



INDIANA  
**WORKFORCE**  
DEVELOPMENT  
AND ITS **WorkOne** CENTERS

*Workforce Investment Act*  
*Annual Report*

*Program Year 2007*  
*July 1, 2007 through June 30, 2008*

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## **Indiana Department of Workforce Development Commissioner's Message**

September 29, 2008

I am pleased to submit this year's Workforce Investment Act Annual Report for Program Year 2007. We've enjoyed many accomplishments during the past 12 months and this document provides details toward our goal of delivering high-quality service and integrated programming to meet the needs of our customers.

As part of our integration efforts, we established a "Customer Bill of Rights" which recognizes that Hoosier workers visiting a WorkOne office have:

- The right to know their skills
- The right to improve their skills
- The right to find the best job that matches their skills

With this foundation, we have begun to set a successful course for meeting the needs of our diverse customer base.

Toward the end of the program year, DWD successfully launched its new online job matching service for those seeking employment and companies looking for qualified candidates. We are excited about the prospects of this new site and the opportunities to help make the connection between jobseekers and employers.

This also was the first full year of Indiana's participation in the Jobs for America's Graduates (JAG) program. Utilizing WIA funds, the program has begun in 13 schools and we anticipate the number of high schools with JAG programs will more than double within the next year. The program has been well received and, during the first partial year of the program, 100 percent of seniors in the program graduated.

These programs, and the others highlighted in this year's report, are made possible through the support and guidance provided by the United States Department of Labor. We appreciate our partnership with the agency and the many stakeholder groups across Indiana. Together, we are moving closer to our goal of delivering a world-class system for workforce development.

Sincerely,

Teresa L. Voors  
Commissioner  
Indiana Department of Workforce Development



## **Regional Integration Efforts Proceeding**

July 1, 2007 marked the one-year anniversary of Indiana's Workforce Investment System's structural changes as explained in Indiana's Strategic State Plan for the Workforce Investment Act (WIA) and Wagner-Peyser Act. Indiana's new workforce investment system consists of two workforce service areas: Marion County; and, the balance of the state comprised of 91 of Indiana's 92 counties. The governing structure is the Marion County Workforce Investment Board and the State Workforce Innovation Council (SWIC) as the Balance of State Workforce Investment Board. The Balance of State Workforce Investment Board is the local board for all counties in Indiana except Marion. The 91 counties are divided into eleven economic growth regions with each managed by a regional workforce board that hires a regional operator and service providers. Further, the SWIC functions as the State Workforce Investment Board, which assists the governor on workforce issues. This workforce system formally began on July 1, 2006.

The SWIC met quarterly during Program Year 2007 and is comprised of stakeholders from business and industry including individuals who represent business and industry on the Regional Workforce Boards in Indiana, labor and community-based organizations, education and local governments and the directors of various state agencies. The SWIC serves in an advisory capacity to the governor in its capacity as the State Board. The SWIC approved the WIA State Plan Addenda which was submitted to the U. S. Department of Labor. The membership also approved the WIA formula allocation funding to the two workforce investment boards. During the year, members heard presentations from representatives from each of the eleven regional workforce boards and regional operator and the Marion County Workforce Investment Board about their efforts to implement workforce system integration to improve customer service in each WorkOne center in their region. In addition, updates were given to the SWIC on the Jobs for America's Graduates youth program begun in Indiana, called JAG-Indiana. Commissioner Voors regularly updated the members on the Department of Workforce Development's (DWD) priorities and major initiatives.

The SWIC as the Balance of State Workforce Investment Board approved the eleven regional plans that comprise the Balance of State Workforce Investment Board Plan after a public comment period closed. They allocated WIA formula funding to the eleven regional workforce boards. SWIC members work in four committees with the goal that members study issues and present their suggestions and findings at future meetings. The four committees are:

- 1) The Assessment and Evaluation Committee charged with performance metrics. With regions setting their goals, this group is responsible for developing statewide system metrics over and above the federally-mandated metrics that promote efficiency, quality and quantity of workforce investment services and operations.
- 2) The Employment and Placement Committee charged with job-matching marketing. This group is exploring strategies for outreach efforts for Indiana's new labor exchange system which launched on July 1, 2008, [IndianaCareerConnect.com](http://IndianaCareerConnect.com).

- 3) The Workforce Readiness Committee charged with product line development. This group is considering what online and other teaching products should be made available for workforce investment system participants, both jobseekers and employers.
- 4) The Youth Council Committee is exploring state youth issues with emphasis on JAG-Indiana's second year program. This group is charged with setting the vision for youth services provided through Indiana's WorkOne (one-stop) system.

# WorkOne

In Indiana, each region has at least one chartered WorkOne Center and several chartered WorkOne Express sites. They are designed to meet the needs of customers through employment services (Wagner-Peyser), unemployment insurance, WIA services, and other partner programs. During 2007, 7,856 employers were served through WorkOne offices and the Wagner-Peyser labor exchange system served 324,087 individuals.

During Program Year 2007, efforts focused on developing and implementing an integrated service delivery model designed to ensure that customers received uniform, efficient, and high-quality service regardless of funding stream at all WorkOne office locations.

As a result of these planning and system analysis efforts, Indiana launched an aggressive program integration strategy, which resulted in the creation of a shared customer pool and substantial co-enrollment requirements for all customers of its one-stop system. It is important to note that Indiana is one of only three states to be fully integrated through the development of a shared customer pool. New York and Oklahoma have similar shared pools.

The foundation of the state's integration efforts was the establishment of the Customer's Bill of Rights. Indiana recognizes that customers have:

- The right to know their skills
- The right to improve their skills
- The right to find the best job that matches their skills.

With this foundation in mind, Economic Growth Regions 1 (Northwest Indiana) and 3 (Northeast Indiana) began on July 1, 2007 as live integration pilot sites.

Though each regional workforce board is responsible for its own service delivery, the state established minimum standards for a demand-driven, skills-based, integrated service delivery model to establish consistency among regions. Each regional workforce board submitted a service integration plan for review and comment to meet the state's parameters. These integration plans were designed to meet the parameters defined in DWD Policy 2007-20 entitled "Regional Integration Policy."

The Policy specifies integration requirements in the following areas:

### **Co-Enrollment**

Indiana's integrated service delivery system is based upon the following co-enrollment requirements:

1. All customers shall be enrolled in Wagner-Peyser.
2. All customers eligible for WIA Adult shall be co-enrolled in the WIA Adult and Wagner-Peyser programs.
3. Customers who have met the criteria for the WIA Dislocated Worker program shall be co-enrolled in the Wagner-Peyser, WIA Adult and WIA Dislocated Worker programs.
4. Customers who are eligible for the Trade Adjustment Assistance (TAA) program shall be co-enrolled in the Trade Adjustment Assistance, Wagner-Peyser, WIA Adult and WIA Dislocated Worker programs.
5. Youth over the age of 18 shall be co-enrolled in the Wagner-Peyser and WIA Adult programs. Youth shall also be co-enrolled in the WIA Dislocated Worker, Trade Adjustment Assistance, and Veterans' programs as appropriate to the individual's circumstances.
5. Customers who are eligible for the Veterans' program shall be co-enrolled in the Veterans', Wagner-Peyser, WIA Adult programs. If the Veterans' customer is eligible for the Trade Adjustment Assistance program, s/he shall be co-enrolled in the Veterans', Wagner-Peyser, WIA Adult, WIA Dislocated Worker and Trade Adjustment Assistance programs.

An emphasis is placed upon customer skill development to ensure that all WorkOne staff, regardless of program, work together as a team to establish and meet WorkOne performance measures, and to share customers, activities and resources. WorkOne employees "cross function" in their capacities so clients learn about all WorkOne services from each employee, rather than an employee who only represents a single program. Under this model, all WorkOne offices are integrated into functional units and not separated by program or funding stream. DWD's goal is to provide true, one-stop service delivery for all Hoosiers independent of funding streams and artificial service delivery barriers.

### **Customer Service Delivery**

Indiana's integration model requires that all WorkOne customers receive, at a minimum:

1. Core services;
2. Staff-assisted core services; and,
3. Intensive services.

NOTE: Occupational Skills Training (OST) is available and provided to those customers determined in need and eligible for such training. OST is not a mandatory required service for all customers.



All customers receive a formal, staff-assisted assessment service at enrollment. The results of this assessment become the basis for the development of a basic service plan and referral to an appropriate intensive service (career counseling, skill development course, etc.).

### **Leadership & Management**

DWD Policy 2007-20 required the establishment of a multi-disciplinary leadership team with a clear understanding of the objectives of integration and each of the funding sources utilized to provide services through the WorkOne system. These teams were charged with the development of a functional and formal supervision/reporting structure for all employees at a WorkOne office. This reporting structure is independent of funding source and is based upon the needs of the local area and each specific office. A designated functional supervisor was named, authorized to organize staff by function, designate functional unit supervisors and establish the purpose of and manage each functional unit in conjunction with the regional operator.

### **Functional Units**

Functional staff units were established for each WorkOne consisting of a welcome function, skills/employment function and an employer services function.

The staff in the welcome function strive to meet all new customers and assist them in an initial skills assessment in the welcoming process. Based upon the outcome of the assessment, customers are channeled to the skills/employment function. In skills/employment, each customer is offered remediation in any basic skills deficiencies identified in their initial skills assessment. The focus to the extent possible is on GED attainment, workforce certifications, two-year and four-year degree attainments and demand-driven, skill enhancement and development. Skills/Employment also assists WorkOne customers in finding employment through quality job referral, staff-assisted job search and skills certification.

With the employer services function, each staff person builds relationships with employers, identifies opportunities to address human resource challenges of employers and markets a robust product line designed to assist them in meeting their human resource needs.

This triage style establishes a seamless service delivery model that our customers immediately noticed and appreciated. The integration process has resulted in more efficient customer service to Hoosier customers.

### **WorkOne Brand**

As part of integration efforts and to better market all Indiana WorkOne offices, the state adopted a single branded image for all WorkOne locations. A web-based "WorkOne portal" was established on DWD's website during Program Year 2007. The WorkOne portal provides important information, resources, recent news and highlights of the achievements of the state's WorkOne offices. The state also created regional portals designed to serve Indiana's citizens as well as the employees working in the regional WorkOne offices. The site links Hoosiers to the WorkOne office closest to them.

