



**ANNUAL LOCAL PLAN**  
PROGRAM YEAR 2012

(July 1, 2012 - June 30, 2013)



# REGION 9 LOCAL WORKFORCE INVESTMENT PLAN - PY 2012

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## **EXECUTIVE SUMMARY**

### **Background**

The Economic Growth Region 9 (Region 9), located in the southeast corner of the state is comprised of 10 counties: Bartholomew, Dearborn, Decatur, Franklin, Jackson, Jefferson, Jennings, Ohio, Ripley, and Switzerland. **As of April 2010, 324,556 people resided in Region 9, representing a 6 percent increase in population over the past decade.** . At the height of the recent recession (2008 – 2010), Region 9's unemployment rate was 11.3 percent. (Feb 2010). As of March 2012, **165,763** are participating in the Region 9 labor force, which equals the amount of individuals in the workplace in November 2008.

### **Workforce Investment Board Transition Efforts**

For nearly two years, our board has analyzed and researched the WIB model, as well as benchmarked results from other workforce boards throughout Indiana which made similar transitions in recent years. Further, during the past nine months, we have met with local elected officials from throughout Region 9's ten counties to:

- Provide a comprehensive review of a potential transition process;
- Discuss the structural and operational differences between our current governance model; and
- A total review of the potential benefits and drawbacks of becoming a WIB.

Region 9's local elected officials are unanimously in support of this potential new direction toward WIB status. The Governor has repeatedly said that local elected officials are best qualified to determine the direction of their communities' workforce development initiatives, and we hope you will agree this transition would be in the best interests of Region 9's workers and employers, in addition to attracting new economic development opportunities to Southeast Indiana.

### **Employers First**

RWB9 has been extremely active in partnering with WIB's in the Cincinnati and adjoining Northern Kentucky. Together we have joined forces through Employers First to better meet employer needs. For 10 years, the four workforce investment boards that serve the region along with the Northern Kentucky Chamber have worked together to serve employers with coordinated hiring activities and layoff services.

With support from a grant from the U.S. Department of Labor, leaders from the workforce boards and the Greater Cincinnati Workforce Network came together to jointly create a regional public-private partnership called the Employers First Regional Workforce Network to align and coordinate workforce services for the employers of our region. Together, Employers First will mobilize the region's resources to make sure employers have the talent they need to succeed.

### **Region 9's Workforce Development Strategy**

For Program Year 2012, The Region 9 Workforce Board (RWB9) has chosen to continue investing its publicly funded resources in training programs that serve the **manufacturing, hospitality and tourism, health care, logistics and construction sectors**. Moreover, the board will concentrate its training resources in **Middle-Skills Jobs**. A middle skill job require just one (1) to two (2) year

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post-secondary education or occupational credential yet can lead to a job that pays a family supporting wage.<sup>1</sup>

Manufacturing represents the largest employment source for southeast Indiana, as it is the heart of Region 9's economy. Southeast manufacturing firms currently employ over **34,000** or 1 out of every **5** workers residing in Region 9. Further jobs classified in the **production occupations make up 16 percent of the region's labor force** - significantly higher than the national average of only **9%**. While it is projected that the manufacturing sector in Region 9 will shrink by 2.8 percent, due to the manufacturer's aging workforce, southeast Indiana manufactures are projected to offer as many as **5,048 manufacturing jobs through 2018** - the highest number of jobs openings available in the region during this coming decade.

There are other important sectors that drive Region 9's economy. For instance, the **Health Care sector** employment opportunities are anticipated to **grow by 51.5 percent** over the next decade (2018) - **the largest projected increase in job creation in a given sector in the region.**

A popular economic development strategy pursued by many southeast Indiana communities has been the development of casinos and other entertainment facilities. Occupational sectors that serve the Tourism Business - Personal Service and Food Preparation/Service - are expected to grow; the **long term** projection shows an additional **1,250 new jobs created** to serve in the tourism industry.

Occupations in the **construction trades currently constitute almost 4 percent of Region 9's economy. It is projected however, to increase to 4.5 percent by 2018.** And the **Transportation and Material Moving Occupations accounts for approximately 4.5 percent of Region 9's labor force** and it is projected that this sector will experience a 3% increase in job creation by 2018.

A major challenge facing Region 9's economy is the educational level and hence, quality, of its workforce. The majority of the new jobs are requiring some post-secondary education yet 76 percent of the Region's adult work force (25 years and older) have only a high school degree or less. Further, 15 percent of the working population has adult basic education needs. National workforce development professionals are advocating that public monies be invested in a variety of short-term occupational training methods that emphasize contextualized, industry specific learning that results in a nationally recognized credential. **Working with employers and occupational trainers to identify or develop occupational training programs that will ensure Region 9 workers possess the skills required to succeed in the 21<sup>st</sup> Century Economy is a top priority of the Region 9 Workforce Board.**

### ***Region 9's Workforce Development Implementation Plan***

The Region 9 Workforce Board projects that it will have \$2,626,000 to invest in the Southeast Indiana WorkOne System during PY 2012-2013.

Using the six WorkOne Centers located across Southeast Indiana in community based facilities, the Southeast Indiana WorkOne system will serve an estimated 15,000 adult and dislocated workers in

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<sup>1</sup> The Region 9 Workforce Board has defined a self sufficient wage as 200% of the poverty level for varying family size.

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need of workforce development services. Of those receiving services, approximately 103 clients will receive occupational training. Another 275 Youth will be served through the programs such as school based program, JAG, and Summer Work Experience.

The Region 9 Workforce Board will collect the following performance measures over the next program year:

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

The Region 9 Workforce Board wants to understand how investing its workforce development resources in occupational training, impacts a WIA client's chances of obtaining a job in that relevant field that will lead to a successful career pathway. Further the board wants to track the impact the WorkOne services have on addressing and closing the education gap of Region 9's workforce.

### **LABOR MARKET ANALYSIS**

#### ***PRIMARY BUSINESS SECTORS IN REGION 9<sup>2</sup>***

##### **Manufacturing Reigns Supreme**

Approximately 34,000 Southeast Indiana workers were employed by 462 manufacturing business establishments during the [second quarter of 2011](#). Almost 45 percent of these workers were employed by international companies including Aisin USA Mfg, Batesville Casket, Cosco Home and Office Product, Delta Faucet, Gecom Corporation, Grote Industries, Hill-Rom, Arvin Sango, Aurora Casket, Cummins Engine and Toyota, to name just a few of the more recognizable firms.

##### **The Business of Health Care**

As the nation faces an aging population in need of additional health care services, so goes the state and the region. Region 9 has over 661 health care and health support firms operating in Southeast Indiana and 68 percent of the firms employ 9 people or less. Of the 11,397 Region 9 workers employed in this sector during the [second quarter of 2011](#), 42 percent of them found employment with just 24 health care and health support companies. Major employers of health care services in the region that employ 1,000 people or more that include Columbus Regional Hospital and King's Daughter's Hospital.

##### **The Tourism Business**

A popular economic development strategy pursued by many Southeast Indiana communities has been the development of casinos and other entertainment facilities. Hence, a second significant employer in Region 9 is the hospitality and tourism industry. Workers employed by these establishments are part of the accommodations, food services and personal service sectors. The very large employers in the tourism sector include Belterra Casino Resort and Spa, Grand Victoria Casino and Hollywood Casino and Resort. As of [second quarter of 2011](#), they employed 10,346 workers.

