

Program Year 2014 Plan Modification

1. Describe how the WIB focuses its strategies and/or services to “targeted” business sectors (i.e. advanced manufacturing, health care, business services, information technology).

- *Explain the process and information utilized by the WIB to identify the targeted sector(s);*
- *Explain the history (or the foreseen future) of the sector(s) in the local area, and why it is targeted;*

The Northwest Indiana Workforce Board partners with several economic development organizations to assist in with the identification of targeted industry sectors in Northwest Indiana – Region 1. One of the primary organizations conducting this work is the Northwest Indiana Forum, a private not-for-profit membership organization representing the leading businesses and industries from throughout Region 1. The President and CEO of the One Stop Operator serves on the board of the Forum.

The Forum, its executive board, and economic development committee have established the following industry sectors as their primary targets for economic development: **advanced manufacturing, transportation, distribution, and logistics (TDL), health care, and professional and business services**. To discern these sectors, several types of economic and workforce analysis were conducted; most notably, location quotient analysis was utilized to compare regional concentrations of employment. Location quotients are found by dividing the number of workers employed in an industry by the entire workforce; this quotient is then compared to the national location quotient. Quotients greater than 1.0 indicate highly concentrated industries, while quotients below 1.0 indicate less concentrated industries. Location quotient analysis is an industry standard in economic and workforce analysis and was utilized by the Purdue Center for Regional Development, the organization laying the groundwork for regional economic and workforce analysis. Wages were also a component; the selected industry sectors must pay higher than the average regional self-sufficiency wage of \$35,494.

- **Advanced Manufacturing:** location quotient analysis revealed two important sub-sectors – primary metal manufacturing and petroleum and coal products manufacturing. Primary metal manufacturers produce steel and iron from iron ore; the steel mills and other foundries employ approximately 16,300 people in Northwest Indiana. Petroleum and coal product manufacturers refine crude petroleum and coal into useable components for further production; the most prominent refinery, BP Whiting, recently finished a \$3.8 billion modernization project that reinforced its presence in the region. Refineries often pay high wages to its highly skilled employees, making it an important part of the economy. Average earnings per in this industry are \$86,710 which is significantly higher than the regional average wage; this reflects the high demand for advanced manufacturing workers.
- **Transportation, distribution, and logistics (TDL):** Northwest Indiana offers businesses incredible and convenient access to world markets via rail, highway, and international harbor. This access is essential to the success of an advanced manufacturing company, a shipping and logistics company, and/or any business looking to capitalize on a high volume of traffic. This industry is expected to grow 12 percent over the next ten years, adding 2,000 jobs that pay an average of \$53,600.
- **Healthcare and social assistance:** Although this sector that boasts the highest number of employees of any single sector in Northwest Indiana, it is the sector that is least unique to the region. Nothing about this sector utilizes the region’s unique resources like advanced manufacturing or TDL, but it does benefit from the network of universities and medical experts in Chicago. The majority of positions in the healthcare industry require some postsecondary education whether it is a certification or a medical degree. This sector is expected to keep growing, too – over the next decade, healthcare and social assistance is projected to grow 26 percent, creating over 11,000 new jobs with an average wage of \$49,500.

- **Professional and business services:** Northwest Indiana is home to many community banks, credit unions, wealth management firms, accountancies, insurance agents, and many other professional service firms. These employers need employees of all skill levels and are well-positioned to take advantage of the regional college campuses of Indiana University and Purdue University to fill higher-skilled positions. Positions within the sector pay an average of \$48,900 and expected growth should add over 12,000 opportunities to the regional economy.

To support the importance of the targeted industry sectors, total employment, net job flow (different between current and previous employment), job creation (number of new jobs created by economic growth), new hires (number of new jobs as a result of turnover or retirement), and separations (number of jobs evacuated, voluntarily or involuntarily) are annually analyzed by WIB staff and shared with employers, community partners, and city officials. Please note, as Advanced Manufacturing is a detailed subset of Manufacturing sub-industries, it is not possible, using public data sources, to discern these metrics with any degree of accuracy.