As of July 1, 2008, all Economic Growth Regions and Marion County have implemented full integration in each of the WorkOne offices.



## **TrackOne Case Management System**

The Indiana Department of Workforce Development procured an electronic case management system for the delivery of workforce development services effective July 1, 2006 for the entire state. The system was operational on July 1, 2006 for the WIA and TAA funding sources. The system became operational for the Wagner-Peyser and Veterans' programs during Program Year 2007 in conjunction with the state's integration efforts. The TrackOne Case Management System is designed to record service delivery information on every client service while providing transaction records necessary to document program performance.

With Indiana moving to accomplish full integration of the workforce investment system, the TrackOne Case Management System was reconfigured to support the full integration of programs, services and eligibility determination processes for WIA, TAA, the Wagner-Peyser and Veterans' Employment and Training Service (VETS) programs. TrackOne supports all federal and state eligibility-based workforce programs as well as local programs regardless of the funding source.

## **IndianaCareerConnect.Com**

Indiana is proud to announce the development and successful launch of IndianaCareerConnect.com (ICC), the State's new, state-of-the-art labor exchange system. The ICC system went live on July 1, 2008 as planned.

The State spent the better part of Program Year 2007 planning and designing its new labor exchange system to support full program integration while enhancing job matching capabilities for Hoosiers and employer service delivery for Hoosier employers. The system is linked to both the TrackOne Case Management System and UpLink (the state's unemployment insurance system) through the use of innovative enterprise service bus technology.

This technology allows the electronic communication between these three vital systems with minimal human intervention thereby allowing the state to redirect data entry labor to more vital customer service needs. Additionally, the ICC system collects participant reporting information and shares it with the TrackOne Case Management System in "real-time." This feature improves efficiency by eliminating the need for the manual creation of a participant case file and core service record for each Wagner-Peyser labor exchange customer. Case managers are able to access a system generated case file in the TrackOne Case Management System for each labor exchange customer that subsequently requests staff assisted, intensive and training services.



**Program Years 2007 and 2008 Strategic State Plan Modification**

**Strategic Plan Modification for the Two-Year Period, July 1, 2007 through June 30, 2009**

On June 29, 2007 the United States Department of Labor approved Indiana's Strategic State Plan Modification for the two-year period, July 1, 2007 through June 30, 2009. Indiana submitted the modification on April 30, 2007. The modification included the following:

- Program Year 2007 and 2008 performance levels for WIA and Wagner Peyser Act;

**Workforce Investment Act Performance Goals  
for  
Indiana Workforce Investment Boards & Regional Workforce Boards**

|  | Program Year<br>2007<br>Goals | Program Year<br>2008<br>Goals |
|--|-------------------------------|-------------------------------|
| Adult - Entered Employment Rate                  | 83%                           | 83%                           |
| Adult - Employment Retention Rate                | 84%                           | 84%                           |
| Adult - Average Earnings                         | \$10,403                      | \$10,788                      |
| Adult - Employment & Credential Rate             | 70%                           | 70%                           |
| Dislocated Worker - Entered Employment Rate      | 89%                           | 89%                           |
| Dislocated Worker - Employment Retention Rate    | 91%                           | 92%                           |
| Dislocated Worker - Average Earnings             | \$14,544                      | \$14,689                      |
| Dislocated Worker - Employment & Credential Rate | 66%                           | 67%                           |
| Older Youth - Entered Employment Rate            | 77.5%                         | 79%                           |
| Older Youth - Employment Retention Rate          | 84%                           | 84%                           |
| Older Youth - Earnings Change                    | \$3,200                       | \$3,200                       |
| Older Youth - Credential Rate                    | 53%                           | 55%                           |
| Younger Youth - Skill Attainment Rate            | 87%                           | 88%                           |
| Younger Youth - Diploma Attainment Rate          | 62%                           | 64%                           |
| Younger Youth - Retention Rate                   | 67%                           | 68%                           |
| Customer Satisfaction - Participant              | 77%                           | 77%                           |
| Customer Satisfaction - Employer                 | 71%                           | 71%                           |

**Wagner-Peyser Performance Goals  
for  
Indiana Workforce Investment Boards & Regional Workforce Boards**

|                                    | Program Year<br>2007 Goals | Program Year<br>2008 Goals |
|------------------------------------|----------------------------|----------------------------|
| Wagner-Peyser Entered Employment   | 66%                        | 67%                        |
| Wagner-Peyser Employment Retention | 82%                        | 82%                        |
| Wagner-Peyser Average Earnings     | \$11,715                   | \$11,890                   |

- Submitted certain currently approved waiver requests to extend through June 30, 2009:
  - Waiver Request 1(b) – Two-Workforce Service Area Designation
  - Waiver Request 3 – Allow Youth to Use Individual Training Accounts
  - Waiver Request 5 – Time Limit for Initial Eligibility for Eligible Training Provider List
  - Waiver Request 6 – Transfer between Adult and Dislocated Worker Programs
  - Waiver Request 7 – State Set-Aside Rapid Response Redistribution
  - Waiver Request 8 – Permit Formula Funds to be used as Governor’s Discretionary Local Formula Funds

**Addendum 2 to the State of Indiana’s Modification to the Strategic Workforce Plan**

On June 20, 2007, the Indiana Department of Workforce Development submitted Addendum 2 to the State of Indiana’s Modification to the Strategic Workforce Plan. The addendum provides clarification to the strategic plan based on comments received from Region V, U. S. Department of Labor (USDOL) and reflects WIA and Wagner-Peyser performance negotiations for program years 2007 and 2008.

**Proposed Modification 4, with Addenda, to Indiana’s Strategic State Plan**

On April 18, 2008, the USDOL approved Indiana’s waiver to replace the 17 performance measures at WIA Section 136(b) with the 6 common measures. The waiver is approved through June 30, 2009, with an effective date of July 1, 2007.

**Program Year 2007 Performance Goals**

The Program Year 2007 goals for the adult common measures will remain the same as the previously negotiated Program Year 2007 WIA adult performance standards (listed above) because the definitions for “Entered Employment,” “Employment Retention,” and “Average Earnings” are the same. They will not be renegotiated. The Wagner-Peyser performance goals for Program Year 2007 also remain the same as published in the strategic state plan (also listed above). They will not be renegotiated. The goals for the youth common measures will be renegotiated with USDOL and are listed below.

**Proposed Goals for Youth Common Measures**

Program Year 2007 (July 1, 2007 through June 30, 2008)

| Common Measures                               | Proposed Goals |
|---|----------------|
| Youth – Placement in Employment or Education  | 71.9%          |
| Youth – Attainment of a Degree or Certificate | 62.8%          |
| Youth – Literacy and Numeracy Gains           | 40.0%          |

## **Career Advancement Account Grants Awarded**

As part of the administration's competitiveness agenda, DWD received a demonstration grant to pilot Career Advancement Accounts (CAA). CAAs are self-managed personal accounts designed to enable incumbent workers to access and fund a variety of job training and career advancement programs in high-growth, high-demand occupations as identified in the state's Strategic Skills Initiative report.

CAA accounts are targeted to three distinct projects. Those are:

- 1) State administered CAAs for incumbent workers laid off from non-Trade Adjustment Assistance certified employers;
- 2) CAAs offered in conjunction with the Advanced Manufacturing Awareness and Image campaign; and
- 3) Regionally-based CAA demonstration projects.

In Program Year 2007,

- DWD awarded grants to five regions in the state, which totaled \$1,169,000.
- Total obligations for CAAs through June 30, 2007 equaled \$675,603.
- A participant may be awarded up to a maximum of \$3000 per account.
- The total number of participants as of June 30, 2008 was 322.
- 148 participants are in Associates, Bachelors and community college programs.
- 165 participants have received industry recognized credentials.
- 9 participants are in other training programs.

The grants have been awarded to:

- ◆ The Center of Workforce Innovations, Valparaiso/Region 1, covering Northwest Indiana. The \$70,000 state grant was issued to target 20 individuals seeking training through local WorkOne centers. As of June 30, 2008, Region 1 had issued all the CAAs and is expected to issue an additional 35 accounts in the upcoming program year.
- ◆ Partners for Workforce Solutions, Fort Wayne/Region 3, covering Northeast Indiana. The \$375,000 state grant was to fund CAAs for 125 residents of the region focusing specifically on Information Technology occupations. As of June 30, 2008, Region 3 had issued 154 CAAs and is expected to issue 120 additional accounts in the upcoming year.
- ◆ Alliance for Strategic Growth, Inc, Muncie/Region 6, covering East Central Indiana. The state grant of \$310,000 was to fund CAAs for 80 residents of the region, specifically focused on healthcare occupations. As of June 30, 2008, Region 6 had issued 64 accounts and is expected to issue 90 additional accounts in the upcoming program year.
- ◆ REACH, Inc, Columbus/Region 9 covering Southeast Indiana. The state grant of \$225,000 was to fund CAAs for 75 residents of the region focusing on Advanced Manufacturing occupations through a partnership with a Tomorrow's Manufacturing Workforce grant. As of June 30, 2008, the Region was preparing for implementation.
- ◆ Grow Southwest Indiana Workforce Board, Inc., Evansville/Region 11, covering Southwest Indiana. The state grant of \$189,000 was to fund CAAs for 60 residents. As of June 30, 2008, Region 11 had issued 84 accounts and is expected to issue 50 additional accounts in the upcoming program year.

## **Dislocated Workers and Rapid Response**

In conjunction with DWD's 11 regional operators and the Marion County Workforce Investment Board and their WorkOne locations, the DWD Dislocated Workers' team coordinated and assisted with 74 Worker Adjustment and Retraining Notification Act (WARN) notices.

Over 20,000 displaced workers received services during Program Year 2007 including one or more of the following:

- Rapid Response Orientations
- Community Coordination of Resources
- Workshops
- Strategic Planning Sessions

## **Trade Adjustment Assistance (TAA), Alternative Trade Adjustment Assistance (ATAA) and Health Coverage Tax Credit Program Highlights**

During Program Year 2007, the DWD Dislocated Workers' team:

- Reviewed and approved 1,263 training contracts representing nearly \$17 million
- Coordinated services and support for 1,588 participants in active training
- 415 workers received benefits from the ATAA wage subsidy program for older workers that provide a wage subsidy of 50% of the difference between a worker's old and new wages. The maximum amount is \$10,000 or two years' duration, whichever comes first.
- 43 Indiana companies received a Trade Adjustment Assistance certification during this program year.
- 641 workers received benefits provided by the Health Coverage Tax Credit Program. This program is a federal tax credit that can pay 65% of the qualified health plan premiums for eligible TAA or ATAA recipients.

