EmployIndy Workforce Board Meeting

September 25, 2025

Welcome & Opening — Beth Rovazzini

- Call to Order
- Minutes Review and Approval
- Welcome New Board Members
- 2025-2026 Board of Directors Officers — Marie Mackintosh

Chairperson Report — Beth Rovazzini

- Review of 2024-2025 (PY24) Highlights and Impact

Committee Reports

- Contracts Review and Approval — Matt Rust
    - Motion to approve the contracts (1-6)
- Resolution for Extension of Credit & Incumbency — Matt Rust
    - Motion to approve the resolution (7)
- Finance Report — Matt Rust/Nancy Manley
    - Balance Sheet
    - Cash Flow
    - Income Statement

Break 10:15-10:30

President/CEO Report — Marie Mackintosh

- 2025-2026 Dashboard Review
- Strategic Planning: Transform Consulting

Adjourn — Beth Rovazzini

EmployIndy Workforce Development Board of Directors Meeting Minutes
Date: June 24, 2025
Time: 9:00am-11:00am
Location: WorkOne Indy

1. Welcome and Introductions

Attendance:
Members Present: Gartha Ingram, Gina Ashley, Jonathan Kraeszig, Ben Rogers, Dionne Banks, Jerome Stanford, Kristin Weeden, Jennifer Andres, Matt Rust, Twana Ellis, Beth Rovazzini, Janet St. Peters, Natalie Reuter, Reginald McGregor

Members Absent: Kelli Jones, Richard Proctor, Rachel Stevens, Robert Stieneker, Shelli McClintock, Mackenzie Higgins, Soren Gonzalez, Molly Dodge

Staff & Guests Present: Jay Styles, Nate Klinck, Ken Clark, Chelsea Meldrum, Belinda Denning, Marie Mackintosh, Robin Kildall, Shay Aleman, Kristen Schunk Moreland, Andy Rinzel

2. Call to Order

Meeting was called to order at: 9:02am by Beth Rovazzini

3. Official Business

a. Minutes from the *February 20, 2025:*

- Presented by Beth Rovazzini, the board asked for corrections in members present and those were noted and completed.
- Motion to approve the minutes
    - Motion moved by Janet St. Peters, seconded by Twana Ellis; motion passed unanimously.

b. Contract Approvals

The contracts were presented by Matt Rust in groups of similar contracts and motions.

- YES, Indy Service Provider & Related Contracts for motions #1-#4 were reviewed as a group.
- Community Based & Special Initiative Contracts for motions #5-#6 were reveiwed as a group.
- WIOA Funded Workforce Development Programs & Adjustments

Discussion Highlights:

- Beth Rovazzini asked when we will award the contract. Ken Clark responded that we are looking to award that contract in mid-July.
- Gina Ashley asked what zip code we are targeting to assist with this training. Marie Mackintosh answered that it is the Forest Manor area, which is zip codes 46218, 46226.
- Reginald McGregor asked if this contract would have any financial implications for our budget. Ken Clark said no, all funds will be dispersed to training.
- Jennifer Andres asked how we are handling service delivery with the Arpa funds ending at the end of the year. Marie Mackintosh answered that we don't have a great plan, and there is no real replacement for that large amount of funds, but we will have to scale back the services.
- Natalie Reuter shared that Warren Township adult education services used their funds to purchase equipment for long term benefit rather than focusing on the services.
- Ken Clark added that some extremely tough decisions had to be made within the organization to make up for the loss of such a large amount of funding.
- Natalie Reuter asked for a little more clarification on moving funds. Ken Clark shared that the annual amount we use to run the WorkOne is dictated by DWD and those funds are separated based on the formula provided, but we have the flexibility to transfer funds from one fund to the other because they are both serving the adult population.
- Jonathan Kraeszig mentioned some possibilities related to matching funds which he is going to help obtain more information regarding.
- Marie Mackintosh shared that the JAG funding has now been lumped into a block grant for the state that is under the direction of DOE and DWD, neither of which is committing to using their funds to support at this time.
- Ben Rogers asked who coordinates the JAG Program. Marie Mackintosh said that the state has been the coordinator of the program, but the workforce boards across the state are responsible for delivering the day-to-day operations.
- ACTION ITEM: Jonathan Kraeszig will gather more information on the matching funds program and provide some details to Marie Mackintosh.
- Motion to approve motions #1-#10 as one combined motion, as the Finance Committee has already approved these motions was presented to the board

    - Motion moved by Dionne Banks, seconded by Jerome Stanford: motion passed unanimously

4. Finance Report

a. Financial Update

- Balance Sheet
- Cash Flow Statement
- Cash on hand report

Discussion Highlights:

- Ken Clark shared key points about all financial statements and shared that we will have the year-end financials to share at the September meeting.

b. PY23 Audit Review Summary

- Ken Clark introduced our new audit company, Forvis and Andy Rinzel was on hand to give an overview of the PY23 audit.
- Garth Ingram asked Andy to expand upon what we have done to improve on the finding that is still highlighted. Andy shared that the finding is related to revenue recognition being reported in the correct year. EmployIndy will struggle with this just based on the fact that we braid funding streams from state, federal, and philanthropic sources. We will have to be intentional about making sure we are reporting the revenue in the correct year.
- Gartha Ingram asked how big the finding in dollars was. Andy shared that it was $100,000, which is not significant.
- Gartha Ingram asked if audits are an annual requirement. Marie Mackintosh said yes, we have present audits to many of our philanthropic partners and DWD as well it is a federal requirement.

c. PY25 Budget

- Ken Clark shared the PY25 budget highlights, revenue, and expenses for the organization.
- Reginald McGregor asked if we could add a dollar-for-dollar comparison to the pie charts, so the percentages are clearer.
- ACTION ITEM: Ken Clark will add the dollar information to the pie chart slide before we send out the final deck to all members.
- Ken Clark highlighted that we don't have cash on hand like we used to but is happy to share that the majority of our dollars are going to our service providers.
- Matt Rust asked if our audit expenses are included in the administrative budget. Ken Clark confirmed that they are included in the administrative budget.
- Ben Rogers asked if we play up our good audit to philanthropic partners and how did bad audits affect our funding.
- Gartha Ingram asked how we show philanthropic organizations who we serve, and are they still invested in those communities?
- Marie Mackintosh shared that we are working on how we show those partnerships what we do, but we are underfunded based on the level of focus on workforce development.
- Beth Rovazzini asked when our lease is up for the downtown office. Ken Clark shared that we don't have a window of that renegotiation at this point but will be addressed when that happens.

d. DWD Monitoring Report

- Ken Clark and Nate Klinck presented the results of the DWD monitoring report
- The financial finding was due to the IFA being submitted late to DWD.
- The program monitoring results were presented on the slide deck.