	Manufacturing	Transportation, Distribution, and Logistics	Health Care and Social Assistance	Professional and Business Services
<i>Total Employment</i>	69,326	11,762	46,623	81,321
<i>Net Job Flow</i>	1,220	-126	492	-1,182
<i>Job Creation</i>	2,932	483	1,383	2,948
<i>New Hires</i>	7,058	1,481	4,276	8,768
<i>Separations</i>	7,350	1,755	4,175	12,136

Source: 1st Quarter 2013, LEHD State of Indiana WIA Reports

The data shows job creation is strongest in Manufacturing and Professional and Business Services. This means both sectors are growing and looking to hire more employees, and it directly supports the outcome of the Location Quotient Analysis. However, those industries with the greatest amount of job creation also have the largest number of separations. It is important to note the jobs being created are vastly different from the ones that are disappearing, which increasingly require technical skills and education normally acquired through a post-secondary degree program. Another reason for the large numbers of separations and job creation in the same industry could be due to the creation of jobs by new firms and hiring within existing firms that were offset by separations and turnover at existing firms.

To coordinate the workforce development efforts of NWIWB, the Region’s Business Services Team, and the employers in the aforementioned targeted sectors, the NWIWB created an **Occupations in Demand** list. To compile the list, the NWIWB used current job postings in Indiana Career Connect, Indeed.com, CareerBuilder.com, information from our regional partners, and occupational growth trends from the Indiana Department of Workforce Development. The growth of each occupation was analyzed and occupations reporting at least 100 new jobs per year were kept; in addition, each of the growing occupations must offer a median livable wage.

- *Does the WIB oversee any special initiatives or grant programs, such as career pathways development, aimed at providing services to, or partnering with, targeted business sectors?*
- *Explain how, and if, the WIB provides any priority of training or services to be delivered to the sector(s)*

To maximize the effect of its workforce development efforts, the NWIWB convenes meetings with employers, training partners, city officials, educators, economic development partners, and WorkOne staff to identify opportunities for special initiatives, grants, services, and partnerships.

The intelligence gathered through daily community involvement allows the NWIWB to meet the needs of employers in advanced manufacturing; transportation, distribution, and logistics; health care; and professional and business services in the following ways:

- **Advanced Manufacturing**

Staff from the One Stop Operator engage in conversations with employers, economic developers, and other community partners; this feedback is vital in identifying upcoming trends and administering relevant training programs. Because of interest shown in the region by employers, We partnered with Ivy Tech Community College to start a Manufacturing Skill Standards Council (MSSC) Certified Production Technician (CPT) certification. CPT training is a foundational course that teaches OSHA safety standards, maintenance awareness, quality practices and measurements, and establishes a basic knowledge of manufacturing equipment through hands-on exercises. CPT training began in Jasper and Newton counties and has now started in Porter County; it is set to start in Lake County next year.

We worked with Purdue University Calumet to secure a grant to teach foundational skills and competencies in two similar occupations: Mechatronics Technicians and Industrial Machinery Mechanics. PUC was awarded a \$2.7 million dollars grant from the U. S. Department of Labor TAACCCT program and we are now working with them enroll 300 candidates over the course of 3 years for Project: AWAKE. This initiative is a 21-week training program This is done at no cost to the job seeker and results in an industry-recognized PMMI certification in in-demand occupations.

The WIB is also working with the Works Council in their work with the Career and Technical Education programs in the region to build a robust industrial mechanical/electric program which would prepare high school students for numerous employment opportunities which will continue to be available through retirements and attrition.

- **TDL**

In January 2013, Travel America, a major transportation company, began building a travel plaza in Gary. The building was a result of a partnership between Gary Economic Development Corporation, the WIB, and the transportation company. Once the building was complete, the WIB organized a career fair to help local job seekers connect with the employers located in the plaza.