## **National Emergency Grants**

During program year 2007, DWD applied for two National Emergency Grants.

The first was in response to the closure of ATA Airlines. The grant requested \$3.58 million to assist 350 dislocated ATA workers in obtaining training in high-wage, high demand occupations through the use of Individual Training Accounts. This grant was approved by USDOL in July 2008.

The second grant was in response to catastrophic weather events during June 2008. During the first week of June, 11 tornadoes touched down throughout the state and much of southern Indiana was subjected to historic level flooding. A total of 44 counties were declared federal disaster areas under FEMA Disaster Declaration 1766. The Department applied for and was awarded a \$2.4 million NEG to provide humanitarian and disaster recovery relief in 9 of its 11 economic growth regions.

## **Evaluation**

Data validation is a federal initiative designed to improve the overall quality of data submitted and reported on all USDOL employment and training programs. The initiative was launched in 2001 and continues through Program Year 2007. The sixth round of DWD data element validation began in October 2007. The project was completed in February 2008. The Regional Workforce Boards and the Marion County Workforce Investment Board were notified where corrective actions were warranted and asked to remedy any problems in their data prior to final data submission for Program Year 2007.

As part of WIA legislatively mandated incentive awards, DWD released \$300,000 for successful performance by the eleven Regional Workforce Boards and the Marion County Workforce Investment Board. The awards were for Program Year 2006 Workforce Investment Act performance.

To qualify for an incentive award, the eleven Regional Workforce Boards and the Marion County Workforce Investment Board had to meet or exceed at least 11 of the 17 WIA measures, achieve no less than 80 percent of its goal for each of these 17 measures, and report data that was deemed valid during the data element validation that was conducted in Program Year 2006.

## **Hoosier Workplace Literacy Grants**

As a result of a grant awarded in August of 2005, DWD launched a new Workforce Literacy Initiative.

DWD designed and funded the 21<sup>st</sup> Century Workplace Skills Initiative to raise the basic workplace skill level of incumbent Indiana workers while exploring the viability and effectiveness of different models of workplace basic skills education. The pilot demonstrations were intended to give Indiana workers basic skills, which would result in more stable careers, higher wages and productivity. Employers would gain more productive workers who would exhibit better workforce attachment that would translate into business payoffs such as enhanced productivity and profits. The field of basic instruction would learn from the experiences of the Indiana partnerships offering innovative programs in diverse workplace settings. The state would develop a workplace basic skills training capacity.

The core of the 21<sup>st</sup> Century Workplace Skills Initiative was a certification system. DWD awarded certificates to workers that achieved certain levels of proficiency in reading, math, critical thinking, problem solving, and computer literacy. Three levels of certification (gold, silver, and bronze) were based on specific achievement levels in critical thinking, reading and math as assessed by the Comprehensive Adult Student Assessment System (CASAS) and computer literacy as certified by Internet and Computing Core Certification (IC3). Approximately 2,400 incumbent workers have participated in the training.

The Upjohn Institute was awarded a contract to evaluate the 21<sup>st</sup> Century Workplace Skills Initiative for DWD. The evaluation is both qualitative and quantitative in nature. Two site visits to most of the 10 funded projects were undertaken, and they are the basis of the qualitative data contained in the evaluation. In addition, learning gains and earnings histories of participants were quantitatively analyzed.



### **Payoff to Workers**

Six lessons were learned about the payoff to some or all of the workers participating in the initiative. First, participants were appreciative of the opportunities offered by their employers. Significant morale improvements occurred in virtually every site. Second, the level of participation and excitement among many of the workers underscored a substantial demand for or interest in upgrading skills. Employees seemed to understand clearly the importance of training and skill acquisition to their own job and career prospects. The third lesson learned was that the possibility of earning college credit was a strong motivator for workers in addition to upgrading skills for their own productivity.

Fourth, as implemented in this initiative, the opportunity to earn a skill certificate was not a strong motivator for workers. Workers seemed to understand the linkage between their own skills/knowledge and productivity, but were less clear about the value of certifying the skills/knowledge. Workers apparently did value computer training because it became a major component of the initiative. Some workers had no background in computers and wanted very basic training while others were interested in upgrading their skills. Most participants found the IC3 certifications to be challenging. The benefits to workers varied, but there was a substantial aggregate payoff to workers.

Over 450 21<sup>st</sup> Century Workplace Basic Skills certificates have been awarded to date. Of these, approximately one-third of the certificates awarded have been at the Gold Level, which includes IC3 certification, an internationally recognized credential.

### **JAG-Indiana, Jobs for America's Graduates**

Jobs for America's Graduates (JAG) is a national, not-for-profit organization established in 1980 to assist states in creating dropout prevention and school-to-career transition programs at a statewide level. Currently, JAG is in 29 states and the District of Columbia and is listed by the American Youth Policy Forum as one of the top six youth development and employment models in the nation. JAG is also one of only three youth programs recognized by WIA. The Indiana Department of Workforce Development is funding Indiana's participation in the program and has contracted with the Indiana Youth Institute (IYI) to administer the JAG-Indiana program.

JAG-Indiana has implemented a multi-year program targeting at-risk high school juniors and seniors. Thirty-five to forty-five students are selected per site by an advisory group consisting of a JAG Program Specialist, high school counselors and administrators, and workforce program managers. The program's goals are as follows:

1. The number one goal of the JAG program is for participants to complete their diploma or GED. Students receive basic skill assessment and remediation where needed.
2. The second goal is the attainment of employability skills. Students are taught 37 core competencies with the possibility of 81 total competencies to assure a strong attachment to the labor market. The primary problem for at-risk students is that they do not possess the skills they need for employment and they lack opportunities for gaining those skills. JAG teaches these skills and provides opportunities for students to practice the skills needed to enter the job market.



3. The third goal for JAG graduates is to remain employed full-time after graduation. Students receive 12 months of follow-up services.

With the JAG model, tutoring is provided to assure academic completion. Also, students receive adult mentoring. The JAG specialists provide individual attention and identify specific barriers to success. The barriers may include academic problems, life skills, personal skills, and social or economic barriers. Students receive one full year of follow-up service after graduation.

The JAG specialists and the regional program managers work to provide job placement services. The specialist must nurture employer contacts and special services contacts. This involves employer marketing and job development to identify placement opportunities for students. Also, the specialists assist students in postsecondary educational opportunities and help them navigate the financial aid process.

Students also develop leadership skills through a student-led Career Association. Students practice speaking skills, leadership and teaming skills, and volunteerism and community action. They may compete at regional, state and national conferences.

Jobs for America's Graduates uses an internet-based data management system to track data on

- Participants served
- Services delivered
- Outcomes achieved

This data is used for research, evaluation and the accreditation process. These reports ensure program compliance, provide recommendations and improvements, and help in assessing measurable results.

With the Indiana Department of Workforce Development and cooperation from the Regional Workforce Boards and the Marion County Workforce Investment Board, the JAG initiative in Indiana provided services in eight school districts throughout Indiana in Program Year 2007. JAG is expected to expand in the upcoming year to include 10-15 new schools. Currently the JAG model is being implemented in 13 schools. They are Bloomfield (1), East Allen County (1), East Chicago (1), Fort Wayne (4), Gary (4), Indianapolis (1), and Marion (1).

During the 2007-2008 school year, 419 students received WIA Services through JAG. A survey by the U. S. Chamber of Commerce found that 98% of employers involved with the JAG model hired JAG graduates. Eighty-six percent of those employers said that JAG graduates exceeded, or greatly exceeded their expectations.

## **Major Opportunities**

The Major Opportunities program is a pre-apprenticeship program in the construction trades marketed toward Indiana's minority residents, who are under represented in the building trades industry. The program offers job and skills training to qualified persons to prepare them for construction industry jobs that pay good wages.

The program combines education with rigorous pre-apprenticeship training, while also teaming with industry leaders to place graduates in high-paying jobs. Participants receive classroom instruction and are matched for on-the-job training experience. Graduates of the program receive job placement assistance in union and/or merit construction apprenticeship programs as well as other career paths.

Based upon minority population data and projected job growth provided by the U.S. Census Bureau and U.S. Bureau of Economic Analysis, the Major Opportunities program is offered through WorkOne offices in Evansville, Fort Wayne, Gary, Indianapolis, and South Bend.

Roger White of Gaylor, Inc., a full service electrical contractor specializing in commercial, industrial, telecommunications and institutional construction, says one of the positives of the Major Opportunities program is that it offers a whole new pipeline of passionate workers from which to choose. "We continually strive to find individuals who want a career, not just a job," said White. "Major Opportunities has provided us with a lot of passionate individuals committed to values we are interested in, such as teamwork. Major Opportunities has become an important recruiting tool for our company."

Qualities that graduates possess:

1. Blueprint reading skills
2. Mathematics/algebra skills
3. 100+ hours of classroom training
4. Valid driver's license
5. WorkKeys<sup>®</sup> assessment
6. Professionalism
7. Deadline oriented
8. Team oriented
9. Commitment to excellence

Since the creation of the Major Opportunities program, over 500 participants have graduated from this training effort. For Program Year 2007, 296 individuals enrolled in the Major Opportunities program. In addition to the above qualities, these graduates are dedicated, motivated, and eager to learn.

Victor Castro, a Major Opportunities graduate, is now gainfully employed in the construction industry and in a formal apprenticeship program. He is grateful that he went through the program. "This is the best opportunity," said Castro. "Good opportunities come once in life. If you don't take it, it will go away. I regret that I didn't go back to school sooner. Now, I see that it is good to go back to school. I encourage everybody to get involved with this program. They help you. You are not alone. They helped me and I am sure they can help others."

## Research & Analysis

### Enhancements to Indiana's Labor Market Information Website

Indiana's labor market information website, *Hoosiers by the Numbers*, [www.hoosierdata.in.gov](http://www.hoosierdata.in.gov) was launched in May 2006 and contains labor market data, statistics and trends compiled by the Indiana Department of Workforce Development's Research & Analysis and the U.S. Department of Labor (USDOL). This website is continually being upgraded to add or expand content, improve navigation and provide for greater flexibility and user interactivity.