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<sup>2</sup> All data in this section comes from the Quarterly Census of Employment & Wages, 1st Quarter 2010 as provided by the IN Department of Workforce Development, Research and Analysis Department.

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### Other Significant Industry Sectors in Region 9

The retail business sector included 993 firms operating in Region 9 during the second quarter of 2011 and employed over 13,000 workers. Wal-Mart is a primary employer in this sector. Almost 5,700 workers in Region 9 were employed by 281 the logistics (transportation and warehousing) sector employers. Two hundred fifty seven (257) administrative and support firms employed over 7,280 people. Another 5,000 Region 9 workers were employed by 623 construction firms during the second six months of 2011.

### REGION 9's (Current and Projected) EMPLOYMENT OPPORTUNITIES

A variety of methods were used to collect reliable estimates of the employment opportunities that may become available in the region over the next couple of year. Information resources used to identify potential new jobs included labor market information updates, press releases, canvassing local employers, ICC Job Postings, and meetings with Region 9 Local Economic Development Officials.

Employment Projections for businesses operating in the ten counties that comprise Region 9 are broken down by the following sectors. The time estimate for when these jobs will come available is over the next couple of years. Missing sectors should not signal that there will be no employment opportunities; rather, there just was no information regarding employment outlooks for the absent sectors.

Manufacturing: Team Assemblers/Production Associates	= 3,948
Health Care	= 863
Industrial/Mechanical	= 161
Education	= 187
Gaming Supervisors	= 100
Finance	= 142
Sales	= 143

### REGION 9 HIGH-DEMAND, HIGH WAGE OCCUPATIONS

**Middle-Skill Jobs** in the **manufacturing, hospitality and tourism, health care, logistics and construction sectors** are the high-demand, high wage occupational opportunities in Region 9. A middle-skill job requires just one (1) to two (2) year post-secondary education or occupational credential yet can lead to a job that pays a family supporting wage.<sup>3</sup> In 2009, fifty-five (55%) percent of all of Indiana's jobs consisted of middle-skill jobs and it is projected that these types of jobs will increase by fifty (50%) percent over the next five years.<sup>4</sup> While not all of the projected openings in these sectors pay a self sufficient wage, these sectors' entry level jobs represent the beginning of a career pathway that should lead to a self sufficient paying middle-skill job. Hence the Region 9 Workforce Board has decided to invest its publicly funded resources in training programs that place a job seeker on a career pathway leading to a middle-skill job.

### Example of Middle-Skill Job Opportunities and Training in Region 9

There are several occupations within the five chosen sectors that are projected to have many openings over the next several years which would be considered middle-skill jobs. For instance, in

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<sup>3</sup> The Region 9 Workforce Board has defined a self sufficient wage as 200% of the poverty level for varying family size.

<sup>4</sup> National Skills Coalition, *Indiana's Forgotten Middle-Skill Jobs*, p.8.

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the healthcare sector, it is projected that there will be a need for 125 registered nurses in the next year and over 700 RN openings nursing positions through 2018. A registered nurse requires a two-year Associates Degree and pay as much as \$54,000 a year, a salary well above a self sufficient earning for a family of four. There are projected to be over 300 positions coming available in the next year in the construction trades business. Many of these jobs require on-the-job training and pay between \$35,000 and \$50,000. In the logistics sector, there will be a need for almost 300 truck drivers and the average pay is \$35,000.

In the manufacturing sector, it is projected that close to 350 team assembler openings will become available over the next year with a starting salary of \$30,000. While the entry level manufacturing job of team assembler does not pay a high wage, it is a position that represent the beginning point of a career pathway and can lead to positions that pay self sufficient wages for families.

### ***INDUSTRIES AND OCCUPATIONS PROJECTIONS in REGION 9 - SHORT TERM (2012) AND LONG TERM (2018) <sup>5</sup>***

#### **Manufacturing Maintains the Lead**

While Region 9 may lose as much as 2.8 percent of its manufacturing jobs over the next several years, production jobs will still be a dominate employment opportunity in Region 9. Such jobs will constitute 16 percent of the labor due to a retiring workforce. It is projected that there will still be a significant number of manufacturing employment opportunities. In fact, there could be as many as 1,306 manufacturing jobs coming available by 2012 and by 2018, there will be an estimated **5,048 manufacturing job openings** – the highest number of jobs openings available in the region during this coming decade. Most of these middle skills occupations consist of team assemblers, computer controlled machine tool operators, machine operators and welders, and the annual wages for these jobs range from \$26,000 to \$36,000.

#### **Great Growth in the Health Care Sector**

Health care occupations (Practitioners and Health Care support) are expected to create new jobs at a healthy rate over the short and long term projection periods. For the 2012 projection, this sector's occupation offering will grow by 7.7 percent, adding 360 new jobs to the region. The health care sector employment opportunities are anticipated to grow by 51.5 percent over the next decade (2018) – the largest projected increase in job creation in a given sector in the region. A total of 2,369 new jobs will be added to the Region 9 economy and an additional 1,759 jobs will become open due to replacement for a total of 4,128 job openings in the health care sectors by 2018. Some of the occupations that will be in great demand include registered nurses, licensed practical nurses, pharmacy technicians, medical assistants and dental assistants. All of these jobs require some post secondary education, not exceeding 2 years.

#### **Tourism Business Remains Strong**

Occupational positions that are available in the tourism business typically come from the personal service and food preparation/servicing sectors. Both of these sectors are projected to grow during the short (2012) and long term (2018) projection periods. During the short term period (2012), there will be over 400 new jobs created. The long term projection shows an additional 1,250 new jobs created to serve in the tourism industry. Typical jobs that will be needed include first-line

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<sup>5</sup> All data referenced in this section comes from Indiana Department of Workforce Development , Research and Analysis Department

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supervision of food preparers and servers (typical pay is \$29,841 per year), first-line supervisor of personal service workers (pay is \$30,758), and a gaming supervisor, who earns \$50,593 on average. These jobs require on-the-job training or some post-secondary credentials.

### **Logistics Sector – On the Move**

Transportation and material moving occupations will account for approximately 9 percent of Region 9's labor force and it is projected that there will be a 3% increase in creation of jobs in the logistic sector. Tractor trailer truck drivers will be in strong demand – nearly 1,000 job openings are projected by 2018; this occupation requires post secondary credentials and pays an average of \$35,244 annually. There will be over 1,000 job openings in the material movers' occupation. While these positions are considered entry level and have relatively low pay, the logistics industry is starting to promote post secondary training and training institutions, such as Ivy Tech Community College and Vincennes University are developing logistics degrees.

### **Building Up the Construction Trades**

Occupations in the construction trades currently constitute almost 4 percent of Region 9's economy. It is projected however, to increase to 4.5 percent by 2018. In the short-term (2012), the construction occupational opportunities are expected to grow by 5.3 percent; such an increase represents the single largest percentage projection growth for Region 9. In the long term, construction employment opportunities are expected to grow by 13.3%. Jobs in this sector that show growth include carpenters, laborers and electricians. Electricians require post secondary credentialing.

### **TARGETED BUSINESS SECTOR**

The manufacturing sector in the United States constitutes 9 percent of the country's labor force and produces 21 percent of all manufactured goods produced in the world. Average income for a manufacturing job is estimated to equal almost \$75,000 per year whereas the average annual earnings of non-manufacturing jobs amount to only \$63,500<sup>6</sup>.

