



# Southern Indiana Works Organizational Strategic Plan 2022 - 2024

# INTRODUCTION & CONTEXT

[Southern Indiana Works](#) (SIW) is a business led collaborative to develop and connect talent to regional businesses serving Clark, Floyd, Harrison, Crawford, Scott and Washington counties in Indiana. We provide individuals with training and career services, and partner with businesses to develop solutions to address their talent needs. SIW convenes, facilitates, and organizes the regional talent development system by serving as an intermediary linking regional business and industry to talent.

SIW is repositioning itself in the region as more than the “unemployment office.” In 2020, SIW set the intention to grow as an organization to lead the region talent development ecosystem. While many SIW programs are familiar to community members in the region, this expanded approach allows for cultivation of additional strengths like being a community leader, convener, facilitator, and intermediary for workforce development efforts, education, and economic development.

SIW is guided by four strategic priorities:

- **Talent Development:** To increase in-demand skills, credentialing, and/or degree attainment of our customers that meet the current and future needs of industries. Provide a path for family-sustaining employment and career opportunities.
- **Economic Development:** Through support of and connectivity with Economic Development Organizations and targeted Business & Industry Sector Partnerships, we add value to area business attraction, expansion, and retention. We contribute to solutions that generate community development through economic prosperity.
- **Next-Gen Talent:** Through a Career Pathways approach, we assist young adults in attainment of a High School diploma or equivalent, post-secondary education or training, career exploration and education, work-based learning, and other skills development to prepare the next generation of talent.
- **Customer-Centric System:** To operate a customer-focused, market responsive, high-performing talent development system. WorkOne Southern Indiana is our region’s American Job Center and hub of that system delivering employment, training, career, and business services daily.

The goal of this planning process was to create an organizational strategic plan to increase SIW’s capacity to work towards the four strategic priorities. SIW is party to other local and regional strategic plans that also guide its work, including the Workforce Investment and Opportunity Act (WIOA) Local and Regional 4 Year Workforce Plan and Bi-State Plan for Advancing the Regional Workforce. The process involved gathering feedback from staff, Board members, partners, clients, and other stakeholders through two surveys, focus group sessions,

and interviews. Data collected was compiled into a Learning Report (see Appendix 1). Key findings include:

- Community Partner Survey:
  - Community partners reported high satisfaction with SIW programs and services;
  - Opportunities for increased communication and outreach about SIW programs and services to create awareness with regional partners;
  - Ideas for leveraging partner networks as a way to increase awareness; and
  - Strong support for continuation of existing SIW programs and services because of the value they add to workers and businesses in the region.
- Board Member Survey:
  - Strong commitment to SIW's vision and mission;
  - Willingness to leverage strengths and networks to benefit SIW, including via resource development;
  - Satisfaction with SIW's leadership and impact; and
  - Opportunities to become more knowledgeable in order to better advocate for SIW.
- Focus Groups and Interviews:
  - Recognition that SIW's leadership has infused new vision and energy into programs, services, and operations;
  - Expanded funding has allowed for expansion of services in new ways;
  - SIW staff are engaged and eager to contribute to the mission; and
  - Opportunity for SIW to collaborate in new ways due to the changing nature of the workforce in the region and the need for system-level coordination.

In October 2021, Board members gathered for a retreat session to review the Learning Report and begin to structure plan elements. Discussions at the retreat were used to develop this plan which will be used to guide organizational strategy through 2024. The plan will be presented to the Board for approval at their January 11, 2022 meeting.

# OUR ORGANIZATIONAL STRATEGIC PLAN

This plan is intended to guide organizational strategy from 2022 – 2024. With SIW’s repositioning, there is a need to ensure strong governance, which includes clarity about expectation, roles, and responsibilities. This plan is a layer to SIW’s strategic priorities and serves as the foundation for SIW’s externally-facing work with customers, businesses, partners, stakeholders, and the community at large. Both the strategic priorities and this organizational strategic plan are guided by the same vision and mission.

## VISION

***A workforce that empowers regional business to be competitive in the global economy***

Our vision is what we aspire to achieve in the region we serve. We recognize the importance of our region in the global economy and that our regional businesses rely on a strong, skilled workforce to be competitive. Our vision statement serves as the guide for our strategic priorities.

## MISSION

***To lead a robust talent development system and cultivate a skilled workforce that advances our community, economy, and quality of life***

Our mission statement articulates the concrete way we will carry out our work as we strive to attain our vision. Our mission details what’s important to us as an organization and what we will do to serve the workforce in our region.

## STRATEGIC DIRECTIONS

Our organizational strategic plan is divided into four strategic directions:

**Impactful Advocacy | Stakeholder Engagement**

**Sustained Funding | Board Dynamics**

During the Board retreat session, these four strategic directions emerged as key to SIW’s success. We believe working towards goals in each of these areas will build the strong,

sustainable foundation needed with our Board to help us work towards our strategic priorities for programs and services.

The following page is a one-page summary of our organizational strategic plan, followed by details for each strategic direction including goals, example activities, and possible ways we will measure our success.



# SOUTHERN INDIANA WORKS

## Organizational Strategic Plan 2022-2024

### VISION

A workforce that empowers regional businesses to be competitive in the global economy

### MISSION

To lead a robust talent development system and cultivate a skilled workforce that advances our community, economy, and quality of life

### IMPACTFUL ADVOCACY



#### GOALS

- Deepen relationships with elected officials at all levels resulting in increased feedback loops, understanding, and funding
- Demonstrate the impact of investing in workforce development to current and future business partners

### STAKEHOLDER ENGAGEMENT



#### GOALS

- Leverage partnerships that result in collective action with regional impact
- Proactively communicate throughout the region to increase SIW name recognition and understanding of programs and impact

### SUSTAINED FUNDING



#### GOALS

- Increase investment from partners to funding streams and strengthen sustainability
- Integrate resource development as a core operating function

### BOARD RELATIONS



#### GOALS

- Cultivate meaningful Board member inter-personal relationships and dynamics resulting in stronger connections and leveraged networks
- Augment Board member knowledge and participation by implementing an operating structure with clear roles and expectations

## STRATEGIC DIRECTION: *IMPACTFUL ADVOCACY*

SIW's expanded role as a community-based nonprofit requires regular communication with elected officials and community leaders to ensure they have an updated understanding of the work and impact of SIW's programs and services. It is critical for Board members to be involved in delivering the message to elected officials about SIW's impact. Beyond elected officials, SIW must work to connect with business partners to understand their evolving workforce needs and how SIW can offer support. Deepening connections with all stakeholders that influence SIW's funding, programs, and services will result in increased trust and commitment.

