EmployIndy Executive Committee Meeting
EmployIndy
101 W. Washington St., Suite 1200
Indianapolis, IN
Wednesday, June 10, 2026
1:00pm

Meeting Agenda

- Welcome and Call to Order
- Review and discuss new 3-year strategic plan
    - TCG will be presenting
- Review and discuss FY26-27 Budget
- Adjournment

This agenda is subject to change until officially posted, in order to meet the notice requirements of the Indiana Open Door Law and applicable nonprofit public meeting policies.

EmployIndy

Indianapolis Private Industry Council, Inc.

Fiscal Year 2026-2027

Expense Budget by Department

Department	Personnel	Contracted Services	Service Providers/ Sub-recipients	Administration	TOTAL	FY25-26 Budget
Executive	$ 958,106	$ 575,001	$ -	$ 29,610	$ 1,562,716	$ 1,428,869
Development & Communications	$ 693,807	$ 400,456	$ -	$ 57,520	$ 1,151,783	$ 581,205
Finance	$ 464,000	$ 201,602	$ -	$ 243,853	$ 909,455	$ 981,624
Human Resources	$ 144,399	$ 24,345	$ -	$ 37,300	$ 206,044	$ 278,439
Information Technology	$ 143,826	$ 294,019	$ -	$ 88,611	$ 526,456	$ 396,036
Research & Strategy	$ 160,116	$ 243,467	$ 50,000	$ 73,500	$ 527,083	$ 1,152,375
Indy Achieves	$ 309,952	$ -	$ 1,270,000	$ 6,880	$ 1,586,832	$ 2,906,481
K-12 Initiatives	$ 649,851	$ 447,560	$ 120,196	$ 11,600	$ 1,229,207	$ 1,472,267
Modern Apprenticeship	$ 663,533	$ 90,000	$ 64,575	$ 101,700	$ 919,808	$ 900,179
Community Career Services	$ 521,421	$ 290,920	$ 4,033,492	$ 134,270	$ 4,980,103	$ 5,607,517
WorkOne	$ 196,768	$ 176,998	$ 2,732,848	$ 389,996	$ 3,496,610	$ 4,787,875
Business Partnerships	$ 698,617	$ 30,000	$ 333,333	$ 37,900	$ 1,099,850	$ 1,857,306
Choice Employers	$ 64,120	$ 9,900	$ 3,000	$ 7,130	$ 84,150	$ 392,186
Talent Bound	$ 298,604				$ 298,604	$ 190,508
Talent Connection	$ 204,765			$ 2,000	$ 206,765	$ 603,869
TOTAL	**$ 6,171,883**	**$ 2,784,267**	**$ 8,607,444**	**$ 1,221,870**	**$ 18,785,465**	**$ 23,536,734**

EmployIndy

Indianapolis Private Industry Council, Inc.

Fiscal Year 2026-2027

Revenue Budget by Fund

Awarding Agency	Funding Source	FY25-26 Carry-In	FY26-27 NEW	Total Revenue	Carry-Forward FY27-28
Bill & Melinda Gates Foundation	Accelerate (ED) Expanding Accelerated Pathways in Indiana	$ 126,000		$ 126,000	
Central Indiana Community Foundation	The Indianapolis Foundation	$ 50,001		$ 50,001	21,272.33
City of Indianapolis Mayor's Office	Community Development Block Grant (CDBG)		$ 550,000	$ 550,000	
City of Indianapolis Mayor's Office	Office of Education Innovation	$ 1,000,000		$ 1,000,000	
City of Indianapolis Mayor's Office	Office of Education Innovation		$ 1,000,000	$ 1,000,000	1,566,667.00
Direct Revenue	Career Scholarship Accounts	$ 123,201		$ 123,201	35,799.00
Direct Revenue	Good Wage Donations	$ 30,000		$ 30,000	
Direct Revenue	Inclusivity Plan Fees - Republic & Blue Polymer		$ 200,000	$ 200,000	100,000.00
Direct Revenue	Inclusivity Plan Fees - Roche		$ 100,000	$ 100,000	100,000.00
Direct Revenue	MAP Employer Fees	$ 92,000		$ 92,000	-
Direct Revenue	Mayor's Celebration of Diversity	$ 125,000		$ 125,000	25,000.00
Eli Lilly and Company Foundation, Inc.	Lilly Corporate		$ 200,000	$ 200,000	403,165.00
IN Dept of Workforce Development	Business Consultant		$ 120,000	$ 120,000	-
IN Dept of Workforce Development	Infrastructure Funding Agreement		$ 250,000	$ 250,000	-
IN Dept of Workforce Development	Power Up (NLJ ETG) 2025	$ 333,333		$ 333,333	-
Indiana Economic Development Corporation	READI	$ 198,758		$ 198,758	-
Indianapolis Bond Bank	Bond Bank	$ 106,000		$ 106,000	-
Indianapolis Bond Bank	Bond Bank		$ 106,000	$ 106,000	106,250.00
John Boner Neighborhood Centers	IndyEast Promise Neighborhood		$ 85,708	$ 85,708	-
JPMorgan Chase & Co.	NSRN	$ 267,628		$ 267,628	-
JPMorgan Chase & Co.	NSRN		$ 375,000	$ 375,000	125,000.00
JPMorgan Chase & Co.	JPMC		$ 100,000	$ 100,000	
IN Dept of Workforce Development	Temporary Assistance for Needy Families (TANF) PY23	$ 325,000		$ 325,000	
Lilly Endowment, Inc.	Enhancing Opportunities	$ 37,000		$ 37,000	48,562.00
Lilly Endowment, Inc.	YES Indy	$ 2,156,465		$ 2,156,465	
Lilly Endowment, Inc.	YES Indy		$ 1,400,000	$ 1,400,000	1,500,000.00
Midwest Urban Strategies	DOL Growth Opportunties	$ 794,418		$ 794,418	610,638.00
National Fund for Workforce Solutions	JPMC Clean Energy	$ 51,632		$ 51,632	
PNC Foundation	PNC	$ 3,000		$ 3,000	-
Richard M. Fairbanks Foundation, Inc.	INCAP through Ascend	$ 50,000		$ 50,000	33,436.67
Richard M. Fairbanks Foundation, Inc.	INCAP	$ 390,000		$ 390,000	183,894.00
Richard M. Fairbanks Foundation, Inc.	RMFF	$ 100,000		$ 100,000	-
Richard M. Fairbanks Foundation, Inc.	RMFF		$ 111,000	$ 111,000	-
Strada Foundation	Innovation in Education-to-Career Coaching	$ 70,187		$ 70,187	
Strive Together	Pathways Impact Fund		$ 700,000	$ 700,000	650,214.00
U.S. Economic Development Administration	EDA Regional Technology and Innovation Hub Program	$ 272,573		$ 272,573	777,607.00
US Department of Labor	Community Project - Congressman Carson's Office	$ 280,000		$ 280,000	
Warren Central High School	Lilly-Warren 2026		$ 90,000	$ 90,000	90,000.00
IN Dept of Workforce Development	WIOA Adult Admin	$ 103,369	$ 121,690	$ 225,059	21,474.77
IN Dept of Workforce Development	WIOA Adult	$ 1,231,661	$ 1,095,213	$ 2,326,874	391,876.89
IN Dept of Workforce Development	WIOA Dislocated Worker Admin	$ 176,823	$ 126,033	$ 302,856	22,241.13
IN Dept of Workforce Development	WIOA Dislocated Worker	$ 1,591,410	$ 1,134,298	$ 2,725,708	417,791.17