Last year, the City of Gary privatized their sanitation department, but the private company hired only employees who had a Commercial Driver's License (CDL). To reduce the economic impact of many layoffs, the NWIWB offered CDL scholarships to all of the laid off employees interested in reclaiming their jobs. Some employees used this opportunity to earn their CDL and were subsequently re-employed by the private company; the NWIWB continues to offer assistance to those who did not earn their CDL.

In LaPorte County, the WIB has promised to promote growth at the Kingsbury Industrial Park through WorkKeys testing, job order screening, OJTs, and career scholarships where applicable. Construction on a rail spur is scheduled to begin shortly and this will allow companies in the park to hook straight into rail and allow products to be imported and exported more easily.

- **Healthcare and social assistance**

In Lake County, the NWIWB partnered with HealthLinc, Community Hospital, Health Net, NorthShore University Health System, and Ivy Tech Community College to train job seekers to be a Certified Healthcare Access Associate (CHAA), a National Association of Healthcare Access Management (NAHAM) approved certification. This initiative began as a result of employer demand due to requirements in the Patient Protection and Affordable Care Act. CHAAs have direct patient access and are responsible for performing outreach and follow-up to ensure quality care was received. This is the most emergent, high wage occupation created by the Affordable Care Act.

- **Professional and business services**

In Lake County, the WIB partnered with Indiana University Northwest to train a group of long-term unemployed, degree-holding professionals in general employability skills. This initiative, named the Skill Building Institute, included a personality assessment, mock interviews, and workplace etiquette. In addition to training, these individuals were placed into internships where the participants could

practice the skills they learned. Of the 23 total SBI participants, 15 were placed into employment in professional services, and 8 are continuing skill development.

- *Does the WIB allocate any specific resources to serving this sector?*

In order to encourage career pathways in the fields and occupations which are NWI's economic drivers, the Northwest Indiana Workforce Board, has implemented a more focused strategy to encourage individuals to consider building skills applicable to these high demand, high wage occupations. This marketing strategy promotes scholarships applicable to these key industry sectors. Funding is set aside annually for training geared to support economic development needs specific to our region. Individuals who qualify for education and training support receive a scholarship where a specific training certification will position the customer for the employment in the targeted sector. All training for these targeted industries must be secured from the locally approved scholarship grid and also be located on the 'Occupations In Demand' list. The choice of regional training institutions comes from the statewide developed 'eligible training provider' list; all training must result in an industry recognized credential.

Each scholarship includes tuition, books, and required supplies/materials pertaining to the student's education and training. The voucher will be valid for a 12-month period beginning the quarter/semester/enrollment period immediately after issuance. The individual is case managed throughout the course of the 12 months immediately after the date of issuance. To remain eligible for training services, the student is responsible for providing documentation of attendance.

- *Describe any partnership efforts surrounding the sector(s) in which the WIB participates.*

The Northwest Indiana Workforce Board and One Stop Operator partner with economic development entities in Northwest Indiana at the individual, organizational, and systems levels. These partnerships begin with strong relationships of members of the NWIWB and key staff developed over many years with local economic development organizations and local elected officials. These relationships keep the NWIWB abreast of relevant industry trends, new developments, and job opportunities for the customers of WorkOne in the Region.

At the organizational level, the NWIWB and the One Stop Operator regularly meets with relevant organizations, boards, and committees. The NWIWB and One Stop Operator maintain memberships with local chambers of commerce. Individual NWIWB members serve on the board of directors of the Northwest Indiana Forum, a key regional membership organization representing the voice of private business and economic development in Northwest Indiana. One Stop Operator staff also participate in the Forum's monthly economic development committee meetings and serves on the board of the Porter County Economic Development Alliance. These committees include representatives of local economic development organizations, the Indiana Economic Development Organization, the Port of Indiana – Burns Harbor, the Northern Indiana Public Service Company (NIPSCO), and other groups interested in economic development.

