



# Employ<sup>★</sup>Indy

2017-2022  
STRATEGIC PLAN

*“With one-fifth of Indianapolis residents living at or below the poverty line, our city’s future depends on the development of a workforce that can meet the needs of tomorrow’s economy while providing better opportunities for families today. I am confident that this new EmployIndy team will reach new underserved populations in Indianapolis and better connect all residents with the tools they need to help themselves.”*

—Indianapolis Mayor  
Joe Hogsett, June 2016



## 2017–2022 STRATEGIC PLAN

### A CATALYST FOR CHANGE

When Indianapolis Mayor Joe Hogsett announced a renewed effort to meet our city's workforce development needs in June 2016, he not only named new leadership for EmployIndy - Angela Carr Klitzsch as President and CEO, Marie Mackintosh as COO, and several new community leaders to join the EmployIndy Board of Directors - he also promised a targeted, integrated approach to workforce development that will focus on meeting the needs of Indianapolis residents in areas of the city that are most affected by poverty and unemployment.

Anchored by a commitment to achieving the Mayor's vision and maintaining transparency with the community through and beyond the organization's leadership transition, EmployIndy's leadership embarked on a highly inclusive, community-driven planning process beginning in August 2016 with support from the trusted nonprofit consulting firm Hedges & Associates.

