

April 2015

YOUR LIFE MATTERS



Plan of Action



IBE[®]

Indiana Black Expo, Inc.

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OVERVIEW

In Indianapolis, Indiana, as in other communities across the United States, young African American males face daunting odds. They are more likely to be victims of homicide, less likely to be employed, more likely to be referred to juvenile court and less likely to graduate from high school and attend college than their white counterparts. The statistics are troubling, and are the result of persistent opportunity gaps that can only be reformed with the collective effort of community leaders and everyday citizens who step up and commit to taking action to bring positive change.

In April 2014, Indianapolis Mayor Greg Ballard took that first step, and appointed Tanya Bell, President & CEO of Indiana Black Expo, Inc. and Jamal Smith, Executive Director of the Indiana Civil Rights Commission, to co-chair the Your Life Matters (YLM) Task Force (see list in Appendix A). Together, Ms. Bell and Mr. Smith led a diverse Task Force of cross-sector experts and leaders in the development of a report to the Mayor's office that outlines the challenges and shares recommendations for improving outcomes in the areas of Education, Employment, Justice and Reentry, Health, and Mentoring.ⁱ This process aligned with the budding My Brother's Keeper Initiative, which was launched by the White House in February 2015.

In October 2014, under the leadership of Mayor Ballard, Indianapolis officially accepted the challenge to become a My Brother's Keeper Community. The My Brother's Keeper (MBK) Community Challenge is a national call to action that encourages communities to implement coherent strategies for improving the life outcomes of young people, regardless of "who they are, where they come from, or the circumstances into which they were born".ⁱⁱ The MBK Community Challenge includes a Playbook for Action that outlines a four-step process for communities to implement:

Step #1: Accept the Challenge

Step #2: Convene a "Local Action Summit" to build an MBK Community

Step #3: Conduct a Policy Review and Form Recommendations for Action

Step #4: Launch a Plan of Action, Next Steps, and a Timetable for Review

All four steps must be completed in just 180 days. Such a timeframe does not give a community much time to craft and hone comprehensive, multi-year, large-scale strategies. Rather, the approach implies a sense of urgency and compels communities to begin taking

immediate action to address persistent challenges. Strategies must leverage community capacity by building on existing initiatives, aligning resources, and encouraging stakeholders to modify what they are already doing in ways that can make a measurable impact in the community. These strategies, and the entire effort, must rest in the hands of a competent, neutral convener who will assure the implementation of the strategies while working to connect partners, communicate opportunities and challenges, and measure the impact of the initiative.

The Your Life Matters Plan of Action was developed under the leadership of Indiana Black Expo, Inc. (IBE) in consultation with dozens of experts and leaders from across sectors. The strategies contained within are based on the recommendations that were put forth in the November 2014 YLM Report to the Mayor. The planning effort launched on March 3, 2015, at a Strategy Development Session at the Martin Luther King Community Center. Over 80 individuals representing 59 organizations participated in the session, many of whom continued to engage in strategy design throughout March. Others who were not able to attend the Strategy Development Session contributed their expertise to the Plan in individual or small group meetings. Dozens of organizations have committed to engaging in one or more action steps detailed in this plan. IBE would like to thank the following partners for their contributions to the development of the YLM Plan of Action.

100 Black Men of Indianapolis
AIM Mentoring
Annie E. Casey Foundation
Bethlehem House
Big Brothers Big Sisters- Central Indiana
Boy Scouts of America - Crossroads of America
Council
Boys & Girls Clubs of Indianapolis
Bright Associates, Inc.
Brothers United
Center for Education and Evaluation Policy
Central Indiana Community Foundation (CICF)
Central Indiana Recovery Services work group
Christamore House
Christel House Academy
City of Indianapolis – Department of
Metropolitan Development
City of Indianapolis – Department of Public
Safety

City of Indianapolis – Mayor’s Office
City of Indianapolis – Mayor’s Office of
Education Innovation
City of Indianapolis – Office of Reentry
City-County Council of Marion County and
Indianapolis
Coalition for Homelessness Intervention and
Prevention (CHIP)
Community Health Network
Community Resurrection Partnership
Covering Kids & Families
Cummins
Damien Center
Domestic Violence Network of Greater
Indianapolis (DVN)
Drug Free Marion County
Effective Black Parenting
EmployIndy
Eskenazi Health

Fairbanks School of Public Health
Fathers & Families Center
Forest Manor Multi Service Center
Franciscan St. Francis Health
GIPC/Plan 2020
Girl Scouts of Central Indiana
Goodwill Industries
Greater Indianapolis NAACP
HARD
Health & Hospital Corporation
Health Foundation of Greater Indianapolis
HealthNet
Horizon House
Indiana 211 Partnership, Inc.
Indiana Association of Black Psychologists
Indiana Black Expo (IBE)
Indiana Bureau of Motor Vehicles
Indiana Charter School Board
Indiana Civil Rights Commission
*Indiana Commission on the Social Status of
Black Males*
Indiana Department of Correction
Indiana Department of Correction - Parole
Indiana Minority Health Coalition (IMHC)
*Indiana Primary Health Care Association
(IPHCA)*
Indiana University
Indiana Wesleyan
Indiana Works Council, Region 5
Indiana Youth Institute (IYI)
*Indianapolis Chamber of Commerce/Business
Opportunities Initiative*
*Indianapolis Metropolitan Police Department
(IMPD)*
Indianapolis Public Schools
Indianapolis Urban League
Indy Parks
Indy Reads
Indy Star
IndyGo
IU Health

IU School of Medicine
Ivy Tech Community College
Keep Indianapolis Beautiful
Kheprw Institute
Libertad Counseling
Light of the World Christian Church
Local Initiative Support Corporation (LISC)
*Marion County Commission on Youth
(MCCOY)*
Marion County Community Corrections
Marion County Jail
Marion County Public Health Department
Marion County Reentry Coalition
Marion County Sheriff's Office
Marion County Superior Court – Probation
Marion Superior Court - Juvenile Division
Marion University
Mays Chemical
Mental Health America of Greater Indianapolis
*Metropolitan School District of Franklin
Township*
*Metropolitan School District of Warren
Township*
*Metropolitan School District of Wayne
Township*
Midtown Community Mental Health Center
National Council on Educating Black Children
Neighborhood Christian Legal Clinic
PACE
Peace Learning Center
Purpose of Life
Radio One
Raphael Health Center
RecycleForce
Shalom Health Center
St. Vincent Health
Starfish Initiative
Teen Works
Ten Point Coalition
The Bloom Project
The Bridge Leadership Foundation

The Children’s Museum of Indianapolis
The John H. Boner Center
Trusted Mentors
United Community Centers
United Way of Central Indiana (UWCI)
University of Indianapolis

*US Attorney’s Office - Southern District of
Indiana*
Use What You’ve Got Ministry
Volunteers of America (VOA)
YMCA

The YLM Plan of Action is a guiding document, designed to lead the Indianapolis community to equal opportunity and safe, healthy, productive lives for all young people. It identifies a core set of measurable outcomes, through which progress can be evaluated, for a targeted population of young people who are so often disconnected – African American males ages 14-24. It also presents the proposed community infrastructure to leverage, apply, and sustain the efforts necessary to make lasting change, which utilizes the Collective Impact model. Finally, the YLM Plan of Action includes early strategies in which partners will engage to move from talk to action to reduce disparities in our community.

YLM IMPLEMENTATION PLAN

The challenges that young, African American males face in Indianapolis are many and varied, and can only be addressed through the collective effort of a broad-based coalition of stakeholders working in concert, aligning with and leveraging each other's efforts, taking advantage of emergent opportunities, and sharing accountability for making measurable improvements in the conditions of well-being of this critical sector of our population. Initiatives embracing these principles are commonly referred to as Collective Impact Initiatives.

There are five conditions that define collective impact initiatives. Each of the conditions, along with the basic definition of the condition, is included in Table 1. The YLM was designed to incorporate each of the five conditions of collective success.

Table 1

The Five Conditions of Collective Impact	
Common Agenda	All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.
Shared Measurement	Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.
Mutually Reinforcing Activities	Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.
Continuous Communication	Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.
Backbone Support	Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.

Common Agenda

The *Your Life Matters Report to the Mayor*, released in November 2014, presented data and information supporting what many already understood – young, African American males in Indianapolis face great challenges and suffer negative outcomes at rates higher than many other youth, especially in the five focus areas of Education, Employment, Justice & Reentry, Health, and Mentoring. The Report also highlighted potential solutions to many of the challenges and presented dozens of recommendations through which community leaders can reverse the negative trends. The YLM Plan of Action builds upon the recommendations

detailed in the YLM Report to the Mayor. This enables stakeholders to join the effort based on their interest in or alignment with the five focus areas and the associated recommendations. The partners included in the YLM Plan of Action are intended to be the initial partners, with the expectation of ongoing partner recruitment as part of the dynamic and responsive Collective Impact process. The YLM Plan of Action presents the Common Agenda around which current and future partners will convene to make a collective impact.

Shared Measurement Systems

Collective Impact initiatives are aimed at achieving positive social change through collaborative and aligned actions. Through a common agenda, stakeholders have a shared understanding of the problem and of potential solutions. Data collection and use are key to developing the shared understanding of the problem as well as understanding and evaluating the performance of the programs and initiatives designed to improve the quality of life for all young people. The YLM Plan of Action incorporates both population-level indicator data as well as performance measure data that will be used to monitor the ongoing progress of the initiative and measure the impact.

The Common Agenda of the YLM Initiative is to move the needle on core measures of well-being for young African American males in Indianapolis. While population-level data regarding the five focus areas of the initiative exists, it is often unavailable for the subpopulation that is the focus of this effort, African American males age 14-24. However, it is still useful to have and use a core set of measures upon which all stakeholders can focus.

Those measures include:

- **High school graduation** rate of African American students for the 11 public school districts in Marion County
- **Employment status** for African American males age 16-64 in Marion County
- Relative Risk of **referral to juvenile court** for African American youth (compared to white youth) in Marion County
- Percentage of African American males ages 16-24 released to Marion County who **return to IDOC** within 12 months
- **Deaths by homicide** among African American males ages 15-24 in Marion County

The YLM Plan of Action also includes recommended performance measures for the leadoff strategies. In some cases, the first step upon implementation will be to work with partners to develop an approach to collecting critical performance data. In other cases, a data source already exists. Regardless of the initial availability of the data, data must be an integral tool in

the implementation of the Plan of Action. The power of a collective impact initiative is in negotiating shared measurement systems for aligned programs and initiatives, and then using that information to learn from, strengthen and expand what works.

Mutually Reinforcing Activities

The challenges facing African American youth are not new, and neither are efforts to reverse them. Collective Impact initiatives call for partners to work in concert to strengthen, boost, leverage, or complement each other's efforts. This coordination ensures the efficient use of limited resources and makes space for the contributions of any partners – not just the traditional partners. The YLM Plan of Action includes leadoff strategies that are designed to build collaborative efforts among non-traditional partners and challenge partners to modify or change their services or approach to reach more African American males age 14-24. Each of the strategies has at least one Lead Partner, who will be responsible for ensuring that the strategy is executed. The Plan of Action also includes supporting partners, who have either agreed to support the strategy or who must be engaged in the strategy in order to ensure success. The strategies also seek to leverage the work of initiatives with broader objectives, and infuse into those initiatives a greater emphasis on the target population. Finally, strategies in the YLM initiative will include partnership with others on shared advocacy or policy agendas in service of the target population.

Continuous Communication

Social change is a complex process. It is not linear or direct. It requires an army of committed partners as diverse as grassroots organizations, businesses, not-for-profit organizations, elected officials, faith communities, public sector agencies, philanthropists, and civic leaders. All of these partners must be working in alignment on their shared agenda. Together, these partners engage in a continuous learning cycle, through which strategies are developed, implemented, evaluated on an ongoing basis and then modified, strengthened, expanded, or cast aside, depending on the performance of the strategy. Continuous communication is a necessary component to this kind of collaborative cycle of seeing, learning, and doing.

Continuous communication is also a tool for supporting a shared advocacy agenda. The YLM Plan of Action includes strategies to address policy change, with the expectation that new policy agenda items will emerge through collaboration and communication among partners.

The leadoff strategies contained in the YLM Plan of Action will enable cross-sector partners to begin working together to make a measurable difference. The structure of the initiative allows space for learning, sharing, redesigning, and taking advantage of opportunities as they develop. There is always space for additional partners, and communication planning will address the need to make sure that the entire community is informed about the efforts underway and the progress toward the shared goal of healthy, safe, productive youth and young adults in Indianapolis.