- Beth Rovazzini asked if all the programmatic findings were done by Eckerd. Nate Klinck answered that we are the board that oversees those services, and reduced funding has created a bit of an issue in carrying out some of these monitoring requirements which will have to be addressed.
- Kristin Weeden asked about programs that provide skilled training and connecting to jobs for facilities management. Marie Mackintosh answered that yes, we work with skills training especially in the construction trades, but Jay Styles can connect with Kristin to explore other opportunities.
- ACTION ITEM: Jay Styles will reach out to schedule a time with Kristin Weeden to talk about facilities management training

6. Executive Report

a. PY24 + 25 EmployIndy Scorecard

- Marie Mackintosh presented the current status of the organizational KPIs and what KPIs will be used to measure success in PY25.
- Reginald McGregor suggested changing the metric for good jobs and wage increases if we are not successful. Jay Styles shared that we are signing up new partners regularly as part of the choice employers' program, but many of them are already paying their employees the $18/hr wage.

b. Kristen Schunk Moreland presented the Good Wages strategic plan update to the board members.

- ACTION ITEM: Set up a Teams call for Jay, Kristen, and Beth to discuss the good wages strategy and invite the rest of the board to join.

7. Adjournment

- The meeting adjourned at 11.02am.

Workforce Board Meeting

The AMP

1220 Waterway Boulevard

Thursday, September 25, 2025

For Board Consideration

Motion to approve the minutes

To approve the minutes as presented by EmployIndy leadership from the June 24 2025, board meeting.

Workforce Board Meeting
16 Tech
1220 Waterway Boulevard
Indianapolis, IN 46202

Thursday, September 25, 2025

For Workforce Board Consideration

Motion to Approve the PY25 Board Officers

To approve the nomination of the following individuals as the Principal Officers for the 2025 Board of Directors of EmployIndy:

1. Beth Rovazzini: Chairperson
2. Mackenzie Higgins: Vice Chairperson
3. Matt Rust: Treasurer
4. Rachel Stevens: Secretary

9/10/2025	Contractor	Action	Funding Source	Modification Amount	Contract Total Amount	Purpose	Contract End		
Contract Approvals	Mary Rigg	Contract	Community Development Block Grant (CDBG)	$0.00	$135,000.00	Funding for community-based organizations to provide barrier-busting workforce development activities. EmployIndy has not received the executed contract from the City yet but will in the coming months.	3/30/2026	Combined Funds	$277,557.35
	Indianapolis Urban League	Contract	Community Development Block Grant (CDBG)	$0.00	$215,000.00	Funding for community-based organizations to provide barrier-busting workforce development activities. EmployIndy has not received the executed contract from the City yet but will in the coming months.	3/30/2026	Philanthropic	$151,662.00
	Martindale Brightwood CDC	Contract	Lilly-YES	$0.00	$151,662.00	Funding to operate the new YES Indy Re-Engagement Center at Brookside Park for PY25 ensuring alignment with YES Indy services.	6/30/2026	DOL	$638,193.11
	Nehemiah Project CDC	Contract	MUS Growth Opportunities	$0.00	$302,200.00	Funding to act as Employer of Record and provide project administration for opportunity youth participating in the Construction Training 1 pathway through the Growth Opportunities (GO 5) grant.	5/31/2028	City	$350,000.00
	Martindale Brightwood CDC	Contract	MUS Growth Opportunities	$0.00	$148,993.11	Funding to act as Employer of Record and provide project administration for opportunity youth participating in the Construction Training 2 pathway through the Growth Opportunities (GO 5) grant.	5/31/2028	**Approvals Total**	**$1,417,412.46**
	PACE	Contract	MUS Growth Opportunities	$0.00	$187,000.00	Funding to act as Employer of Record and provide project administration for opportunity youth participating in the Advanced Manufaturing Training 1 pathway through the Growth Opportunities (GO 5) grant.	5/31/2028		
	4410 N. Shadeland, LLC	Modification	Combined Funds	$0.00	$277,557.35	Funding to extend the lease at WorkOne Indy at $23,129.78 per month for one year through January 31, 2027.	1/31/2027		

9/10/2025	Contractor	Action	Funding Source	Modification Amount	Contract Total Amount	Purpose	Current Contract End		
Contract Updates	Kristen Berry, LLC	Contract	JP Morgan Chase	$0.00	$20,000.00	Funding to provide strategic consulting and project support services with a focus on the Accelerate Ed project and Comprehensive Needs Assessment.	1/31/2026	WIOA	$40,000.00
			Accelerate ED	$0.00	$20,000.00			DOL	$107,000.00
	Star Training	Contract	DOL - YouthBuild	$0.00	$26,000.00	Funding to provide healthcare training services to opportunity youth in the YouthBuild DOL Healthcare Trianing program.	6/30/2026	Philanthropic	$100,000.00
	Wii Connect	Contract	Lilly - YES	$0.00	$60,000.00	Funding to act as the Power Huddle program administer to opportunity youth enrolled in the YES Indy program.	6/30/2026	Combined Funds	$23,400.00
	Marian University	Contract	DOL - YouthBuild	$31,000.00	$81,000.00	Additional funding to hire an additional teacher to provide Adult Basic Education training services to YouthBuild program participants through April 1, 2026.	6/30/2026	**Updates Total**	**$270,400.00**
	Martus	Contract	Combined Funds	$0.00	$13,400.00	Funding for budgeting and planning software.	8/30/2028		
	Christy Paddock Advisors	Contract	Combined Funds	$0.00	$10,000.00	Funds to provide end of year support and review prior to the PY24 audit.	9/30/2025		
	Connor Tomasko	Contract	WIOA Combined funds	$0.00	$40,000.00	Funding to provide support to EmployIndy for the management of the EmployIndy learning tools.	12/31/2025		

EmployIndy

Workforce Development Board Meeting
The Amp
1220 Waterway Blvd.
Indianapolis, IN 46202
September 25, 2025

CONTRACTS & RESOLUTIONS FOR WORKFORCE BOARD CONSIDERATION

Motion to Approve EmployIndy Program Year 2025 Contracts and Resolutions (Combined Motions #1–#7, as Approved by the Finance Committee on September 10, 2025)

Motions #1-3 Growth Opportunity 5 Grant Contracts:

Funding Overview
The GO 5 Grant introduces and prepares justice-involved youth and young adults between 18-24 years old for work and on a path to equitable career opportunities through placement into paid work experiences. In addition to paid work experience, the program encompasses occupational education and training in in-demand industries, leadership development, a mentorship component, and post-work experience placement into unsubsidized employment and/or education.

1. To allow EmployIndy leadership to finalize the contract with Nehemiah Project CDC in the amount of $302,200.00 in Growth Opportunities grant funding to act as the Employer of Record and provide project administration for opportunity youth participating in the construction training one pathway.
2. To allow EmployIndy leadership to finalize the contract with Martindale Brightwood CDC in the amount of $148,993.11 in Growth Opportunities grant funding to act as the Employer of Record and provide project administration for opportunity youth participating in the construction training two pathway.
3. To allow EmployIndy leadership to finalize the contract with PACE in the amount of $187,000.00 in Growth Opportunities grant funding to act as the Employer of Record and provide project administration for opportunity youth participating in the advanced manufacturing training pathway.

