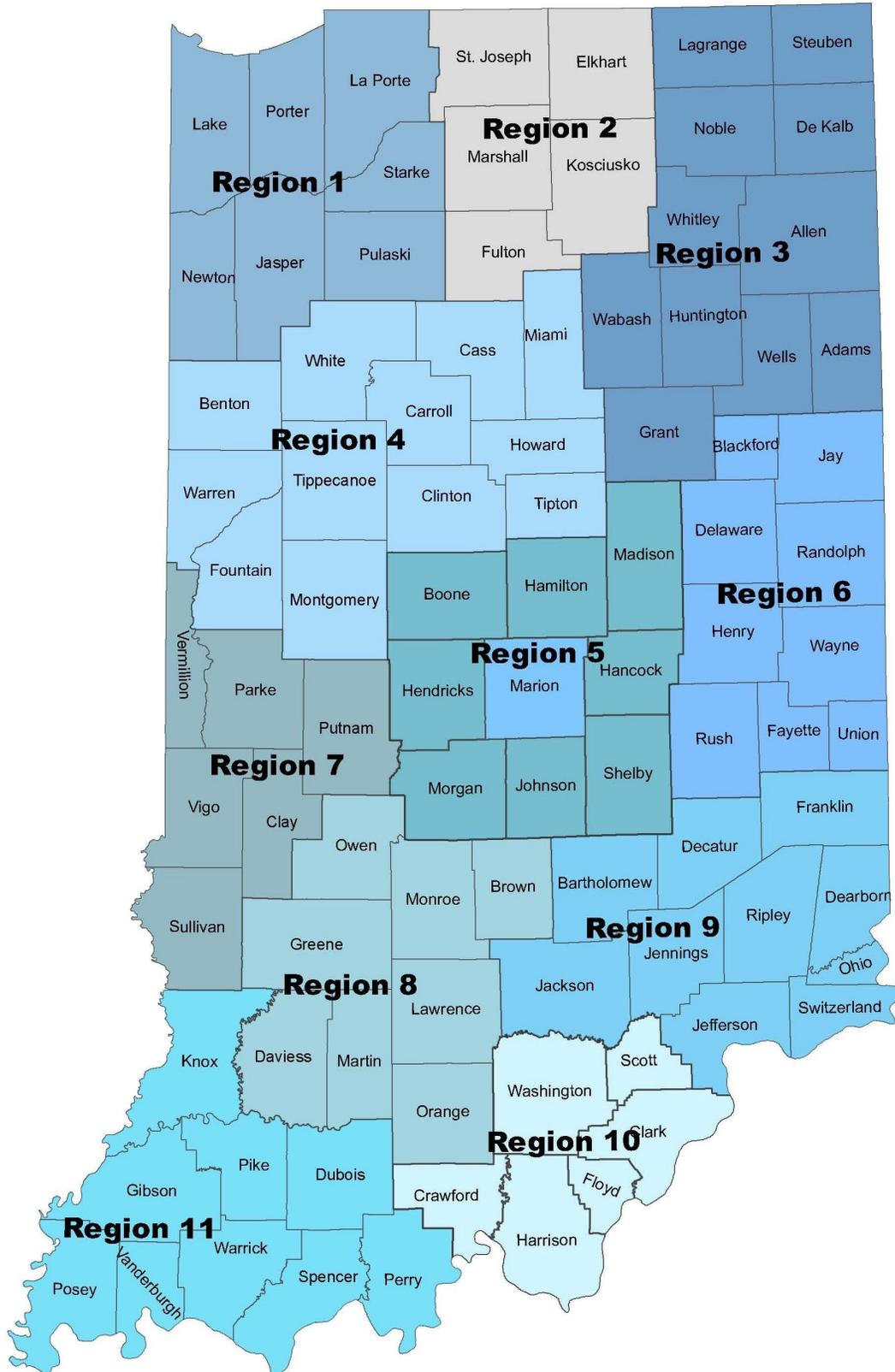


2007-2008 Annual Training Report



INDIANA
WORKFORCE
DEVELOPMENT
AND ITS **WorkOne** CENTERS

STATE OF INDIANA ECONOMIC GROWTH REGIONS



ACKNOWLEDGEMENTS

December 1, 2008

Dear Indiana General Assembly Members,

Indiana's economy is becoming increasingly diverse. The Indiana Department of Workforce Development (IDWD) is proud to assist Hoosiers in learning and perfecting the skills necessary to successfully compete and win in the global economy.

At the close of the most recent program year, on June 30, 2008, IDWD administered an unprecedented number of programs for worker training and development. The department received funds to pilot Career Advancement Accounts that allows workers to pay for job training and career advancement programs in high-growth, high-demand occupations. This initiative is assisting Hoosiers in moving one level up in their careers – where they can earn higher incomes and gain greater responsibilities.

The Strategic Skills Initiative (SSI) program targets training in key sectors that are predicted to have expanded employment opportunities over the next eight to 10 years. Some examples include: logistics, health care, biotechnology, agriculture and advanced manufacturing. More than 4,700 Hoosiers participated in programs during this past program year.

Unique and customized training programs are taking place across the entire state. Our regional workforce boards are actively engaged in identifying and implementing training programs that best meets the needs of area businesses and their employees. I would like to acknowledge the dedicated agency staff and WorkOne partners who have worked tirelessly to provide training opportunities that directly benefit Hoosier workers and employers while creating a higher-skilled workforce for the State.

This year's annual report provides you with an in-depth look at the broad array of training programs available and how these initiatives are improving the lives of our state's workers. IDWD appreciates your continued support in helping to build a world-class workforce.

Sincerely,



Teresa L. Voors
Commissioner

TABLE OF CONTENTS

Acknowledgments	3
Table of Contents	4
Executive Summary	5
Program Reports	
Career Advancement Accounts	6 – 7
Major Opportunities	8 – 9
Strategic Skills Initiative	10 – 11
Training Acceleration Grants	12 – 13
Tomorrow’s Manufacturing Workforce	14 – 15
Workforce Literacy	16 – 17
JumpStart	18
Trade Adjustment Assistance	19
Workforce Investment Act	20
State Map - Economic Growth Regions	
Economic Growth Region Overviews	
<i>Economic Growth Region 1</i>	22
<i>Economic Growth Region 2</i>	23
<i>Economic Growth Region 3</i>	24
<i>Economic Growth Region 4</i>	25
<i>Economic Growth Region 5</i>	26
<i>Marion County</i>	27
<i>Economic Growth Region 6</i>	28
<i>Economic Growth Region 7</i>	29
<i>Economic Growth Region 8</i>	30
<i>Economic Growth Region 9</i>	31
<i>Economic Growth Region 10</i>	32
<i>Economic Growth Region 11</i>	33
Glossary of Terms	34 - 35
Appendices	
<i>(available online at http://www.in.gov/dwd/4270.htm)</i>	
Incumbent Worker Training Earning Replacement Rates and Retention Rates	
Strategic Skills Initiative Regional Profiles	
Training Acceleration Grant Profiles	
Workforce Investment Act Summaries of Indiana’s Workforce Investment Boards’ Performance	

EXECUTIVE SUMMARY

The new economy requires a highly skilled workforce able to make good decisions quickly and effectively. Leaders in Indiana must continue to cooperate to identify and dedicate resources for training and education. Workers must commit to continuously improving their knowledge and skills to be successful.

The Indiana Department of Workforce Development (IDWD) is dedicated to empowering Indiana workers to become a highly skilled, competitive workforce. This is reflected in its mission to raise everyone up one level. IDWD strives to do this through its four core values of innovation, excellence, integrity, and accountability.

IDWD implements and administers a variety of training initiatives and programs throughout the state providing diverse training opportunities tailored to meet the needs of the participants and the demands of Indiana's employers. The programs provide training to emerging, entrant, incumbent, dislocated and unemployed workers in Indiana.

Pursuant to IC 22-4-18-7, IDWD is legislatively required to submit a written report of all of its training activities for the previous program year. This report includes all state and federally funded training programs implemented and/or administered through IDWD for program year 2007 (July 1, 2007 to June 30, 2008).

In program year 2007 IDWD administered an unprecedented number of programs:

- Career Advancement Accounts
- JumpStart
- Major Opportunities
- Strategic Skills Initiative
- Tomorrow's Manufacturing Workforce
- Trade Adjustment Assistance
- Training Acceleration Grants
- Workforce Investment Act
- Workforce Literacy

In addition to highlighting each of the programs individually, the report also contains a summary of each of Indiana's eleven economic growth regions and Marion County.

An online appendix located at <http://www.in.gov/dwd/4270.htm> contains profiles of each Training Acceleration Grant (TAG) project, earning replacement rates (ERR), retention rates, regional Strategic Skills Initiative profiles, as well as more detailed information on the Workforce Investment Act. ERR and retention rates provide workforce development policy makers with valuable data on the effectiveness of the training programs. There are differences in how the ERR and retention rates are calculated for each program due to the differences in federal and state training fund requirements. The methodology is explained in further detail in the glossary.

Program	Funds Allocated PY 2006	Funds Allocated PY 2007	Trainees Planned PY 2006	Trainees Planned PY 2007
Career Advancement Accounts	NA	\$1,169,000 [1]	285	322 [2]
JumpStart	NA	\$1,400,000	NA	388
Major Opportunities	\$1,600,000	\$1,939,000	640	470
Strategic Skills Initiative [3]	\$14,246,659	\$5,570,851	1,625	4,798
Tomorrow's Manufacturing Workforce [4]	NA	\$657,500	NA	1,858
Trade Adjustment Assistance [2]	\$12,978,020	\$9,104,718	4,095	9,329
Training Acceleration Grants	\$18,839,921	\$21,175,242	17,680	18,242
Workforce Investment Act (WIA) [2],[5],[6]	\$50,648,299	\$64,518,411	39,001	90,446
WIA Rapid Response [7]	\$11,416,531	\$11,392,198	1,080	1,841
Workforce Literacy	\$1,232,290	NA	1,737	131
TOTAL	\$110,961,720	\$116,926,920	66,143	127,825

[1] Total funds expended to date.

[2] Participants served.

[3] Equipment and infrastructure included.

[4] Trainee data incomplete

[5] Funds available on October 1.

[6] Funds available for formula allocation, which includes carry-in for administration, Adult, Dislocated workers and Youth programs.

[7] Funds available including carry-in. Funds used to provide training services for large scale dislocations. Participants served are included in the WIA participants served.

CAREER ADVANCEMENT ACCOUNTS

As part of the administration's competitiveness agenda, the Indiana Department of Workforce Development (IDWD) received a demonstration grant to pilot Career Advancement Accounts (CAAs). CAAs are self-managed personal accounts designed to enable incumbent workers access to funds for 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.

Indiana's Career Advancement Accounts consists of three distinct projects:

- CAAs for workers who are laid off from non-Trade Adjustment Assistance certified employers
- CAAs offered in conjunction with the Advanced Manufacturing Awareness and Image Campaign
- Regionally-based CAA demonstration projects

By June 30, 2007, IDWD awarded \$1,169,000 in grants to five regions in the state. Additional funding from the Department of Labor and the State of Indiana will make an additional 320 awards possible in program year 2008, along with an extension of the project to June 30, 2009. These grants have been awarded to:

The Center of Workforce Innovations, Region 1

A \$70,000 state grant was issued to target 20 individuals seeking training through local WorkOne Centers in northwest Indiana. In PY 2007, Region 1 issued all of its CAAs and will issue an additional 35 accounts in the upcoming program year.



The Goals of Career Advancement Accounts:

- Increase the number of employees in high-tech, high-skill employment.
- Decrease the potential of layoffs and plant closures in the state by providing employers with a skilled workforce.
- Provide a pool of participants with high-tech and high-skills levels, thereby increasing their employment potential.

Partners for Workforce Solutions, Region 3

A \$375,000 state grant was issued to fund CAAs for 125 residents focusing specifically on information technology occupations in northeast Indiana. In PY 2007, Region 3 had issued 154 CAAs and will issue 120 additional accounts in the upcoming program year.

Alliance for Strategic Growth, Inc, Region 6

A state grant of \$310,000 funded CAAs for 80 residents, specifically focused on healthcare occupations in east central Indiana. During PY 2007 Region 6 issued 64 accounts and is expected to issue 90 additional accounts in the upcoming program year.

REACH, Inc, Region 9

A state grant of \$225,000 funded CAAs for 75 residents of southeast Indiana focusing on advanced manufacturing occupations through a partnership with the Tomorrow's Manufacturing Workforce grant. As of June 30, 2008, the region was preparing for implementation.

Grow Southwest Indiana Workforce Board, Inc., Region 11

The state grant of \$189,000 was to fund CAAs for 60 residents in southwest Indiana. As of June 30, 2008, Region 11 had issued 84 accounts and is expected to issue 50 additional accounts in the upcoming program year.

From the Field: Kelly

Kelly* received a CAA from the Alliance for Strategic Growth, Inc Region 6 to help her earn her Associate of Science in Nursing degree from Ivy Tech Community College, which is necessary for her to achieve her goal of becoming a registered nurse (RN).

Kelly had previously received Workforce Investment Act (WIA) services in 2002, which enabled her to become a Licensed Practical Nurse (LPN). Kelly wanted to complete her RN training in order to “advance her nursing training and receive a promotion and pay increase.”

Since receiving a CAA, Kelly has already received a promotion and a pay increase. Her employer, a community hospital, promoted her in January 2008 to Occupational Health Coordinator with the promise of a pay increase upon completion of her degree in May. However, her employer has since decided to go ahead and increase her pay by more than 20%.

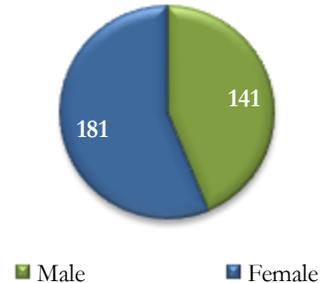
*Participant’s name has been changed to protect her privacy.