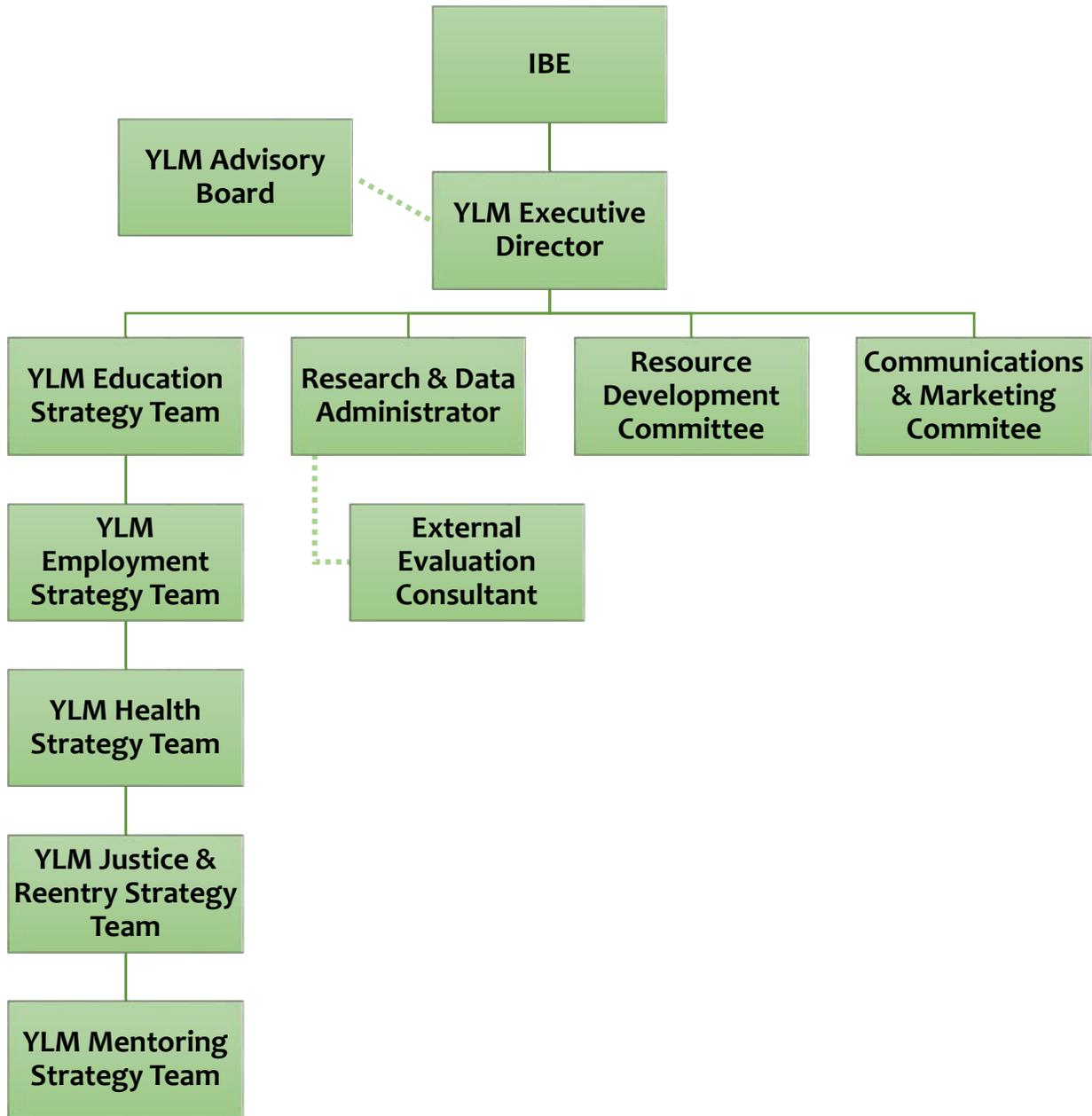
Backbone Support

The fifth and final condition for collective success is the foundation upon which the initiative rests: a backbone support organization. The backbone organization is a separate entity with dedicated, competent staff members who coordinate and guide the collective efforts of the partners and create the conditions necessary for their success. The backbone support organization for the YLM Initiative is Indiana Black Expo (IBE). IBE staff will contribute several critical roles in the implementation of the YLM Plan of Action, including:

- Project Management – Monitoring and supporting the ongoing implementation of the YLM Plan of Action.
- Data Management – Collecting existing data, and cultivating the development of additional data, to measure the performance of the Plan implementation and inform decisions about emerging strategies.
- Facilitation & Communication– Convening and facilitating the ongoing communication among partners through meetings, events, electronic communication, and media.

As backbone organization, IBE anticipates the need for shared leadership, governance, and stewardship of the YLM Plan of Action. IBE will employ an Executive Director for the initiative, as well as a Research & Data Administrator. Other IBE staff will contribute their time and expertise in support of the initiative through participation in committees and workgroups. Finally, Program Coordinators may be hired for specific programs and initiatives subject to the availability of funding. If so, they would report to the YLM Executive Director. Figure 1 presents the organizational structure that will enable the Indianapolis community to respond to the critical needs of all our youth.

Figure 1: YLM Organizational Chart



The entire initiative will be overseen by an Advisory Committee comprised of community leaders, focus area experts, and members of IBE’s senior leadership (Board and staff). An Executive Director of the YLM Initiative will work under the guidance of the Advisory Board to implement the YLM Plan of Action as project manager and facilitator. The YLM Executive Director will support five Strategy Teams – one for each of the five focus areas – as they implement the Action Steps outlined in the YLM Plan of Action, review and reflect on the performance of the strategies, and collaborate to adjust their strategies in light of findings and emergent opportunities.

The YLM Executive Director will oversee an additional full-time staff person, the YLM Research and Data Administrator, whose role will be to collect, manage, and share the indicator and performance measure data necessary in a data-driven collective impact initiative. As previously noted, some data are already available, while other data must be developed through partnerships and leveraged resources. Data will be used by the Advisory Board, the YLM Executive Director, and the Strategy Teams to inform the strategy work throughout the initiative.

Just as data is a cross-cutting need, so are two other tools for effective collaboration: resources and marketing/communications. The YLM Executive Director will convene and support a Resource Development Committee and a Marketing & Communications Committee, which will provide crucial expertise to undergird the YLM Initiative. These committees will be comprised of individuals with a commitment to improving outcomes for African American males, expertise in the related field, and connections and relationships that can aid in cause. Additionally, the IBE Vice President of Development will work closely with the Resource Development Committee, and staff from the IBE Communications Department will liaison with those committees, as well.

YLM PLAN OF ACTION TIMELINE AND EXPECTATIONS

The YLM Plan of Action is based on an initial 18 month implementation phase, which begins May 1, 2015. During this period, IBE will quickly scale up its capacity in order to serve as the backbone organization and begin convening partners to facilitate the implementation of the leadoff strategies detailed in the YLM Plan of Action. The strategies contained in this Plan are rooted in reality and leverage existing resources. Some of the strategies include action steps that call for planning, research, or resource development that will take time to implement and will uncover unforeseen opportunities and challenges. The structure of the

YLM Initiative will enable partners to adapt to changing environments and embrace emerging solutions.

An impressive array of organizational partners has committed to taking leadership roles in the implementation of the leadoff strategies. The YLM Executive Director will facilitate the engagement of Lead and Supporting Partners and ensure that Strategy Teams have the support they need in terms of research and data, resource development, and marketing and communications. New partners will be added to the Strategy Teams as the work evolves. IBE will present an annual progress report to the community, including a summary of actions taken, strategy performance measures data, and any available updates to the core indicators of the initiative. Accompanying the annual progress report will be an update to the YLM Plan of Action, which will detail the priority strategies for the upcoming 12-18 months.

In addition to the strategies outlined in the YLM Plan of Action, IBE is currently engaged in a pilot initiative in two Indianapolis communities. The Pilot Initiative will provide comprehensive, concentrated, and coordinated services for cohorts of very high risk disconnected youth: low income youth age 14-24 who are truant, at risk of dropping out, have dropped out, are un/underemployed, and/or are involved in the juvenile justice system. The initiative will target youth who live in two public housing communities, Beechwood Gardens and Hawthorne Place, which are located within the highest crime area of the city, zip code 46218. Using a collective impact model, the Pilot Initiative will hire two “Connectors” (each serving 40 youth and families) to develop individual service and success plans, link participants to core service providers, and share data across programs in a new care management database. Partners (listed below) will emulate best practices and lessons learned from the Harlem Children’s Zone, the Northside Achievement Zone (a Promise Zone in Minneapolis), My Brother’s Keeper, and other evidence based models.

The core group of partners includes:

- City of Indianapolis, Department of Public Safety (DPS) (mentoring and public safety)
- Indiana Black Expo (IBE) (coordination, fundraising)
- Indianapolis Housing Agency (IHA) (housing and support services)
- EmployIndy (workforce training and employment)
- Indianapolis Public Schools (IPS) (K-12 education)
- Forest Manor Multi Service Center (human services, connectors)
- HealthNet (health care and mental health referrals)
- Indianapolis Neighborhood Housing Partnership (self-sufficiency, financial literacy)

Resources

IBE is working to find resources for this Pilot Initiative, as well as to support the infrastructure necessary to successfully implement the YLM Plan of Action. Indianapolis benefits from a strong and vibrant nonprofit sector that includes a variety of collaborations and partnerships focused on issues both directly and indirectly affecting the lives of many African American male youth. When called upon to participate in Your Life Matters (YLM) during the report phase, representatives from many organizations contributed key data and offered recommendations to address the many concerns associated with supporting the needs of African American males. Existing collaborations began exploring how to expand the work to place greater emphasis on reaching African American males 14-24 and contributed to the development of strategies identified in the YLM implementation plan. Along with the commitment to support the implementation of strategies, organizations continue to explore ways to effectively leverage existing staff and volunteer time, use existing facilities and reexamine new ways of working together to strengthen systems to better document and track their work with this population. Much of this work requires no “new money”, just a realignment of existing resources.

Despite the commitment of organizations to leverage existing resources, it is clear additional financial resources will be needed to support the collective impact model driving the work of Your Life Matters. Not only will additional financial resources be required to support the roll out of new programs or services, but resources will also be needed to support the development of IBE’s operating infrastructure as the backbone organization of this collective impact model. Other key areas anticipated to require financial resources include:

- Data collection, analysis and reporting;
- Ongoing communication among partners and the community;
- Implementation of new program or services associated with specific initiatives within each of the five core areas; and
- Capacity-building support for partnering organizations prepared to move their programs to scale.

In addition to working closely with the robust philanthropic community in Indianapolis, IBE is also exploring funding opportunities available at the national level. As the My Brother’s Keepers initiative continues to gather momentum and new cities accept the challenge to join the White House in this initiative, it is expected more attention will focus on how to fund new strategies and/or programs targeting African American males across the country. To

date, the White House has reported more than 300 million dollars in grants and in-kind resources pledged from private foundations and corporations in support of the MBK. The major foundations and corporations that have already pledged funding to support national efforts include the following:

- | | |
|-----------------------------|--|
| Annie E. Casey Foundation | The John S. and James L. Knight Foundation |
| AT&T | The Kapur Center for Social Impact |
| The Atlantic Philanthropies | National Basketball Association |
| Bloomberg Philanthropies | The Open Society Foundations |
| The California Endowment | The Robert Wood Johnson Foundation |
| The Ford Foundation | The W.K. Kellogg Foundation |

Details regarding whether these funds have already been committed, or the conditions for the release of funding are not available at this time. A scan of the various funders' websites found references to the commitment to My Brother's Keepers but no additional information regarding official grant announcements. As the number of cities committed to MBK grows, should the funds contributed by the private foundations be released this year or next, it will undoubtedly be a very competitive process.

In addition to funding from local and national foundations as well as corporations, YLM strategies may also be eligible for a number of federal grants. While there are a few federal grants available that focus on building a community collaborative and the use of evidence-based programs, most grants focus on specific topic or issue impacting the community. It will be imperative to assess each opportunity thoroughly and determine if IBE is the most appropriate entity to pursue the grant opportunity versus one of its YLM partners. Several grants may already be secured by partnering organizations. There will be other opportunities where direct service providers will be the most appropriate organization to serve as the lead. Supporting the strategies of the YLM plan does not require all funding to go through IBE but, the resources must be directed toward achieving the performance measures identified in the plan. The YLM Resource Development Committee will assist IBE in identifying and securing the necessary resources to implement the YLM Plan of Action and make measurable improvements in the quality of life of young, African American males in Indianapolis.

FOCUS AREA ACTION PLANS



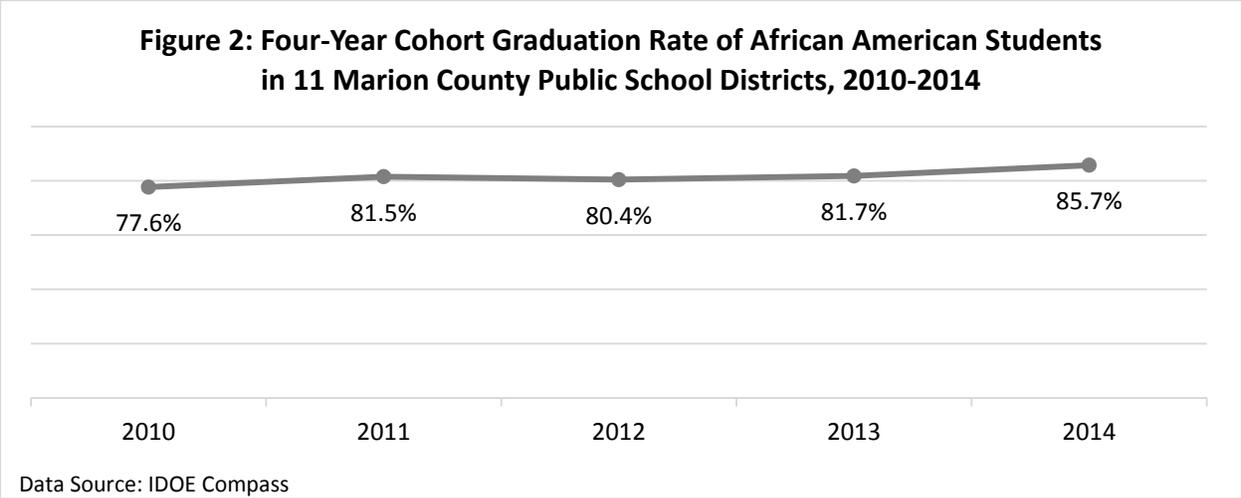
EDUCATION

Targeted Result

All African American male youth in Marion County graduate from high school on time and are prepared for success in the workforce or enter higher education and complete a degree program by age 24.