Motion #4 Community Block Grant:

To allow EmployIndy leadership to finalize additional contracts with the organizations below to provide workforce development services as sub-recipients under the 2025 Community Development Block Grant through March 31,2026 as a reallocation of funds due to the closure of Fay Biccard Glick Neighborhood Center. This adjustment will ensure the timely use of CDBG funds and continued support for organizations providing critical workforce development and community services.

Indianapolis Urban League	$175,000.00	$215,000.00
Mary Rigg	$100,000.00	$135,000.00

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Motion #5 YES Indy Re-Engagement Centers: Brookside Park:

To allow EmployIndy leadership to contract with Martindale Brightwood Community Development Center in the amount of $151,662.00 in Lilly-YES funds to operate the YES Indy Re-Engagement Centers (REC) Brookside Park for PY25 through June 30, 2026. This contract is a result of Edna Martin Christian Center withdrawing their responsibility.

Motion #6 WorkOne Indy Lease Agreement:

To allow EmployIndy leadership to extend the WorkOne Indy lease for one year with 4410 N. Shadeland, LLC in the amount of $277,557.35 ($23,129.78/month) through January 31, 2027.

Motion #7 PNC Credit Card Authorization:

To authorize approval for a resolution for Corporate Credit Card Authorization for Nancy E. Manley, Executive Vice President, Finance & Administration. This resolution would replace Ken Clark, Executive Vice President of Operations as the current card authorization. PNC requires a Board of Directors resolution to approve this change.

EmployIndy
GUIDING MARION COUNTY'S WORKFORCE

Balance Sheet
For the Period Ending,

Assets	**03/31/25**	**06/30/25**
Cash	$ 2,169,976	$ 1,408,386
Cash - reserve	222,793	315,038
Total Cash	$ 2,392,769	$ 1,723,424
Grant reimbursements receivable		
Prepaid expenses	145,261	83,344
Contributions receivable	5,099,054	7,625,990
Right of Use asset, net	922,555	811,312
Property and equipment, net	97,750	156,915
Total Assets	$ 8,657,389	$ 10,400,985
Liabilities		
Accounts payable	$ 330,900	$ 2,198,010
Notes payable		
Accrued expenses	65,495	1,150,252
Deferred revenue	176,729	112,473
Lease liabilities	987,117	872,887
Payroll liabilities	258,149	146,641
Total Liabilities	$ 1,818,390	$ 4,480,262
Net Assets	$ 6,838,999	$ 5,920,723
Total Net Assets	6,838,999	5,920,723
Total Liabilities and Net Assets	$ 8,657,389	$ 10,400,985
	$ -	$ -

**Note: These Financials are unaudited.

EmployIndy
GUIDING MARION COUNTY'S WORKFORCE

Statement of Cash Flow
For the Quarter Ended,

	03/31/25	06/30/25
Cash and Cash Equivalents (Current)	**2,939,550**	**2,358,246**
Cash and Cash Equivalents (Beginning of Quarter)	**1,860,885**	**2,939,550**
Net Increase (Decrease) in Cash	**1,078,665**	**(581,304)**
Net Cash (Used In) Operating Activities	**1,087,125**	**(640,469)**
Cash Flows from Financing Activities	**0**	**-**
Cash Flows from Investing Activities	**(8,460)**	**59,164**

The money you make minus the money you've spent.

Positive balances are that you earned more than you spent and negative is that you earned less than you spent

EmployIndy
Indianapolis Private Industry Council Inc
Income Statement* - YTD Prior Yr variance
DRAFT - Jul 2025

	Current Period Actuals (Jul 2025)	YTD Current Year Actuals (Jul 2025)	Budget Current Year (Jul 2025)	YTD vs. Budget Variance	Same Period Prior Year Actuals (Jul 2024)	YTD Prior Year Actuals (Jul 2024)	Current YTD vs. Prior YTD Variance
Revenue/Expense							
Revenue							
Income							
WIOA Grants	$302,581	$302,581	$622,909	-51.42%	$240,765	$240,765	25.67%
Other Federal Grants	$99,625	$99,625	$407,613	-75.56%	$63,725	$63,725	56.34%
State Grants	$541,546	$541,546	$107,734	402.67%	$113,784	$113,784	375.94%
City Grants	$313,626	$313,626	$242,639	29.26%	$267,564	$267,564	17.22%
Philanthropic Grants	$118,530	$118,530	$510,914	-76.80%	$56,410	$56,410	110.12%
Fees	$13,568	$13,568	$68,542	-80.20%	$71,295	$71,295	-80.97%
Interest/(Gains(Loss)	$160	$160	$0	0.00%	$2,011	$2,011	-92.05%
Total Revenue	**$1,389,637**	**$1,389,637**	**$1,960,350**	**-29.11%**	**$815,554**	**$815,554**	**70.39%**
Expense							
Personnel							
Salary	$406,658	$406,658	$376,390	8.04%	$488,624	$488,624	-16.77%
Fringe	$122,429	$122,429	$117,864	3.87%	$150,098	$150,098	-18.43%
Total Personnel	**$529,087**	**$529,087**	**$494,253**	**7.05%**	**$638,722**	**$638,722**	**-17.16%**
Non Personnel							
Travel	$4,404	$4,404	$7,819	-43.68%	$7,322	$7,322	-39.85%
Supplies	$1,773	$1,773	$5,083	-65.11%	$3,697	$3,697	-52.04%
Office Rent	$17,386	$17,386	$41,008	-57.60%	$41,202	$41,202	-57.80%
Office Expenses	$23,818	$23,818	$16,385	5.13%	$29,273	$29,273	-18.64%
Communications	$1,589	$1,589	$6,306	-74.80%	$3,676	$3,676	-56.77%
Conference & Meetings	$17,143	$17,143	$14,022	22.26%	$19,172	$19,172	-10.58%
Professional Services	$48,854	$48,854	$39,123	24.87%	$81,604	$81,604	-40.13%
Contract Services	$717,929	$717,929	$1,009,112	-81.89%	$1,793,063	$1,793,063	-59.96%
Staff Development & Resources	$27,493	$27,493	$7,536	264.83%	$13,363	$13,363	105.75%
Total Non Personnel	**$860,390**	**$860,390**	**$1,146,395**	**-24.95%**	**$1,992,371**	**$1,992,371**	**-56.82%**
Total Expense	**$1,389,477**	**$1,389,477**	**$1,640,648**	**-15.31%**	**$2,631,094**	**$2,631,094**	**-47.19%**
Net	**$160**	**$160**	**$319,702**	**-99.95%**	**($1,815,540)**	**($1,815,540)**	**-100.01%**

*Unaudited financial information.