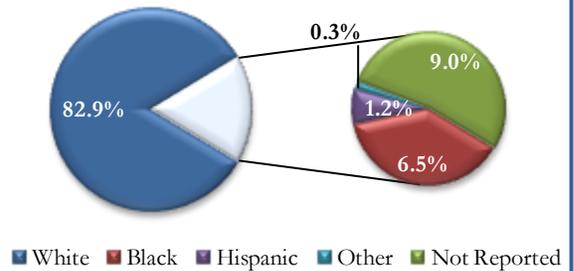
Participation by Education



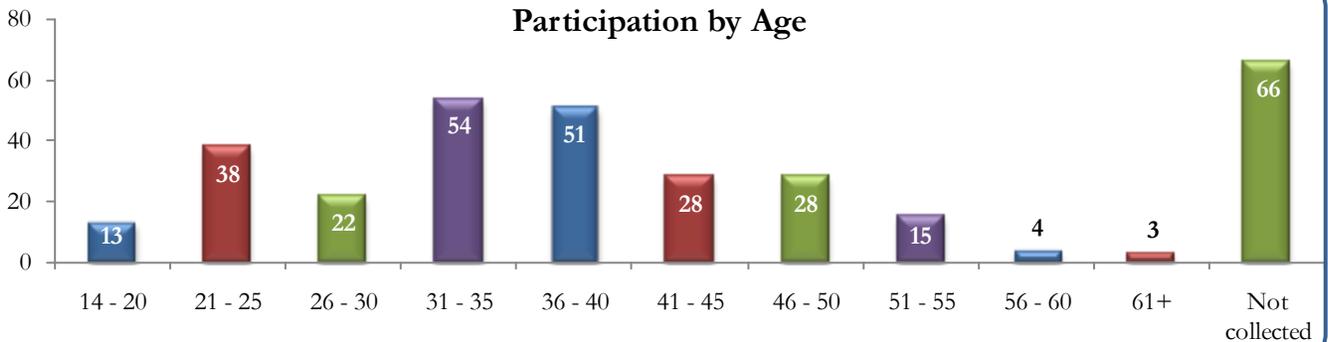
Participation by Gender



Participation by Ethnicity



Participation by Age



MAJOR OPPORTUNITIES

Major Opportunities is a construction pre-apprenticeship training program geared toward Indiana's minority residents, who are typically under-represented in the building trades industry. The program combines education with rigorous pre-apprenticeship training. It also teams with industry leaders to place graduates into high-paying jobs or formal apprenticeship programs.

"Major Opportunities has provided us with a lot of passionate individuals committed to values we are interested in, such as teamwork."

- Roger White, Gaylor Inc.

When they graduate, participants possess:

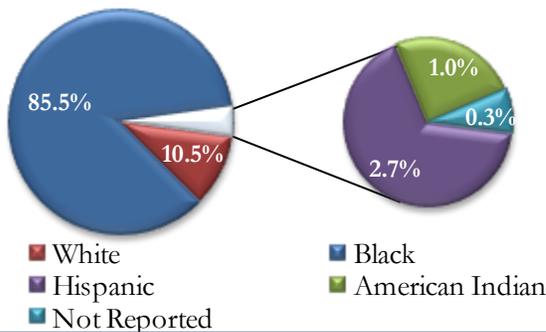
1. more than 100 hours of classroom training;
2. blue print reading, math and algebra skills;
3. a strong work ethic;
4. an understanding of the industry; and
5. a commitment to excellence.

Using minority population data and projected job growth from U.S. Census Bureau and the U.S. Bureau Labor Statistics, Major Opportunities was offered in Evansville, Fort Wayne, Gary, Indianapolis, and South Bend.

Since the creation of the Major Opportunities program, more than 500 participants have graduated. For program year 2007, 296 individuals enrolled in Major Opportunities and 113 are employed or enrolled in formal apprenticeships.

For the coming year, Major Opportunities and its partners will focus on placing more graduates into formal apprenticeship programs. Apprenticeships provide the knowledge and skill sets needed for careers within the construction trades through a formal program. The starting wage for construction apprentices is over \$30,000 and can increase to the median annual wage of \$39,420 with experience and knowledge.

Participation by Ethnicity

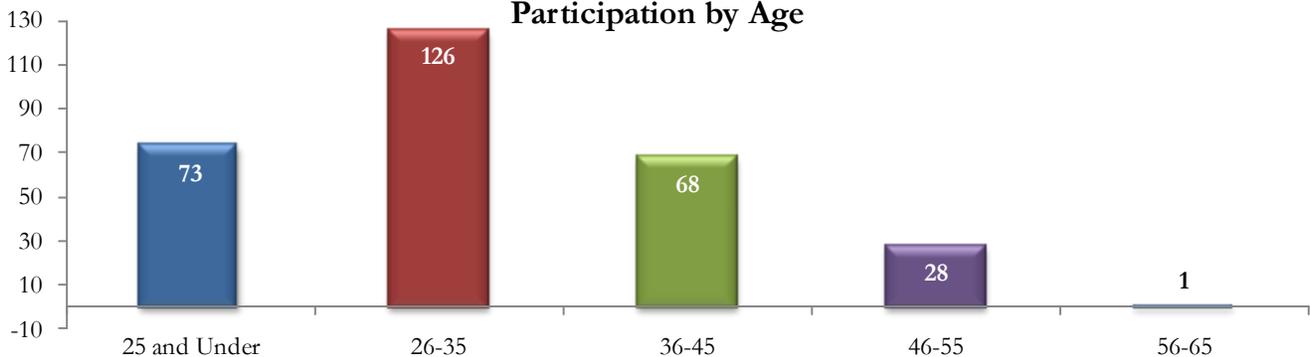


Results from Program Year 2006

	Employment Rate	Average Earning Replacement Rate
Evansville	92.9%	245.7%
Fort Wayne	62.5%	870.0%
Gary	60.9%	271.6%
Indianapolis	57.7%	295.7%
South Bend	60.0%	209.6%
Overall	61.0%	291.0%

For detailed explanation, see page 34 in the glossary.

Participation by Age



From the field: Roger White

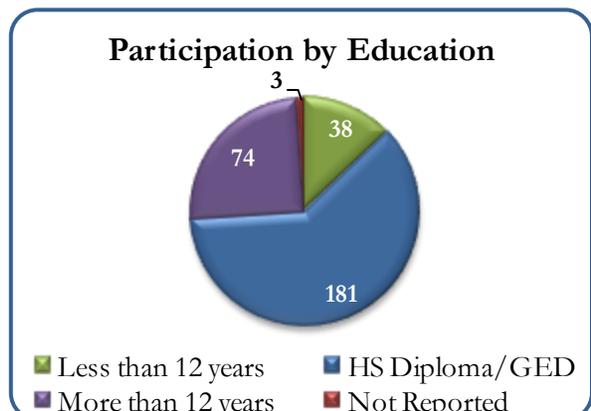
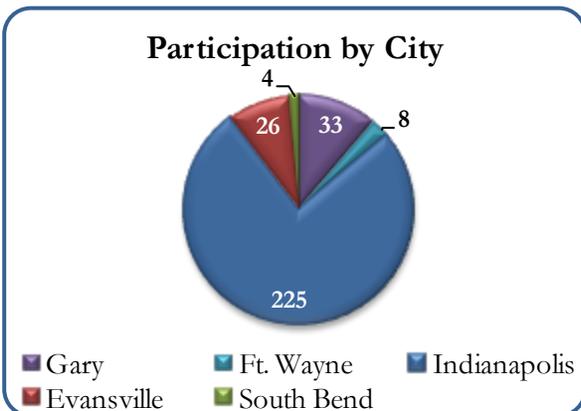
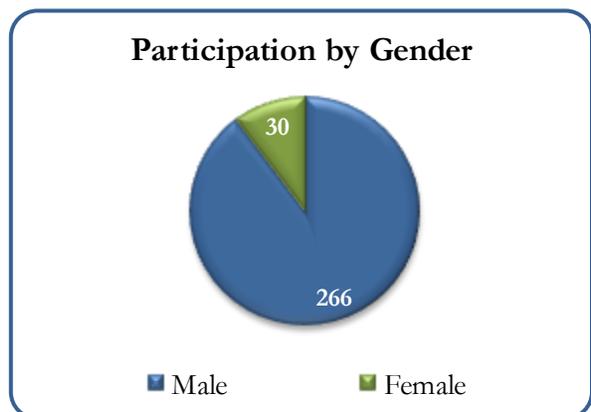
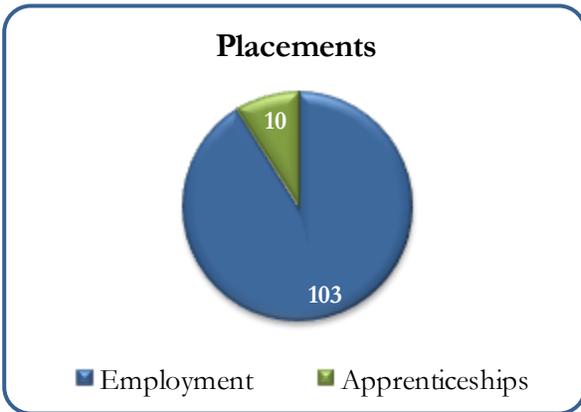
Roger White of Gaylor, a full service electrical contractor specializing in commercial, industrial, telecommunications and institutional construction, says one of the positives of the Major Opportunities program is that it offers a whole new pipeline of passionate workers from which to choose.

“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.”



Victor Castro is one such graduate. Victor works in the construction industry and is in a formal apprenticeship program. He is grateful that he participated in the program. “This is the best opportunity,” said Victor. “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. They helped me and I am sure they can help others.”



STRATEGIC SKILLS INITIATIVE

The Strategic Skills Initiative (SSI) implemented 46 specific solutions during program year 2006 and continued to into program year 2007 to prepare skilled workers for new jobs and raise Hoosier income. SSI 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 \$14.3 million in state grants.

An independent assessment of SSI by Workforce Development Associates reported that it provided 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. SSI served as a catalyst for leveraging substantial resources to address occupation and skills shortages solutions well beyond the allocation provided by the Indiana Department of Workforce Development.

The key sectors targeted under the program included advanced manufacturing, biotechnology, health care, logistics, agribusiness, and entrepreneurship. Examples of solutions include new programs for welding, logistics, and manufacturing as well as the recruitment of additional nursing faculty members coupled with the purchase of mannequins for clinical training. Most of the activity in the program year 2006 related to program development. Program year 2007 has produced

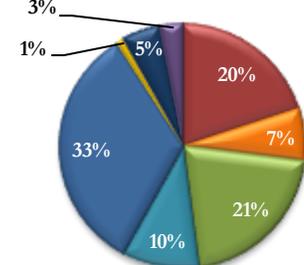
“Times are tough [and] SSI funds came at just the right time for us to be able to increase our business.”

- Sharon Montgomery, owner of Best Weld

significant outcomes for the second year. SSI grants have ensured that Hoosiers have access to high-skill, high-wage jobs for the future.

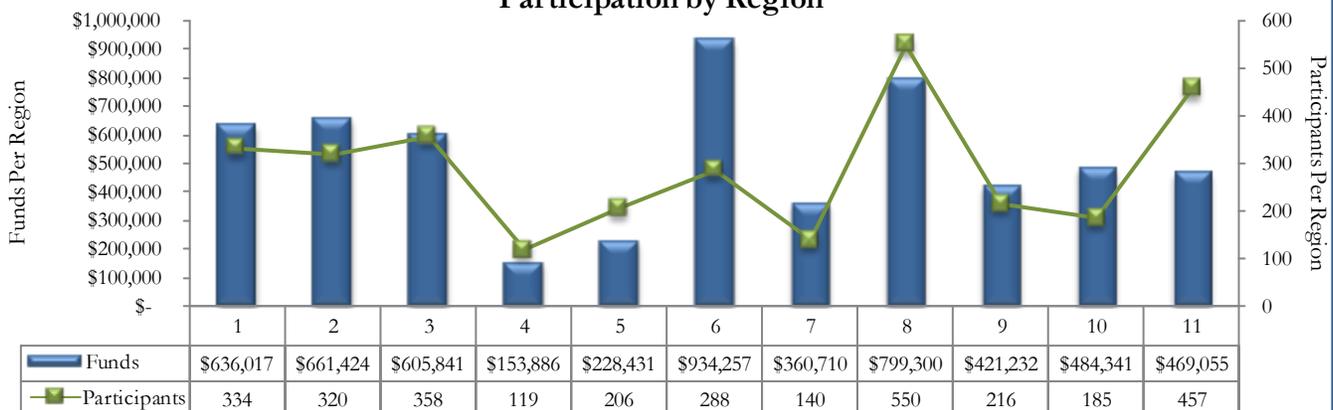
There were 4,798 individual enrollments in funded SSI activities through June 30, 2008 with 4,327 completions, 1,749 certifications and 138 degrees. Program year 2007 resulted in increased enrollments, certifications, and degrees over program year 2006.