IN Dept of Workforce Development	WIOA In-School Youth	$ -	$ 493,332	$ 493,332	194,357.84
IN Dept of Workforce Development	WIOA In-School Youth Work Experience	$ -	$ 123,333	$ 123,333	48,589.46
IN Dept of Workforce Development	WIOA Out-of-School Youth	$ 304,987	$ 493,332	$ 798,319	194,357.84
IN Dept of Workforce Development	WIOA Out-of-School Youth Work Experience	$ -	$ 123,333	$ 123,333	48,589.46
IN Dept of Workforce Development	WIOA Youth Admin	$ 63,604	$ 137,037	$ 200,641	24,182.96
IN Dept of Workforce Development	Workforce Ready Grant	$ 350,000		$ 350,000	-
Institute for Workforce Excellence	Work and Learn		$ 10,949	$ 10,949	
NBA Foundation	NBA 2025	$ 276,697		$ 276,697	
US Department of Labor	YouthBuild	$ 400,704		$ 400,704	82,875.00
	Totals	**$ 11,481,451**	**$ 9,246,258**	**$ 20,727,709**	**7,823,842**

Revenue Budgeted for FY26-27	$18,944,773

FY26-27 Revenue Carried Forward to FY27-28	$1,782,936
Additional Revenue Available for FY27-28	$6,040,905
Total Revenue Available for FY24-28 as of June 2026	$7,823,842

EmployIndy

EmployIndy Executive Committee of the Board of Directors Meeting Minutes
Date: June 10, 2026
Time: 1:0pm
Location: EmployIndy 101 W. Washington St., Suite 1200

1. Call to Order & Welcome

Meeting was called to order at: 1:05 pm

Attendance:

Members Present: Beth Rovazzini, Matt Rust, Rachel Stevens(virtual), Mackenzie Higgins, and Twana Ellis

Members Absent: None

Staff & Guests Present: Amanda Lopez, Nancy Manley, Belinda Denning, Chelsea Meldrum, Ken Clark

Strategic Plan Discussion
Amanda Lopez from TCG presented the draft three-year strategic plan developed following the Board retreat and stakeholder engagement process.

Mission and Vision Statements
The committee engaged in a detailed discussion regarding the proposed mission statement and the language used to describe EmployIndy's role in the workforce ecosystem.
Key discussion points included:

- The importance of maintaining a simple, clear, and externally understandable mission statement.
- Ensuring the mission reflects EmployIndy's role as a workforce intermediary while remaining relevant to employers, funders, and community partners.
- Concerns that language referencing specific populations within the mission statement could unintentionally reinforce perceptions of EmployIndy primarily as a social service organization rather than a workforce and economic development leader.
- Recognition that EmployIndy's commitment to underserved and underrepresented populations remains central to its work and can be more appropriately reflected through strategies and program implementation rather than the mission statement itself.

- Following discussion, the committee reached consensus to simplify the mission statement language by removing references that could unnecessarily narrow the organization's perceived scope. The preferred direction was to focus on the concise statement: “EmployIndy connects talent to opportunity.”

Committee members expressed support for the clarity and simplicity of both the revised mission statement and accompanying vision statement.

Strategic Goals

TCG reviewed the proposed four strategic goals for the 2026–2029 Strategic Plan:

- Goal 1: Build a Modern and Accessible Workforce System
- Goal 2: Accelerate Economic Mobility
- Goal 3: Lead a Demand-Driven Regional Talent Strategy
- Goal 4: Ensure a Sustainable and High-Performing Organization

Committee members expressed support for the proposed framework and noted that the goals appropriately balance workforce system leadership, economic mobility, employer engagement, and organizational sustainability.

Strategic Plan Feedback

Committee discussion included:

- The importance of maintaining flexibility within the plan to adapt to changing workforce and economic conditions.
- Recognition that prior strategic plans were highly program-specific and limited the organization’s ability to pivot during changing funding and economic environments.
- The need to strengthen EmployIndy’s identity as Marion County’s workforce system leader and intermediary.
- Opportunities to further clarify EmployIndy’s unique role relative to other workforce, education, and economic development organizations.
- The importance of revenue diversification and long-term financial resilience given fluctuations in public funding.

