

PY2024 – PY2027
Workforce and Innovation Opportunity Act (WIOA) Plan

Economic Growth Region 6/Eastern Indiana Works

Regional Plan

September 30, 2024

Plan Contents

- Workforce Development Board Approval
- Executive Summary
- Section 1: Workforce and Economic Analysis
- Section 2: Strategic Vision and Goals
- Section 3: Local Area Partnerships and Investment Strategies
- Section 4: Program Design and Evaluation
- Section 5: Compliance
- Section 6: Participant Information, Costs, and Supplemental Funding

Local Workforce Development Board (LWDB) Approval

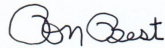
LWDB/Local Area Information

LWDB/Local Area Name	Region 6/Eastern Indiana Works
LWDB Chair	Ron Best
LWDB Executive Director(s)	Lyndsey Hellems/Gus Linde
One-Stop Operator	Jamarius Jennings
Regional Chief Elected Official	Commissioner John Lancaster

By signing below, the LWDB Chair signifies approval of this Plan and authorizes its submission to the Indiana Department of Workforce Development.

Ron Best

Board Chair Printed Name



Board Chair Signature

9-30-24

Date

Executive Summary

Each local area must submit an executive summary of their plan.

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:

- Manufacturing
- Health Care & Social Services
- Retail Trade
- Educational Services
- Accommodation and Food Services

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 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 the 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 the Eastern Indiana Works Board (EGR6 LWDB) and its Executive Board of Directors by virtue of his/her 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. The Department of Workforce Development has assigned regional labor market analysts to assist the Regions. These experts can help develop responses to questions 1.1 through 1.3 below. **Questions that require collaborative answers for planning regions are designated with an asterisk (*). See the Regional Plan Subsection of Memo 2023-16 for more information.**

1.1* A regional 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. As appropriate, a local area may use an existing analysis, which is a timely current description of the regional economy, to meet these requirements. [WIOA Sec. 108(b)(1)(A) and 20 CFR 679.560(a)(1)]

Economic Growth Region 6 (EGR6) has shown a population decrease by 902 over the last 5 years but is projected to grow by 2,469 over the next 5 years. Jobs decreased by 4,175 over the last 5 years but are projected to grow by 1,272 over the next 5 years. Regional average earnings per job are \$25.9K below the national average earnings of \$82.6K per job. The top three industries in 2023 were Restaurants and Other Eating Places, Education and Hospitals (Local Government), and Education and Hospitals (State Government).

EGR6 shows the Top 10 industry sectors as:

- 1) Manufacturing

- 2) Health Care & Social Services
- 3) Retail Trade
- 4) Educational Services
- 5) Accommodation & Food Services
- 6) Public Administration
- 7) Construction
- 8) Administration, Support, Waste Management
- 9) Transportation & Warehousing
- 10) Other Services (Except Public Administration)

EGR6 shows that the Top 10 Occupation Groups by Growth include:

- 1) Computer & Mathematical Occupations
- 2) Healthcare Support Occupations
- 3) Personal Care & Services Occupations
- 4) Community and Social Services Occupations
- 5) Legal Occupations
- 6) Healthcare Practitioners & Technical Occupations
- 7) Food Preparation & Serving Related Occupations
- 8) Life, Physical & Social Science Occupations
- 9) Education Training and Library Occupations
- 10) Transportation & Material Moving Occupations

Employers in EGR6 are integrating Employer demanded skills enhancement and knowledge pursuit into the regional culture is a vital strategy in meeting EGR6 Employer demand.

1.2 An analysis of the knowledge and skills required to meet the employment needs of the employers in the region, including employment requirements for in-demand industry sectors and occupations. [WIOA Sec. 108(b)(1)(B) and 20 CFR 679.560(a)(2)]

EGR6 top in-demand skills include nursing, merchandising, marketing, restaurant operation, cash register, general mathematics, housekeeping, food safety and sanitation, auditing, and cash handling. Employer-demand skills in EGR6 are service orientation, collaboration, listening, speaking, and critical thinking. These skills are universal to all occupations in EGR6, as employers throughout the global economy shift to an additive, customer satisfaction/service focus. To provide the best service, listening, speaking, and critical thinking are all necessary to provide consumers and businesses with the best possible service.

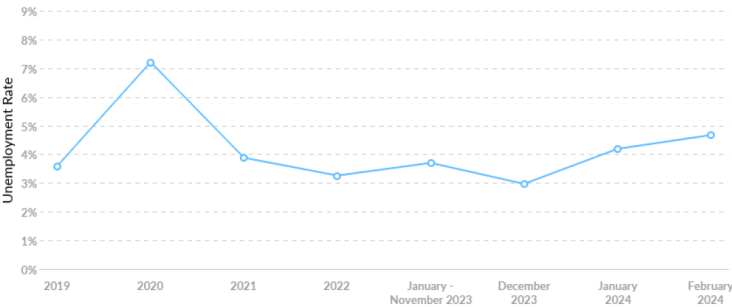
1.3 An analysis of the regional workforce, including current labor force employment and unemployment data, information on labor market trends, and the educational and skill levels of the workforce, including individuals with barriers to employment and youth. [WIOA Sec. 108(b)(1)(C) and 20 CFR 679.560(a)(3)]