The data on the website are used by economic development officials, researchers, policy-makers and other officials in a wide variety of economic development initiatives and community investment decisions.

In order to support the USDOL Employment & Training Administration with the WIRED Initiative and other regional efforts, the Department of Workforce Development has focused on providing new data and products to provide greater detail at the county and regional levels.

These enhancements include:

- Addition of County, Region and Metropolitan Statistical Area population projections;
- Addition of Skills Projections (based on our occupational projections) developed by Indiana University identifying those skills likely to be in high demand over the coming decade;
- Quarterly Census of Employment & Wages (QCEW) employment for all states and counties;
- Enhancements to the Custom Region Builder and expansion of the referenced data sets
- Addition of economic outlooks and forecasts from the Indiana University Center for Econometric Research and the Indiana Business Review.

DWD has been tracking the number of hits that *Hoosiers by the Numbers* has received. From July 2007 to June 2008, this website has averaged 76,321 total pageviews per month.

Other noteworthy facts in regards to the *Hoosier by the Numbers* tracking information:

- Topics with the most pageviews include Simple Business Lookup, County Highlights, Occupational Employment Statistics, wage data (from QCEW) and Local Area Unemployment Statistics estimates.
- Most popular downloads include *IN Context* articles written by DWD and Indiana Business Research Center (IBRC) staff, Hoosier Hot Jobs, Labor Market Review (regional employment narrative), Indiana Employment Review (statewide employment narrative), Occupational Employment Statistics workbook/spreadsheets (including all industry tabs and breakouts by industry) and Occupations & Starting Wages regional reports.

### **Regional Hoosier Hot 50 Jobs**

Continuing and expanding on the statewide Hoosier Hot 50 Jobs report, the agency this year updated that report with 2006-2016 projections and created regional versions of the listing. The Regional Hoosier Hot 50 Jobs listings reflect occupations that are expected to sustain substantial growth over the period and that pay wages at or above the Economic Growth Region's median wage. Improvements to the estimation process now allow for annual updates/revisions to both statewide and regional projections for odd-numbered years.

### **Strategic Advantage**

During the 2007-08 Program Year, DWD provided regional operators with access to Economic Modeling Specialists Incorporated's (EMSI) Strategic Advantage software. This one-stop shopping approach to labor market and economic development data provides a variety of high-quality standard reports on employment, demographics, career lattices, basic economic impact modeling and employment projections at a detailed geographic level.

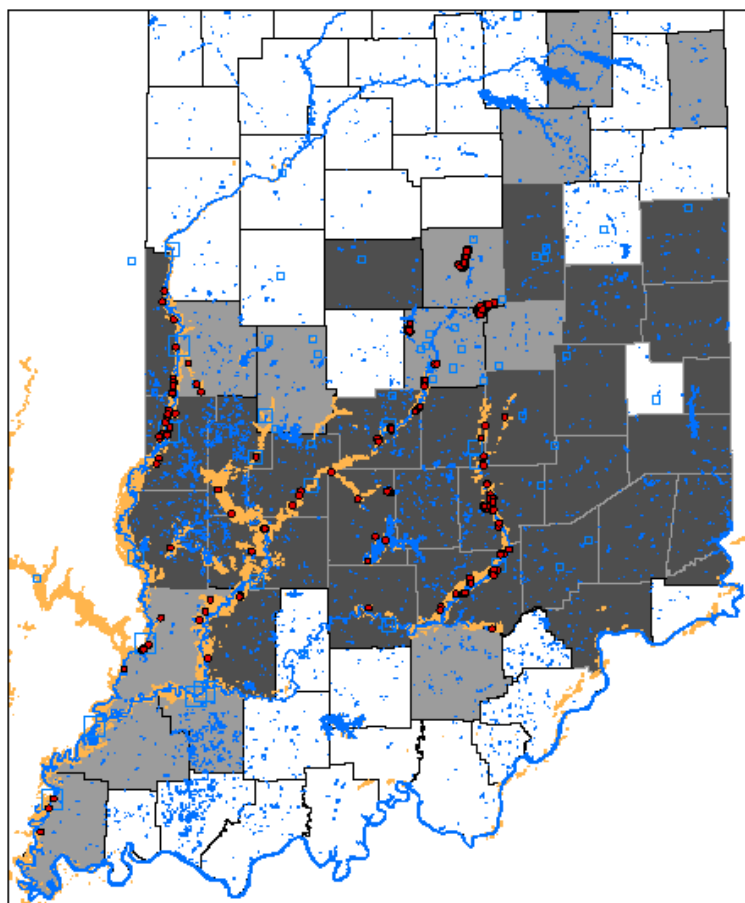
### **IMPLAN Economic Impact Modeling**

Research & Analysis made use of our existing IMPLAN economic modeling software throughout 2008 in estimating the overall employment effect created by various attraction projects and also by industry contractions around the state.

## Flood Impact Analysis

During early June 2008, Indiana experienced significant flooding from streams and rivers in the wake of heavy rains across the southern half of the state. Twenty-nine Indiana Counties were eventually declared disaster areas, with residents eligible for assistance through the Federal Emergency Management Agency (FEMA). Research & Analysis was asked to estimate the number of workers potentially impacted by this flooding. Working with mapping staff from the Indiana Business Research Center, we were able to identify those firms whose geocoding placed them within the floodplains of Indiana's streams and rivers. Subsequent claims and employment data indicated that the extent of the employment dislocation did not reach the "worst possible case" levels. But this early analysis served to provide an early look at the potential impact.

### FEMA Assistance for June 2008 Flooding and Businesses in Standing Water



In the 29 counties declared federal disaster areas, there are 221 establishments located in an inundated area. They employed 3,394 people in the fourth quarter of 2007.

For the remaining 13 counties approved by FEMA for individual assistance, there are 331 establishments located in an inundated area. They employed 2,158 people in the fourth quarter of 2007.

#### Legend

- Businesses in Standing Water
- Standing Water as of June 10
- Counties
- Federal Disaster Areas
- Areas Approved for Individual Assistance
- Hydrography

#### USGS Streamgages Above Flood Stage

- 1 - 7 days
- 8 - 14 days
- 15 - 18 days

Map created by the Indiana Business Research Center.

Streamgage data are from the U.S. Geological Survey at <http://water.usgs.gov/waterwatch/?m=mfr&r=in&w=flood%2Cmap> (locations above flood stage June 1-23)

Employment and establishment data are from the Department of Workforce Development (private-owned establishments only).

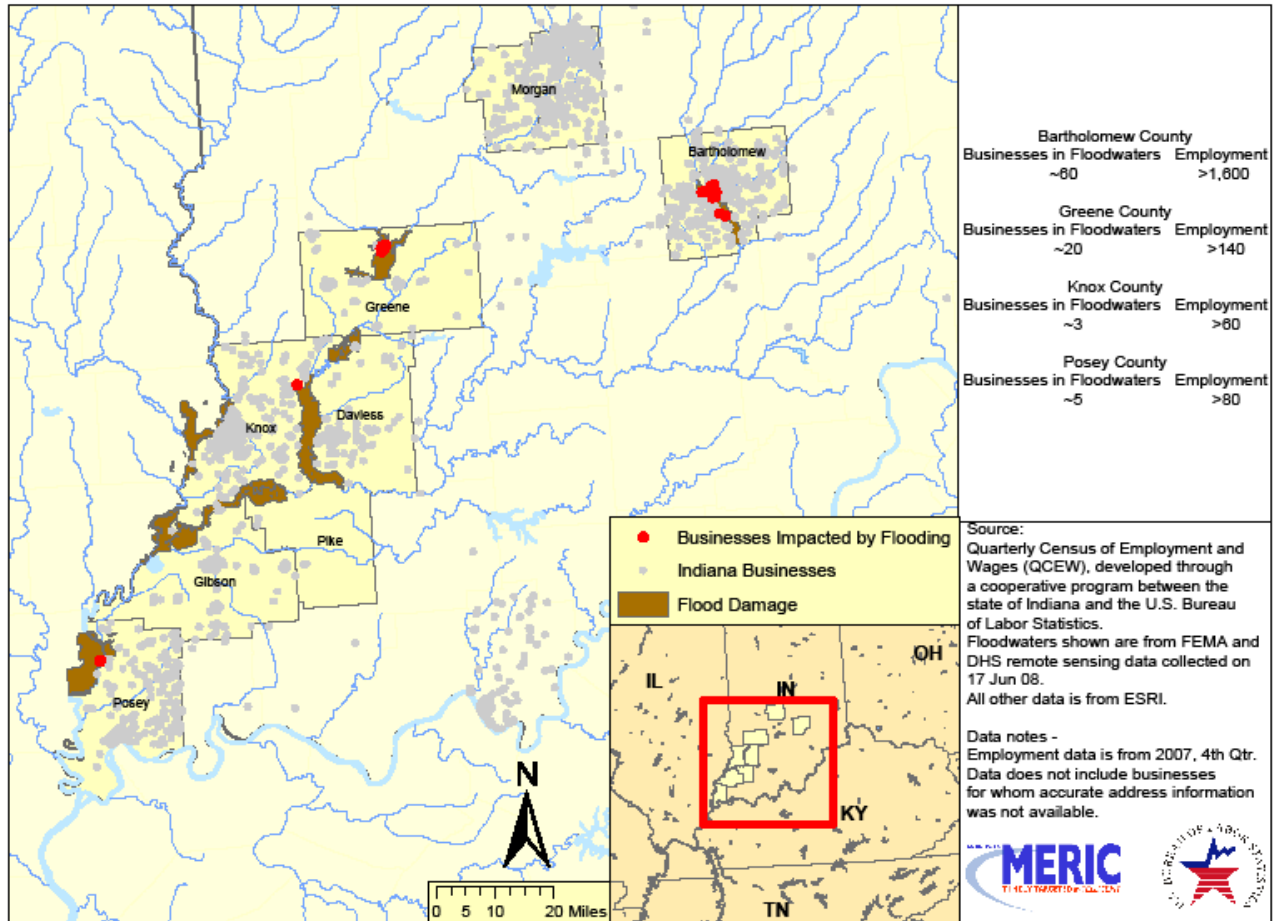
Hydrography is from the IndianaMap maintained by the Indiana Geological Survey.