Region 9 is uniquely blessed because manufacturing represents the largest employment source for Southeast Indiana. Southeast Indiana manufacturing firms currently employ over 30,000 or 1 out of every 4 workers residing in Region 9. Further jobs classified in the production occupations make up 16 percent of the region's labor force - significantly above the national average. The manufacturing sector is the heart of Region 9's economy.

Between 2008 and 2010 - the official period of the most recent recession – Region 9 lost nearly 12,000 jobs – 8 percent of its workforce. Over one-third of all jobs lost in Region 9 during this last recession were manufacturing jobs. The 4,000 manufacturing jobs lost, resulted in a 16 percent decrease in Region 9's manufacturing sector's workforce.

It is projected that there will be even further losses of manufacturing jobs over the next several years. Yet, despite these dramatic losses, the manufacturing sector will remain the strongest economic sector for Southeast Indiana. Manufacturing will continue to hold a 16 percent labor share over this coming decade and over 5,000 positions will become open for hire.

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<sup>6</sup> National Association of Manufacturing (NAM) ; <http://www.nam.org/Resource-Center/Facts-About-Manufacturing/Landing.aspx>

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The challenge to keep this high value business sector in Region 9 will be the quality of its workforce. Today's manufacturing employers demand job candidates possess strong logical and analytical skills coupled with a mature work ethic. Indeed, manufacturing leaders are now proclaiming that in order to be successful in the manufacturing field, a production worker should possess at least some post-secondary training.

National workforce development professionals are advocating that public monies be invested in a variety of short-term occupational training methods that emphasize contextualized, industry specific learning that results in a nationally recognized credential. The trained worker secures a portable credential that is recognized and respected by all potential employers. Employers can trust that, if they hire the credential candidate, the new employee will be properly trained.

Working with manufacturing employers to ensure that workers are qualified for advanced manufacturing jobs is a top priority of the Region 9 Workforce Board.

### **WORKER CHARACTERISTICS OF REGION 9**

#### **Demographics**

The population of Region 9 experienced a 6 percent increase over the last decade (2000 -2010), slightly less than the state's population increase. Currently, 324,556 people reside in Region 9<sup>7</sup>, and as of January 2011, 157,497 are participating in the labor force<sup>8</sup>.

While over 95 percent of its residents are white, the minority community grew by 65 percent over the last decade and now represents almost 5 percent of the region. The Hispanic population in Region 9 grew by over 150 percent; there are now over 10,000 persons of Hispanic descent living in Southeast Indiana, primarily in Bartholomew County (47%).

Age distributions within the region are noteworthy.<sup>9</sup> While children (between the ages of 0 and 18) constitute 29 percent of the region's population, growth in this age cohort remained flat over the last decade. The Generation X population, those between the ages of 25 and 49, grew by nearly 3 percent and continues to constitute the largest age cohort in the region equaling 37 percent of the population. The proportion of baby-boomers living in Region 9 (people between the ages of 50 and 69) decreased by 18 percent. They now constitute only 19.5 percent Region 9's population, down from 22.85%. These workers may have left the region after losing their jobs during the recession. Finally, senior citizen (70 years +) cohort dropped from 9.3 percent share of the population to just 8.45 percent.

#### **Educational Attainment<sup>10</sup>**

In 2009, it was estimated that there were 211,993 people 25 years and older and of that population, over 85 percent of them had a high school degree or greater. Over 24 percent of the population have attained an Associate degree or higher, however, of the nearly 90,000 high school graduates in Region 9 who attempted pursue some post-secondary education, 43 percent of them failed to earn a degree. There are almost 39,000 Region 9 adults who have a high school degree but who lack a

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<sup>7</sup> 2010 U.S. Census

<sup>8</sup> IN DWD, Research and Analysis, LAUS

<sup>9</sup> American Community Survey 2005 -2009

<sup>10</sup> American Community Survey 2005-2009



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post-secondary degree.<sup>11</sup> Another 31,371 adults in Region 9 (15 percent of the adult population) are lacking a high school diploma. In all, 76 percent Region 9's adult population may be lacking the necessary level of education to succeed in the 21<sup>st</sup> Century labor market.

### High School Graduation Rates<sup>12</sup>

Below are the high school graduation rates for each of the 10 counties in Region 9. Given the demand for workers with some post-secondary training, these rates for recent high school aged students is concerning.

<b>Current High Graduation Rate</b>
83.7 % Bartholomew
87.7% Dearborn
92.6% Decatur
<b>Current High Graduation Rate</b>
77.9% Franklin
79.5% Jackson
75.9% Jefferson
81.7% Jennings
84.6% Ohio
86.6% Ripley
76.9% Switzerland

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

In January of 2008, there were 164,751 people participating in the Region 9 labor force and the unemployment rate was 5.3%. At the height of the recession, Region 9's unemployment rate was 11.3 percent. (Feb 2010). As of January 2011, the Region 9 labor force had shrunk to 157,497 and the unemployment rate was 9.8 percent. **As of March 2012, the labor force grew to 165,763 and the unemployment rate dropped to 8.3%.** Like the general population, 72 percent of the unemployment population this past year possessed only a high school degree or less.

### **UNIQUE LABOR MARKET ATTRIBUTES of REGION 9**

Again, the primary employer in Region 9 is the manufacturer, and today's manufacturing employers are demanding that even entry level employees have some post-secondary training in order to be proficient at their jobs.

Yet, 76 percent of the region's adult work force (25 years and older) have only a high school degree or less. In fact, 15 percent of the working population has adult basic education needs. The majority (72%) who has faced unemployment over this most recent year is undereducated for the new economy.

While the children and youth of the region make up nearly 30 percent of the population, there are not enough people in this age cohort to meet the labor demands over the next decade. Further, the

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<sup>11</sup> What is not known is how many of these people did attain a post-secondary credential, just not a degree. While Middle skills jobs do require some post-secondary training, often an academic degree is not necessary.

<sup>12</sup> Indiana Department of Education

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

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decline of over 13,000 people between the ages of 50 and 69 over the past decade could suggest that some of the older workers who lacked advanced education gave up on employment and the Region.

This Economic Growth Region cannot rely upon the next generation of workers to meet the new labor demands. Providing workforce training to the Gen X worker is not just essential for their economic well-being, but for the long term economic health of the region. If Region 9 does not have a trained workforce, the world-class manufacturers may need to find a labor force elsewhere and the economic future of Region 9 could be put at peril.

The workforce investment decisions the Region 9 Workforce Board makes over the next several years need to be focused on today's worker who will be still be working well into the future. The training must be relevant to the employers' needs, addressing the required skill sets that can ensure the competitiveness of the company is preserved. The stakes have never been higher.

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## **OPERATIONAL PLAN**

### ***WORKONE OFFICES***

The Region 9 Workforce Board currently operates six WorkOne Centers in Southeast Indiana. The schedules for these offices are Monday – Friday between 8:00 am and 4:30 pm.