GOALS	EXAMPLE ACTIVITIES
<p>Deepen relationships with elected officials at all levels resulting in increased feedback loops, understanding, and funding</p>	<ul style="list-style-type: none"> <li>• Meet with elected official on a rotating basis</li> <li>• Develop advocacy platform and supporting materials for message communication</li> </ul>
<p>Demonstrate the impact of investing in workforce development to current and future business partners</p>	<ul style="list-style-type: none"> <li>• Regularly update workforce trends/forecasts and share with business partners</li> <li>• Develop a dashboard to showcase SIW regional impact on community, economy, and quality of life</li> </ul>

### Possible measures of success:

- Number of contacts with elected officials
- Number of business partner contacts
- Number of times elected officials reach out for workforce information
- Positive change to dashboard elements

## STRATEGIC DIRECTION: *STAKEHOLDER ENGAGEMENT*

SIW has a strong track record of working with mission-aligned partners in education and economic development. While silos still exist, there is renewed desire to collaborate for maximum results throughout the region. Continuing to invest in partner relationships will also result in increased trust and exposure to new audiences. Board members represent many partners and can facilitate connections that will increase awareness of SIW programs and services and uncover new opportunities for collective action.

GOALS	EXAMPLE ACTIVITIES
Leverage partnerships that result in collective action with regional impact	<ul style="list-style-type: none"> <li>Position SIW as a relationship facilitator</li> <li>Work with partners on innovative pilot programs (e.g., River Ridge Development Authority, Prosser Career and Education Center, etc.)</li> </ul>
Proactively communicate throughout the region to increase SIW name recognition and understanding of programs and impact	<ul style="list-style-type: none"> <li>Continue formal outreach efforts including brand awareness</li> <li>Develop a dashboard to showcase SIW regional impact on community, economy, and quality of life</li> </ul>

### Possible measures of success:

- SIW recognized as “go to” organization to facilitate collaboration
- SIW leads regional collective action initiatives
- Increased awareness of SIW programs and services
- Positive change to dashboard elements



## STRATEGIC DIRECTION: *SUSTAINED FUNDING*

SIW’s expanded approach as a community-based nonprofit requires an infusion of funding that allows for creativity, responsiveness, and experimentation. The workforce is rapidly changing and SIW needs to stay two-steps ahead of the needs of businesses in the region so the workforce evolves as businesses grow and change. Current grant funding provides a solid foundation for well-established programs and services, and SIW has the opportunity during their rebranding process to make the case for increased financial investment to maximize impact in the region. In addition, finding ways to co-create new programs and services with partners that will benefit business partners will attract additional payoff due to the high return on investment.

GOALS	EXAMPLE ACTIVITIES
Increase investment from partners to funding streams and strengthen sustainability	<ul style="list-style-type: none"> <li>• Implement corporate investment program</li> <li>• Create individual investor prospect list</li> </ul>
Integrate resource development as a core operating function	<ul style="list-style-type: none"> <li>• Establish Resource Development Committee</li> <li>• Resource Development training</li> <li>• Educate stakeholders and potential investors on the need for additional resources</li> </ul>

Possible measures of success:	
<ul style="list-style-type: none"> <li>• Increased corporate sponsors</li> <li>• Increased understanding of budget sources</li> </ul>	<ul style="list-style-type: none"> <li>• Increased individual giving</li> <li>• Diversified funding mix (% of total funding from non-public sources)</li> </ul>

## STRATEGIC DIRECTION: *BOARD RELATIONS*

SIW has a large Board and engagement levels vary. During the Board retreat, participants recognized that in order to carry out SIW’s mission and achieve our vision for the workforce in the region, the Board must gel as a team, become more knowledgeable about SIW’s strategic directions, and clearly define roles, responsibilities, and expectations. With SIW’s expanded community-based mission, new organizational structures need to be established to ensure strong governance, continuity, and effectiveness.

GOALS	EXAMPLE ACTIVITIES
Cultivate meaningful Board member interpersonal relationships and dynamics resulting in stronger connections and leveraged networks	<ul style="list-style-type: none"> <li>• Structured networking opportunities at each Board meeting</li> <li>• Email check-ins between Board meetings</li> <li>• Regular Board communication</li> </ul>
Augment Board member knowledge and participation by implementing an operating structure with clear roles and expectations	<ul style="list-style-type: none"> <li>• Implement committee structure that will support SIW programs and operations</li> <li>• Refreshing Board orientation</li> <li>• Succession planning</li> </ul>

### Possible measures of success:

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Increased attendance and participation at Board meetings</li> <li>• Board members report high engagement and satisfaction</li> </ul> | <ul style="list-style-type: none"> <li>• Expanded opportunities for involvement beyond the Board (Committees used as Board member cultivation)</li> <li>• Relationships are decentralized (Board members have a stake in ensuring continuity of governance and stakeholder relationships)</li> </ul> |
|---|--|

## NEXT STEPS

After this plan is adopted by the Board in January 2022, staff will complete the activity plan to guide implementation. Implementation is a continual process, as the timing of certain activities will be determined by priority. Review and adjustment of the activity plan will happen on a regular basis.

Evaluation of the plan will be ongoing once the plan implementation is underway. The Planning Team will meet a final time to review and discuss an evaluation framework that will inform what success looks like as SIW implements this plan. Measurements for each goal will vary, and some activities will be best evaluated by collecting data through surveys or informal feedback from stakeholders, business partners, or individual Board members. Other activities will be evaluated based on outputs – number of meetings, participants, contacts, or funds raised. Some goals will be met by creating deliverables, like creation of a Board succession plan. Continued reporting of successes and challenges will ensure that SIW is transparent about progress and open to input.

SIW commits to a comprehensive review and update of this plan at its completion. This plan will help SIW build organizational capacity to govern operations and provide a strong foundation for programs and innovation. This plan is an investment in the future of SIW as a critical asset to workforce development in the region.



## **Southern Indiana Works Learning Report**

Submitted by Amanda E. Standerfer, MA, MLIS, and  
Kristin Traniello, MLIS candidate  
October 2021

### **Introduction and Context**

Southern Indiana Works (SIW) is a non-profit community-based organization that serves as the areas Local Workforce Development Board. SIW convenes, facilitates, and organizes the regional talent development system by serving as an intermediary linking regional business and industry to talent.

SIW contracted with Amanda E. Standerfer of Standerfer Consulting to review overall strategic direction and develop a plan that will support the implementation of SIW's strategic plan. As part of this process, the following documents were reviewed:

- SIW Strategic Priorities
- Kentuckiana WIOA Regional Plan
- Bi-State Plan for Advancing the Regional Workforce
- Kentuckiana 21<sup>st</sup> Century Talent Dashboard
- Our Region Our Plan
- Other relevant background material

Significant effort was made during this process to engage stakeholders. This was accomplished through two surveys, a series of virtual focus group sessions, and individual interviews. A summary and findings from those engagement opportunities is below.

