

Workforce Development Board

Youth Committee 2019 - 2021 Strategic Plan

**WDB Youth Committee
2019 - 2021 Strategic Plan**

Plan Outline

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Executive Summary

Situation

Grow Southwest Indiana Workforce Board, Inc. (the Board) is the Workforce Development Board authorized under the Workforce Innovation and Opportunity Act (WIOA) for the nine counties (Knox, Gibson, Vanderburgh, Posey, Warrick, Spencer, Perry, Dubois and Pike) in Southwest Indiana. The Board operates programs for underemployed and unemployed Adults, Dislocated Workers and Youth (ages 16 to 24). In 2013, the Board formed a Youth Committee that oversees programs for Youth. To become more strategic, the Youth Committee recently decided to create a three year, 2019 – 2021 Strategic Plan.

Process

A Strategic Planning sub-committee of the Youth Committee was formed consisting of: Makenzie Coulter, Bob Stemple, Marcia Forston, Mark Miller, Jennifer Wigginton, Joe Shrode, and Jim Heck with support from Nancy Schroering, Jody Robinson, Jennifer Riester, and Angie Sheppard. A series of planning meetings were held from April to July, facilitated by Indiana Youth Institute Consultant, June Miller. Planning Committee members also worked independently during the 4 months to complete assignments. The first draft of 2019-2021 Strategic Plan developed by the sub-committee, was presented to the full Youth Committee for approval.

Goals

The Planning Committee reviewed and revised the Youth Committee mission and vision statements; to guide the group as the Committee addresses the most critical issues to achieve the strategic plan goals over the next three years. Numerous goals were identified and vetted during the planning process. The Planning Committee agreed on three goals that are the most critical. While the Strategies and Tactics may change, these Goals will guide the Youth Committee over the next three years:

- #1 Update the Youth Committee process and structure to achieve strategic goals
- #2 Increase and diversify funding to meet increased at-risk need
- #3 Increase awareness and understanding with all stakeholders.

The Planning Committee decided that it was necessary to assess the structure and processes of the Committee; therefore, Goal #1 concentrates on the composition and processes of the Youth Committee. While meeting agendas were full, agenda items concentrated on the Youth measures identified under WIOA without creating high level discussions about the operations of serving youth in the region. To better serve youth at this strategic level in its region, membership on the Youth Committee will include a wider selection of key individuals and organizations, and the meetings will include a structure and processes that result in consistent, meaningful meetings that entice leaders and organizations to request membership. The meetings will be such that attendance is high, and discussions are thorough and rewarding.

Furthermore, it is difficult to serve youth without adequate and necessary funding. Historically, most funds utilized for youth in the region originate from Federal or State funding; sole dependence on these funds is no longer a viable option. In Goal #2, the Committee commits to increase total funding in the youth programs by \$750,000 and to secure four new types (sources) of funders by June of 2021. This will allow more flexibility to serve the youth in the region and will also generate four new organizations within the group to assist with serving youth.

In addition to the improvement of structure/processes of the Committee and funding diversification, an effort will be made to increase awareness of the services provided by this Committee to more youth, business leaders, and other youth serving organizations. For Goal #3, a marketing and/or outreach plan will be developed and implemented in the region. Once implemented, outcomes include:

- the Youth Committee will be invited to participate with other youth serving organizations
- more businesses will be aware of and take advantage of the programs offered, and
- youth in the area will also learn about and take advantage of these programs.

Result

Members of The Committee believe that all three Goals will be completed within the three-year plan. Upon completion of this plan, the services provided to the youth in this region will be the best in the State of Indiana.

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Vision

Every youth has the opportunity to achieve the knowledge and skills for a self-sustaining lifestyle through stable employment.

Mission

To create or connect resources for youth, focusing on youth with barriers, to achieve the education and skills enhancements needed for stable employment and self-sufficiency.

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Strategic Areas and Goal Statements

Strategic Area: Processes & Structure

Goal #1 – Update Youth Committee processes and structure to achieve strategic goals.

Strategic Area: Funding

Goal #2 – Increase and diversify funding to meet increased at-risk need.

Strategic Area: Awareness

Goal #3 – Increase awareness and understanding with all stakeholders.

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Strategic Area: Processes & Structure

Goal #1 – Update Youth Committee processes and structure to achieve strategic goals.

Objectives:

- a. Membership of the Youth Committee includes a cross section of key individuals and organizations by June 2019 to ensure achievement of the mission and goals.
- b. Youth Committee meetings include process and structure for consistent, productive, well-run and well-attended meetings by June 2019.
- c. Attendance at Youth Committee meetings consistently averages 75% or greater by December 2019.

Barriers:

- Time, availability of members
- Member understanding about the Committee: objectives and restrictions, rules, regulations
- Time allowed for meetings
- Don't have representatives of a cross-section of stakeholders
- Message lacking – what is the benefit of participating
- No recruitment processes
- No documented Committee member expectations, roles

Strategies:

1. Create a list of key representatives. What disciplines/organizations need to be represented on the Committee?
2. Create an engagement strategy. To be included but not limited to:
 - a. Expectations
 - b. Messaging – why?
 - c. Recruitment
 - d. On-boarding process
 - e. On-going education and learning for Committee members
3. Create a committee charter

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Strategic Area: Funding

Goal #2 – Increase and diversify funding to meet increased at-risk need.

Objectives:

- a. Total annual funding increases by \$750,000 by June 2021.
- b. Funding streams become diversified by four (4) new types of funders by June 2021.