Standing water as of June 10, 2008, is from Chris Farmer and G. Bob Brakenridge, Dartmouth Floods Observatory, Dartmouth College, Hanover NH

At the request of the U. S. Department of Housing & Urban Development and the U. S. Bureau of Labor Statistics, Indiana cooperated in a more limited assessment of the impacted businesses for a more limited list of Indiana counties. State staff in Missouri were co-opted for the actual mapping exercise, which used U. S. Department of Homeland Security and FEMA remote sensing of the floodwater as of June 17 to identify the impacted employers. The resulting map appears on the next page.



**Indiana Business Establishments Located Within Floodwaters - As of June 17, 2008**



### **Indiana County Estimates**

Based on Illinois' Small Domain Estimator, Indiana's county estimate system will provide industry supersector-level monthly estimates of employment beginning in 2009 similar to the Current Employment Statistics produced for the State and Metropolitan Statistical Areas. The revised modeling system is being developed with assistance from the Indiana Business Research Center of Indiana University and estimate evaluation and review/revision of the estimators have been ongoing during the 2007-08 program year. Monthly county-level employment estimates with a Current Employment Statistics (CES) scope and industry breakout will supply much-sought information to local economic developers and others concerned with employment trends at the county level. Web-based versions of the data will provide the opportunity for users to create custom regions by aggregating counties.

### **Indiana Workforce Intelligence System (IWIS)**

Substantial progress during Program Year 2007 included the addition of enrollment and graduation data for Indiana's public institutions of higher education obtained through cooperation with Indiana's Commission on Higher Education. This additional facet of Hoosier workers' experience allows us to relate education level and study area to subsequent employment and wages and to better examine brain drain concerns. Although the user interface is still under development, the database has been of enormous use in numerous detailed analyses of claims activity, tracking claims activity resulting from the June flooding and this spring's strike at American Axle. In addition, the more detailed industry information associated with claims records in IWIS has allowed DWD to examine the drivers of the state's claims increase in much greater depth than was previously possible.

## **Strategic Skills Initiative**

The Strategic Skills Initiative (SSI) continued during Program Year 2007 with 46 specific initiatives to prepare skilled workers for new jobs and raise Hoosier incomes. This initiative identified projected skills and occupational shortages in each region, and developed strategic initiatives by addressing the root causes of the shortages. The regional workforce boards in the eleven economic growth regions have implemented these initiatives through state grants.

An independent assessment of the SSI process by Workforce Development Associates reported that the SSI process continued to provide a viable framework for regional collaboration. Regional workforce boards continued to be involved in setting policy and many of the solutions involve the direct participation of representatives from the public and private sector. The SSI process has served as a catalyst for leveraging substantial resources to address occupational and skills shortages solutions well beyond the allocation provided by DWD.

Of the 46 total solutions, 25 were funded through WIA funding. The key sectors targeted under the program included advanced manufacturing, biotechnology, health care, logistics, agribusiness, and entrepreneurship. Of those 25 solutions, most of the first year activity in Program Year 2006 focused on building capacity and launching the training programs. Capacity building took place through the start of new training programs, the hiring of individuals, and purchase of equipment. Examples of training include welding, logistics and manufacturing programs and the recruitment of additional nursing faculty members.

There have been 735 individual enrollments in WIA funded SSI activities through June 30, 2008 with 929 certifications and 60 degrees awarded. The SSI grants have ensured that Hoosiers have access to high-skill, high-wage jobs for the future.



## **Training Acceleration Grants**

Established in 2005, the state's Training Acceleration Grant (TAG) program is designed to upgrade the skills of Hoosier workers and better position Indiana employers for economic growth. This is Indiana's principle incumbent worker training program and has raised the skills of thousands of workers. This program is scheduled to sunset December 31, 2008.

Over \$22 million was awarded during Program Year 2007 to assist 442 employers and the construction trades industry in increasing the skills of 19,105 Indiana workers. Of those employers, roughly 45% were businesses with 100 or fewer employees.

As research has shown, the need for workers with at least a postsecondary degree is projected to increase significantly within the next several years. To address this forecast and foster economic growth in Indiana, the TAG program is committed to assisting with educating the existing workforce by encouraging degree attainment.

One year after completing the transition from state business consultants to regional business consultants, the progress of the program is evident through the increased outreach to 44% more employers and 26% more workers than the previous year. As shared by Tracy Hartman, a business consultant in Region 6, "Integration has brought the entire 9 county region together as one large team. It promotes a highly collaborative relationship among WorkOne center staff and the Business Consultants. This collaboration enables the entire team to be proactive in connecting employers with job seekers possessing the skills needed to be successful."

Indiana's return on investment is measured using one of the following four core objectives that are required to apply:

1. **Increase personal income for Hoosier workers:** To meet this objective, wage increases must be awarded upon completion of the training.
2. **Promote small business:** To be eligible for this objective, an employer must have 100 or fewer employees.
3. **Foster job retention and expansion:** To meet this objective, an employer must demonstrate that training is necessary to retain jobs or support an expansion. Increasing efficiency, improving competitiveness, and facilitating the use of new technology are some examples of meeting this objective.
4. **Close skill gaps identified through WorkKeys<sup>®</sup> assessments:** To meet this objective, an employer must have a WorkKeys<sup>®</sup> profile on file with DWD and have employees who have identified skill gaps through WorkKeys<sup>®</sup> assessments.

The application process is simple and business friendly. To apply, employers are encouraged to go to DWD's website and complete an online pre-application.

## **Unemployment Insurance Modernization, Program Year 2007 Update**

Indiana's Unemployment Insurance Modernization (UIM) project is a multi-year effort to modernize the Unemployment Insurance (UI) system, which will maximize services to DWD customers and streamline internal processes.

Uplink is the name for the modernized UI system and its functions. The name symbolizes the many parts of the unemployment insurance program. "Up" stands for unemployment programs. "link" symbolizes the chain of employers, claimants and staff who make the UI system run. Uplink also contains the letters "in" for Indiana. The name Uplink summarizes what this system brings to Hoosiers: upgraded technology to connect users with the unemployment insurance process.

When it is fully deployed and implemented, the Uplink system will have updated virtually every aspect of the unemployment insurance process in Indiana, replacing a computer system built with 1980's technology.

The UIM Project made significant progress during Program Year 2007. A number of deployment phases were rolled out along with significant enhancements to previously deployed functionality. Business transition and training activities prepared management and staff for the new system and business process changes. The Uplink Claimant Self-Service System (CSS) was modified to provide Disaster Unemployment Assistance to the significant number of Indiana citizens who were impacted by the May and June 2008 storms and floods. CSS also was upgraded to handle the 26-week extended unemployment compensation (EUC) which was passed by Congress and signed into law by President Bush. Indiana was among the first states to have the EUC system fully operational to receive claims electronically.

### **Uplink Deployments**

Uplink "Phase 2" deployments that went live during the summer of 2007 included:

- Large Scale Employer Separations (known as LSES)
- Automated Fact Finding
- Adjudication Workflow

The LSES component, rolled-out in June 2007, has helped to address situations that arise at various times each year when plants close or shut down temporarily. During these times, DWD experiences higher volumes of initial claims. LSES provides a solution for these seasonal spikes in workload and reduces the amount of manual data entry and mailings associated with these claims. Employers are able to directly input names and information of employees that are affected in a mass layoff via lists pulled from wage files. A common format (.csv – common separated value) allows employers to send this information electronically. LSES also allows for DWD entry of the event profile. Employers that utilized LSES during the 2007 summer holiday and fall/winter holidays allowed their employees to take advantage of improved claim processing.

The initial launch of CSS introduced the concept of dynamic fact finding (which is completed online by the claimant). The addition of automated fact finding in April 2007 added functionality so that the system automatically generates correspondence:

1) to the employer in response to a claimant filing, and 2) to the employer and claimant in response to a claimant not completing the dynamic fact finding while filing their claim or weekly claim voucher.

Uplink Adjudication Workflow fully automated the distribution of work within the adjudication area when it was rolled-out in the summer of 2007. Adjudication Workflow includes intelligent workflow and role-based routing of work and it allows staff to search for and work imaged documents and issues online. The dynamic fact-finding capabilities of the system increase the timeliness and accuracy of the information collected early in the application process. Intelligent issue creation rolls up similar issues so that the number of unnecessary issues is reduced. These enhancements have sped up the adjudication process and have resulted in improved services to claimants and employers.

### **Uplink Enhancements**

Two enhancements to Uplink were brought online during the spring of 2008:

- Additional/Reopen from Weekly Claim
- Automated Base Period Discharge/Base Period Quit (BD/BQ)

In March 2008, Additional/Reopen from Weekly Claim functionality was added to CSS. When a claimant goes online to file a voucher and indicates a quit or discharge, the system prompts the claimant to file an additional claim. Each voucher is done separately (the system will no longer present multiple weeks to complete). Radio buttons are used by claimants (instead of drop-down boxes) to fill in their answers to weekly claim voucher questions, making voucher completion easier for the claimant. The changes have simplified the current process and, with this new functionality, automated notices and fact-finding are generated and mailed to employers.

The new Uplink Automated BD/BQ functionality is improving DWD's process for handling base period discharge and base period quit protests from employers. This functionality was introduced in March 2007. When an employer submits a Form 640R-Separating Base Period Employer Notice, the system processes it automatically. Certain fields from the Form 640R are captured during the scanning of these documents in the Data Capture Imaging and Workflow unit. The system uses this information to relieve the employer of charges, deny the relief of charges, or create a workflow item for the adjudication unit to do further fact finding. Under the old system, notices were manually processed and entered and correspondence was manually generated to employers. The new automated process eliminates much of the manual processing – this is saving time for the Adjudication staff and other Benefits staff assigned to these issues. Employers are benefiting from improved customer service including more timely correspondence and account relief.

### **Testing / Business Transition and Training**

Numerous activities took place in preparation for the rollout of “Uplink Core” deployments. These final deployments will complete the UI functionality that was brought on-line earlier in the project. Testers from the UI Tax and UI Benefits business areas worked relentlessly with the UIM Project Team to test all functions, links, and outcomes within Uplink domains prior to deployment. The UIM Business Transition and Training Team (BT2) geared up for the major transition and training blitz that will be needed prior to and during deployment.