Initial Impact on Indiana Industries



- Advanced Manufacturing
- Bio-technology
- Healthcare
- Logistics
- Agri-business
- Entrepreneurship
- Hospitality
- Skills-based Solutions

Participation by Region



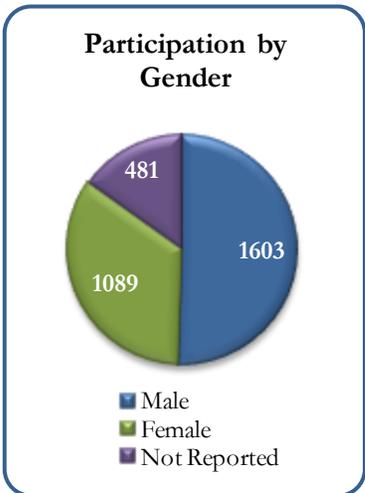
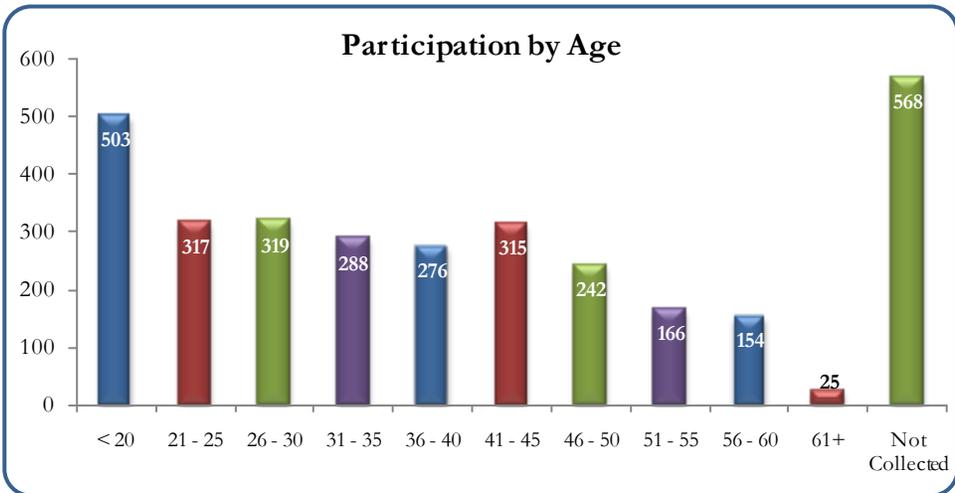
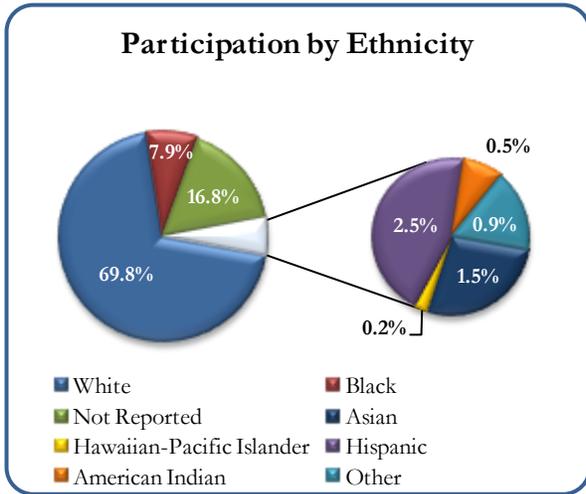
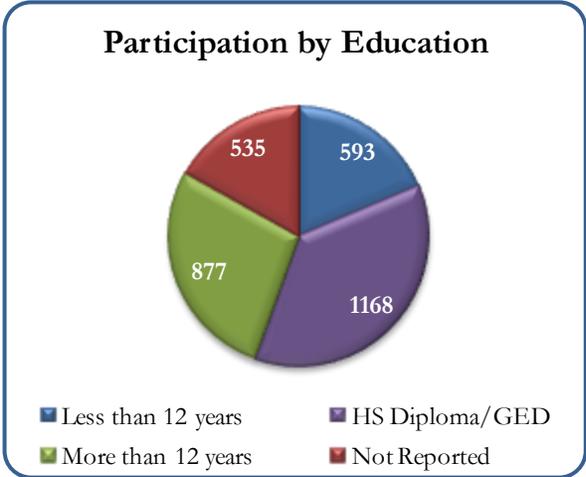
From the Field: Best Weld

Best Weld specializes in repairing wire baskets and other metal shipping containers used in material handling systems for manufacturing. With two decades of experience, it serves the largest and most demanding manufacturing companies in the world. One of its largest clients, GM, required Best Weld’s welders to be certified in order to meet new contract orders. “Times are tough [and] SSI funds came at just the right time for us to be able to increase our business. In order to grow our business and maintain our relationship with GM, we knew we had to provide our current and future employees with more training,” stated Sharon Montgomery, the owner.

Ms. Montgomery knew her workers would be intimidated by going to college for training, so Region 5 and Ivy Tech Community College brought the training to the workers. Five current employees and two potential employees met twice a week for five weeks to earn their certification in welding.

Ms. Montgomery was elated with the help she received from Region 5 and SSI. “Not only did this help my workers with their skills, but the guys are so proud of themselves, they’ve actually framed their certifications!” Employees who participated in the training received raises as a result of becoming certified.

Due to the new certification, Best Weld has increased its contract with GM and generated new business with Dana Corporation and Chrysler.



TRAINING ACCELERATION GRANT

Legislation established the Training Acceleration Grant (TAG) program in 2005 to upgrade the skills of Hoosier workers and better position Indiana employers for economic growth. This is the state's principal incumbent worker training program and it has raised the skills of thousands of workers in Indiana since its inception. It is scheduled to sunset December 31, 2008.

The Indiana Economic Development Corporation and the Indiana Department of Workforce Development (IDWD) jointly administer the program and awarded more than \$21 million during program year 2007 to train 18,242 Indiana workers.

TAG provides financial assistance to companies and organizations committed to expanding the skills of their existing workforce through training. A company may receive a grant for up to \$200,000 for terms of two years or less. The focus on industry recognized and transferable skills ensures that both the employer and employee benefit from the training. TAG has four core objectives:

1. Increase personal income for Hoosier workers
2. Promote small business
3. Foster job retention and expansion
4. Close skill gaps identified through WorkKeys® assessments

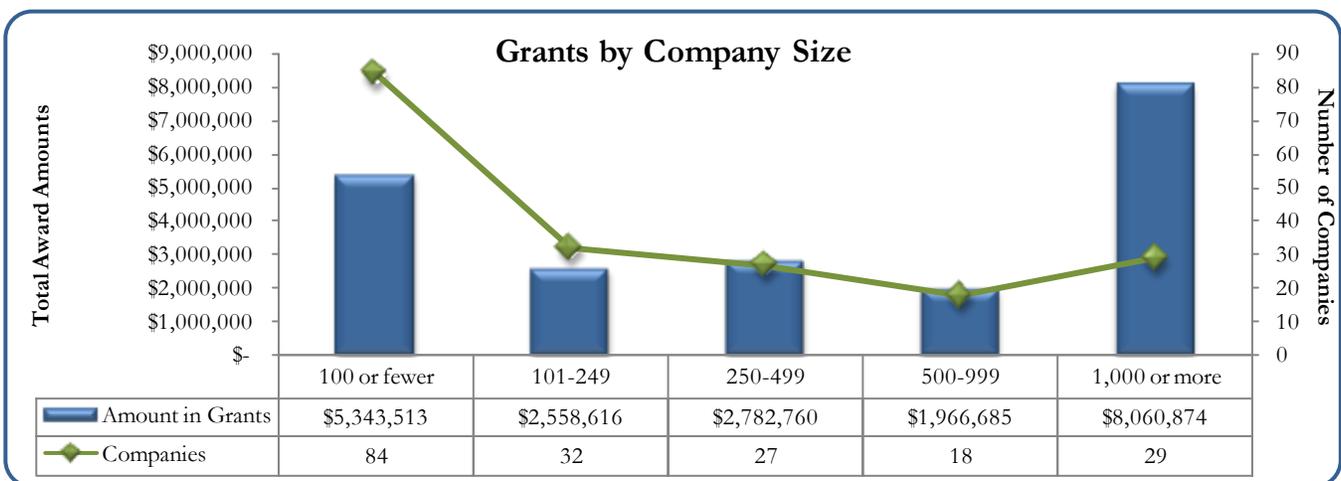
TAG's focus on small business has been particularly successful. Over 97% of Indiana businesses have 100 employees or less. Prior to TAG only 5% of these employers participated in incumbent worker training.

In program year 2007 roughly 44% of TAG grants went to small employers.

The Indiana Chamber of Commerce notes that the need for workers with at least a postsecondary degree is projected to increase significantly within the next several years. To address this need, a new TAG objective to increasingly emphasize degree attainment for the existing workforce was implemented. In support of this, the TAG program will encourage employers to consider associate degrees as an outcome for their employees as well as GED attainment and basic education with the intention of preparing their workers for postsecondary degree programs and lifelong learning.

One year after completing the transition from state operators to regional operators, the progress of the program is evident through expanded outreach to employers. The regional operators provide expertise and insight on the local economy. "Integration has brought the entire nine-county region together as one large team. It promotes a highly collaborative relationship among WorkOne Center staff and the Business Consultants," explains Tracy Hartman, a Business Consultant in Region 6. "Collaboration enables the entire team to be proactive in connecting employers with job seekers possessing the skills needed to be successful."

All grant specific demographic data for active grants during program year 2007 is available at: <http://www.in.gov/dwd/4270.htm>.



From the Field: Personix

Personix, a leading manufacturer of credit cards, health-care cards, and financial and health document delivery services, has experienced the benefits of TAG. It partnered with IDWD to deliver education and training which has directly impacted employee wages, which have risen by an average of almost 13% since the partnership began. In addition to increasing personal income, Personix has added 83 jobs which increased its workforce by almost 8%.

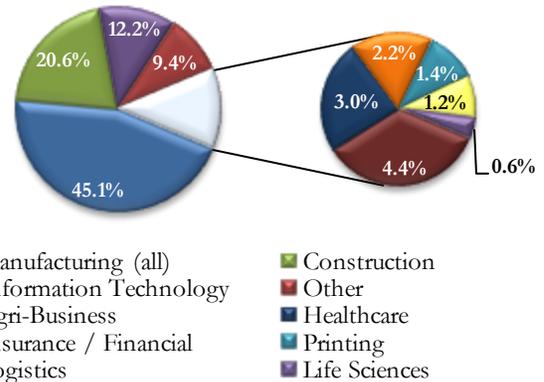


“With the help of TAG, Personix has been able to deliver lean certification training from foundational level to expert level education and application to more than 300 of its almost 500 employees,” said Andy Platt, Director of Process Improvement. “Matching the grant funding was well executed thanks to the informative folks at IDWD who were eager to meet with Personix representatives and detail the opportunity and requirements. This partnership at the onset of the grant process made the application, administration and closure of each grant a task easily accomplished.”

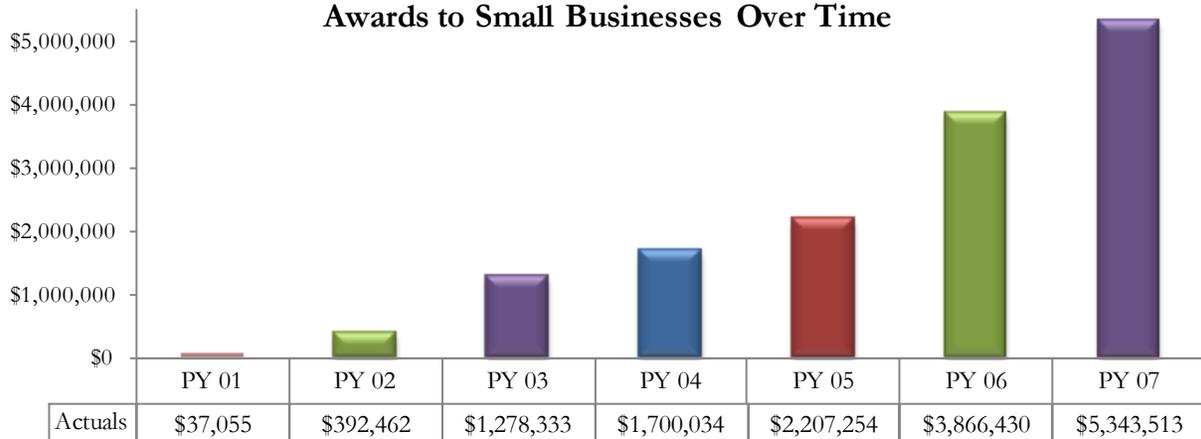
After completing thirty-six projects, Personix had validated savings exceeding \$450,000 in its first year. Savings on most projects were between \$10,000 to \$12,000.

“Employees report higher morale, cohesion, teamwork and understanding of how they fit into the company’s long-range strategy now more than ever before,” added Platt.

Percentage of Funding by Industry



Awards to Small Businesses Over Time



TOMORROW'S MANUFACTURING WORKFORCE

Region 9's Regional Workforce Board received a \$657,500 grant from the Indiana Department of Workforce Development to expand the region's manufacturing workforce and increase the flow of high school and college graduates into manufacturing careers. In order to achieve these goals, Region 9 launched a multi-media promotional campaign to recruit participants. In addition, secondary and postsecondary schools offered several career awareness events and activities, which captured the interest and support of students, teachers, counselors, and parents.

The primary goal of the grant was to boost the training capacity in the region for manufacturing jobs by 25%. A secondary goal was to help dislocated workers improve their education. Some funds were used to provide career advancement accounts for 100 dislocated workers. Recipients received individual accounts of up to \$1500 to assist with tuition, books and fees. Under this program, all training had to result in a portable, industry-recognized credential such as a degree, professional certification or license.

The grant funded expansion of manufacturing programs in both secondary and postsecondary levels at the Columbus Area Career Connection, Southeast Career Center, Ivy Tech campuses in Columbus, Lawrenceburg, Batesville and Madison, and the Purdue College of Technology. The region was also working to increase the number of workers attaining the Manufacturing Skills Standard Council (MSSC) certification.

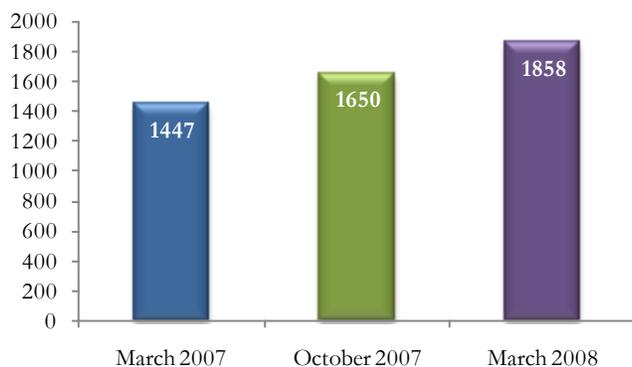
The region set a goal of 30% of graduates from both secondary and postsecondary manufacturing earning the certification by the end of the 2009-2010. In March 2008, there were 46 students enrolled in the MSSC program at Ivy Tech-Region 10 and 82 students enrolled at Ivy Tech-Region 11. The total of 128 is 6.9% of all students enrolled in manufacturing related courses.

In order to achieve the goals, the region engaged partners who share the principles of collaboration and are committed to creating solutions to the employment problems of the region. The region also worked with manufacturing companies. Cummins, Inc. and Central Indiana Corporate Partnership contributed \$50,000 and \$15,000 respectively. The region is continuously working to make job and career information more available, as well as to provide manufacturing training programs that certify candidates to move into higher paying jobs.