In addition, a Planning Team was convened to oversee the process and give guidance at various stages. In August 2021, the Planning Team consisting of SIW staff and stakeholders conducted a SOAR analysis (strengths, weaknesses, aspirations, and results) as a way to set context for the planning process. A summary from this exercise is below.

For next steps, the SIW Board will hold a retreat session to discuss this report and begin to build elements of the strategic implementation plan. The plan will be presented to the Board in January 2022.

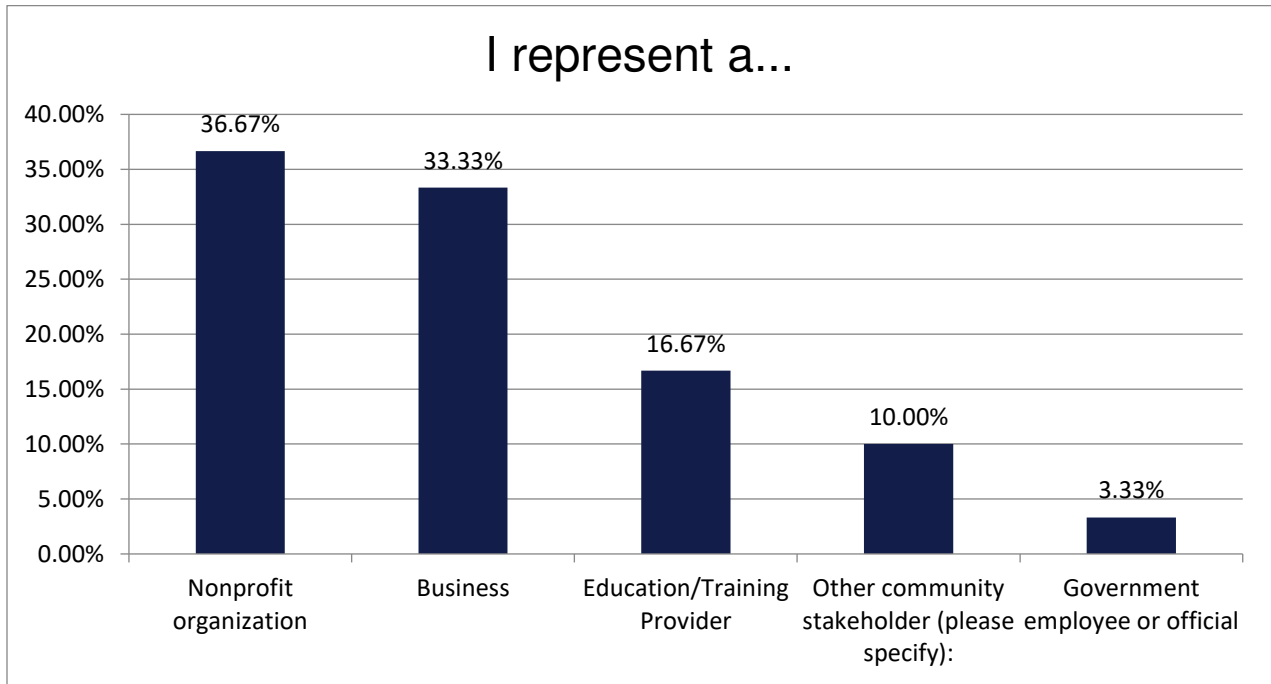
**SOAR Analysis**

In August 2021, the Planning Team conducted a SOAR analysis (strengths, opportunities, aspirations, and results) to set the stage for the ensuing planning process. Below is a summary of the exercise.

<p style="text-align: center;"><b><u>STRENGTHS</u></b></p> <ul style="list-style-type: none"> <li>• Help those in need of employment</li> <li>• Assist employers in need of workers</li> <li>• Data and labor market research to inform decision-making</li> <li>• Partnership</li> <li>• Talent development activities in general</li> <li>• High quality customer service</li> <li>• Entrepreneurial spirit</li> <li>• Finding new funding streams and opportunities</li> </ul>	<p style="text-align: center;"><b><u>OPPORTUNITIES</u></b></p> <ul style="list-style-type: none"> <li>• Owning the role as facilitator and convener</li> <li>• Taking a leadership role on some projects</li> <li>• Building capacity in funding</li> <li>• Infusing creativity and flexibility into responding to community workforce needs</li> <li>• Increasing community presence</li> <li>• Expand incumbent worker training</li> <li>• Advocate for SIW in the region</li> <li>• Use diversity, equity, and inclusion as a lens for program and operations</li> </ul>
<p style="text-align: center;"><b><u>ASPIRATIONS</u></b></p> <ul style="list-style-type: none"> <li>• More proactive with the future workforce</li> <li>• Strong K-12 relationships and programs</li> <li>• Deeper, engaged partnerships</li> <li>• Stronger elected official relationships</li> <li>• Recognition as the “go to” resource for talent needs</li> <li>• Use talent in the region as a business attraction and expansion tool</li> <li>• Become more fiscally independent</li> </ul>	<p style="text-align: center;"><b><u>RESULTS</u></b></p> <ul style="list-style-type: none"> <li>• Perfect match between supply and demand</li> <li>• Larger workforce in the region</li> <li>• Increased in average earnings</li> <li>• Increased funds invested in the community</li> <li>• Strong return on investment</li> <li>• Increased number of community members served</li> <li>• Strong net promoter score</li> <li>• Board membership that reflects the demographics of the community</li> <li>• High satisfaction indicating needs met</li> <li>• Diversity, equity, and inclusion woven into all SIW work</li> </ul>

