

A photograph of the Indianapolis skyline under a clear blue sky. The Bank of America Tower is the most prominent building on the left, with the Salesforce logo visible near its top. To its right is the Indiana State Capitol building, which is partially covered in yellow scaffolding. Further right are several other skyscrapers, including one with a 'FIFTH THIRD BANK' sign. In the foreground, there are green trees and a red-tinted area at the bottom of the image.

# Employ<sup>★</sup>Indy

2017-2018  
ANNUAL REPORT



As the Indianapolis market continues to gain notable economic strength, it's been a great privilege to work alongside Mayor Joe Hogsett, his distinguished cabinet and administration, and the entire Workforce Development Board for Marion County to elevate EmployIndy in the 21st Century skills economy.

In June 2016, behind many months of an executive leadership search and as the organization was on the doorstep of a new program year, Angela Carr Klitzsch was appointed President and CEO and Marie Mackintosh was announced as the new Chief Operations Officer of EmployIndy. Their collective and forceful experiences in philanthropy, economic development, and adult education and skills training were just the muscle needed to innovate local workforce development investments and influence under a new federal act and city administration.

After a year of exhaustive planning and more than one hundred

“ **To say the past two years have been transformative for EmployIndy understates the team’s unrelenting determination and ingenuity...**

stakeholder interviews, partner convenings, and community forums, EmployIndy launched a five-year Strategic Plan in August 2017 to realize its new vision – for all Marion County residents to have access to services and training necessary to secure a livable wage and grow in a career that meets employer demand for talent.

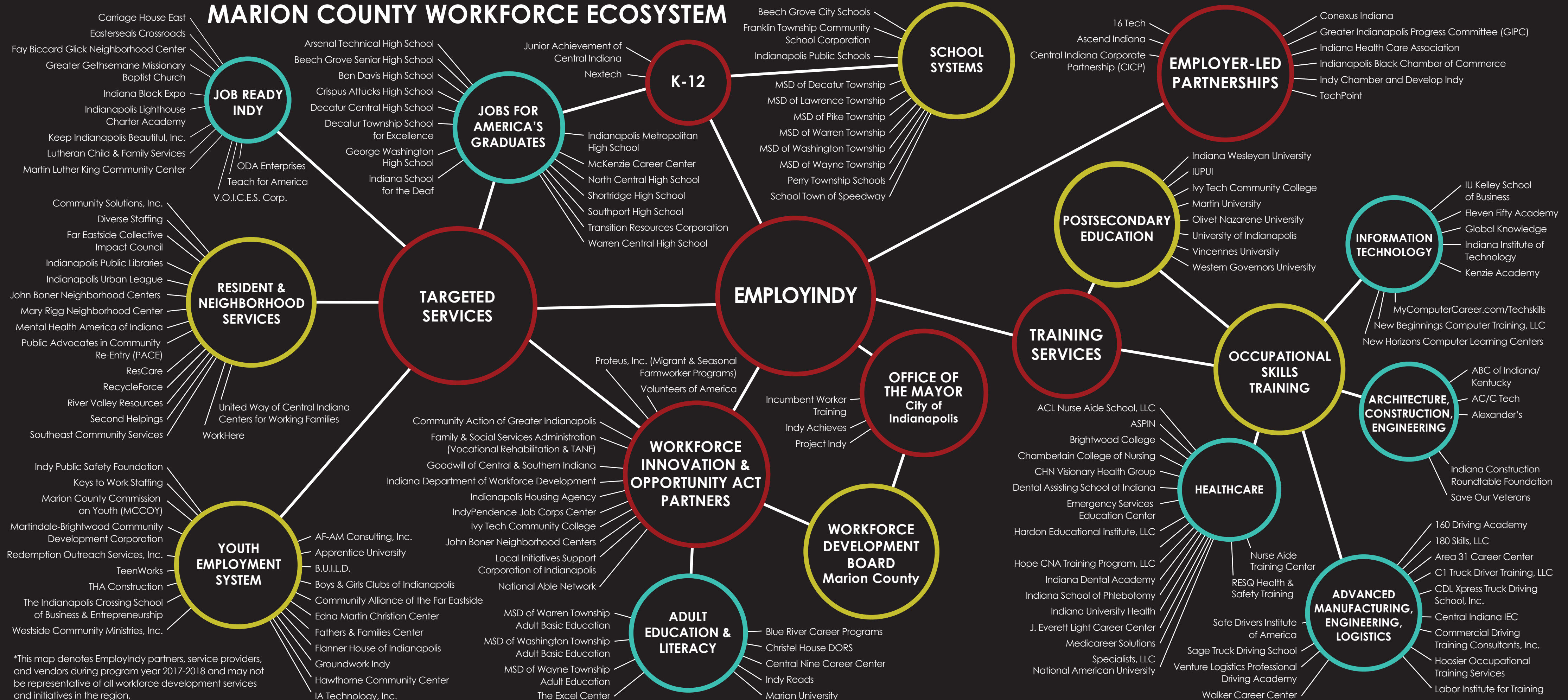
EmployIndy has partnered closely with key organizations that also possess the expertise and capacity to address segments of the labor market. Together, the Indy Chamber, the City of Indianapolis, EmployIndy, the Indiana Economic Development Corporation, the Indiana Department of Workforce Development, and Ascend Indiana have aligned a regional vision and strategy for coordinating workforce development efforts in times of unprecedented low unemployment, moderate labor force participation, and rapidly increasing jobs. This changing landscape brings about continued promise for low- and middle-skill workers with key partners cooperating on regional initiatives like Opportunity Jobs, Inclusive Growth, Anchor Institutions, and legislative priorities including Next Level Jobs, graduation pathways, and work-based learning and apprenticeship.