Feb 2024 Labor Force Breakdown

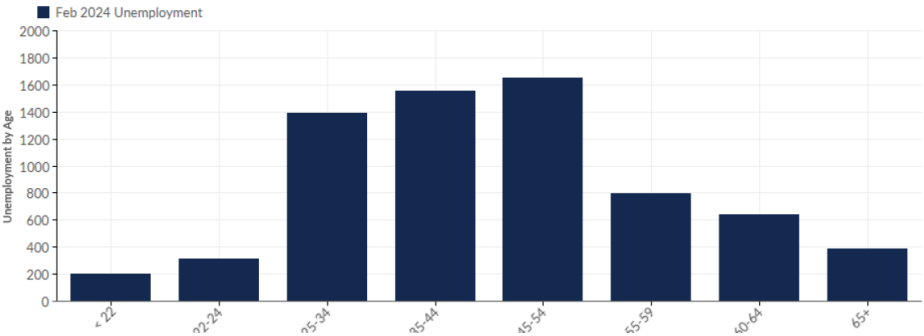


Unemployment Rate Trends

Your areas had a February 2024 unemployment rate of 4.67%, increasing from 3.59% 5 years before.

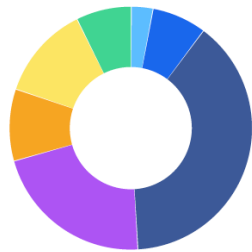


Unemployment by Age



Educational Attainment

Concerning educational attainment, **12.5% of the selected regions' residents possess a Bachelor's Degree** (8.7% below the national average), and **9.6% hold an Associate's Degree** (0.7% above the national average).



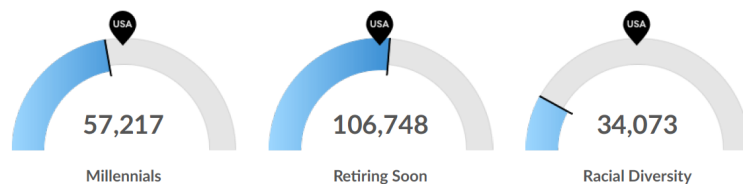
	% of Population	Population
Less Than 9th Grade	2.9%	6,441
9th Grade to 12th Grade	7.3%	16,198
High School Diploma	38.8%	86,625
Some College	21.6%	48,083
Associate's Degree	9.6%	21,341
Bachelor's Degree	12.5%	27,860
Graduate Degree and Higher	7.4%	16,457

From 2018 to 2023, jobs declined by 3.1% in EGR6 from 134,696 to 130,521. This change fell short of the national growth rate of 3.9% by 7.0%. As the number of jobs declined, the labor force participation rate decreased from 58.3% to 56.4% between 2018 to 2023.

Concerning educational attainment, 12.5% of the selected regions' residents possess a bachelor's degree (8.7% below the national average), and 9.6% hold an associate's degree (0.7% above the national average).

As of 2023 the region's population declined by 0.3% since 2018, falling by 902. Population is expected to increase by 0.7% between 2023 and 2028, adding 2,469.

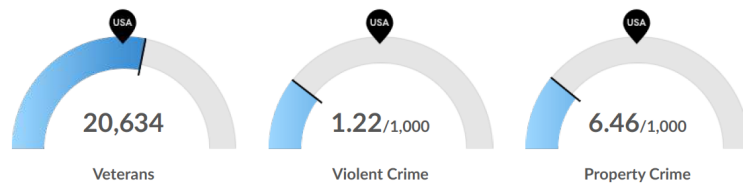
Population Characteristics



Your area has 57,217 millennials (ages 25-39). The national average for an area this size is 67,253.

Retirement risk is about average in your area. The national average for an area this size is 99,119 people 55 or older, while there are 106,748 here.

Racial diversity is low in your area. The national average for an area this size is 136,017 racially diverse people, while there are 34,073 here.



Your area has 20,634 veterans. The national average for an area this size is 17,298.

Your area has 1.22 violent crimes per 1,000 people. The national rate is 3.6 per 1,000 people.

Your area has 6.46 property crimes per 1,000 people. The national rate is 18.22 per 1,000 people.

Section 2: Strategic Vision and Goals

Please answer the following questions. Section 2 responses should reflect input from members of the local workforce development board and other community stakeholders. **Questions that require collaborative answers for planning regions are designated with an asterisk (*). See the Regional Plan Subsection of Memo 2023-16 for more information.**

2.1 Provide a description of the board’s strategic vision to support regional economic growth and economic self-sufficiency. This must include 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 in-school and out-of-school youth and individuals with barriers to employment. [WIOA Sec. 108(b)(1)(E) and 20 CFR 679.560(a)(5)]

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 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 WEBS. 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-demanded 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 and goals align with and/or support the State's strategic vision as set out in the [WIOA Unified State Plan](#). Specifically address how the local area will align with the pillars and goals outlined below as well as the action steps included in the WIOA State Plan, where applicable.