Committee members also discussed clarifying strategic language related to:

- Workforce system orchestration and convening.
- Relationship ownership and partnership management.
- EmployIndy’s leadership and value proposition within the regional workforce ecosystem.

TCG agreed to incorporate the committee’s feedback prior to presentation to the full Board.

Strategic Plan Implementation

TCG reviewed the proposed implementation framework, including:

- Annual and multi-year action plans.

- Performance measures and indicators.
- Internal dashboards and progress tracking tools.
- Board oversight and accountability processes.

The committee discussed regular reporting mechanisms and agreed that periodic Board-level strategic plan reviews would be beneficial to monitor progress and maintain accountability.
The strategic plan will be presented to the full Board for consideration at the June Board meeting.

FY 2026–2027 Budget Review
Nancy Manley presented the proposed FY 2026–2027 operating budget.
The committee reviewed the assumptions used in developing the budget, including:

- Conservative revenue projections.
- Prudent expense management.
- Maintaining administrative cost discipline.
- Prioritizing direct services to job seekers, employers, and community partners.
- Continued investment in technology, automation, and digital transformation.
- Increased community outreach and engagement.
- Long-term financial sustainability.

Management noted that EmployIndy continues to limit administrative recovery rates on eligible grants to maximize programmatic investments.

Budget Overview
The proposed budget includes:

- Revenue: Approximately $18.9 million
- Expenses: Approximately $18.7 million
- Operating Reserve Allocation: Approximately $117,000
- Projected Net Surplus: Approximately $42,000

Management highlighted the creation of an operating reserve fund intended to strengthen long-term financial stability and reduce future reliance on one-time funding solutions.

Revenue Discussion
The committee reviewed revenue projections by source, including:

- Workforce Innovation and Opportunity Act (WIOA) funding
- Other federal grants
- State funding
- Local funding
- Philanthropic investments
- Earned revenue and fees

Management explained that overall revenues are lower than prior years due primarily to the expiration of federal ARPA funding and other temporary pandemic-related funding sources.
Committee members noted that the proposed budget more closely reflects EmployIndy's historical pre-pandemic operating size.
Discussion also included:

- Planned carryforward funding.
- Future philanthropic opportunities.
- Revenue diversification strategies.
- Alignment between budget priorities and strategic plan objectives.

Expense Discussion
The committee reviewed projected expenditures by category, including:

- Personnel
- Contracted services
- Subrecipient investments
- Administrative expenses

Management emphasized that the largest share of expenditures continues to support direct program delivery through community providers and workforce partners.
Committee members discussed:

- Long-term fundraising opportunities.
- Organizational positioning and competitiveness for future funding.
- Strategic prioritization of programs and investments.
- The relationship between budget planning and implementation of the new strategic plan.

Board Presentation
The committee discussed the level of detail appropriate for presentation to the full Board.
Consensus was reached that:

- Budget materials provided in the Board packet should contain detailed information.
- The Board presentation should focus on key strategic takeaways, including:
    - Overall revenue and expense levels.
    - Reduction in funding associated with the conclusion of ARPA resources.
    - Creation of the operating reserve fund.
    - Organizational sustainability efforts.
    - Alignment with strategic priorities.

The committee agreed that a high-level presentation would facilitate understanding while still allowing Board members to ask detailed questions as needed.

7. Adjournment

- Meeting adjourned at 2:19pm.

Executive Committee

June 10, 2026

EmployIndy

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Strategic Plan

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FY26-27 Budget

FY25-26 Budget Presentation

FY26-27 Budget Strategy

- Balanced budgets across all departments
- Conservative estimates for both revenue and expense
- Recognize revenue in appropriate fiscal years
- Preserve flexibility in future years
- Maintain ceiling for administrative overhead to ensure supporting programmatic services is our top priority
- Expand upon opportunities for direct revenue

