging workforce training and education programs. Hoosiers need to be able to find and navigate this often complex system to find the best option that meets their current and often immediate needs, fulfills their aspirations, and equips them with the skills and knowledge for socioeconomic mobility. Career pathways that help diversify the skills and talent within Indiana must be designed and delivered with the individual's economic sustainability and mobility as the focal point. These career pathways will help diversify the skills and talent within Indiana to promote economic opportunities for Hoosiers. We need to ensure that we do not focus merely on programmatic requirements and funding streams, but rather what an individual needs and aspires to in order to be successful. We must include an intergenerational approach to communicating, offering, and delivering services in order to meet an individual's ambitions and current and future economic needs. This system may not look the same for each person, and it may not provide the same resources for each person. It will be customizable to an individual's goals and aspirations in order to achieve social and economic mobility.

Eastern Indiana Works has a strong focus on bridging employer needs with improving the economy of the region. Eastern Indiana 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.

By crafting solutions mired in the three objectives for success identified earlier. Those being:

Objective #1: Collect, coordinate, and analyze real-time employer-demanded skills data in high-demand, high-wage sectors.

Objective #2: Utilize real-time employer-demanded skills data to expeditiously design and implement measurable solutions to employer-demanded skills shortages.

Objective #3: Evaluate solutions and continuously improve talent pipelines in high-demand, high-wage sectors to ensure regional competitiveness and economic prosperity.

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.

Goal 2. Integrate state systems to facilitate greater access to information, resources, and services for constituents, businesses, state personnel, career coaches or navigators, and case managers. In addition to acquiring skills, education, and jobs that put them on the path to social and economic mobility, constituents also must understand that they have continuous access to the talent development system throughout their working lives. For sustained economic success and personal growth, Hoosiers will need to continually engage with, and pursue, lifelong learning opportunities, which could exacerbate the complexities of this multifaceted system. Indiana must integrate our state and federal resources to help simplify navigation of this system for constituents. Our current program-by-program approach to serving constituents and businesses has resulted in a profusion of program-specific solutions. If the talent development system is to better serve our Hoosiers and improve their lives, we must align and simplify access to this array of resources and services. Strategic coordination of systems and collaboration across state agencies will begin breaking down to better empower our Workforce Development Boards, outreach personnel, and local partners.

Eastern Indiana Works embraces the use of the workforce systems at its disposal. As we continue to improve with technological advances, 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. Labor market information, career pathway guidance, and career coaching systems are integral in serving the region. The future state of these systems must be increase flexibility to empower our local area to leverage all program opportunities unique to the region.

Goal 3. Align programs towards creating a healthy, engaged, and talented citizen. Often, our programs deal with the aftermath of either situational or systematic difficulties. Some government programs perform triage on crises occurring in Hoosiers' lives, rather than curbing the systemic inequities through early intervention strategies. We envision a realignment of our programs to include an emphasis on prevention and early intervention that will elevate opportunities for success. The most vital and entrenched strategy we have for early intervention is our early education and K-12 education systems. By expanding access to early education, we can begin providing advantageous programs to Hoosier children. As our students progress through our educational system, better integration of academic and technical skills and knowledge will provide Hoosiers with more opportunities for future mobility. Our education and workforce programs for adults will focus on finding the right fit for the individual person and equipping Hoosiers with the skills needed for career advancement and longevity. By assisting multiple generations in advancement towards quality health, societal engagement, and preparation for the jobs of today and tomorrow, we can foster an environment where economic mobility is attainable for more Hoosiers.

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 increase 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 is re-

evaluating numerous barriers to employment including but not limited to gig-workers, older individuals, homelessness, and long-term under-employed/under-employed individuals.

In comparison, Eastern Indiana Works is also focused on our future workforce. Our workforce of tomorrow is key to positioning Eastern Indiana for economic growth regionally. We are engaged in cultural and societal change to reduce the brain drain from the region. We agree that technical barriers for low-income youth are important, but we see a need to address the broader youth population to diversify our skill sets that will unlock economic mobility for more Hoosiers in the region.

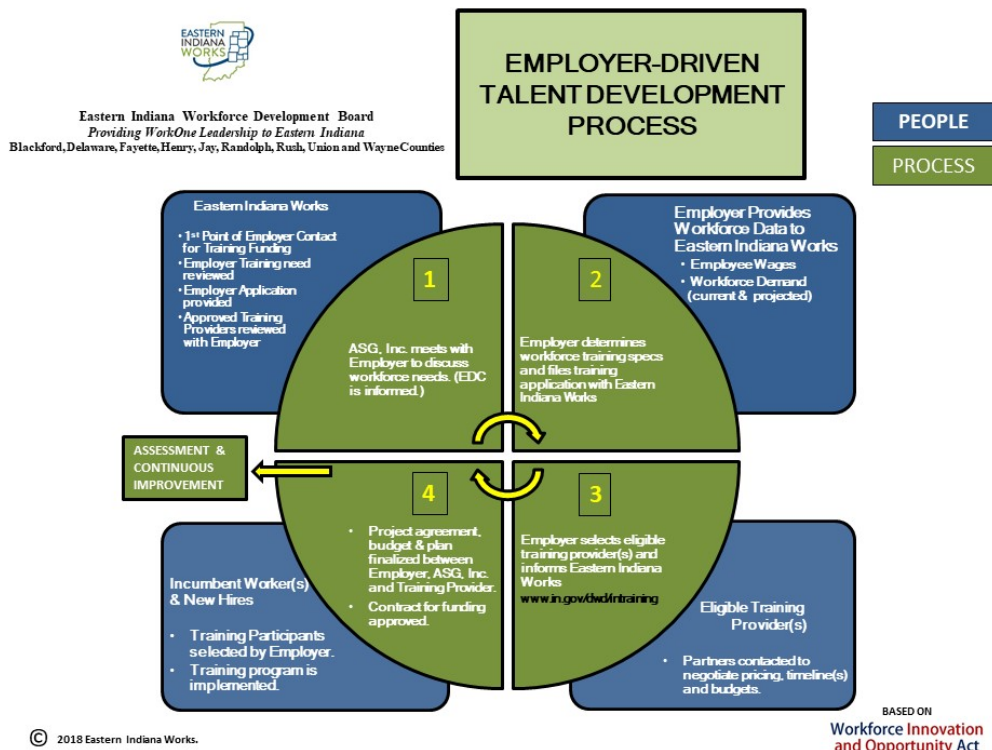
Goal 4. Maximize state and federal resources through impact-driven programs for Hoosiers. In

Indiana, there is a great deal of overlap between the populations served through our various state and federal programs focusing on either social services and/or workforce training. An interdependence of social, medical, and other support services can help Hoosiers overcome employment obstacles. To capitalize on Indiana's investments into these programs, we must include impact data in our evaluation of successful services. In addition to considering inputs (e.g., attendance and participation rates) and outputs (e.g., program completers and graduates) of these programs, we will also examine the outcomes (e.g., wages and improvement in socioeconomic status). We need to understand the return on investment we earn from each of our programs in order to ensure it is truly impacting the lives of Hoosiers.

Eastern Indiana Works aligns with Goal 4 well. For years, we have utilized performance-based contracting and programming to ensure return on investment of local, state, and federal funding. It is the practice to use limited funding to complement and supplant education and employment services. As education and employment funding opportunities are input into the region, Eastern Indiana Works may serve as the regional evaluator of success and impact of Hoosiers.

Goal 5. Foster impactful relationships between businesses, community partners, and government agencies. In order to create a more robust talent development system and advance our populous towards economic mobility, the private sector must be a partner to drive training. We need to deepen our current partnerships with engaged businesses and expand our outreach to involve more businesses. Simultaneously, Indiana must increasingly diversify its economy to ensure we keep up with the rapid pace of the global change. The first step is promoting coordinated communication of the state’s programs to all Indiana employers so no matter the size or type of business all are empowered to engage. This involves synchronization from state agencies to local regions to ensure our employers know and understand the multitude of state opportunities to engage with the talent development system. Successful business engagement must deliver value to employers, which will require our talent development programs to be more accessible and user-friendly for employers. We must also start to engage with businesses holistically, rather than focusing solely on their current needs. Our ultimate goal is to change the culture of how employers play a role and invest in their own workforce development as opposed to the government steering and telling employers what to do. Our engagement practices will shift employers from simply being the customers of the workforce system to active participants in the creation and implementation of workforce development and wraparound service solutions. Fostering and showcasing business investments in their people will highlight the mutual benefits of the talent development system for both employers and individuals.

Eastern Indiana Works continues to make strides to partner with Employers towards the implementation of innovative work and learn programs that develop talent pipelines throughout the region. The following is an info graphic of how Eastern Indiana Works (EGR6 LWDB) engages Employers to develop and implement training programs to meet their workforce needs.



Eastern Indiana Works utilizes and collaborates with the Indiana Department of Workforce Development regarding Next Level Jobs and other employer focused initiative. In 2020, Eastern Indiana Works, was certified as a Registered Apprenticeship Intermediary by the U.S. Department of Labor.

Eastern Indiana stakeholders including economic development, chamber of commerce, workforce development, secondary education, post-secondary education, and other key stakeholders are collaborating to develop and establish Eastern Indiana as a 21st Century Talent region. This effort focuses on promoting talent attraction, talent development, and talent connection to our region. Implementation of this plan works toward showing an increase in population growth, educational attainment, and raising the average weekly wages and household median income.

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

Federal performance accountability measures for WIOA are well aligned with the goals and expectations that Eastern Indiana Works (EGR6 LWDB) has for of the Eastern Indiana Workforce System, as well as those established by the Governor's Workforce Cabinet. These federal standards focus on measuring which WIOA participants obtain employment, retain employment, earn good wages, demonstrate measurable skill gains, and earn credentials. The standards also measure the effectiveness of the services provided by the WorkOne system to Employers.

The objectives of Eastern Indiana Works (EGR6 LWDB) directly reflect the federal performance accountability measures as defined by the Workforce Innovation and Opportunity Act of 2014. Ultimately, Eastern Indiana Works' (EGR6 LWDB) goal is that Clients transition expeditiously to unsubsidized employment following the completion of Employer designed and empirically assessed programs that result in Clients receiving an industry recognized certificate and/or credential and/or degree that coincide with regional Employer skills demand data.

Key strategies that will be used to work toward meeting the expectations of Eastern Indiana Works (EGR6 LWDB) include:

- Utilize real-time employer skills-demand data to continuously improve a WorkOne system that meets or surpasses the employer workforce expectations in high-wage sectors.
Align regional resources to deliver cost-effective, measurable skills enhancement services to customers and training outcomes assessments to employers.
- Develop individualized plans for education and training that lead to identified career pathways for customers that align with high-wage sector employer demands and populate talent pipelines.
- Leverage available assessment tools, educational resources, career readiness services, and work-based learning strategies to equip customers with the skills to perform tasks needed by employers.
- Provide support and encouragement to in-school and out-of-school youth to increase the holders of regional secondary school credentials and the number of successful transitions into

postsecondary education, portable technical certification, employment, or military service.