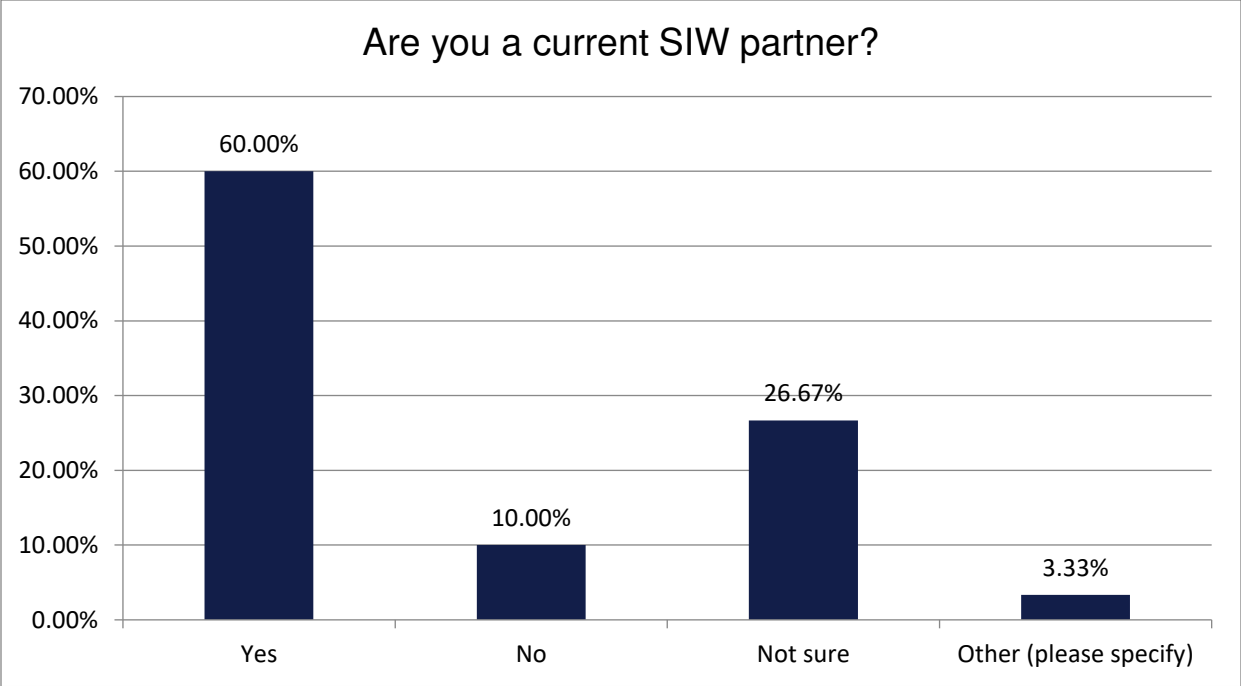
## Partner Survey Summary

As part of the planning process, partners throughout the region were asked to respond to a brief survey. The below is a summary of the 30 responses we received.



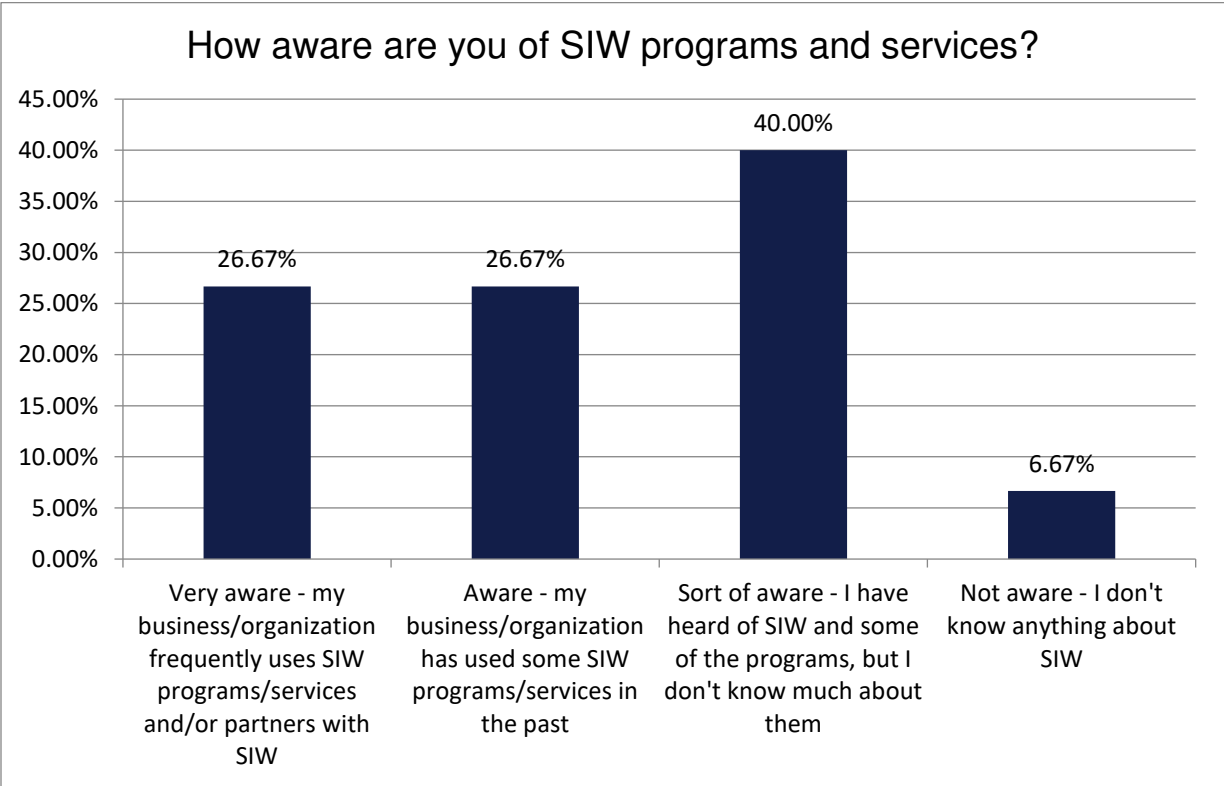
### If you chose other community stakeholder, please specify:

- WIB across the river in Louisville
- Employed worker
- Local Economic Development Office (LEDO)



**If you chose other, please specify:**

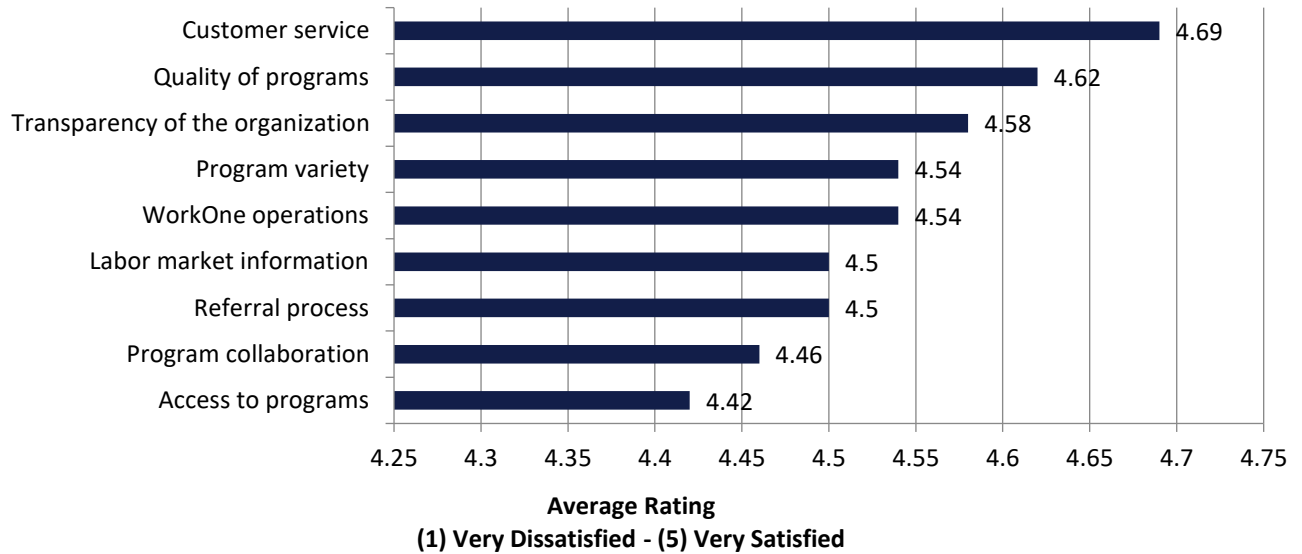
- We are informal but we partner on events and are collaborative/supportive.