Pillar I: Removing barriers for workers to meet Hoosiers where they are and help remove obstacles to work and learning.

- Goal 1: Harness opportunities through the Infrastructure Investment and Jobs Act, known as the Bipartisan Infrastructure Law (BIL), which includes the Broadband Equity Access and Deployment program (BEAD), the CHIPS and Science Act, and the Inflation Reduction Act (IRA), for populations that have been historically excluded from the labor force.
- Goal 2: Remove barriers for workers including providing affordable and accessible childcare.
- Goal 3: Create digital equity through digital skills training.

Pillar II: Preparing future skilled workers to ensure Indiana can deliver the training and skills needed for a modern workforce.

- Goal 1: Transform as a State to prepare for emerging industries specific to federal opportunities and strategic industries.
- Goal 2: Meet people where they are for career pathway planning to customize to their unique potential and experience.
- Goal 3: Develop additional workers with skills-based technical training and/or a high-quality credential, certification, or degree to fill in-demand jobs.

Pillar III: Helping employers find and/or develop skilled workers to ensure employers have the talent needed for the economy of today and tomorrow.

- Goal 1: Deliver bespoke customer service and solutions to key employers.
- Goal 2: Increase quality job exposure and experience through apprenticeships, work-based learning, and employer supported training programs.
- Goal 3: Continue to champion and promote skills-based hiring practices through career coaching for underserved jobseekers and employer hiring and training models.

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 WIOA Unified State Plan. 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, 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 WIOA Unified State Plan, which provides the state workforce system with a cohesive strategy for aligning resources to empower clients to meet employer demand. Eastern Indiana Works strives to ensure that everyone gets a service plan that is individualized to his/her needs. Each plan potentially shows assessments, case management, educational training, certification opportunities, developmental workshops, access to labor market materials, and employment opportunities. Eastern Indiana Works has four physical office locations, a virtual direct connect platform, kiosks, pods, and staff to travel to different community sites where there is a need. Eastern Indiana Works utilizes its website, digital/print platforms, social media, and at times radio to promote awareness of services. Educating community partners about our services help to promote our efforts.

2.3* Describe how the board's goals relate to the achievement of federal performance accountability measures. See 20 CFR 677.155 for more information on the federal performance accountability measures. [WIOA Sec. 108(b)(1)(E) and 20 CFR 679.560(a)(5)]

Eastern Indiana Works will utilize the benchmarks along with historical performance, to help make decisions to where focus and outreach should occur. Performance is communicated to the local WDB during board meetings and made available on the EIW website. EIW monitors performance and adjusts when necessary to improve performance.

2.4* 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) and 20 CFR 679.560(b)(16)]

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 demand will be met expeditiously.

Section 3: Local Area Partnerships and Investment Strategies

Please answer the following questions. Many of the responses below, such as targeted sector strategies, should be based on strategic discussions with the local board and partners. **Questions that require collaborative answers for planning regions are designated with an asterisk (*).** See the Regional Plan Subsection of Memo 2023-16 for more information.

3.1 Taking into account the analysis in Section 1, describe the local board’s strategy to work with the entities 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*) and required partners 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) and 20 CFR 679.560(a)(6)]

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) is committed to pursuing 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 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. Describe how the local board will coordinate strategies, enhance services, and avoid duplication of services. [WIOA Sec. 108(b)(2), (10), (11), (12) & (13), 20 CFR 679.560(b)(9), 20 CFR 679.560(b)(10), 20 CFR 679.560(b)(11), and 20 CFR 679.560(b)(1)(i)]

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 virtual services models. These offices and sites provide varying levels of services onsite that include WIOA and Wagner-Peyser and are co-located 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, and other reemployment programs through its contracted Service Provider(s).

Vocational Rehabilitation, TANF, TAA and SNAP program referrals are provided by Eastern Indiana Works (EGR6 LWDB) in all 9 EGR6 counties. Vocational Rehabilitation is present in our Eastern Indiana Works (EGR6 LWDB)/WorkOne offices to meet with their clients.

Proteus is co-located in the Delaware County WorkOne Center and partners with Eastern Indiana Works through referrals and other workforce activities.

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.

Community Based Organizations are best suited to understanding their community and helping job seekers 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, community corrections, non-profits, and community centers.

Virtual 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
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 can be found at:

<https://www.easternindianaworks.org/locations> and on social media. In addition, scheduling with a virtual appointment is also available at www.easternindianaworks.org

3.3* Describe how the board will support the strategy identified in the WIOA Unified State Plan and work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 to support service alignment. Describe efforts to work with each partner identified in 3.2 to develop plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of the Wagner-Peyser Act services and other services provided through the one-stop delivery system. [WIOA Sec. 108(b)(2), (10), (11), (12) & (13), 20 CFR 679.560(b)(1)(ii), (b)(9) and (b)(11)]

The Eastern Indiana Works (EGR6 LWDB)/WorkOne 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.