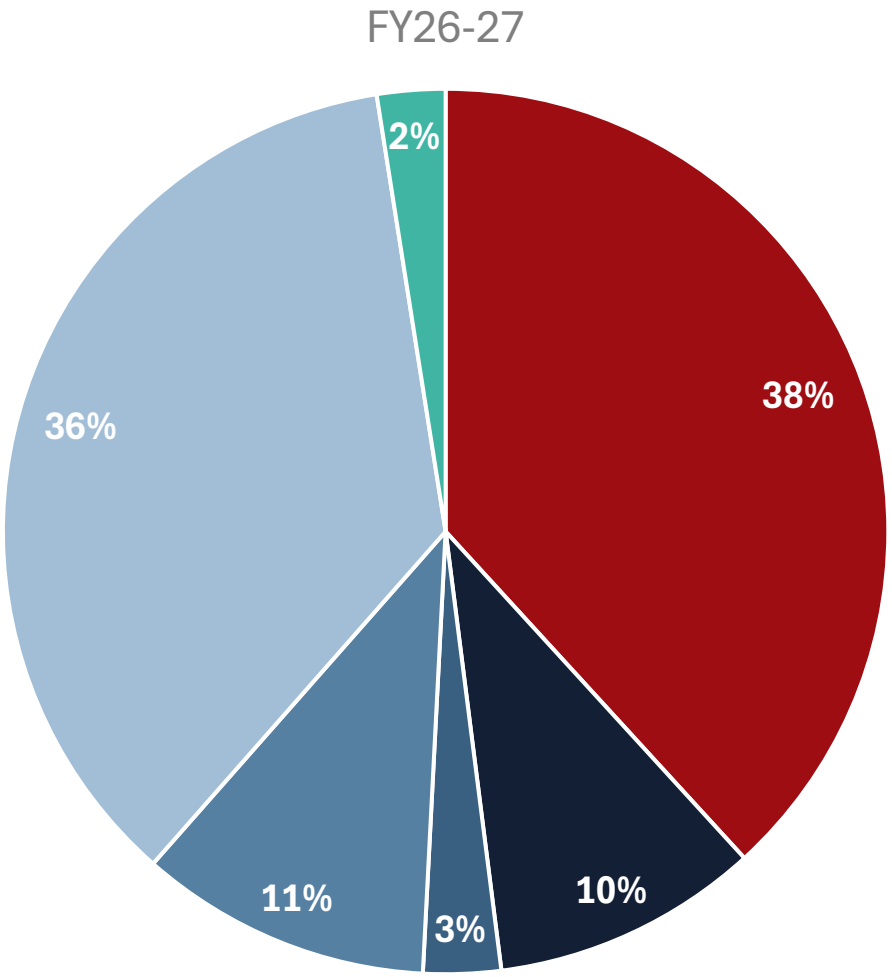
FY26-27 Budget Priorities

- Protect Service Delivery
- Expand Impact Through Digital Transformation
- Increase Community Reach and Engagement
- Maintain Long-term Financial Sustainability

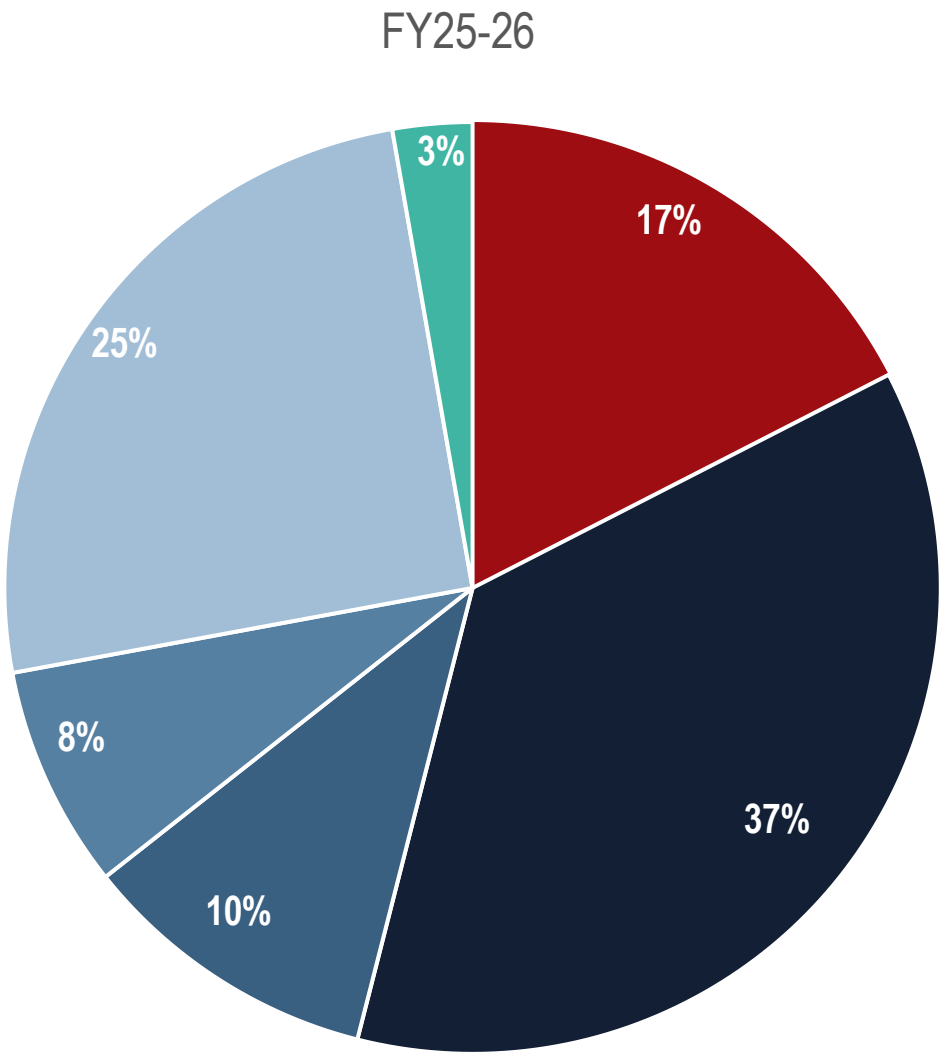
FY26-27 Revenue and Expense

Item	Amount
Revenue	$18,944,773
Expense	$18,785,466
Transfer to Operating Reserve	$117,000
Net	**$42,307**