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

2.5* Describe any additional indicators used by the local board to measure performance and effectiveness of the local fiscal agent (where appropriate), contracted service providers and the one-stop delivery system in the local area. [WIOA Sec. 108 (b) (17)]

All programmatic and service endeavors negotiated outcomes and return on investment analytics provides Eastern Indiana Works (EGR6 LWDB) with the metrics to conduct cost-benefit analysis and thoroughly evaluate expenditures. All associated costs will be built into these analytics to ensure maximum levels of cost effectiveness.

Section 3: Local Area Partnerships and Investment Strategies

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

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

3.1 Taking into account the analysis in Section 1, describe the local board's strategy to work with the organizations that carry out core programs (*Core programs include: Title I Adult, Dislocated Worker, Youth Services, Title II Adult Education and Literacy, Title III Wagner-Peyser, and Title IV Vocational Rehabilitation*) to align resources in the local area, in support of the vision and goals described in Question 2.1. [WIOA Sec. 108(b)(1)(F)]

Eastern Indiana Works (EGR6 LWDB) is taking a diversified approach to achieve the vision and goals of the region. Educational Investment, outreach and community understanding of emerging career pathways are essential to the prosperity of Eastern Indiana. Eastern Indiana Works (EGR6 LWDB) is evaluating and identifying partnerships, funding, and outreach models that accelerate and achieve a region-wide, Employer-demand workforce.

Eastern Indiana Works (EGR6 LWDB) focuses on Sector and Organizational Partnerships, as they are key to align the system to the common goals. Such Partnerships require the leadership of community-based organizations, secondary education schools, adult education, civic leaders, post-secondary institutions, and business leaders to find commonality and resources to equip Job Seekers to meet current and future workforce demand. Eastern Indiana Works (EGR6 LWDB) is in continuous pursuit of collaborative grant proposals, foundational support and potential resource sharing to achieve success.

Eastern Indiana Works (EGR6 LWDB) has taken steps last year to move in the direction of stronger partnerships through additional funding opportunities. Examples of this include submitting applications for 2 federal grants that are focused on specific populations to elevate their skills and become more productive citizens of their respective communities.

- **National Health Emergency Dislocated Worker Grant (E6)** -- is a grant focused on

addressing the ongoing opioid crisis. The goals of the Opioid Disaster Recovery DWGs are to:

- Facilitate community partnerships that are central to dealing with the complex public health crisis.
 - Provide training that builds the skilled workforce in professions that could impact the causes and treatment of the opioid crisis: addiction treatment, mental health, and pain management.
 - Ensure the timely delivery of appropriate, necessary career training and support activities to dislocated workers (including displaced homemakers) , individuals temporarily or permanently laid off due to the opioid crisis, long-term unemployed individuals, and self-employed individuals who are unemployed or significantly underemployed as a result of the opioid public health emergency - including individuals in these populations who have been impacted by opioid use, to promote successful reemployment; and
 - Create temporary disaster-relief employment that addresses the unique impacts of the opioid crisis in affected communities.
- **Indiana Rural Healthcare H-1B grant (application submitted) :-** A collaborative effort of nine Local Workforce Development Boards will provide training, certification preparation assistance, including virtual tutoring, work experience, as well as supportive services to individuals over the age of 17 interested in H-1B patient-facing healthcare occupations. The program will initially focus on nursing assistants that are in short supply in our long-term health and hospital systems, particularly after COVID-19. Previous studies in Indiana suggest that this occupation, in particular, serves as an achievable entryway to broader opportunities within the larger nursing profession, such as to Licensed Practical Nurses and Registered Nurses. We will provide training to individuals among any point in this nursing assistant to nursing pathway who fits eligibility criteria. We may also assist individuals who wish to enter other related rural healthcare H-1B occupations.

While only one of these grants are currently funded, the application processes display the strong commitment of Eastern Indiana Works (EGR6 LWDB) to pursue funding that enhance programmatic offerings to the hardest-to-serve and to industry sectors with significant shortages. Indeed, this is just the beginning. Eastern Indiana Works (EGR6 LWDB) is in ongoing discussions with foundations, private entities, and other community organizations to identify and align scarce resources to achieve maximum regional results.

Educational/training investments represent one strategy that is a focus at a state and federal level regarding WIOA, but Eastern Indiana Works (EGR6 LWDB) is aligning Partnerships and resources to cultivate stronger outreach strategies to fill the jobs of tomorrow.

The perception in much of Eastern Indiana as is that our youth need to go to a four-year college and receive a bachelor's degree to be competitive in the job market. While receiving a bachelor's degree is a great goal and is important to many employers, many high-wage, high-demand jobs do not require a bachelor's degree. But, unlike the jobs of yesterday when a high school diploma would suffice, today more and more jobs are requiring technical skills in the form of industry defined certificates or licensures. Eastern Indiana Works' (EGR6 LWDB) strategy is consistent outreach in multiple platforms and outlets to ensure constituents, educators, employers, and other stakeholders understand the skills needed in the global marketplace of today and the future.

3.2* Identify the programs/partners that are included in the local workforce development system. Include, at a minimum, organizations that provide services for relevant secondary and post-secondary education programs, provision of transportation, Adult Education and Literacy, Wagner-Peyser, Trade Adjustment Assistance, Jobs for Veterans State Grant, Senior Community Service and Employment Program, Vocational Rehabilitation, Temporary Assistance for Needy Families, Supplemental Nutritional Assistance Program, and programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006. [WIOA Sec. 108 (b) (2), (10), (11), (12) & (13)]

Eastern Indiana Works (EGR6 LWDB) provides workforce development programming and services to Eastern Indiana Job Seekers and Employers for nine (9) counties which include four (4) WorkOne Offices one (1) comprehensive office and three (3) affiliate offices, various mobile outreach locations, and TeleCoaching services. These offices and sites provide varying levels of services onsite that include WIOA, Wagner-Peyser and TAA, and are co-location with workforce development Partners in all 9 counties in EGR6.

The Indiana Department of Workforce Development provides self-service Unemployment Insurance and Wagner-Peyser services through these WorkOne centers. Eastern Indiana Works (EGR6 LWDB) provides staffing for WIOA, WorkIndiana and other reemployment programs through its contracted Service Provider (Equus).

Vocational Rehabilitation, TANF, and SNAP program referrals are provided by Eastern Indiana Works (EGR6 LWDB) in all 9 EGR6 counties. Vocational Rehabilitation counselors are present in 2 of 4 Eastern Indiana Works (EGR6 LWDB)/WorkOne offices at least once a week or more to meet with their clients.

In PY16, Eastern Indiana Works (EGR6 LWDB) began itinerating reemployment service models to community organizations. Eastern Indiana Works (EGR6 LWDB) will identify those locations as mobile outreach sites. Eastern Indiana Works (EGR6 LWDB) has implemented a fluid system that meets customers where they are most comfortable. Adult Education is provided through mobile outreach services to educational partners in Eastern Indiana Works (EGR6 LWDB)/ WorkOne offices for their Adult Education classes.

Community Based Organizations are best suited to understanding their community and helping jobseekers address the barriers they may be facing. Eastern Indiana Works (EGR6 LWDB)/WorkOne system serves as a great convener of community leaders to eliminate barriers to employment and match Job Seeker skills with employer demand.

Eastern Indiana Works (EGR6 LWDB) is continuously searching for co-location service delivery sites with a diverse group of community organizations that includes but is not limited to libraries, jails, non-profits, and community centers.

TeleCoach services became available in January 2020. Services can be accessed from anywhere via phone or video conferencing. Most physical office services are available through this mode of

delivery which include, but not limited to, resume assistance, interviewing preparation, career planning, and much more.

The EGR6 **Career and Technical Education** sites are as follows:

New Castle Career Center - 801 Parkview Drive, New Castle, IN 47362
Serves New Castle, Blue River Valley, South Henry, C.A. Beard, Union, Nettle Creek

Muncie Area Career Center – 4301 S. Cowan Rd., Muncie, IN 47302
Serves Muncie, Delaware, Liberty-Perry, Yorktown, Randolph Central, Wes-Del, Daleville, Randolph Eastern, Monroe Central

Whitewater Career Center - 1300 Spartan Drive, Connersville, IN 47331
Serves Fayette County, Rushville, Union County, Western Wayne

Richmond Area Career Center - 380 Hub Etchison Parkway, Richmond, IN 47371
Serves Richmond, Northeastern Wayne, Randolph Southern

Area 18 CTE Cooperative - #1 Tiger Trail, Bluffton, IN 46714
Serves Blackford County, Jay County, Bluffton High School

The EGR6 **Vocational Rehabilitation** offices are located as follows:

Area 11 Vocational Rehabilitation Services which is co-located in the Delaware WorkOne – Counties: Adams, Blackford, Delaware, Henry, Jay, Randolph
201 E. Charles Street, Suite 130, Muncie, IN 47305-2434

Area 23 Vocational Rehabilitation Services – Counties: Fayette, Rush, Union & Wayne
52 South 2nd Street, Richmond, IN 47374-4212

Vocational Rehabilitation counselors meet with their clients on an outreach basis in the WorkOne offices located in Fayette and Rush counties.

The Eastern Indiana Works (EGR6 LWDB)/WorkOne offices and mobile sites can be found at: <https://easternindianaworks.org/locations> . In addition, scheduling with a TeleCoach is also available at this weblink.

<p>3.3* Describe efforts to work with each partner identified in 3.2 to support alignment of service provision and avoid duplication of services to contribute to the achievement of the GWC’s goals and strategies. [WIOA Sec. 108 (b) (2), (10), (11), (12) & (13)]</p>
--

Eastern Indiana Works (EGR6 LWDB) is working on Memorandums of Understanding (MOUs) with key workforce development Partners. As MOUs are developed, service provision is the key element of focus to ensure the avoidance of the duplication of services.

As discussed in sections 2.6 and 3.2, mobile outreach sites and TeleCoach will be developed and a key component of the partnership is to leverage the strengths of each partner to build a safety net of support for the Job Seekers that are served by multiple Partners. Eastern Indiana Works (EGR6 LWDB) remains committed to utilize funding as efficiently as possible.

Currently, Vocational Rehabilitation Counselors are present in 2 of our 4 WorkOne Centers at least once a week or more to meet with their clients. Adult Education is co-enrolled through WorkOne mobile outreach to their Adult Education classes.