**FINDINGS:**

- 14 of 30 respondents are either not aware of or only sort of aware of SIW programs and services.

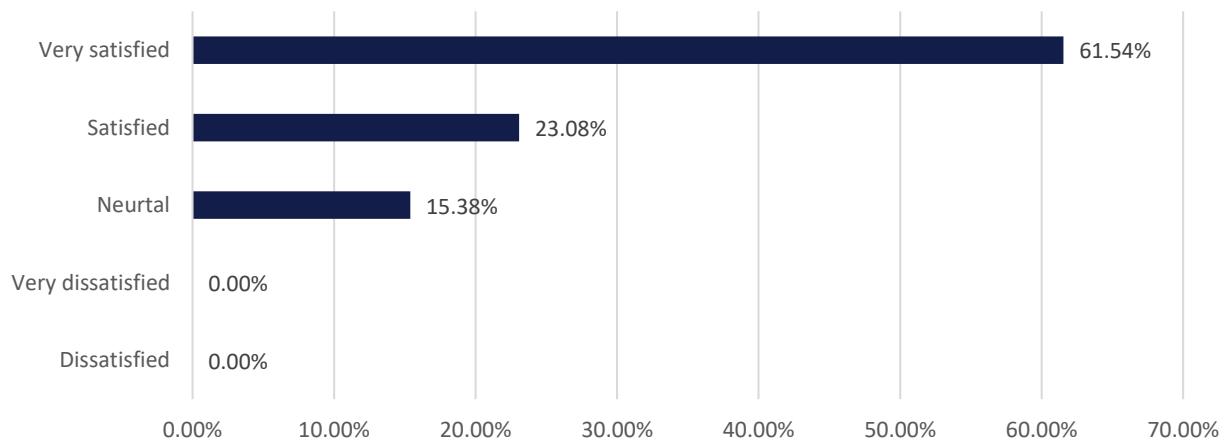
### Please rate how satisfied you are with SIW's...



**FINDINGS:**

- On average respondents are between satisfied and very satisfied with all programs and services offered.
- Respondents were most satisfied with customer service (4.69/5).
- Respondents were least satisfied with access to programs (4.42/5).

### How satisfied are you with SIW overall?





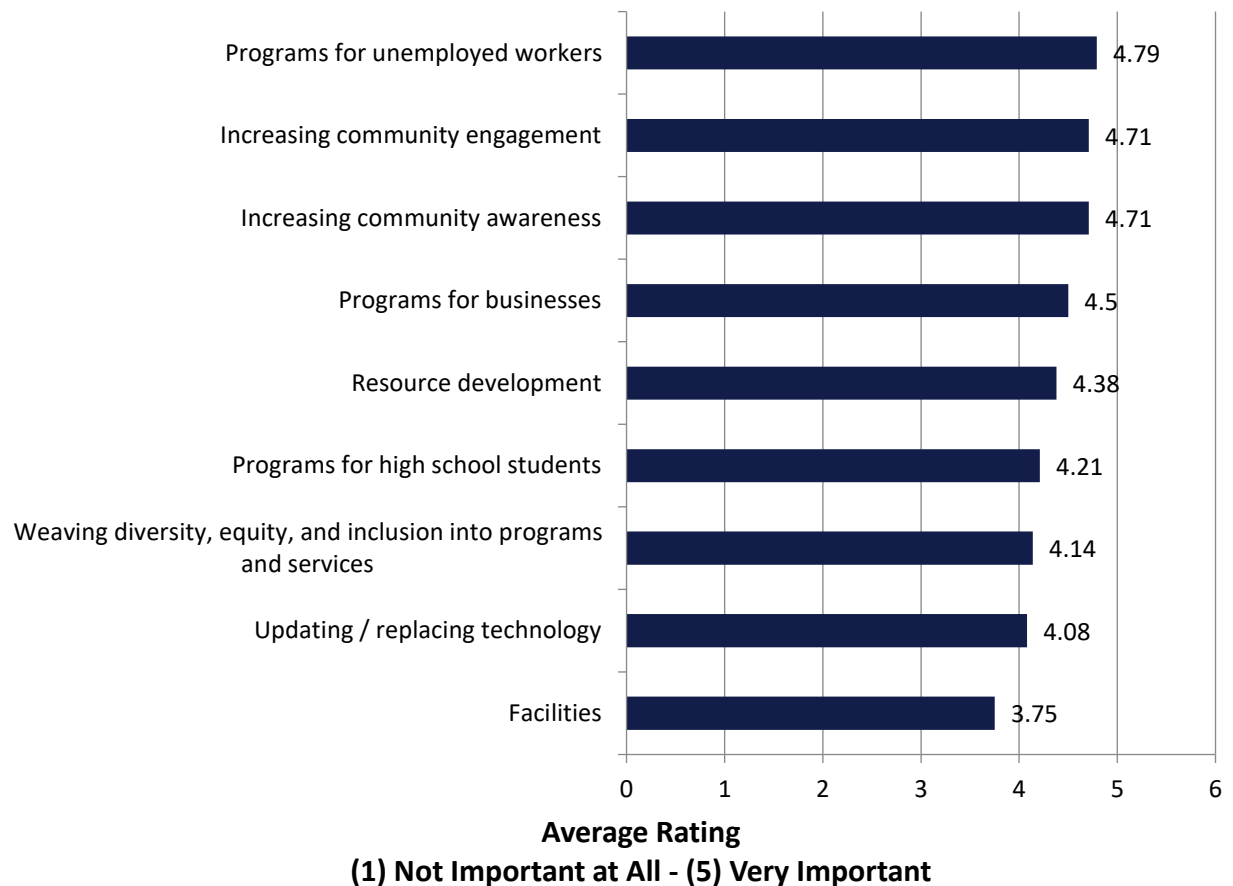
### What can SIW do to be a better partner?

- One of four respondents encouraged SIW to **better market their programs and services**.
- Two respondents said SIW was currently doing a wonderful job, so SIW should just continue their **good work**.
- One new partner said they want to **learn more about SIW**.

### How can SIW increase awareness of their programs and services in the community?

- Multiple respondents suggested more **digital marketing**.
- Another respondent suggested better **leveraging partner networks**.
- One partner requested more meetings with SIW, while another encouraged SIW to **have a more “powerful” presence** in the community.