<b>Columbus WorkOne - Full Service</b>
<b>4555 Central Avenue Suite 1300</b>
<b>Columbus, IN 47202</b>
<b>812-376-3351</b>

<b>Greensburg WorkOne - Express</b>
<b>1821 N. Broadway Street</b>
<b>Greensburg, IN 47240</b>
<b>812-663-8597</b>

<b>Lawrenceburg WorkOne - Full Service</b>
<b>110 Walnut Street</b>
<b>Lawrenceburg, IN 47025</b>
<b>812-537-1117</b>

<b>Madison WorkOne - Full Service</b>
<b>620 Green Road</b>
<b>Madison, IN 47250</b>
<b>812-265-3734</b>

<b>North Vernon WorkOne - Express</b>
<b>1200 W.O &amp; M Avenue P.O. Box 963</b>
<b>North Vernon, IN 47265</b>
<b>812-346-6030</b>

<b>Seymour WorkOne - Express</b>
<b>323 Dupont Drive P.O. Box 1003</b>
<b>Seymour, IN 47274</b>
<b>812-522-9074</b>

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## **CUSTOMIZED PERFORMANCE MEASURES**

In addition to the common performance measures that the U.S. Department of Labor requires all Workforce Investment Act systems to report, the Region 9 Workforce Board has requested the following additional performance measures be collected over the program year 2012-2013:

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

The Region 9 Workforce Board wants to understand how investing its workforce development resources in occupational training impacts a WIA client's chances of obtaining a job in that relevant field and will lead to a successful career pathway. Further the board wants to track the impact the WorkOne services have on addressing and closing the education gap of Region 9's workforce.

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

During the next program year, the Board has requested the Regional Operator to work with the service provider on simply tracking the percentages listed above in order to establish a base year. Once data is collected, the Board will then study the information to create target goals for the program years to follow.

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

In Program Year 2012, the Region 9 Workforce Board plans to serve 14,000 adult and dislocated workers in need of workforce development services. Of those receiving services, approximately 100 clients will receive occupational training.

**Attachment A is the WIA Adult and Dislocated Workers Service Matrix.**

## **Priority Policy for Adult Funds**

The Region 9 Workforce Board recognizes the need to prioritize which WIA clients will receive training assistance. Therefore, WIA Adult clients who will receive first consideration for training are those who earn less than the two hundred (200%) percent of the Economically Disadvantaged Guidelines and who have at least one of the following characteristics:

- Is a veteran or an eligible spouse<sup>14</sup> (no income limits apply to this client)
- Needs a GED or Occupational Skills training.

Due to the high demand for Adult WIA funds, the Region 9 Workforce Board has requested the transfer of WIA DW monies to WIA Adult. In 2008, \$225,000 WIA dislocated monies were transferred to WIA adult, and in 2010, \$200,000 was transferred from the DW to the Adult. In 2009, due to shortage of WIA funding in general, Region 9 secured additional WIA funding, amounting to \$633,000, half of which was for WIA Adult Purposes. The region has spent more than 90 percent of its Adult WIA funds by close of a program year for the past three years.

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<sup>14</sup> Refer to RWB-9's Priority of Service Policy and DWD Policy 2009-10, derived from 20 CFR part 1010 for definition of "covered person" for veteran priority of service.

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### **Priority Index used to ensure that Veterans and their Spouses, Low Income Persons and TANF Recipients will be served first**

Region 9 had developed a Priority Index to determine which WIA clients display the greatest need. The following questions are asked of each WIA client to rank the need for financial assistance:

- Completion of Occupational training for WIA applicant is less than 1 year;
- Completion of training for WIA applicant is more than or up to two years;
- WIA applicant is a single parent with minor children at home;
- A member of the WIA Applicant family receives public assistance
- The household income below 200% poverty
- WIA applicant has not participated in post-secondary education at time of enrollment;
- High demand career path as identified by the Indiana Region 9 Workforce Board
- WIA applicant resides within Region 9.

### **WIA YOUTH SERVICES**

#### **Number of WIA Youth Service Staff Persons**

The Region 9 Workforce Board has empowered the Regional Operator to contract with a Service Provider, River Valley Resources, to deliver all WIA Youth Services. There are three identified youth advisors and 2 JAG specialists in the region who will provide services to over 250 WIA Youth.

**Attachment B is The Youth Service Matrix.**

#### **Youth Outreach Activities and Programs**

Jobs for America's Graduates Program - The Jobs for America's Graduates Program is a nationally recognized drop-out prevention program; Region 9 Workforce Board approved its first JAG program in Program Year 2010 which began in the spring semester of 2011 at Madison Consolidated High School. [Seymour High School was added in August 2011.](#)

Summer Employment Opportunities Program -- The Summer Employment Opportunity program is designed for youth in their junior or senior year of secondary school. This paid experience (minimum wage typically) typically lasts between 24-32 hours each week during the summer months and is coupled with a brief educational activity each week. The program is designed to:

- Learn about community services and explore their role in the community
- Build a working relationship with adults in the community as well as references for future job search
- Develop personal connection and sense of involvement in the community
- Explore career opportunities

Internships/Paid Work Experience Program - Internships/Paid Work Experiences are developed for youth specifically to parallel their career interests and plans for post-secondary training or job search. Internship/Paid Work Experience during the school year is typically 16-20 hours a week for between 6-8 weeks. Internships/Paid Work experiences are in both private sector and public sector. In addition to the incorporation of citizenship, leadership, adult mentoring as informal elements of the work experiences, it provides youth with opportunities to:

- Explore local businesses
- Evaluate employment opportunities within their own community

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- Encourage academic and/or occupational skills training goal setting
- Develop work references for future employment/job search.

**Post Secondary Scholarship Program** - This program is designed to reward youth who make a commitment to post-secondary school entrance and complete a series of planned sessions that focus on preparation for college. The planned sessions are typically presented by local school, businesses, and community leaders or internet-based and lead by youth staff members. The required topics for the sessions are:

- Career Exploration/Interest
- Occupations In Demand
- Personal Finance/Budgeting
- Financial Aid Planning
- College Placement Exams & Test Taking Skills
- Communication Skills
- Interview Skills

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

The Youth Committee, a required sub group of the Region 9 Workforce Board, decided to use the Department of Labor's common measures to measure the success of the WIA Youth service provider. The following are the goal numbers the Board and RO want the service provider to meet during program year **2012-2013**:

- Placement in Employment or Education -- 66% of all youth
- Attainment of Degree or Certificate -- 50% of all youth
- Literacy and Numeracy Gains -- 33% of all youth

### **OTHER SERVICES**

#### **Rapid Response Services**

Rapid Response is a pro-active, business-focused and a flexible strategy designed to respond to layoffs and plant closings by quickly coordinating services and providing immediate aid to companies and affected workers. The Region 9 Rapid Response Team works with employers and any employee representative to quickly maximize public and private resources to minimize disruptions with associated with job loss. The Region 9 Rapid Response Team provides customized services on-site at the affected company, accommodates any work schedules and assists companies and workers through the painful transitions associated with job loss. Region 9 Rapid Response is carried out in full cooperation and coordination with the region's WorkOne Centers and provides many follow-on services, including but not limited to, job search workshops, resume and interviewing workshops, skills upgrading and job training.

Region 9's Rapid Response Team is comprised of several representatives from various agencies. The composition of the team is based upon the needs of the employer, and is customized to meet those needs. The core Rapid Response Team includes:

- Regional Operator's Director of Business Services who oversees Rapid Response activities;
- Unemployment Insurance Project Manager;
- WorkOne Center representative;
- Service Provider representative;
- Veteran's Representative;
- Education representative (ABE/GED, college);

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- Small Business Development representative; and,
- Healthy Indiana Plan (medical insurance) representative.