The following organizations have a Memorandum of Understanding (MOU) with Eastern Indiana Works (EGR6 LWDB):

- Indiana Department of Workforce Development (Wagner-Peyser Act Programs, Trade Act Programs, Title 38 Veteran's Programs, Unemployment Compensation Programs, Migrant and Seasonal Farm Workers Programs)
- Indiana Family Social Services Administration (Rehabilitation Act Programs, Senior Community Service Employment Programs)
- Goodwill of Central Indiana, Inc. (Senior Community Service Employment Programs)
- Community and Family Services, Inc. (Senior Community Service Employment Programs)
- National Able Network (Senior Community Service Employment Programs)
- Region 6 Adult Education Consortium (Richmond, Whitewater, New Castle, John Jay, and Muncie Adult Education)
- Ivy Tech Community College (Carl Perkins Post-secondary Vocational Educational Programs)
- Proteus, Inc. (National Farmworker Jobs Program)

Additionally, Eastern Indiana Works (EGR6 LWDB) has additional MOU's in place with Partners that support the mission and vision of the region.

3.4 Identify how the local board will carry out a review of local applications submitted under WIOA Title II Adult Education and Literacy, consistent with the local plan and state provided criteria. See the [Multi-Year Adult Education Competitive Grant Application \(Request for Application\)](#). [WIOA Sec. 108 (b) (13)].

Eastern Indiana Works (EGR6 LWDB) has implemented a process to review local applications submitted under WIOA Title II Adult Education and Literacy that is in full compliance with the Policy and Regulatory Oversight of the Indiana Department of Workforce Development.

At least three (3) Staff to the Board Members will independently review and score applications. Scores will be reviewed and discussed by the participating Staff to the Board Members in a confidential setting. Decisions will be finalized, and the results will be communicated in writing to the

Indiana Department of Workforce Development.

Documentation of this process will be on file at the office of Eastern Indiana Works (EGR6 LWDB).

3.5* Describe how the local boards are partnering with economic development and promoting entrepreneurial skills training and microenterprise services. [WIOA Sec. 108 (b) (5)]

EGR6 has the following business incubators that also provide Microenterprise Services:

CO: LAB - Muncie

Innovation Connector - Muncie

MADJAX – Muncie

The Innovation Center - Richmond

The CO: LAB (Muncie) is a collaborative coworking space for entrepreneurs, independent professionals, freelancers, and startup businesses with two locations in downtown Muncie. It offers a community work environment designed to bring members together to share expertise, facilitate networking and grow professional relationships, as well as a place to work independently and free from life’s daily distractions. The CO: LAB is a program of MADJAX.

The Innovation Connector (Muncie) exists to help new entrepreneurs transform unique business concepts into reality. Its mission is to support and accelerate the creation of successful technology based and emerging companies to improve the economy of Muncie and Eastern Indiana. The guiding principles explain the benefits the incubator, which include providing expertise through advisors, leveraging community partnerships and resources, conduct fair and ethical business, and share knowledge between new and existing businesses.

The Innovation Center (Richmond) offers resources and space for new and emerging entrepreneurs to share resources, knowledge, and talent to grow and develop new business concepts that result in opportunities to increase prosperity.

MADJAX (Muncie) is a center for innovation and design; it brings together makers of all kinds converting the energy of ideas, power of problem solving and grit of making into entrepreneurship.

While this is a new arena for most workforce development boards, it is a topic that is at the heart of the Workforce Innovation and Opportunities Act. As the next few years unfold, more information and models will emerge from these pioneering programs in the two largest cities in the Eastern Indiana Works (EGR6 LWDB) service delivery area.

Eastern Indiana Works (EGR6 LWDB) participates with Local Economic Development Officers on new ventures, site selection, and monthly/quarterly meetings to strategize regionally. As discussed earlier, Eastern Indiana Works (EGR6 LWDB) will continue to develop additional relationships with employers and educational and labor stakeholders. As new work and learn initiatives emerge from meetings with employers, Eastern Indiana Works (EGR6 LWDB) collaborates with post-secondary institutions, labor organizations, local economic officers, and other stakeholders who are committed to facilitating

economic growth in the communities where they live and serve.

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

Eastern Indiana Works (EGR6 LWDB) has a strong regional network of Business Partners that serves as a catalyst for Out-of-School Youth work and learn opportunities. The Business Services Representatives of Eastern Indiana Works (EGR6 LWDB) is led by its Employer Engagement Team and connects Businesses with Out-of-School Youth for work experiences and on-the-job training opportunities. Out-of-School Work Experience Program is the most popular program among EGR6 Employers because it meets Employer hiring needs, mitigates Employer hiring risks and provides an invaluable on-the-job assessment tool with which Employers can evaluate new talent, while providing valuable work experience to Out-of-School Youth who develop technical and soft skills in the workplace.

Eastern Indiana Works (EGR6 LWDB) assists its regional Adult Education Consortia Partners with employment as needed. Eastern Indiana Works' (EGR6 LWDB) Talent Development Specialists assist the Adult Education Students in moving forward in further development of their skills to become more employable within the region based on employer needs.

The Eastern Indiana Works' (EGR6 LWDB) Employer Engagement Team has developed a strong working relationship with employers throughout EGR6. A strong relationship has been built and with these following employers (not all inclusive): Ardagh Group, Ball State University, Reid Health, IU Ball Memorial Hospital, Magna Powertrain, Delaware Dynamics, Navient, Ardagh, St. Vincent Hospital, Astral Industries, FCC, Tyson, Motherson Sumi Systems, Priority Plastics, Petoskey Plastics, 3M Company, TS Tech, MPG, Boars Head, Stant, Howden, Keenor, Trane, SugarCreek, DOT Foods, Belden Corp., TEDCO, Primex Plastics, Suncall America, and NSK Corporation.

Through these partnerships the Employer Engagement Team supports the transition to employment of Adult Education Students with potential internships, OJT, Work Experiences, and job placement.

3.7 Based on the analysis described in Section 1.1-1.3, describe plans to focus efforts and resources on serving priority of service populations in the local area, including how this will be managed. Include any other priority populations the local area will focus on.

The Eastern Indiana Works (EGR6 LWDB) plan for serving priority of service populations focuses efforts on a data-driven development process of programming and funding strategies to serve all populations in this category. As was mentioned in section 3.1, Eastern Indiana Works (EGR6 LWDB) has applied for grants that align with priority of service. As Eastern Indiana Works (EGR6 LWDB) launches into PY20 and beyond, Eastern Indiana is dedicated to ensuring that in sector demand pipelines are closely monitored to ensure that current and future Employers are connected to Job Seekers who possess the skill sets that will allow them to compete in a global marketplace.

Eastern Indiana Works (EGR6 LWDB) serves ex-offenders, single parents, youth who are

pregnant/parenting, basic skills deficient, homeless, foster system participants, the physically and mentally disabled/challenged, low income/poverty, and public assistance recipients. Eastern Indiana Works (EGR6 LWDB) is constantly evaluating the needs of the region and addressing populations in need of community support and workforce services.

Services to Adults that meet a priority of service category and, who are most in need of such opportunities, regardless of funding levels are of the utmost importance to Eastern Indiana Works (EGR6 LWDB). Indiana Department of Workforce Development Policy indicates that at least 50% of Adult enrollments must meet one of the categories defining the individual as meeting priority of service. Eastern Indiana Works (EGR6 LWDB) Personnel track the percent of Adults that are enrolled that meet a priority of service. Operations Staff review the data on a monthly basis to ensure this priority of service level is being met.

Veterans continue to receive priority of service in all DOL funded training programs. EGR6 has one Disabled Veterans Outreach Program (DVOP) staff. This DVOP has a rotating schedule in the 9-county region and facilitates an annual Veteran's Resource Fair in Wayne County where Veterans come from Ohio and Indiana to meet with Employers and partner organizations.

E6 is our grant focused program addressing the ongoing opioid crisis. The goals of the Opioid Disaster Recovery DWGs are to:

- Facilitate community partnerships that are central to dealing with the complex public health crisis.
- Provide training that builds the skilled workforce in professions that could impact the causes and treatment of the opioid crisis: addiction treatment, mental health, and pain management.
- Ensure the timely delivery of appropriate, necessary career, training and support activities to dislocated workers (including displaced homemakers), individuals temporarily or permanently laid off due to the opioid crisis, long-term unemployed individuals, and self-employed individuals who are unemployed or significantly underemployed as a result of the opioid public health emergency - including individuals in these populations who have been impacted by opioid use, to promote successful reemployment; and
- Create temporary disaster-relief employment that addresses the unique impacts of the opioid crisis in affected communities.

In January of 2017, Eastern Indiana Works (EGR6 LWDB) implemented Mobile outreach sites with dedicated staff working with key organizations in Eastern Indiana communities. Eastern Indiana Works (EGR6 LWDB) works specifically with community corrections to bring staff to offender populations that are in good standing and making significant positive changes in their lives.

Eastern Indiana Works (EGR6 LWDB) also works with community organizations and clubs such as Lions Clubs, VFW Posts, Boy and Girls Clubs, community action agencies, Head Start, ICAP, Open Door, Second Harvest, American Legions, Children's Bureau, Freedom House, Journey Home, Hope Pregnancy Center, Meridian Services, First Steps, Centerstone, Groups, Muncie Mission, EcoRehab, etc. These organizations will allow Eastern Indiana Works (EGR6 LWDB) to coordinate the meeting of workforce needs to participants, while providing services to them where it is most convenient for them to participate. Eastern Indiana Works (EGR6 LWDB) has assigned each Mobile Outreach to a

multi-county area. They will provide a majority of the services, and as appropriate, coordinate larger efforts that require additional staff and resources. This is a model that has been utilized in other regions in Indiana and nationally. The Eastern Indiana Works (EGR6 LWDB) model provides consistent service flow to the hardest to reach Clients in EGR6 who need solutions to the barriers preventing them from participating actively in the workforce.

3.8* Based on the analysis described Section 1, identify up to three industries where a sector partnership is currently being convened in the local area or where there will be an attempt to convene a sector partnership and the timeframe. Describe how you will be partnering to achieve defined goals.

Eastern Indiana focuses on maintains a focus on additive and advance manufacturing and the healthcare sectors. Eastern Indiana is working with many collaborations that are focused on these two, as well as broader economic talent attraction partnerships. Blackford, Jay and Adams Counties are working with the John Jay Center to collaborate on manufacturing needs in the collaborative. Eastern Indiana Works has joined the effort and will support this endeavor.

Additionally, Eastern Indiana Works is participating in the 21 Century Talent region initiative with numerous economic development, education providers, community leaders and other stakeholders to align regional assets and resources to target key industry and community needs. We also participate in the Sustainable Muncie initiative Future of Work; support the Muncie Action Plan; and the Rush County economic development strategic plan.

Eastern Indiana Works continue to be a contributor to the regional efforts for livability and economic growth through local collaboration and initiatives. For example, the Muncie Action Plan is in its third iteration and we will continue to support, inform, and assist the community in forging a path forward.

Lastly, we work and support East Central Indiana Regional Partnership which coordinates with each of the local economic development corporations to attract and market regional assets and opportunities to grow key wealth sectors.