Barriers:

- Committee members lack of fundraising experience and knowledge
- Competition for limited funds available
- Lack of fundraising history
- Lack of brand awareness
- Because of governmental funding, people believe that the Youth Committee has plenty of money
- No timely expression of outcomes of existing programs. Plenty of data exists but there is no one to pull the data into a form that expresses the accomplishments of the programs.
- No understanding of available funding or who the funders are

Strategies:

1. Create a Fund Development Sub-Committee consisting of a cross section of Youth Committee members and outside individuals.
2. Plan and execute fundraising training for the Youth Committee, Fund Development Sub-Committee and involved staff members.
3. Create expressions of definitive program outcomes from analysis of existing data.
4. Develop a 2019 – 2021 Fund Development Pan.
5. Coordinate fundraising messaging with marketing/outreach plan to increase general awareness, being developed in Goal #3.

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Strategic Area: Awareness

Goal #3 – Increase awareness and understanding with all stakeholders.

Objectives:

- a. The Youth Committee is invited to the table of five (5) other youth serving collaborative bodies by June 2020.
- b. Participation in out-of-school youth programs increases by 10% by June 2019.
- c. A marketing / outreach plan is in place and showing positive results by June 2021.
- d. Participation in WEX increases by nine (9) new businesses by June 2019.

Barriers:

- Lack of awareness in the community
- Information not readily available on Committee
- Not knowing who out-of-school youth are or how to market to them
- No marketing experience on the staff, Committee or Board
- No funding for marketing
- Lack of business participating

Strategies:

1. Facilitate Youth Serving Organization Conference to bring awareness to the need for collaboration and the impact collaboration can have including businesses and all youth serving organizations.
2. Work with Evansville Vanderburgh School Corporation (EVSC) to provide information to students dropping out of high school or home schooling and create hand-off process to Out of School Youth Program.
3. Become an active member of Big Table.
4. Create marketing/outreach plan that brings general awareness of organization, services and impact to general community, business, education (secondary and post-secondary) and other youth serving organizations.

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Accountability Chart – Goal 1

Accountability Chart			
<p>Strategic Area: Processes & Structure Goal: #1 Update Youth Committee processes and structure to achieve strategic goals. Owners: Mark Miller, Marcia Forston</p>			
Strategies:	Who	Target Completion	Completion Date
1. Create a key list of key representatives. What disciplines/organizations need to be represented on the committee?		June 2019	
2. Create an engagement strategy. To be included but not limited to: a. Expectations b. Messaging – why? c. Recruitment d. On-boarding process e. On-going education and learning for committee members		December 2019	
3. Create a committee charter	Mark Miller / Marcia Forston		
<p>Objectives: <i>(how each goal will be measured)</i></p> <p>a. Membership of the Youth Committee includes a cross section of key individuals and organizations by June 2019 to ensure achievement of the mission and goals.</p> <p>b. Youth Committee meetings include process and structure for consistent, productive, well-run and well-attended meetings by June 2019.</p> <p>c. Attendance at Youth Committee meetings consistently averages 75% or greater by December 2019.</p>			

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Accountability Chart – Goal 2

Accountability Chart			
Strategic Area: Funding Goal: #2 Increase and diversify funding to meet increased at-risk need. Owners: Jim Heck			
Strategies:	Who	Target Completion	Completion Date
1. Create a Fund Development Sub-Committee consisting of a cross-section of Youth Committee members and outside individuals	Committee		
2. Plan and execute fundraising training for the Youth Committee, Fund Development Sub-Committee and involved staff members.			
3. Create expressions of definitive program outcomes from analysis of existing data.			
4. Develop a 2019-2021 Fund Development Plan	Fund Development Sub-Committee		
5. Coordinate fundraising messaging with marketing/outreach plan to increase general awareness, being developed in Goal #3.			
Objectives: <i>(how each goal will be measured)</i> a. Total annual funding increases by \$750,000 by June 2021. b. Funding streams become diversified by four (4) new types of funders by June 2021.			

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Accountability Chart – Goal 3

Accountability Chart			
Strategic Area: Awareness Goal: #3 Increase awareness and understanding with all stakeholders. Owners: Makenzie Coulter, Bob Stemple			
Strategies:	Who	Target Completion	Completion Date
1. Facilitate Youth Serving Organization Conference to bring awareness to the need for collaboration and the impact collaboration can have including businesses and all youth serving organizations.		October 11, 2018	
2. Work with EVSC to provide information to students dropping out of high school or home schooling and create hand-off process to Out of School Youth Program.		February 2019	
3. Become an active member of Big Table.	Jim Heck / Makenzie Coulter	August 2018	
4. Create marketing/outreach plan that brings general awareness of organization, services and impact to general community, business, education (secondary and post-secondary) and other youth serving organizations. <ul style="list-style-type: none"> Examples: Develop website (data exploration will be required for content development) 		November 2018	
Objectives: <i>(how each goal will be measured)</i> <ol style="list-style-type: none"> The Youth Committee is invited to the table of five (5) other youth serving collaborative bodies by June 2020. Participation in out-of-school youth programs increases by 10% by June 2019. A marketing / outreach plan is in place and showing positive results by June 2021. Participation in WEX increases by nine (9) new businesses by June 2019. 			

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Strategic Planning Sub-Committee

Makenzie Coulter, Flanders Inc.
Bob Stemple - SABIC
Marcia Forston, Junior Achievement
Mark Miller
Jennifer Wigginton
Joe Shrode – Indiana Youth Institute
Tracy McEuen
Jim Heck – Grow Southwest Indiana Workforce

Supporting Staff:

Nancy Schroering – WorkOne Southwest, Regional Manager
Jennifer Riester – WorkOne Southwest, Out-of-School Youth
Jody Robinson – WorkOne Southwest, Jobs for America’s Graduates (JAG) – In-School Youth
Angie Sheppard – Grow Southwest Indiana Workforce, Administrative Assistant