To say the past two years have been transformative for EmployIndy understates the team’s unrelenting determination and ingenuity in addressing the evolving landscape of workforce development, supporting a complex system, and lifting up the obstacles that impede jobs to careers advancement. This report proudly marks tremendous accomplishments toward significantly transforming and growing the local workforce ecosystem as year one comes to an end.

Joyce Irwin  
Board Chair, Marion County Workforce  
Development Board



# MARION COUNTY WORKFORCE ECOSYSTEM



**In August**, EmployIndy's five-year Strategic Plan was completed and approved by the Marion County Workforce Development Board. It was the product of a full year of research, focus groups, interviews, surveys, listening sessions, and meetings to prioritize and best address the most prominent needs of Marion County's low- to middle-skill workforce. The Plan centers around three strategic goals that address



key needs of priority populations by creating an effective workforce ecosystem with an intentional focus on target impact areas to meet the needs of residents most affected by poverty and unemployment.

As this is EmployIndy's first year acting upon the direction of this Strategic Plan, these goals and objectives have guided the priority initiatives and activities detailed throughout this report.

## GOAL

# 1

**To help create a city-wide environment that will support an effective workforce ecosystem for all neighborhoods in Indianapolis, EmployIndy will...**

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

**To achieve this goal, EmployIndy will...**

Provide direct support to employers to hire and skill-up a qualified entry-level workforce.

Advocate for local and statewide legislation, policies, and practices that reduce barriers for employers and job seekers.

## GOAL

# 2

**To prepare young adults throughout Indianapolis to participate in this workforce ecosystem as they reach adulthood, EmployIndy will...**

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

**To achieve this goal, EmployIndy will...**

Provide young adults with opportunities to prepare for sustainable employment.

Develop a robust network of providers focused on re-engaging and supporting young adults who have disconnected from school.



# GOAL

# 3

To help create this ecosystem for job seekers in the most disinvested neighborhoods of Indianapolis, EmployIndy will...

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

To achieve this goal, EmployIndy will...

Allocate EmployIndy resources to high potential organizations located in targeted impact areas.

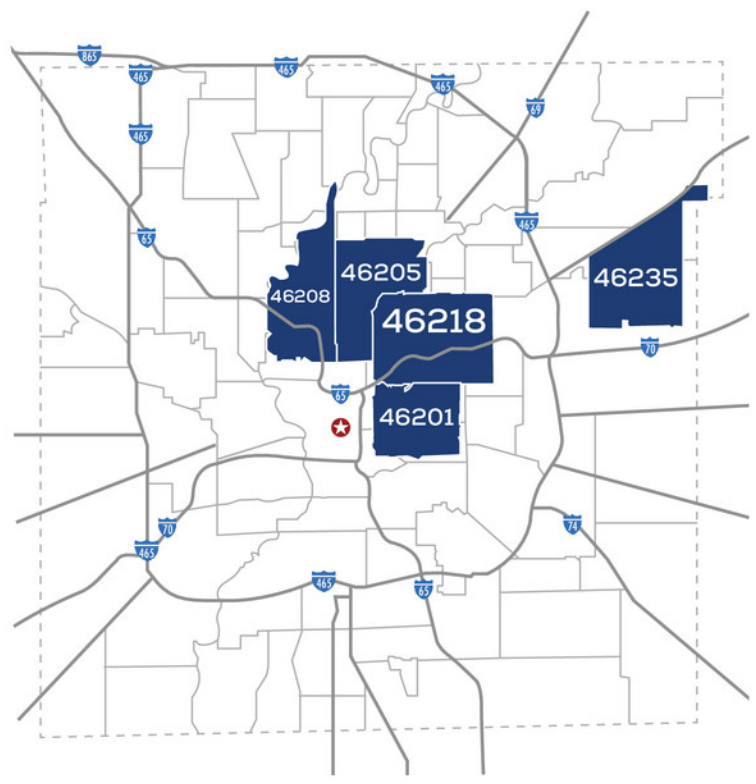
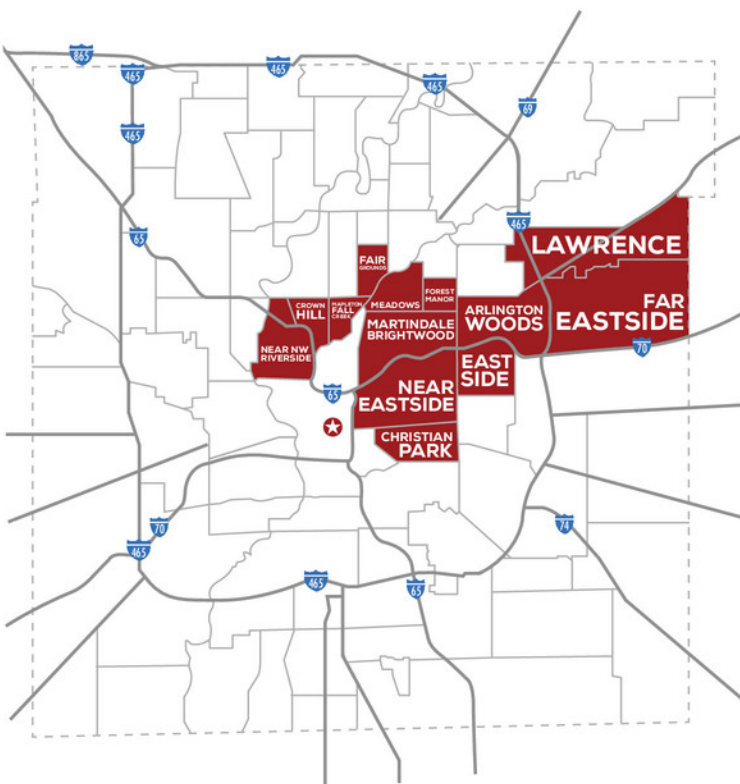
Align EmployIndy resources to individuals experiencing barriers in targeted impact areas.