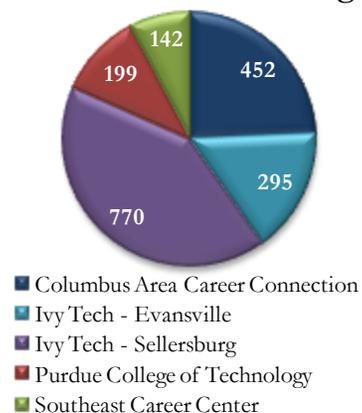
Project Lead the Way Middle School Program

This initiative received \$75,000 to provide a direct connection from middle school to high school Project Lead the Way Programs. When this is complete, the students will be prepared for MSSC certification in high school and will be job ready for manufacturing occupations. In the fall of 2008, an additional three educational institutions began MSSC programs—Columbus Area Career Connection, Seymour High School, and Jennings County High School. Additional high schools are considering adding the program in 2009.

Enrollments Over Time



March 2008 Enrollment Figures



Southeastern Career Center CNC Project

This project received \$90,000 to purchase a CNC Lathe, which was necessary to meet the requirements to offer a national certification from the National Institute for Metal Working Skills (NIMS). Students in the Machine Trades course are now able to dual enroll to receive their NIMS certification. This program has been highly publicized and certified.

Purdue College of Technology Mechatronics Project

This initiative used \$120,000 to purchase equipment that included seven stations that make up a complete flexible manufacturing system. It can be used as a standalone educational application or used in different combinations creating unlimited project capability. Attendees at an open house watched the demonstration of the mechatronics system. This system was featured in an Advanced Fluid Power class offered by the Purdue University College of Technology during the 2008 fall semester.

“Dream It. Do It.” High School Champions Project

This project used \$64,000 to expand the Dream It. Do It. (D.I.D.I.) campaign already in existence by creating D.I.D.I. High School Champions. These individuals act as the single point of contact for communication and dissemination of materials and information to students and parents. All 30 high schools have a champion. Each school also submitted a needs analysis to develop and prioritize future funding decisions to support manufacturing activities. Approximately 61,000 students, parents, and adults participated in career awareness activities throughout the region. The

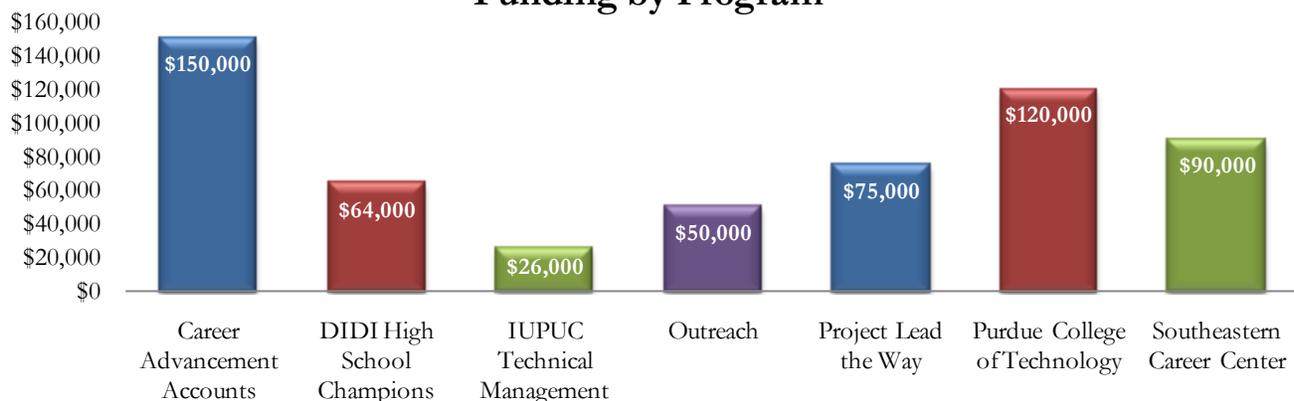
Regional Workforce Board approved funding for an additional two years for this project after the sunset of Tomorrow’s Manufacturing Workforce grant.

Indiana University Purdue University Columbus Technical Management Program

IUPUC used \$26,000 to develop a curriculum to link current and potential hybrid technical and management courses and degrees in order to meet the advanced manufacturing management workforce needs of Region 9. A project team, comprised of three IUPUC business faculty and staff members with expertise in this area, developed IUPUC’s Advanced Manufacturing Management (AMM) program (formerly described as Engineering Management). The team arranged interviews with selected manufacturers in the region to ensure the curriculum would meet their needs. Upon completion of this project, the curricula will meet the emerging needs of middle and higher level management positions in advanced manufacturing. It is expected that student enrollment will increase by 25% by the 2009-2010 school year.



Funding by Program



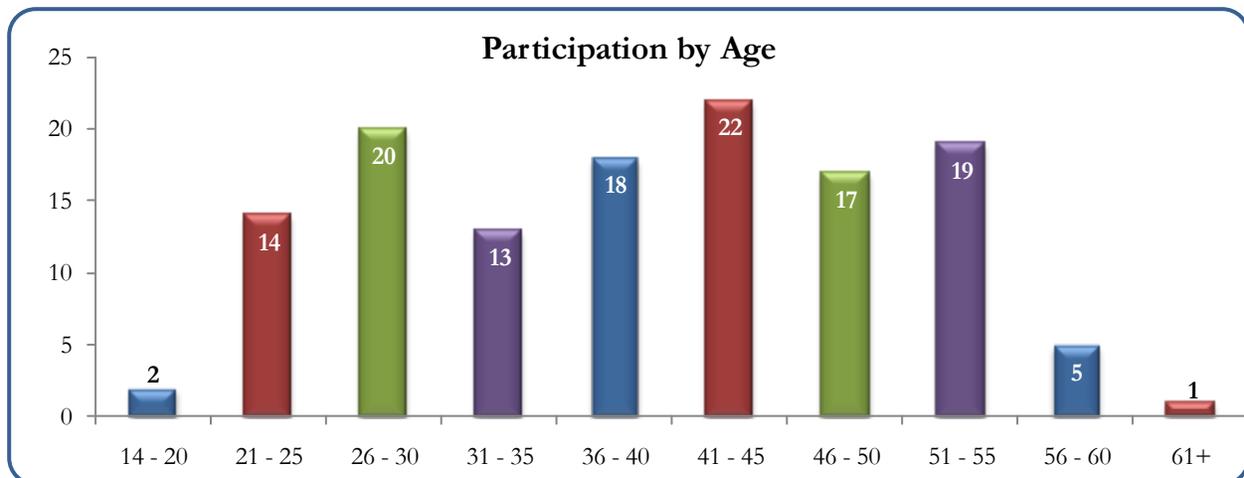
WORKFORCE LITERACY

As a result of a federal grant awarded in August of 2005, the Indiana Department of Workforce Development (IDWD) designed and funded the 21st 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 retainment that would translate into business payoffs such as enhanced productivity and profits. Additionally, the field of basic instruction would learn from the experiences of the Indiana partnerships offering innovative programs in diverse workplace settings. The state would house more competitive employers with more productive workers and would develop a workplace basic skills training capacity.

The core of the 21st Century Workplace Skills Initiative was a certification system. IDWD 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 possibility of earning college credit was a strong motivator for workers in addition to upgrading skills for their own productivity.”

The Upjohn Institute was awarded a contract to evaluate the 21st Century Workplace Skills Initiative for IDWD. 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.



Lessons Learned

Four 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.

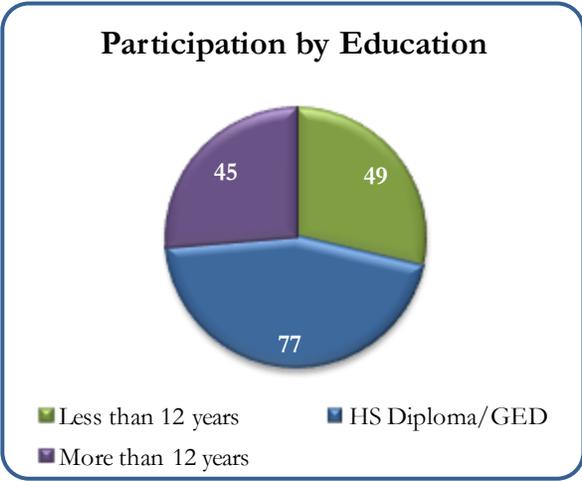
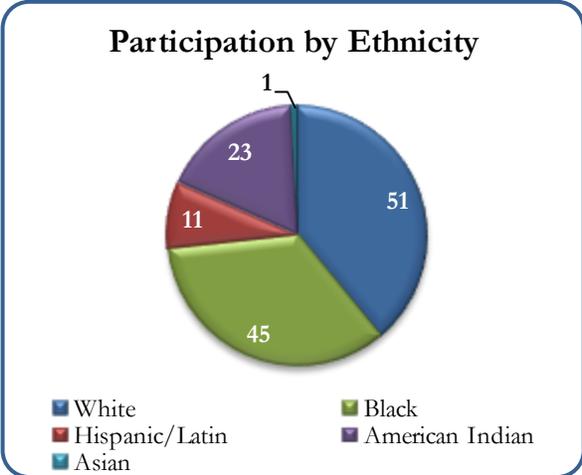
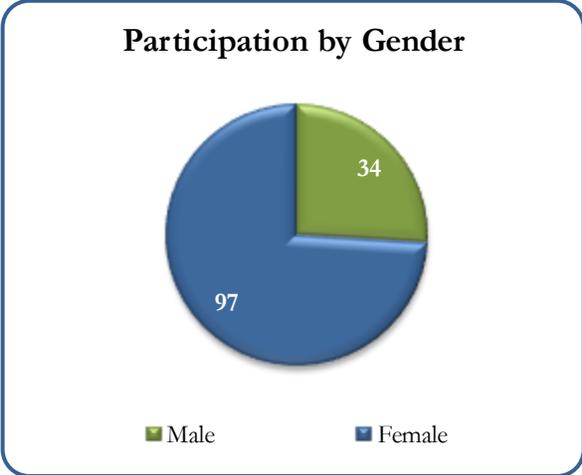
Third, the possibility of earning college credit was a strong motivator for workers in addition to upgrading skills for their own productivity.

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 21st 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.



Results from Program Year 2006	
Retention Rate	97.56%
ERR	128.87%



JUMPSTART

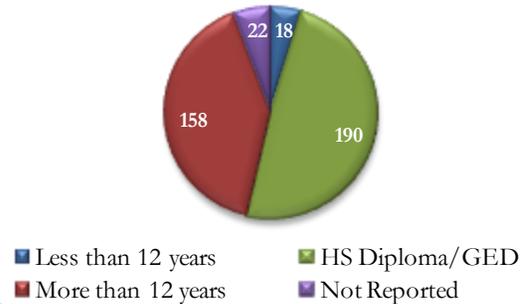
The Indiana Department of Workforce Development (IDWD) awarded a \$1.4 million grant to Region 9 to develop, implement, and sustain innovative training and education programs. The Indiana Region 9 Workforce Board collaborated with Ivy Tech Community College (ITCC) to develop JumpStart, which housed four certification projects.

Each JumpStart project focused on a different part of the advanced manufacturing sector in anticipation of the employment needs of the new Honda plant in Greensburg and the expansion of the Cummins Engine plant in Columbus.

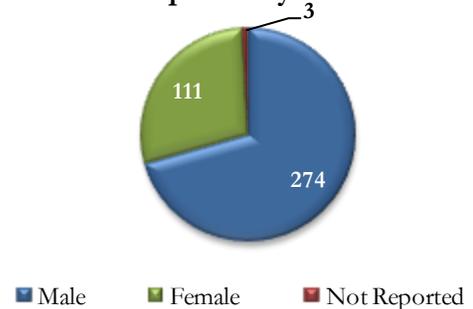
JumpStart presented four manufacturing certifications in various aspects of manufacturing: Computer Numerical Control (CNC); Manufacturing Skill Standards Council (MSSC); Management and Supervisory Institute (MSI); and Industrial Maintenance. ITCC designed the training to be compact, customized and fully transferable among employers. Nearly 400 individuals enrolled in JumpStart during program year 2007. Of these, 155 were incumbent workers, and 188 were emerging workers.

The training significantly raised participants' skill levels. Participants received national certifications from organizations such as the Manufacturing Skills Standard Certification (MSSC), National Institute Metalworking Skills (NIMS), and American Welding Society. They have also earned Career Development Certificates and college credit from Ivy Tech Community College.