### **Disaster Unemployment Assistance**

The UIM team rolled-out Uplink CSS functionality related to disaster unemployment assistance. The State of Indiana applied for and received individual federal disaster unemployment assistance funding to support Hoosiers impacted by the severe weather during May and June 2008. UI claim filers were asked additional questions in Uplink CSS. This assisted DWD in identifying potential eligible disaster unemployment assistance recipients.

### **On-Line Information**

Links to on-line tools and information on Uplink CSS, employer self-service, and LSES can be found on the DWD's website at <http://www.in.gov/dwd/>.

### **Veterans' Workforce Investment Program Grant Award**

The Veterans' Workforce Investment Program, a \$750,000 grant from the United States Department of Labor, provides a wide range of career training options for returning veterans residing in a 25-county area in central, north central, and northeast Indiana. These funds are used to provide outreach, intake, pre-enrollment assessment, job placement service, job training, counseling, mentoring, supportive services and other assistance to Hoosier veterans. The grant supplements formula funding from the USDOL and DWD.

This federal program provides funding to meet the training and employment needs of veterans with service connected disabilities, veterans who have significant barriers to employment, and veterans who have served on active duty during a war or a military campaign which generated a campaign ribbon, and all recently separated veterans. Through June 30, 2007, 411 individuals had been enrolled in the program; 340 had received training under the program and 314 were placed in employment.

The third year of the grant has been awarded for Program Year 2008, and this program continues to serve the Indiana veterans in the geographic areas listed above.

### **Camp Atterbury Program Assists Returning Veterans**

During Program Year 2007, DWD continued its agreement with the United States Army and USDOL to provide employment, unemployment, reemployment, and training information to soldiers returning from deployment and demobilizing at Camp Atterbury in Edinburg, Indiana, one of the six demobilization sites around the nation.

Under this program, DWD is providing a Local Veterans' Employment Representative (LVER) who assists demobilizing soldiers in filling out a "Hire a Veteran" form and disseminates those forms for the soldiers to USDOL's Veterans' Employment and Training offices in the home states of the soldiers. The LVER provides a wide variety of information related to the rights of the soldiers and has the facilities to provide enrollment and job search assistance to Hoosier veterans. Nearly 4,000 service members have been affected by this program over the period of this report.

**WIA Training Opportunities during Program Year 2007**

Indiana University’s School of Continuing Studies partners with the DWD to provide up-to-date training and professional development opportunities for employees of the state’s workforce development system.

The following table provides a summary of these activities during program year 2007.

| Date  | Speaker                                | Title   | Synopsis  |
|---|--|---|---|
| July 31 and August 1, 2007  | Ricki Kozumplik                        | Managing Burnout and Stress in the Workplace  | Staff learned tips and tools to help reduce and eliminate stress and burnout in the workplace.  |
| August 10 and November, 2007, and March 28, 2008  | At Work Solutions                      | TrackOne Master User’s Training   | Master User training on TrackOne functionality and program performance reporting was provided.  |
| August 21, 2007   | Larry Robbin                           | From Pink Slip to Paycheck: Success with Dislocated Workers                               | Workshop provided staff with tools for understanding and responding to the needs of dislocated workers.   |
| August 23, 2007   | Larry Robbin                           | I Don’t Want to Work, and You Can’t Help Me: How to be Successful with the Hard-to-Employ | Staff learned how to better assist individuals with multiple barriers, focusing on successfully getting them to work.   |
| September 24, 25, 26, and 27, 2007<br>February 28 and 29, 2008<br>March 10, 2008<br>May 27 and 28, 2008 | Greg Newton                            | WorkOne System Integration  | Workshops provided staff and management technical assistance as DWD moved towards integration of WIA, Wagner-Peyser, and TAA services.  |
| December 11, 12, and 13, 2007   | Drs. Roger Jarjoura and Crystal Garcia | Ex-Offender Reentry Training  | Staff persons learned about the reentry process for ex-offenders and learned strategies for assisting ex-offenders in overcoming the multiple barriers they face as they leave the criminal justice system and reenter the workforce. |

## **Workforce Innovation in Regional Economic Development (WIRED) Grants**

Two Indiana regions are participating in a U.S. Department of Labor program designed to better coordinate the delivery of education, workforce and economic development services. The two regions, in North Central and Southwestern Indiana, have received grants under the Workforce Innovation in Regional Economic Development initiative (WIRED) program. A consortium from 14 counties in North Central Indiana received a three-year \$15 million grant in February 2006; all Generation I regions have received an official extension through January 31, 2010. The nine county Southwest Indiana consortium received a \$5 million second-generation grant in 2007 that runs for a three-year period into 2010.

The consortia are engaged in a variety of projects designed to promote partnerships and strengthen collaboration to transform their regional economies.

### **North Central Indiana WIRED**

Purdue University manages the North Central Indiana WIRED grant as project administrator with the assistance of key partners that include the Tecumseh Area Partnership, Inc.-regional operator, Ivy Tech Community College, Indiana University-Kokomo, Kokomo/Howard County Development Corporation, Lafayette-West Lafayette Economic Development Corporation, educational partners and several units of local government.

During the most recent program year, July 1, 2007 through June 30, 2008, North Central Indiana's consortium of 26 partners successfully completed 18 separate initiatives; received national press for benchmark programs through publications like *USA Today*; and, were recognized by USDOL as a leading Generation I region among its 12 counterparts. North Central Indiana has launched over 50 initiatives through four key strategic areas that include: 1) Building an entrepreneurship super region; 2) Creating globally competitive industry clusters; 3) Developing 21<sup>st</sup> century talent; and, 4) Weaving civic networks.

A partial list of outcomes related to workforce development include:

- 45 school corporations engaged
- 1,288 students enrolled
- 78 teachers or trainers trained
- 45 university faculty participating
- 24 curricula developed
- 880 businesses engaged
- 2,070 civic leaders engaged
- 27 service organizations involved
- 44 education providers trained
- 3,189 individuals educated through seminars
- 4,132 workers assessed through WIRED programs
- 126 companies hiring assessed workers
- 886 workers trained or receiving training
- 16,946 unique website hits or e-newsletter openings



## **Southwest Indiana WIRED**

In January 2007, Southwest Indiana joined 12 other United States regions to become the second generation of WIRED regions and receive an immediate investment of \$500,000. This investment supported the development of a comprehensive Southwest Indiana WIRED Implementation Plan which was approved in January 2008 and the region received another \$4.5 million investment from the USDOL's Employment and Training Administration to implement the plan. The plan included a process goal and five strategic goals. The process goal, with its subordinate goals, was created to drive and sustain the WIRED initiative through the three-year grant funding and beyond. The process goal is:

- Data gathering – New Economy Strategies (NES) was hired
- Outreach –Executive Director giving presentations to civic groups and community leaders
- Regional Identity –WIRED committee members continue to meet monthly
- Sustainability –Thomas P. Miller and Associates was hired as regional operator
- Linking WIRED and WIA - WIRED and WIA staff have co-located at Innovation Pointe in Evansville

The first strategic goal is “Workforce Development” to meet current and emerging workforce needs through education, collaboration and focused workforce development. Partnerships were formed with the following area colleges to develop programs in emerging industry clusters.

- Ivy Tech Community College Energy Camps
- Vincennes University Coal Mining Technology Program
- University of Southern Indiana Science, Technology, Engineering and Math (STEM)
- University of Evansville ACE Nursing Program

Also, targeted industry scholarships for students in high-demand industries were established.

The second strategic goal is “Economic Development” to integrate economic development and workforce development for job creation. Offices at Innovation Pointe put WIRED at the heart of new business start-ups. Also, the Economic Development Coalition of Southwest Indiana (late 2008) and the Indiana Economic Development Corporation (IEDC) are locating at Innovation Pointe.

The third strategic goal is “Entrepreneurship” to create a supportive culture for new business formation and growth. Results include a University of Southern Indiana Entrepreneurial Boot camp for technology-based businesses; a Chic Entrepreneur for Women in Business Seminars; Cardinal Youth Entrepreneurial Boot camps for 16-20 year olds; and, an Idea Club for high school students developed for initiation with the 2008-2009 school year.

The fourth strategic goal is “Intermodal” to develop transportation, distribution, and logistics capabilities for economic growth. A result was the hiring of Tioga Group to produce an inland intermodal facility study.

The final strategic goal is “Broadband” to promote broadband access to accelerate communication, education and economic development. WIRED staff have met with the Perry Spencer Cooperative (PSC) and reviewed their Ferdinand pilot program for community-wide broadband.



## **Cost of Workforce Investment Act Program Activities Relative to Program Outcomes**

When reviewing the cost effectiveness of Workforce Investment Act programs, consideration should be given to the participant data that is collected. Many Hoosiers are receiving Workforce Investment Act funded services that are largely self-service. While many of these customers are assisted in gaining employment, outcomes for these clients are not reported to the Department of Labor. In the calculations below, all costs are included while only a subset of outcomes is used (i.e., outcomes for those participants for whom outcomes are reported to the Department of Labor).

|                              | Exiters<br>(10/1/06 –<br>9/30/07) | Exiters<br>(10/1/06 –<br>9/30/07)<br>with Positive<br>Outcomes | Program Year<br>2007<br>Expenditures | Program Year<br>2007<br>Cost per<br>Positive<br>Outcome |
|------------------------------|-----------------------------------|--|--------------------------------------|---|
| Youth Program                | 3,070                             | 2,679  | \$17,618,894                         | \$6,577   |
| Adult Program                | 3,582                             | 2,854  | \$20,209,711                         | \$7,081   |
| Dislocated<br>Worker Program | 1,711                             | 1,532  | \$10,407,695                         | \$6,794   |