3.9 A-D

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

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

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

Eastern Indiana Works (EGR6 LWDB) is focused on models and strategies that ensure the continuous improvement of a demand-driven system. Eastern Indiana Works (EGR6 LWDB) provides solution-based programming like incumbent worker training programs, on-the-job training programs, work-based learning programs, apprenticeship models, work experience and customized training programs.

Growing demand for talent in the Advanced Manufacturing and Healthcare sectors are examples that highlight the skills gap employers continue to face when filling open positions. EGR6 has “tech-enabled” manufacturing and healthcare companies like Magna Powertrain, Reid Hospital & Health Care Services, Magna Machine and Tool Company, IU Health, and Richmond Power & Light. Below are highlights of these employers and how they embody what many of the employers of our region face with the need for a technically oriented workforce.

The health care industry has been and will continue to be an ever-advancing sector in America. With a growing population of baby boomers, this industry cluster will continue to show growth for years to come. Reid Hospital and Health Care Service includes a 233-bed hospital on our main campus and numerous satellite locations in the region of Eastern Indiana and Western Ohio. Reid’s service area is home to about 260,000 people in seven counties, with extended service area of 10 counties and over 1 million residents in east central and Ohio. They are accredited by the Healthcare Facilities Accreditation Program (HFAP), the Indiana State Department of Health, Medicare/Medicaid, American Association of Blood Banks, and the American College of Surgeons Community Cancer Program. Reid currently employs nearly 2,800 people and benefits from the services of 400 community volunteers. The medical staff includes over 280 members, over 200 physicians, 88.5% percent of whom are board certified and represent nearly 40 specialties and sub-specialties. While they are a community-centered hospital, Reid is also known as a regional referral center, equipped with the latest technology and sophisticated healthcare services.

Advanced Manufacturing continues to be a Midwest staple for jobs. While the landscape of this industry continues to evolve, it is still a strong industry that is continuing to morph to meet the global needs of its customers. We have a number of employers that support this and other initiatives in East Central Indiana. Magna Powertrain is a leading global automotive supplier with 340 manufacturing operations and 93 product development, engineering, and sales centers in 28 countries. Magna has over 172,000 employees focused on delivering superior value to customers through innovative and world-class manufacturing

<p>B. Support a local workforce development system described in 3.2 that meets the needs of businesses.</p>
--

Eastern Indiana Works’ (EGR6 LWDB) partnerships showcase EGR6 as a great community to live, work, raise a family, flourish, and contribute to continuing to make this country the best in the world.

A primary strategy of Eastern Indiana Works (EGR6 LWDB) has been Employer Engagement. Through networking, sacrificial service and relationship building, Eastern Indiana Works (EGR6 LWDB) is aligning career awareness, develop career blueprints, and cultivating a talent pipeline for

the key sectors of EGR6.

By serving as the ‘boots-on-the-ground’ information gathering operation, Eastern Indiana Works’ (EGR6 LWDB) Employer Engagement Team is the key to ensuring the coordination of Employer demand and Job Seeker services. The labor intelligence that is obtained is regularly conveyed to Eastern Indiana Works’ (EGR6 LWDB) talent development specialists to ensure they have the information to properly coach, assess, and guide Clients into occupational skills training, on-the-job training opportunities, and other work-and learn options.

Eastern Indiana Works’ (EGR6 LWDB) career and technical education partners include Muncie Area Career Center, New Castle Career Center, Whitewater Technical Career Center, Richmond Community Schools, and John Jay Center for Learning. Participation in the EGR6 area career centers is key for many of our high school juniors and seniors to guide them in making good career choices, developing basic work skills, develop entry level technical occupational skills, and navigation in the industry cluster of their choice. Whether students choose to go directly from high school to college, work, the military, an apprenticeship, or any combination of these, they will gain the experience to make informed career decisions and by completing their secondary education are gaining post-secondary skills and knowledge needed to be successful needed to navigate and work up their career ladder.

<p>C. Better coordinate workforce development programs with economic development partners and programs.</p>
--

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

Eastern Indiana Works (EGR6 LWDB) has built strong relationships with its local economic development organization and Area Career Centers that work very closely with Eastern Indiana Works (EGR6 LWDB). Together, the economic development organizations of EGR6 and Eastern Indiana Works (EGR6 LWDB) engage Employers to ensure that the youth and adults of our local towns and cities are building a talent pipeline for the near future and years to come. The economic development partners and supporters include New Castle-Henry County Economic Development Corporation, Blackford County Economic Development Corporation, Rush County Economic Development Corporation, Fayette County Economic Development Corporation, Muncie –Delaware County Economic Development Alliance, Randolph County Economic Development Corporation, Jay County Economic Development Corporation, Eastern Indiana Regional Planning Commission, and the EDC of Wayne County Indiana.

The Executive Team at Eastern Indiana Works (EGR6 LWDB) participates and in many cases

coordinates Employer expansion and attraction projects. Coordinated services and funding models are the focus of discussions during these meetings to ensure that Employer demand is being met. These endeavors typically involve LEDO's, IEDC, as well as training and labor organizations as appropriate.

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

Eastern Indiana Works guides and develops Reemployment Services (RESEA) programming, Trade Adjustment (TAA), and Rapid Response activities. Each of these three programs are woven into our other programs and delivery models to minimize the individual impact and maximize personal opportunity to reengage in our local workforce.

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

Eastern Indiana Works (EGR6 LWDB) anticipates that up to 20% of its funding will be utilized for training annually. Considering the number of low income and single parent household in the region, participants can leverage other federal aid such as Pell grants and Next Level Jobs to obtain occupational skills training. While Pell, Next Level Jobs, and other community resources are helpful, many of the participants still have a financial shortfall that without the assistance of WIOA would not have the opportunity to access the technical skills training needed for the in-demand occupations of today and tomorrow. Eastern Indiana Works (EGR6 LWDB) ensures that all WIOA eligible clients have the opportunity to leverage and utilize training services as appropriate and prudent.

3.11 If the local board is currently leveraging funding outside of WIOA Title I funding and state general funds to support the local workforce development system, briefly describe the funding and how it will impact the local system. Break down the description by adult, dislocated worker and youth. If the local board does not currently have oversight of additional funding, describe any plans to pursue it.

Eastern Indiana Works (EGR6 LWDB) is in continuous pursuit of additional funding to support the local workforce development system. Eastern Indiana Works (EGR6 LWDB) has applied for several grants in 2019-20 and will continue to seek opportunities from foundations, private entities, and other community resources that are available to serve the best workforce interests of EGR6.

In March 2020, Eastern Indiana Works (EGR6 LWDB) received Rapid Response, Cares Act, and National Dislocated Worker Emergency Grant funding. Since then, Eastern Indiana Works (EGR6 LWDB) has not received any other additional funding to support the local workforce system. Eastern Indiana Works (EGR6 LWDB) is seeking to leverage local resources such as grants, in-kind space, and facilities to support the mission and the Mobile Outreach Model.

3.12 Optional: Describe any collaboration with organizations or groups outside of your local area, interstate or intrastate, and what outcomes you plan to achieve as a result of the collaboration.

Eastern Indiana Works (EGR6 LWDB) networks continuously for collaborative partnerships with organizations and groups outside of EGR6. Eastern Indiana Works (EGR6 LWDB) has partnered with most of the other Indiana Workforce Development Boards. This has occurred through participation in Indiana Workforce Board Association, The Rural Healthcare H1B submission, and the National Healthcare Emergency Grant participation. Eastern Indiana Works (EGR6 LWDB) remains open to partnering with other regions in Indiana, as well as organizations in Ohio.

Section 4: Program Design and Evaluation

Please answer the following questions of Section 4 in 15 pages or less. Many of the responses below, such as career pathways and individual training accounts, should be based on strategic discussions with the local board and partners. **Questions that require collaborative answers for regions 5 & 12 are designated with an *.**

4.1 Describe how the local board, working with the entities carrying out core programs (*Core programs include: Title I Adult, Dislocated Worker, Youth Services, Title II Adult Education and Literacy, Title III Wagner-Peyser, and Title IV Vocational Rehabilitation*), will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment and out of school youth. Include referral processes with one stop partners. [WIOA Sec. 108 (b) (3)]

Eastern Indiana Works (EGR6 LWDB) has great rapport with the Indiana Department of Workforce Development leadership and staff that serve Eastern Indiana. As staff identifies client's needs for intensive coaching and skill training, they are introduced and transitioned to intensive services.

In PY16, Eastern Indiana Works (EGR6 LWDB) began piloting itinerate reemployment service models to community organizations. Eastern Indiana Works (EGR6 LWDB) is assessing locations to identify as Mobile Outreach sites. Eastern Indiana Works (EGR6 LWDB) understands that the EGR6 workforce system must be fluid to meet customers where they are most comfortable and have an understood trust built. The community-based organizations of EGR6 are best positioned to understanding their community and helping Job Seekers address the barriers they may be facing.

In 2020, Eastern Indiana Works (EGR6 LWDB) launched TeleCoach services to complement the Mobile Outreach Model. This method of service delivery provides clients and partners access to career coaches in any community big or small.

Eastern Indiana Works (EGR6 LWDB)/WorkOne is perfectly positioned to equip Job Seekers with the skills that meet Employer demand. Eastern Indiana Works (EGR6 LWDB) anticipates that sites will be developed with a diverse group of community organizations from neighborhood associations, libraries, jails, youth clubs and organizations, and community centers.

Eastern Indiana Works (EGR6 LWDB)/WorkOne has a referral process with adult basic education that can be replicated to other organization service models that will eliminate the duplication of services and increase efficiencies by lessening variations in delivery structures in the system. This system ensures seamless access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment.

Eastern Indiana Works (EGR6 LWDB) and its core program partners will:

- identify their customers' barriers and effective methods for removing these barriers, to coordinate, align and avoid duplication among the workforce development system's programs and activities.
- develop strategies to provide career pathways to provide individuals, including low-skilled adults, young adult, and individuals with employment barriers (e.g., disabilities), with

workforce investment activities, education, and supportive services that lead to employment and employment retention.

- develop strategies to support staff training, professional development, and awareness across the workforce development system's programs.
- develop a one-stop system that aligns all efforts, initiatives, programs, and funding around high-demand and high wage industries and industry clusters.
- strengthen veterans' services (and the priority of such services) and align them with its partners' programs and services.
- strengthen and expand partnerships with economic development, vocational rehabilitation, adult education, career and technical education, Temporary Assistance for Needy Families, and other core and partner programs.
- collaborates more closely with local community organizations, to expand services and eliminate duplication; enable economic, education, and workforce partners to build a skilled workforce, by innovating and aligning employment, training, and education programs.

4.2 Describe how the local board will facilitate and develop career pathways and utilize co-enrollment, as appropriate, in core programs, and improve access to activities leading to a recognized post-secondary credential, including a credential that is an industry-recognized certificate. <https://www.in.gov/gwc/2445.htm> [WIOA Sec. 108 (b) (3)]

Eastern Indiana Works (EGR6 LWDB)/WorkOne has a great history of integration and coordination of service for its clients in order to provide them with the highest levels of service to expeditiously connect them with exemplary employment opportunities. A core value of Eastern Indiana Works (EGR6 LWDB)/WorkOne is to ensure that resources are efficiently used to maximize the customer satisfaction and employment outcomes for anyone seeking services.