Indicators

The four-year high school graduation rate for African American students (male and female) at the 11 public school districts in Marion County has experienced an upward trend over the last five years. However, in 2014, nearly 15% of African American students did not graduate from high school on time.



A total of 15,674 African American students are included in the four-year graduation cohort of the 11 public school districts in Marion County. Graduation rates for African American students vary significantly among the 11 public school districts in Marion County. On average, from 2010-2014, the districts with the highest share of on-time African American graduates were Speedway, Pike Township, and Wayne Township. The districts with the lowest rates were Indianapolis Public Schools (IPS), Decatur Township, and Washington Township. The total numbers of African American students in the graduation cohorts varied greatly, as well, with the most African American students served by IPS, Lawrence Township, and Pike, and the fewest served by Beech Grove, Speedway, and Franklin Township schools.

Table 2: Four-Year Graduation Cohort Graduation Rates for African American Students at the 11 Marion County Public School Districts.

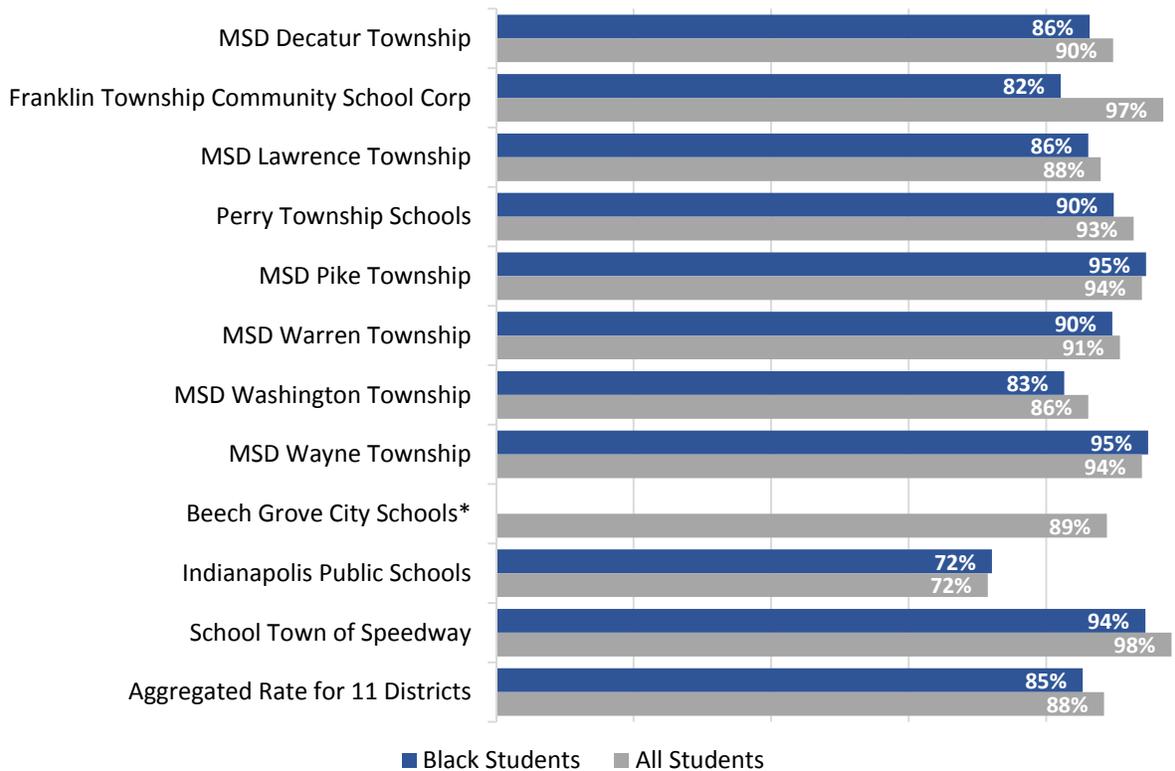
	2010 (%)	2011 (%)	2012 (%)	2013 (%)	2014 (%)	5 Year Average (%)	5 Year Total N Students
M S D Decatur Township	78.4	79.5	60.0	78.9	86.3	76.8	229
Franklin Township Com Sch Corp	74.3	87.2	91.2	85.7	84.1	84.5	181
M S D Lawrence Township	83.0	84.3	83.3	86.3	86.1	84.7	2450
Perry Township Schools	73.3	83.1	90.3	85.0	89.8	84.2	524
M S D Pike Township	89.3	90.1	93.5	92.3	94.5	91.9	2140
M S D Warren Township	81.0	88.7	85.3	83.3	89.6	85.6	2129
M S D Washington Township	83.4	77.4	81.9	75.5	82.6	80.1	1572
M S D Wayne Township	87.1	89.6	91.0	87.1	94.8	89.8	1931
Beech Grove City Schools*	*	*	*	85.7	100.0	*	*
Indianapolis Public Schools	63.7	69.8	65.9	70.3	72.1	68.0	4434
School Town of Speedway	100.0	88.2	92.9	93.8	94.4	94.0	84
All 11 Districts	77.6	81.5	80.4	81.7	85.7	81.3	15674

Data Source: IDOE Compass

Story Behind the Baseline

In 2014, a smaller share of African American students graduated on time than did students of other races in all but three of the 11 Marion County school districts. The four-year graduation rate for black students among the 11 Marion County districts was just 85.3%, compared with 88.4% of the total student population.

Figure 3: Graduation rates in Marion County public school districts (2013-14)



*Value of Black student rate suppressed due to low N.
 Source: Indiana Department of Education

Over the last 30 years, education policy research has shown an increase in racial disparities in schooling, and these disparities in schooling interconnect with racial disparities in poverty and crime.ⁱⁱⁱ Educational disparities have been demonstrated in suspensions, expulsions, dropouts, academic achievement, including on AP assessments, college readiness special education identification and high school graduation.

The American Association of School Psychologists released a position statement identifying four significant points: 1) Black male students disproportionately experience exclusionary discipline practices at unexpectedly high rates; 2) Black males students are disproportionately identified for special education services at unexpectedly high rates; 3) students identified with disabilities disproportionately experience exclusionary discipline practices at unexpectedly high rates than their non-disabled peers; and 4) exclusionary disciplinary practices have long term negative consequences for students' educational and career

trajectory.^{iv} Improvement in these racially disparate school practices would facilitate improvement in the long-term negative outcomes for students, particularly Black males.

What Works

Discipline, attendance, suspension, and expulsion policies must be appropriately and consistently administered and include an emphasis on continuing the students' education so that they remain on track for graduation. In addition, learning environments must be culturally sensitive, supportive, and engaging to youth and their families.

The strategies in the YLM Plan of Action focus on:

- Promoting continued education while addressing discipline and attendance issues;
- Updating the codes used by schools completing the state report for suspensions and expulsions to minimize the number of exclusionary practices;
- Developing a comprehensive approach to creating culturally sensitive and positive approaches in schools to avoid suspensions and keeping students engaged;
- Strengthening collaborations with educators and legislators through education advocacy; and
- Promoting a comprehensive community-wide conversation that addresses disparities through collaboration and strong data collection.

In March 2014, the Office of Civil Rights released a report regarding disproportionality and school discipline. Indiana's percentage of Black male students who experienced out-of-school suspensions was 27% and tied for the second-highest percentage in the United States.

Research shows that the long-term impact of exclusionary discipline practices negatively affects academic involvement and student achievement, increasing school dropout rates and the probability of delinquency. According to data provided by the Indiana Department of Education's report on Out of School Suspensions by Reason in Marion County for the 2012-2013 school year, 7% of Marion County students were suspended because of attendance issues.

Schools are recognizing that suspending a student for missing school is not an effective intervention.

Strategy: Reduce out-of-school suspensions for attendance and non-safety-related problems and ensure that students are receiving the relational and learning supports necessary to be successful in school.

Lead Partners	Performance Measures		
Indianapolis Public Schools (IPS)	Decrease in out-of-school suspensions for attendance Increase in attendance rates Decrease in behavior issues		
Action Steps		Supporting Partners	Timeframe
Develop and conduct a survey of Marion County schools (public and charter) to learn about all alternatives-to-suspension practices. <ul style="list-style-type: none"> • How are the programs' purposes? • What are the criteria for referring a student to an alternatives-to-suspension program? • What data are collected to determine the outcomes, e.g., decreased suspensions, increased attendance, improved grades? • Ensure that all data sets include the Black male 14-24 cohort. • What is the allocation of human/financial resources to alternatives-to-suspension programs? 		Center for Evaluation and Education Policy Marion County public and charter schools Mayor's Office of Education Innovation NAACP Education Committee	Q2 2015
Determine Best Practices <ul style="list-style-type: none"> • What are the similarities of the programs? • Are programs grounded in positive conditions for learning, including emotional and physical safety, high expectations, emotional support, social competency, and academic support? • How are the programs addressing the four areas educators know help students be successful? • Which programs are working well? • What human/financial resources are needed to build capacity in all schools? • Get input from participating schools to the best practices report. 		Lead Partner NAACP Education Committee	Q3 2015
Convene Marion County schools leadership, legislators and DOE to present the findings.		Lead Partner NAACP Education Committee	Q3 2015

Currently, there are sixteen Department of Education (DOE) Out of School Suspension codes: Alcohol, Drugs, Deadly Weapons, Handguns, Rifles or Shotguns, Other Firearms, Tobacco, Legal Settlement, Other, Fighting, Battery, Intimidation, Verbal, Defiance, Attendance, Destruction of Property. During the 2012-2013 school year, the three most common reasons that students experienced out-of-school suspensions in Marion County were defiance (22%), fighting (17%) and “other” (27%). There were 5,765 suspensions classified as “other” that year.^v

At the Your Life Matters Strategy Development Session in March 2015, educators shared that “other” includes every behavior violation that the state does not specifically track, such as, tardies, simple assaults, profanity, and verbal aggression. A majority of school systems have created more detailed codes for their own purposes, but the codes are collapsed back into the “other” category when the data are reported to DOE. For example, Warren Township has developed 17 additional detailed codes, including:

- Disruption on the school bus
- Harassment/Hazing, Defamation of Character
- Offensive Touching
- Inappropriate use of Technology

These codes are used for disciplinary referrals, not necessarily suspensions, but the detailed codes help provide clarity regarding the behavioral issues schools are addressing. An examination of school data indicates that “other” and “defiance” categories often include suspensions for minor offenses and that subjectivity plays a role.

The educators participating in the stakeholders meeting recommend that DOE codes be updated with more detail and reporting be more transparent, so schools can be held accountable for the reasons behind suspensions and expulsions. Ensuring that a statewide data system is comprehensive, well-defined, and based on disaggregated data will serve the following important purposes in school discipline reform:

- Poor definitions can contribute to overuse and disproportionality; better definitions can lead to reduced use and reduced disproportionality;
- Clarity in definitions can help with understanding current practices and monitoring improvements;
- Clarity in definitions can help identify technical assistance needs or corrective action and lead to improved programs for improving student behavior; and
- Using disaggregated data can lead to practices that improve equitable outcomes for all students.

Thus, improving data-driven practices for decision making can lead to improved student behavior and school climate, which will ultimately result in improved academic achievement and graduation rates.

Strategy: Update the out-of-school suspension codes to be more reflective of current issues, with disaggregated data outcomes and other data issues identified, and require additional information to be provided when the term “other” is used by schools in completing the state report for suspensions and expulsions.

Lead Partners Children’s Policy and Law Initiative and Warren Township Schools	Performance Measures Out-of-school suspension codes are updated Updated data collection strategy community to schools	
Action Steps	Supporting Partners	Timeframe
Meet with DOE to discuss the need to update the out-of-school suspension codes and get an understanding of the process to make changes.	DOE	Q2 – Q3 2015
Gather information from all Marion County Schools about their coding protocols and what behaviors are allocated to the “other” category.	Marion County schools	Q2 – Q3 2015
Create a suggested list of codes followed by getting input from Marion County schools.	Marion County schools	Q4 2015
Determine how Marion County Schools are using disaggregated to make data-driven decisions about discipline outcomes and make recommendations for further action steps.	Marion County schools	Q1 2016
Report on other data issues identified by the group and make recommendations for further action steps.	Lead Partners	Q1 2016
Present the information to DOE and work on implementation strategies	Lead Partners DOE	Q1 2016
Create a simple communication mechanism to keep Marion County schools informed of the progress.	Lead Partners	Q1 2016

Teachers and administrators want their students to be successful and for their classrooms and schools to be positive learning environments. Teachers and administrators are becoming increasingly aware that the life factors facing young, African American males are impacting their ability to stay engaged in their education. While schools address alternatives to suspension, educators are exploring effective teaching and classroom management practices designed to increase the likelihood of a positive academic experience.

There are many examples of creative programs already happening in Marion County, including:

- IPS is re-writing its Student Code of Conduct and multi-tiered approach to discipline, incorporating Positive Behavioral Interventions & Supports (PBIS) and Response to Intervention strategies;
- Warren Township has implemented PBIS from K–12 thanks to a Race to the Top Grant;
- Arsenal Technical High School has an alternatives-to-suspension project called the Student Achievement Center, where students have direct contact with a social worker as well as contact with their teachers to stay current on school work;
- Wayne Township contracts with Cummins which has a presence in all the schools; and
- Several schools are creating indicators to identify students who might need some supports.

Educators recognize the necessity of a more holistic approach to addressing behaviors to help keep students engaged. Knowing what other schools are currently doing and how they are working is helpful to determine best practices in service delivery and data collection.