At the systems level, the NWIWB utilizes the Business Services Team to develop close working relationships with local economic development organizations. Individual Business Services Representatives and LEDOs regularly refer customers to each other based on needs identified that can be provided by the partner agency. Staff of the One Stop Operator assists by making presentations on the local labor market during site selection visits from prospective new companies. Region 1 staff also provides labor market information to support LEDO requests for information. Finally, the WorkOne Business Services Team in Region 1 has developed marketing materials with labor market facts and figures for business recruitment efforts.

The NWIWB partners with the Area Health Education Center (AHEC), an organization dedicated to enhancing the quality of health care, by improving the supply and distribution of healthcare professionals through community and academic partnerships. Through this relationship, an internship program for area

schools was created to expose youth to healthcare occupations and highlight the employment opportunities in the sector.

To further assist workforce development efforts, the NWIWB coordinates with Ivy Tech Corporate College. As new information from employers is secured, meetings with Ivy Tech allow for the development or refinement of training and curriculum to ensure the right skills are being taught.

Other players include the Regional Development Authority, the Northwest Indiana Business Roundtable, the Northwest Indiana Small Business Development Center (SBDC), and several institutions of higher education. Center of Workforce Innovations has developed a strong relationship with all of these partners, participating in regional forums, conferences, and events. Economic development is a profession built on relationships. For this reason, the NWIWB, One Stop Operator, and WorkOne – Region 1 Business Services Team have cultivated deep relationships to support economic and workforce development in Northwest Indiana. These relationships have led to job orders for thousands of WorkOne customers and helped to advance the strategic goals of the workforce investment system in Northwest Indiana.

- **NEW* Explain how the WIB ensures employer engagement within the targeted sectors.*

The vision of the Northwest Indiana Workforce Investment Board (NIWIB) is a skilled, motivated, adaptable and flexible workforce capable of meeting the needs of economic growth for the businesses of Northwest Indiana. The NWIWB goals are:

- Increase skills of the current workforce to align with economic development strategies and key industry clusters.
 - This is primarily achieved by engaging with economic development entities in all seven counties providing support. Recent efforts include:
 - Alcoa Howmet- preparing a workforce through NCRC testing. Recruitment activities such as orientations are planned to assist Alcoa build a pool of applicants.
 - Pratt Industries- Assisting with navigating SEF paperwork for incumbent worker training at current plant operations. Provided grant for Pratt with WorkKeys profile.
 - READY NWI Employer Engagement team rallies industry experts from NWI to discuss growth, training needs, post-secondary credentials and certifications required to meet needs faced by employers.
- Improve employer access to qualified workers and awareness of training resources.
 - Hosted Industry forums where employers and staff and training providers discuss trends, needs and requirements of each industries workforce.
 - Participate in the Conexus Indiana Logistics Council. The goal is to identify solutions to challenges faced by the TDL industry. Some obstacles include the shortage of a skilled workforce and challenges with state policies and regulations impeding growth of new business in NWI.
- Ensure youth in Northwest Indiana are positioned for continued education/learning and workforce success.
 - Bring guest speakers from local employers and educators to classrooms.
 - Invite employers to career day.
 - Expanded resources for school counselors, parents, and students by having access to READY NWI employer videos
 - Support of work experience to get a better idea of career exploration
- Encourage and support an entrepreneurial spirit.
 - Invite and access resources from the Small Business Development Center and host various workshops for small businesses.
 - The DEI program will engage with the SBDC on August 6th, 2014 and have workshops

- designed for the encouragement of new businesses.
- Provide support to small businesses by encouraging BSR's to engage and assist with recruitment access to resources.
- Work alongside new ventures such as Elevate Indiana understanding how new businesses can access funds to allow growth.

From an operational perspective, the NWIWB utilizes a sector strategy to drive the effort of the Business Services team. Individual Business Services Representatives (BSRs) are assigned a specific industry sector for which they are responsible to know well and to support. BSRs gather and share information with local economic developers, employers, and other community partners and to support workforce and economic development efforts. This vital information is brought back to WorkOne in order to coordinate and strengthen training efforts.