Ways to connect virtually will continue to 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 is present in our WorkOne Centers to meet with their clients. Adult Education is coordinated through outreach to the Adult Education classes offered in our region.

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 MOUs in place with partners that support the mission and vision of the region.

3.4 Identify how the local board will coordinate WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II. This description must include 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) and 20 CFR 679.560(b)(12)].

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 will coordinate local workforce investment activities with regional economic development activities that are carried out in the local area and how the local board will promote entrepreneurial skills training and microenterprise services. [WIOA Sec. 108(b)(5) and 20 CFR 679.560(b)(4)]

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

CO: LAB – MADJAX - Muncie

Innovation Connector - 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 Based on the analysis described in Section 1.1-1.3, describe how the one-stop operator will ensure priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. Include any locally identified priority of service populations. [WIOA Sec. 134(c)(3)(E) and 20 CFR 679.560(b)(21)]

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 50.1% 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 monthly to ensure this priority of service level is being met. To be considered Adult Priority an Adult must be low income, be basic skills deficient, or receive public assistance.

Eastern Indiana Works defines One-Stop Operator services as the coordination of the service delivery of required one-stop partners and service providers within the One-Stop System. The coordination of responsibilities listed below will help to ensure priority will be given to recipients of public assistance, low-income, and individuals that are basic skills deficient.

- Establish electronic linkages of all one-stop partners designated by Eastern Indiana Works to improve communication, referral, service delivery, and tracking of performance of the partners.
- Facilitate the planning of and electronic transfer of information between the partners and Eastern Indiana Works.
- Coordinate and hold periodic meetings with all one-stop partners and Eastern Indiana Works.
- Assist in the identification of appropriate services for the construction of a Memorandum of Understanding with all one-stop partners designated by Eastern Indiana Works using the principles of universal design in their operations to ensure customer access; and

- Working with Eastern Indiana Works and applicable state agencies, create a strategic plan to integrate the intake, case management, and reporting of the one-stop partners.
- Coordination of cross training of partner staff
- Deliver employer engagement in key economic sectors through professional and efficient service delivery that transforms business transactions into meaningful business partnerships. Evaluate the workforce development and hiring/recruitment needs of businesses and develop solutions-based strategies to meet those needs, by improving alignment of the current and future talent supply and informing education and training programs to support the market need.

Eastern Indiana Works uses collected data to ensure that we are engaging with the populations that are documented as needing priority of services. 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. 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.

3.7* Based on the analysis described in Section 1.1-1.3, identify 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 maintains a focus on additive and advanced 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 developments, 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 continues 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 with 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.

3.8 A-D

Responses to the following questions should 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, utilization of effective business intermediaries, and other business services and strategies that support the local board's strategy in 3.1 and meet the needs of regional employers. [WIOA Sec. 108(b)(4)(A) & (B) and 20 CFR 679.560(b)(3)]

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

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

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 several 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.

B. Support a local workforce development system as described in 3.2 that meets the needs of businesses.

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.

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

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 and Rapid Response activities. These 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.

3.9 Describe the strategy the local board implements when using WIOA dollars to support training opportunities including but not limited to OJT, work experience, apprenticeship, and pre-apprenticeship.

- What portion of WIOA funds in the past two years were used to support training costs for participants in each of these programs? Please list a total as well as the portion used for each program.
- What percentage of WIOA funds would you project over the next two years will be used to support training costs for participants in each of these programs? Please list a total as well as the portion used for each program.
- If the local board is supporting training costs for participants using non-WIOA funding, how is this tracked?

Totals used to support training costs for participants:

Total WIOA	\$204,995.92	5.2%
WIOA Adult	\$92,384.66	7%
WIOA DW	\$29,193.10	2%
WIOA ISY	\$18,067.25	5.2%
WIOA OSY	\$65,350.91	6.7%

Projection for next 2 years: It would roughly be around the same percentages as above with the overall percentage being at 25%.

EIW tracks non-WIOA funding to support training cost through our fiscal software system. Each funding stream is identified by its own fund number.

3.10 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. Organize the description by population(s) served. 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 has applied for several grants in 2023-2024 and anticipates continuing this pursuit of additional funding from federal resources outside of WIOA, local foundations, private entities, and other community resources to support workforce interests in EGR6.

Eastern Indiana Works has been awarded a direct Department of Labor grant through YouthBuild to run our Muncie YouthBuild program in 2024. This program allows us to expand our reach and offer more resources and opportunities to Out of School Youth. Eastern Indiana Works has also been involved and awarded funding through state consortiums of federal National Dislocated Worker Grants awards including H1B Rural Healthcare Grant and QUEST grant targeting dislocated workers and expanding our offerings to this population. Eastern Indiana Works has not been funded any other awards so far outside of State or WIOA Title 1 funds, but we do hope to see more awards come our way to support our Workforce Development programming to serve our communities well.