Strategy: Incorporate culturally responsible instruction and classroom management to ensure that all youth are successful in school.

Lead Partners	Performance Measures	
Wayne Township Schools and Indiana Charter School Board of Directors	Number of schools/school districts that participate in educational workshops Number of schools/school districts adopting policies and practices promoted through the educational campaign Number and percent of African American youth demonstrating positive outcomes in the Pilot Initiative	
Action Steps	Supporting Partners	Timeframe
Develop and conduct a survey of Marion County schools (public and charter) to learn about if and how schools are implementing best practice models like PBIS, RTI, and RJ in a culturally competent manner in classrooms and school environments. <ul style="list-style-type: none"> • How do the programs work? • What data are collected to determine the outcomes, e.g., decreased suspensions, increased attendance, improved grades? • Ensure that all data sets include the Black male 14-24 cohort. • What is the allocation of human/financial resources to alternatives to suspension programs? 	Charter Schools Marion County public schools National Council of Educating Black Children	Q2 2015
Determine Best Practices <ul style="list-style-type: none"> • What are the similarities of the programs? • Which programs are working well? • What human/financial resources are needed to build capacity in all schools? • Create a report and get input from participating schools to the best practices report. 	Lead Partners National Council of Educating Black Children	Q3 2015
Moving Forward Convene Marion County schools leadership, legislators and DOE to present the findings.	Marion County schools National Council of Educating Black Children	Q3 2015
Engage teacher training at universities in Indiana in...	Children's Policy and Law Institute	

<p>Continuing Education for Educators</p> <ul style="list-style-type: none"> • Convene a group of experts for an educators' workshop to learn about CRPBIS, PBIS, RTI, and Restorative Justice. <p>The workshop will include implementation strategies and potential funding opportunities. <i>(This will be key as most schools have implemented elements of the programs but need funding to expand.)</i></p>	<p>The Children's Museum (providing the meeting space)</p> <p>Wayne Township/IPS develop workshop content</p> <p>National Council of Educating Black Children</p>	<p>Q1 2016</p>
<p>Develop a mental health school demonstration project focusing on the behavioral health needs of students.</p> <p><i>The goal is to create a model addressing the behaviors of a student which could lead to school disengagement or suspension.</i></p>	<p>Community Health Warren Township Schools</p> <p>National Council of Educating Black Children</p>	<p>Q2 – Q3 2015</p>
<p>Support Children's Policy and Law Initiative in the development of a School Safety Academy Specialist sister academy focusing on social/emotional training for educators and school staff.</p> <p><i>The goal is to have law enforcement integrated into positive behavior interventions.</i></p>	<p>Children's Policy and Law Initiative</p> <p>National Council of Educating Black Children</p>	<p>Q2 – Q3 2015</p>

In January 2015, Judge Marilyn Moores of the Juvenile Division, Marion Superior Court sent a letter to Marion County Superintendents stating the Juvenile Detention Center will no longer accept outright arrests from any Marion County school for misdemeanor and/or status offenses, unless there is serious physical injury to a victim requiring professional medical treatment or a financial loss greater than \$250.00. Youth who are alleged to have committed felony offenses will be accepted into RSR (Receiving, Screening, and Release) for processing.

Twenty-five percent of referrals to the Juvenile Division come from Marion County schools, and 80% of those referrals are for youth of color. The referrals total 1,500 arrests/referrals annually. Of those 1,500 referrals, 80% do not receive formal intervention from the court. In the letter, Judge Moores points out that even though there is no intervention from the court, the student has been dramatically impacted by being arrested at school in front of his or her peers, and the relationship with the school is further degraded.

The Court and several Marion County township schools have been developing alternatives to Juvenile Court referrals for students by partnering with three community-based organizations. Warren Township was the first system to work with the Court and saw a 28% decrease in arrests at the high school, a 43% decrease in suspensions in the high school, and a 50% decrease in suspensions in the middle schools.

Strategy: Implement alternative programs for students charged at school with misdemeanor and/or status offenses so that students are able to continue their education uninterrupted by suspensions.

Lead Partners	Performance Measures	
Marion Superior Court/Juvenile Division and Indianapolis Department of Public Safety	Number and percent of students arrested for misdemeanors and/or status offenses Number of percent of students suspended	
Action Steps	Supporting Partners	Timeframe
Communicate with all eleven school systems to confirm the letter has been received and understood.	Lead Partners National Council of Educating Black Children	Q2 2015
Develop a list of community organizations that school systems are currently partnering with for alternatives to court referrals and how data are collected.	Warren, Decatur and Pike have been working with the Court. They will be asked to assist. National Council of Educating Black Children	Q2 2015
Determine the cost for community organizations to provide the services to youth and the capacity of the organization to handle potential increases in cases.	Inspire Mediation Mentoring for Magic Reach for Youth National Council of Educating Black Children	Q2 2015
Collaborate with the Department of Public Safety to determine what connections can be made with its community affairs initiatives for youth.	Lead Partners National Council of Educating Black Children	Q2 2015
Report to schools about opportunities for partnership with community organizations and data collection mechanisms.	Lead Partners National Council of Educating Black Children	Q3 2015

Educational policy is often dictated by state-level legislation. Each year, Indiana State Legislators tackle many bills affecting education. In 2015, several bills directly impact some of the strategies and recommendations in the YLM Task Force Report and Plan of Action. For example, according to the Children’s Policy and Law Initiative, Senate Bill 443 and House Bill 1640 contain several education matters, including: assisting and empowering Indiana’s schools in improving the practice of school discipline, replacing exclusionary practices with more positive and evidence-based procedures, and prohibiting suspensions and expulsions of students for attendance issues.

School leaders must be knowledgeable about proposed educational legislation and how it will impact students of color, and legislators must be responsive to the expert guidance provided to them by school leaders.

Strategy: Engage school leaders in a shared advocacy agenda to enact education policy reforms designed to decrease the potential for disproportionality in school discipline and graduation outcomes for African American youth.			
Lead Partners		Performance Measures	
Marion County Legislators and Children’s Policy and Law Initiative		Number of school leaders/districts participating in the advocacy agenda	
Action Steps		Supporting Partners	Timeframe
Foster greater understanding of relevant legislation through legislative briefings of school leaders by legislators and CPLI. Develop strategies for engaging stakeholders in action to address the proposed legislation.		Marion County public and charter schools	Q2 2015 – Q2 2016

There is no doubt that educators want students to succeed; however, educators alone cannot guarantee success for all students. They must rely upon the broader community to support them in their efforts to meet the needs of all students and, in particular, how to reach students of color and students with challenging home situations effectively. They need opportunities for ongoing professional development, access to information and resources on evidence-based practices, and the supports and resources to apply what works to their schools and classrooms.

Strategy: Engage diverse partners to serve as thought leaders to develop realistic approaches to supporting educators and schools in implementing evidence-based practices designed to reduce disparities and increase students' overall success.

Lead Partners	Performance Measures	
The Mind Trust and IBE	Number of partners who participate in community conversations Number of partners who sign on to a policy agenda	
Action Steps	Supporting Partners	Timeframe
The Mind Trust, in partnership with the Indiana Black Expo, will host a community conversation about how to address the needs of educators as they balance the educational, social, and emotional needs of Black male students. The conversation will include educators, legislators, funders and community stakeholders.	United Negro College Fund Children's Policy and Law Initiative	By Q4 2016
Conduct the annual IBE Education Conference during the Summer Celebration to engage more than 400 educators to increase cultural competency in the classroom.	IBE Indiana Civil Rights Commission Cummins Indiana University Indiana Wesleyan National Council on Educating Black Children	Q2 2016
YLM representatives will meet with the Principals of the 11 township school districts to share the YLM Plan of Action and enlist their participation.	Franklin Central High School	Q2 2015
YLM co-chairs meet with the 11 Marion County school Superintendents to share the YLM Plan of Action and enlist their participation.	MSD of Washington Township	Q2 2015

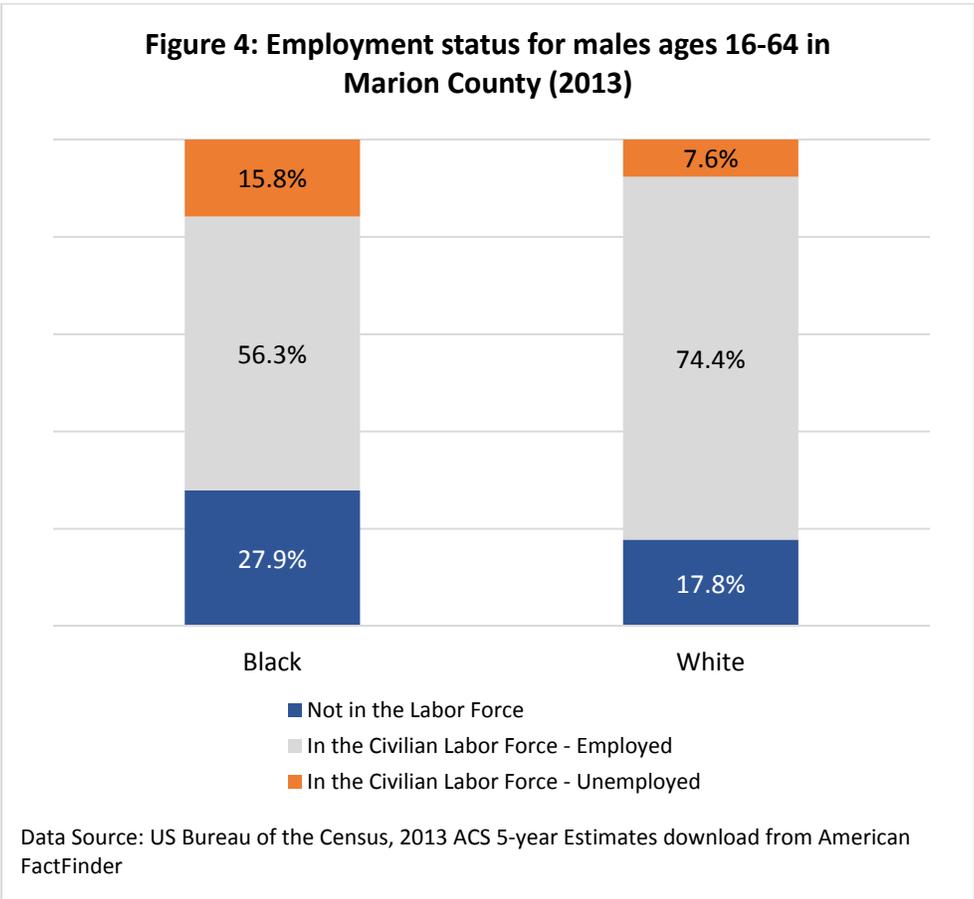
EMPLOYMENT

Targeted Result

All African American male youth in Marion County are prepared for success in the workforce and are gainfully employed in a career-track job upon completion of high school or college.

Indicators

African American males in Indianapolis are much less likely to be employed than their white counterparts. According to 2013 Census data, twice as many African American males ages 16-64 are unemployed as white males. Also of concern, over one-quarter of African American males are not in the labor force, compared with 18% of white males. The “Not in the Labor Force” category consists mainly of students, homemakers, retired workers, seasonal workers interviewed in an off season who were not looking for work, institutionalized people (including incarceration), and people doing only incidental unpaid family work (less than 15 hours during the reference week).



Similar rates of unemployment are reflected among youth in Marion County, as well. According to the US Census definition, unemployed youth are those youth who were actively looking for a job and not employed at the time they were surveyed. Youth unemployment on the whole is higher in Marion County than in Indiana, but Black youth unemployment is almost 54 and 122% higher than peers in Marion County and the state, respectively.

Table 3: Unemployment among young adults, ages 16-19 (2012)

	Marion County	Indiana
Overall	17.5%	10.6%
Black	27.0%	23.5%

Data Source: American Community Survey, Table BS23001

Story Behind the Baseline

African American youth experience the employment market differently than youth in general. As displayed by the chart above, Black youth experience a disproportionate level of unemployment. Unfortunately, there is dearth of data to illustrate the challenges African American youth experience in the workforce. While entering today’s complex job market is perhaps more difficult than ever for young people, those living in high-poverty Indianapolis neighborhoods find far fewer employment opportunities compared to their more affluent peers. Many of these youth must overcome challenges beyond their control, such as poverty, few role models of working adults, low-performing schools, and the need to care for family members.

Indianapolis’ youth unemployment problem goes beyond a “skills deficit” for disconnected Black males, particularly those living in poverty. Many of these young men need help developing life skills to prepare them for the workforce. When interviewed, organizations that work with Black males cited an urgent need to help young men who lack male role models or career mentors. There is a need for assistance developing life skills, confidence, and in some cases – according to one service provider – “strong validation that their lives have meaning.” The community lacks a visible, large-scale youth employment effort that brings together city leadership, the workforce investment board (EmployIndy), the private sector, educational institutions, and philanthropic organizations. Young adults should not be allowed to slip through the cracks in the system and fail to develop the basic skills necessary to be productive members of society. There must be urgency of action to fill gaps in Central Indiana’s workforce system. Most businesses are unaware of the depth of Indianapolis’ youth unemployment problem and how it contributes to problems facing the community, including crime.

What Works

Communities that place a high priority on youth employment can see the results in a relatively short amount of time. Early work experiences can help youth understand the importance of life skills including discipline, reliability, and teamwork. Youth who have positive work experiences as early as the age of sixteen or younger are more likely to finish high school, go to college, and succeed in the workforce. One important component of youth employment program strategies involves addressing life skills that impact work readiness. For example, a program should cover independent living, parenting, mental health, and similar barriers, rather than solely addressing job-related knowledge and skills. An ambitious youth employment initiative could provide greater publicity, funding, and “horsepower” to scale programs that are already working.