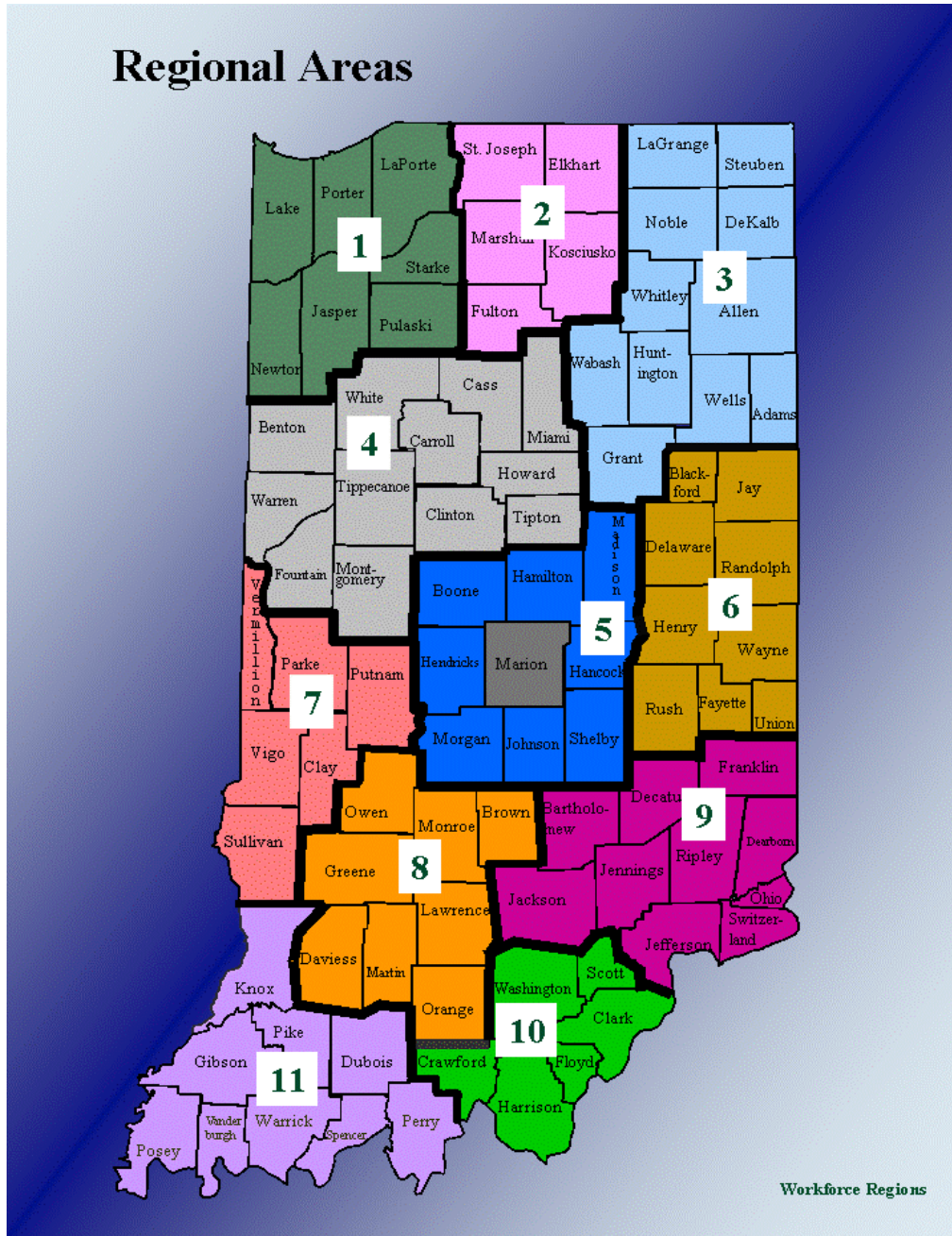
Positive program outcomes for youth were considered employment, skill attainment, or credential attainment. The cost per positive youth outcome was calculated by taking the youth expenditures and dividing them by the number of youth exiting the program with a positive outcome. That cost was \$6,577.

While many adults and dislocated workers gained valuable skills and credentials, the calculation of cost effectiveness is based on employment. The cost of providing adult services was calculated by dividing the number of adult exiters who gained employment by the year's adult expenditures. The cost per entered employment was \$7,081. For dislocated workers, the cost per entered employment was \$6,794.

## **Performance Results**

Indiana's statewide performance for Program Year 2007 reported in the Appendix of this report includes all required cohorts for each measure. Indiana met 12 of the 17 federal performance criteria for Program Year 2007.

Indiana's Regional Areas during Program Year 2007



**Appendix - State of Indiana – Program Year 2007**

**Table A: Workforce Investment Act Customer Satisfaction Results**

| Customer Satisfaction | Negotiated Performance Level | Actual Performance Level – American Customer Satisfaction Index | Number of Surveys Completed | Number of Customers Eligible for the Survey | Number of Customers Included in the Sample | Response Rate |
|-----------------------|------------------------------|---|-----------------------------|---|--|---------------|
| Participants          | 77.0                         | 78.5  | 583                         | 11,759                                      | 813  | 71.7          |
| Employers             | 71.0                         | 71.3  | 528                         | 7,448                                       | 709  | 74.5          |

**Table B: Adult Program Results At-a-Glance**

|                                | Negotiated Performance Level | Actual Performance Level |              |
|--------------------------------|------------------------------|--------------------------|--------------|
| Entered Employment Rate        | 83.0                         | 79.7                     | 2,853        |
|                                |                              |                          | 3,581        |
| Employment Retention Rate      | 84.0                         | 86.9                     | 2,159        |
|                                |                              |                          | 2,484        |
| Average Earnings               | \$10,403                     | \$11,893                 | \$24,249,739 |
|                                |                              |                          | 2,039        |
| Employment and Credential Rate | 70.0                         | 70.2                     | 1,238        |
|                                |                              |                          | 1,763        |

**Table C: Outcomes for Adult Special Populations**

| Reported Information           | Public Assistance Recipients Receiving Intensive or Training Services |                    | Veterans    |                    | Individuals with Disabilities |                   | Older Individuals |                   |
|--------------------------------|---|--------------------|-------------|--------------------|-------------------------------|-------------------|-------------------|-------------------|
|                                | Entered Employment Rate   | 74.5               | 685<br>920  | 78.8               | 241<br>306                    | 68.3              | 99<br>145         | 68.1              |
| Employment Retention Rate      | 83.9  | 617<br>735         | 76.0        | 114<br>150         | 83.0                          | 112<br>135        | 78.3              | 90<br>115         |
| Average Earnings               | \$9,793.90  | \$5,758,810<br>588 | \$14,990.10 | \$1,558,975<br>104 | \$10,836.50                   | \$1,072,812<br>99 | \$12,062.80       | \$1,025,340<br>85 |
| Employment and Credential Rate | 68.1  | 386<br>567         | 61.5        | 67<br>109          | 71.4                          | 40<br>56          | 52.6              | 20<br>38          |

**Table D: Other Outcome Information for the Adult Program**

| Reported Information      | Individuals Who Received Training Services |                       | Individuals Who Received Only Core and Intensive Services |                    |
|---------------------------|--|-----------------------|---|--------------------|
|                           | Entered Employment Rate                    | 86.8                  | 1,036<br>1,194  | 76.1               |
| Employment Retention Rate | 89.0                                       | 1,257<br>1,412        | 84.1  | 902<br>1,072       |
| Average Earnings          | \$12,329.80                                | \$14,536,843<br>1,179 | \$11,294.10   | \$9,712,896<br>860 |

**Table E: Dislocated Worker Program At-a-Glance**

|                                | Negotiated Performance Level | Actual Performance Level |               |
|--------------------------------|------------------------------|--------------------------|---------------|
| Entered Employment Rate        | 89.0                         | 89.6                     | 1,532         |
|                                |                              |                          | 1,710         |
| Employment Retention Rate      | 91.0                         | 94.0                     | 1,631         |
|                                |                              |                          | 1,735         |
| Average Earnings               | \$14,544.00                  | \$14,752.90              | \$ 23,073,479 |
|                                |                              |                          | 1,564         |
| Employment and Credential Rate | 66.0                         | 66.3                     | 666           |
|                                |                              |                          | 1,004         |

**Table F: Outcomes for Dislocated Worker Special Populations**

| Reported Information           | Veterans |             | Individuals with Disabilities |           | Older Individuals |             | Displaced Homemakers |           |
|--------------------------------|----------|-------------|-------------------------------|-----------|-------------------|-------------|----------------------|-----------|
|                                |          |             |                               |           |                   |             |                      |           |
| Entered Employment Rate        | 87.2     | 156         | 78.8                          | 41        | 77.5              | 183         | 85.4                 | 41        |
|                                |          | 179         |                               | 52        |                   | 236         |                      | 48        |
| Employment Retention Rate      | 92.1     | 164         | 93.8                          | 60        | 92.6              | 200         | 87.8                 | 36        |
|                                |          | 178         |                               | 64        |                   | 216         |                      | 41        |
| Average Earnings               | \$16,653 | \$2,631,174 | \$13,765.10                   | \$798,375 | \$14,273.50       | \$2,640,600 | \$11,855.30          | \$391,225 |
|                                |          | 158         |                               | 58        |                   | 185         |                      | 33        |
| Employment and Credential Rate | 59.3     | 64          | 66.7                          | 22        | 58.3              | 42          | 67.4                 | 31        |
|                                |          | 108         |                               | 33        |                   | 72          |                      | 46        |

**Table G: Other Outcome Information for the Dislocated Worker Program**

| Reported Information      | Individuals Who Received Training Services |              | Individuals Who Received Only Core and Intensive Services |              |
|---------------------------|--|--------------|---|--------------|
| Entered Employment Rate   | 90.1                                       | 820          | 89.0  | 712          |
|                           |  | 910          |   | 800          |
| Employment Retention Rate | 94.6                                       | 881          | 93.3  | 750          |
|                           |  | 931          |   | 804          |
| Average Earnings          | \$14,897.50                                | \$12,513,864 | \$14,585.10   | \$10,559,615 |
|                           |  | 840          |   | 724          |

**Table H 1: Youth (14-21) Program Results**

|                                     | Negotiated Performance Level | Actual Performance Level |       |
|-------------------------------------|------------------------------|--------------------------|-------|
| Placement In Employment / Education | 0.0                          | 74.3                     | 1,159 |
|                                     |                              |                          | 1,559 |
| Attain Degree / Credential          | 0.0                          | 62.0                     | 900   |
|                                     |                              |                          | 1,451 |
| Literacy / Numeracy Gains           | 0                            | 14.4                     | 59    |
|                                     |                              |                          | 409   |