Leverage city-wide and neighborhood-based community and economic development initiatives.

## TARGET IMPACT AREAS



Beginning with a focus on the Indianapolis zip codes of disinvested areas prioritized by Mayor Hogsett's Office, 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:





**“By lessening the financial burden on our neighbors during this period of transition and incentivizing companies to hire these talented individuals, we can help to provide support for the short- and long-term success of our displaced workers and their families.”**

Joe Hogsett  
Mayor, City of Indianapolis

## RESPONDING TO JOB LOSS

The loss of legacy jobs has hit Marion County hard in the past two years due to changing technology, automation, trade, outsourcing, and rising business expenses. As these positions disappear, they are juxtaposed with an economy thriving in modern technology. Displaced workers are faced with a traumatic challenge - both personally and professionally - which they must navigate to find their next step.

Rapid Response services are coordinated and delivered by EmployIndy Business Solutions and Career Services teams during closures to transition workers to available jobs aligned with existing occupational skills. In the case of a large-scale layoff like Carrier, EmployIndy worked with company management, USW 1999, Mayor Hogsett's Office, Indiana Department of Workforce Development, the City-County Council, and others to address barriers by providing individualized services to workers eager to skill-up for the next step in their career. In July, Mayor Hogsett announced the city's Carrier Fund to provide supplemental transition assistance for workers and hiring incentives for potential employers.

Additional efforts included:

- ★ Co-location of WorkOne Indy career navigators on site at Carrier to enroll separated workers in Trade Adjustment Act benefits and Workforce Innovation and Opportunity Act services
- ★ Development of detailed career pathways with the Council for Adult and Experiential Learning - for in-demand industries like construction, aerospace, and information technology - that are specific to the job profiles of displaced workers
- ★ Promotion of available services through in-person registration events, postcards, geo-targeted online advertising, and **branded media content**

Creating and braiding comprehensive services and supports has led to over 300 displaced Carrier workers accessing benefits and participating in on-site hiring events in the past year. And while companies like Carrier and Rexnord have seen a great deal of media attention related to their worker displacements, resulting in some job retention and unique benefits, well over 1200 other Indy jobs were affected between January and August 2018 in retail and transportation, distribution, and logistics. Our profound experience with Carrier has elevated EmployIndy's expertise to respond to the unique needs of dislocated workers through identifying the necessary services and supports and engaging critical partners.

## REBRANDING EMPLOYINDY

EmployIndy leaned into the announcement of the Strategic Plan as a turning point in the organization, thus rebranding to create a more reflective mission, vision, and message. This included modernizing communications and improving engagement of our broad audience - service providers, employers, community leaders, and funders. This work has resulted in a better-informed and engaged network of partners, influencers, and advocates.



In August, the new, interactive **EmployIndy.org** was launched, increasing the number of unique pageviews to 52,426 in program year 2017. The new site includes a **calendar** of organizational and community events, a **blog** for news and success stories, and **resources** for service providers, including industry-specific career matrices, displaced worker career pathways, tips for case management, employability skills videos, and more.

EmployIndy also implemented a weekly workforce ecosystem newsletter, **"Employing Indy,"** to provide a regular touch to nearly 400 workforce development professionals in the region, sharing timely technical assistance, policy updates, best practices, and the good news of practitioners in the field.

