

A man in a checkered shirt is smiling and looking at a laptop. He is sitting at a desk with a cup of coffee and some papers. The background is a brick wall. The entire image has a blue tint.

Employ[★]Indy

Defining Success. Driving Growth.

2017-2022
STRATEGIC PLAN
YEAR 1 ACTION PLAN

GOAL

1

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



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

YEAR 1 TARGET OUTCOMES

TO ACHIEVE BY JUNE 30, 2018

- All EmployIndy staff have knowledge, training, and resources to accurately and consistently represent EmployIndy's value proposition to employers
- A new solution that utilizes a combination of technology and human intelligence is in place to effectively connect the supply of work ready individuals with employers' demand
- EmployIndy has at least one example of a highly effective, sector-based business consulting solution to demonstrate impact to the community at-large
- Baseline data has been collected about each tier of employer partnerships

1A ACTION PLAN

TO IMPLEMENT JULY 1, 2017 – JUNE 30, 2018

<h4>MESSAGING & PARTNERSHIPS</h4> <ul style="list-style-type: none"> • Define tiers of employer partnerships and parameters for EmployIndy's role with each tier • Identify targeted employer audiences based on defined tiers and parameters • Develop key messages about EmployIndy's value proposition that will resonate with the identified employer audiences in each tier • Clearly integrate new messaging into the EmployIndy website • Develop a marketing tool kit for use by all EmployIndy staff with employers that includes key messages and ready-to-share collateral • Provide marketing training for all staff to support effective use of the toolkit • Identify and share success stories of connecting quality candidates to employers • Host a 'reverse job fair' to showcase work ready individuals to employers • Evaluate effectiveness of all current marketing activities related to target audience needs and adjust as necessary 	<h4>PROJECT MANAGEMENT</h4> <ul style="list-style-type: none"> • Integrate employer data into CRM to streamline identification and internal communication about employer relationships, opportunities, and needs • Integrate job seeker data into CRM to streamline identification and internal communication about the pipeline of work ready individuals • Utilize CRM data to identify map of community assets and resources for employers and job seekers • Analyze CRM data to develop clear strategies for meeting documented needs of employers • Define parameters for workforce consulting projects for sector-based employer cohorts • Target workforce consulting projects that allow EmployIndy to provide support beyond match making with employers and job seekers • Create and strengthen incentive programs for employers to compete in the global economy
<h4>HUMAN CAPITAL</h4> <ul style="list-style-type: none"> • Formally extend communications responsibilities beyond dedicated communications staff position(s) • Adopt cross department expectations for utilizing CRM to build EmployIndy's knowledge base and streamline internal communication 	<h4>FINANCE & DEVELOPMENT</h4> <ul style="list-style-type: none"> • Allocate funding to key employer partners for work-based training • Devise a funding strategy for evolving employer partnerships into revenue generating opportunities over time



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

YEAR 1 TARGET OUTCOMES

TO ACHIEVE BY JUNE 30, 2018

- At least two best practices where EmployIndy will intentionally focus its advocacy efforts have been identified and clearly communicated with stakeholders
- Decision makers in these advocacy areas recognize EmployIndy as an expert in workforce development

1B ACTION PLAN

TO IMPLEMENT JULY 1, 2017 – JUNE 30, 2018

<h4>MESSAGING & PARTNERSHIPS</h4> <ul style="list-style-type: none"> • Create and implement a communications strategy that clearly articulates EmployIndy’s selected advocacy focus areas and EmployIndy’s expertise in related best practices • Proactively connect with legislators who are involved in decision making related to workforce development and identified focus areas • Utilize an inclusive approach to advocacy partnerships with a focus on building racial equity in decision making and advocacy efforts 	<h4>PROJECT MANAGEMENT</h4> <ul style="list-style-type: none"> • Gain an understanding of the legislative agenda • Determine the most effective regional focus for advocacy efforts based on biennial city and state legislative cycles • Identify what EmployIndy has to leverage as social and political currency when advocating with decision makers • Determine which issues EmployIndy’s partners are actively advocating for • Identify at least two areas of best practice legislation, policies, and community practices that are known solutions for reducing inhibitors to employment • Supply research on selected focus areas to lobbying entities • Identify and join influential task forces, committees, and coalitions working to address systemic issues that, when viewed through the Workforce Development Ecosystem, serve as practical and psychological inhibitors to employment
<h4>HUMAN CAPITAL</h4> <ul style="list-style-type: none"> • Engage in inclusive Board recruitment efforts that focus on building racial equity and inclusion at EmployIndy’s leadership level • Formally extend advocacy responsibilities beyond dedicated policy staff position(s) • Leverage partnerships with other local and state-wide agencies to increase capacity for advocacy 	<h4>FINANCE & DEVELOPMENT</h4> <ul style="list-style-type: none"> • Identify available funding sources for advocacy within parameters of federal law • Continue to dedicate resources toward policy focused staff position(s)