3.11 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, 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. Many of the responses below, such as those regarding career pathways and individual training accounts, should be based on strategic discussions between the local board and partners. **Questions that require collaborative answers for planning regions are designated with an asterisk (*). See the Regional Plan Subsection of Memo 2023-16 for more information.**

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 information regarding the referral processes with one stop partners such as the technology used for making/tracking referrals. [WIOA Sec. 108(b)(3) and 20 CFR 679.560(b)(2)(i)]

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.

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 as well as improve access to activities leading to a recognized post-secondary credential, including a credential that is an industry-recognized certificate or certification, portable, and stackable. [WIOA Sec. 108(b)(3), 20 CFR 679.560(b)(2)(iii), and 20 CFR 679.560(b)(2)(ii)]

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.

4.3 A-G Describe the one-stop delivery system in the local area as required by WIOA Sec. 121(e). Please note that question F is only for local areas participating in a Planning Region. [WIOA Sec. 108(b)(6)(A-D) and 20 CFR 679.560(b)(5)].

A. Describe the local board's efforts to ensure the continuous improvement of eligible providers of services and ensure that such providers meet the employment needs of local employers, workers, and jobseekers. [WIOA Sec. 108(b)(6)(A) and 20 CFR 679.560(b)(5)(i)]

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 Service Providers (Equus Workforce Solutions & Rush County Economic & Community Development Corporation) 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, including in remote areas, through the use of technology and through other means. [WIOA Sec. 108(b)(6)(B) and 20 CFR 679.560(b)(5)(ii)]

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.

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) has and continues to organize and develop a more robust network of access.

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, 20 CFR 679.560(b)(5)(iii), 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. Provide the name, organization, and contact information of the designated local WIOA Equal Opportunity Officer.

Kathryn Neely, Information Services Manager & Equal Opportunity Officer
 Eastern Indiana Works, 4620 W. Bethel Ave., Muncie, Indiana 47304
 (765)807-2355
kneely@easternindianaworks.org

E. 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 and any future iteration of this guidance. [WIOA Sec. 108(b)(6)(D) and 20 CFR 679.560(b)(5)(iv)]

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)	Indiana Department of Workforce Development
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

F.* If you participate in a Planning Region, please describe the coordination of administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate. [20 CFR 679.510(a)(1)(v)]

Eastern Indiana Works does not participate in a Planning Region, this is not applicable to our region.

G. 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 under WIOA and by one-stop partners. [WIOA Sec. 108(b)(21) and 20 CFR 679.560(b)(20)]

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 virtual model that utilizes multiple teleconference platforms (including a phone-in option). Most services are available with teleconference capabilities. In the case of clients with limited access, the Eastern Indiana Works (LWDB) has kiosks/pods located in our communities across the region. Eastern Indiana Works 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 Provide an assessment and description of adult and dislocated worker workforce development activities, including type and availability of education, training, and employment activities. Include analysis of the strengths and weaknesses of such services as well as the capacity to provide such services in order to address the needs identified in 1.2. Specifically assess the local area's WIOA performance levels from the prior two years. [WIOA Sec. 108(b)(1)(D) & 108(b)(7), 20 CFR 679.560(b)(6), and 20 CFR 679.560(a)(4)]

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

Career Services, which include the following core, individualized, and follow-up services:

- Basic Career Services:
- Eligibility determination, in accordance with the definitions in Sections 3 and 134 of the WIOA.
- outreach, intake, and orientation to the one-stop delivery system's information and services.
- initial assessment of customer skill levels, aptitudes, abilities, and supportive service needs.

- 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).
- business services (e.g., employee recruitment) for employers.
- referrals to and from partner programs.
- 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.
- provision of performance and program cost information on eligible training providers.
- provision of information on -- and referral to -- supportive services, including childcare, child support, and medical or child health assistance.
- assistance in establishing eligibility for educational financial aid.

Individualized Career Services:

- Comprehensive and specialized assessments (e.g., diagnostic testing and in-depth interviewing and evaluation) of customers' skills needs.
- individual employment plan (IEP) development to identify the customer's goals and objectives and the services he/she needs to achieve these goals.
- group and individual counseling.
- career planning.
- short-term prevocational and workforce preparation services to develop basic workplace skills (e.g., learning, communication, and interviewing skills).
- financial literacy services.
- workforce preparation activities.

- out-of-area job search and relocation assistance.
- English language acquisition; and
- 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.

Training Services, which include the following:

- Programs that provide workplace training with related instruction.
- skill upgrading and retraining.
- entrepreneurial training.
- job readiness training that is combined with occupational skills training.
- adult education and literacy activities that are combined with occupational skill training.
- customized training that is conducted with an employer’s commitment to employ the trainee after he/she completes the training.
- occupational skills training that, with few exceptions, is accessed through “individual training accounts”; and
- on-the-job training.

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.

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, Eastern Indiana Works is seeking other funding opportunities to ensure the quality of services can be improved and employer expectations met.

4.5 Identify successful models of the activities above, especially any best practices for dislocated worker activities relevant to the local area.