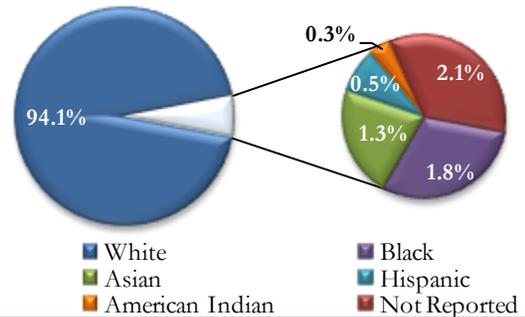
Participation by Education



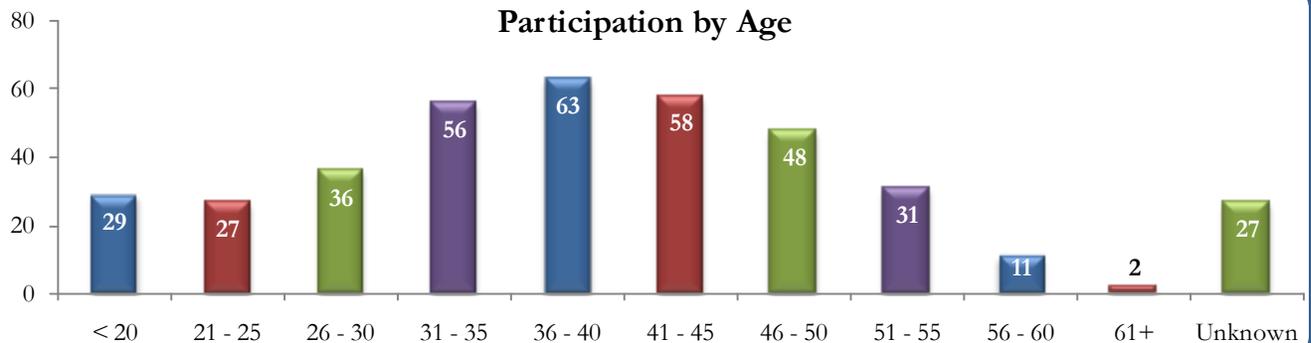
Participation by Gender



Participation by Ethnicity



Participation by Age



TRADE ADJUSTMENT ASSISTANCE

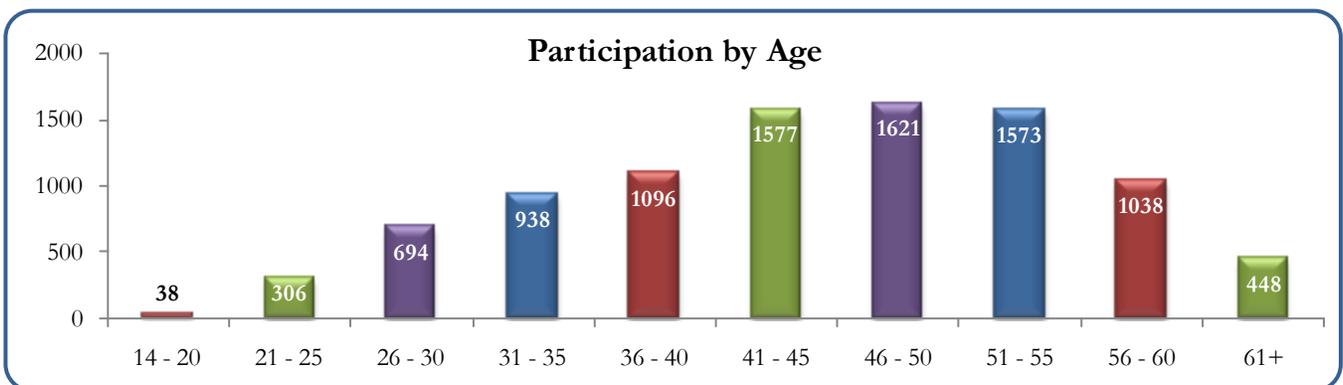
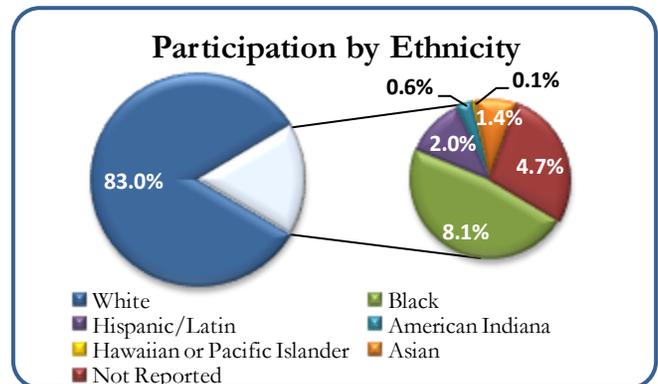
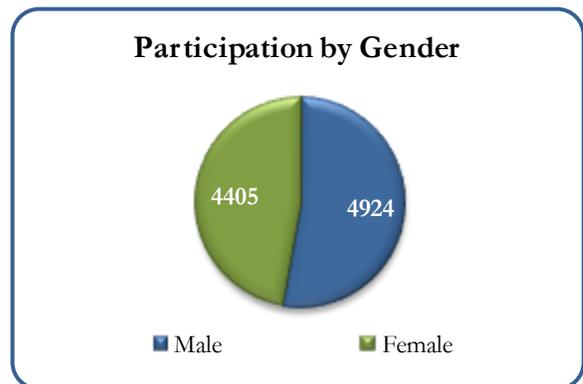
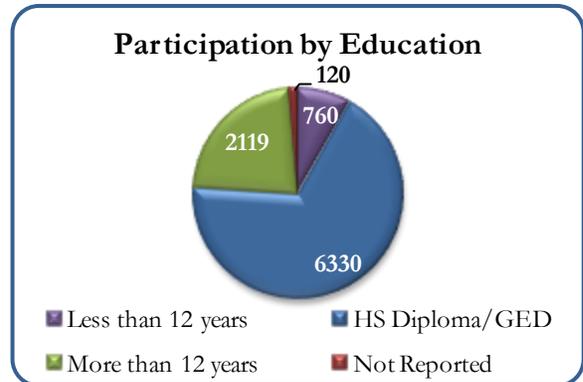
During program year 2007, Trade Adjustment Assistance (TAA) enrolled 9,329 eligible Hoosiers. Over 1,600 trade-certified clients received services and support while in active training. The remainder received other employment services.

TAA provides benefits to workers who have lost their jobs due to foreign competition or because products or production lines have moved out of the country. The benefits include: job search assistance and relocation allowance for looking for work outside of their commuting area; training assistance; and income support (Trade Readjustment Allowance) while in training.

Workers who are eligible for Trade Readjustment Allowance are eligible to apply for the federal Health Coverage Tax Credit, which pays 65% of the qualified health plan premiums paid by an eligible individual. Qualified individuals may elect to take the credit as an advance payment paid directly to the health insurance carrier, or as a tax credit at the end of the year.

Alternative Trade Adjustment Assistance is a wage subsidy for eligible workers. To be eligible, the workforce must be certified by the US Department of Labor. Individuals must be reemployed within 26 weeks of their layoff date, be at least 50 at the time reemployment, and earn less than \$50,000 in their new job. The benefit is a wage subsidy of 50% of the difference between their old wages and their new wages for up to \$10,000 or two years – whichever comes first.

Results from Program Year 2006	
ERR	80.3%
Entered Employment Rate	91.2%
Average Earnings	\$19,148.18



WORKFORCE INVESTMENT ACT

The federal Workforce Investment Act (WIA) offers a comprehensive range of workforce development activities through statewide and local organizations. Available workforce development activities provided in local communities can benefit job seekers, laid off workers, youth, incumbent workers, new entrants to the workforce, veterans, persons with disabilities, and employers.

The purpose of these activities is to promote an increase in the employment, job retention, earnings, and occupational skills improvement by participants. This, in turn, improves the quality of the workforce, reduces welfare dependency, and improves the productivity and competitiveness of the nation.

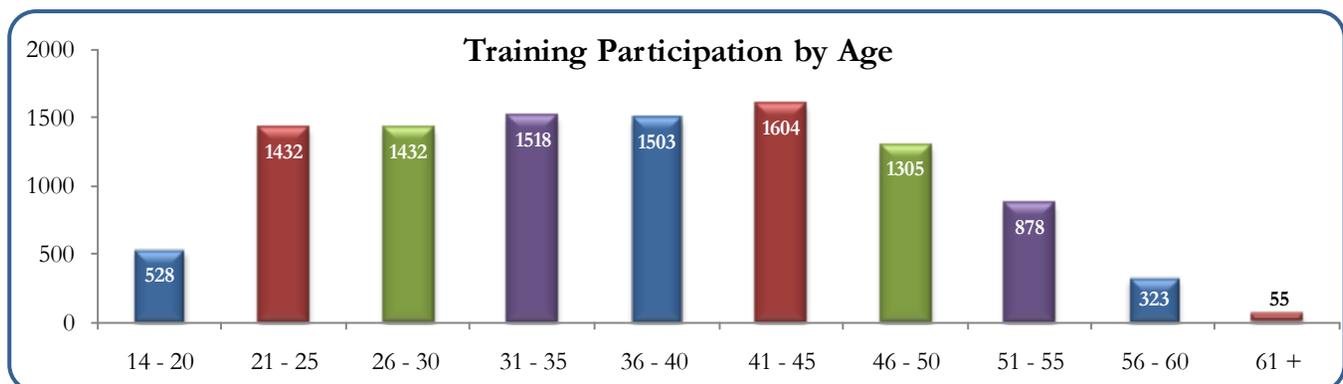
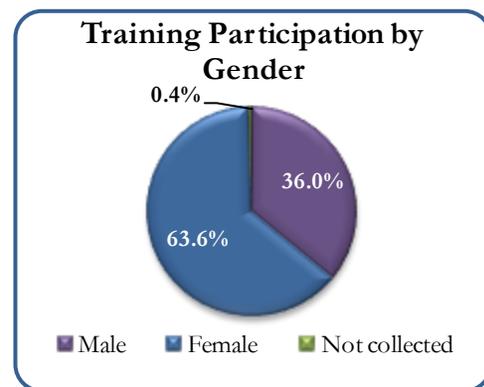
Training and educational services are available to adults and dislocated workers who meet WIA-eligibility requirements. A youth program specifically designed to address the needs of individuals under 21 years of age is also offered. Assistance with a variety of training opportunities is available through each of these programs, including:

- Adult education and literacy
- Customized training
- Entrepreneurial training
- Occupational skills training
- On-the-job training in an employer's work environment
- Skill upgrading and retraining, such as in math, reading, and computers

In order to track performance, the two workforce investment boards in Indiana, which administer the funds, are held to performance standards that include:

- Increasing the employment, retention and earnings of participants
- Increasing the occupational skill attainment by participants
- Increasing employment
- Customer satisfaction

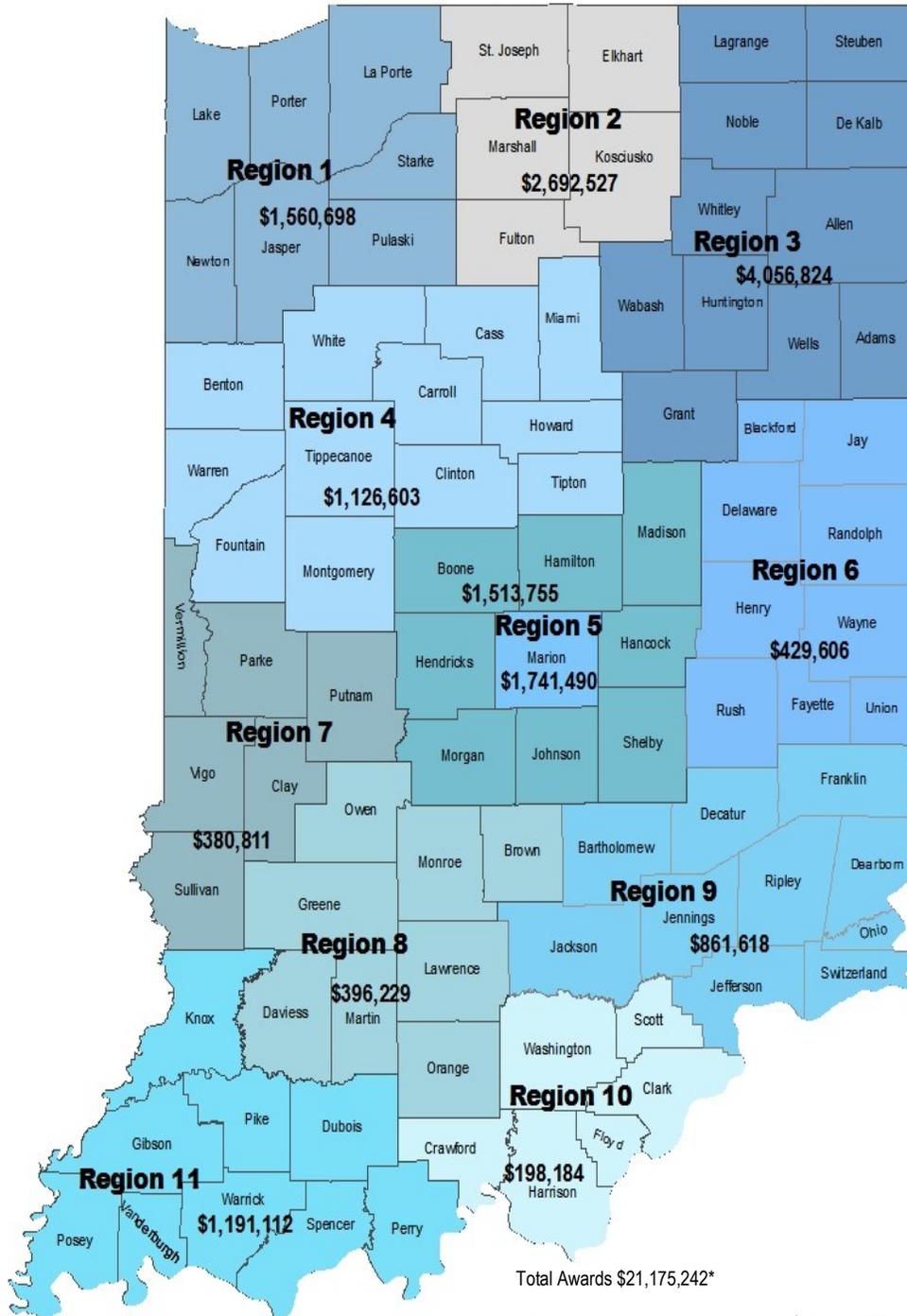
WIA specifies that most services for adults, dislocated workers and youth be provided through One Stop Career Centers, known in Indiana as WorkOne Centers. During PY 2007, 90,447 participants were served, 10,578 received training.



ECONOMIC GROWTH REGIONS

Training Acceleration Grant Awards by Economic Growth Region

PY 2007



* The total awarded amount includes \$16,149,457 in regional projects, \$462,794 in grant modifications, and \$4,562,990 in statewide projects.

ECONOMIC GROWTH REGION 1

JASPER, LAKE, LAPORTE, NEWTON, PORTER, PULASKI, STARKE

Located in the northwestern part of the state, Region 1 is bordered by Illinois to the west and Lake Michigan to the north. There were 322,452 jobs in 2007, an increase of 3,261 jobs over the previous year. The annual average wage was \$37,601.

Training Acceleration Grant (TAG)

During PY 2007, 19 new TAG projects were awarded in the region totaling \$1,560,698, a significant increase over the previous year's awards of \$667,161. The majority of the funds went to train workers employed in information technology, insurance/financial and manufacturing industries. Aligned with the TAG core objective of promoting small business, 68% of the TAG projects were for employers with 100 or fewer employees.

Strategic Skills Initiative (SSI)

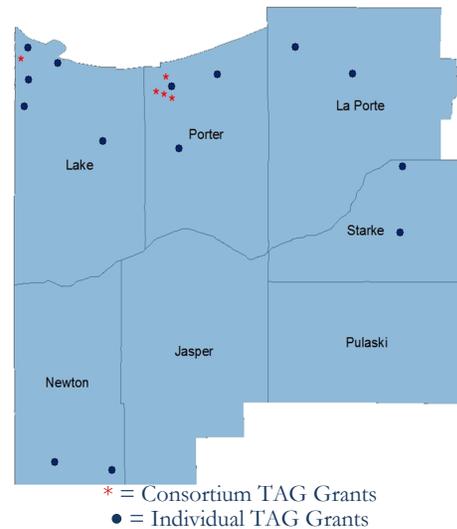
Utilizing its SSI funding, the Center of Workforce Innovation started a talent gain project with veterans of the armed services. The project allows veterans to directly interview with potential employers via the use of a web cam. The goal of the project is to assist returning veterans located throughout the country in securing good paying jobs in high-demand occupations throughout northwest Indiana.