GOAL

2

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

 **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 E⁷: empowerment, engagement, exposure, exploration, experience, education and employment.
- Provide young adults facing the greatest barriers with opportunities to earn education requirements and employment credentials

YEAR 1 TARGET OUTCOMES
 TO ACHIEVE BY JUNE 30, 2018

- An asset map of all workforce development supports for young adults ages 14-24 in Marion County has been developed
- In partnership with IPS, EmployIndy has developed an effective model for serving as a youth employment liaison with high schools that can be replicated throughout Marion County
- JAG partnerships have increased by X% over last fiscal year

2A ACTION PLAN
 TO IMPLEMENT JULY 1, 2017 – JUNE 30, 2018

<p>MESSAGING AND PARTNERSHIPS</p> <ul style="list-style-type: none"> • Develop clear, inclusive messaging that articulates the realities of young adults 14-24 to employers • Develop clear messaging about EmployIndy’s role in providing and influencing youth workforce development services and eligibility requirements at each stage • Share youth services messaging with all EmployIndy staff and partners • Build post-secondary partnerships to expand E⁷ opportunities • Engage young adults and youth provider partners to identify a new, more effective medium to communicate with young adults • Work with community partners to identify diverse, promising young leaders from target impact areas to individually engage in workforce development efforts 	<p>PROJECT MANAGEMENT</p> <ul style="list-style-type: none"> • Develop an asset map of workforce development touchpoints along the continuum for young adults ages 14-24 in Marion County, including eligibility requirements for each opportunity • Analyze the asset map to identify duplications and gaps that will inform EmployIndy’s strategy for expanding opportunities for young adults • Work with partners to integrate employability skills curriculum and labor market information into IPS high schools and youth services provider programs • Work directly with employers to facilitate the creation of inclusive job shadowing and career exploration opportunities for young adults • Connect youth services providers directly to interested employers • Leverage community partnerships to explore social ventures to benefit youth in target impact areas
<p>HUMAN CAPITAL</p> <ul style="list-style-type: none"> • Maximize capacity of the current youth services team • Increase youth services staff using inclusive hiring strategies to ensure diversity as funding is secured • Dedicate staff to provide mobile, in-school services for young adults as funding is secured • Youth Committee aligns priorities with the organization at-large to expand capacity 	<p>FINANCE & DEVELOPMENT</p> <ul style="list-style-type: none"> • Seek funds to support additional youth services staff • Identify and seek new funding sources that will fill current funding gaps preventing EmployIndy from serving all Marion County young adults along the entire continuum of 14-24 years • Secure funds for JAG expansion • Begin developing a financial strategy for sustaining youth services expansion



OBJECTIVE 2B

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

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

YEAR 1 TARGET OUTCOMES

TO ACHIEVE BY JUNE 30, 2018

- A best practice program design has been developed for re-engaging and supporting young adults who are disconnected from school

2B ACTION PLAN

TO IMPLEMENT JULY 1, 2017 – JUNE 30, 2018

<p>MESSAGING AND PARTNERSHIPS</p> <ul style="list-style-type: none"> • Determine standard terminology for young adults who are disconnected from school to be utilized across all organizational materials and communication • Build partnerships within the criminal justice system to connect with young adults involved with probation or the court system • Enlist trusted individuals who regularly connect with young adults who are disconnected from school to serve as community champions and advocates for opportunities provided by EmployIndy 	<p>PROJECT MANAGEMENT</p> <ul style="list-style-type: none"> • Divide efforts to support the unique needs of out-of-school youth ages 14-18 and disconnected young adults ages 19-24 • Explore opportunities for creating a youth re-engagement center or other welcoming, safe space for out-of-school youth • Research effective models for engaging out-of-school youth that are operating at a micro level within Marion County and/or in other communities to identify best practices • Identify appropriate incentives to encourage engagement from out-of-school youth
<p>HUMAN CAPITAL</p> <ul style="list-style-type: none"> • Provide youth services staff with training on trauma informed service techniques • Dedicate a youth services staff member to manage out-of-school youth strategies as funding is secured • Leverage community partnerships to expand outreach efforts • Youth Committee aligns priorities with the organization at-large to expand capacity 	<p>FINANCE & DEVELOPMENT</p> <ul style="list-style-type: none"> • Seek funds to support additional youth services staff • Seek or allocate funding to provide monetary incentives for youth engagement

GOAL

3

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



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

YEAR 1 TARGET OUTCOMES

TO ACHIEVE BY JUNE 30, 2018

- All EmployIndy staff members have a clear understanding of current federal funding regulations and limitations
- EmployIndy has identified best practice outcome measures that funding recipients will be required to track across all funding streams to effectively demonstrate progress through the Workforce Ecosystem
- The model for selecting funding recipients based on new requirements is in place
- EmployIndy is prepared to administer funding in FY2018-2019 with new requirements