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 when a downsizing of a company occurs. While our typical delivery methodology has been to provide on-site services, since 2020 we have successfully utilized remote and virtual services as appropriate to address those employer and dislocated worker needs. Additionally, we continue to work to support those that were affected by job losses of the Covid-19 pandemic by conducting outreach, assessment and evaluation of clients' past employment history to ensure they are working at the responsibility and skill level before the pandemic.

4.6 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) and 20 CFR 679.560(b)(7)].

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. As we were successful in our mainstream programs, we also utilize 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.

4.7 Provide 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. two weeks in July); percent of youth budget allocation; WIOA program elements addressed by the program; 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) and 20 CFR 679.560(b)(8)]

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, (2) Muncie Central, New Castle, Knightstown, Wapahani, Shenandoah, Richmond, and Rush High Schools. 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 after 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.

4.8 Identify successful models of the activities above and any other best practices for youth workforce activities relevant to the local area. [WIOA Sec. 108(b)(9) and 20 CFR 679.560(b)(8)]

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.

4.9 Describe the 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. Describe how training services outlined in WIOA sec. 134 will be provided through the use of individual training accounts, including, if contracts for training services as described in 20 CFR 680.320 will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter, and how the local board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided. [WIOA Sec. 108(b)(19) and 20 CFR 679.560(b)(18)]

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., INTraining)

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.

4.10 Describe how Reemployment Service and Eligibility Assessment (RESEA) activities are implemented in the local area and how they will be incorporated into WIOA programming.

Eastern Indiana Works (EGR6 LWDB) is managing this program and coordinating with the Indiana Department of Workforce Developments as it continues to make changes in the program. RESEA 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 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.

4.11 Describe the local area's grant application and project design strategy, including staffing, when applying for additional funding (e.g., non-formula grants). How does the local area braid funding and/or prioritize use of certain funding streams?

The Executive Team of the board coordinates and collaborates on all funding opportunities for the workforce board. This includes the Chief Executive Officer, the Chief Administrative Officer, the Executive Vice President of Governance and Communication, the Vice President of Fiscal Services, and the Vice President of Operational Strategies. The team coordinates relationships for national and state workforce funding, as well as philanthropic funding opportunities. As the workforce board our strategies have and will continue in the near future on youth development and work-based learning/apprenticeship opportunities.

Our board is part of a larger collaboration regionally, the East Central Indiana Talent Collaborative. This collaborative continues to bridge and braid opportunities with key regionally focused organizations that include but are not limited to the following: Ball State University, Ivy Tech Community College, Eastern Central Indiana Regional Partnership, East Central Indiana Educational Service Center, community-based foundations, and local economic development organization prosperity and growth of East Central Indiana. Each of these stake holders and Eastern Indiana Works are committed to support the advancement of the region in any and all funding opportunities for the collective region. In many of our grants across the region, each stakeholder has had an opportunity to lead the effort and support the other organizations in the efforts. This is shown with our improvement of READI funding, YouthBuild Funding, Commission of Higher Education intermediary grants, and Commission for Higher Education career coaching grant to name a few.

4.12 Describe how the local area plans to implement program evaluation. What aspects of program delivery and performance will be evaluated, and how will these evaluations take place?

Eastern Indiana Works (EGR6) constantly evaluates program delivery and performance to ensure our services are being provided in a quality, timely, and efficient manner. We utilize our MIS team to stay abreast of performance throughout the program year by keeping a monthly scorecard that tracks information such as how many enrollments were obtained, how many placements in education, training or employment were made, and how many customers we saw in the office that month. Our MIS team also completes monthly file reviews to ensure staff are meeting expectations

and collecting necessary file documentation to support eligibility. Our MIS team has implemented quality of service file reviews. Every month, MIS pulls samples of non-newly enrolled individuals which shows what we are doing with a client, checking what services are being provided, are we keeping regular contact, and meeting needs based on the information in the electronic case files. We also run quarterly data entry checks to ensure our staff are staying in compliance with data entry requirements and maintaining data integrity through reporting in a timely manner.

4.13 Describe the local area's professional development plan for all staff, including the frequency, type (in-person, self-guided, web-based, etc.), and topics addressed.

Each week our frontline staff have dedicated professional development time on Thursdays from 8 am - 10 am. This time is generally spent in training with a virtual call for all frontline staff and supervisors to review important information such as policy updates, training, topic reviews, partner introductions and refreshers, staff development, etc. Throughout the year, there are different times where we get self-guided modules for cyber security. Our service provider staff have corporate trainings that they must attend annually. These trainings are self-guided, web-based and cover topics such as sexual harassment training, safety topics, etc. As for all staff professional development days, we strive to get the staff all in one place for a whole workday on a quarterly basis to do in-person activities such as team development, trainings, and workshops to make our region grow and understand our customers. Individual professional development can also be requested if a staff member would like to attend presentations, workshops, or events that will lend to the work we do.

Section 5: Compliance

Please answer the following questions. Most of the responses should be staff-driven, as the questions focus on the organization's compliance with federal or state requirements. **Questions that require collaborative answers for planning regions are designated with an asterisk (*).** See the Regional Plan Subsection of Memo 2023-16 for more information.