Over the year, we have significantly grown our social media activity to highlight events and participant success in real time, promote upcoming events, and share relevant news and research. By targeting messaging per platform, we have expanded our reach by 710% among Instagram, Twitter, Facebook, and LinkedIn.

To build positive brand awareness, EmployIndy has been deliberate about increasing active participation at community events such as Grow with Google, in job and opportunity fairs at locations where youth and young adults gather, and in speaking engagements where members of our leadership can influence and guide the local workforce narrative. Expanding our online reach and deepening our community engagement aren't the only results of intentional rebranding; EmployIndy has reached over 1.3M individuals through media exposure this year, including **The Washington Post** and **CNBC**. ▶

**EmployIndy guides the local workforce ecosystem and makes strategic investments to remove barriers to quality employment for underserved and underrepresented residents.**

*EmployIndy Mission Statement, Adopted August 2017*

JUL  
2017

AUG  
2017



# SCALING SUMMER YOUTH EMPLOYMENT

When Mayor Hogsett took office in 2016, he called upon influential partners throughout the city to increase youth employment opportunities through a unified, comprehensive summer jobs initiative – Project Indy – to quickly stunt crime and spur economic growth throughout our neighborhoods.

In September, Mayor Hogsett's call to employ 2000 young people through Project Indy 2017 was met with success - up by 100% from 2016 - through the unique geo-targeted digital interface of the Project Indy app, and a working collaboration with EmployIndy, Mayor Hogsett's Office, Marion County Commission on Youth, and the Greater Indianapolis Progress Committee (GIPC).



OVER **5000**  
YOUTH SIGN-UPS  
AND OVER **120**  
EMPLOYERS DURING  
Q3 & Q4

Project Indy's 2018 kick-off in January established a new challenge: to employ 3000 young adults. Highlights from summer 2018 include:

- ★ Promotion of the initiative through a series of "Summer Jobs Sundays" at various churches around Indianapolis
- ★ Recruitment of youth and young adults at job fairs through high schools and community organizations, including Congressman Carson's Youth Opportunities Fair
- ★ Simplification of the online signup process for both participants and employers, while also adding engagement opportunities for employers beyond employment

EmployIndy drastically boosted marketing to private sector employers by recognizing a top Project Indy employer, McDonald's Faith & Goodness Corporation of Indianapolis, with the Excellence in Youth Employment Award at the 17th Annual Mayor's Celebration of Diversity Awards. In addition, EmployIndy engaged business members of GIPC and leveraged the power and relationships of the Business Solutions team to engage employers in hiring youth.

By elevating exposure to employers, Project Indy saw a significant increase in private sector business participation to nearly 70% of all employers registered on the app powered by WorkHere. Through funding from the City of Indianapolis, the U.S. Department of Labor, and various philanthropic investments, Project Indy has served as a city-wide catalyst to ensure that employers and young workers prioritize youth employment for a pathway to future success.

# ACCELERATING WORK-BASED LEARNING

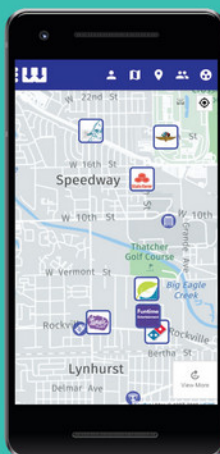
Youth employment rates are at historically low levels, yet **research** has shown that every year an individual works in their teen years significantly increases their lifetime earnings. To increase career prospects and economic mobility, EmployIndy subsidized 475 work experiences through a U.S. Department of Labor Career Pathways for Youth grant over two years.

In October, a delegation of partners began site visits to Academies of Nashville, PTECH New York, and Denver Public Schools CareerConnect to research how to best implement the EWIN Education-Workforce Partnership Planning Grant received earlier in the year. The grant supported the necessary partnership engagement activities required to begin implementation of Indianapolis Public School's (IPS) Health Sciences Career Academy (HSA) at Crispus Attucks High School.

Through this partnership, EmployIndy and IPS assembled a 20-member advisory committee, conducted occupational skills mapping to align curricula, guided design of career and employer engagement activities along a work-based learning continuum, and began integration of Job Ready Indy in all four HSA program pathways. Nearly 200 career exploration and student experiences occurred between mock interviews and Opportunity Days. In 2018, EmployIndy and IPS are expanding the partnership to impact and support all six of the new College- and Career-Themed Academies, including necessary systems and resources.

The work-based learning continuum progresses from less intensive exploratory experiences to the ultimate goal of paid employment or dual-enrollment. To that end, EmployIndy is also working to increase apprenticeship opportunities in nontraditional industries such as healthcare where demand and turnover are high.

*WorkHere won TechPoint's Innovation of the Year Mira Award for their mobile app, which powers Project Indy's connectivity*



To address increasing skills gaps and a constricted pipeline of workers, EmployIndy received a grant from the Indiana Department of Workforce Development to partner with the Indiana Health Care Association (IHCA) to create registered apprenticeships. The first step to expanding the apprenticeship model of training to long-term care providers has been intensive education of IHCA's membership, including the business case and resources available for offering registered apprenticeships.