When you consider SIW's future, how important are each of the following items?



## FINDINGS:

- On average respondents believe that most listed priorities are important or very important for SIW's future.
- On average respondents believe that facilities (3.75/5) are between neutral and important for SIW's future.
- On average respondents believe programs for unemployed workers (4.79), increasing community engagement (4.71), and increasing community awareness (4.71) are the top three most important issues for SIW's future.
- Respondents believe facilities (3.75), updating technology (4.08), and weaving diversity, equity and inclusion into programs and services (4.14) are the three least important issue for SIW's future.

### What unmet community needs or gaps in community services are you aware of?

- Multiple respondents **said transportation and childcare** are challenges to employee engagement.
- Multiple respondents recognize a need for **increased pay and training**.
- **Affordable education** stands in the way of employee success said multiple respondents.
- Better **communication skills and "soft skills"** are needed in the community.
- One respondent noted the need for **community job listings**.
- Another respondent noted a need for a way to **connect with potential employees**.

### Any other comments you want to share about the future of SIW?

- It would be helpful to understand the difference between Southern Indiana Works, Work One, and any other **affiliates**.
- **Job fairs** (virtual or in-person).
- SIW really needs to **figure out who they are** and how they want to complement 1SI.
- I would be interested in **learning more**.
- I appreciate the current **Executive Management**. Very well engaged in the entire geographic footprint.
- I am fairly new to the coalition but I appreciate very much the work that Andy and the Coalition are doing for the benefit of our community and **I look forward to being a part of it**.

# Board Survey Summary

Board members were asked to respond to a brief survey. A summary of the 15 responses received is below.

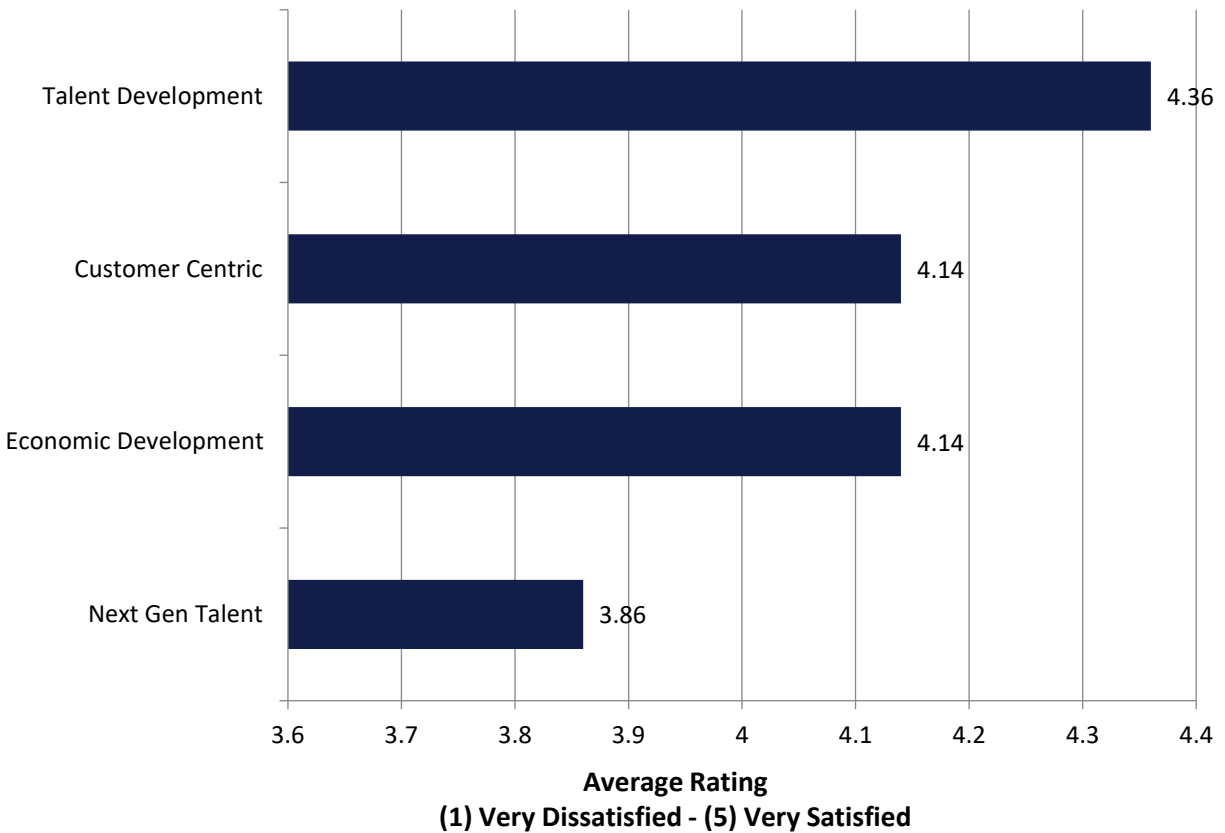
**If asked by a colleague, how would you describe the purpose of Southern Indiana Works?**

- Convening key stakeholders to develop the region’s workforce.
- Connecting employers with trained talent.
- Offering training and development for region’s workforce.
- Helping talent find their best career paths and job opportunities.

**What do you bring to the Board in terms of knowledge and skills?**

- Decades of HR experience.
- Perspectives as local employers.
- Specialization working with people with disabilities and find them job training and support.
- Decades of experiences from the Transportation Industry.
- Military experience.
- Board experience.
- Employee training development experience.
- Specialized knowledge of finding the unemployed and connecting them with trainings and local partners.
- Knowledge of funding training initiatives.
- Experience in upskilling workers through trainings.
- Knowledge of the local business community and workforce demands.
- Knowledge of the community overall.
- Perspective from K-12 education.

From your perspective as a Board member, please rate how satisfied you are with the work SIW is doing to accomplish each of the following priorities.