5.1 Describe the competitive process that will be used to award the sub-grants and contracts in the local area for WIOA Title I activities. Identify agreement type (sub-award or contract), name of sub-recipient or contractor, and length of agreement. Attach copies of current agreements as Exhibit 1 for, as applicable: One Stop Operator, Service Provider(s), Fiscal Agent, and Staff to the Board. [WIOA Sec. 108(b)(16) and 20 CFR 679.560(b)(15)]

Eastern Indiana Works (EGR6 LWDB) follows a policy that ensures full compliance with WIOA Title I competitive procurement requirements. Competitive procurement transactions are conducted in a manner which provides full and open competition that is consistent with the standards provided in Section 200.319 of 2 CFR 200. The following Eastern Indiana Works (EGR6 LWDB) contracts are attached as Exhibit 1:

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

APM Equus Holdings Corporation (d/b/a Equus Workforce Solutions), 9510 Ormsby Statio, Suite 104, Louisville, KY 40223.

Duration of Contract: July 1, 2024- June 30,2024 with the option of three (3) one (1) year renewals.

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

APM Equus Holdsing Corporation (d/b/a Equus Workforce Solutions), 9510 Ormsby Statio, Suite 104, Louisville, KY 40223 Duration of Contract: January 1, 2024 to December 31, 2024 with the option of three (3) one (1) year renewals.

Rush County Economic and Community Development Corporation, 330 North Main Street, Suite 200, Rushville, IN 46173

Duration of Contract: January 1, 2024 to December 31, 2024 with the option of three (3) one (1) year renewals.

Eastern Indiana Works (EGR6) WDB-CEO Agreement.

5.2 Provide an organization chart as Exhibit 2 that depicts a clear separation of duties between Title I roles (e.g., between the board and service provision). [20 CFR 679.400 – 430]

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 the Local Board, including the role and scope of work of the youth committee (or youth representatives on the WDB if there is not a youth 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: Caleb Beasley, Muncie Area Career Center; Derek Dodd, Indiana/Kentucky/Ohio Regional Council of Carpenters and Ashley Surpas, Ball State University. 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 Identify the entity responsible for the disbursement of grant funds as described in WIOA Sec. 107(d)(12)(B)(i)(III), as determined by the chief elected official or the Governor under WIOA sec. 107(d)(12)(B)(i). [WIOA Sec. 108(b)(15) and 20 CFR 679.560(b)(14)]

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

Eastern Indiana Works, 4620 W. Bethel Ave., Muncie, IN. 47304
fiscal@easternindianaworks.org
(765) 282-6400

5.5 Indicate the local levels of performance negotiated with the Governor and chief elected official consistent with WIOA sec. 116(c) to be used to measure the performance of the local area and to be used by the Local WDB for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA title I subtitle B, and the one-stop delivery system in the local area. [WIOA Sec. 108(b)(17) and 20 CFR 679.560(b)(16)]

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.

5.6 Describe the actions the local board will take toward becoming or remaining a high-performing local workforce development board, consistent with the factors developed by the State WDB. [WIOA Sec. 108(b)(18) and 20 CFR 679.560(b)(17)]

Eastern Indiana Works and the regional collaboratives are aligned with the pillars developed in statewide plan by the State WDB. Those would include the removing of barriers for workers, preparing future skilled workers, and helping employers find/develop skilled workers. Eastern Indiana Works and the workforce ecosystem in the region have many examples of how we are working to do this work. The East Central Indiana Talent Collaborative, in which Eastern Indiana Works maintains a seat on the guiding team developed our strategic plan which aligns with the State Workforce plan. It can be found here <https://forgeeci.com/ecitc/> and contains aligned pillars that Eastern Indiana Works ensures all of our programming, activities, and outcomes align with the goals set forth in our State and regional plans. In the implantation of becoming a high performing workforce board, we have implemented for the past 3 years Exploration into Work Events for middle and high school students providing more than 3000 students a year an understanding of local and regional opportunities they can pursue. We are collaborating with DOE, ASCEND Indiana, and the East Central Educational Service center on 3 initiatives to provide more equity opportunities. Launch Pathways (<https://launchpathways.org/initiative/>) is a equitable & Accelerated Pathways for All is a national college and career pathways initiative that strives for every learner to have access to and succeed in high-quality and equitable pathways. Modern Youth Apprenticeship is a collaboration with ASCEND Indiana is working to bring modern and pre-apprenticeship opportunities to students in their last couple of years of high school providing them on and off ramps in key career pathways in our region. The last initiative is with East Central Educational Service Center to align our workforce resources with primary, middle and high schools to ensure career exploration, planning and engagement occurs across a students primary and secondary school career and helps transition them to successful post-secondary opportunities.

We are also engaged with the collaborative to upskill current and other emerging workers through programs with Ivy Tech, community non profits. The workforce board leverages Next Level Jobs Work Ready funding and employer training grants to bridge the needs and grow our talent pipeline.