Indianapolis has an opportunity to make great strides in African American youth employment by creating an ambitious set of youth workforce development strategies. When a group of community partners met to discuss strategies to strengthen youth employment, they identified the following key characteristics of youth employment initiatives:

- Clear entry to organizations and programs, so young people can figure out how to connect to them.
- Broader inclusion of opportunities for youth who are embarking on different paths to success.
- Address logistical challenges and barriers, e.g. lack of income, to training and employment opportunities.
- Work exposure to gain job experience.
- Credentialing in secondary schools, so youth graduate with skills.
- Offer exposure to careers in high-demand and high-wage jobs.
- Make soft skills and job readiness skills trainings available.
- Opportunities for self-discovery, so youth understand their assets.
- Advocacy for increased support and attention to the challenges facing African American youth.

The following strategies that address the need for employment opportunities for young Black males are based on the recommendations contained in the YLM Taskforce report and the work of community group participants who offered advice and input. The community groups were made up of individuals who believe that there is the need for new focus and efforts around the employment opportunities and the pathways to employment for young Black males. The strategies and action steps identified below reflect a concerted effort for this new focus.

Strategy: Create a private sector youth employment initiative in partnership with a community-based, culturally competent youth and young adult development program in order to identify and increase job opportunities for African American males ages 16-24.

Lead Partners EmployIndy	Performance Measures Collaboration created Increase in the employment of African American youth in Indianapolis	
Action Steps	Supporting Partners	Timeframe
Identify an existing culturally competent youth employment provider to spearhead a collaborative effort.	Fathers & Families Indianapolis Urban League IYI MCCOY TeenWorks United Community Centers	Q3 2015
Educate employers about the challenges faced by disconnected youth experience and encourage them to consider hiring disconnected youth to benefit the entire community.	IBE Indianapolis Urban League Indy Chamber	
Conduct a census of key organizations and programs to populate the collaborative effort.	Indianapolis Urban League MCCOY UWCI	Q4 2015
Establish goals and parameters of the initiative, so the result is increased employment for African American youth.	Indianapolis Urban League The Polis Center - SAVI TeenWorks WorkOne Centers	Q1 2016
Invite key partners to join the collaborative, and provide education on the initiative.	IBE Indy Chamber Indianapolis Urban League	Q4 2015

As in most communities, the challenge in Indianapolis is the ability to maximize existing efforts to increase employment outcomes for youth. Good programs are often limited because much of their focus is on organizational survival, while there is often need for increased attention on growth in reach or quality improvement. Numerous programs and services are effective in providing youth workforce development and merely need professional development and capacity building support to enhance both their quality and service levels.

Strategy: Identify quality youth employment programs that are working in our community, and scale or replicate those programs to increase services for African American youth.			
Lead Partners		Performance Measures	
Marion County Commission on Youth (MCCOY)		Number of youth participating in employment programs	
Action Steps		Supporting Partners	Timeframe
Create a data-based rating system to define successful youth workforce development programs, including national programs.		EmployIndy Indianapolis Urban League IYI UWCI	Q3 2015
Determine an achievable goal for expanding the capacity of the existing youth workforce development provider network to serve African American youth.		EmployIndy Faith-based Organizations Indianapolis Urban League IYI United Community Centers	Q1 2016
Identify gaps in available youth workforce development services, and explore reasonable and doable remedies.		CICF Indianapolis Urban League IYI	Q2 2016
Expand Center for Working Families (CWF) services to enable them to serve African American youth in the families served to achieve employment.		CICF Coalition of CWFs Indianapolis Urban League UWCI	Q3 2016

Many businesses and employers throughout the Indianapolis community do not have a good understanding or appreciation for the challenges African American youth experience in their homes, schools, or communities as they pursue employment opportunities. Information and training on self-employment and entrepreneurship are often not readily available to this

population. Small businesses make up a significant portion of the workforce, so it is crucial to educate and assist businesses to support young Black males as they pursue employment.

Strategy: Create incentives for existing small businesses and build the capacity of social enterprise programs to hire, train, and equip African American youth ages 16-24.		
Lead Partners	Performance Measures	
Indy Chamber	Number of small business partners engaging in educational campaign Number of small businesses that commit to increasing hiring of African American youth Number of African American youth participating in social enterprise training programs	
Action Steps	Supporting Partners	Timeframe
Identify existing public incentives to assist the growth and retention of small businesses that hire and train young Black males.	CICF City of Indianapolis – Dept. of Metropolitan Development EmployIndy	Q3 2015
Conduct outreach to businesses throughout the Central Indiana area to focus on hiring and training young Black males.	Business & manufacturing associations Indiana Works Council, Region 5	Q1 2016
Provide resources to scale effective social enterprise programs, such as Goodwill and Recycle Force, to serve young Black males.	EmployIndy Goodwill Industries Local funders	Q3 2016

The youth employment strategy should expose young, African American males to high-demand careers in the community, including those that do not require a four-year college degree. A critical element that is missing in the community is educating students, parents, and school counselors about the opportunities and benefits of less-than-four-year certifications and skill acquisition leading to high-wage jobs. African American youth could benefit greatly from exposure to and participation in the opportunities available through such programs.

Strategy: Increase student and parent awareness of workforce certification opportunities, available at Marion County high schools and one-year college degree options, as ways to gain rapid job readiness and earn college credits, and increase the number of African American male youth earning industry certifications and college credit.

Lead Partner	Performance Measures	
Ivy Tech	Number of African American youth completing certification programs in high school Number of African American youth completing certification programs at Ivy Tech Number of secondary schools engaging in career days and career exposure programs	
Action Steps	Supporting Partners	Timeframe
Develop educational materials about the opportunities that exist in the community.	IBE Ivy Tech	Q2 2015 – Q3 2015
Disseminate short-term training information on specific industries to schools and churches that serve large populations of African Americans.	Faith-based organizations IBE EmployIndy MCCOY School Superintendents	Q3 2015
Identify a manageable size cohort of African American males, ages 18 – 24, enrolled at Ivy Tech for data collection.	IUPUI The Polis Center - SAVI	Q4 2015
Work with secondary schools to develop career days and career exposure programs.	Employ Indy Indy Chamber School Superintendents	Q1 2016

Strategy: Ensure that local colleges and universities have programs and policies designed to recruit and retain African American males.

Lead Partner IBE	Performance Measures Number of higher education institutions engaging in this effort Increase in retention of African American males	
Action Steps	Supporting Partners	Timeframe
Identify representatives from local colleges and universities to serve on committee focused on recruitment and retention of African American males.	Indiana Commission on Higher Education IBE Committee Indiana colleges and universities Children’s Policy and Law Initiative of Indiana Center for Leadership Development	Q3 2015
Assess existing recruitment and retention programs to determine gaps and resources needed to better serve African American males.	IBE Committee Indiana colleges and universities Children’s Policy and Law Initiative of Indiana	Q4 2015
Share results from assessment with Indiana colleges and universities and funders.	IBE Committee	Q2 2016
Determine feasibility for the replication of results-based programs.	IBE Committee Indiana colleges and universities	Q3 2016
Follow up with Indiana colleges and universities on the implementation of the programs.	IBE Committee	Q3 2016

JUSTICE & REENTRY

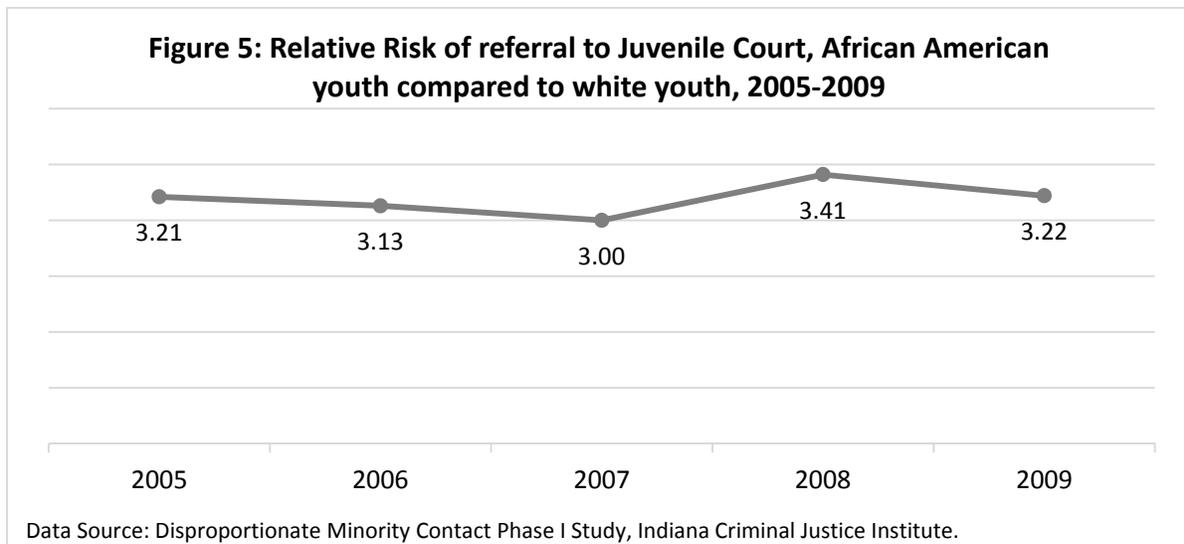
Targeted Result

All African American males between the ages of 14 and 24 are free from arrest, detention, and incarceration.

Indicators

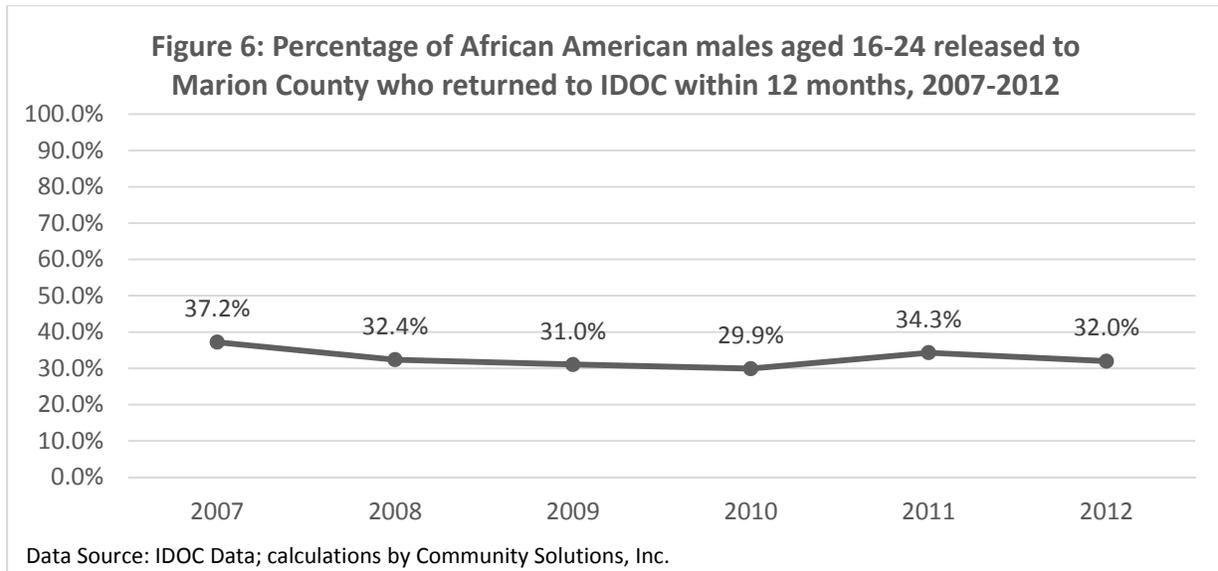
African American males face challenging odds. They are overrepresented in juvenile courts and incarceration. The following measures represent this disparity and can be used to track progress toward the desired result that all African American males between the ages of 14 and 24 are free from arrest, detention, and incarceration.

The first indicator – relative risk of referral to Juvenile Court in Marion County – shows that African American youth are overrepresented in referrals to Juvenile Court, compared to white youth, at a 3-to-1 ratio. This ratio remained steady during the five-year period for which data are available. Updated data, inclusive of years 2010-2014 will be available to the public in fall 2015.



The other indicator through which the impact of the Justice & Reentry strategies can be measured is the percentage of African American males ages 16 to 24 who are released to Marion County from the Indiana Department of Correction (IDOC) and return to IDOC within one year of their release (12-month recidivism rate). The 12-month recidivism rate of

members of the target population has been mostly flat, with a slight overall decrease between 2007 and 2012.



Story Behind the Baseline

African American youth are disproportionately overrepresented in the Marion County Juvenile Detention Center, and a large number of these youth re-offend. In 2013, the average daily population of the Detention Center was 70% Black youth, 18% White youth, 6% Latino youth, and 6% other youth. According to the IDOC, more than 42% of Black youth between the ages of 13 and 15 were released from juvenile detention in 2010 and returned to IDOC in 2013.

Black males in Indiana are sentenced and incarcerated longer than any other racial or ethnic group. According to the 2012 IDOC Annual Report, Black males are approximately six times more likely to be incarcerated than their white counterparts. Though African Americans make up only 9.5% of the population in Indiana, in 2012, 37% of inmates in the IDOC were African American.

Upon release from incarceration, people face many barriers to re-establishing themselves in their communities. Lack of transportation, housing, and employment, the reality of accrued debt, mental health and addiction issues all present enormous barriers to successful reentry.