Major Opportunities

Robert Broden Sr. enrolled in Major Opportunities in order to start a new career and secure stable employment. Although he had worked in the mill industry for the past ten years he was also laid off four times during that same period. His determination to pursue his interest in becoming a carpenter ultimately led him to enroll in Major Opportunities.

Learning of the program's rigorous training, Robert admits being reluctant at the beginning. The academic component in particular concerned Robert since he had not been in a classroom for nearly 20 years. "It was a little difficult being out of school for so long," he says. "But I knew I could handle it."

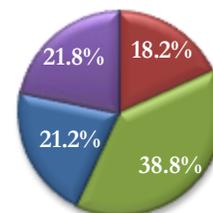
Robert successfully graduated from Major Opportunities and works for Precision Builders. He is currently working on rehabilitation projects in several apartment units in the Gary area. Eventually, Robert hopes to join the carpenters union.



2007 Regional Quick Facts

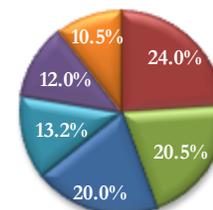
Unemployment Rate: 4.9%

Educational Attainment



- Less than High School Diploma
- High School Graduate/Equivalency
- Some College, No Degree
- Attained Degree

Employment by Industry



- Manufacturing
- Healthcare and Social Services
- Retail Trade
- Accommodation and Food Services
- Educational Services
- Construction

ECONOMIC GROWTH REGION 2

ELKHART, FULTON, KOSCIUSKO, MARSHALL, ST. JOSEPH

Five counties along US 31 in the upper north central area of the state make up Region 2, with two counties sharing their borders with Michigan to the north. The annual average employment for 2007, was 309,776, which is slightly less than the previous year. Manufacturing jobs have steadily declined with a loss of 3,200 jobs since 2006; however, manufacturing continues to remain the largest industry in the region capturing 36% of the total employment. The annual average wage was \$37,206.

Training Acceleration Grant (TAG)

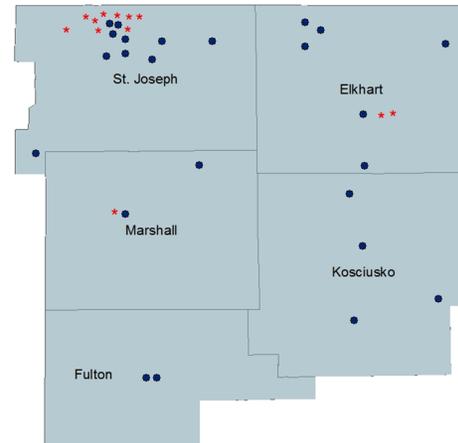
In 2007 there were 35 new TAG projects awarded totaling \$2,692,527. The majority of funds were used to train workers employed in agri-business, information technology, and manufacturing industries. Regionally 96% of the employers have 100 employees or fewer while only 34% of the training projects were for employers that fit this category.

Gunite Corporation

Every day the news carries another story about the decline of manufacturing in America. But every so often the bad news is balanced by a program that really makes a difference in the lives of Indiana workers. TAG was just such a light to Gunite.

According to training coordinator, Ann Linley, in early 2006, Gunite's new parent company, Accuride Wheels, was seriously considering a future without its facility. Despite a reduction of more than 40% in the heavy truck market since early 2007, Gunite still provides 300+ high paying manufacturing jobs in Elkhart County. In order to accomplish this, Gunite used lean training, which provided the management team with the knowledge, vocabulary, and vision needed to argue the merits and potential of the facility in early 2006. The results have been truly positive.

Linley further states that the company has refreshed and upgraded the skills of its machine maintenance team, supported five employees as they completed their apprentice agreements, produced 30 Lean Practitioners and 10 Lean Champions. The company is now metrics driven with lean teams in place and estimates project returns of more than \$500K in 2008.

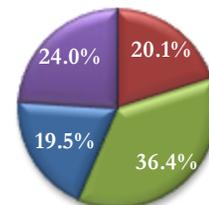


* = Consortium TAG Grants
● = Individual TAG Grants

2007 Regional Quick Facts

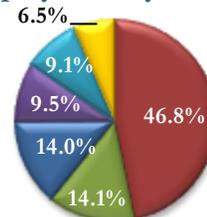
Unemployment Rate: 4.7%

Educational Attainment



■ Less than High School Diploma
■ High School Graduate/Equivalency
■ Some College, No Degree
■ Attained Degree

Employment by Industry



■ Manufacturing
■ Healthcare and Social Services
■ Retail Trade
■ Educational Services
■ Accommodation and Food Services
■ Wholesale Trade

ECONOMIC GROWTH REGION 3

ADAMS, ALLEN, DE KALB, GRANT, HUNTINGTON, LAGRANGE, NOBLE, STEUBEN, WABASH, WELLS, WHITLEY

Region 3 consists of eleven counties located in the far northeastern corner of the state. The region is bordered by Michigan to the north and Ohio to the east. During 2007, Region 3 had 341,502 jobs. This represents a .08% job loss compared to 2006. The average annual wage for the region was \$34,777.

Training Acceleration Grant (TAG)

In 2007, there were 25 TAG projects awarded in the region totaling \$4,056,824. The projects will provide training for approximately 2,574 incumbent workers primarily working in the information technology, printing and auto manufacturing industries. More than 58% of the training grants were awarded to employers with one hundred or fewer employees.

80/20 Expansion

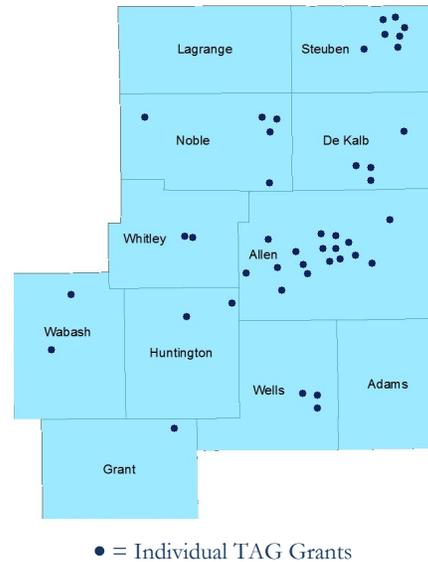
In January 2008, 80/20 Inc. announced plans to expand its design, manufacturing and distribution center in Columbia City. The manufacturer and designer of modular extruded aluminum framing of joint replacements plans to upgrade its machining and manufacturing technology and create more than 40 new jobs by 2010. 80/20 Inc. received a \$198,400 TAG in July 2007, with the core objective of fostering job retention and expansion. The company is utilizing its funds to provide 120 members of its existing workforce with training in lean manufacturing.

Major Opportunities

Familiar with the construction industry, Willie knew that work in the field would require long hours in extreme weather conditions. However, he also knew that a job in the field would yield a high wage salary and enrolled in Major Opportunities.

Currently, Willie is employed with Brooks Construction and has achieved first year apprenticeship status. His job entails code compliance, street repair, steel work, and concrete finishing, in addition to assistance on various state contracts. By the end of 2008, Willie will be a heavy equipment operator.

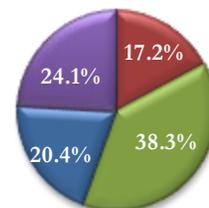
Willie acknowledges the impact of Major Opportunities, "Between classroom and on-the-job training, we learned quite a bit. This helped me out a lot, so I wasn't too far behind when I came. You've got to be dedicated if you want to do it, but it pays off in the long run."



2007 Regional Quick Facts

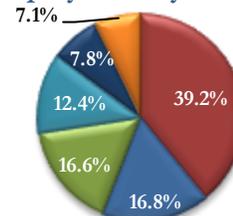
Unemployment Rate: 4.9%

Educational Attainment



- Less than High School Diploma
- High School Graduate/Equivalency
- Some College, No Degree
- Attained Degree

Employment by Industry



- Manufacturing
- Retail Trade
- Healthcare and Social Services
- Accommodation and Food Services
- Administration and Support Services
- Construction

ECONOMIC GROWTH REGION 4

BENTON, CASS, CARROLL, CLINTON, FOUNTAIN, HOWARD, MIAMI, MONTGOMERY, TIPPECANOE, TIPTON, WARREN, WHITE

Situated in the upper west central part of the state, Region 4 consists of twelve counties with an annual average employment of 198,236 during 2007. Manufacturing remains the largest industry with more than 27% of the region's workforce. The annual average wage was \$36,865.

Training Acceleration Grant (TAG)

Employers in Region 4 were awarded \$1,126,603 in TAG funds to provide training opportunities for approximately 841 incumbent workers. Promoting small business is a core objective of the TAG program. With 97% of the employers in Region 4 having 100 employees or fewer, it becomes even more important. Twenty-three percent of the employers were awarded to small businesses having 100 employees or fewer.

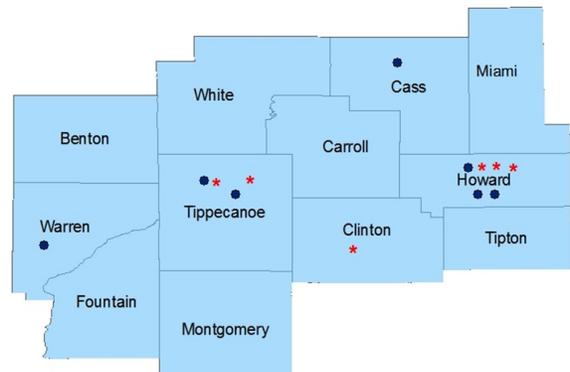
Strategic Skills Initiative (SSI)

The region had one SSI project, the *Manufacturing Skills Standards Council (MSSC) Certification Program*. Training for the project was conducted by Ivy Tech Community College. In addition to the Indiana Department of Workforce Development's investment through SSI, the North Central Indiana (NCI) WIRED Initiative provided \$168,000 in matching funds.

The Benton Community School Corporation approved Benton Central High School as a site for conducting MSSC training for high school seniors and community members through Ivy Tech. Those receiving MSSC certification who enroll in Ivy Tech will receive nine credit hours toward a degree. A specific goal of this training is to prepare younger workers for employment in the growing wind energy industry in Benton and surrounding counties.

WorkKeys - Vanguard Trailer

Vanguard Trailer, based in Monan, is a producer of dry van trailers and composite plate trailers. Founded in 2004, the organization's focus is on refining its trailers to become more efficient, more capable, and the most innovative on the road. According to Jeannene Sparks, Vanguard's Human Resource Manager, utilizing WorkKeys to assist in its employee selection has reduced its turnover rate from 60% to 2%. Sparks notes "my new employee orientation time has also dropped from two days to a half day."

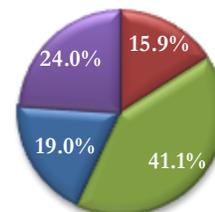


* = Consortium TAG Grants
● = Individual TAG Grants

2007 Regional Quick Facts

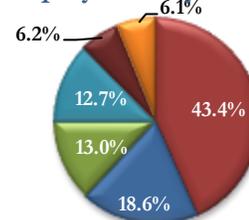
Unemployment Rate: 4.4%

Educational Attainment



- Less than High School Diploma
- High School Graduate/Equivalency
- Some College, No Degree
- Attained Degree

Employment by Industry



- Manufacturing
- Retail Trade
- Healthcare and Social Services
- Accommodation and Food Services
- Public Administration
- Construction

ECONOMIC GROWTH REGION 5

BOONE, HAMILTON, HANCOCK, HENDRICKS, JOHNSON, MADISON, MORGAN, SHELBY

Region 5 includes Boone, Hamilton, Hancock, Hendricks, Johnson, Madison, Marion, Morgan, and Shelby counties. However, due to central Indiana's regional operation structure, Marion County is reported separately.

The eight counties that make up the region had almost 308,000 jobs and approximately 21,000 employers in 2007. The annual average wage was \$42,383, which was the second highest in the state next to Marion County.

Training Acceleration Grant (TAG)

More than \$1.5 million was approved for 21 projects during program year 2007 helping 766 employees earn a variety of certifications ranging from nursing to advanced manufacturing to information technology. More than 52% of the projects were awarded to manufacturers.

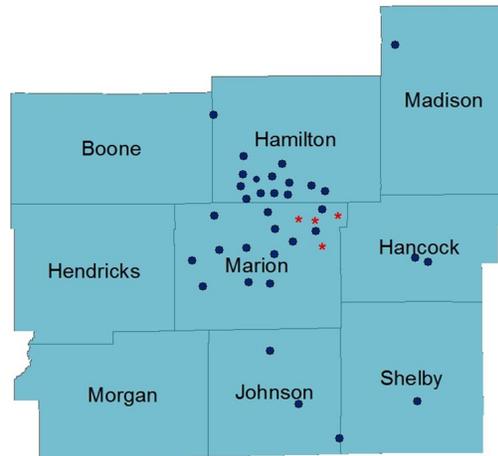
Solutions4ebiz

Solutions4ebiz, a very small information technology business in Fishers, was awarded \$28,789 to assist with a variety of highly technical certifications for some of its employees. Jack C. Wilson, president, stated "I was pleasantly surprised at how easy the process was, particularly when I compare it to my attempts four years ago to look at state assistance." The training and certifications in information technology will enhance employee skills and help the company develop more recognized credentials in targeted areas. "These training expenses are so difficult for smaller organizations to fund internally," added Wilson.

Strategic Skills Initiative (SSI)

In 2006, the region decided to utilize part of its SSI grant to develop a scholarship program for the allied health field.

With anticipation and trepidation Carla Combs applied for and was accepted into the respiratory therapy program at Ivy Tech Community College. Carla was ready to quit after her first year of school, due to the stress of finances and time required. Carla learned that Allied Healthcare scholarships were available and as she stated "It was a Godsend" remembering the moment she knew she could continue her education.