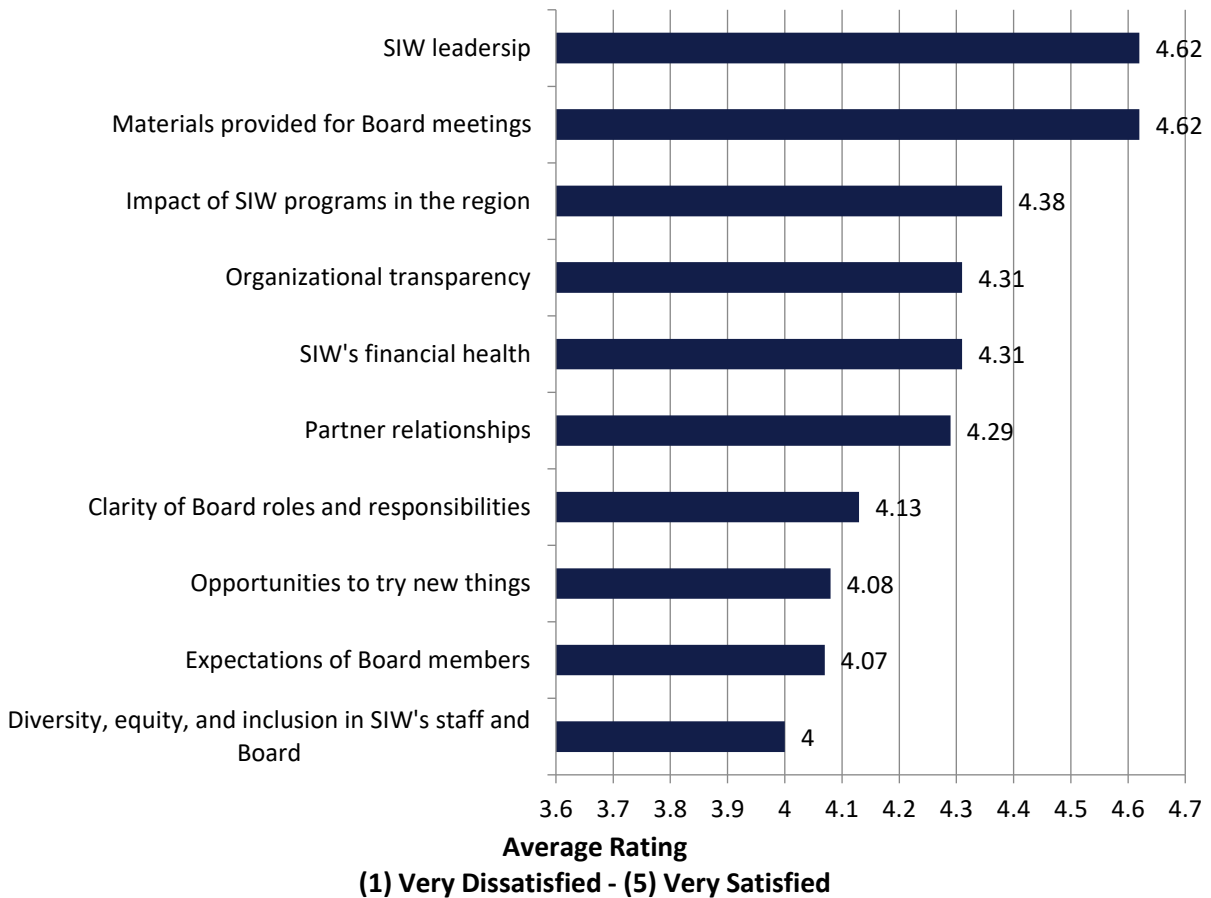
**FINDINGS:**

- On average respondents were most satisfied with SIW’s work with Talent Development (4.36/5).
- On average respondents were least satisfied with SIW’s work with Next Gen Talent (3.86/5).

**What thoughts or suggestions do you have for how SIW can improve in any of these areas?**

- Continue to advance **brand and fundraising efforts** (as a means to do more work towards strategic objectives).
- Connect with the **JAG program**.
- **Energize** the population about their careers.
- Be more thorough about **identifying specific needs** of employers.
- Keep doing what we’ve been doing.

From your perspective as a Board member, please rate how satisfied you are with the following.



**FINDINGS:**

- On average respondents are satisfied or very satisfied with all measures.
- On average respondents were most satisfied with SIW leadership (4.62/5) and materials provided for Board meetings (4.62/5).
- On average respondents were least satisfied with diversity, equity, and inclusion in SIW's staff and Board (4/5), expectations of Board members (4.07/5), and opportunities to try new things (4.08/5).

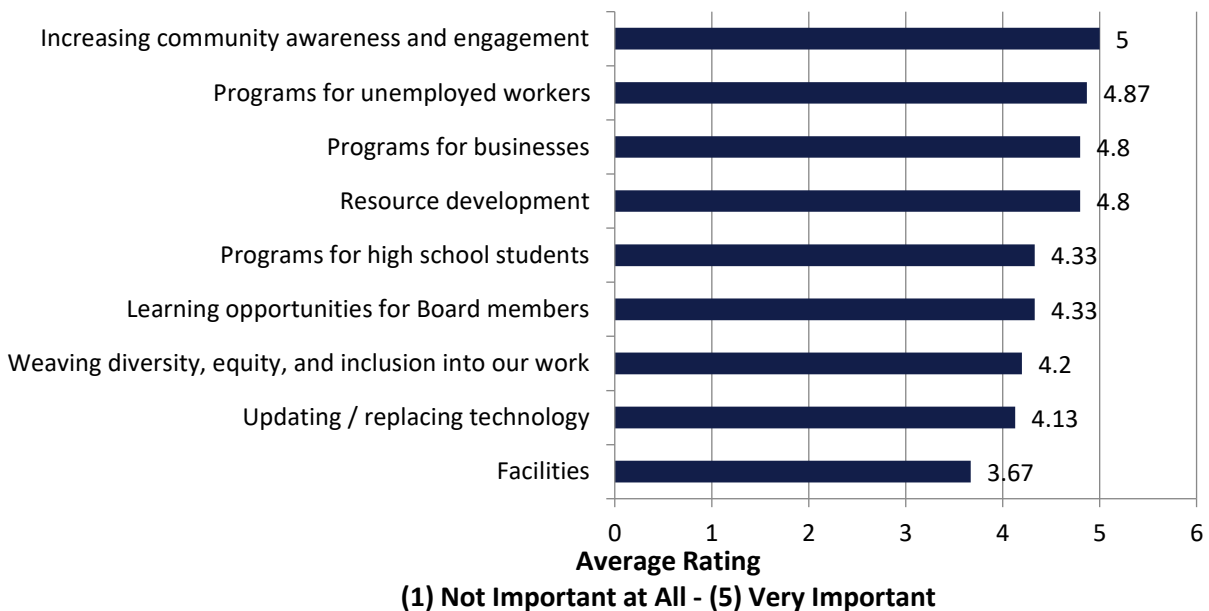
What suggestions do you have about how the SIW Board of Directors can improve?

- Bringing “**new blood**” onto the board.
- Additional **board trainings** about SIW’s financials and grant opportunities.
- More Board **engagement** with staff, employers, programming, and other board members (committee meetings).
- Continuing to work on a **bi-state basis**.
- Continuing to **share information**.

In what ways can SIW help you personally serve as a Board member?

- **Advocate** for SIW’s mission in the community.
- Participate in **committee meetings**.
- Give **input** on priorities.
- Help with **fundraising**.
- Keep Board members **engaged and informed**.
- Be specific about needs and **expectations**.
- Return to **in-person** meetings.
- Offer more services at the **WorkOne** center.