Rapid Response provides services to both the employer and the employee. For employers, the Rapid Response team provides higher productivity and worker morale and lower absenteeism during the layoff process due to a reduction in employee stress. Rapid Response helps in lowering unemployment insurance costs as workers are re-employed more quickly when services are begun prior to the layoff. The team helps decrease the likelihood of sabotage or work disruptions as the employees see the employer is truly concerned for the health and welfare. And better relations between the employer and employees as the layoff is played out in a spirit of transparency.

For employees, the Rapid Response Team is there to reduce their fear and confusion caused by impending job loss. Rapid Response Teams meet with workers to introduce them to the many programs designed to assist them through the transition. The most important is the pipelining of the effected employees into the WorkOne system where many different partners are brought together under one roof to provide an array of services ranging from workshops to supportive services.

The Rapid Response Team also ensures the company is aware of the TAA petitioning process if the job loss is due to foreign competition. The Team will work with the company to provide information on Trade Adjustment Assistance and the benefits the company receives if the company is certified as trade-affected.

For the Region 9's Rapid Response Team the past three years have been extremely busy as they provided services to over 50 companies and provided orientation to over 4,200 affected employees.

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

#### Unemployment Insurance (UI)

While the Unemployment program is administered by state merit staff per DOL rules, the WIA staff possesses a basic understanding of the unemployment program. WIA staff interacts with UI staff on daily basis when assisting customers with UI questions/concerns and the WIA staff provides UI staff with waivers to continue UI benefits for those clients who enroll and attend WIA funded training. Should WIA staff become aware of potential unemployment issues for their clients appropriate referrals are made to the state staff.

#### Trade Assistance Act (TAA)

While TAA is a federal program administered by the IN Department of Workforce Development, WIA staff has a basic understanding of TAA services and work with State staff to coordinate WIA and TAA services. Region 9 currently has a grant that allows WIA staff to provide TAA case management. This has improved customer service to the TAA client by reducing the case load of the TAA case managers and allowing more time to be spent with TAA clients when appropriate. Region 9 has designated a TAA coordinator in order to create program consistency throughout the region. Due to a high volume of TAA clients, the WorkOne staff has increased the number of workshops for TAA clients, including job search, resume preparation, interview skills, using the internet for job search and others.

#### Title 38 Vet Program:

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While this program falls under the auspices of the IN Department of Workforce Development, WIA staff is aware of rules regarding determination of veteran status and veteran preference. Veterans self identify when filling out WIA applications (10 core and full WIA application.) Veterans are referred to the LVER or DVOP when a barrier is noted and veteran is enrolled in program showing veteran status. If a Veterans' spouse request service from the LVER, the LVER will verify that the spouse qualifies under the guidelines of Title 38.

### WPRS/REA/EUC:

Potential WPRS/REA/EUC participants are identified by a DWD generated report, and staff contacts the individuals to schedule a group orientation and individual assessment. During the assessment, DWD staff member creates an Individual Program Plan (IPP) which may include referrals to WIA services. Referrals and scheduling for workshops are very individualized and connections to these services are initiated by the DWD staff member and coordinated with WIA staff as need arises.

### **Business Services**

The Region 9 Business Services Team provides businesses a wide range of services including, but not limited to, Indiana Career Connect staff assisted support, WorkKeys Profiling, WorkKeys Assessments, OJT program, WOTC, Job Fairs, Labor Market Information, Attraction Project support, Rapid Response, Federal Bonding Program, Recruitment, Screening and Interviewing Services, and Unemployment Insurance assistance.

The team consists of 14 staff members representing the Department of Workforce Development and the WorkOne Centers, the Indiana Region 9 Workforce Board and the service provider, River Valley Resources. The purpose of the team is to ensure all businesses are provided services and resources that enable their companies to become more productive and competitive. Members of the Business Services Team, on a daily basis, act as listening posts to determine the needs and requirements of their local business and act accordingly. Further, Business Service Team members are expected to conduct Employers Seminars the purpose of which is to inform businesses on the many different resources and services the WorkOne Centers offer.

Over the past three years, the Business Services Team has hosted over 100 job fairs, over 10 Rapid Response Orientations touching over 750 affected employees, and engaged in many different events held by the region's Chambers of Commerce and Economic Development Organizations.

Currently the Business Services Team is heavily focused on the OJT and WorkKeys programs. Team members are assigned the responsibility to conduct outreach to local businesses and inform them of the programs, refer all questions to the program project managers, and locate and screen qualified candidates for the OJT program. For the WorkKeys program, team member conduct outreach to the region's businesses to inform them of the WorkKeys Profiling program and refer all questions to the WorkKeys program project manager.

In addition to the fourteen team members, two Regional Operator staff members are solely dedicated to serving businesses: the Director of Business Services and a Program Manager. Their responsibilities are to ensure the Business Service Team conducts their activities efficiently and effectively, and to act as liaisons between the services and resources of the WorkOne and the regional businesses.

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



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Under the Region 9 Workforce Board's Priority of Service Policy, Veteran and eligible spouse customers are identified upon entry at a WorkOne and allowed to move to the front of the waiting line. To assist with identifying veterans and eligible spouses, Priority of Service signs have been developed and are posted in all WorkOne Southeast offices where veterans are served. Signs are framed and displayed in a manner where the public and especially veteran and eligible spouse customers can easily see them. In accordance with the Priority of Service sign, veterans and eligible spouses should notify staff upon entry into the facility. Customers with visual impairments must be asked if they are a veteran or eligible spouse when checking in.

The Workforce Board passed in program year 2011-2012 a resolution that set asides 15% of its training budget for veteran training. This budget is adjusted quarterly to take into account any additional funds that may come to the board through DWD, DOL, or outside agencies.

### **KEY PARTNERSHIPS**

**Attachment D is a Matrix that outlines the partnership the RWB and staff maintain with close to 60 organizations operating in Region 9.**

#### **Economic Development Partnerships**

Business Services is an experienced team, working with local and statewide economic development organizations. The Business Service Team has active members in all eight existing Chambers of Commerce, and partners with all Local Economic Development Organizations (LEDOs) in Region 9. In addition to attending all annual functions of these organizations, the team partners with the Chambers and LEDO's to reach out to employers and provide a variety of services including, but not limited to: attraction projects, job fairs, expositions, business outreach, WorkKeys, OJT program, Indiana Career Connect, and special projects.

Currently the Business Service Team is conducting a special occupational training project which is a study designed to determine if a trained Manufacturing Skill Standards Council (MSSC) employee is more productive than the production worker trained using other occupational training methods.

For over two years, REACH staff members have been participating in the Employer's First Consortium made up of Ohio, Kentucky and Indiana Workforce boards and Northern Kentucky Chamber of Commerce. The Employers First Consortium's purpose is to reach out to employers across the Tri-State region to determine what skills gaps exist in the current, tri-region workforce and how to address those gaps.

### **BUDGET**

The Region 9 Workforce Board projects that it will have \$2,626,000 to invest in the Southeast Indiana WorkOne System. Of its WIA allocation, the region anticipates losing almost \$171,625 between PY 2011 and PY 2012.