What Works

Juveniles

As this country has experienced, a major source for racial tensions, and often the flashpoint of citywide violence, stems from the relationship between the police department and urban youth. Lack of positive contacts between police and urban youth, particularly minority youth, can lead to constant problems and friction.

Over time, minor communication issues between urban youth and police can grow into serious levels of distrust, fear, and even hostility on the parts of both some police officers and some urban youth. If these feelings of alienation are left unattended, they contribute to decline in the quality of life in many urban areas for the entire community.

The US Department of Justice describes the ideal relationship between police and youth to be: “...a positive partnership that includes police, youth, parents, schools, community and business leadership, clergy, and the media all aimed at both preventing and resolving problems of crime...based on cooperation, collaboration, and mutual respect.”

Strategy: Strengthen youth relationships with police.		
Lead Partners	Performance Measures	
Marion County Commission on Youth (MCCOY) and Marion County Reentry Coalition (MCRC)	Number of youth who engage in activities Number of youth who report positive relationships with police	
Action Steps	Supporting Partners	Timeframe
Support the MCCOY Youth Empowerment Team, the Mayor’s Youth Council, and United Way’s Youth Leadership Council, and members of Indiana Black Expo’s Youth Video Institute to convene a dialogue with the Indianapolis Department of Public Safety/IMPd to look at programs from other communities that have demonstrated an impact on strengthening police/youth relationships: 1. Identify opportunities for youth in this target population and police to form relationships. 2. Develop and implement a pilot project.	City of Indianapolis – Department of Public Safety IBE IMPD Indiana Commission on the Social Status of Black Males Indianapolis Urban League Indy Parks UWCI	Q4 2015 and ongoing

3. Survey participating youth before and after the experience to gauge impact.		
4. Reconvene initial group to redesign or expand as appropriate.		
Continue the Youth Engagement Forums designed to strengthen youth/police relationships and increasing awareness and knowledge on healthy interactions with police officers.	IMPD Light of the World IBE Indianapolis Urban League	Q 3 2015 and ongoing
Expand the use of the “Juvenile Justice Jeopardy Game” that is facilitated by police officers with school groups to community based youth serving organizations	Boys & Girls Clubs of Indianapolis United Community Centers Ten Point Coalition	Q3 2015
Expand the Police Athletic League (PAL) programs to incorporate a greater diversity of options: basketball, track and field, performing arts etc.	IMPD Indy Parks United Community Centers	Q1 2016
Provide training for all criminal justice partners: police, prosecutors, public defenders, judges, probation, parole, and community corrections on racial bias and disparities in order to improve cultural competence of the system.	100 Black Men IBE Indianapolis Urban League MCRC Ten Point Coalition	Q1 2016

Indiana has joined the Annie E. Casey Foundation’s Juvenile Detention Alternatives Initiative (JDAI), a bipartisan movement for juvenile justice reinvestment—the reallocation of government resources away from mass incarceration and toward investment in youth, families, and communities. The JDAI model is built around the following eight core strategies:

- Promoting collaboration between juvenile court officials, probation agencies, prosecutors, defense attorneys, schools, community organizations and advocates;
- Using rigorous data collection and analysis to guide decision making;
- Utilizing objective admissions criteria and risk-assessment instruments to replace subjective decision-making processes to determine whether youth should be placed into secure detention facilities;

- Implementing new or expanded alternatives to detention programs – such as day and evening reporting centers, home confinement, and shelter care – that can be used in lieu of locked detention;
- Instituting case processing reforms to expedite the flow of cases through the system;
- Reducing the number of youth detained for probation rule violations or failing to appear in court, and the number held in detention awaiting transfer to a residential facility;
- Combating racial and ethnic disparities by examining data to identify policies and practices that may disadvantage youth of color at various stages of the process, and pursuing strategies to ensure a more level playing field for youth regardless of race or ethnicity;
- Monitoring and improving conditions of confinement in detention facilities.

For over 20 years, JDAI has proven that juvenile justice system’s dual goals of promoting positive youth development and enhancing public safety are not in conflict and can be greatly strengthened by eliminating unnecessary or inappropriate confinement. In Marion County, JDAI focuses on day and evening reporting, curfew enhancements, home counseling, and programs for lower offenses.

Marion County joined the JDAI in 2006, becoming the first JDAI site in Indiana. By 2014, the County had reduced admissions to detention by 68% and the average daily population in secure detention had fallen by 48%. The total number of delinquency referrals had fallen 47%.

Strategy: Continue to deepen the work of JDAI and other diversionary programs in Marion County.

Lead Partners	Performance Measures	
Marion Superior Court – Juvenile Division and Marion County Re-entry Coalition	Number of community-based partners Number of youth who have community placements	
Action Steps	Supporting Partners	Timeframe
Continue to recruit community-based partners to strengthen the options for youth involved in the Juvenile Court system.	Boys & Girls Clubs of Indianapolis Marion Superior Court-Juvenile Division MCCOY	Q2 2015 and ongoing
Support the “next phase” of JDAI that focuses on youth who have been adjudicated and are anticipated to be placed in an institutional setting. These youth would have a community-based placement with intensive wraparound services as an alternative.	AECF Marion Superior Court-Juvenile Division MCCOY	Q4 2015 - Q4 2016
Continue to develop the partnership with EmployIndy and the Juvenile court to ensure that all diversion programs have a strong employment component.	EmployIndy Marion Superior Court-Juvenile Division IBE	Q2 2015 – Q4 2016

The primary Justice & Reentry strategy for the portion of the target population that is still in school is to keep them in school. This means addressing policies and practices at the school level that involve out-of-school suspensions and ensuring that students involved in alternative school programs are receiving a rigorous education program. This strategy and the accompanying action steps are addressed in the Education section of this plan.

Adults

Research has demonstrated that the most effective way to support adults who are either exiting incarceration or have a history of incarceration is with a person-centered care approach that begins with a comprehensive assessment to evaluate the needs of the person and identify strengths. The support plan that is derived from that assessment must be driven by the person. The strategies and action steps below are designed to provide a wraparound approach that is community based, culturally responsive, and focused on evidence-based services. Some of the components of the strategies are also relevant to people in the target population who are not engaged in reentry and may be represented in other components of the plan.

Strategy: Provide access to evidence-based care coordination and support services.		
Lead Partners	Performance Measures	
Marion County Reentry Coalition	Number of people connected to support services	
Action Steps	Supporting Partners	Timeframe
Develop a Resource Center model that provides culturally acceptable reentry support services for the target population.	Horizon House Indianapolis Public Safety Department – Office of Reentry PACE	Q3 2015
Develop and implement a voucher-based treatment program modeled after Access to Recovery.	Bethlehem House Central Indiana Recovery Services work group PACE UWCI	Q4 2015
Partner with the Continuum of Care (through CHIP) to address housing gaps for this target population who have a history of incarceration: 1. Identify and address housing restrictions of Indianapolis Public Housing. 2. Inventory private landlords' housing restrictions and include data in housing assessment and referral tool.	CHIP Continuum of Care City of Indianapolis – DMD Volunteers of America	Q2 2015 and ongoing

<p>3. Pilot housing assessment and referral tool with agencies that serve the target population.</p> <p>4. Refine housing tool and distribute to correctional partners and community- and faith-based organizations.</p>		
<p>Expand access to transportation:</p> <p>1. Identify criteria for reduced bus fare for people with disabilities.</p> <p>2. Work with faith-based organizations that have “down time” with their vehicles that could be used for a transportation program.</p> <p>3. Design and pilot a transportation program.</p>	<p>City of Indianapolis – Office of Reentry IndyGo</p> <p>Use What You’ve Got Prison Ministry</p>	<p>Q4 and ongoing</p>
<p>Ensure that people leaving incarceration have the necessary identity documents.</p> <p>1. Work with IDOC and the Sheriff’s Department to ensure their locations have access to BMV services.</p> <p>2. Work with the Marion County Jail regarding their system for retention of documents for offenders as they transition from the Jail.</p>	<p>US Attorney’s Office Marion County Jail Indiana Department of Correction Bureau of Motor Vehicles</p>	<p>Q3 and ongoing</p>
<p>Apply for Second Chance Act funding to implement the MCRC Theory of Change and Continuum of Services, and target that pilot at Black men ages 18-24 who are engaged with Community Corrections.</p>	<p>City of Indianapolis – Department of Public Safety HealthNet Marion County Community Corrections PACE</p>	<p>Q2 2015</p>
<p>Assess the effectiveness of the InPacT program, which is a partnership with IMPD and Parole officers on supporting parolees from this target population from returning to incarceration. If evidence is present, expand the program to include Probation and Community Corrections.</p>	<p>IMPD Indiana Department of Correction - Parole Marion County Superior Court – Probation Marion County Community Corrections</p>	<p>Q1 2016</p>

Strategy: Connect people with a history of incarceration to jobs that have adequate pay and benefits.

Lead Partners Marion County Reentry Coalition	Performance Measures Number of people who are placed in employment with benefits at a wage greater than \$10 per hour
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Below are the action steps that are currently in the strategic action plan of the MCRC

Action Steps	Supporting Partners	Timeframe
Establish a Center for Working Families that is targeted for people with a history of incarceration.	Indianapolis Urban League LISC PACE UWCI	Q4 2015
Expand the Ban the Box legislation to include private employers in Marion County.	City of Indianapolis City-County Council Indianapolis Chamber of Commerce Indianapolis Urban League	Q2 2016
Identify employers in high-demand industries and recruit them to employ people with a history of incarceration.	EmployIndy Indianapolis Chamber of Commerce Indianapolis Urban League City of Indianapolis – Office of Reentry	Q3 2015
Develop a transitional jobs system that incorporates traditional transitional jobs programs, temporary employment agencies, and public partners/initiatives.	Central Indiana Community Foundation Indianapolis Urban League Keep Indianapolis Beautiful RecycleForce PACE	Q1 2016

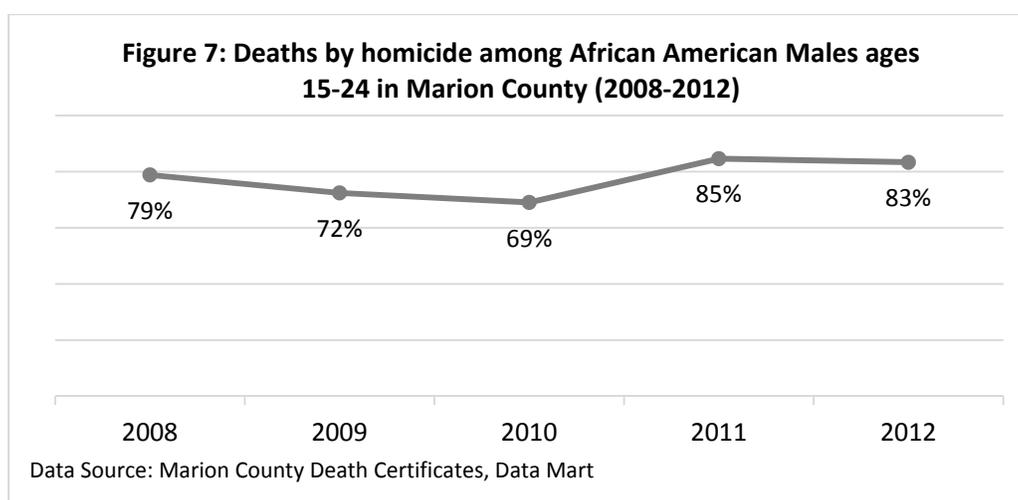
HEALTH

Targeted Result

All African American males between the ages of 14 and 24 are safe and healthy.

Indicators

African American young men are disproportionately victims of homicide. Of all deaths by homicide for 15 – 24 year old males in Marion County from 2008 through 2012, 77% of the victims were African American.



Story Behind the Baseline

“Health” is an issue of physical health, mental health, addiction, and safety. Research shows that violence has become one of the nation’s most endemic and epidemic health care crises and that Blacks are at a significantly higher risk than other racial or ethnic group. Health incorporates primary health care, preventive health care, and public health. The mission of public health is to assure conditions in which people can be healthy. This includes being able to identify health risks for targeted populations, implementing public policies to address that risk, and assuring that there is access to appropriate and cost effective health care and prevention services.

Health centers emphasize coordinated primary and preventive services or a “medical home” that promotes reductions in health disparities for low-income individuals, racial and ethnic minorities, and other underserved populations. Health centers place emphasis on the

coordination and comprehensiveness of care, the ability to manage patients with multiple health care needs, and the use of key quality improvement practices.

Mental health is not merely the absence of disease or a mental disorder. It includes emotional well-being, psychological well-being and involves being able to navigate successfully the complexities of life, develop fulfilling relationships, appropriately adapt to change, utilize effective coping mechanisms to achieve well-being without discrimination, realize their potential, have their needs met, and develop skills that help them navigate the different environments they inhabit.

What Works

In order to tackle the diverse and multifaceted health needs of young, African American males in Indianapolis, we must engage diverse, multi-sector partners in collective efforts to improve the health and well-being of disconnected youth. The work of enlisting partners is ongoing, however, several organizations have agreed to participate in the leadoff strategies outlined in this Plan. The partners who have been assembled to begin this work include healthcare providers, public agencies that focus on health, safety, and recreation, human and social service organizations, and intermediary organizations.

While recognizing that the key to good health is participation in prevention and wellness activities and practices, it is recognized that there is a current strategy in Plan 2020 that is aligned with this for the entire community. The focus of the YLM Health Group will be to work with Plan 2020 to advocate for those community-wide strategies to place a priority on the YLM target population.