**Table H 2: Older Youth (19-21) Results**

|                              | Negotiated Performance Level | Actual Performance Level |             |
|------------------------------|------------------------------|--------------------------|-------------|
| Entered Employment Rate      | 77.5                         | 82.9                     | 514         |
|                              |                              |                          | 620         |
| Employment Retention Rate    | 84.0                         | 81.5                     | 594         |
|                              |                              |                          | 729         |
| Six Months Earnings Increase | \$3,200.00                   | \$2,896.10               | \$1,995,404 |
|                              |                              |                          | 689         |
| Credential Rate              | 53.0                         | 50.5                     | 447         |
|                              |                              |                          | 886         |

**Table I: Outcomes for Older Youth Special Populations**

| Reported Information         | Public Assistance Recipients |                  | Veterans   |              | Individuals with Disabilities |                 | Out-of-School Youth |                    |
|------------------------------|------------------------------|------------------|------------|--------------|-------------------------------|-----------------|---------------------|--------------------|
|                              | Entered Employment Rate      | 79.3             | 218<br>275 | 0.0          | 0<br>1                        | 76.9            | 30<br>39            | 82.8               |
| Employment Retention Rate    | 79.9                         | 251<br>314       | 100.0      | 2<br>2       | 87.0                          | 40<br>46        | 81.0                | 536<br>662         |
| Six Months Earnings Increase | \$2,762.20                   | \$820,378<br>297 | \$4,019.50 | \$8,039<br>2 | \$2,726.90                    | \$111,803<br>41 | \$2,715.40          | \$1,705,282<br>628 |
| Credential Rate              | 50.4                         | 183<br>363       | 50.0       | 1<br>2       | 55.1                          | 38<br>69        | 48.1                | 351<br>730         |

**Table J: Younger Youth Results At-a-Glance**

|                                       | Negotiated Performance Level | Actual Performance Level |              |
|---------------------------------------|------------------------------|--------------------------|--------------|
|                                       |                              | Skill Attainment Rate    | 87.0         |
| Diploma or Equivalent Attainment Rate | 62.0                         | 68.2                     | 721<br>1,057 |
| Retention Rate                        | 67.0                         | 67.1                     | 473<br>705   |



**Table K: Outcomes for Younger Special Populations**

| Reported Information                  | Public Assistance Recipients |            | Individuals with Disabilities |            | Out-of-School Youth |            |
|---------------------------------------|------------------------------|------------|-------------------------------|------------|---------------------|------------|
|                                       | Skill Attainment Rate        | 73.7       | 1,060<br>1,439                | 78.3       | 573<br>732          | 71.8       |
| Diploma or Equivalent Attainment Rate | 63.2                         | 247<br>391 | 72.5                          | 129<br>178 | 44.2                | 95<br>215  |
| Retention Rate                        | 65.6                         | 172<br>262 | 60.4                          | 87<br>144  | 63.6                | 154<br>242 |

**Table L: Other Reported Information**

| Report Information | 12 Month Employment Retention Rate |                | 12 Month Earnings Change (Adults and Older Youth) or 12 Month Earnings Replacement (Dislocated Workers) |                              | Placements for Participants in Nontraditional Employment |            | Wages at Entry into Employment for Those Individuals Who Entered Unsubsidized Employment |                       | Entry into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services |            |
|--------------------|------------------------------------|----------------|---|------------------------------|--|------------|--|-----------------------|--|------------|
|                    | Adults                             | 85.8           | 2,181<br>2,542  | \$4,473.30                   | \$10,650,941<br>2,381                                    | 0.3        | 8<br>2,853   | \$4,803.50            | \$13,310,424<br>2,771  | 56.4       |
| Dislocated Workers | 92.5                               | 1,589<br>1,717 | 97.3  | \$22,561,925<br>\$23,180,327 | 0.3  | 5<br>1,532 | \$7,158.30   | \$10,587,178<br>1,479 | 52.3   | 426<br>815 |
| Older Youth        | 78.3                               | 579<br>739     | \$2,652.30  | \$1,846,026<br>696           | 0.8  | 4<br>514   | \$3,152.40   | \$1,538,351<br>488    | 0.0  | 0<br>0     |

**Table M: Participation Levels**

| Reported Information            | Total Participants Served | Total Exiters |
|---------------------------------|---------------------------|---------------|
| Total Adult Customers           | 80,620                    | 44,608        |
| Total Adult (Self-Service Only) | 42,884                    | 31,251        |
| WIA Adult                       | 77,455                    | 42,849        |
| WIA Dislocated Workers          | 7,501                     | 2,320         |
| Total Youth (14-21)             | 5,490                     | 2,722         |
| Younger Youth (14-18)           | 3,168                     | 1,519         |
| Older Youth (19-21)             | 2,322                     | 1,203         |
| Out-of-School Youth             | 2,577                     | 1,336         |
| In-School Youth                 | 2,913                     | 1,386         |

**Table N: Cost of Program Activities**

| Program Activity                           |                             | Total Federal Spending |
|--|-----------------------------|------------------------|
| Local Adults                               |                             | \$20,209,711           |
| Local Dislocated Workers                   |                             | \$10,407,695           |
| Local Youth                                |                             | \$17,618,894           |
| Rapid Response                             |                             | \$ 3,455,692           |
| Statewide Required Activities              |                             | \$ 502,988             |
| Statewide Allowable Activities             | Strategic Skills Initiative | \$ 2,525,140           |
|  | Other Program Activities    | \$ 0                   |
| Total of All Federal Spending Listed Above |                             | \$54,720,120           |

**Table O: Summary of Each Local Workforce Investment Board's Performance  
Marion County Workforce Investment Board—Program Year 2007**

|   |                           |                                     |                                 |
|---|---------------------------|-------------------------------------|---------------------------------|
| Local Area Name<br><br><u>MARION COUNTY WIB</u> | Total Participants Served | Adults                              | 3,444                           |
|   |                           | Dislocated Workers                  | 490                             |
|   |                           | Older Youth                         | 422                             |
|   |                           | Younger Youth                       | 185                             |
| ETA Assigned Number<br><br>18055                | Total Exiters             | Adults                              | 2,263                           |
|   |                           | Dislocated Workers                  | 232                             |
|   |                           | Older Youth                         | 289                             |
|   |                           | Younger Youth                       | 182                             |
|   |                           | <b>Negotiated Performance Level</b> | <b>Actual Performance Level</b> |
| Customer Satisfaction                           | Program Participants      | 77                                  | 77.6                            |
|   | Employers                 | 71                                  | 72.0                            |
| Entered Employment Rate                         | Adults                    | 83                                  | 86.4                            |
|   | Dislocated Workers        | 89                                  | 93.9                            |
|   | Older Youth               | 77.5                                | 79.9                            |
| Retention Rate                                  | Adults                    | 84                                  | 85.9                            |
|   | Dislocated Workers        | 91                                  | 90.1                            |
|   | Older Youth               | 84                                  | 82.2                            |
|   | Younger Youth             | 67                                  | 65.3                            |
| Average Earnings                                | Adults                    | \$10,403                            | \$12,790.80                     |
|   | Dislocated Workers        | \$14,544                            | \$14,913.60                     |
| Six Months Earnings Increase                    | Older Youth               | \$ 3,200                            | \$2,772.10                      |
| Credential/Diploma Rate                         | Adults                    | 70                                  | 66.5                            |
|   | Dislocated Workers        | 66                                  | 66.2                            |
|   | Older Youth               | 53                                  | 36.5                            |
|   | Younger Youth             | 62                                  | 65.8                            |
| Skill Attainment Rate                           | Younger Youth             | 87                                  | 75.1                            |
| Placement In Employment / Education Rate        | Youth (14-21)             | 0                                   | 77.5                            |
| Attain Degree /Credential Rate                  | Youth (14-21)             | 0                                   | 59.0                            |
| Literacy / Numeracy Gains                       | Youth (14-21)             | 0                                   | 1.8                             |

**Table O: Summary of Each Local Workforce Investment Board's Performance  
(continued)**

**State Workforce Innovation Council as the Balance of State  
Workforce Investment Board—Program Year 2007**

|  |                           |                                     |                                 |
|--|---------------------------|-------------------------------------|---------------------------------|
| Local Area Name<br><br><u>INDIANA BALANCE OF STATE</u> | Total Participants Served | Adults                              | 74,061                          |
|  |                           | Dislocated Workers                  | 6,251                           |
|  |                           | Older Youth                         | 1,904                           |
|  |                           | Younger Youth                       | 2,984                           |
| ETA Assigned Number<br><br>18115                       | Total Exiters             | Adults                              | 40,610                          |
|  |                           | Dislocated Workers                  | 1,955                           |
|  |                           | Older Youth                         | 918                             |
|  |                           | Younger Youth                       | 1,339                           |
|  |                           | <b>Negotiated Performance Level</b> | <b>Actual Performance Level</b> |
| Customer Satisfaction                                  | Program Participants      | 77                                  | 78.9                            |
|  | Employers                 | 71                                  | 71.0                            |
| Entered Employment Rate                                | Adults                    | 83                                  | 78.5                            |
|  | Dislocated Workers        | 89                                  | 89.2                            |
|  | Older Youth               | 77.5                                | 83.9                            |
| Retention Rate   | Adults                    | 84                                  | 87.2                            |
|  | Dislocated Workers        | 91                                  | 94.3                            |
|  | Older Youth               | 84                                  | 81.2                            |
|  | Younger Youth             | 67                                  | 67.5                            |
| Average Earnings                                       | Adults                    | \$10,403                            | \$11,616.00                     |
|  | Dislocated Workers        | \$14,544                            | \$14,665.8                      |
| Six Months Earnings Increase                           | Older Youth               | \$3,200                             | \$2,942.60                      |
| Credential/Diploma Rate                                | Adults                    | 70                                  | 70.9                            |
|  | Dislocated Workers        | 66                                  | 66.4                            |
|  | Older Youth               | 53                                  | 54.5                            |
|  | Younger Youth             | 62                                  | 68.7                            |
| Skill Attainment Rate                                  | Younger Youth             | 87                                  | 77.4                            |
| Placement In<br>Employment / Education Rate            | Youth (14-21)             | 0                                   | 73.7                            |
| Attain Degree /Credential Rate                         | Youth (14-21)             | 0                                   | 62.6                            |
| Literacy / Numeracy Gains                              | Youth (14-21)             | 0                                   | 23.0                            |