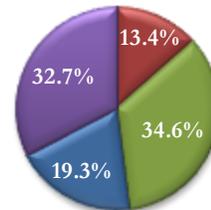


* = Consortium TAG Grants
● = Individual TAG Grants

2007 Regional Quick Facts

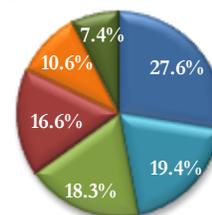
Unemployment Rate: 4%

Educational Attainment



- Less than High School Diploma
- High School Graduate/Equivalency
- Some College, No Degree
- Attained Degree

Employment by Industry



- Retail Trade
- Accommodation and Food Services
- Healthcare and Social Services
- Manufacturing
- Construction
- Financial and Insurance

MARION COUNTY

With 580,000 jobs in 2007, Marion County continues to lead the state in total employment. The annual average wage for the county was \$45,361, the highest annual average in the state.

Training Acceleration Grant (TAG)

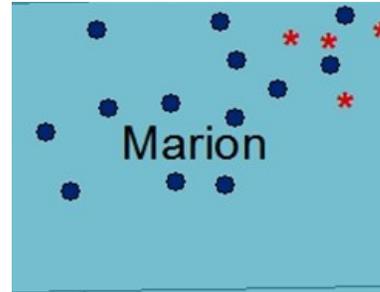
More than 1,600 employees are expected to benefit from training programs resulting in recognized, portable certifications. The majority of the employees worked in the manufacturing sector. The \$1.7 million in TAG funding will assist 21 Marion County employers with training. In keeping with a TAG core objective of promoting small business, 64% of the projects went to employers with 100 or fewer employees. Ninety-six percent of the employers in Marion County are small businesses.

Major Opportunities

Andre Quarles is not proud of his past but refuses to let it dictate his future. In order to enroll in Major Opportunities, Andre made several difficult decisions to keep up with the program's rigorous schedule. He spent many tiring days attending class, while working at night trying to accomplish his end goal.

The pre-apprenticeship training provided the skills necessary for working on various electrical aspects of construction sites. He gained valuable on-the-job training from supervisors and mentors. Andre credits the program and his mentors for helping him continue in the program. "They really help you to stay focused," he said. "I'm thankful and proud that they were there to help me land this position." Andre cautions that the program will only help if you commit yourself to the investment. "If this is something you really want, then Major Opportunities can help you, but you've got to really want it," he says. "No one is going to lay out the red carpet for you. The carpet is there, but you have to roll it out and walk."

In addition to his job, Andre is currently enrolled in Gaylor's electrical engineering course and is on a fast track to a high-paying career in the construction industry.

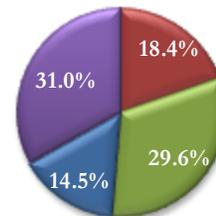


* = Consortium TAG Grants
● = Individual TAG Grants

2007 Regional Quick Facts

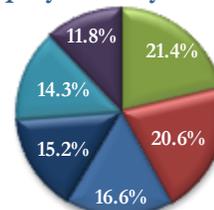
Unemployment Rate: 4.5%

Educational Attainment



- Less than High School Diploma
- High School Graduate/Equivalency
- Some College, No Degree
- Attained Degree

Employment by Industry



- Healthcare and Social Services
- Manufacturing
- Retail Trade
- Administration and Support Services
- Accommodation and Food Services
- Transportation and Warehousing

ECONOMIC GROWTH REGION 6

BLACKFORD, DELAWARE, FAYETTE, HENRY, JAY, RANDOLPH, RUSH, UNION, WAYNE

More than 7,100 employers called Region 6 their home in 2007, employing approximately 127,990 workers. The average annual wage was \$31,213.

Training Acceleration Grant (TAG)

Seven employers, primarily in plastics manufacturing, were awarded \$467,596 to assist with training 187 employees. The diverse training included advanced manufacturing, continuous improvement, supervisory, apprenticeships and bachelor degrees in nursing.

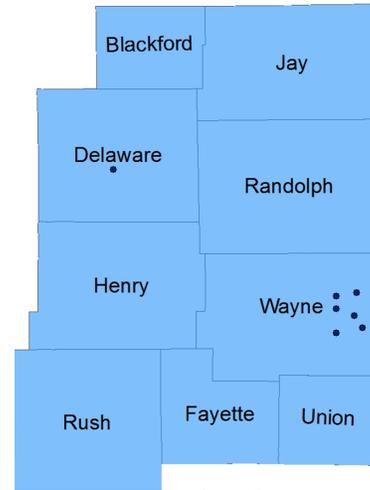
WorkKeys

Really Cool Foods is a manufacturer and marketer of fresh organic and naturally prepared meals to America food retailers. The company expects to hire more than 140 new workers in the immediate future. Overall, Really Cool Foods plans to invest \$100 million to build and equip its Cambridge City facilities, where it is estimated that more than 1,000 new jobs will be created. It is using WorkKeys to assist in its hiring process.

Draper, Inc. decided to do a complete overhaul of the company's hiring practices. David Medved, Director of Human Resources, incorporated WorkKeys as the first step in its new and improved multi-step recruiting process. During the three years since WorkKeys has been utilized, Draper's workforce in Indiana has increased by more than 155%. Medved, further states, "that as a direct result of the WorkKeys assessment tool, we have not only been able to hire employees whose skills and abilities more closely aligned with the jobs in which they were placed, but our turnover rate has diminished as well (5.8% in 2006).

Strategic Skill Initiative (SSI)

The Ground Floor program at Ball State University is aimed at training MBA students to create new ventures and transfer intellectual capital to the market place. The Business Opportunities for Self Starters (BOSS) High School Business Plan curriculum that took high school students through the process of idea concept all the way to completed business plan and presentation. The main focus was to help high school students seek entrepreneurship as a career option.

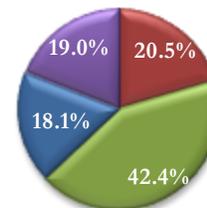


● = Individual TAG Grants

2007 Regional Quick Facts

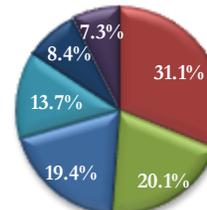
Unemployment Rate: 5.4%

Educational Attainment



- Less than High School Diploma
- High School Graduate/Equivalency
- Some College, No Degree
- Attained Degree

Employment by Industry



- Manufacturing
- Healthcare and Social Services
- Retail Trade
- Accommodation and Food Services
- Administration and Support Services
- Educational Services

ECONOMIC GROWTH REGION 7

CLAY, PARKE, PUTNAM, SULLIVAN, VERMILLION, VIGO

In 2007, there were more than 85,348 jobs in the region. Approximately 4,408 of those jobs were located in the region's west central area. The average annual wage was \$31,256.

Training Acceleration Grant (TAG)

Eleven employers were awarded \$380,811 to assist with training 129 workers. Upon completion of the training, employees will earn credentials that include Career Development Certificates in management and supervision, industrial maintenance, and college credit. Sixty percent of the training funds went to employers having 100 or fewer employees, which is aligned with TAG's core objective of targeting the 97% of small businesses in the region.

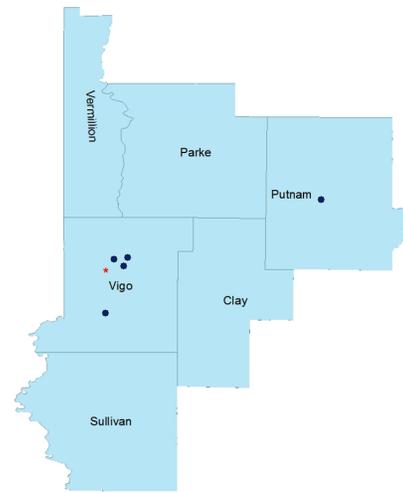
Marion Tool and Die uses TAG

Marion Tool and Die was awarded \$189,684 in TAG funds to train 25 of its employees in manufacturing and industrial technology, Mastercam, Six Sigma, and lean manufacturing. This is a small company planning to invest more than \$2 million to build and equip a 24,000 square foot addition to its current facility. The company will use this space to house a new automated robotic work cell and computer controlled lathes and mills.

Strategic Skills Initiative (SSI)

Through SSI, the region identified occupations in manufacturing as having a potential career shortage. To address this problem, area partners collaborated to create and implement a youth manufacturing program. The program provided a learning experience for students interested in manufacturing as a career option.

The five-day program consisted of three different segments. In the first segment students participated in team building training and instructions on computer aided designs (CAD). The students learned how to design their initials, which were then programmed into the computer numeric control (CNC) machines, which cut them out. The second component of the program was a tour of leading manufacturers in the region. Students were able to see elements of CNC in a machining area, a demonstration of a production line showing how machined pieces are utilized, and finally logistics in motion. The third component of the program was two days in the Vigo County School Corporation manufacturing lab.

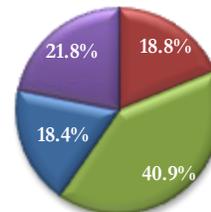


* = Consortium TAG Grants
● = Individual TAG Grants

2007 Regional Quick Facts

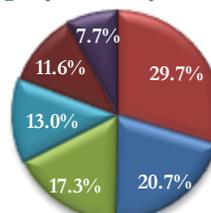
Unemployment Rate: 5.3%

Educational Attainment



- Less than High School Diploma
- High School Graduate/Equivalency
- Some College, No Degree
- Attained Degree

Employment by Industry



- Manufacturing
- Retail Trade
- Healthcare and Social Services
- Accommodation and Food Services
- Public Administration
- Educational Services

ECONOMIC GROWTH REGION 8

BROWN, DAVIESS, GREENE, LAWRENCE, MARTIN, MONROE, ORANGE, OWEN

Region 8 is located in the southeastern portion of the state and is home to Indiana University, the state's largest public university. More than 6,600 employers reside in the eight-county region and employ on average 117,709 employees, an increase of 2,000 over the previous year. Average annual wages were \$30,232.

Training Acceleration Grant (TAG)

Two employers were awarded \$396,229 that will help train 667 of their employees. They will earn valuable and portable Career Development Certificates from Ivy Tech Community College as well as certificates in customer service, Spanish-insurance, and supervision.

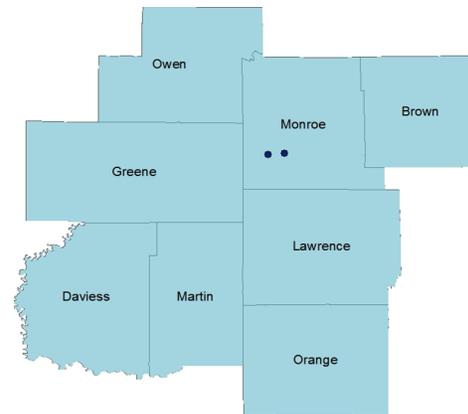
Bloom Marketing Group, Bloomington, was awarded \$196,734 in training funds. As a result over 300 associates will be trained. Many have already received training and according to Kathy Shepley, VP/Human Resources, "The investment in our workforce boosted our productivity in tangible and intangible ways. It escalated their capabilities and performance, professionalism, and productivity also increased."

Training Within the Bio Manufacturing Industry

Strategic Skills Initiative (SSI) solutions primarily focus on manufacturing and health care by developing valuable partnerships. The manufacturing activities were aimed at developing a pipeline of skilled workers to work in life-sciences manufacturing industry. In two years, training led to certifications in bio-manufacturing, medical device manufacturing technicians, life science management, manufacturing readiness and associate degrees in Bio Technology.

New Medical Simulation Training

In partnership with Bloomington Hospital, the region purchased simulation equipment and developed a simulation center to train current and future healthcare workers. In 2007, the simulation center became fully operational and more than 2,000 nurses, paramedics, healthcare technicians, and others utilized the equipment to enhance their skills.

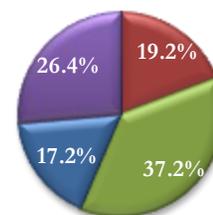


• = Individual TAG Grants

2007 Regional Quick Facts

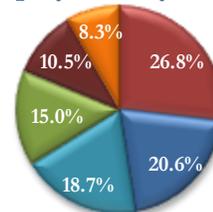
Unemployment Rate: 4.4%

Educational Attainment



- Less than High School Diploma
- High School Graduate/Equivalency
- Some College, No Degree
- Attained Degree

Employment by Industry



- Manufacturing
- Retail Trade
- Accommodation and Food Services
- Healthcare and Social Services
- Public Administration
- Construction

ECONOMIC GROWTH REGION 9

BARTHOLOMEW, DEARBORN, DECATUR, FRANKLIN, JACKSON, JEFFERSON, JENNINGS, OHIO, RIPLEY, SWITZERLAND

More than 7,000 employers reside in the ten-county region and employ 133,182 workers. The average annual wage in 2007 was \$36,421 and is slightly less than the statewide average of \$37,833. Ninety-seven percent of the employers in the region have 100 or fewer employees.

The Indiana Department of Workforce Development implemented three initiatives in Region 9 to support its new Honda plant and Cummins expansion: *Tomorrow's Manufacturing Workforce*, *JumpStart* and *Career Advancement Accounts*.

Training Acceleration Grant

Twenty-two employers, primarily in the manufacturing sector, were the recipients of \$861,618 in TAG awards to assist with training 1,846 employees. Fifty percent of the training went to increase supervisory and management skills. A future goal should be to focus on the substantial number of small employers in the region as they hold the most promise for sustaining and growing the economy.

Argosy Casino Worker

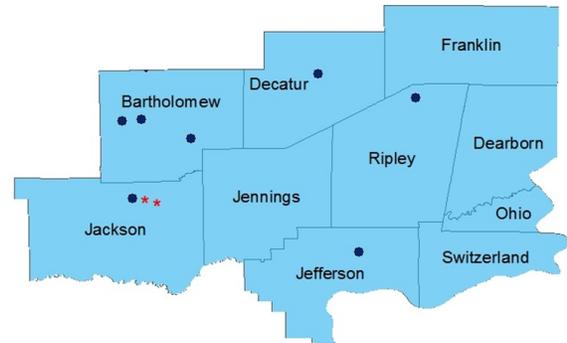
Gary W. Day was a Casino Services Supervisor making \$33,000 a year when he enrolled in supervisory training. After completing the training, he was promoted to Promotions Supervisor making \$50,000 a year.

Strategic Skills Initiative

Region 9 implemented three SSI initiatives related to nursing, embedded systems and front line supervision.