Board of Directors Annual Meeting

September 25, 2025

EmployIndy

1

Welcome
+ Introductions

2

Chairperson Report

3

Committee Reports

4

President + CEO
Report

Welcome + Introductions

WELCOME + INTRODUCTIONS

- Call to Order
- Approval of the minutes from June 24, 2025
- Welcome New Board Members
  - **Maurice Taylor,** Eli Lilly and Company
  - **Blaze Damron**, DWD
- 2025-2026 Board of Directors: Slate of Officers
  - **Beth Rovazzini,** Chairperson
  - **Mackenzie Higgins,** Vice Chairperson
  - **Matt Rust,** Treasurer
  - **Rachel Stevens,** Secretary

Chairperson Report

PY24 HIGHLIGHTS

Challenges + Positioning for the Future

- Funding Shifts: Covid relief funding ended, JAG funding eliminated, philanthropic grants ended
- Leadership Changes: Transition to new state and federal administrations
- Strategic Adjustments: Significant forecasting, realignment of roles, and a reduction in force
- Tough but Necessary Decisions: Prioritized sustainability while staying true to the mission
- Looking Forward: Positioned to stabilize, prosper, and deliver in PY25

PY24 Strategic Plan KPIs

	Performance Indicator	Data Definition (Data Source)	PY24 Target	PY24 Output (% to Target)
Organizational Indicators	**Career-Connected Learning**	Total number of WBL + CCL activities facilitated or supported through EmployIndy (Talent Bound Dashboard)	45,000	38,486 (86%)
	Coaching + Training	Total number of participants enrolling in any coaching or training activity through EmployIndy (EI Scorecard)	6,400	5,296 (83%)
	Talent Connection	Total number of EmployIndy participants placed in a good or promising job (EI Scorecard)	3,290	3,994 (121%)
	Good Jobs	Total number of employers with whom EmployIndy works to improve job quality (GWI Dashboard)	145	124 (53%)
Impact Indicators	**Career-Connected Learning**	Total number of Talent Experience activities supported through EmployIndy	1,000	2,282 (228%)
	Coaching + Training	Total number of participants completing postsecondary education or training through EmployIndy	1,770	1,360 (77%)
	Talent Connection	Total number of EmployIndy participants placed in "A" job	2,190	2,626 (120%)
	Good Jobs	Total dollar amount of increased wages among GWI employers annually	$800,000	$266,750 (28%)

Committee Reports

Contracts & Approvals

- Please review the contract spreadsheet included in your packet
- One comprehensive motion is being proposed to approve all contracts #1-#7 as presented.

Cash Flow Report

EmployIndy
GUIDING MARION COUNTY'S WORKFORCE

Statement of Cash Flow
For the Quarter Ended,

	03/31/25	06/30/25
Cash and Cash Equivalents (Current)	2,939,550	2,358,246
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Net Cash (Used In) Operating Activities	1,087,125	(640,469)
Cash Flows from Financing Activities	0	-
Cash Flows from Investing Activities	(8,460)	59,164

The money you make minus the money you've spent.

Positive balances are that you earned more than you spent and negative is that you earned less than you spent

Committee Report

Balance Sheet Report

EmployIndy
GUIDING MARION COUNTY'S WORKFORCE

Balance Sheet
For the Period Ending,

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Accounts payable	$ 330,900	$ 2,198,010
Notes payable		
Accrued expenses	65,495	1,150,252
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Lease liabilities	987,117	872,887
Payroll liabilities	258,149	146,641
Total Liabilities	$ 1,818,390	$ 4,480,262
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Total Net Assets	6,838,999	5,920,723
Total Liabilities and Net Assets	$ 8,657,389	$ 10,400,985
	$ -	$ -

**Note: These Financials are unaudited.

Income Statement

EmployIndy
Indianapolis Private Industry Council Inc
Comparative Income Statement*
DRAFT - Jul 2025 (unaudited)

	Current Period Actuals (Jul 2025)	YTD Current Year Actuals (Jul 2025)	Budget Current Year	YTD Actuals as a % of Budget	YTD Prior Year Actuals (Jul 2024)	Cumulative Actuals YR over YR % Difference
Revenue						
Income						
WIOA Grants	$432,682	$432,682	$7,474,908	5.8%	$240,765	79.7%
Other Federal Grants	$397,549	$397,549	$4,891,356	8.1%	$63,725	523.9%
State Grants	$100,972	$100,972	$1,292,805	7.8%	$113,784	-11.3%
City Grants	$247,524	$247,524	$2,911,663	8.5%	$267,564	-7.5%
Philanthropic Grants	$207,085	$207,085	$6,130,963	3.4%	$56,410	267.1%
Fees	$13,568	$13,568	$822,500	1.6%	$71,295	-81.0%
Interest/(Gains(Loss)	$160	$160	$0		$2,011	-92.0%
Total Revenue	**$1,399,540**	**$1,399,540**	**$23,524,195**	**5.9%**	**$815,554**	**71.6%**
Expense						
Personnel						
Salary	$406,658	$406,658	$4,516,677	9.0%	$488,624	-16.8%
Fringe	$122,429	$122,429	$1,414,362	8.7%	$150,098	-18.4%
Total Personnel	**$529,087**	**$529,087**	**$6,683,819**	**7.9%**	**$638,722**	**-17.2%**
Non Personnel						
Travel	$4,404	$4,404	$93,833	4.7%	$7,322	-39.9%
Supplies	$1,773	$1,773	$61,000	2.9%	$3,697	-52.0%
Office Rent	$17,386	$17,386	$492,100	3.5%	$41,202	-57.8%
Office Expenses	$23,818	$23,818	$196,621	12.1%	$29,273	-18.6%
Communications	$1,589	$1,589	$75,667	2.1%	$3,676	-56.8%
Conference & Meetings	$17,143	$17,143	$168,267	10.2%	$19,172	-10.6%
Professional Services	$48,854	$48,854	$1,275,391	3.8%	$81,604	-40.1%
Contract Services	$717,929	$717,929	$12,109,347	5.9%	$1,793,063	-60.0%
Staff Development & Resources	$27,493	$27,493	$90,431	30.4%	$13,363	105.7%
Total Non-Personnel	**$860,390**	**$860,390**	**$16,840,376**	**5.1%**	**$1,992,371**	**-56.8%**
Total Expense	**$1,389,477**	**$1,389,477**	**$23,524,195**	**5.9%**	**$2,631,094**	**-47.2%**
Net	**$10,064**	**$10,064**	**$0.00**		**($1,815,540)**	