One of the most effective ways to get positive health outcomes for this targeted population is through a wellness approach with the target of preventing poor health outcomes. In order to have wellness strategies be successful, the outreach and health education must be culturally acceptable, delivered through a myriad of tools and venues, and specifically target the interests and practices of African American males age 14 to 24.

Strategy: Develop and promote health outreach and education messages that are targeted to African American males ages 14 to 24 and are used consistently across all health partners.

<p>Lead Partners</p> <p>Brothers United</p>	<p>Performance Measures</p> <p>Number of educational campaigns conducted</p> <p>Market penetration of educational materials and messages</p>	
Action Steps	Supporting Partners	Timeframe
<p>Convene agencies/organizations that have health messages for this population and:</p> <p>1) Prioritize the health message to be delivered.</p> <p>2) Review existing materials for impact/effectiveness and share those materials across partners.</p> <p>3) Identify gaps in messaging.</p>	<p>Domestic Violence Network of Greater Indianapolis</p> <p>Eskenazi Health</p> <p>Fairbanks School of Public Health</p> <p>Fathers & Families</p> <p>IBE</p> <p>Indiana Commission on the Social Status of Black Males</p> <p>Indianapolis Urban League</p> <p>HealthNet</p> <p>Marion County Public Health Dept.</p> <p>University of Indianapolis</p> <p>YMCA</p>	<p>Q3 2015</p>
<p>Research outreach and education materials used in other communities for this population that address the priorities that the work group has set.</p>	<p>Domestic Violence Network of Greater Indianapolis</p> <p>Fairbanks School of Public Health</p> <p>Fathers & Families</p> <p>IBE</p> <p>Indiana Commission on the Social Status of Black Males</p> <p>Indianapolis Urban League</p> <p>Marion County Public Health Dept.</p> <p>Peace Learning Center</p> <p>University of Indianapolis</p> <p>YMCA</p>	<p>Q3 2015</p>

<p>Identify communication methods/social media tools that are effective for this target population.</p>	<p>Domestic Violence Network of Greater Indianapolis Fairbanks School of Public Health Fathers & Families IBE Indiana Commission on the Social Status of Black Males Indianapolis Urban League Marion County Public Health Dept. Peace Learning Center University of Indianapolis Radio One YMCA</p>	<p>Q4 2015</p>
<p>Identify non-traditional communication and outreach partners for health messages and implement a pilot project using these partners as messengers.</p>	<p>Faith-based organizations IBE Indianapolis Urban League Neighborhood leaders Quality of Life Plan Coordinators</p>	<p>Q1 2016</p>
<p>Use outreach and education partners to promote wellness activities and programs that are appealing to this target population. This could include the public parks, the YMCAs, Free Wheeling Bikes, and existing sports leagues.</p>	<p>Federally Qualified Health Centers IBE Indianapolis Urban League Marion County Public Health Dept. Radio One YMCA</p>	<p>Q1 2016</p>

The issue of violence in the community should be addressed through a public health approach that treats and responds to youth violence as a preventable condition.

Strategy: Implement a community-wide violence prevention campaign that spans across sectors and leverages that reach, skills, and resources of a diversity of community organizations.		
Lead Partners	Performance Measures	
Marion County Public Health Department	Number of healthcare providers who receive training in trauma-informed care Number of primary care providers who engage in violence prevention activities	
Action Steps	Supporting Partners	Timeframe
Research existing violence prevention public education campaigns in other communities that are directed to the target population.	Fairbanks School of Public Health University of Indianapolis	Q3 2015
Map existing violence prevention programs/initiatives in Marion County - including the target population and impact - to identify strengths and gaps.	Brothers United IN211 Indianapolis Dept. of Public Safety Indiana Minority Health Coalition Peace Learning Center	Q4 2015
Research best practices/programs for violence prevention targeted at this population that have been implemented in other cities such as UNITY (Urban Networks to Increase Thriving Youth through Violence Prevention) and the Minneapolis Blueprint for Action to Prevent Youth Violence.	Brothers United Indiana Minority Health Coalition Indianapolis Dept. of Public Safety Peace Learning Center United Community Centers	Q4 2015
Identify a broad base of partners across sectors of health care, faith-based organizations, community-based organizations, and public safety organizations that have the ability to reach and educate the target population.	Brothers United Community Resurrection Partnership Eskenazi Health HealthNet IU Health IU School of Medicine	Q3 2015

	<p>Marion University</p> <p>Ten Point Coalition</p> <p>Peace Learning Center</p> <p>United Community Centers</p> <p>University of Indianapolis</p>	
<p>Design a pilot project based on best practices and programs and the resources of partners.</p>	<p>Brothers United</p> <p>Community Resurrection Partnership</p> <p>Eskenazi Health</p> <p>HealthNet</p> <p>IU Health</p> <p>Ten Point Coalition</p> <p>United Community Centers</p>	<p>Q1 2016</p>
<p>Research best practices/programs for violence prevention activities in the primary care setting.</p>	<p>Eskenazi Health</p>	<p>Q3 2015</p>
<p>Map what Community Health Center primary care providers are currently doing to address issues of violence in the delivery of care to the targeted population.</p>	<p>Community Health Network</p> <p>Eskenazi Health</p> <p>Franciscan St. Francis Health</p> <p>HealthNet</p> <p>Raphael Health Center</p> <p>Shalom Health Center</p> <p>St. Vincent Health</p>	<p>Q4 2015</p>
<p>Identify existing webinars and online education tools on youth violence that are targeted to health care professionals and promote them to community health providers.</p>	<p>Community Health Network</p> <p>Eskenazi Health</p> <p>Franciscan St. Francis Health</p> <p>HealthNet</p> <p>Raphael Health Center</p> <p>Shalom Health Center</p> <p>St. Vincent Health</p>	<p>Q1 2016</p>
<p>Partner with the Indiana Primary Health Care Association (IPHCA) and other healthcare associations that have annual meetings to have a continuing education</p>	<p>Community Health Network</p> <p>HealthNet</p> <p>IPHCA</p>	<p>Q2 2016</p>

<p>track focused on violence prevention/responsive services.</p>	<p>Eskenazi Health Franciscan St. Francis Health IU Health Raphael Health Center Shalom Health Center St. Vincent Health</p>	
<p>Integrate training in Trauma-Informed Care and Harm Reduction into medical practitioner education and continuing education.</p>	<p>IU School of Medicine Mental Health America of Greater Indianapolis Midtown Community Mental Health Center Marion University Volunteers of America</p>	<p>Q2 2016</p>

A critical component of connecting the target population to services is being able to intervene when they first exhibit signs that they are at risk – which could include youth who have committed truancy, are experiencing family violence or have been victims of violence, and/or are at risk of becoming victims of street violence – and targeting outreach to these individuals before they are in crisis. Experts and community leaders who developed the health strategies in the YLM Plan of Action indicated that there are services available in the community that address health needs. The issue is a lack of trust in the traditional systems. Members of the target population often do not feel welcome in these systems; they may not be aware services exist; they don't know how to access services; or they do not believe they are in need of services. There must be a connection between the service delivery system of health providers and grassroots social service agencies that is trusted by the target population.

Strategy: Community Intervention Team (CIT)

Lead Partners	Performance Measures	
Eskenazi Health/Midtown Community Health Center and IU Health	Number of people served by the CIT Number of agencies who sign CIT partnership agreements	
Action Steps	Supporting Partners	Timeframe
Convene a design team of federally qualified health centers, mental health providers, and other community public health agencies to develop the purpose, policies, procedures and guidelines for the CIT.	Brothers United Community Mental Health Centers Federally Qualified Health Centers Indiana Association of Black Psychologists Indianapolis Urban League IU Health	Q3 2015
Develop a Memorandum of Agreement with core partners that outlines the roles and responsibilities of agency participants in the CIT.	Bethlehem House Brothers United Community Mental Health Centers Federally Qualified Health Centers Indianapolis Urban League IU Health	Q3 2015
Develop a shared information system for participating agencies.	Bethlehem House Brothers United Community Mental Health Centers Federally Qualified Health Centers Indianapolis Urban League	Q3 2015
Pilot CIT, evaluate, and redesign as necessary.	Brothers United Bethlehem House Community Mental Health Centers Federally Qualified Health Centers Indianapolis Urban League	Q4 2015 and ongoing

Strategy: Develop a coordinated system of care across healthcare providers and community agencies that leverages resources and assets and responds to gaps in the system.

Lead Partners	Performance Measures	
Indiana Minority Health Coalition	Number of non-traditional healthcare/ health education sites established Number of organizations trained in healthcare enrollment Number of individuals in the target population enrolled in healthcare through the partner organizations	
Action Steps	Supporting Partners	Timeframe
Conduct a “mapping” of health, mental health, and addiction services provided by the current array of community health providers: 1. What services are offered? 2. Are the services culturally accessible to the target population? 3. What is the evidence of this?	Brothers United Community Mental Health Centers Federally Qualified Health Centers Indiana 211 Partnership, Inc. Marion County Public Health Dept.	Q4 2015
Identify gaps in the services that are available and barriers to accessing services for prioritization of program development/ expansion.	Brothers United Community Mental Health Centers Federally Qualified Health Centers Indiana 211 Partnership, Inc. Marion County Public Health Dept.	Q4 2015
Seek out partners to expand or adjust services to address the gaps in services.	Brothers United Marion County Community Mental Health Centers Federally Qualified Health Centers Marion County Public Health Dept.	Q1 2016
Identify non-traditional sites to deliver health education/wellness, mental health services, and/or addiction services.	Brothers United Community Centers Damien Center Eskenazi Health Fathers & Families Indianapolis Urban League IU Health Marion County Public Health Dept. Places of Worship	Q1 2016

<p>Connect community healthcare providers with community-based agencies that have strong connections to the target population in order to leverage access to services.</p>	<p>Brothers United Community Centers Fathers & Families Indianapolis Urban League Marion County Public Health Dept. Neighborhood Associations Places of Worship</p>	<p>Q4 2015</p>
<p>Train community- and faith-based organizations in health care enrollment to improve health care access.</p>	<p>Covering Kids & Families Eskenazi Health IU Health Marion County Public Health Dept.</p>	<p>Q4 2015</p>

MENTORING

Targeted Result

All African American male youth ages 14-24 in Indianapolis are afforded the opportunity to benefit from a positive, high-quality mentoring relationship.

Indicators

There are currently no population-level data available to measure mentoring participation. Based on preliminary data provided by mentoring organizations in the development of the YLM Plan of Action, approximately 1,200 African American males participate in mentoring programs throughout Indianapolis. This total represents males ranging from kindergarten to college. The total number of males between the ages of 14 and 24 participating in mentoring programs is projected to be less than 1,000.

Story Behind the Baseline

Identifying significantly more committed mentors to work with African American males ages 14-24 represents a top challenge for mentoring organizations. While several mentoring programs successfully match all of their mentees with mentors, others have waiting lists of unmatched mentees.

What Works

Mentoring organizations represent more than 2,500 mentors who are passionate about connecting with youth. Common goals for action among Indianapolis' mentoring organizations also align with the White House's report on the My Brother's Keeper Initiative and include:

1. Increase awareness for mentoring opportunities that cut across corporations, civic organizations, faith-based communities, fraternal organizations, and other entities that provide mentoring services.
2. Promote strategic capacity building to support the scaling up of successful program models, strengthening of the documentation and tracking of mentoring relationships.
3. Find ways to use AmeriCorps volunteers to support the implementation of the mentoring strategies.

4. Increase training and support for mentors to go above and beyond cultural competency and ensure they are prepared to meet youth where they are and embrace the youth's family and social environment.
5. Broaden the language and definition of a mentor and holistic mentoring approaches for reaching African American male youth.
6. Build a network of mentoring organizations to encourage greater networking, referrals, coordinated recruitment of mentors, and tracking of data.

Mentoring partners present different examples of how they have started exploring new strategies to expand their reach to engage more African American males. The Boy Scouts is currently working to use older mentees to mentor younger males. The Kheprw Institute has found promising outcomes in focusing on an intergenerational mentoring approach. Boys & Girls Clubs of Indianapolis actively recruits mentors from across Indianapolis. 100 Black Men continues to grow its mentoring relationships with males ranging from the very young to college-age. There are numerous other examples of approaches that mentoring organizations are taking to reach more youth. Other organizations are also making contributions toward reaching this population, but increasing the number of mentors remains the main barrier toward achieving greater success.

Given the significant benefits resulting from mentoring relationships, YLM's mentoring partners agreed more can be done *collectively* to increase the number of African-American males, ages 14-24, engaged in mentoring relationships. A top priority for mentoring organizations involves developing a sustainable structure for networking. A starting point for the mentoring partners begins with determining whether a mentoring collaborative is the ideal vehicle to launch under YLM. At this time, no single organization has additional staff resources to devote to the coordination function of this type of collaborative. Given the current work of the Indiana Youth Institute (IYI) regarding a statewide mentoring initiative, discussions regarding the human resource requirements for launching and maintaining a mentoring collaborative must be discussed with IBE and IYI to avoid duplication of effort.

Another key recommendation incorporated into the YLM Plan of Action focuses on creating greater awareness throughout Indianapolis regarding the need for more mentors. Recognizing that potential mentors may be reluctant fearing significant time commitments, mentoring partners seek to increase the level of public education regarding the unique and flexible opportunities available to serve as a mentor.