**EmployIndy Business Solutions worked with IPS to establish the HSA Advisory Committee with public and private sector engagement from:**

- ★ American Senior Communities
- ★ Black Nurses Association
- ★ Indiana Department of Workforce Development
- ★ IU Health
- ★ IU School of Health & Rehabilitation Sciences
- ★ IU School of Medicine
- ★ IUPUI School of Health Informatics
- ★ Ivy Tech Community College
- ★ Senior1Care
- ★ St. Vincent Health
- ★ Stonecrest of Meridian Hills
- ★ Trilogy Health Services, LLC

SEPT  
2017

OCT  
2017



# ENGAGING OUR NEIGHBORHOODS

EmployIndy is working to be representative of the unique needs of Marion County residents by ensuring workforce services are accessible in all target impact areas.

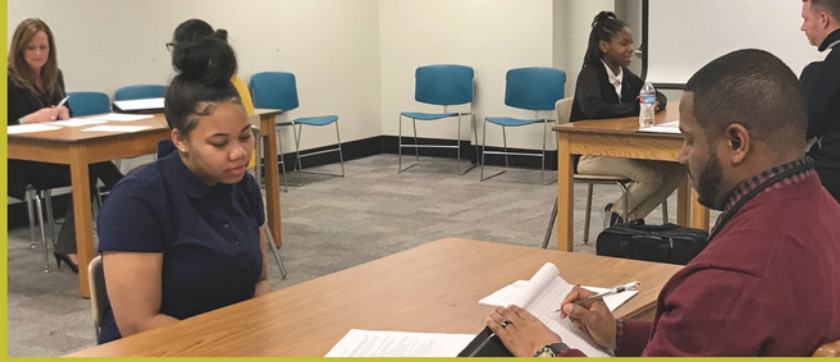
In November, WorkOne Indy career navigators began co-location at Ivy Tech Community College Indianapolis - in the heart of 46208. Mission alignment of job placement for students and centralized access in a target area results in WorkOne services for both students and area residents, reaching dozens of people who otherwise may not have access to job and career services.

WorkOne Indy is also now embedded in seven Indianapolis Public Library branches, located in high-need areas of the city. Neighborhood-based locations are continually being evaluated for co-location where EmployIndy Career Services can be additive to existing workforce services, and in places where residents already go to access the internet for job search, attend job readiness workshops, or seek job training to skill up.

Expanding access to career services is only one piece of the puzzle. EmployIndy is actively engaged in community and economic development initiatives, participating as a working member and bringing both financial and human resources to the table. Cited as a best practice by the U.S. Conference of Mayor's Workforce Development Council, the Far Eastside Collective Impact Initiative works to ensure all area families are educationally successful, economically secure, and healthy.

To increase residents' access to Adult Basic Education, career, employment, and wrap-around services, through support of The Glick Fund, EmployIndy has:

- ★ Convened an employer roundtable to discuss talent and skills needs for their entry-level positions to better inform area service and training providers
- ★ Hosted mock interview days for 48 residents with Starbucks and four other area employers to offer resume reviews, resulting in direct job training and job placements for some
- ★ Organized five job fairs at WorkOne Indy East in collaboration with Anthem to fast track HIP 2.0 recipients and other job seekers to available job opportunities, resulting in over 20 direct hires
- ★ Launched a partnership with the Community Alliance of the Far Eastside where innovative strategies and processes are being implemented to assist residents in the transition from "A job" to a higher-paying "Better job"



↑ EmployIndy staff partnered with multiple employers to conduct mock interviews and resume reviews on the Far Eastside

## BUILDING A YOUTH EMPLOYMENT SYSTEM

An estimated 30,000 youth and young adults, ages 16-24, are disconnected from education and employment in central Indiana for a variety of reasons, such as homelessness, criminal history, lack of family support, and inadequate access to job training. EmployIndy is strategically investing funds to help community organizations that directly provide services to these Opportunity Youth so collectively we reach 6,000 of these young people over two years.

In December, EmployIndy was awarded \$5.2 million in grants from the Lilly Endowment to strengthen the services we offer to local organizations that help youth and young adults connect to education support, training, and job coaching through the Youth Employment System (YES).

A \$3 million grant is currently helping to conduct market analysis that will inform a comprehensive plan to improve outreach to youth and young adults, so they can learn about employment options, education assistance, and job training that can help them find work and begin to build their careers. Funds are also helping EmployIndy increase and strengthen its engagement with Indianapolis employers seeking job-ready youth and young adults, as well as building necessary capacity and systems for organizations to expand and monitor service delivery.

A second grant of \$2.2 million will provide continued general operating support to the providers serving youth and young adults who are part of YES, which the Lilly Endowment began funding in 2003. Over 15 years, YES has empowered 5,570 low-income individuals, ages 16-24, to complete their education, secure jobs and strengthen work skills. YES does this through career counseling and offering critical financial support for child care, transportation, and training.

“The future prospects for thousands of youth in our community depend on their ability to find and qualify for jobs that will pay them a livable wage and place them on a promising employment pathway for the future.”