FY26-27 vs FY25-26 Revenue Breakdown



WIOA
Federal
State
City
Philanthropic
Fees



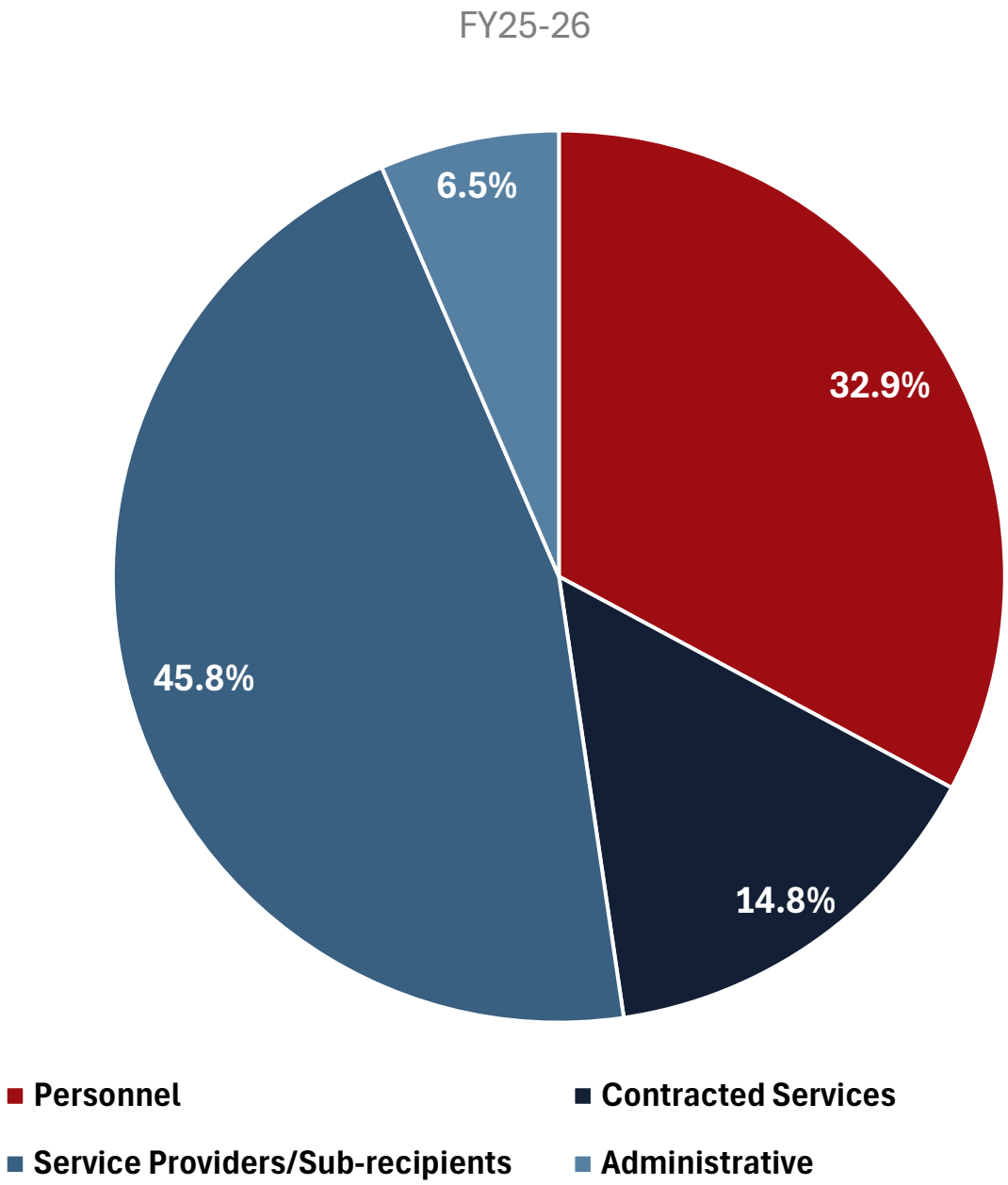
FY26-27 Revenue Breakdown

Source	FY25-26 Carry-in	FY26-27 Allocation	FY27-28 Holdback
WIOA Grants	$3,821,854	$4,097,602	$1,363,462
Other Federal Grants	$1,477,035	$550,000	$860,482
State Grants	$456,534	$130,949	$35,799
City Grants	$1,106,000	$1,106,000	$1,672,917
Philanthropic Grants	$4,403,028	$3,061,708	$3,666,182
Fees	$217,000	$300,000	$225,000
TOTAL	**$11,481,451**	**$9,246,258**	**$7,823,842**

FY26-27 Revenue Breakdown

Source	FY25-26 Budget	FY26-27 Budget	Difference
WIOA Grants	$7,474,913	$7,234,981	$(239,932)
Other Federal Grants	$4,891,358	$1,870,340	$(3,021,018)
State Grants	$1,292,805	$587,483	$(705,322)
City Grants	$2,911,663	$1,645,083	$(1,266,580)
Philanthropic Grants	$6,130,963	$7,114,886	$983,923
Fees	$822,500	$492,000	$(330,500)
TOTAL	**$23,524,202**	**$18,944,773**	**$(4,579,429)**

FY26-27 Expense Breakdown



FY26-27 Expense Breakdown

Source	FY25-26 Budget	FY26-27 Budget	Difference
Personnel	$6,324,177	$6,171,884	$(62,233)
Administrative	$2,184,715	$1,221,871	$(962,844)
Contracted Services	$2,054,243	$2,784,267	$730,024
Service Providers/ Sub-recipients	$12,960,829	$8,607,444	$(4,353,385)
TOTAL	**$23,523,964**	**$18,785,466**	**$(4,648,438)**

EmployIndy
Executive Committee Meeting

June 10, 2026

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AGENDA

1. Strategic Planning Process
2. Review Strategic Plan
3. Logistics and Next Steps

Strategic Plan Process

Strategic Plan Project Timeline

Project Phase	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	April	May	June	July
Phase 1 Launch & Planning											
Phase 2 Kickoff & Discovery											
Phase 3 Stakeholder Engagement											
Phase 4 Strategy Development											
Phase 5 Board Approval & Launch Prep											
Phase 6 Strategic Plan Launch											

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Phase 5: Board Approval + Launch Preparation

Timeline: May - June 2026

What is our plan for the future? How do we tell our story of impact?

- Finalize the strategic plan, with feedback and approval from the leadership team and board of directors
- Create an implementation plan, including tactics, timelines, and responsibilities

Phase 6: Strategic Plan Launch

Timeline: June - July 2026

Who do we share our plans for the future with?
How do we implement the plan?

- Finalize designed strategic plan deliverables
- Collaborate with EmployIndy to identify communication and dissemination strategies
- Support your team in preparing to carry out the strategic plan

Strategic Plan

Mission and Vision Statements

Mission Statement

Current: To guide the local workforce ecosystem, make strategic investments to promote equity, and remove barriers to quality employment for underserved and underrepresented residents.