The month of January is National Mentoring Month and YLM's mentoring partners stand committed to implement a strategy to raise public awareness about mentoring. Accomplished through either a single event or an ongoing campaign, the partners desire to help more people understand the critical need and the full range of mentoring programs available throughout Indianapolis. Partner organizations understand the importance of communicating positive examples of how mentoring profoundly impacts the lives of youth across the City. In building a comprehensive mentor matching system, which may start with the system developed by IYI, YLM's partners want to ensure people find the right organization *and* mentoring approach that matches their interests, available time commitment, and location throughout the City.

A critical component in successfully reaching more African American male youth involves finding new and consistent ways to engage the family in the mentoring process. Surrounding male youth with one or more family members and the mentor demonstrates caring and supportive adults. The engagement of the family also provides support to the mentor in helping he or she gain a clearer understanding of a youth's home and community environment.

While identifying potential mentors from the corporate community represents an important tactic to be executed by the partners, the definition of a "mentor" must be expanded to include other individuals within the community who desire to work with African American males but do not fit the traditional definition of a mentor. Diversity in the backgrounds and experiences of mentors working with African American male youth is imperative. Partner organizations agree there is no one-type-fits-all mentor.

Lastly, reaching all African American male youth ages 14-24 through mentoring requires strengthening mentoring organizations, ranging from community- and faith-based organizations, intermediaries, and well-established nonprofits. A critical challenge for some organizations pertains to the process of identifying and integrating an evidence-based or promising practice into their existing mentoring model. Other organizations need to improve their data collection systems to better document performance measures. Finally, some organizations need additional resources to provide training and support for their mentors. All partner organizations agreed greater investments in building the collective capacity will create a sustainable network committed to reaching more African American male youth through positive mentoring experiences.

The following summarizes key recommendations developed by mentoring partner organizations used to develop strategies and action steps for YLM implementation plan.

1. Advance initiatives to encourage corporate, government, and other employees to mentor, including paid time for mentoring.
2. Support awareness and outreach initiatives that promote the value, have flexibility, and show successful mentor/mentee relationships that broad audiences can relate to.
3. Integrate mentoring into holistic approaches that are inclusive of family engagement to drive achievement and increase opportunities at school, home, and in the workforce.
4. Develop a tiered approach to expanding the pool of mentors to include formal and informal mentoring programs.
5. Develop strategic collaborations and explore new funding sources for mentoring programs.
6. Encourage funders to fund capacity-building efforts of mentoring organizations to align themselves with evidence-based standards of practice, including the Indiana Quality Mentoring Standards.
7. Ensure all subgroups within the 14-24 age range (homeless, foster care youth, alternative education) are acknowledged and served.
8. Use the community centers to offer group mentoring sessions.
9. Look at innovative strategies such as efforts by the Boy Scouts to “mentor the mentor” teaching the 18-24 how to be mentors.
10. Ensure the provision of ongoing support and training for mentors to ensure all mentors are culturally competent in working with African American male youth.
11. Develop a framework that assists smaller organizations in beginning to build their evidence-based data systems.

Mentoring organizations in Indianapolis continue to identify mentoring matches for youth in grade levels ranging from kindergarten to college. If the overall network of mentoring organizations seeks to achieve greater impact in reaching African American males ages 14-24, a stronger network of organizations representing a tiered infrastructure must be developed. The tiered mentoring infrastructure enables the full range of organizations engaged in mentoring to network, learn, develop, and share their expertise with others for the common goal of mentoring more youth.

Strategy: Develop a mentoring networking collaborative to promote a tiered infrastructure of mentoring programs for reaching disconnected African American male youth.

Lead Partners	Performance Measures	
Indiana Youth Institute (IYI), Big Brothers Big Sisters - Central Indiana (BBBS), and 100 Black Men of Indianapolis,	Establishment of a mentoring collaborative Number of partner organizations participating in the collaborative Amount of new resources leveraged Number of training sessions conducted Number of participants completing training	
Action Steps	Supporting Partners	Timeframe
Convene meeting with IYI to determine possible alignment with the Indiana Mentoring Partnership.	BBBS	Q3 2015
Collect data on youth served through mentoring programs, by zip code, to assess geographically which communities are currently being reached and prioritize areas that need additional support.	Lead and all supporting partners	Q3 2015
Identify additional organizations to participate in the collaborative including faith and community-based organizations.	100 Black Men The Bloom Project Kheprw Institute Trusted Mentors	Q3 – Q4 2015
Convene mentoring organizations and begin process of formalizing a mentoring collaborative.	IYI	Q3 2015
Explore other mentoring collaborative models across the country including structure and resources supporting the collaborative. Key city models to consider include San Antonio, Denver, and Cincinnati.	BBBS IYI 100 Black Men	Q4 2015 – Q1 2016
Organize meeting with funders to secure additional resources to support the development of the collaborative including the use of AmeriCorps or college interns assigned to work at IBE or IYI.	100 Black Men BBBS	Q4 2015

Schedule meeting with local funders to discuss requirements for strengthening the mentoring infrastructure in Indianapolis to support increased mentoring relationships with African American males 14-24.	100 Black Men BBBS	Q4 2015
Work with IYI to identify and assess training workshops currently available for mentors and mentees including topics online and in conjunction with other mentoring collaborations.	The Bloom Project Boy Scouts of America - Crossroads of America Council The Bridge Leadership Foundation Kheprw Institute	Q4 2015
Identify additional training topics needed to support target population, as well as potential training organizations.	The Bloom Project Boy Scouts of America - Crossroads of America Council The Bridge Leadership Foundation Kheprw Institute IYI	Q4 2015
Develop a matrix regarding training topics, target groups, training organizations, and training frequency to determine potential gaps.	The Bloom Project Boy Scouts of America - Crossroads of America Council The Bridge Leadership Foundation Kheprw Institute IYI	Q4 2015 – Q1 2016
Coordinate with IYI and other training entities to develop a series of training topics to be offered to all mentoring organizations ensuring mentors receive access to a full complement of training and support.	100 Black Men The Bloom Project Boy Scouts Bridge Leadership Foundation IYI Kheprw Institute	Q4 2015 – Q2 2016

Deploy marketing strategies to encourage mentoring organizations to participate in training and expose their mentors and mentees to new learning.	100 Black Men The Bloom Project Boy Scouts Bridge Leadership Foundation IBE IYI Kheprw Institute Radio One	Q1 2016
Explore existing tools available to help mentoring organizations of all sizes effectively collect and analyze mentoring relationship to document the impact on African American males.	IYI	Q2 2016
Develop a framework to assist smaller organizations in building their capacity to document outcomes and effectively communicate to the broader community.	100 Black Men The Bloom Project IYI Kheprw Institute	Q3 2016

Increasing the pool of culturally competent and committed mentors to work with African American male youth requires a coordinated effort among mentoring organizations. The mentoring organizations expect to achieve greater success in reaching diverse populations of potential mentors by engaging the entire community in awareness campaigns and events. This includes engaging corporations, nonprofits, government agencies, community-based organizations, faith-based organizations, and fraternal organizations to find new mentor recruits. Working with IBE, there are key opportunities to deploy different strategies designed to increase overall awareness of the need and opportunity to serve as a mentor in working with the target population.

Strategy: Create sustainable campaign/events to generate greater awareness regarding mentoring to build and diversify the pool of mentors.

Lead Partners	Performance Measures	
The Bridge Leadership Foundation and The Starfish Initiative	Number of new mentors committed to mentoring African American males Number of events held Number of new mentoring relationship	
Action Steps	Supporting Partners	Timeframe
Convene meeting to brainstorm about potential events to promote greater awareness of mentoring opportunities	The Bridge Leadership Foundation The Starfish Initiative	Q3 2015
Work with IYI to establish a peer to peer exchange with mentoring collaborative in Terre Haute to understand strategies used to recruit more mentors – particularly from the African American community.	AIM Mentoring The Bloom Project Kheprw Institute Peace Learning Center	Q4 2015
Use feedback from peer to peer exchange to develop tactics for reaching further into the African American community for potential mentors. This includes developing a list of faith-based institutions and community-based organizations that have expressed an interest in supporting mentoring efforts.	AIM Mentoring The Bloom Project Kheprw Institute	Q4 2015 – Q1 2016
Identify individuals from the collaborative to serve as the lead to interface with organizations and institutions within the African American community to generate additional interest.	The Bridge Leadership Foundation Starfish Initiative	Q4 2015
Work with IYI and the local Chamber of Commerce to develop tactics for expanding coordinated marketing to reach the corporate and small business communities.	The Bridge Leadership Foundation Starfish Initiative Trusted Mentors	Q4 2015
Explore strategies for working with various corporate partners to execute new policies pertaining to employee release time.	BBBS Starfish Initiative Trusted Mentors	Q4 2015

Determine appropriate social media strategies for reaching different audiences for expanding the pool of potential mentors. This includes coordinating with corporate communication officials to disseminate messages to employees, civic and government employees to intensify recruitment of mentors.	100 Black Men BBBS Boys Scouts Peace Learning Center	Q4 2015
Select appropriate events to host during January 2016 as National Mentoring month.	ALL	Q4 2015
Assemble a planning team including possible mentors and mentees to prepare for special events during January 2016	The Bridge Leadership Foundation Starfish Initiative	Q4 2015
Meet with local radio/television stations to explore how to increase public awareness of the need for more mentors specifically targeted to work with African American males 14-24.	100 Black Men BBBS The Bridge Leadership Foundation IYI Peace Learning Center Starfish Initiative	Q4 2015
Partner with area universities to assign a marketing class to develop a marketing campaign to help support efforts to reach new mentors.	The Bridge Leadership Foundation	Q4 2015
Identify examples of successful mentoring relationships and develop strategies to communicate these stories to the public.	AIM Mentoring The Bloom Project Starfish Initiative	Q4 2015

Indianapolis’ mentoring organizations deploy several approaches to reach and engage African American males. The final strategy centers on broadening the framework of what constitutes a mentoring program to include more diversity in offerings. This will allow all vested organizations, including community-based organizations, to contribute to reaching more African American male youth. Diversity in offering different mentoring approaches helps facilitate new learning within the mentoring environment. A link to the previous strategy is critical to developing a diverse mentoring process that incorporates the family and responds to the needs of African American male mentees. Training must be provided to all mentors to

better equip them in understanding how to meet mentees where they are and to have greater appreciation and acceptance for the youth’s family and social environments.

Strategy: Promote access to evidence-based and diverse mentoring approaches to ensure that mentoring services meet the unique needs of African American males.		
Lead Partners	Performance Measures	
Kherprw Institute	Increase in the number of African American male youth engaged in a mentoring relationship Expand the number of mentoring organizations and approaches deployed	
Action Steps	Supporting Partners	Timeframe
Conduct an assessment of the various mentoring organizations and document their mentoring approaches with an emphasis on the role of family.	Effective Black Parenting IYI	Q2 2016
Connect with mentoring efforts linked to juvenile reentry to assess approaches deployed and the process for follow-up/aftercare.	100 Black Men Peace Learning Center	Q2 2016
Connect with IPS and higher education institutions to engage in discussions about other models of mentoring that should be connected to this effort.	The Bridge Leadership Foundation Effective Black Parenting Kheprw Institute	Q2 2016
Conduct research to identify, evidence-based models of mentoring found highly successful in working with African American males.	IYI Kheprw Institute	Q2 2016
Conduct research to ascertain other models of mentoring that may be appropriate in working with this population.	100 Black Men BBBS The Bloom Project Kheprw Institute	Q1 2016 – Q3 2016
Connect with organizations and schools focused on mentoring younger children to see if there are opportunities to make stronger connections for tracking youth as they get older.	BBBS Effective Black Parenting IYI Kheprw Institute	Q2 2016

Prepare a matrix to compare the range of approaches for further analysis.	IYI	Q3 2016
Examine the various subgroups within the African American male population to see if there are gaps in programs reaching these groups – particularly within the 18-24 age range. Subgroups include homeless, foster care, Alternative Education.	100 Black Men Kheprw Institute	Q3 2016
Explore how the Boy Scouts work to “mentor the mentor” teaching the 18-24 how to be mentors and a possible approach to be expanded.	Boy Scouts	Q3 2016
Convene meeting with all mentoring organizations and present findings and recommendations regarding other models and approaches.	100 Black Men BBBS IYI	Q2 2016
Convene a strategy session to determine how best to frame the variety of mentoring approaches available in Indianapolis.	Kheprw Institute	Q2 2016
Explore the feasibility of piloting a new approach targeting African American male youth.	ALL	Q4 2016
Coordinate convening sessions with partner organizations to share findings and encourage ongoing dialogue.	Kheprw Institute	Q4 2016
Based on the results of the pilot, determine if there are approaches that could be scaled up and offered to other organizations.	ALL	Q2 2017
Work with partners to develop a stronger marketing strategy to promote the diversity in mentoring approaches to the public.	ALL	Q4 2016

Endnotes

ⁱ *Your Life Matters: Report to the Mayor from the YLM Taskforce*. November 2014

ⁱⁱ MBK Community Challenge Playbook for Action

ⁱⁱⁱ Skiba et al, *Racial and Ethnic Disproportionality in Suspension and Expulsion, A Guide to Creating More Equitable Learning Environments*, Charles C. Thomas, Springfield, IL (2012); National Association of School Psychologists, *Position Statement: Racial and Ethnic Disproportionality in Education*, NASP, Bethesda MD (2013), available at http://nasponline.org/about_nasp/positionpapers/Racial_Ethnic_Disproportionality.pdf; American Psychological Association Zero Tolerance Task Force, *Are Zero Tolerance Policies Effective in Schools? An Evidentiary Review and Recommendations*, *American Psychologist*, Vol 63 No. 9 (2008)

^{iv} Citation needed

^v *Your Life Matters: Report to the Mayor from the YLM Taskforce*. November 2014



Your Life Matters



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