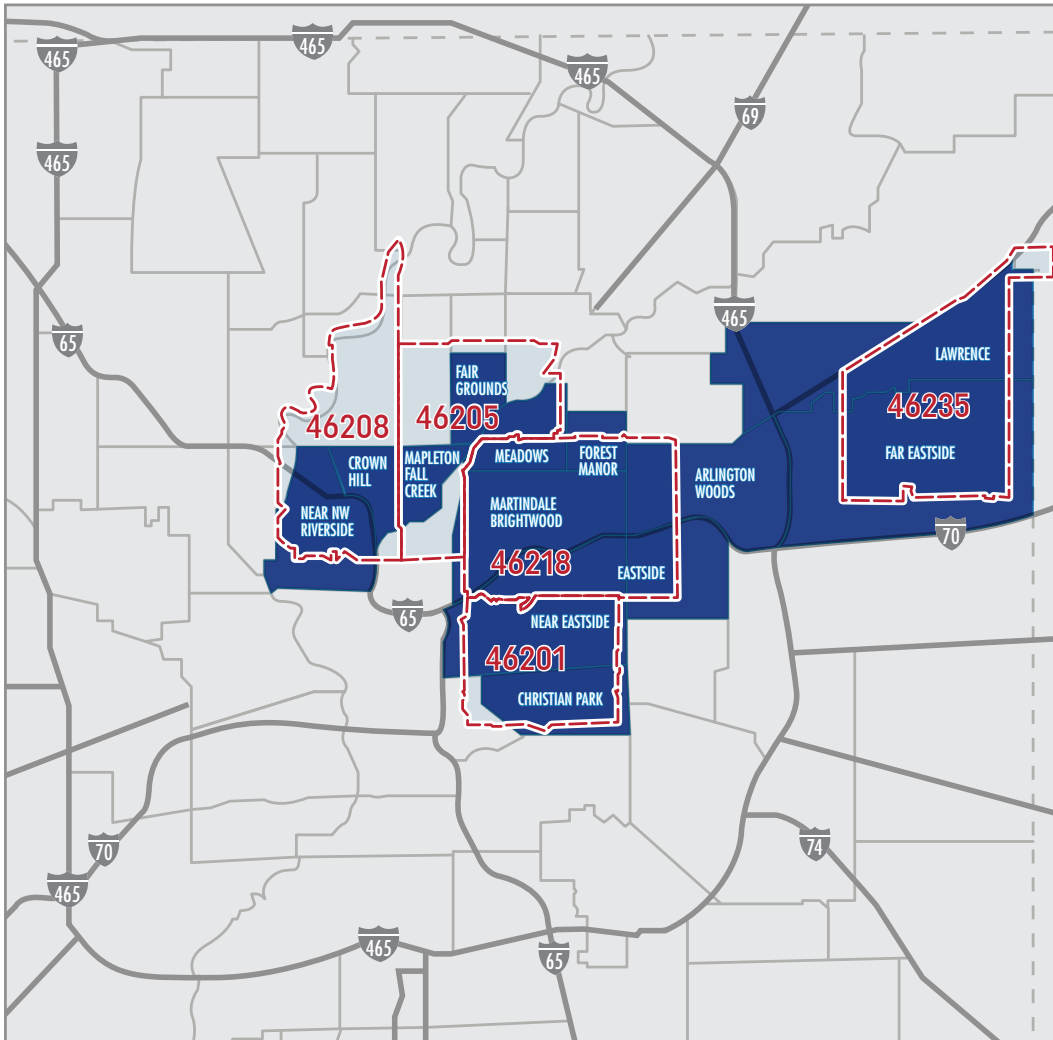
### DEFINING EMPLOYINDY'S FOCUS

EmployIndy recognizes that it has a unique responsibility to leverage partnerships with regional workforce stakeholders and community initiatives to achieve two strategic priorities for Indianapolis:

1. Reduce barriers for individuals to allow them to progress from **A job**, to a **Better job**, to a **Career**
2. Reduce barriers for employers to meet their demand for low to mid-skilled workers



## TARGET IMPACT AREAS



**LOOKING AHEAD, EMPLOYINDY HAS CEMENTED ITS COMMITMENT TO PURSUING THESE PRIORITIES BY MEETING THE NEEDS OF INDIANAPOLIS RESIDENTS IN AREAS OF THE CITY THAT ARE MOST AFFECTED BY POVERTY AND UNEMPLOYMENT.**

Beginning with a focus on the Indianapolis zip codes of the disinvested areas prioritized by the Mayor's Office (46201, 46205, 46208, 46218, and 46235), EmployIndy carefully considered the complementary neighborhood areas covered through Quality of Life Plans as well as the specific neighborhoods identified through IndyVitals as part of Indy 2020, the Bicentennial Plan for Indianapolis. Based on the overlapping geography of these areas, workforce development efforts illuminated through each neighborhood's Quality of Life Plan, and corresponding indicators of unemployment and poverty for the residents of these neighborhoods, ultimately, EmployIndy has committed to primarily focusing its resources on the following Target Impact Areas:

- Near NW Riverside
- Crown Hill
- Mapleton Fall Creek
- Fairgrounds
- Meadows
- Forest Manor
- Martindale Brightwood
- Near Eastside
- Christian Park
- Arlington Woods
- Eastside
- Far East Side
- Lawrence

By prioritizing efforts in these Targeted Impact Areas and taking active steps toward building a more equitable approach to workforce development, EmployIndy aims to grow our city's potential from the inside, supporting all Indianapolis residents as they pursue the American Dream.

# LISTENING TO THE COMMUNITY

With a commitment to developing a strategic plan for EmployIndy that is both reflective of and responsive to the real needs of these targeted impact areas and the Indianapolis community as a whole, EmployIndy engaged over 300 community stakeholders between August 2016 and July 2017 to help identify community-driven solutions to reducing barriers for employers and job seekers.



## COMMUNITY ENGAGEMENT STRATEGIES INCLUDED:

- a series of eight town hall style **Community Listening Sessions** with educators, employers, philanthropists, direct service providers, and other concerned citizens from across the Indianapolis community
- **Phone Interviews** with key community leaders representing the Mayor's office, public education, the City County Council, local employers, and the faith community
- three **Focus Groups** with residents of targeted impact areas
- an **Electronic Survey** completed by 80 stakeholders from a variety of sectors
- **Break-Out Sessions** with youth service provider attendees of the Promise of Tomorrow, Purpose of Today convening of national youth employment programs hosted by EmployIndy and Strada Education Network

Individuals from across the Indianapolis community voiced thoughtful, productive feedback during these community conversations about a variety of challenges that will be necessary for EmployIndy to address as the organization renews its emphasis on workforce development in our city's urban core.

Stakeholders from all sectors agreed that before a job seeker of any age who is unemployed or residing in a disinvested neighborhood can meet the needs of an employer, oftentimes he or she must first overcome inhibitors to employment such as a criminal record, untreated mental health issues, or language barriers, all of which continue to create some of the most pressing barriers to getting a job. Once these inhibitors are addressed, the individual must then also have his or her basic needs fulfilled in order to begin an effective path toward seeking employment. Only then, once these initial barriers are addressed, does acquiring basic employability skills become important.