By establishing a nursing program, the region hoped to increase the number of nurses committed to remaining in the area and serving its residents. Forty-six Associates of Science in Nursing were awarded with the potential for 25 more. Scholarships for a Master of Science in Nursing were awarded to 15 nurses.

In addition, 108 frontline supervisors and managers participated in supervisory training and 161 trainees earned credentials in embedded systems.

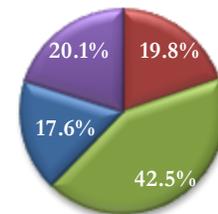


* = Consortium TAG Grants
● = Individual TAG Grants

2007 Regional Quick Facts

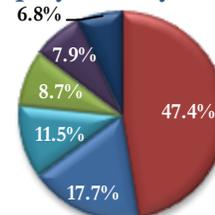
Unemployment Rate: 4.4%

Educational Attainment



- Less than High School Diploma
- High School Graduate/Equivalency
- Some College, No Degree
- Attained Degree

Employment by Industry



- Manufacturing
- Retail Trade
- Accommodation and Food Services
- Healthcare and Social Services
- Transportation and Warehousing
- Administration and Support Services

ECONOMIC GROWTH REGION 10

CLARK, CRAWFORD, FLOYD, HARRISON, SCOTT, WASHINGTON

Region 10 is located in the south central pocket of the state and shares a border with Kentucky. There were approximately 6,000 employers and almost 103,700 jobs in the region. The average annual salary was \$31,803 compared to the statewide average of \$37,833.

Training Acceleration Grant (TAG)

One \$198,184 grant was awarded to a local manufacturer to provide welding training for 280 of its employees. Employees will earn AWS welding certifications and college credit through the training.

Strategic Skills Initiative (SSI)

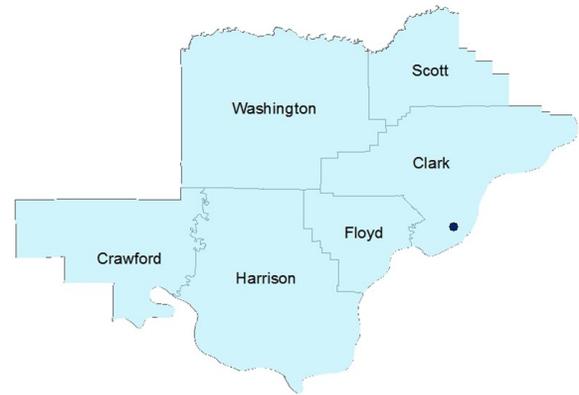
To address the region's health care shortage, a scholarship program was created to train workers for critical health occupations, mentor new nurses, and assist entry-level workers. Nearly 200 participants enrolled into the healthcare programs.

The healthcare critical occupation program focused on providing workers with credentials in a variety of medical occupations. Participants were able to earn associate and bachelor's degrees or one-year certificates. To engage local business participation, those that provided educational assistance for staff, were eligible for tuition, fees, and book reimbursements.

JOBS Program – Chemtrusion & General Mills

Chemtrusion, Inc. needed a tool to enhance its candidate selection process as well as reduce turnover and selected WorkKeys assessments. Karen Roe, the administrative manager, said "WorkKeys assessments are now a fundamental part of our hiring process...we believe that it will aid us in selecting the most skilled candidate and one who can grow with the organization."

General Mills, Inc. is one of the leading producers of cereal, baking products, and snacks in the global marketplace. In 2005, General Mills was approved for the JOBS program and began utilizing WorkKeys to assess potential applicants. According to Matt Wright, the company's New Albany training manager, "the process worked so well that we now use WorkKeys assessments exclusively for screening job candidates for maintenance and production as well." General Mills has been able to streamline its hiring process by eliminating in house pre-employment testing.

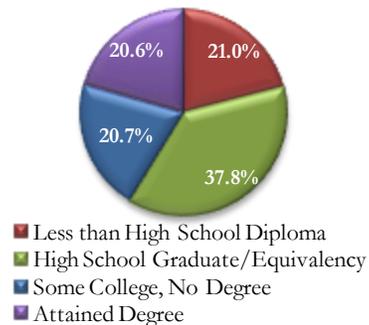


• = Individual TAG Grants

2007 Regional Quick Facts

Unemployment Rate: 4.5%

Educational Attainment



Employment by Industry



ECONOMIC GROWTH REGION 11

DUBOIS, GIBSON, KNOX, PERRY, PIKE, POSEY, SPENCER,
VANDERBURGH, WARRICK

Situated in the southwest corner of the state, Region 11 borders Illinois to the west and Kentucky to the south. The 10,571 employers had more than 208,017 employees, which is 760 less than the previous year. The annual average salary was \$36,517, slightly less than the statewide average of \$37,833. Ninety-seven percent of the employers have 100 or fewer employees.

Training Acceleration Grant (TAG)

Fourteen area employers were awarded \$1,191,112 in TAG funds to provide training for 686 workers. Seventy percent of the funds were awarded to employers who have 100 employees or less. The region should be commended for its aggressive approach in reaching out to small businesses and increasing its potential for economic growth.

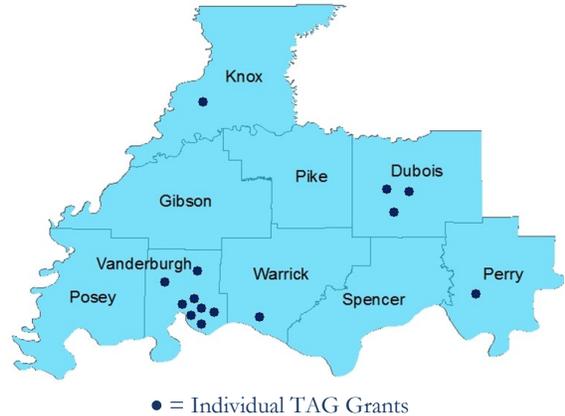
Alcoa

Alcoa is investing more than \$600 million to upgrade its equipment and employee training program to increase its environmental performance and power efficiency. Alcoa intends to hire power plant operators, coal handlers and maintenance workers as part of its expansion. Its \$199,971 TAG award will train 29 employees in general mechanic and electrical apprenticeships and upgrade the skills of 69 journey level workers. Upon completion of the training, the workers will earn salary increases.

Strategic Skills Initiative (SSI)

Region 11's focus on health care resulted in one SSI solution that expanded program capacity. New faculty was hired and clinical simulators were acquired at Ivy Tech Community College, University of Southern Indiana and Vincennes University. The addition of new faculty members resulted in the increased of nursing student enrollment by more than 60 new students.

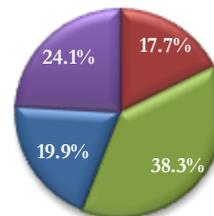
Other SSI solutions included the Industrial Maintenance Training Program to alleviate industrial shortages and assist in the attainment of the Manufacturing Skill Standards Council certification.



2007 Regional Quick Facts

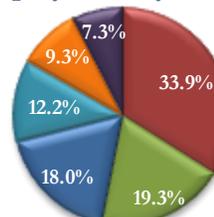
Unemployment Rate: 4.3%

Educational Attainment



- Less than High School Diploma
- High School Graduate/Equivalency
- Some College, No Degree
- Attained Degree

Employment by Industry



- Manufacturing
- Healthcare and Social Services
- Retail Trade
- Accommodation and Food Services
- Construction
- Transportation and Warehousing

GLOSSARY OF TERMS

Advance Indiana

The term for a series of incumbent worker training programs. Programs included: Gain Education and Training (GET), Regional Skill Alliance (RSA), Skilled Trades Apprenticeship (STA), Workforce Investment Now (NOW), Advance Indiana (ADVI) and Incumbent Worker Training (IWT).

Average Earnings

(WIA & TAA Performance Measurement)

Of those who are employed in the first, second and third quarters after the exit quarter: [Total earnings in the second quarter plus total earnings in the third quarter after the exit quarter] divided by the number of participants who exit during the quarter. To calculate this rate, the time period used was April 2006 through March 2007.

Average Earning Replacement Rate

The average percentage change in wages one year (four quarters) after graduation. It is determined by dividing the average quarterly wages earned in the fourth quarter after graduation by the average quarterly wages earned in the graduation quarter. This includes those individuals who were unemployed in the quarter they graduated but did have wages four quarters later.

Earnings Replacement Rate (ERR)

A measurement that is used to determine wage change. For Advance Indiana, Major Opportunities, Training Acceleration Grants, and Workforce Literacy, the ERR is determined by dividing average quarterly wages earned in the fourth quarter after training is completed by the average quarterly wages earned in the entrance quarter.

Education and Training Choices

The Workforce Investment Act of 1998 mandates “an individual training account system” (ITA) that requires one-stop operators to provide eligible customers with ITAs to pay for training at an educational institution. The participant is to have the freedom of choice in selecting a qualified trainer provider. Eligible training providers in Indiana can be found on the Indiana Department of Workforce Development’s *Education and Training Choices* website at https://secure.in.gov/apps/dwd/crs/dwd_etc. This system is designed to allow people to search for training programs and compare the costs, training program outcomes, length of the training, degrees & certifications available and other factors that will help them choose appropriate training.

Employment and Credential/Certificate Rate

(WIA Performance Measurement)

Of those who received training services: Number of participants who were employed in the first quarter after exit and received a credential/certificate by the end of the third quarter after

exit divided by the number of participants who exit during the quarter. To calculate this rate, the time period used was October 2006 through September 2007.

Employment Rate

The percentage of graduates employed one year after training. It is determined by dividing the number employed during the fourth quarter after training by the number of graduates.

Entered Employment Rate

(WIA & TAA Performance Measurement)

Of those who are not employed at the date of participation: The number of participants who are employed in the first quarter after the exit quarter divided by the number of participants who exit during the quarter. To calculate this rate, the time period used was October 2006 through September 2007.

Employment Retention Rate

(WIA & TAA Performance Measurement)

Of those who are employed in the first quarter after the exit quarter: The number of participants who are employed in both the second and third quarters after the exit quarter divided by the number of participants who exit during the quarter. To calculate this rate, the time period used was April 2006 through March 2007.

Indiana Plan

An organization that provides pre-apprenticeship training to women, minorities, and disadvantaged workers in basic construction related skills and classroom training. Training includes: applied construction mathematics, spatial relations, and mechanical reasoning.

Job Opportunities Business Services (JOBS)

An initiative developed in 2003 to assist employers in locating skilled workers for their high-wage high-demand occupations. This is accomplished by offering recruitment assistance, job profiles, and WorkKeys assessments to potential employees and to current employees. JOBS is legislated and funded by a one-time infusion of federal Reed Act funds.

Older Youth (19-21) Credential Rate

(WIA Performance Measure)

Number of older youth who are in employment, post-secondary education, or advanced training in the first quarter after exit and received a credential by the end of the third quarter after exit divided by the number of older youth who exit during the quarter. To calculate this rate, the time period used was October 2006 to September 2007.

Older Youth (19-21) Earnings Change in Six Months (WIA Performance Measure)

Of those who are employed in the first quarter after exit and who are not enrolled in post-secondary education or advanced training in the third quarter after exit: Total post-program earnings (earnings in quarter 2 + quarter 3 after exit] minus pre-program earnings (earnings in quarter 2 + quarter 3 prior to registration) divided by the number of older youth who exit during the quarter. To calculate this rate, the time period used was April 2006 through March 2007.

Older Youth (19-21) Entered Employment Rate (WIA Performance Measure)

Of those who are not employed at registration and who are not enrolled in post-secondary education or advanced training in the first quarter after exit: Number of older youth who have entered employment by the end of the first quarter after exit divided by the number of older youth who exit during the quarter. To calculate this rate, the time period used was October 2006 to September 2007.

Older Youth Employment (19-21) Retention Rate at Six Months (WIA Performance Measure)

Of those who are employed in the first quarter after exit and who are not enrolled in post-secondary education or advanced training in the third quarter after exit: Number of older youth who are employed in the third quarter after exit divided by the number of older youth who exit during the quarter. To calculate this rate, the time period used was April 2006 to March 2007.

Program Year 2007 (PY 07)

The time period starting July 1, 2007 and ending June 30, 2008.

Retention Rates

One of the measurements used to gauge long-term benefits of IDWD training programs. Retention rates are calculated by analyzing wage data one year after the completion of training. Workforce Investment Act (WIA) retention rates are listed separately.

WorkKeys®

Enables Hoosiers to examine their individual strengths and weaknesses and also compare their skills to job profiles which can help substantially when looking for jobs or career advancement opportunities. The program helps ensure Hoosiers find the right jobs to be successful.

Unemployment Insurance Wage Database

The repository for all wage data from the Unemployment Insurance's quarterly tax reports submitted by employers.

Younger Youth (14-18) Diploma or Equivalent (WIA Performance Measurement)

Of those younger youth who are without a diploma or equivalent at the time of participation: Number of younger youth who attained secondary school diploma or equivalent by the end of the first quarter after exit divided by the number of younger youth who exit during the quarter (except those still in secondary school at exit). To calculate this rate, the time period used was April 2007 through March 2008.

Younger Youth (14-18) Retention Rate (WIA Performance Measure)

Number of younger youth found in one of the following categories in the third quarter following exit:

- post-secondary education
- advanced training (replaced with advanced training or occupational skills in PY 2006)
- employment (including military service)
- qualified apprenticeships

divided by the number of younger youth who exit during the quarter (except those still in secondary school at exit). To calculate this rate, the time period used was April 2006 through March 2007.

Younger Youth (14-18) Skill Attainment Rate (WIA Performance Measurement)

Of all in-school youth and any out-of-school youth assessed to be in need of basic skills, work readiness skills, and/or occupations skills: Total number of basic skills goals attained by younger youth plus number of work readiness goals attained by younger youth plus number of occupational skills goals attained by younger youth divided by the total number of basic skills goals plus the number of work readiness skills goals plus the number of occupational skills goals set. To calculate this rate, the time period used was April 2007 through March 2008.

Youth (14-21) Attainment of a Degree or Certificate (WIA Performance Measure)

Of all youth enrolled in education (at the date of participation or at any point during the program): Number of youth who attain a diploma, GED, or certificate by the end of the third quarter after the exit quarter divided by the number of youth who exit during the quarter. To calculate this rate, the time period used was October 2006 through September 2007.