N. Clay Robbins  
Chairman, President & CEO, Lilly Endowment Inc.



# INVESTING IN UNDERSERVED WORKERS

Many of our city's untapped and diverse workers reside in high-need, low-income neighborhoods. To access this essential pipeline of residents, EmployIndy intentionally partners with community-based organizations that are preparing job-ready workers at the neighborhood level. Resources are specifically distributed to enhance both existing and growing employment and training programs in our target impact areas.

Since 2011, EmployIndy has awarded over \$3 million on behalf of the City of Indianapolis Department of Metropolitan Development through the Community Development Block Grant (CDBG) Public Service Job Training program. These strategic investments have resulted in neighborhood-level employment services for over 6300 residents and add capacity for community-based organizations working directly with underserved individuals in disinvested neighborhoods. In January, EmployIndy [announced CDBG awards](#) to strengthen innovative training programs and services provided by Fathers & Families Center, Indianapolis Urban League, Mary Rigg Neighborhood Center, RecycleForce, and Second Helpings.

Similarly, EmployIndy partnered with United Way of Central Indiana to increase capacity of the Bridges to Career Opportunities program operating in area Centers for Working Families. Academic-occupational "bridge" programming helps low-skilled workers to improve literacy and technical skills leading to "Better jobs" in targeted sectors of healthcare and manufacturing. Support from the Indiana Department of Workforce Development for the state-funded WorkINdiana program increases the rates at which Adult Education students or Jobs for America's Graduates transition to postsecondary. This year we piloted investment in high-performing programming at Mary Rigg Neighborhood Center, John Boner Neighborhood Centers, Edna Martin Christian Center, Southeast Community Services, and Indianapolis Urban League to provide on-ramps that lead to entry-level job placement on pathways to a career.

**“ The CDBG and WorkINdiana funds provided by EmployIndy ensure that Indianapolis Urban League’s Training Works program participants are equipped with the tools and resources needed to complete training and reach self-sufficiency. ”**

Tony Mason  
President & CEO, Indianapolis Urban League

Representatives from various employers attend a session with Amazon Career Choice to connect to a pipeline of skilled workers



## UPSKILLING FOR BETTER JOBS

Pioneering employers are creating opportunities for workers that begin with employees' end in mind, and they are proactively providing incumbent workers the flexibility and resources to build their skills and pursue their career goals, whether in-house or in another industry. When the Amazon Career Choice Roadshow came to Indy in February, making it possible for hourly associates to upskill for a "Better job," EmployIndy found a unique opening to impact many area Amazonians looking to advance their career.

Relentlessly working to remove talent barriers for employers, EmployIndy Business Solutions brokered relationships to connect healthcare and other industry employers directly to this talent pipeline. By fostering these connections, employers can influence high-demand training offered to Career Choice workers (like completion and certification of a cohort of clinical medical assistants). In so doing, these partnering employers have the first opportunity to recruit these experienced and skilled workers for available jobs. To enhance marketability of these workers, EmployIndy has also provided on-site career interest and employment fairs, work readiness workshops, resume development assistance, and networking workshops.

Internally, Amazon has cited its partnership with EmployIndy as a best practice for other Career Choice sites around the country. Amazon found that upon connecting directly with other in-demand employers locally, participant interest increased with concrete assurance of available jobs and eager employers. Upon retention of foundational employment, progression from A job, to a Better job, to a Career, EmployIndy's ABC continuum, offers workers concrete steps toward career aspirations while simultaneously preparing skilled talent for in-demand positions.

JAN  
2018

FEB  
2018



# PREPARING A JOB-READY WORKFORCE

Dissatisfaction with workplace readiness and skills of youth and adult workers alike are often cited as the greatest challenge in hiring and retaining talent, whether entry-level or above.

Through collaboration with the Indy Chamber, Mayor Hogsett's Office, and youth service provider partners, EmployIndy has developed **Job Ready Indy** as a clearinghouse for Marion County educators and workforce development providers to badge students and job seekers who demonstrate the key competencies essential to excel in the workforce. This set of competencies is aligned to Indiana's Employability Skills and fine-tuned based on input and validation from Indy-area employers. The six badges of Job Ready Indy include Mindsets, Self-Management Skills, Learning Strategies, Social Skills, Workplace Skills, and Launch a Career.

Since kicking off in March, 61 schools and community organizations have been trained to badge participants either through alignment of their existing work readiness curriculum or by utilizing curriculum created by EmployIndy. Among these organizations, 86 trainers are authorized to deliver Job Ready Indy curriculum, and 22 are now approved to badge participants. More than 380 young adults have already mastered all six badges in the first few months of the initiative. As badges are completed, they automatically populate to participants' Project Indy profiles for visibility to employers.

To complement Job Ready Indy curriculum, 15 employability skills videos produced by Ascend Indiana and EmployIndy help job seekers put their best foot forward, providing resume tips, real-life examples of the workplace, and practical guidance for job seekers to take their next step. These videos feature Marion County employers and are made available for use by approved organizations to integrate in work-readiness programming.