Unfortunately, much of the workforce development system's historic approach has focused on providing unemployed individuals with employability skills through both general and industry specific education and training in an effort to meet the demands of employers. Armed with invaluable feedback from the Indianapolis community and knowledge of innovative strategies of other Workforce Development Boards throughout the country, EmployIndy recognizes that this approach to workforce development has missed the opportunity to address some of the most powerful, foundational barriers that prevent individuals not only from securing employment, but ultimately, from having the opportunity to progress from A job, to a Better job, to a Career.

# CREATING AN EFFECTIVE WORKFORCE ECOSYSTEM

Successfully supporting job seekers to address these barriers so they can effectively meet the demand of employers will require not only efforts of the job seekers themselves, but also a collaborative system of support provided through a variety of contributions from cross-sector partners, including employers, community-based organizations, educators, and other system-wide supports.

EmployIndy envisions this collaborative network of cross-sector partners building an effective Workforce Ecosystem for Indianapolis, where the contributions of all sectors will work symbiotically to help job seekers address barriers so they can effectively meet the demands of employers at all stages of the ABC continuum.





# **STRATEGIC GOALS AND OBJECTIVES**

Anchored by a vision of working with partners throughout the city to build this comprehensive Workforce Ecosystem for Indianapolis, EmployIndy has adopted the following goals and objectives to drive action and inform strategic decisions for the organization through 2022.

# GOAL

TO HELP CREATE A CITY-WIDE ENVIRONMENT THAT WILL SUPPORT AN EFFECTIVE WORKFORCE ECOSYSTEM FOR ALL NEIGHBORHOODS IN INDIANAPOLIS, EMPLOYINDY WILL...

# 1

## ADDRESS SYSTEMIC BARRIERS PREVENTING A STRONG PIPELINE OF ENTRY-LEVEL WORKERS AND EMPLOYMENT OPPORTUNITIES

TO ACHIEVE THIS GOAL, EMPLOYINDY WILL...

### OBJECTIVE 1A

#### PROVIDE DIRECT SUPPORT TO EMPLOYERS TO HIRE AND SKILL-UP A QUALIFIED ENTRY-LEVEL WORKFORCE

- Connect employers that are in need of entry-level employees to "guaranteed" work-ready individuals
- Provide funding and/or staff for work-based training

### OBJECTIVE 1B

#### ADVOCATE FOR LOCAL AND STATEWIDE LEGISLATION, POLICIES, AND PRACTICES THAT REDUCE BARRIERS FOR EMPLOYERS AND JOB SEEKERS

- Actively support the creation and adoption of statewide workforce development standards for K-16 integration
- Actively support the development and adoption of employer incentive programs
- Actively support best practices that mitigate practical and psychological inhibitors to employment

# GOAL

TO PREPARE YOUNG ADULTS THROUGHOUT INDIANAPOLIS TO PARTICIPATE IN THIS WORKFORCE ECOSYSTEM AS THEY REACH ADULTHOOD, EMPLOYINDY WILL...

## 2

### CREATE A POSITIVE TRAJECTORY FOR YOUNG ADULTS TO ACTIVELY PARTICIPATE IN THE WORKFORCE

TO ACHIEVE THIS GOAL, EMPLOYINDY WILL...

#### OBJECTIVE 2A

#### PROVIDE YOUNG ADULTS WITH OPPORTUNITIES TO PREPARE FOR SUSTAINABLE EMPLOYMENT

- Introduce young adults ages 14-24 to industries and employers driving the local economy through E<sup>7</sup>: empowerment, engagement, exposure, exploration, experience, education, and employment
- Provide young adults facing the greatest barriers with opportunities to earn educational certifications and employment credentials

#### OBJECTIVE 2B

#### DEVELOP A ROBUST NETWORK OF PROVIDERS FOCUSED ON RE-ENGAGING AND SUPPORTING YOUNG ADULTS WHO HAVE DISCONNECTED FROM SCHOOL

- Develop communities of practice
- Leverage models of excellence and technical assistance from national, statewide, and local partners



# GOAL

TO HELP CREATE THIS ECOSYSTEM FOR JOB SEEKERS IN THE MOST DISINVESTED NEIGHBORHOODS OF INDIANAPOLIS, EMPLOYINDY WILL...

