



Phase 3: TPMA Implementation

Scope of Work Revisions (November 16th, 2020)

The following revisions were made to Phase 3, Implementation, based on the findings in the Stakeholder Engagement phase that concluded in November 2020.

- Included grant writing and capacity building for strategic planning in Richland county with the goal of connecting African American men to long term, sustainable career pathways.
- Made differentiation between activities in Richland county vs activities in Crawford county as the workforce challenges and opportunities are unique.
- Included a Business Services and Recruitment Seminar for employers to promote best practices as well as city, state, and federal incentives for hiring jobseekers from disadvantaged populations

Task 1: Marketing Plan | November – January 2021

TPMA will compile recommendations on marketing the new Career Opportunities platform to African American men and minority-owned businesses and the ways in which branding can be used to improve workforce and career pathways outcomes in Area 10. Specifically, TPMA will focus on:

- Richland County: Marketing targeted to African American men that highlight career pathways in the manufacturing and healthcare industries as well as marketing to promote business services for local employers (including minority owned businesses). This marketing will highlight the various city, state, and federal incentives, grants, and cost savings programs that employers can utilize when they hire jobseekers from disadvantaged populations.
- Crawford County: Marketing to promote business services for local employers (including minority owned businesses). This marketing will highlight the various city, state, and federal incentives, grants, and cost savings programs that employers can utilize when they hire jobseekers from disadvantaged populations.

Development of the marketing plan will include a complete communications audit and situational analysis. TPMA will audit Area 10 WDB's internal communications structure, including any plans that address marketing, outreach, messaging, visual brand, and marketing collateral. The audit will identify gaps and opportunities for improving credibility, increasing brand recognition, and promoting the organization's services. Additionally, the audit will appraise how Area 10 WDB's marketing activities have or have not performed as a baseline for future efforts. Synchronously, TPMA will critically evaluate data collected through surveys, focus groups, and interviews through a marketing lens. The resulting marketing and outreach plan will outline SMART (specific,

measurable, achievable, relevant, time bound) goals with short- and long-term visions, audience identification and segmentation, and information on resources for executing tactical marketing activities. The marketing and outreach plan will also outline strategic communications recommendations, brand modernization opportunities, a brief assessment of best marketing and outreach practices, and creative tactical activities to support the organization's goals and objectives to increase participation of African American men and minority-owned businesses. In light of COVID-19, TPMA proposes having a strong social media strategy to promote the Career Opportunities platform and career pathways initiative in order to reach as much of the target population as possible.

After Area 10 WDB has approved the final plan, TPMA will initiate a public roll-out process, including a presentation of findings to an Area 10 WDB-selected group of public leaders. TPMA also can provide press release language for disseminating the report online or for advertising the public presentation of results. Additionally, TPMA can offer up to three (3) additional meetings with local leadership—to take place during the same week as the public presentation—to explain findings and discuss how the data can be used to improve the participation of African American men in career pathways as well as improve engagement with local employers including minority-owned businesses.

Deliverables: Marketing Plan, Comprehensive Marketing Collateral

Task 2: Richland County Capacity Building & Grant Writing | January - June 2021

Grant Writing: Our fund development approach is based on the premise of understanding our clients' long-term vision for their organizations and identifying funding sources whose strategic priorities align closely with that vision. We then work collaboratively with our clients to prioritize funding targets, craft a program concept and approach, and prepare comprehensive grant proposals. TPMA has extensive grant writing experience, having garnered over \$280 million in funding from federal and state agencies and private foundations for our clients since our founding in 1989. This includes extensive work on single and multiple entity grant applications and work with statewide agencies to develop compliant and competitive grant applications. Below is a listing of several successful applications that TPMA has written.

- St. Louis Community College, U.S. Department of Labor, Trade Adjustment Assistance Community College & Career Training (TAACCCT) Grant, **\$19,700,000**
- Indiana Balance of State (Indiana Housing and Community Development Authority), U.S. Department of Housing and Urban Development, Continuum of Care Grant, **\$14,045,129**
- Big Sandy Community and Technical College (Kentucky), Appalachian Regional Commission Partnerships for Opportunity and Workforce and Economic Revitalization (POWER) Grant- **\$3,500,000**
- Employ Milwaukee (Wisconsin), U.S. Department of Labor, TechHire Program, **\$4,000,000**