New: EmployIndy connects overlooked talent to opportunity.

Vision Statement

Current: 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.

New: An Indianapolis where every resident has a pathway to economic mobility and every employer has access to the talent they need to grow.

Strategic Goals

Strategic Goals

- Used the foundational goals from the retreat:
  - Clarify EmployIndy's role
  - Focus its program portfolio
  - Strengthen financial sustainability
- Reframed:
  - Future-focused
  - Aspirational and not organizational

Strategic Goals - *What to accomplish*

GOAL 1
Build a Modern Workforce System for Tomorrow's Jobs

GOAL 2
Accelerate Economic Mobility

GOAL 3
Lead a Demand-Driven Regional Talent Strategy

GOAL 4
Build a Sustainable and High-Performing Organization

Strategic Goals

Goal 1: Build a Modern and Accessible Workforce System: Create a modern, accessible workforce system that connects residents to opportunity through digital tools, neighborhood-based access, and coordinated career navigation.

Goal 2: Accelerate Economic Mobility: Focus investments on strategies that help residents, especially those historically left behind, move into quality careers with long-term growth potential.

Goal 3: Lead a Demand-Driven Regional Talent Strategy: Align employers, educators, and workforce providers around high-demand industries and future talent needs.

Goal 4: Build a Sustainable and High-Performing Organization: Strengthen funding, operations, talent, and systems to sustain long-term impact.

Strategic Goals

Strategies - *How to Accomplish Goals*

Strategic Action Plan

Goals	Strategies
Build a Build a Modern & Accessible Workforce System	• **Trusted Workforce Orchestrator** *Convene partners and turn workforce insights into action.* • **High Impact Program Investment** *Strengthen what EmployIndy does best.* • **Relationship Ownership** *Reclaim convener role.*
Accelerate Economic Mobility	• **Data-Informed Decision Making** *Measure what matters.* • **Resident-Centered** *Make career navigation work for everyone.* • **Accessibility** *Expand outreach and career awareness.*
Lead a Demand-Driven Regional Talent Strategy	• **Business First** *Align business services with workforce outcomes.* • **Leadership, Value Proposition + Influence** *Strengthen EmployIndy's positioning and serve as the trusted voice on workforce and talent.* • **Sales-Engaged Talent Strategy** *Activate staff as ambassadors in meeting employers' workforce needs.*
Build a Sustainable and High-Performing Organization	• **Financial Resilience** *Strengthen reserve building and diversify revenue streams.* • **Financial Governance & Transparency** *Build board and leadership accountability for financial health.* • **Portfolio Governance & Decision Criteria** *Establish organizational guardrails and a unified framework for evaluating, prioritizing, and sunsetting initiatives.*

Goal 1: Build a Build a Modern & Accessible Workforce System

- **Trusted Workforce Orchestrator**
  Convene partners and turn workforce insights into action.
- **High Impact Program Investment**
  Strengthen what EmployIndy does best.
- **Relationship Ownership**
  Reclaim convener role.

Goal 2: Accelerate Economic Mobility

- **Data-Informed Decision Making**
  Measure what matters.
- **Resident-Centered**
  Make career navigation work for everyone.
- **Accessibility**
  Expand outreach and career awareness

Goal 3: Lead a Demand-Driven Regional Talent Strategy

- **Business First**
  Align business services with workforce outcomes.
- **Leadership, Value Proposition + Influence**
  Strengthen EmployIndy's positioning and serve as the trusted voice on workforce and talent.
- **Sales-Engaged Talent Strategy**
  Activate staff as ambassadors in meeting employers' workforce needs.

Goal 4: Build a Sustainable and High-Performing Organization

- **Financial Resilience**
  Strengthen reserve building and diversify revenue streams.
- **Financial Governance & Transparency**
  Build board and leadership accountability for financial health.
- **Portfolio Governance & Decision Criteria**
  Establish organizational guardrails and a unified framework for evaluating, prioritizing, and sunsetting initiatives.

Strategic Plan Timeline

Year 1 - 2026	Year 2 - 2027	Year 3 - 2028
Clarify Role + Focus the Portfolio	Align Investments + Activate the Strategy	Demonstrate Impact + Sustain Growth

Implementation Plan

Implementation Plan

For each goal:

- ❑ Outcomes
- ❑ Strategy
- ❑ Action Steps
- ❑ Timeframe

Strategic Plan - Implementation Framework

Goal One: Build a Modern and Accessible Workforce System

Create a modern, accessible workforce system that connects residents to opportunity through digital tools, neighborhood-based access, and coordinated career navigation.

Outcomes:

- Clear organizational identity and workforce role
- Consistent decision-making and partnership engagement
- Improved alignment across workforce system partners
- Increased stakeholder understanding and confidence
- Stronger positioning as a workforce intermediary and convener
- Increased ability to attract and align workforce development resources
- More strategic employer and community partnerships
- Consistent messaging and communication across stakeholders

Strategy 1: Trusted Workforce Orchestrator
Convene partners and turn workforce insights into action.