Examples of how Eastern Indiana Works (EGR6 LWDB) uses co-enrollment can be demonstrated with most Wagner-Peyser and Trade Adjustment Assistance. All these programs can leverage the core services of Wagner-Peyser and WIOA to ensure clients have access to basic services and workshops such as resume, interviewing and networking for their next great job. At the heart of core services is the ability to inform and educate jobseekers of the available opportunities and the key to unlocking the hidden job market.

Eastern Indiana Works (EGR6 LWDB) will facilitate, as appropriate, the development of career pathways and co-enrollment in core programs: In accordance with the contracts and/or MOUs, Eastern Indiana Works (EGR6 LWDB) will execute, core program services will be available to all customers (e.g., adults, dislocated workers, young adult, veterans, individuals with disabilities, ex-offenders, public assistance recipients, and the general public) at each of the Eastern Indiana Works (EGR6 LWDB)/WorkOne offices. The Eastern Indiana Works (EGR6 LWDB)/WorkOne offices will encourage co-enrollment and career pathways as the centers' staff members and their customers complete the comprehensive assessments/structured interview guides. As this assessment is completed, the staff member and customer will review and evaluate his/her

academic and basic skills levels, basic occupational skills, prior work experience, employability, interests, aptitudes, supportive service needs, and workforce development needs to identify his/her appropriate services and career pathways.

Service strategies are developed for each customer who is enrolled in a WIOA activity. These strategies are directly linked to one or more of the WIOA performance indicators and identify career pathways that include education and employment goals, appropriate achievement objectives, and appropriate services based on the customer's assessment. The use of Mobile Outreach and TeleCoach service also strengthen the boards commitment to link partner and community programs for holistic services and solutions.

4.3 A-E Describe the one-stop delivery system in the local area as required by WIOA Sec. 121(e). See below subparts for specific areas that must be addressed. [WIOA Sec. 108 (b) (6) (A-D)] (4.3 D is a collaborative answer for Regions 5 & 12).

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

Eastern Indiana Works (EGR6 LWDB) pursues the seamless delivery of all programs through exemplary leadership, an integrated service structure and modules, and knowledgeable, well-equipped employees. A strong focus on continued education and professional development ensures the awareness, understanding and ability to implement all programs available through the Eastern Indiana Works (EGR6 LWDB)/WorkOne system, including self-serve unemployment insurance, Trade Act, Title 38 Veterans' Programs (LVER, DVOP), Worker Profiling and Reemployment Services (WPRS), and Reemployment Services and Eligibility Assessments (RESEA). Customers entering an Eastern Indiana Works (EGR6 LWDB)/WorkOne office are never aware of "who" is serving them, but are greeted by a knowledgeable, cross-functional staff member ready to assist them with their needs.

Eastern Indiana Works (EGR6 LWDB) has hired an Executive Team to serve as Staff-to-the-Board and contracts with a One-Stop Operator (Equus Workforce Solutions) and a Service Provider (Equus Workforce Solutions). Functional management of Indiana Department of Workforce Development staff is utilized in the operation of Eastern Indiana Works (EGR6 LWDB)/WorkOne and the services provided. Supervisors direct the actions of these staff from different organizations but do not have responsibility for hiring, time reporting, payroll, formal work improvement actions and disciplinary actions.

Eastern Indiana Works (EGR6 LWDB) is evaluating customized testing, training, assessments and certifications in workforce development competencies. Eastern Indiana Works (EGR6 LWDB) will identify training that will map credential competencies to staff job descriptions and then conduct customized assessments of staff through online testing. After staff assessments are complete, Eastern Indiana Works (EGR6 LWDB) will receive an analysis of the data and a training plan for all staff. The objective is to ensure that training courses are developed in modular format and can easily

be modified to meet specific job requirements. Training may be delivered in traditional classroom settings or through online courses. Two to four hours per week will be set aside for staff development to ensure changes are discussed, all programs are updated, and in- person training may take place on policies and key issues relating to customer service. The goal is to ensure that staff are cross-functional subject matter experts in their craft.

Eastern Indiana Works (EGR6 LWDB) is also implementing initiatives that lead to cross-organizational committees of one- stop partners, that improve and update local policies and procedures. When approved by Eastern Indiana Works (EGR6 LWDB), the policies and procedures are disseminated to staff throughout EGR6.

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

In PY16, Eastern Indiana Works (EGR6 LWDB) began piloting mobile reemployment service models to community organizations. Eastern Indiana Works (EGR6 LWDB) identified strategic locations as Mobile Outreach sites. Eastern Indiana Works (EGR6 LWDB) understands the importance of fluidity in meeting customers where they are most comfortable and have an understood trust built. The EGR6 community-based organizations are best positioned to understand their community in order to assist Job Seekers in addressing the barriers they may be facing. Eastern Indiana Works (EGR6 LWDB)/WorkOne is best positioned to connect Job Seeker skills development with Employer skills demand. It is anticipated that sites will be developed with a diverse group of community organizations from libraries, youth clubs and organizations, jails, community corrections offices, ICAP offices, and community centers to name just a few. Eastern Indiana Works (EGR6 LWDB)/WorkOne utilizes a referral process with adult basic education that can be replicated to other organization service models and lessen the variations in delivery structure in the system.

Additionally, Eastern Indiana Works (EGR6 LWDB) implemented TeleCoach services in January 2020. In 2016, Eastern Indiana Works (EGR6 LWDB) was interested in how case management system nationally was evaluating how to bring information and services to even more clients that are severely under-employed in our remote areas (both rural and highly congested urban areas). Eastern Indiana Works (EGR6 LWDB) explored options and the ability to provide web-based services through webinars, smart phones and other smart devices that continue to blanket Indiana, and its most remote locations for internet and cellular service. We have utilized phone and tele-conference software to bring access of career coaches to the homes of most in the region. Utilizing the library system and other community organizations, Eastern Indiana Works (EGR6 LWDB) will organize and develop a more robust network of access over the next 4 years.

C. Describe how entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. [See WIOA Sec. 108 (b) (6) (C), 29 CFR 38 and DWD Policy 2016-09]

Eastern Indiana Works (EGR6 LWDB) ensures an understanding of and compliance with the EO operational policies, practices, and procedures. Eastern Indiana Works (EGR6 LWDB) ensures EO training events (e.g., the Equal Employment Opportunity Commission’s Compliance Training and Diversity Training) attended by the foregoing entities.

- The Eastern Indiana Works’ (EGR6 LWDB) EO Officer will attend EO training that the local area, state or federal agencies provide.
- The One-Stop Operator and EO officer will periodically evaluate each of its Eastern Indiana Works (EGR6 LWDB)/WorkOne offices to determine whether their current facilities, programs, services, materials, communication systems, technology, and agency employment practices comply with federal physical and programmatic accessibility standards.
- An array of EO informational materials is provided to the Eastern Indiana Works (EGR6 LWDB)/WorkOne offices by DWD, which include the appropriate language and images to promote universal access and equal opportunity for all individuals with disabilities. Eastern Indiana Works (EGR6 LWDB)/WorkOne offices provide a variety of brochures to explain and promote the services offered through the WIOA programs, and each will contain the type of information and images that will promote universal access.
- All Eastern Indiana Works (EGR6 LWDB)/WorkOne offices are surveyed using a checklist to determine compliance with the ADA, as required by DWD. Modifications for accessibility will be made if it is determined that a more efficient or accessible arrangement would best serve those with disabilities. Those who seek services within an Eastern Indiana Works (EGR6 LWDB)/WorkOne office are asked if they have a disability as part of the application/intake process. It is explained that they are not required to disclose a disability but if accommodation is needed, we need to be aware and that such disclosure is confidential.
- If appropriate, a referral is made to Vocational Rehabilitation (VR). Eastern Indiana Works (EGR6 LWDB) will enhance its relationship with the local Vocational Rehabilitation team. Eastern Indiana Works (EGR6 LWDB)/WorkOne staff will routinely make and receive referrals from vocational rehabilitation counselors who offer testing, assessment, case management and other wrap-around services that align with the services that the Eastern Indiana Works (EGR6 LWDB)/WorkOne offices provide.
- Training for Eastern Indiana Works (EGR6 LWDB)/WorkOne staff regarding how to best serve those with disabilities is an on-going process, and we rely on DWD to assist with this. We will seek opportunities to provide staff with the latest and most relevant training related to providing quality services to people with disabilities.
- In addition to the ensuring staff that programming is understood and is aware of serving those with disabilities, Eastern Indiana Works (EGR6 LWDB) ensures that the adaptive technology is available and in proper working order for clients to utilize the job search tools and internet to land their next great job.

D.* Describe the roles and resource contributions of the one-stop partners agreed to per DWD Policy 2018-04 Memoranda of Understanding and Infrastructure/Additional Costs Funding Guidance. [WIOA Sec. 108 (b) (6) (D)]

Eastern Indiana Works has coordinated and executed, with each of the required entities, cooperative agreements or memorandums of understanding defining how all local service providers access to the entire set of services that are available in the one-stop system. Cooperative agreements and memorandums of understanding are available upon request. The following list provides the partner program and the entity that represents that program in EGR6:

Partner Program	Partner Entity
WIOA Adult/Dislocated Worker	Eastern Indiana Works
Adult Education & Learning	Jay School Corporation
Adult Education & Learning	Muncie Community Schools
Adult Education & Learning	Richmond Community Schools
Adult Education & Learning	New Castle Community Schools
Adult Education & Learning	Fayette Community Schools
Hoosier Initiative for Re-entry	Indiana Department of Workforce Development
WIOA In School Youth	Eastern Indiana Works
WIOA Out of School Youth	Eastern Indiana Works
National Farmworker Jobs Program	Proteus, Inc.
Career and Technical Education (Carl Perkins Act)	Ivy Tech Community College
Senior Community Service Employment Program (SCSEP)	Goodwill
Senior Community Service Employment Program (SCSEP)	Community & Family Services, Inc.
Senior Community Service Employment Program (SCSEP)	National Able Network
Supplemental Nutrition Assistance Program (SNAP) & Temporary Assistance for Needy Families (TANF)	Family and Social Services Administration
Trade Adjustment Assistance (TAA)	Eastern Indiana Works
Unemployment Insurance Compensation	Indiana Department of Workforce Development
Veteran's Employment Services	Eastern Indiana Works
Vocational Rehabilitation	Family and Social Services Administration
Wagner Peyser	Indiana Department of Workforce Development

E. Describe how one-stop centers are implementing and transitioning to an integrated technology enabled intake and case management information system for core programs and programs carried out by one-stop partners. [WIOA Sec. 108 (b) (21)]

Eastern Indiana Works (EGR6 LWDB) is working collaboratively with the Indiana Department of Workforce Development to ensure the smooth transition of systemic changes and seamless exchange of information/data in the current case management system, as well as the State pilot of a Virtual Services System. Additionally, as discussed in early sections, Eastern Indiana Works (EGR6 LWDB) has a TeleCoach model that utilizes Microsoft Booking and multiple teleconference platforms (including a phone in option). Most services are available through the TeleCoach model with teleconference capabilities. In the case of clients with limited access, Eastern Indiana Works (EGR6

LWDB) has piloted TeleCoach kiosks in 3 libraries across the region. Eastern Indiana Works (EGR6 LWDB) has more than 25 libraries within the 9 counties. Should we coordinate and collaborate with most of the area libraries, we could expand access to video-enabled services to most clients within approximately 10 miles of their residence.