Based on the BSRs' relationships with local businesses and economic developers, customers are regularly referred to partner agencies based on the identified needs. Staff of the One Stop Operator assists by making presentations on the local labor market during site selection visits from prospective new companies. Region 1 staff also provides labor market information to support LEDO requests for information. Finally, the WorkOne Business Services Team in Region 1 has developed marketing materials with labor market facts and figures for business recruitment efforts.

The WIB directly engages employers when training WorkOne staff. Throughout the year, WorkOne staff attends industry-specific workshops that reinforce the industry sector approach adopted by the WIB. To reinforce the training topics, employers from the region are brought in to present to the staff and answer any questions from the audience. This ensures WorkOne staff are aligned with employer needs and have a deeper understanding of the regional high demand occupations and sector strategies.

The result of all these efforts leads to an efficient workforce development system in which the WIB is anticipating employers' needs, responding to real-time intelligence, and training job seekers in high demand, high wage occupations that support the sector strategy and ensure economic sustainability.

- **NEW* Describe how the WIB will align with IC 22-4.1-4-6 (effective July 1, 2014) regarding performance based funding training leading to industry recognized credentials or associate degrees for high demand, high wage occupations.*

The NWIWB will work with the SWIC and DWD to align programming in relation to IC 22-4.1-4-6. and will then communicate the expectations to regional training providers and local colleges and universities. The strategy could be modeled after the WorkIn effort for adult education students targeting only training which leads to a high wage job where there are numerous requests and availability posted in the statewide job matching system (ICC).

2. Describe how the WIB partners with economic development entities or other business or industry-focused groups (i.e. BioCrossroads, Conexus, Project Lead the Way) within the local area.

- *What role does the WIB play in the partnership?*
- *Describe how the WIB partners with any regional economic development entities or partnerships within the local area;*
- *Describe any areas of focus, sector strategies, or outcomes that the WIB and local or regional economic development entities share.*

As stated earlier, the Northwest Indiana Workforce Board, Executive Staff to the Board, and One Stop Operator have a long history of working with local and regional economic development organizations including:

- **Fourteen chambers of commerce:** Indiana, Lakeshore, Greater LaPorte, Valparaiso, Greater Portage, Chesterton, Munster, Michigan City, Gary, Crossroads, Starke, Newton, Jasper, and Pulaski.
- **Economic development organizations:** Northwest Indiana Forum (NWIF), Northwestern Indiana Regional Planning Commission (NIRPC), Portage Economic Development Corporation (PEDCO), Valparaiso Economic Development Corporation, Duneland Economic Development Company, Gary Economic Development Corporation, City of Hammond Economic Development Corporation, Greater LaPorte Economic Development Corporation (GLEDC), Starke County Economic Development Corporation, Jasper County Economic Development Corporation, Newton County Economic Development Corporation, Michigan City Economic Development Corporation.

These partnerships allow the WIB to proactively listen and learn from each of these entities so groups can be convened to assist with action, appropriate regional strategies can be implemented, and customers can be served which leads to a productive workforce and business environment. In such a partnership sometimes the WIB is responding to requests from the partners and other times the partners are responding to the request from the WIB for more fully developed engagement such as providing feedback, serving on committees, providing work based learning opportunities and other types of classroom engagement. The NWIWB sees itself as not only working towards a qualified workforce for today's jobs, but influencing both students and k-12 and post secondary institutions regarding the jobs of the future.

The NWIWB has supported the Economic Development Corporation of Michigan City (EDCMC), A.K. Smith Career Center, and Tonn and Blank Construction have created a Construction Apprenticeship Program. This program is targeted at Michigan City High School students who wish to work in construction and it will supply Tonn and Blank with the skilled labor it needs. The curriculum was approved by the Indiana Department of Education and is the result of a collaboration between educators, employers, workforce development, and economic development targeting the needs of a specific industry.