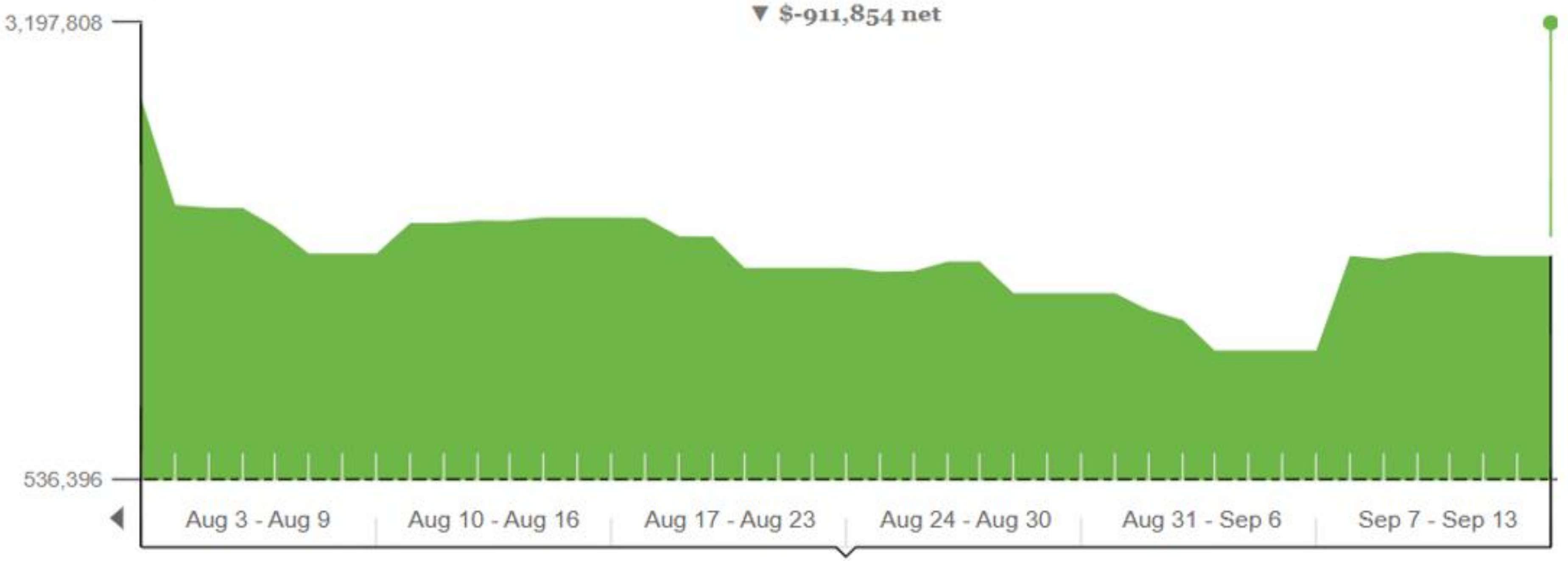
*Unaudited financial information.

Cash On Hand

EmployIndy
GUIDING MARION COUNTY'S WORKFORCE

Average Weekly Cash-On Hand (August 2024- August 2025)

	August Month End	September Month End	October Month End	November Month End	December Month End	January Month End	February Month End	March Month End	April Month End	May Month End	June Month End	July Month End	August Month End	FORCAST September Month End
Beginning Cash Balance	1,918,735.12	1,104,734.33	1,392,562.57	949,964.13	1,611,426.91	276,563.25	1,257,301.85	1,927,685.79	2,479,682.75	1,626,027.04	1,240,960.20	2,489,731.24	1,737,107.91	2,049,899.90
Collections:														
AR Deposits	361,865.35	32,433.13	143,082.28	799,766.14	-	1,415,034.97	500,284.57	6,000.00	424,661.04	586,656.45	150,037.73	530,818.13	59,863.25	59,863.25
Other Deposits	-	20,923.52	15,400.00	15,546.62	-	-	-	-	-	-	187,714.70	434,652.20	-	-
Forecasted AR Collection														
Total Collections	**361,865.35**	**53,356.65**	**158,482.28**	**815,312.76**	**-**	**1,415,034.97**	**500,284.57**	**6,000.00**	**424,661.04**	**586,656.45**	**337,752.43**	**965,470.33**	**59,863.25**	**59,863.25**
Disbursements:														
AER's														
Other AP Payments	98,115.27	124,159.21	315,754.50	537,683.29	1,942.83	789,150.68	311,147.35	17,005.93	389,035.24	172,386.65	507,982.54	708,346.57	185,142.79	174,087.99
Payroll/Benefits	24,161.81	279,053.08	211,699.13	218,025.65	20,650.42	27,035.63	25,367.87	280,087.13	261,515.44	232,059.64	78,042.65	28,472.55	21,521.87	122,344.78
Total Disbursements	**122,277.08**	**403,212.29**	**527,453.63**	**755,708.94**	**22,593.25**	**828,686.31**	**37,867.87**	**297,093.06**	**650,550.68**	**404,446.29**	**586,025.19**	**736,819.12**	**206,664.66**	**308,932.77**
Month End Cash Balance	**2,158,323.39**	**754,878.69**	**1,023,591.22**	**1,009,567.95**	**1,588,833.66**	**862,911.91**	**1,719,718.55**	**1,636,592.73**	**2,253,793.11**	**1,808,237.20**	**992,687.44**	**2,718,382.45**	**1,590,306.50**	**1,800,830.38**
Average Cash-On Hand	**1,709,197.86**	**1,199,613.66**	**880,729.71**	**1,163,874.57**	**1,439,892.22**	**1,011,533.06**	**1,125,128.73**	**1,741,385.10**	**1,837,180.17**	**1,947,758.48**	**1,074,860.13**	**2,625,986.62**	**1,794,713.59**	**1,733,323.98**



15 Minute Break

President + CEO Report

LOOKING AHEAD

PY25 Strategic Plan KPI Targets

	Performance Indicator	Data Definition	PY24 Target	PY25 Target
Organizational Indicators	**Career-Connected Learning**	Total number of WBL + CCL activities facilitated or supported through EmployIndy	45,000	30,000
	Coaching + Training	Total number of participants enrolling in any coaching or training activity through EmployIndy	6,400	3,260
	Talent Connection	Total number of EmployIndy participants placed in any (A/B/C) job	3,290	3,200
	Good Jobs	Total number of businesses connected to the ecosystem	$800K	650
Impact Indicators	**Career-Connected Learning**	Total number of Talent Experience activities supported through EmployIndy	1,000	2,000
	Coaching + Training	Total number of participants completing postsecondary education or training through EmployIndy	1,770	1,200
	Talent Connection	Total number of EmployIndy participants placed in "B/C" job	2,190	2,200
	Good Jobs	Total number of employers with whom EmployIndy works to improve job quality	145	450

EmployIndy

Strategic Planning Facilitation + Development

September 25, 2025

TRANSFORM
— CONSULTING GROUP —

AGENDA

1. Introductions
2. Project Overview
3. Roles & Responsibilities
4. Logistics & Next Steps

Introductions

Introductions

Amanda Lopez
President
Strategy Lead

Megan Hershey
Project Consultant
Project Lead

Margaret Smith
Business Development &
Operations Manager
Project Planning

Other Project Team Members

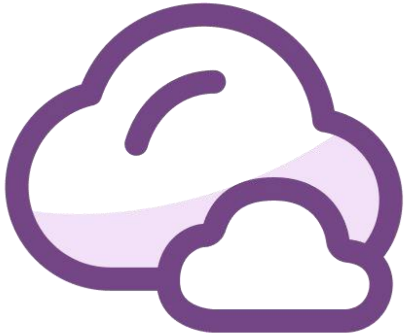
Aaron Morrison
Data Analyst
Project Support

Zoë Zemper
Data Analyst
Data Project Support

Board Introductions

Introduce yourself:

- Name
- Years on the Board
- Title and Role



If this were the greatest strategic planning project, what would be the outcome?