**Attachment C includes the budgets for the Region 9 Workforce Board and its contracted agents.**

### **MONITORING OF BUDGETS**

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

### **MINIMIZING OF ADMINISTRATIVE COSTS**

#### Allocation of administrative funds to Staff, Travel and Outreach

The RWB9 is truly committed to cutting back on administrative costs. In response to the board's concern about cost efficiencies, the Regional Operator (RO) will be reducing its staff for Region 9 by one position. Further, the RO has reduced the resources dedicated to travel expenses and will develop new guidance to staff on how to reach out to the community in a cost effective manner. The increase use of webinars and conference calls is one such way that the Region will reduce travel expenses.

For the next two years, the board will go with one service provider instead of one for Adult/DW services and another for Youth services. This move will eliminate duplicate administration costs charged by the service providers while not reducing the quality of services.

In the process of transferring the leases to the Board, the RO continues to negotiate better pricing in to find ways to save money. Many of the terms and conditions of the leases have been renegotiated so as to result in significant cost savings to the region. The RO has also saved thousands of dollars per year by bundling telephone and internet services in the WorkOnes.

Because the Region 9 Workforce Board uses a competitive procurement process to secure management and service delivery professionals, the issues of hiring staff are prescribed in legal contracts enter into by the Region Board and contracted entity.

### **GOVERNANCE AND STRUCTURE**

#### **COMMUNITY OUTREACH FOR PLAN**

In order to seek input for this plan, the Regional Operator staff sent copies of the proposed plan to elected officials, RWB members, and Local Economic Development Officials (LEDOs) to review the Workforce Development Strategy and Implementation Plan. The RWB also discussed the plan at its May 2012 board meeting and opened up the meeting for discussion from the audience. No input was provided from the general public or individuals who received the plan directly.

The plan is posted on the RWB's website at [www.indianaregion9.org](http://www.indianaregion9.org).

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

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

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among this Council to operate as the "Regional" Elected Official. The responsibilities of the elected officials include the following:

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

**Attachments H includes all ten Local Elected Official Agreements and the Chief Elected Official Agreement.**

### **FISCAL AGENT**

Crowe and Horwath

Name: Carla Crowe

Address: 3815 River Crossing Parkway

Suite 300 Indianapolis, IN 46240-0977

Phone: (317) 225-2571

E-mail: Carla.Crowe@crowehorwath.com

### **STAFF TO REGIONAL WORKFORCE BOARD**

**Attachment F displays the compensation packages to the top five paid staff persons of REACH INC, serving for the Region 9 Workforce Board. Attachment G is an organizational chart for all REACH personnel.** Below are brief descriptions of all of the REACH positions serving the Region 9 Workforce Board and WorkOne System in Southeast Indiana.

#### *President/CEO of REAC, Inc.*

Provides daily oversight and management for Region 9, managing all state and regional workforce development directives and initiatives. Also serves as the direct liaison to local elected officials, as well as economic development and business leaders, who have stakes in creating a robust workforce development system in the region.

#### *Director of Operations*

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

#### *Director of Business Services*

Directs and promotes the development of regional, economic and Workforce Development business services strategies and programs. Responsible for Regional Rapid Response activities, WorkKeys applications and processing applications for training funds submitted by businesses. Provides direct supervision/management to the Project Manager.

#### *Director of Youth Services & Adult Basic Education*

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

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and disseminates resources available to ABE/GED eligible youth and adults and coordinates efforts between adult education providers, career counselors and clientele in accordance with the Workforce Investment Act (WIA) program guidelines. Oversees and coordinates the WIA I voucher program.

### *WorkOne Center Manager*

Functionally manages the day-to-day activities and operations of the WorkOne office. Ensures that the WorkOne office meets all customer service standards and performance metrics.

### *Project Manager*

Plans, directs, and coordinates activities of designated projects to ensure that goals or objectives of project are accomplished within prescribed time frame and funding parameters. Provides program direction, marketing and reporting for all projects.

### *IT/Network Administrator*

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

### *Executive Administrative Assistant*

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

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

The Indiana Region 9 Workforce Board, Inc. promotes free and open competition in all procurement activities and encourages involvement of small and minority owned local businesses when possible. The board competitively procures services for Regional Operator, WIA Adult and Dislocated Worker Provider, WIA Youth Provider and Fiscal Agent. The board has developed a procurement policy that is consistent with OMB circulars, the Workforce Investment Act and 20 CFR parts 95.40-48.

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

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

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

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

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

### **Monitoring of Service/Activities is Procured by Regional Operator**

On behalf of the board, the Regional Operator staff annually conducts the monitoring of the WorkOne Offices, WIA sub-recipients and program processes. RO staff conducts onsite interviews of random WorkOne personnel and monitor files using the State prescribed electronic case management information system and hard case files. The files selected are pulled during the WorkOne on-site visits and the Service Provider is notified of which files have been selected so that they can provide additional documentation not contained within the participant file. All WorkOne offices will be monitored for safeguarding confidential information, document destruction, workplace safety, accessibility and security. Monitoring guides have been developed as an oversight tool and are shared with the service provider within 24 hours of the scheduled monitoring.

The Fiscal Agent is responsible for financial monitoring activities.

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

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

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

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### Implementation of the WorkOne Customer Flow Policy

#### *WIA Adult & DW flow*

At the direction of DWD Policy 2010-13, WorkOne Customer Flow, the Region 9 Workforce Board issued Policy >>>> . A series of meetings have been held throughout the region educating and training all WorkOne staff on the new customer flow. WIA Adult and Dislocated Worker case managers recently attended training concentrating on the movement of the WIA customer through the various tiers of services and the mix of services that supports those who enter the training tier.

Customers have access to a wide array of services geared towards reaching employment. The level and degree of services is based on individual interests and needs in addition to WIA program eligibility. The Job-to-Job track and Job-to-training-to-job track are designed at assisting customers finding employment. Customers on either of these tracks are eligible to receive Core services.

#### *CORE TIER*

At the initial intake, staff verifies the customer demographic information and provides other Core services. Staff has been trained to quickly determine what level of services the customer may need. A quick review of the individual's education level and length of unemployment are key initial indicators in up selling and recommending additional services. Customers may also self-attest as needing more-focused services. The mix of services available to customers at this tier could be sufficient for many to meet their needs and interests, while others may seek or could benefit from intensive services

Customers moving from the core to intensive tier will have, at a minimum, the customer demographic information, informational self-services and core-staff assisted services recorded in TrackOne. They will also have received an Informational packet and participated in an Orientation Workshop.

#### *INTENSIVE TIER*

Customers who can benefit from intensive services will meet with a case manager to determine eligibility and discuss the benefit of receiving additional services. The intensive tier offers a variety of services that will benefit both the reemployment or education track customer. Intensive tier (staff-assisted) services may be sufficient in leading the customer to their goal of employment; for others, it will be a gateway to the training tier.

Customers must be program eligible for WIA and enrollment is required to receive services at the intensive tier.

It is the informational interview that triggers a required WIA enrollment to occur. The case manager will conduct an informational interview with the customer. During the informational interview, the case manager will review the Self-Appraisal with the customer

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to ascertain their needs, goals, barriers. This leads to greater identification of the mix of the services that will enable the customer to obtain employment.

It is also at this point the initial development of an Academic and Career Plan (ACP) is created. Customers who are on the reemployment track will speak with the case manager to develop the ACP; customers on the education track will work with both a case manager and an Academic and Career Counselor (ACC) to develop the ACP.

Customers will benefit from adult education, formal assessments, case management, check-ins, among other intensive level services, all aimed at assisting the customer reach their goal(s).