The NWIWB, Executive Staff to the Board, One Stop Operator, and WorkOne – Region 1 Business Services Team have cultivated deep relationships to support economic and workforce development in Northwest Indiana. These relationships have led to job orders for thousands of WorkOne customers and helped to advance the strategic goals of the workforce investment system in Northwest Indiana.

The NWIWB is a member of the statewide Conexus Workforce Development Committee. The organization's focus on workforce development aligns with NWIWB goals and initiatives in promoting employment in advanced manufacturing and transportation, distribution, and logistics, two of the target sectors in the region.

The NWIWB is an advocate for the Conexus HIRE Technology program in high schools. HIRE Technology is a program of Conexus and Ivy Tech Community College that is acknowledged by the Indiana Department of Education through which students get both certificates and college credit. This program supports the NWIWB goals and initiative in promoting the importance of postsecondary education. There are currently 7 regional high schools involved and all are linked with employer champions.

With the presence of the NWIWB on the Conexus Indiana Logistics Council, further information has been secured to advance more logistics training, particularly in the CDL field, and to give information and guidance to employers about recruitment and ways to find talent. This exchange of information allows the NWIWB to anticipate employer needs, prepare job seekers accordingly, and promote opportunities within the community.

Many businesses in the targeted sectors have trouble filling jobs for high skill/high wage positions due, in part, to a fundamental misalignment between the skills being taught in local high schools and colleges and those most pertinent to the world of work. To address these concerns, Center of Workforce Innovations and its partners in education throughout Northwest Indiana developed READYNWI – a network of school and community partners committed to (1) a comprehensive, data-driven regional analysis of student high school readiness for college and careers and (2) an action plan, along with associated business and communication plans, designed to dramatically improve student college and career success.

READYNWI allows Northwest Indiana to intersect with where the state and nation are going while at the same time, aligning student success with the regional workforce and quality of life goals. Membership in the Regional Ready Network is open to leaders from all high schools in Jasper, Lake, LaPorte, Newton, Porter, Pulaski, and Starke Counties.

To help high school students with career choice, READYNWI was awarded a grant from Fifth Third Bank to produce employer videos. These videos would focus on how younger employees at prominent employers across the region earned their job. The purpose is to spread awareness of the opportunities in Northwest Indiana and highlight the various paths a student can take to find work locally.

There is an Employer Engagement committee through READYNWI that consists of business leaders from Northwest Indiana. This group identifies workforce trends, wants, and needs that are integral to shaping the activities of READYNWI. The Region 1 Business Consultant is part of this committee and provides staff support as needed.

To focus The WIB also uses its relationships to local businesses to start workforce development at the high school level. Beyond the READYNWI initiative, there are distinct ways the WIB is promoting various industry clusters to the future workforce. One is to provide exposure of industries directly to students through tours, guest speakers, and career fairs. Examples of these activities include:

- Employers from Centier Bank, NIPSCO, Huhtamaki, and Calumet Abrasives speaking to Juniors and Senior JAG participants at Hammond High School, East Chicago Central High School, and Gary Community Schools
- Sophomores and juniors from LaCrosse High School toured Urschel Labs
- Seniors from LaCrosse High School toured Indiana Health – La Porte High School

The second approach is to provide guidance counselors in the region with information on skills needed by employers. The following are examples of activities using this approach:

- Guidance Counselors from La Porte County going to local companies, such as Alcoa Howmet and Packaging Logic.
- Guidance counselors from Northwest Indiana toured Custom Crimp, King Headz, and Task Force Tips.

STEM careers and Career and Technical Education (CTE) are important to the future growth of Northwest Indiana. To cultivate a knowledge of the opportunities in these fields, the One Stop Operator is working on summer camps for middle school students. Funded through EWIN, these camps will allow students to select a career focus and complete a hands-on project related to the career choice. In addition, partner employers and local colleges will meet with students and discuss the career opportunities in Northwest Indiana for the student's desired career. The goal of the summer camp is to instill demonstrate careers in STEM and the opportunities available through CTE.