If this were the worst strategic planning experience, what would happen, or not happen?

What does success for this project look like?

Why is now the time for a new strategic plan?

Who We Are

Transform Consulting Group (TCG) is a woman-owned, strategic, and data-informed consulting firm.

Our Why

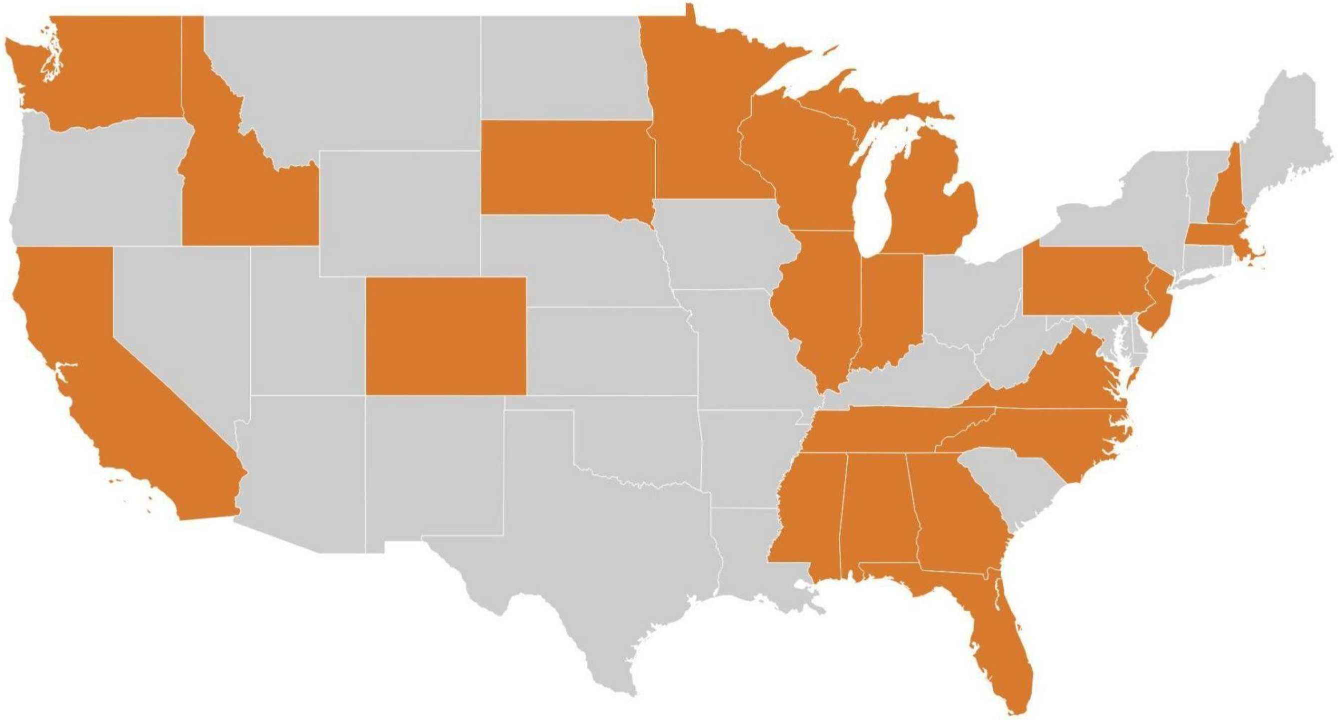
Solve complex social problems

Collaborative action

Data-informed decision-making

Transformational systemic change

Who We Help



GOVERNMENT
Our team has experience working inside and outside of the government – at both the state & federal level.

NONPROFIT
Whether it's fundraising, grant writing, or organizing data - we can help you get on track with our systematic approach.

EDUCATION
Our experience working with all sectors – from early learning to adult education – provides a comprehensive foundation to realize positive student outcomes and community impact.

PHILANTHROPY
We support philanthropic partners who are conveners in their communities.

TRANSFORM
— CONSULTING GROUP —

Experience in the Workforce Ecosystem

- ✓ Strategic planning for economic development corporations, at the county- and state- levels
- ✓ Strategic planning and fund development for career and technical education programs and career centers
- ✓ Curriculum development and evaluation for college and career readiness programs
- ✓ Program and implementation planning for Center for Working Families programs and other 2gen models
- ✓ Convening partners across sectors to address workforce barriers, such as childcare and transportation

Local Knowledge

LISC INDY

UNITED WAY of Central Indiana

EDNA MARTIN CHRISTIAN CENTER

INDIANA Small Business Development Center

CICF Central Indiana Community Foundation

GLICK HOUSING FOUNDATION

CENTER FOR LEADERSHIP DEVELOPMENT
Cultivating Character • Empowering Youth • Enriching Community

TeenWorks
Community. College. Career.

CHIP
COALITION FOR HOMELESSNESS INTERVENTION & PREVENTION

INDIANA YOUTH INSTITUTE

Hawthorne the ♡ of the Community

La Plaza
Strengthening Youth, Families, and Community

INDIANA UNIVERSITY
INDIANAPOLIS

INDIANA Afterschool NETWORK

Lilly Endowment Inc.
A private foundation since 1937

Our Team

Former Practitioners

Nonprofit & Government Leaders

Educators

Social Workers

Subject Matter Experts

Stakeholder Engagement

Strategic Planning

Fund Development

Data Analysts

Making data understandable and useful for social transformation

Industry Experts

Workforce

Philanthropy

Social Services

Our Strategic Plan Approach

Collaborate **Assess** **Facilitate** **Create**

Project Overview

PROJECT GOALS

*Guide EmployIndy, its Board of Directors, and key stakeholders through a comprehensive strategic planning process that will result in a **clear**, **actionable**, **and forward-looking three-year strategic plan**, with an integrated fund development strategy.*