Action Steps	Time Frame
• Utilize the One Stop Operator to more broadly convene partner networks, advisory groups, and workforce collaboratives to improve system coordination, align services, and facilitate shared learning.	Year 1
• Develop a countywide workforce services map and ecosystem alignment plan that clarifies partner roles, identifies duplication, and strengthens referral pathways.	Year 1
• Produce and disseminate quarterly labor market intelligence reports highlighting high-demand occupations, talent gaps, wage trends, and emerging opportunities.	Year 2
• Create a formal workforce system performance dashboard that tracks participant outcomes, employer engagement, and ecosystem-wide impact.	Year 3

Implementation Plan Tracking - DRAFT

EmployIndy Strategic Plan - Implementation Plan (DRAFT)

Goal	Strategy	Action Item	Year	Owner / Lead	Baseline	Status
Goal 1: Build a Modern and Accessible Workforce System	Trusted Workforce Orchestrator: Convene partners and turn workforce insights into action	Utilize the One Stop Operator to more broadly convene partner networks, advisory groups, and workforce collaboratives to improve system coordination, align services, and facilitate shared learning.	Year 1			Not Started
Goal 1: Build a Modern and Accessible Workforce System	Trusted Workforce Orchestrator: Convene partners and turn workforce insights into action	Develop a countywide workforce services map and ecosystem alignment plan that clarifies partner roles, identifies duplication, and strengthens referral pathways.	Year 1			Not Started
Goal 1: Build a Modern and Accessible Workforce System	Trusted Workforce Orchestrator: Convene partners and turn workforce insights into action	Produce and disseminate quarterly labor market intelligence reports highlighting high-demand occupations, talent gaps, wage trends, and emerging opportunities.	Year 2			Not Started
Goal 1: Build a Modern and Accessible Workforce System	Trusted Workforce Orchestrator: Convene partners and turn workforce insights into action	Create a formal workforce system performance dashboard that tracks participant outcomes, employer engagement, and ecosystem-wide impact.	Year 3			Not Started
Goal 1: Build a Modern and Accessible Workforce System	High Impact Program Investment: Strengthen what EmployIndy does best	Conduct a comprehensive portfolio review of all major initiatives (WorkOne, YES Indy, Talent Bound, Indy Achieves, Project Indy, WIOA Youth, Business Services) and establish investment criteria tied to economic mobility outcomes.	Year 1			Not Started
Goal 1: Build a Modern and Accessible Workforce System	High Impact Program Investment: Strengthen what EmployIndy does best	Redesign Indy Achieves to strengthen Ivy Tech participation, realign completion support resources, and develop a phased countywide Promise Program strategy beginning with IPS graduates.	Year 1			Not Started
Goal 1: Build a Modern and Accessible Workforce System	High Impact Program Investment: Strengthen what EmployIndy does best	Evaluate the long-term role of Talent Bound and work-based learning in response to diploma seals, graduation pathways, career-advising frameworks, and changing employer demand.	Year 2			Not Started
Goal 1: Build a Modern and Accessible Workforce System	High Impact Program Investment: Strengthen what EmployIndy does best	Increase WIOA Adult and Dislocated Worker investment in occupational skills training and establish a framework for evaluating investments in OJT, customized training, and registered apprenticeship.	Year 2			Not Started
Goal 1: Build a Modern and Accessible Workforce System	Relationship Ownership: Reclaim convener role	Establish monthly workforce provider convenings focused on professional development, best practice sharing, and coordination among career advisors and coaches.	Year 2			Not Started
Goal 1: Build a Modern and Accessible Workforce System	Relationship Ownership: Reclaim convener role	Create a formal employer engagement model that aligns all employer-facing staff and partners around common workforce priorities.	Year 2			Not Started
Goal 1: Build a Modern and Accessible Workforce System	Relationship Ownership: Reclaim convener role	Develop strategic partnership agreements with key education, economic development, and community organizations to clarify responsibilities and shared outcomes.	Year 1			Not Started
Goal 1: Build a Modern and Accessible Workforce System	Relationship Ownership: Reclaim convener role	Evaluate and refine partnership and engagement models based on participation and outcomes.	TBD			Not Started
Goal 2: Accelerate Economic Mobility	Data-Informed Decision Making: Measure what matters	Implement a countywide economic mobility measurement framework that tracks wage progression, credential attainment, retention, and career advancement across major programs	Year 1			Not Started

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EmployIndy Implementation Plan - Gantt Timeline (bars show the year each action is scheduled)