↑ A cohort of 25 Opportunity Youth completed all six badges this summer

**“ This badging system will not only afford peace of mind for an employer but build a strong foundation of talent for Indianapolis as we focus our efforts on inclusive growth to meet local labor needs. ”**

Michael Huber  
President & CEO, Indy Chamber

## CULTIVATING EMPLOYER RELATIONSHIPS

This year EmployIndy Business Solutions connected with over 1000 employers, ranging from the simple creation of employer accounts in Indiana Career Connect to development of robust five-year talent pipeline plans. Ramping up these relationships is crucial to the execution of our strategic plan, as understanding talent demand is critical to ensuring a local supply of work-ready individuals.

Small hiring projects are often the starting point that lead to more involved engagement in workforce development. Since **working with software company Greenlight Guru** to help grow their software engineering team by 25%, the company has deepened its involvement with EmployIndy initiatives and become vocal in the tech community about the importance of skilling up the local workforce.

In April, EmployIndy held an employer convening with 30 hiring decision-makers where a panel of prominent business leaders shared their experience with EmployIndy and stressed the importance of engaging with workforce development, along with breakout conversations where employers could more directly discuss their needs and engage with EmployIndy staff.

Working with LeadersUp, EmployIndy developed a Return on Investment Calculator for employers to assess the value add of tapping into recruitment, talent development, and training services of Business Solutions. This tool evaluates the true cost of turnover and hiring, and it provides insight into industry standard pay rates to help ensure equitable pay for in-demand jobs.

**“ Not only do we wholeheartedly support your mission, we were surprised and delighted at how easy it is to work with EmployIndy. ”**

David Odmark  
Co-founder and CTO, Greenlight Guru

As we are intentional about increasing work-based learning and access to jobs for youth through initiatives like Project Indy, Jobs for America's Graduates, and Job Ready Indy, employer interest continues to grow. EmployIndy utilized both in-person events and online surveys to recruit over 150 businesses and individuals who want to engage with young adults. In so doing, their interaction will generate interest in work for young adults through activities such as guest speaking, mentoring, mock interviewing, resume reviews, and on-site tours.

MAR  
2018

APR  
2018



# EMPOWERING POSTSECONDARY READINESS

EmployIndy has invested aggressively in launching and scaling prevention strategies for at-risk youth and intervention strategies for Opportunity Youth to: prevent dropouts; re-engage dropouts in education-employment activities; provide tools and work experiences to be job ready; and offer supports that safeguard postsecondary success.

**Jobs for America's Graduates (JAG)** is a school-to-career program dedicated to preventing dropouts among young people who are most at-risk, serving 4,753 Marion County students since 2007. For students with significant barriers to academic and career success, JAG has scaled to operate 18 programs in 14 high schools in the next school year. This year, EmployIndy piloted the College Success Program at Ivy Tech Community College Indianapolis (ITCC) to connect JAG students to its postsecondary programs and create continuity and the support of the JAG program once they have enrolled.

**“ Ivy Tech is proud to be an educational partner with the City of Indianapolis in this important program. Indy Achieves will help remove educational barriers and is in line with Ivy Tech’s goal of helping more Hoosiers attain high-value degrees and certificates. ”**

Kathleen Lee  
Chancellor, Ivy Tech Community College  
Indianapolis

In May, after a year-long effort by the Indianapolis Promise Task Force to assemble recommendations on how to ensure two-thirds of all Marion County residents are job-ready by 2027, Mayor Hogsett announced **Indy Achieves**. Housed at EmployIndy, its mission is to ensure our local economy has the requisite talent supply to fill available jobs by piloting, evaluating, and scaling proven practices that improve: postsecondary access; postsecondary completion for all

Indy Achieves students enrolled at IUPUI and ITCC; and alignment and placement in careers with purpose and value.

May also saw the soft launch of the new **Pivot Re-Engagement Center** at the Finish Line Boys and Girls Club of Indianapolis on the Far Eastside. Due to the elusive nature of Opportunity Youth, Pivot engages these young adults first through recreation, such as basketball and other positive social activities, and then builds trusting relationships that encourage the next step in education or employment.

Pivot re-engagement facilitators, or REFs, mentor young adults and, when ready, enroll them in a two-week boot camp designed to develop the skills that fuel motivation, confidence, persistence, and resilience. Upon completion of the program, participants earn two Job Ready Indy badges and are connected with either direct employment or to a career navigator from Community Alliance of the Far Eastside. Through funding from the Starbucks Foundation, Central Indiana Community Foundation, The Indianapolis Foundation, and the Lilly Endowment, EmployIndy is proving out a concept to be replicated in other target impact areas.

## ENSURING AN EFFECTIVE ECOSYSTEM

EmployIndy and community stakeholders recognize the importance of ensuring that an effective workforce ecosystem is in place to build skilled talent. Through a collaborative network of cross-sector partners including employers, community-based organizations, educators, training providers, and other system-wide supports, EmployIndy has taken a collective impact approach to coordinating this work.