# 3

## CREATE AN EMPLOYER-DRIVEN URBAN NEIGHBORHOOD WORKFORCE DEVELOPMENT FRAMEWORK THAT CAN BE REPLICATED THROUGHOUT INDIANAPOLIS

TO ACHIEVE THIS GOAL, EMPLOYINDY WILL...

### OBJECTIVE 3A

#### ALLOCATE EMPLOYINDY RESOURCES TO HIGH POTENTIAL ORGANIZATIONS LOCATED IN TARGETED IMPACT AREAS

- Require funding recipients to work toward specific outcome measures based on best practices and employer needs
- Provide comprehensive training and technical assistance to help funding recipients measure and achieve required outcome measures
- Convene and connect efforts of K-16 educators, community-based organizations, and employers in targeted impact areas to influence the development of a comprehensive workforce ecosystem

### OBJECTIVE 3B

#### ALIGN EMPLOYINDY RESOURCES TO INDIVIDUALS EXPERIENCING BARRIERS IN TARGETED IMPACT AREAS

- Place WorkOne staff inside community-based organizations to provide on-site services
- Relocate the one-stop WorkOne Center to targeted impact areas

### OBJECTIVE 3C

#### LEVERAGE CITY-WIDE AND NEIGHBORHOOD-BASED COMMUNITY AND ECONOMIC DEVELOPMENT INITIATIVES

- Provide representation on taskforces, steering committees, etc. for specific initiatives
- Share data, staff, and other resources with partners

# ACKNOWLEDGEMENTS

## EMPLOYINDY WORKFORCE DEVELOPMENT BOARD FOR MARION COUNTY

**Regina Ashley**, Chief Strategy Officer, Department of Workforce Development  
**Kristina Blankenship**, Director of Business & Community Engagement, Family and Social Services Administration  
**Aman Brar**, President and CEO, Canvas  
**Kim Brand**, President, 3D Parts Manufacturing  
**Katie Culp**, President, KSM Location Advisors  
**Todd DeLey**, Administrator of Adult Education, MSD Washington Township School District  
**Betsy Delgado**, Vice President of Mission & Education Initiatives, Goodwill  
**Devon Doss**, Executive Director, Indiana Plan  
**Juan Gonzalez**, Senior Vice President, KeyBank  
**Steve Hoyt**, IN-KY-OH Regional Council of Carpenters  
**Joyce Irwin**, President & CEO, Community Health Network Foundation  
**James (Bubba) Johnson**, Business Manager, Plumbers & Steamfitters Local 440  
**Laurel Judkins**, Director Executive Communications, Cummins, Inc.  
**Dr. Kathleen Lee**, Chancellor, Ivy Tech Community College, Central Indiana  
**Bryan Luellen**, Director of Public Affairs, IndyGo  
**Damon Martin**, Director, Talent Acquisition, OneAmerica

**Amber Ross**, Director of Market Assessments, TechShop, Inc.  
**Angela Smith Jones**, Deputy Mayor for Economic Development, City of Indianapolis  
**Bill Taft**, Executive Director, Indianapolis LISC  
**Bill Turner**, Director of Education & Development, Allison Transmission  
**Paul Will**, Chairman & CEO, Celadon Group

## STRATEGIC PLANNING STEERING COMMITTEE MEMBERS

**Aman Brar**, President and CEO, Canvas, EmployIndy Board Member  
**Joyce Irwin**, President & CEO, Community Health Network Foundation, EmployIndy Board Chair  
**Angela Smith Jones**, Deputy Mayor for Economic Development, City of Indianapolis, EmployIndy Board Member  
**Angie Carr Klitzsch**, President & CEO, EmployIndy  
**Marie Mackintosh**, Chief Operating Officer, EmployIndy  
**Chelsea Meldrum**, Senior Director of Development, EmployIndy  
**Ian Nicolini**, Vice-President of Indianapolis Economic Development, Indy Chamber  
**Bill Taft**, Executive Director, Indianapolis LISC, EmployIndy Board Member  
**Bill Turner**, Director of Education & Development, Allison Transmission, EmployIndy Board Member