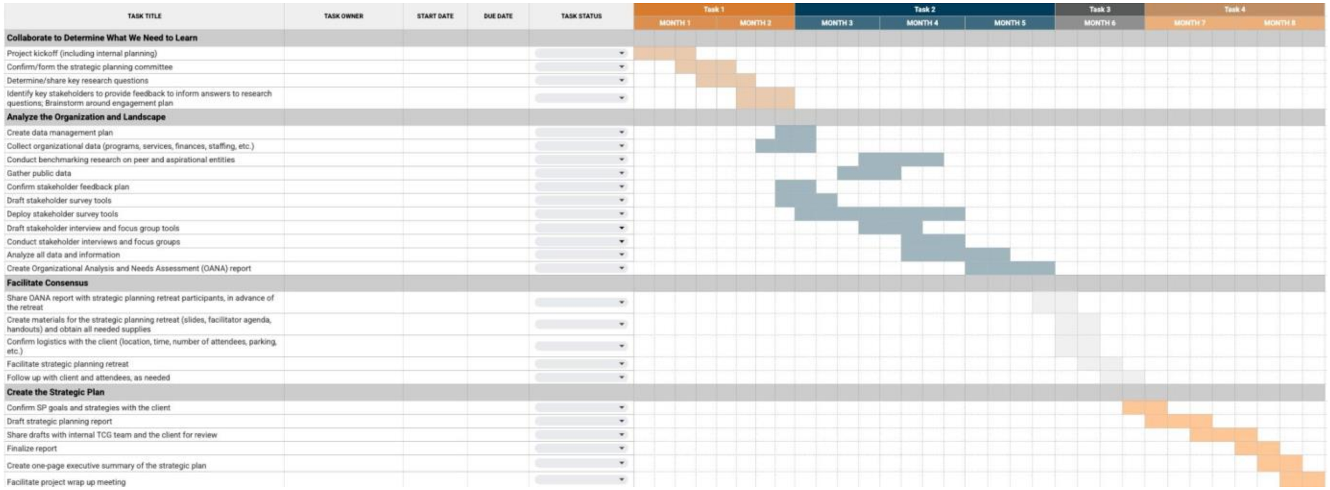
*A secondary goal of this work is to **conduct discovery research in Region 5** to better understand the landscape and existing gaps and opportunities.*

Phase 1: Project Launch & Planning

Timeline: September - October 2025

How will we work together and communicate?

- Contract execution
- Develop project plan and confirm key milestones
- Establish project management and communication practices



Phase 2: Kickoff & Discovery

Timeline: October - November 2025

What do we want to learn? Who do we want to engage?

- Facilitate kickoff with EmployIndy leadership team and steering committee
- Collect relevant organizational information
- Complete analysis of current funding portfolio
- Define guiding research questions
- Determine goals and questions to guide Region 5 research
- Collaborate with EmployIndy to create a list of stakeholders to engage

Phase 3: Stakeholder Engagement & Community Listening

Timeline: November 2025 - March 2026

How do we want to engage partners? What information is meaningful?

- Research peer and aspirational workforce intermediaries
- Gather public data to inform a needs assessment
- Create an asset map of the Region 5 Economic Growth Region
- Engage key stakeholder groups, through listening sessions and key informant interviews
- Compile a Stakeholder Insights & Summary Report

Phase 4: Strategy Development

Timeline: March - May 2026

How can we build consensus and a roadmap for the future?

- Facilitate a full-day, in-person strategic planning retreat with the board of directors, staff, and other key partners
- Prepare all materials and coordinate with EmployIndy team to plan logistics that facilitate meaningful conversation and collaboration
- Build consensus on goals and strategies
- Draft strategic plan and executive summary

Phase 5: Board Approval + Launch Preparation

Timeline: May - June 2026

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

- Finalize the strategic plan, with feedback and approval from the leadership team and board of directors
- Develop a case for support to equip staff to carry out fund development strategy
- Create an implementation plan, including tactics, timelines, and responsibilities

Phase 6: Strategic Plan Launch

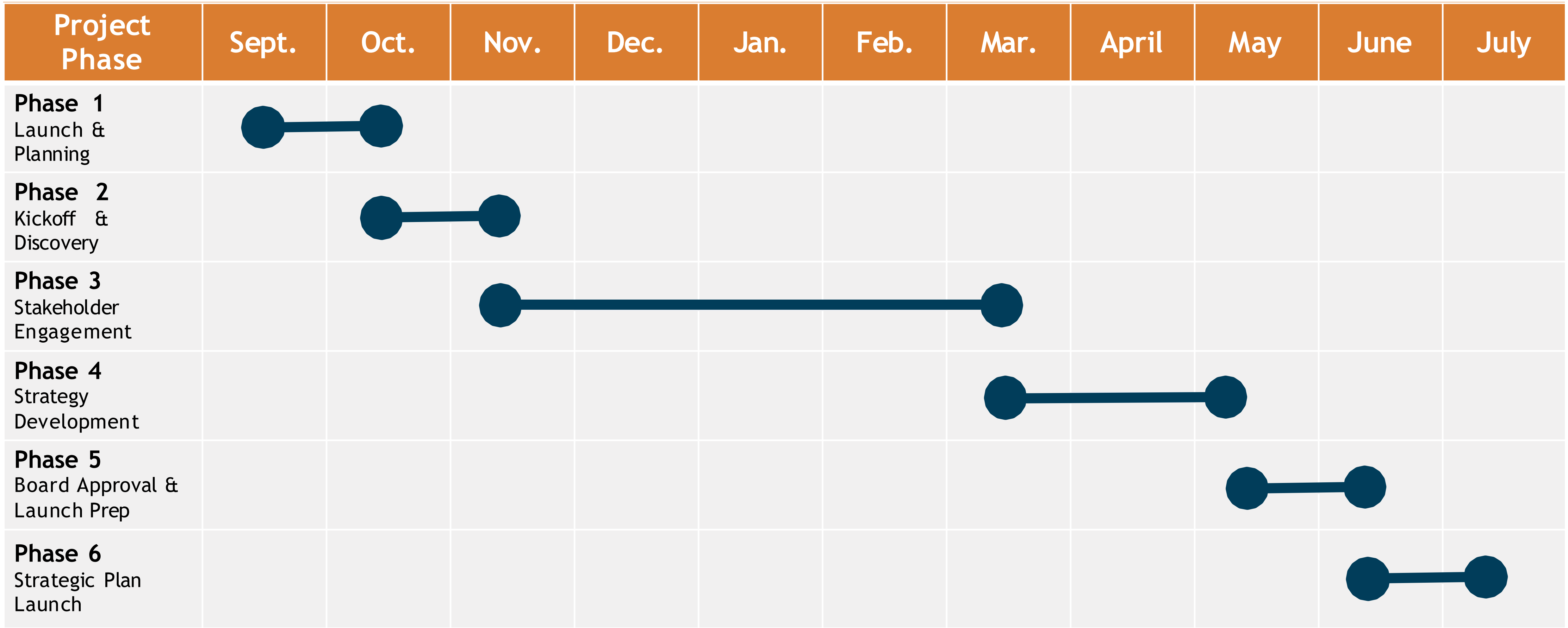
Timeline: June - July 2026

Who do we share our plans for the future with?

How do we implement the plan?

- Collaborate with EmployIndy to identify communication and dissemination strategies
- Provide internal and external messaging guidance
- Attend and present at any public launch events
- Support your team in preparing to carry out the strategic plan

Project Timeline



What questions do you have?