Collective impact is the commitment of a group of partners from different sectors to a common agenda for solving a complex social problem. In this instance, developing a collaborative workforce ecosystem helps all Marion County job seekers address barriers so that they can effectively meet the demands of employers across the ABC continuum. This effort requires broad cross-sector coordination. As the workforce ecosystem coordinator, Local Initiatives Service Corporation (LISC) Indianapolis, provides leadership and backbone support for the many implementation partners – both public and private – who are critical to the success of our system.

LISC conducted deep analysis of the gaps in our local workforce ecosystem to identify prevailing needs of career navigators and frontline staff to provide quality career services that result in good and promising jobs. To connect these professionals, as well as occupational skills training programs, LISC moderates a monthly Ecosystem Enrichment to deliver diverse resources that can be leveraged to address talent development challenges.



In June, LISC convened all Workforce

**Dot Transportation presents at Ecosystem Enrichment**

Innovation and Opportunity Act partners to reconnect points of contact, learn about each partners' respective roles, and reinvigorate working relationships. LISC and EmployIndy hosted representatives from Job Corps, Proteus, Indiana Department of Workforce Development, Indiana Family and Social Services Administration Vocational Rehabilitation, Indianapolis Housing Authority, Goodwill of Central & Southern Indiana, and various Adult Education providers and community-based organizations around Indy.

MAY  
2018

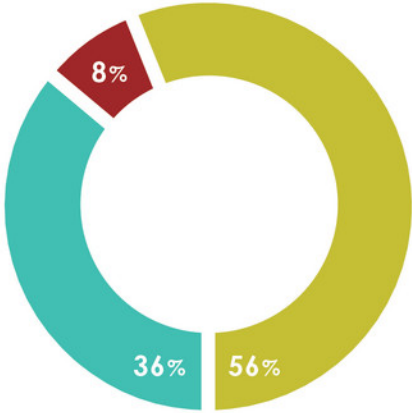
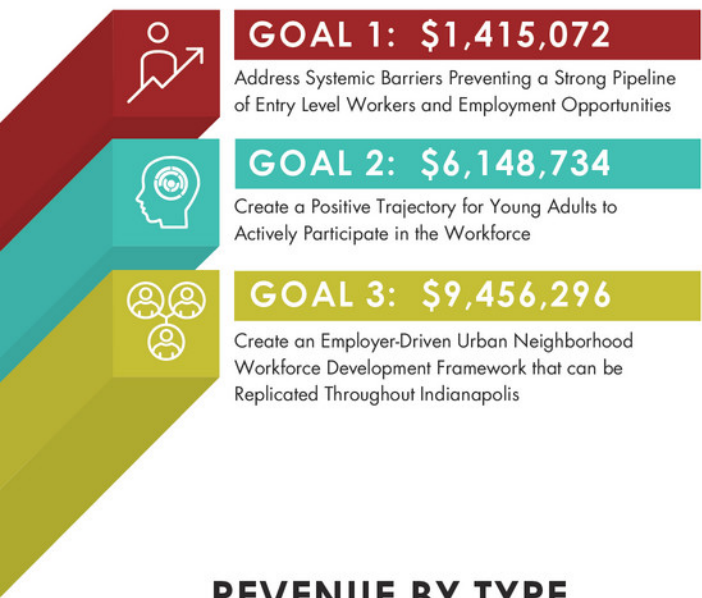
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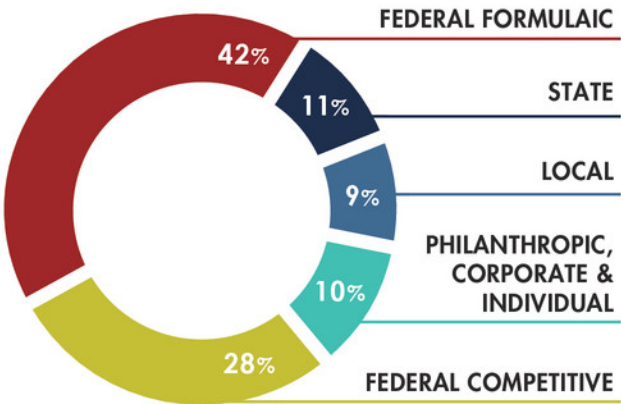
# TOTAL EXPENDITURES FOR PROGRAM YEAR 2017:

\$17,020,101

## EXPENDITURES BY STRATEGIC GOAL



## REVENUE BY TYPE



## FUNDING SOURCES

Annie E. Casey Foundation  
Central Indiana Community Foundation (CICF)  
Education Workforce Innovation Network (EWIN)  
Genesys Works  
Indiana Department of Workforce Development  
Indianapolis Neighborhood Housing Partnership  
JPMorgan Chase & Co.  
Lilly Endowment, Inc.  
Nina Mason Pulliam Charitable Trust  
PNC Foundation  
Starbucks Foundation  
The City of Indianapolis  
The Glick Fund, a CICF Fund  
The Indianapolis Foundation, a CICF Affiliate  
U.S. Department of Labor

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