- Employ Milwaukee (Wisconsin), U.S. Department of Labor, Summer Jobs and Beyond Program, **\$2,000,000**
- Indianapolis Public Schools, Lilly Endowment Inc., Comprehensive Counseling Implementation Grant, **\$2,871,400**
- Center of Workforce Innovations (Indiana), Skill UP Indiana Grant Program, **\$677,000**
- Eleven Fifty Academy (Indiana), Indiana Department of Workforce Development, Skill UP Indiana Program, **\$635,000**
- Health Science Innovations (Indiana), Indiana Department of Workforce Development, Skill UP Indiana Program, **\$924,000**
- Indianapolis Public Schools, Lilly Endowment Inc., Comprehensive Counseling Planning Grant, **\$500,000**
- Indiana Math and Science Academy, Fairbanks Foundation, Prevention Matters Implementation Grant, **\$130,000**

Capacity Building: TPMA has a wealth of experience in helping workforce boards, industry groups, and communities build effective, innovative, and lasting partnerships, career pathway strategies, and industry-specific coalitions. We:

- Analyze existing training programs and community resources to validate industry alignment and identify opportunities for continuous improvement;
- Convene education and business leaders to discuss common needs, plans, and goals;
- Create career pathway maps that streamline programs and spark system-level change; and
- Cultivate a collaborative system among education and training partners, industry councils, and economic and workforce development to work as one in planning a region's economic future.

TPMA possesses the unique ability to link networks and enhance relationships, thereby leveraging collective assets and resources for common goals. The result is a sensible system of education and training programs and workforce initiatives that is easy to navigate, meets the skill requirements of employers, and enables all individuals to begin and progress along a pathway to obtain credentials that lead to high-wage employment and advancement in high-demand occupations.

With this experience, TPMA is well suited to partnering with local organizations to increase participation of targeted populations and creating “buzz” around career pathway initiatives. The efforts made in enlisting participation of key stakeholders, described in the sections above, will increase our ability to engage with African American men and minority-owned businesses in a way that is tailored to the context of Richland County. We have connected with GED programs, high schools, workforce development boards, libraries, churches, recreational centers, chambers of commerce, and other non-traditional stakeholders and service providers in order to maximize our reach and engagement with targeted populations.

TPMA will partner with Richland County OMJ centers to begin targeted outreach to health and human service providers, local government representatives, faith-based organizations, and non-traditional service providers to establish a relationship, promote awareness of the project, and identify opportunities for participation and collaboration. This outreach will include emails, one-on-one phone calls, regular updates to partners to maintain interest in the project, and bi-monthly virtual or in person collaborative working group meetings. TPMA will also identify organizations from desktop research on Richland and Crawford County organizations and will ask community partners to make additional referrals from their communities. Together, these partners along with TPMA and Area 10 WDB will codesign a strategic plan with objectives, goals, and strategies to move the needle for African American men in Richland County.

Task 3: Business Services + Recruitment Seminar | March – June 2021

After establishing an outreach plan and building relationships with employers in Richland and Crawford counties, TPMA will facilitate a Business Services and Recruitment Seminar designed to address the unique workforce challenges in Area 10. This seminar will cover the various city, state and federal incentive programs that employers can utilize when they hire jobseekers from disadvantaged populations. This seminar will help make the “business case” for having a diverse workforce and will cover programs like:

- Work Opportunity Tax Credits
- On the Job Training
- Incumbent Worker Training
- Apprenticeship Training Grants

In addition, this seminar will serve as a training for employers, especially larger employers and employers in manufacturing and healthcare, to evaluate and make changes to their hiring and retention practices. The goal of this training will be to inform employers how to hire and retain more African American men, as well as other underrepresented groups due to making these practices more equitable. The Project Lead is TPMA’s company-wide Diversity, Equity, and Inclusion Coordinator and the Project Manager and Project Support are part of TPMA’s DEI Committee, thus the project team is well-equipped to train employers on best practices for equitable hiring and applying an equity lens to employer practices. TPMA has recommended these best practices to multiple clients in previous projects, such as ensuring an accessible application process, assessing bias in resume filtering software, and utilizing competency-based hiring over credential-based hiring where possible.

As a concluding resource for the training, and as an easily distributable resource for employers who cannot attend the training, TPMA will create an Equitable Hiring Toolkit summarizing best practices and listing resources for employers to ensure that their workforce better represents and serves diverse populations. In addition to equipping

employers to hire and retain more African American men, the training and toolkit will help employers hire and retain other underrepresented groups such as people with criminal records, people with work experience but no official credential, and people with disabilities.

Deliverables: Business Services and Recruitment Seminar; Equitable Hiring Toolkit