4.4 An analysis and description of adult and dislocated worker workforce development activities, including type and availability of education, training and employment activities. Include analysis of the strengths and opportunities of such services, as well as the capacity to provide such services, in order to address the needs identified in 1.2. [WIOA Sec. 108 (b) (1) (D) & 108 (b) (7)]

Description: The following adult and dislocated worker employment and training activities are available in the Eastern Indiana Works (EGR6 LWDB)/WorkOne Offices:

- a. Career Services, which include the following core, individualized, and follow-up services:
 - Basic Career Services:
 - 1) Eligibility determination, in accordance with the definitions in Sections 3 and 134 of the WIOA.
 - 2) outreach, intake, and orientation to the one-stop delivery system's information and services.
 - 3) initial assessment of customer skill levels, aptitudes, abilities, and supportive service needs.
 - 4) labor exchange services, including job search and placement services and career counseling (e.g., information on in-demand industry sectors and occupations and non-traditional employment).
 - 5) business services (e.g., employee recruitment) for employers.
 - 6) referrals to and from partner programs.
 - 7) disseminating workforce and labor market information, including job vacancies in labor market areas and information on the earnings, skill requirements, and advancement opportunities for demand occupations.
 - 8) provision of performance and program cost information on eligible training providers.
 - 9) provision of information on -- and referral to -- supportive services, including childcare, child support, and medical or child health assistance.
 - 10) assistance in establishing eligibility for educational financial aid.
 - Individualized Career Services:
 - 1) Comprehensive and specialized assessments (e.g., diagnostic testing and in-depth interviewing and evaluation) of customers' skills needs.
 - 2) individual employment plan (IEP) development to identify the customer's goals and objectives and the services he/she needs to achieve these goals.

- 3) group and individual counseling.
- 4) career planning.
- 5) short-term prevocational and workforce preparation services to develop basic workplace skills (e.g., learning, communication, and interviewing skills).
- 6) financial literacy services.
- 7) workforce preparation activities.
- 8) out-of-area job search and relocation assistance.
- 9) English language acquisition; and
- 10) internships and work experience that are linked to careers.

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

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

- Follow-up Career Services (e.g., counseling regarding the workplace) for WIOA adult and dislocated worker participants who are placed in employment, for up to 12 months after the first day of employment.
- a. Training Services, which include the following:
 - 1.) Programs that provide workplace training with related instruction.
 - 2.) skill upgrading and retraining.
 - 3.) entrepreneurial training.
 - 4.) job readiness training that is combined with occupational skills training.
 - 5.) adult education and literacy activities that are combined with occupational skill training.
 - 6.) customized training that is conducted with an employer’s commitment to employ the trainee after he/she completes the training.
 - 7.) occupational skills training that, with few exceptions, is accessed through “individual training accounts”; and
 - 8.) on-the-job training.
 - b. Supportive Services (e.g., transportation, childcare, dependent care, housing, and needs-related payments) that are necessary to enable an individual to participate in career and/or training services.
 - c. Assessment – Eastern Indiana Works (EGR6 LWDB) and its One-Stop partners provide adults and dislocated workers quality employment and training services. The local area has met most of its Workforce Innovation and Opportunity Act (WIOA) adult and dislocated worker performance standards for the past several years. The quantity of adult and dislocated

worker services, however, has been curtailed, due to funding reductions. As mentioned earlier in this plan, Alliance for Strategic Growth, Inc. is seeking other funding opportunities to ensure the quality of services can be improved and employer expectations met.

4.5 Describe how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities, as described in section 134 (a) (2) (A). [WIOA Sec. 108 (b) (8)].

Eastern Indiana Works coordinates and connects with each employer or group of employees to ensure that proactive response activities are customized to the needs of that organization and affected workers. While our typical delivery methodology has been to provide on-site services, 2020 has presented us with challenges to overcome. As we were successful in our mainstream programs, we also utilize TeleCoach and video conferencing to capture the needs of affected workers and assist them into their next great opportunity. We believe this will become a new component of service delivery even when the COVID-19 restrictions diminish.

4.6 An analysis and description of the type and availability of youth workforce activities for in school youth, including youth with disabilities. If the same services are offered to out-of-school youth, describe how the programs are modified to fit the unique needs of in-school youth. For each program, include the following: length of program and availability/schedule (i.e. 2 weeks in July); % of youth budget allocation; WIOA program elements addressed by the program, with specific focus on how the 5 new elements have been incorporated; desired outputs and outcomes; and details on how the program is evaluated. Include analysis of the strengths and weaknesses of such services, and the capacity to provide such services, in order to address the needs identified in 1.2. [WIOA Sec. 108 (b) (9)]

Eastern Indiana Works (EGR6 LWDB) provides in school services through programs in 5 local school systems in the region. JAG (Jobs for America's Graduates) is a program for juniors and seniors at Blackford High School, Muncie Central High School, Monroe Central High School, New Castle High School, and Knightstown High School. JAG focuses on helping high school students that show promise for a better future to stay in school in order to graduate. The goal of all students in this program is to find employment upon graduation or enter a post-secondary institution to obtain technical skills and/or a post-secondary credential. The program gives students credit towards graduation and offers them the opportunity to expand their horizons through business contacts, unpaid & paid internships, guest speakers, mentors, and community service opportunities. While JAG has a very structured curriculum, the following in-school youth activities that are available in the Eastern Indiana Works (EGR6 LWDB)/WorkOne service area:

a. Program Services:

- 1) Outreach, intake, and orientation to the one-stop delivery system's information and youth services.
- 2) Eligibility determination of out-of-school and in-school youth, in accordance with Sections 129(a)(1)(B) and 129(a)(1)(C) of the WIOA.
- 3) An objective assessment of each participant's academic and skill levels and service needs, by reviewing his/her basic and occupational skills, prior work experience, employability, interests, aptitudes, and supportive services and developmental need

(TABE and ICE).

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

b. Program Elements:

- 1) tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to a secondary school diploma or a recognized post-secondary credential.
- 2) alternative secondary school services or dropout recovery services.
- 3) occupational skill training (an organized program of study that provides specific vocational skills, and that leads to proficiency in performing technical functions) for recognized post-secondary credentials that align with in-demand industry sectors or occupations.
- 4) education that is offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.
- 5) leadership development opportunities, which may include community service and peer centered activities that encourage positive social and civic behaviors.
- 6) supportive services (e.g., transportation, childcare, housing, educational testing, and reasonable accommodations for youth with disabilities).
- 7) adult mentoring (structured guidance from an adult other than the participant's case manager) for the period of the youth's WIOA participation, and for a period subsequent to his/her participation, for a total of not less than 12 months.
- 8) follow-up services (e.g., regular contact with the participant's employer to address work issues) for not less than 12 months after the youth completes his/her WIOA participation, as appropriate.
- 9) comprehensive guidance and counseling that may include career and academic counseling and drug and alcohol abuse counseling and referral, as appropriate.
- 10) financial literacy education, including helping participants manage spending, credit, and debt.
- 11) entrepreneurial skills training, including an introduction to starting and running a business.
- 12) services (e.g., career counseling) that provide labor market and employment information about in-demand industry sectors or occupations.
- 13) activities that help youth prepare for and transition to post-secondary

- education and training; and
- 14) paid and unpaid work experiences (e.g., summer and school year employment opportunities, pre-apprenticeship programs, internships, job shadowing, and on-the-job training) that have as a component academic and occupational education.

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

The desired outcomes of the JAG program are in high school graduation, either post-secondary education with part-time employment OR full-time employment/military/apprenticeship, and skill gains while participating in the JAG program. The program is evaluated based on the actual performance indicators vs goals, and the ability to recruit the required number of students per class (45).

The JAG program has proven to be a valuable, structured model program that engages in-school youth in a meaningful and often life-altering way. The one weakness of the program is that we are limited in the number of schools that we can engage because of the cost and limited WIOA funding of 25% of youth funds for in-school youth. Region 6's target is to serve 250-400 students annually with both WIOA in-school funding and State JAG funds.

<p>4.7 Identify how successful the above programs have been and any other best practices for youth workforce activities relevant to the local area. [WIOA Sec. 108 (b) (9)]</p>
--

Eastern Indiana Works (EGR6 LWDB) works to improve employability skills with clients by delivering a robust soft skills program. This program ensures that clients have the soft skills such as work ethic, work attitude (how you feel about your job), communication skills, controlling emotions, and positive personal attributes that employers want to provide success in the workplace. Problem solving, delegating, motivating and team building are all things that employer's value. Displaying a positive attitude and getting along well with others is crucial for success. Soft Skills are an Eastern Indiana Works' (EGR6 LWDB) program that employer's value and appreciate when clients are provided an opportunity and the young adult has what it takes to hit the ground running. In the Muncie Area Career Center, they have incorporated the soft skills in its program called Project Goals. Upon completion of the soft skills program, young adults will be placed on a paid work experience site. Currently, Eastern Indiana Works (EGR6 LWDB) has experienced an exceptionally good response from the work experience employers.

The Eastern Indiana Works (EGR6 LWDB) Jobs for America's Graduates In-School program has met all national "5 of 5" performance indicators set by JAG Indiana.