Individuals who express interest in occupational training and lack marketable skills will participate in services aimed at helping ensure the customer is making well-informed decisions based on their individual situation. Completion of formal assessments, counseling & career planning, and comprehensive assessments are the primary services that build the foundation in supporting those who desire WIA financially supported occupational training.

Case managers will ensure the customer is eligible for the training tier prior to enrollment into occupational training, On-the-Job training, Skill Upgrading, etc. This may require ensuring citizenship data validation is on file along with proof of drug testing results. WIA Adult employed customers, who desire to enter the training tier and are seeking WIA funding, must be below the 200% self-sufficiency household guidelines. The exception to this policy would be the OJT customer.

For customers (at the intensive tier) who are successful in reaching their goal of employment, no longer desire services or fail to receive services for 90 days will have their case closed. Quarterly follow-ups will be conducted, while follow-up services will be provided for those who have a need and desire additional services.

### *TRAINING TIER*

Customers participating at the training tier will be case managed to ensure continued success. Monthly check-ins help ensure this along with identifying potential needs of other services.

Customers receiving WIA funding for training must meet Federal, State, and Regional policies.

For customers (at the training tier) who are successful in reaching their goal of employment, no longer desire services or fail to receive services for 90 days will have their case closed. Quarterly follow-ups will be conducted, while follow-up services will be provided for those who have a need and desire additional services.

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### *Referrals to from Adult Education Programs*

The referral process for AE providers to WorkOne is that students coming to the AE provider are given the TABE test and are then referred to the WorkOne office if they are unemployed, underemployed, or in need of other employment services. WorkOne Southeast works closely with the AE providers to ensure that clients who are in need of remediation or GED classes are aware of opportunities throughout the region to increase their basic skills. WorkOne uses a standard informational assessment for every customer seeking services. If the assessment determines that the client does not have a high school diploma or a GED then the student is referred to the local AE provider. The referral can be made in several ways based upon the provider. WorkOne case managers connect clients by walking them to the GED class for an introduction if the classes are co-located. If classes are not co-located then a contact number and any additional registration information is provided to the client.

WorkOne also utilizes the TABE assessment to determine a client's ability to benefit from services. Clients who have a high school diploma or a GED, but are determined to be basic skills deficient are referred to AE providers for remediation. The referral can be made in several ways based upon the provider. WorkOne case managers connect clients by walking them to the GED class for an introduction if the classes are co-located. If classes are not co-located then the registration number is provided to the client.



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### PROGRAM CONTACT PERSONS:

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

Service Provider: River Valley Resources, Inc.  
Name: Bev Smith  
Address: 319 East Main Street  
Madison, IN 47250  
Phone: (812) 265-2652  
E-mail: [Bev@rivervalleyresources.com](mailto:Bev@rivervalleyresources.com)

#### *WIA Youth and Adult Ed Programs*

Regional Operator: REACH, Inc.  
Name: Michele Bowman  
Address: 9 East High Street  
Lawrenceburg, IN 47025  
Phone: (812) 537-4949  
E-mail: [mbowman@indianaregion9.org](mailto:mbowman@indianaregion9.org)

Service Provider: River Valley Resources, Inc.  
Name: Helen Johnson  
Address: 319 East Main Street  
Madison, IN 47250  
Phone: (812) 265-2652  
E-mail: [Helen@rivervalleyresources.com](mailto:Helen@rivervalleyresources.com)

#### *FISCAL MANAGEMENT*

Crowe Horwath  
Name: Carla Crowe  
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Suite 300 Indianapolis, IN 46240  
Phone: (317) 225-2571  
E-mail: [Carla.Crowe@crowehorwath.com](mailto:Carla.Crowe@crowehorwath.com)

#### *Electronic/Information Systems*

Regional Operator: REACH, Inc.  
Name: Rick Greathouse  
Address: 9 East High Street  
Lawrenceburg, IN 47025  
Phone: (812) 537-4949  
E-mail: [rgreathouse@indianaregion9.org](mailto:rgreathouse@indianaregion9.org)

#### *Data Collection/Performance*

Regional Operator: REACH, Inc.  
Name: Amy Lay  
Address: 9 East High Street  
Lawrenceburg, IN 47025  
Phone: (812) 537-4949  
E-mail: [amy@indianaregion9.org](mailto:amy@indianaregion9.org)

Service Provider: River Valley Resources, Inc.  
Name: Bobbie Bryant  
Address: 319 East Main Street  
Madison, IN 47250  
Phone: (812) 265-2652  
E-mail: [bobbie@rivervalleyresources.com](mailto:bobbie@rivervalleyresources.com)

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

Regional Operator: REACH, Inc.  
Name: Bart Brown  
Address: 9 East High Street  
Lawrenceburg, IN 47025  
Phone: (812) 537-4949  
E-mail: [bbrow@indianaregion9.org](mailto:bbrow@indianaregion9.org)

# REGION 9 LOCAL WORKFORCE INVESTMENT PLAN - PY 2012

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## SIGNATURE PAGE



\_\_\_\_\_  
Beth Blasdel  
Region 9 Regional Workforce Board Chairperson

5/10/12  
Date



\_\_\_\_\_  
Jeff Hughes, Commissioner  
Region 9 Chief Elected Official

5/10/12  
\_\_\_\_\_  
Date

# ATTACHMENTS

## **Attachment A**

### **WIA ADULT/DISLOCATED WORKERS SERVICE MATRIX**

**Attachment B**  
**WIA YOUTH SERVICE MATRIX**

**Attachment C**

**REGIONAL BUDGETS AND  
EXPENDITURE FORMS**

**Attachment D**

**PARTNERSHIP MATRIX**

<b>Name of Partner</b>	<b>Description of Partnership</b>	<b>Shared Customers/Interests</b>
<b>Community Education Coalition</b>	The Community Education Coalition (CEC) of Columbus, Indiana, is a nationally recognized partnership of education, business, and community leaders focused on aligning and integrating the Columbus, Indiana and region's community learning system with economic growth and a high quality of life. CEC and RWB-9 work with CEC Eco15 to jointly apply for grants and to partner on educational and employer initiatives.	Grants, WorkOne Clients, Employers
<b>South Central Indiana Economic Development</b>	The consortium's mission is to market and advertise the benefits of locating within South Central Indiana, and to undertake additional activities leading to steady job growth and a diversified employer base. RO business consultant works with consortium in providing DWD business services	Staff serves on RWB9;
<b>Southeast Indiana Growth Alliance</b>	The mission of the Alliance is market Southeast Indiana's resources and benefits for corporate and commercial expansion and development leading to steady job growth and a diversified employer base. RO business consultant works with the Alliance in providing DWD business services.	Ex. Director services on RWB9
<b>Local Economic Development Organizations</b>	REACH is partnered with all Economic Development Organizations in Region 9. Working closely with EDO's and partnering on projects we help local companies achieve their goals while helping to strengthen the regional economy, Franklin County Economic Development Commission, Switzerland County Economic Development Corporation, Jackson County Industrial Development Corporation, Columbus Economic Development Board, Jennings County Economic Development Corporation, Ohio County Economic Development Corporation, Economic Development Partners of Jefferson County, Greensburg-Decatur County Economic Development, Dearborn County Economic Development Corporations.	Our customers and the EDO's cutomers and interests are one and the same. We partner, on a project basis, a variety of activities designed to attract business to the region, and help companies achieve success.