## INTERVIEW SUBJECTS

**Joe Gramelspacher**, Special Assistant to Superintendent of Indianapolis Public Schools  
**Michael Huber**, CEO, Indy Chamber of Commerce  
**Jeff Kingsbury**, Principal, Greenstreet Ltd.  
**Maggie Lewis**, City County Council President (D), Indianapolis City-County Council  
**Jeff Miller**, City County Council Member (R), Indianapolis City-County Council  
**Vop Osili**, City County Council Member (D), Indianapolis City-County Council  
**Shoshana Spector**, Executive Director, Indianapolis Congregation Action Network  
**Cole Varga**, CEO, Exodus Refugee Immigration  
**Ahmed Young**, Director of Education Initiatives, Office of Mayor Joseph H. Hogsett

## PROMISE OF TOMORROW, PURPOSE OF TODAY BREAK-OUT SESSION PARTICIPANTS

**Grisel Barajas**, Indiana Latino Institute  
**Tammie Barney**, TeenWorks  
**Nicole Bieker**, Milner and Associates  
**Victoria Britton**, River Valley Resources  
**Craig Burton**, Community Member  
**Dana Downing**, Indiana Philanthropy Alliance  
**Amber Hayes**, City of Indianapolis/DMD  
**Tyrone Humphrey**, OpportunIndy/ Indiana Black Expo

**Christina Layton**, Indianapolis Public Schools  
**Jami Marsh**, Methodist Health Foundation  
**Dr. Wallace McLaughlin**, Fathers and Families Center  
**Anna Melodia**, Fathers and Families Center  
**Tom Orr**, LISC  
**Sandy Pasotti**, Providence Cristo Rey  
**Diane Pfeiffer**, Consultant on behalf of Lilly Endowment  
**John Qualls**, Eleven Fifty Academy  
**Patricia Roe**, Strada Education Network  
**Pamela Ross**, Central Indiana Community Foundation  
**Anita Samuel**, Strada Education Network  
**Tami Silverman**, Indiana Youth Institute  
**Tommy Tabor**, River Valley Resources  
**Kendea Williams**, Think Forward Foundation

## ELECTRONIC SURVEY RESPONDENTS

80 anonymous electronic survey respondents identified their involvement with EmployIndy as:

- CBO or Nonprofit Representative 19%
- WorkOne Center Staff Member 19%
- EmployIndy Staff Member 16%
- Education Representative 11%
- Local Employer Representative 10%
- EmployIndy Youth Advisory Committee Member 10%
- Current EmployIndy Board Member 6%
- Funder Representative 6%
- Former EmployIndy Board Member 3%
- Local Government Agency Representative 3%
- Faith-based Representative 1%



## COMMUNITY LISTENING SESSION STAKEHOLDER GROUPS

160 COMMUNITY MEMBERS PARTICIPATED  
IN THE FOLLOWING LISTENING SESSIONS:

### EmployIndy Staff

EmployIndy  
115 W Washington St, Suite 450S  
Indianapolis, IN 46204  
October 12, 2016

### 46201 Service Providers & Residents

John Boner Neighborhood Center  
2236 East 10th Street  
Indianapolis, IN 46201  
November 8, 2016

### EmployIndy Youth Committee

EmployIndy  
115 W Washington St, Suite 450S  
Indianapolis, IN 46204  
October 18, 2016

### K-12 Education Representatives

Arsenal Tech High School  
1500 East Michigan Street  
Indianapolis, IN 46201  
November 18, 2016

### Philanthropic Partners

Lilly Endowment  
2801 N Meridian St  
Indianapolis, IN 46208  
October 25, 2016

### Higher Education Representatives

Ivy Tech Community College  
2535 North Capitol Avenue  
Indianapolis, IN 46208  
December 2, 2016

### 46218 Service Providers & Residents

37 Place  
2605 East 25th Street  
Indianapolis, IN 46218  
November 4, 2016

### Employers

IPL  
One Monument Circle  
Indianapolis, IN 46204  
December 14, 2016

## NEIGHBORHOOD RESIDENT FOCUS GROUPS

20 RESIDENTS OF TARGETED IMPACT AREAS PARTICIPATED  
IN THE FOLLOWING FOCUS GROUP SESSIONS:

### Carriage House

10174 Tinton Court  
Indianapolis, IN 46235  
March 15, 2017

### Flanner House

2424 Dr. Martin Luther King Jr. Street  
Indianapolis, IN 46208  
March 16, 2017

### Meadows Excel Center

3919 Meadow Drive  
Indianapolis, IN 46205  
March 21, 2017