Goal	Strategy	Action Item	Year 1	Year 2	Year 3
Goal 1: Build a Modern and Accessible Workforce System	Trusted Workforce Orchestrator: Convene partners and turn workforce insights into action	Utilize the One Stop Operator to more broadly convene partner networks, advisory groups, and workforce collaboratives to improve system coordination, align services, and facilitate shared learning.			
Goal 1: Build a Modern and Accessible Workforce System	Trusted Workforce Orchestrator: Convene partners and turn workforce insights into action	Develop a countywide workforce services map and ecosystem alignment plan that clarifies partner roles, identifies duplication, and strengthens referral pathways.			
Goal 1: Build a Modern and Accessible Workforce System	Trusted Workforce Orchestrator: Convene partners and turn workforce insights into action	Produce and disseminate quarterly labor market intelligence reports highlighting high-demand occupations, talent gaps, wage trends, and emerging opportunities.			
Goal 1: Build a Modern and Accessible Workforce System	Trusted Workforce Orchestrator: Convene partners and turn workforce insights into action	Create a formal workforce system performance dashboard that tracks participant outcomes, employer engagement, and ecosystem-wide impact.			
Goal 1: Build a Modern and Accessible Workforce System	High Impact Program Investment: Strengthen what EmployIndy does best	Conduct a comprehensive portfolio review of all major initiatives (WorkOne, YES Indy, Talent Bound, Indy Achieves, Project Indy, WIOA Youth, Business Services) and establish investment criteria tied to economic mobility outcomes.			
Goal 1: Build a Modern and Accessible Workforce System	High Impact Program Investment: Strengthen what EmployIndy does best	Redesign Indy Achieves to strengthen Ivy Tech participation, realign completion support resources, and develop a phased countywide Promise Program strategy beginning with IPS graduates.			
Goal 1: Build a Modern and Accessible Workforce System	High Impact Program Investment: Strengthen what EmployIndy does best	Evaluate the long-term role of Talent Bound and work-based learning in response to diploma seals, graduation pathways, career-advising frameworks, and changing employer demand.			
Goal 1: Build a Modern and Accessible Workforce System	High Impact Program Investment: Strengthen what EmployIndy does best	Increase WIOA Adult and Dislocated Worker investment in occupational skills training and establish a framework for evaluating investments in OJT, customized training, and registered apprenticeship.			
Goal 1: Build a Modern and Accessible Workforce System	Relationship Ownership: Reclaim convener role	Establish monthly workforce provider convenings focused on professional development, best practice sharing, and coordination among career advisors and coaches.			
Goal 1: Build a Modern and Accessible Workforce System	Relationship Ownership: Reclaim convener role	Create a formal employer engagement model that aligns all employer-facing staff and partners around common workforce priorities.			
Goal 1: Build a Modern and Accessible Workforce System	Relationship Ownership: Reclaim convener role	Develop strategic partnership agreements with key education, economic development, and community organizations to clarify responsibilities and shared outcomes.			
Goal 1: Build a Modern and Accessible Workforce System	Relationship Ownership: Reclaim convener role	Evaluate and refine partnership and engagement models based on participation and outcomes.			
Goal 2: Accelerate Economic Mobility	Data-Informed Decision Making: Measure what matters	Implement a countywide economic mobility measurement framework that tracks wage progression, credential attainment, retention, and career advancement across major programs.			
Goal 2: Accelerate Economic Mobility	Data-Informed Decision Making: Measure what matters	Assess provider implementation and participant outcomes to ensure shared investments are delivered consistently and effectively across the provider network.			
Goal 2: Accelerate Economic Mobility	Data-Informed Decision Making: Measure what matters	Develop an integrated data strategy that aligns reporting across WIOA, YES Indy, Lilly Endowment initiatives, NBA Foundation, Elevation Grant, Growth Opportunities, and other funding streams.			
Goal 2: Accelerate Economic Mobility	Data-Informed Decision Making: Measure what matters	Use outcome data annually to determine program expansion, redesign, consolidation, or sunset decisions.			
Goal 2: Accelerate Economic Mobility	Resident-Centered: Make career navigation	Establish countywide career advising quality standards and certification			

Implementation Plan Tracking - DRAFT

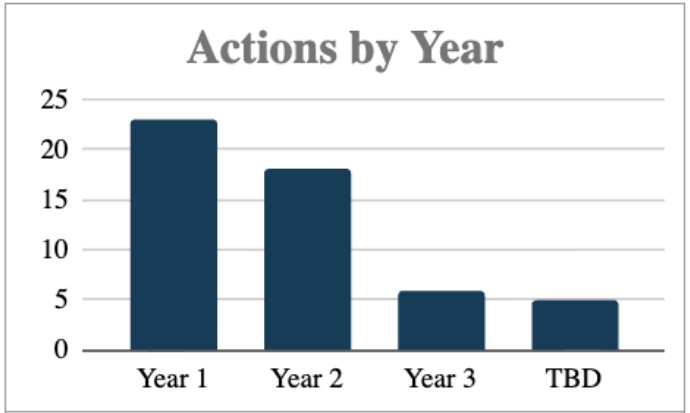
EmployIndy Implementation Plan - Progress Dashboard

Updates automatically as the Implementation Plan tab is filled in. DRAFT for internal review.

Total action items	52
Overall percent complete	0%

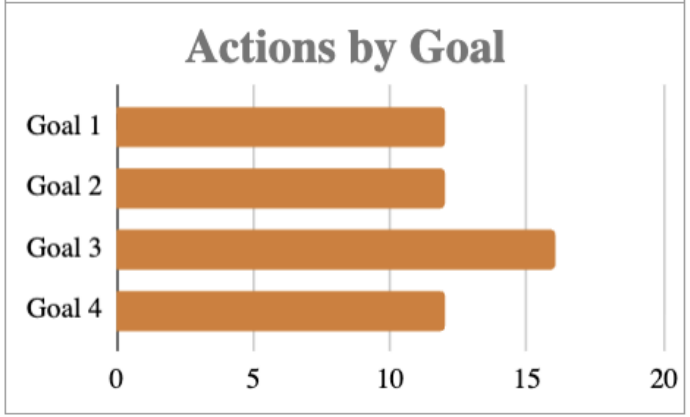
Actions by Year

Year 1	23
Year 2	18
Year 3	6
TBD	5



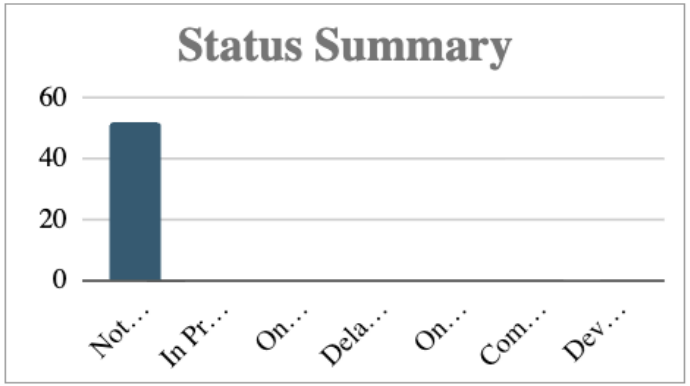
Actions by Goal

Goal 1	12
Goal 2	12
Goal 3	16
Goal 4	12



Status Summary

Not Started	52
In Progress	0
On Track	0
Delayed	0
On Hold	0
Complete	0



Logistics & Next Steps

Next Steps

- Present to the Board for approval June 17
- Finalize strategic plan deliverables
- Launch and share strategic plan
- Support staff and board's implementation of the strategic plan

Together we are **TRANSFORMING** the world!

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