Region 06	Youth		
	PY19 Actual	PY19 Goal	PY20 Proposed Goal
Employment 2Q	70.0%	74.0%	72.0%
Employment 4Q	77.3%	71.0%	74.2%
Credential	54.3%	62.0%	58.2%
Median Income	\$2,863	\$3,352	\$3,108
Measurable Skills Gain	62.0%	33.7%	47.9%

4.8 Describe process utilized by the local board to ensure that training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate. Include a description of the process and criteria used for issuing individual training accounts. If training contracts are used, describe processes utilized by the local board to ensure customer choice in the selection of training programs, regardless of how the training services are to be provided [WIOA Sec. 108 (b) (19)]

Eastern Indiana Works (EGR6 LWDB) ensures informed choices as customers select training programs through ITAs, by adopting the following procedures:

- An individual who has been determined eligible for and able to benefit from training services may select a provider from the state’s list after he/she has consulted with his/her case manager. Unless it has exhausted its training funds for the program year, the Service Center should refer the individual to the selected provider and establish an ITA to pay for the training.
- Payments from ITAs may be made incrementally, through payment of a portion of the costs at different points in the training course. WorkIndiana vouchers are an example of this methodology.
- Eastern Indiana Works (EGR6 LWDB) may impose the funding limits on the dollar amounts and/or duration of ITAs in accordance with local policy.
- ITAs will be provided in a manner that maximizes consumer choice. Accordingly, the Eastern Indiana Works (EGR6 LWDB)/WorkOne offices and staff, will make available to customers the Statewide Eligible Training Provider List (i.e., IN Training)

In accordance with the Workforce Opportunities and Innovation Act, Eastern Indiana Works (EGR6 LWDB) may contract for training when appropriate and in compliance with procurement procedures. Eastern Indiana Works (EGR6 LWDB) has an approved policy that is followed when invoking the option of training procurement. This policy identifies how consumer choice is met and available to clients. Eastern Indiana Works (EGR6 LWDB) anticipates that this method of training procurement would occur with specialty grants or in employer-based solutions that are driven by employment opportunities for participants.

4.9 Describe how Jobs for Hoosiers and RESEA activities are coordinated and carried out in the local area and how these activities will be incorporated into WIOA programming.

Eastern Indiana Works (EGR6 LWDB) is managing current pandemic changes in this program and coordinating with the Indiana Department of Workforce Developments as it continues to shift the program. RESEA/JFH provides services (e.g., assessment, individual service strategy development, and labor market information) for UI claimants. As the state determines the allocations and contract terms, Eastern Indiana Works (EGR6 LWDB) is continually evaluating the best methodology for implementation and how to more engage clients into full WIOA services including training as appropriate. The coordination of this program is another method to show how Eastern Indiana Works' (EGR6 LWDB) regional Partner network can best coordinate resources and avoid duplication.

The Eastern Indiana Works (EGR6 LWDB) service model will ensure that RESEA/JFH activities (delivered via a contracted service provider) are in compliance with WIOA staff assisted core and intensive services. Eastern Indiana Works (EGR6 LWDB) evaluates the commitment of the client to participate in WIOA services, which is based on intensive job search and/or skill training plans.

The Eastern Indiana Works (EGR6 LWDB) service model will ensure that all services are coordinated and meet the client's career needs while maximizing the efficiency of the funding. The specific activities incorporated into WIOA by integrated teams with WIOA funded staff include:

- Conducting eligibility assessments and referring UI recipients to adjudication, as appropriate.
- Providing labor market and career information that addresses claimant's specific needs.
- Ensuring claimants are registered in Indiana Career Connect; orienting claimants to Eastern Indiana Works (EGR6 LWDB)/WorkOne services.
- Developing Individual Reemployment Plans that include work search activities, accessing services at Eastern Indiana Works (EGR6 LWDB)/WorkOne offices, referral to approved training that meets the claimant's goals, and referral to reemployment services and/or training that is appropriate to the individual's needs.

4.10 Describe strategies to engage workers and employers impacted by the COVID-19 pandemic and how services will be provided.

Eastern Indiana Works has been an early implementor of new and innovative methods to engage workers and assist in the workforce impact caused by the COVID-19 pandemic. Our culture and philosophy are based on servant leadership. Our team is mired in the Eastern Indiana Way principles:

Pursue Wisdom
Govern Yourself
Live with Purpose
Listen Well

Serve Sacrificially
Treat Others the Way You Want to be Treated
Read Widely
Think Deeply
Practice Patience
Pay Attention to Details
Learn from Failure
Persevere
Understand the Past before Planning for the Future
Never Compromise Truth
Champion Justice

We utilize these principles in all our interactions and especially with those affected by the pandemic. During the early weeks of the pandemic, we took an all-hands-on deck approach to speak with all clients contacting us to understand options for their short-term needs and beyond. As the stay-at-home orders ended, staff crafted plans to minimize risk but open office resources for those needing them. We continue to evaluate, develop, and implement innovative solutions to maintain services in Eastern Indiana. Our focus will continue to be how we outreach and engage clients during this historic pandemic through limited physical office interaction, limited mobile outreach, social media, virtual workshops, and tele coaching. We will continue to train staff on new and emerging solutions, as well as Covid-19 and infectious disease protocols.

Section 5: Compliance

Please answer the following questions of Section 5 in 12 pages or less. Most of the response should be staff driven responses as each are focused on the organization's compliance with federal or state requirements. **Questions that require collaborative answers for regions 5 & 12 are designated with an *.**

5.1 Describe any competitive process planned to be used to award the sub-grants and contracts in the local area for activities carried out under WIOA Title I. State the names of current contracted organizations and the duration of each contract for adult, dislocated worker and youth services. Attach contracts as Exhibit 1. [WIOA Sec. 108 (b) (16)]

Eastern Indiana Works (EGR6 LWDB) follows a policy that ensures full compliance with WIOA Title I competitive procurement requirements. The Eastern Indiana Works (EGR6 LWDB) policy and contracts are attached as Exhibit 1.

Eastern Indiana Works (EGR6 LWDB) contracts with the following entity as its Sub-Recipient One-Stop Operator:

**Wayne Williams
Equus Workforce Solutions
3310 Fox Ridge Ln, Suite A
Muncie, IN 47304**

Duration of Contract: June 1, 2020 to June 30, 2023

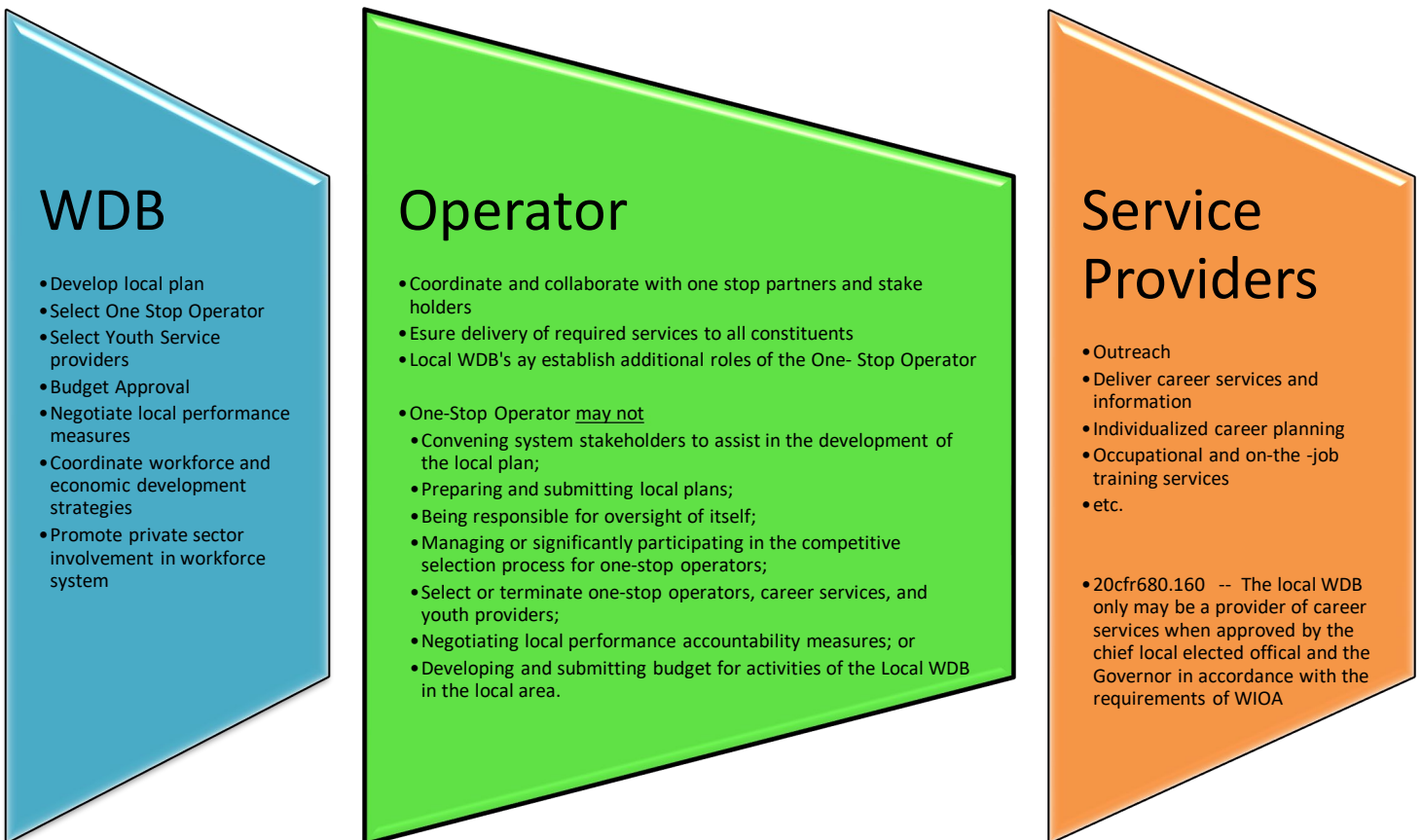
Eastern Indiana Works (EGR6 LWDB) contracts with the following entity for Adult, Dislocated Worker and Youth Services:

Arbor E&T, LLC
dba: Equus Workforce Solutions
9901 Linn Station Road
Louisville, KY 40223

Duration of Contract: July 1, 2018 until June 30, 2021

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

In accordance with the Workforce Innovation and Opportunity Act of 2014, Eastern Indiana Works (EGR6 LWDB) has implemented the following separation of duties between the Board, One-Stop Operator and Service Provider (See Exhibit 2 for organizational charts):



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

Eastern Indiana Works (EGR6 LWDB) currently does not have any standing committees. All functions such as a youth committee have been consolidated as functions of the Executive Board. Eastern Indiana Works (EGR6 LWDB) has 3 members that have youth expertise and educational focus for our region: Mike Swain, Purdue Polytechnic; Caleb Beasley, Muncie Area Career Center; and Derek Dodd, Indiana/Kentucky/Ohio Regional Council of Carpenters. Each of these members, provide on-going leadership and support for the continuous improvement for local youth programs in the region. They participate in finding ways to leverage resources, coordinate services, support, plan, and guide operational visions related to the service provisions to youth in EGR6.