5.7 Provide as Exhibit 3 copies of executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA sec. 107(d)(11)) between the Local WDB or other local entities described in WIOA sec. 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under title I of the Rehabilitation Act (29 U.S.C. 720 et seq.) (other than sec. 112 or part C of that title (29 U.S.C. 732, 741) and subject to sec. 121(f)) in accordance with sec. 101(a)(11) of the Rehabilitation Act (29 U.S.C. 721(a)(11)) 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) and 20 CFR 679.560(b)(13)]

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.

5.8 Describe the process used by the Local WDB, consistent with WIOA sec. 108(d), to provide a 30-day public comment period prior to submission of the plan, including an opportunity to have input into the development of the local plan, particularly for representatives of businesses, education, and labor organizations. If any comments that represent disagreement with the plan were received, they must be included as Exhibit 4 attached to this Local Plan. [WIOA Sec. 108(b)(20), 20 CFR 679.560(b)(19), and 20 CFR 679.560(e)]

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 for oversight and monitoring of sub-recipients and contractors. Include staff titles for who conducts monitoring and how staff are trained to conduct monitoring. Provide a list of all upcoming planned or scheduled monitoring activities as well as copies of or links to all monitoring procedures and tools utilized during the review process. Submit this information as Exhibit 5.

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 review 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 5) are sample monitoring forms used for Review Process and Sample Monitoring Report.

In depth monitoring of sub-recipients and contractors for programmatic and administrative/fiscal compliance. Is completed on an annual basis.

Programmatic monitoring is completed by Director of Initiatives, VP of Operational Strategies, and Information Services (MIS) Manager.

Administrative Fiscal Monitoring is completed by Executive VP of Governance and Communication, VP of Fiscal Services, and Information Services (MIS) Manager.

5.10 Describe local operating systems, including data systems, and local policies that will support the implementation of the local board's strategy.

Eastern Indiana Works uses several systems to manage our operations including our case management system, Indiana Career Connect, provided by the State of Indiana to keep track of our clients and our actions to support them. We also use a customer relationship management system, Ingage, for our employer relationships and support activities. We also use other online resources such as ONet, Indiana Career Explorer, and Traitify for assessments and guidance when

coaching customers. In our operations, we partner with our State on many initiatives and systems such as the VCE portal to engage with clients virtually, Next Level Jobs Portal for Workforce Ready Grant participants & Employer Training Grant participants, and JagForce as our case management system for our JAG participants. We are heavily Microsoft based for our daily operations which includes our emails and our file sharing systems. We aim to make our system seamless and simple by keeping systems to a minimum, but as we get involved in more projects, we are aware that these may expand based on the project.

Section 6: Participant Information, Costs, and Supplemental Funding

In the “Program Participants” column, each program should reflect all participants enrolled or projected to be enrolled regardless of whether they are co-enrolled in another program. Please provide an explanation of the projections if they are at or below participant levels from the prior year. In the “Co-enrolled Participants” column, please list how many participants are co-enrolled in any core or other programs. In the text box below, include the programs in which the participants are co-enrolled.

Program		Program Participants	Co-enrolled Participants	Referrals			Average Cost Per Participant
				ABE	VR	Other	
WIOA Adult	Actual PY22	410	62	1		2	\$1,868
	Actual PY23	358	255	6	1	3	\$1,461
	Projected PY24	300	100				\$1,428
	Projected PY25	300	100				\$1,428
WIOA Dislocated Worker	Actual PY22	517	51			6	\$1,527
	Actual PY23	403	247			2	\$1,290
	Projected PY24	250	150				\$1,520
	Projected PY25	250	150				\$1,520
Youth (In School)	Actual PY22	16	2				\$17,861
	Actual PY23	6	1				\$10,550
	Projected PY24	18	3				\$5,277
	Projected PY25	18	3				\$5,277
Youth (Out of School)	Actual PY22	83	10	10			\$6,113
	Actual PY23	31	7	21	1		\$15,008
	Projected PY24	50	10				\$5,700
	Projected PY25	50	10				\$5,700

Supplemental Funding

Please list additional funding sources that will supplement the funding that the local area receives through WIOA.

Funding		Program Participants	Total Budget	Budget per Participant	Explanation
Additional State	PY24	4,200	\$608,591	\$144.90	CHE Grant
	PY25	1,200	\$242,000	\$201.67	CHE Grant
Additional Federal	PY24	22	\$484,276	\$22,012.55	Direct DOL Grant
	PY25	22	\$484,276	\$22,012.55	Direct DOL Grant
Additional Other	PY24	25	\$140,000	\$5,600	Modern Youth Apprenticeship
	PY25	5	\$35,000	\$7,000	Modern Youth Apprenticeship

Exhibit 1

APM Equus Holdings- SP Contract

APM Equus Holdings- OSO Contract

WDB- CEO Agreement

RCEDC- SP Contract

Exhibit 2

OSO, SP, and Board Org Chart & Separation of Duties

Exhibit 3

Memorandum of Understanding- WIOA Partners

Partnership Agreement- TANF

Partnership Agreement- VR

Partnership Agreement- DWD

Exhibit 4

Comments