When you consider SIW's future, how important are each of the following items?



## FINDINGS:

- Increasing community awareness and engagement was unanimously considered “very important.”
- On average respondents find all issues important or very important, except facilities (3.67/5).
- The three least important issues are facilities (3.67/5), updating/replacing technology (4.13/5), and weaving diversity, equity, and inclusion into our work (4.2/5).
- The top four most important priorities are increasing community awareness and engagement (5/5), programs for unemployed workers (4.87/5), programs for businesses (4.8/5), and resource development (4.8/5).

## What is your favorite thing about working on the SIW Board?

- Helping people find employment; **changing people’s lives** for the better.
- Advancing the **quality of life** in the region.
- Keeping in touch with the latest **workforce development strategies** in the region.
- **Learning** new things about the community.
- Meeting **great leaders** in the community.
- Helping the **younger generation and laborers** who are often overlooked.

## Any other comments you want to share related to the future of SIW or SIW’s capacity to carry out its mission?

- Good work over the past few years. **Accolades to the staff!**
- Very **encouraged** by new leadership and new members.
- The **image of SIW** has improved over the past few years.
- “As we try to increase our focus on **diversity, equity, and inclusion**, the accommodation station may need updated and staff trained on the AT available to help those with vision impairments and limited manual dexterity.”
- Incumbent workers will need support in coming years, especially in small to mid-size businesses--**skill-up, apprenticeships and certifications**, etc.

# Focus Group and Interview Summary

As part of this process 12 people participated in focus group sessions and 12 people were interviewed. Focus group participants were grouped into team members, talent development system partners, Board member, business partners, and WorkOne clients. Interviewees were also part of those groups, plus several state and government officials and staff members, along with staff from other regional nonprofits. Below is a summary from those conversations.

What is going well with SIW?
<ul style="list-style-type: none"><li>• Leadership - Tony has infused new energy and ideas into the organization and Board engagement has increased.</li><li>• Communication between the various programs / staff; a new spirit of collaboration (fewer silos and more referrals).</li><li>• Branding – the launch of the new website and the expansion of community engagement.</li><li>• New funding streams – state and local grants that offer new services to workers and employers.</li><li>• Convening the broader workforce sector partners.</li><li>• Customer service – staff care about their work and their clients.</li><li>• Being proactive about seeking out opportunities.</li><li>• Having the right people at the table and getting them engaged and involved.</li><li>• Recognizing and supporting partners.</li></ul>
What are opportunities for improvement?
<ul style="list-style-type: none"><li>• Continuing to increase funding streams, including fundraising and sponsorships.</li><li>• Increased staff to expand services and cover additional programs that are grant supported.</li><li>• Communicating (internally and externally) funding and programs available since there’s been an influx of both.</li><li>• Build stronger relationships with hiring managers.</li><li>• Increase regular feedback loops with employers.</li><li>• Improve internal data collection and reporting processes to stay on top of what funders are requesting.</li><li>• Marketing at all levels – with businesses, with workers, with funders, with the community. Changing perception from “the unemployment office” to the “employment office” and the wide range of services offered.</li><li>• River Ridge and K-12 expansion.</li><li>• Empowering Board members to delivery clear messages and advocate for SIW.</li><li>• Deepening partnerships.</li><li>• Social media.</li></ul>



- Keeping a systems lens – how does everything fit together.
- Board assessment, succession planning, and addressing potential gaps in sector representation.
- Connect the dots for people – make it easy for them to get help in a way that makes sense for them.
- Evolving into a workforce hub.
- Messaging about increasing wages, benefits, and flexibility as a necessary for a stable workforce (give examples of businesses that have done this).
- Consider how to integrate mental health and addiction services for successful employment experiences.
- Working across state lines for a truly regional approach.

### What is your vision for the workforce of southern Indiana?

- Low unemployment, employers fully staffed.
- SIW is the “go to” place for employers when they need skilled worker.
- SIW is the first stop for someone looking for a job.
- An educated workforce.
- People seeking work understand what SIW offers.
- Everyone has access to high speed Internet to access online resources.
- SIW is recognized as an excellent partner and convener.
- Youth become confident about gaining employment, are skilled, and desired by employers.
- The entire community knows what SIW offers.
- Workers understand the training and career pathways available to them.
- Robust career pathways are delivered in a K-12 setting (and parents are educated about careers and involved in career decision-making).
- The workforce has the supports they need to participate in the workforce (like childcare and social services).
- Workers with barriers feel safe and empowered to work with SIW and find a career pathway.
- A strong SIW business development group.
- SIW is viewed as the primary lead and resource for workforce development in the region.
- Businesses look to SIW for data and trends for decision-making.
- Higher wages and a stable workforce.
- Cross-state partnerships that are creative and an example for the rest of the country.
- A workforce sector that changes and adapts to data and forecasting.
- Employers that understand what a sustainable workforce looks like.
- Workforce development and economic development working together to increase business and job opportunities in the region.

- Technical and trade job training opportunities that's responsive and keeps the workforce attractive to potential new employers.

#### How does SIW fit into this vision?

- Raising awareness – build a strong brand through marketing of all kinds.
- Be out in the community more.
- Get testimonials from clients.
- Collaboration with partners.
- Build strong relationships with businesses, hiring managers, and other stakeholders.
- Build trust by following-through on what you say you will do.
- Ensure staff have the training and tools needed to help businesses and clients.
- Expand partnerships beyond “traditional” players – consider social services and community support organizations.
- Persistent effort and delivering excellent programs.
- Find ways to gain influence – watch for leverage points.
- Active, engaged Board – deploy a Committee system to invite more involvement and engage people outside of the Board.
- Engage with the philanthropy sector.
- Make it easy for people to put their hand out and ask for help.
- Partnering on data needed when businesses are considering locating in the region.
- Telling the story of the workforce sector in the region.
- SIW is the glue – partnering and extending reach in the community.
- Helping stakeholders in the region understand the workforce data and use it for future planning.
- Facilitating a strong relationship between workforce development, education, and economic development.
- Build a pipeline of talent for 30 years from now.
- Providing incentives that support business growth and workers.

#### What is the most valuable thing SIW does?

- Being a clearinghouse for positions that are open – a benefit to employers and workers.
- Job training opportunities.
- Skilling up people in a host of ways.
- Improving the quality of life for clients – which improves the community.
- Being a leader in talent development.
- Helping youth and disadvantaged people.
- Helping small businesses.
- Providing opportunities for people.

- Having their finger on the pulse of the workforce data, noticing trends and helping everyone plan for the future.
- Setting direction for workforce needs and developing programs to meet those needs.
- There are complex problems in the region – SIW does a good job of listening and responding.
- Interstate collaboration is unique and valued.
- The leadership team and Board members are forward thinking and present a strong vision.