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<b>Chambers of Commerce</b>	REACH has membership in the eight existing Chambers in Region 9. We are partnered to assist the Chambers in promoting, informing, educating and assisting members in achieving business success.	Our customers and the Chambers customers and interests are one and the same. We engage in business to business networking partnerships to share products and services to help Region 9 businesses succeed.
<b>SIHRA</b>	Southeastern Indiana Human Resources Association serves the needs of the HR management professional by providing the most essential and comprehensive set of resources available to HR professional.	An RO staff member functions as the Director of Workforce Development for the SIHRA board in order to provide workforce development strategies and outreach of DWD services to members of the organization.
<b>Ivy Tech Community College</b>	Ivy Tech Community College is the nation's largest state-wide community college with single accreditation. It is the state's largest public post-secondary institution serving nearly 200,000 students a year. Ivy Tech Community College's Department of Workforce and Economic Development offers local, affordable solutions for Indiana business and industry training needs.	Work One Clients, Employers
<b>Employers First Regional Workforce Network</b>	The regional employers' first source for solutions to their workforce challenges of today and tomorrow. A proposed opportunity for Ohio, Kentucky, and Indiana to form a tri-state workforce region to be recognized as a Workforce Service Area by the Department of Labor.	RWB-9, Northern Kentucky WIB, Southwest Ohio Region WIB, Workforce One Investment Board of Southwest Ohio, and the Northern Kentucky Chamber of Commerce.
<b>Central Indiana Regional Workforce Board</b>	This regional workforceboard serves 8 counties in Central Indiana, operating the one-stop system. Region5 shares the same Regional Operator with Region 9. The RO has applied for federal grants that, if awarded, would serve both Region 5 and 9.	WorkOne Clients, Employers, Grants
<b>Jennings County Council of Domestic Violence</b>	Jennings County Council for Domestic Violence is recipient of Workforce Board Funding. Grant pays for computers in the center, providing victims access to Job Searches so victims can search for work in a secure location.	WIA Clients
<b>ABE Regional Consortium</b>	There are 3 Adult Education providers in Region 9 that work together to serve clients who need ABE and WorkOne services. This partnership shares best practices in the delivery of services. Partners include: Southeastern Career Center, McDowell Education Center, North Vernon Education and Training Center, DWD, and REACH.	WIA Clients, ABE Students,



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<p style="text-align: center;"><b>Southeastern Career Center</b></p>	<p>The Southeastern Career Center provides students with technical skills integrated with academic knowledge while promoting work ethics, citizenship, and self-esteem to prepare them for careers in business and industry. In addition, they provide them a foundation for post secondary education and advanced technical training. SCC and RWB-9 share interest in programs that prepare students for post secondary education and advanced training. SCC now offers classes at Greensburg, Madison, and Lawrenceburg WorkOne.</p>	<p style="text-align: center;">High schools, employers, and Post Secondary Institutions, WorkOne Clients</p>
<p style="text-align: center;"><b>C-4 Columbus Area Career Connection</b></p>	<p>C-4 is a voc/Tech school that serves students in grades PK, K-12 and serves the following counties; Brown, Bartholomew, Jackson, and Decatur. WIA Youth money helps pay for additional fees for elig. youth associated with some of their classes.</p>	<p style="text-align: center;">WorkOne Clients, Serves WIA youth. REACH and WorkOne Staff serve on regional partnership board.</p>
<p style="text-align: center;"><b>McDowell Learning Center</b></p>	<p>McDowell learning center provides Adult Basic Education Instruction, English as a Second Language Courses, and alternative high school options for youth and adults.</p>	<p style="text-align: center;">WIA Adults/WIA Youth REACH staff attend consortium meetings. Offers co-located ABE classes in Seymour and Columbus WorkOne offices.</p>
<p style="text-align: center;"><b>High Schools</b></p>	<p>WIA Youth staff provides WIA services to youth in the following high schools during resource periods or lunch. RWB 9 supports the awareness of Dream !t Do !t. through the Champion project in the local high schools.</p> <p>Batesville Community School Corp  Brownstown County Com School Corp  C4  Columbus East  Columbus North  Crothersville High School  East Central High  Franklin Co. High  Greensburg  Jac-Cen-Del High  Jennings County High School  Lawrenceburg High  Madison High School  Medora High School  Milan High  North Decatur</p>	<p style="text-align: center;">WIA Youth</p>

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	<p>Oldenburg Academy</p> <p>Rising Sun High</p> <p>Seymour High School</p> <p>Shawe Memorial High School</p> <p>South Dearborn High</p> <p>South Decatur</p> <p>South Ripley High</p> <p>Southeastern Career Center</p> <p>Switzerland Co. High</p>	
<b>Department of Corrections</b>	<p>WorkOne Jefferson County works in partnership with the facility getting inmates ready for release prepared for job interviews and completing applications along with informing the inmates of WorkOne services.</p>	WorkOne WIA Adults
<b>Eastern Indiana Area Health Education Center</b>	<p>The goal of EI-AHEC is to partner with schools, hospitals, health care providers, universities, business and development leaders." The vision of an AHEC is to create an identified pipeline of students interested in health care professions and provide resources to make their educational pathway as clear as possible." AHECs have a special focus on getting minority and disadvantaged students into health careers, thereby raising workforce skills in populations that might not otherwise gain that opportunity. AHEC is a non-profit organization funded by local in-kind contributions, state funding, and federal funding.</p>	WIA Youth, REACH Staff serves on Board
<b>Jennings County Education Center</b>	<p>Provides ABE/GED classes in North Vernon WorkOne building. JCEC delivers education tailored to the nontraditional learner. Quality work based on core curriculum, individual mentoring, service learning, and life coaching prepare students to meet real world challenges.</p>	WIA Youth/ WIA Adults Co-Located with North Vernon WorkOne
<b>Southeastern Indiana ISTEM</b>	<p>Southeast Indiana I-STEM is collaborative group comprised of university faculty, industry, and community organizations in southeast Indiana working together to achieve the goal of improving P-16 education in STEM-related fields.</p>	WIA Youth, REACH Staff serves as member of the advisory committee.
<b>Bartholomew County Youth Services Center</b>	<p>Youth Advisors in Bartholomew County provide WorkOne services to youth who are repeat offenders participate in the day treatment program.</p>	WIA Youth

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<b>Department of Child Services</b>	WIA Youth staff participate in regional team meetings to develop plans and deliver service for foster care youth who are transitioning out of the system.	WIA Youth
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**Attachment E**

**LOCAL ELECTED OFFICIALS' AGREEMENTS  
CHIEF COUNTY ELECTED OFFICIAL AGREEMENT**

**Attachment F**

**EXECUTIVE COMPENSATION**

<b>Executive Compensation for REACH, Inc. Staff</b>					
	<b>Staff Person</b>	<b>Salary</b>	<b>Benefits</b>	<b>Bonus</b>	<b>Total Annual Compensation</b>
<b>1</b>	Richard "Bart" Brown	\$92,500	\$15,000		\$107,500
<b>2</b>	Kirk Kuhn	\$67,500	\$13,500		\$81,000
<b>3</b>	Michele Bowman	\$57,500	\$7,500		\$65,000
<b>4</b>	Angie Black	\$48,000	\$12,000		\$60,000
<b>5</b>	Amy Lay	\$47,500	\$7,500		\$55,000

Attachment G

REACH'S (RO) ORGANIZATION CHART