Roles & Responsibilities

TCG and EmployIndy Roles & Responsibilities

TCG Team

- ➔ Lead completion of the project plan
- ➔ Ongoing engagement, communication meetings, and status reports
- ➔ Present data and strategic plans

EmployIndy Staff

- ➔ Identify a team lead and steering committee
- ➔ Provide the necessary access to information requested
- ➔ Assist with outreach and communication to stakeholders
- ➔ Provide feedback and input

EmployIndy Board

- ➔ Share your feedback
- ➔ Consider participating in the Steering Committee
- ➔ Assist with stakeholder outreach
- ➔ Participate in strategic planning retreat

Steering Committee

- **Description:** A team of EmployIndy staff and board members who will guide the strategic planning process
- **Expectations:**
  - Attend 3-4 steering committee meetings
  - Review materials shared for input and feedback
  - Provide information, guidance, and feedback (electronically and in meetings)

Who is interested in joining the Steering Committee?

Logistics & Next Steps

Next Steps

1. Kickoff project with EmployIndy leadership team
2. Confirm and orient steering committee
3. Collect and review EmployIndy organizational information
4. Identify key stakeholders

Thank you!

Amanda Lopez
Strategy Lead
a.lopez@transformconsultinggroup.com

Megan Hershey
Project Lead
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Margaret Smith
Project Planning
m.smith@transformconsultinggroup.com

Together we are TRANSFORMING the world!

TRANSFORM
CONSULTING GROUP

Questions?

Upcoming Events

- October 10th: Good Wages Hiring Event
- October 17th: "I Can Be That!"
- October 23rd and 24th: Indiana Workforce Summit
- December 3rd: Board Meeting @11am

- **PLEASE COMPLETE YOUR CONFLICT OF INTEREST STATEMENT**

Thank You!

EmployIndy

www.employindy.org

Marie Mackintosh

President + CEO

mmackintosh@employindy.org

EmployIndy Workforce Development Board of Directors Meeting Minutes
Date: September 25, 2025
Time: 9:00am
Location: The AMP 1220 Waterway Blvd.

1. Welcome and Introductions

Attendance:

Members Present: Mackenzie Higgins, Matt Rust, Maurice Taylor, Rachel Stevens, Ben Rogers, Beth Rovazzini, Richard Proctor, Jerome Stanford, Jennifer Andres, Molly Dodge, Blayze Damron, Dionne Banks, Twana Ellis

Members Absent: Natalie Reuter, Jonathan Kraeszig, Reginald McGregor, Kelli Jones, Bob Stieneker, Kristin Weeden

Staff & Guests Present: Marie Mackintosh, Belinda Denning, Chelsea Meldrum, Ken Clark, Nancy Manley, Jay Styles, Betsy Davis, Tressie Fife, Shay Aleman

2. Call to Order

Meeting was called to order at: 9:17am

3. Official Business

a. Minutes from the *June 24, 2025, board meeting:*

- Presented by Beth Rovazzini, the board was asked for questions or corrections.
- Motion to approve the minutes
    - Motion moved by Rachel Stevens, seconded by Mackenzie Higgins, motion passed unanimously.

b. Motion to approve the 2025-2026 Slate of Board Officers

- Motion was presented by Marie Mackintosh
    - Motion moved by Jennifer Andres, seconded by Ben Rogers, motion passed unanimously.

c. PY24 Final KPIs

- Marie Mackintosh presented the final results of the PY24 KPIs which is included in the slide deck.
    - Betsy Davis added that a shift was made to focus on more meaningful experiences and use our funding to support that shift rather than those experiences that might cover more numbers in lighter touches.

- Beth Rovazzini asked for clarification on ABC jobs. Marie reiterated that a job, better job, career is what that represents, and some of the figures come from businesses using self-attestation.
- Beth Rovazzini shared that EmployIndy continues to reiterate that we cannot run the good wages program on our own due to no funding and resources. We will need help from the community and other partners to move this forward.
- Rachael Stevens shared that this program started at EmployIndy.
  - Marie Mackintosh said we did get funding to start it, and funding fell off, so we are still trying to move it forward with limited resources.
- Jay Styles shared that many businesses that signed up in the initial push were already paying their employees the required $18/hr wage which led to companies asking us to support other activities with limited staff. We held events to promote businesses to talk about good wages. Now there is a strategic process happening that the wage needs to be $22/hr. We will be updating our KPIs for this pilar to measure progress effectively.
- Richard Proctor shared that the dollar amount is not reflective of the impact of the good wages, community impact is far larger than what is shown here.
- Jay Styles shared that is why we are still working on what makes the most sense to measure impact because we are currently not showing the actual progress for businesses and community.

c. Contract Approvals

- Matt Rust presented the contracts to the board and shared that the Finance Committee has already reviewed details and approved the contracts on September 10, 2025.

Discussion Highlights:

- Jennifer Andres asked if the contracts are aligned with our KPIs and reporting. Matt Rust shared that the Finance Committee was provided the performance metrics for review.

Action Item: Add the Performance metrics back in to the motions

- Mackenzie Higgins asked if the contracts for CDBG funding is the entire total of the funding. Ken Clark shared that no these are not the funds in total, but additional contracts added due to a shut down.
- Jennifer Andrew asked for clarification on the contract spreadsheet regarding the heading current contact end. Nancy Manley clarified that we have current contracts in place with these providers and these contracts are new ones to extend those current services they are providing.

Action Item: Take out current on the spreadsheet for clarity.

- Nancy Manley provided clarification that motion #7 is a requirement of PNC for a board resolution to provide her with the credit authorization for the organization.
- Beth Rovazzini asked if we lease the WorkOne from the state. Nancy Manley shared that we lease the building from a private company, and our request is for a lease extension of 12 months with no increase of the rent on that space. Beth Rovazzini asked if EmployIndy is in charge of negotiating that lease which was confirmed by Marie Mackintosh.
- Motion to approve the contracts #1-#7
    - Motion moved by Beth Rovazzini, seconded by Jennifer Andres, motion passed unanimously

4. Finance Report

a. Financial Update

- Balance Sheet
- Cash Flow Statement
- Income Statement

Discussion Highlights:

- Nancy Manley shared key points about all the financial statements included.
- Jerome Stanford asked for clarification on the column for grant receivable. Nancy Manley said that those grants are the ones that require us to incur the expense before we submit the invoice to the provider.

Break 10:15-10:30

6. Executive Report

- Marie presented the PY25 KPIs
    - Mackenzie Higgins asked for examples of lessons learned from the year prior and how we make adjustments in marketing those KPIs particularly with ARPA funding.
        - Chelsea Meldrum shared that Ascend is currently working to complete 2 of the required ARPA reports, TPMA is also working on impact reports for the 3 other reports. Those will be completed by the end of the year, and first of the year we will be able to report on those metrics.
- Chelsea Meldrum introduced Transform Consulting Group to present on the new Strategic Planning process.

7. Adjournment

- Meeting adjourned at 11.36am.