3A ACTION PLAN

TO IMPLEMENT JULY 1, 2017 – JUNE 30, 2018

<h4>MESSAGING AND PARTNERSHIPS</h4> <ul style="list-style-type: none"> • Provide staff and partner training on federal funding sources to ensure understanding of current regulations and limitations • Work with employers to gain an understanding of training needs to support the development of more effective training programs • Clearly communicate identified employer needs with CBOs and community partners in targeted impact areas and how these needs translate to ensuring effective training and certification programs • Create and implement a communications strategy that clearly articulates EmployIndy’s focus on targeted impact areas, new eligibility and evaluation requirements for funding recipients, and supports that will be provided by EmployIndy to all Workforce Ecosystem partners in targeted impact areas (including established organizations and grassroots initiatives) 	<h4>PROJECT MANAGEMENT</h4> <ul style="list-style-type: none"> • Identify best practices in outcome measures based on effective models like Centers for Working Families and secondary research • Determine specific outcome measure requirements for FY2018-2019 funding recipients based on these best practices • Define tiers of “high potential organizations” and the level of support EmployIndy will provide to each tier • Leverage use of CRM and partnerships to continue progress toward developing a single record for individuals who receive services from multiple providers and funding sources
<h4>HUMAN CAPITAL</h4> <ul style="list-style-type: none"> • EmployIndy staff shadow CBOs to gain an understanding of technical support needs 	<h4>FINANCE & DEVELOPMENT</h4> <ul style="list-style-type: none"> • Develop a funding strategy for supporting community based organizations that is not limited by WIOA regulations • Seek funding for improving data collection



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

YEAR 1 TARGET OUTCOMES

TO ACHIEVE BY JUNE 30, 2018

- Work One relocation is complete
- Individuals served through WorkOne who live in targeted impact areas have increased X% over last fiscal year

3B ACTION PLAN

TO IMPLEMENT JULY 1, 2017 – JUNE 30, 2018

<p>MESSAGING AND PARTNERSHIPS</p> <ul style="list-style-type: none"> • Develop a mobile communication strategy that includes face-to-face outreach at block parties, job fairs, and other events in targeted impact areas • Develop and share an easily accessible and accurate calendar that communicates to job seekers where and when WorkOne resources are available • Select partner organizations that actively support building racial equity when expanding on-site WorkOne services throughout Marion County 	<p>PROJECT MANAGEMENT</p> <ul style="list-style-type: none"> • Close WorkOne North location • Expand services at primary WorkOne location • Based on economic modeling resources, community needs, and partnerships, determine new one-stop WorkOne Center location and logistics
<p>HUMAN CAPITAL</p> <ul style="list-style-type: none"> • Staff participate in racial equity training(s) to inform strategies for ensuring inclusion in decision making, partnerships, and service provision • Engage in inclusive staff recruitment efforts that focus on building racial equity at EmployIndy's direct service level • Deploy WorkOne staff to provide on-site services at CBOs throughout Marion County based on data about access points for residents of targeted impact areas • Dedicate staff to serve as a community liaison between EmployIndy and CBOs and partners in targeted impact areas 	<p>FINANCE & DEVELOPMENT</p> <ul style="list-style-type: none"> • Develop a funding strategy for supporting individuals that is not limited by WIOA regulations



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

YEAR 1 TARGET OUTCOMES

TO ACHIEVE BY JUNE 30, 2018

- Overlapping community and economic development initiatives have been identified in each targeted impact area
- EmployIndy is actively represented on committees, task forces, and/or working groups for at least X community and economic development initiatives

3C ACTION PLAN

TO IMPLEMENT JULY 1, 2017 – JUNE 30, 2018

<h4>MESSAGING AND PARTNERSHIPS</h4> <ul style="list-style-type: none"> • Determine specific areas of alignment between EmployIndy's objectives and other community and economic development initiatives • Develop clear messaging about the city's urban workforce landscape to appeal to employers and economic development partners • In partnership with economic development partners, identify the supports required for employers to invest in target impact areas • Leverage partnerships with community and economic development initiatives to encourage employers to locate in and/or hire from target impact areas 	<h4>PROJECT MANAGEMENT</h4> <ul style="list-style-type: none"> • Identify targeted industry sectors in Central Indiana with high demand for entry level employees • Aggregate sector-specific information with support from a consultant to help define demand • Utilize CRM to share relevant information internally between community task forces, committees, and working groups
<h4>HUMAN CAPITAL</h4> <ul style="list-style-type: none"> • Increase staff training on sectors with high demand for entry level employees • Strategically place staff on committees, taskforces, and working groups for aligned community and economic development initiatives 	<h4>FINANCE & DEVELOPMENT</h4> <ul style="list-style-type: none"> • Explore social entrepreneurship incubator opportunities to creatively fill funding gaps