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

Eastern Indiana Works (EGR6 LWDB) maintains oversight and management of all equal opportunity issues and resolution of any concerns that may arise. The contact information for EO at Eastern Indiana Works (EGR6 LWDB) is:

Alana Stadelmayer
Manager of Administration/EO Officer
Eastern Indiana Works
3310 Fox Ridge Ln, Suite A
Muncie, IN, 47304
astadelmayer@easternindianaworks.org
765-282-6400

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

The Eastern Indiana Works (EGR6 LWDB) contacts for the disbursement of grant funds are:

Lyndsey Hellems
Executive Vice President of Administration
Eastern Indiana Works
3310 Fox Ridge Ln, Suite A

Muncie, IN, 47304
lhellems@easternindianaworks.org
 765-282-6400

Shauna Jester
 Sr. Director of Fiscal Services
 Eastern Indiana Works
 3310 Fox Ridge Ln, Suite A
 Muncie, IN, 47304
sjester@easternindianaworks.org
 765-282-6400

5.6 Indicate the negotiated local levels of performance for the federal measures. [WIOA Sec. 108 (b) (17)]

PY20-21 State Negotiated Levels of Performance				
Performance Indicator	Adult	Dislocated Worker	Youth	Wagner-Peyser
Employment 2Q	82.7%	80.5%	78.4%	76.7%
Employment 4Q	82.0%	80.0%	79.0%	73.0%
Credential	68.0%	66.0%	62.0%	N/A
Median Income	\$6,927	\$8,098	\$3,341	\$6,723
MSG	56.3%	50.6%	44.1%	N/A

Region 06 Proposed Goals	Adult		Dislocated Worker		Youth	
	PY19 Goal	PY20 Proposed Goal	PY19 Goal	PY20 Proposed Goal	PY19 Goal	PY20 Proposed Goal
Employment 2Q	77.0%	79.7%	76.0%	76.5%	74.0%	72.0%
Employment 4Q	74.0%	75.5%	75.0%	75.6%	71.0%	74.2%
Credential	52.0%	59.6%	48.0%	52.6%	62.0%	58.2%
Median Income	\$5,600	\$5,933	\$7,000	\$6,854	\$3,352	\$3,108
Measurable Skills Gain	64.8%	56.2%	62.7%	39.7%	33.7%	47.9%

In addition to, and including Common Measures, Eastern Indiana Works (EGR6 LWDB) is evaluating and developing key performance indicators, each defined by specific system metrics as follows:

1. Meet or exceed all program management goals – Key performance indicator two may be measured by the current number of clients enrolled in workforce development programs,

the current number of clients enrolled in WIOA, the current percentage of WIOA clients in training, the current percentage of WIOA clients in training who earn a credential, the current number of clients placed in employment, and the current percentage of WIOA clients placed in employment.

2. Improve quality and consistency of customer service – Key performance indicator four may be measured by the current percentage of overall customer satisfaction.
3. Generate greater visibility of Eastern Indiana Works (EGR6 LWDB), its programs and services, and Eastern Indiana Works (EGR6 LWDB)/WorkOne offices – Key performance indicator five may be measured by the current percentage of earned promotion attempts, at no cost to the organization, resulting in placement.

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

Eastern Indiana Works (EGR6 LWDB) - in coordination with the Indiana Department of Workforce Development - has executed agreements and/or memorandums of understanding with WIOA Core and other program Partners that define how all local service providers access the services that are available in the one-stop system. These agreements and memorandums of understanding are available upon request.

5.8 Describe the process for getting input into the development of the local plan in compliance with WIOA section 108(d) and providing public comment opportunity prior to submission. Be sure to address how members of the public, including representatives of business, labor organizations, and education were given an opportunity to provide comments on the local plans. If any comments received that represent disagreement with the plan were received, please include those comments in Exhibit 3 attached to this Local Plan. [WIOA Sec. 108 (b) (20)]

Eastern Indiana Works (EGR6 LWDB) has maintained close contact with EGR6 Stakeholders throughout the development of this Local Plan. As the plan has been drafted it was discussed in public meetings with the EGR6 Chief Local Elected Officials Executive Council, as well as the Executive and Full Boards of Eastern Indiana Works (EGR6 LWDB). Following approval of the EGR6 Chief Local Elected Officials Executive Council and the Full Board of Eastern Indiana Works (EGR6 LWDB), the WIOA EGR6 PY20 Local Plan will be posted on the Eastern Indiana Works (EGR6 LWDB) website, www.easternindianaworks.org along with a public notice that explains how, during a 30-day period, Public Comment can be submitted during the required 30-day Public Comment Period.

The Public Notice shall include the following information:

- that the 30-day period for review, comment, and input occurred before the WIOA Local Plan was submitted to the Governor.
- the date on which the Eastern Indiana Workforce Development Board approved the proposed Local Plan.

- the date on which the proposed Local Plan was posted on the organization’s website for review, comments, and input by the public, including representatives of business, labor organizations, and education.
- the date and time by which comments about and input on the proposed Local Plan were to be received; and
- the name, address, e-mail address and fax number of the individual to whom comments about and input on the proposed Local Plan were to be submitted.

After the 30-day period for public review, comments, and input on the Local Plan concluded, any comments that expressed disagreement with the Local Plan will be compiled and submitted along with the Local Plan to the Governor.

5.9 Describe the board’s process, frequency and schedule for monitoring adult, dislocated worker and youth services, including who conducts monitoring visits for your agency, training these staff receive on monitoring or site evaluation, and a listing of all upcoming planned or scheduled monitoring visits, all forms used during the review process and in Exhibit 4 attached to this Local Plan. [WIOA Sec. 108 (b) (22)]

Staff that have any customers requesting direct cost dollars are required to send an email containing the customer’s name to the quality assurance team for review and confirmation of eligibility. This process occurs daily. These online files are reviewed for application accuracy, completeness, specific eligibility requirements for the specified program, services reported, and case note entries. Each quarter a random monitoring is conducted for Adult, Youth, and Dislocated Worker programs, which would include enrollments for job-to-job customers. Files can be monitored by desktop through the State’s tracking system. Training of staff is provided in local training sessions, webinars on new systems, and State initiated training. Attached (Exhibit 4) are sample monitoring forms used for Review Process and Sample Monitoring Report. Eastern Indiana Works will be monitoring services to ensure credible sample sizes are evaluated and system issues are identified independently.

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

Organizational success and seamless delivery of all programs are based on solid leadership, an integrated service structure and modules, and knowledgeable, well-developed employees. A strong focus on continued education and professional development ensures the awareness, understanding and ability to implement all programs available through the Eastern Indiana Works (EGR6 LWDB)/WorkOne system, including youth services. On July 1, 2018, Eastern Indiana Works (EGR6 LWDB) began a contract for Youth Services with Equus Workforce Solutions) being Service Provider. Service Provider staff training includes:

- Equus Workforce Solutions - RAYS
- Equus Workforce Solutions – TDS Certification required through Equus Workforce Solutions University/REACH within 90 days of hire (Introduction and Methodology, Talent Development, and the Art of Career Planning, interviewing skills, Assessment & Planning, Case Management Fundamentals, Assisting Customers in Getting the Right Job

for Them, Brokering Services, Retaining and Advancing Employment, and Quality Assurance.

- Equus Workforce Solutions - Policy Training
- Equus Workforce Solutions - WIOA 101
- Equus Workforce Solutions – LEGACY for new hire orientations
- Equus Workforce Solutions New Hire Courses (Ethics and Compliance, HIPAA Privacy Awareness, Key Compliance Topics, Fraud Prevention, Sexual Harassment for Employees, Fire Safety, Cultural Diversity, Workplace Safety, Workplace Violence, LEGACY, and Human Trafficking).
- Equus Workforce Solutions Quality Assurance Position Specific Training - Plan Service Delivery, Control Service Delivery, Improve Service Delivery, Best in Class Overview, Conducting File Reviews, and Responding to Monitoring Reports
- Equus Workforce Solutions Business Service Coordinator Position Specific Training - 90-minute training module and 4-day training encompassing Labor Market Research, Business Plan Development, Needs Assessment, etc.
- Equus Workforce Solutions Operations Supervisor Position Specific Training- HR Supervisory training conducted by our Res Care HR and have also completed "The Way We Lead," a proprietary leadership training that Equus Workforce Solutions offers.
- Equus Workforce Solutions Project Director Specific Training – Equus Workforce Solutions Project Director Academy and QA Training

Eastern Indiana Works (EGR6 LWDB) coordinates and collaborates with its Service Provider to evaluate customized testing, training, assessments, and certifications in workforce development competencies. Eastern Indiana Works (EGR6 LWDB) plans to identify Youth training(s) that will map credential competencies to staff job descriptions and then conduct customized assessments of staff through online testing. After staff assessments are complete, Eastern Indiana Works (EGR6 LWDB) will receive an analysis of the data and a training plan for all staff. The objective is that training courses are developed in modular format and can easily be modified to meet specific job requirements. This would include Youth Career Advisors.

Training may be delivered in traditional classroom settings or through online courses. Two to four hours per week will be set aside for staff development to ensure changes are discussed, all programs are updated, and in-person training may take place on policies and key issues relating to customer service. The goal is to ensure that staff become subject matter experts in their craft. Eastern Indiana Works (EGR6 LWDB) will ensure that this results in cross-organizational committees of one-stop partners, to develop and update local policies and procedures. When approved by the Board of Directors of Eastern Indiana Works (EGR6 LWDB) or its designees, the policies and procedures are disseminated to staff throughout Eastern Indiana Works (EGR6 LWDB)/WorkOne.

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

WIOA Participant Eligibility

- WIOA Adult Priority of Service
- WIOA Youth

- Client File Management
- Client Assessments
- Staff Assisted Job Orders
- Participant Grievance
- ACP Policy Individual Employment Plan
- Education and Training Investment
- Individual Training Accounts (ITA)
- Career and Sector Pathway Investment
- Employer Services
- Supportive Services
- Case Management policy
- Follow Up Policy
- Background Check
- Unmet Financial Need
- Veteran Priority of Service
- Training Service Requirements
- Service Provider Cash Advance
- Selective Service Requirements
- On-the-Job Training
- Customized Training Work Experience/Internship
- Email Standardization Email Branding Policy
- Information Security policy
- External Communication
- Social Media Content
- Equipment Management & Inventory
- Computer & Equipment Usage Policy
- Records Retention & Document Destruction
- Monitoring Policy
- Conflict of Interest
- Mobile Device Reimbursement
- Employee Handbook
- Fiscal Procedures Manual
- Communication Policy
- Incumbent Worker Training Policy
- Training and Supportive Service Procedure
- Measurable Skills Gain
- Low Income Self Sufficiency Income Calculation
- Drug Screen
- WorkINDiana
- RESEA
- JFH
- Young Adult Incentive
- Youth Stipend

DWD Memo 2020-05
Attachment B - Program Participants for PY20

	Program Participants	Program Funding (WIOA)	Additional Funding (State)	Additional Funding (Federal)	Total Budget	Budget per Participant	Explanation (Optional)
WIOA Adult	400	\$508,009			\$508,009	\$1,270.02	
Dislocated Worker	400	\$590,495			\$590,495	\$1,476.24	
Youth (In School)	150	\$20,000	\$348,320	\$115,200	\$483,520	\$3,223.47	Additional federal funding is Vocational Rehab Pre-ETS funds
Youth (Out of School)	150	\$574,964			\$574,964	\$3,833.09	
ABE	1,050						
WorkINDiana							
Wagner-Peyser	11,500						
Veterans (Overall)	664 (13,250)						