

## **EmployIndy Workforce Board Meeting December 3, 2025**

### **Welcome & Opening**

Beth Rovazzini

- Call to Order
- Minutes Review and Approval

### **Committee Reports**

- **Executive Committee**

Beth Rovazzini

- President & CEO Transition
- 2026 Board of Directors & Finance Committee Calendars
- Regional Realignment

- **Finance Committee**

Matt Rust

- Contract Approvals
- Income Statement
- Cash on Hand
- Cash Flow
- Balance Sheet

- **President & CEO Report**

Marie Mackintosh

- Fundraising
- PY25 KPIs
- Strategic Planning

- **Adjournment**

Beth Rovazzini



## **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 pillar 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 contract 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.



**Workforce Board Meeting**  
The AMP  
1220 Waterway Boulevard  
**Wednesday, December 3, 2025**

**For Board Consideration**

**Motion to approve the minutes**

To approve the minutes as presented by EmployIndy leadership from the September 25 2025, board meeting.



## **EmployIndy Workforce Development Board**

101 West Washington Street, Suite 1200  
Indianapolis, IN 46204

### **2026 Proposed Meeting Calendar**

- Thursday, February 26, 2026 11:00-1:00pm
- Tuesday, June 30, 2026 9:00-11:00am
- Thursday, September 24, 2026 9:00-12:00pm (Board Retreat & Meeting)
- Wednesday, December 9, 2026 11:00-1:00pm



## **EmployIndy Finance Committee Meeting**

EmployIndy  
101 West Washington Street, Suite 1200  
Indianapolis, IN 46204

### **2026 Proposed Calendar**

- Thursday, January 22, 2026 8:30-10:00am
- Thursday, June 4, 2026 8:30-10:00am
- Wednesday, September 16, 2026 8:30-10:00am
- Thursday, November 19, 2026 8:30-10:00am

11/20/25	Contractor	Action	Funding Source	Modification Amount	Contract Total Amount	Purpose	Current Contract End
Contract Approvals	THA Construction	Contract	MUS- Growth Opportunities	\$0.00	\$189,640.00	Funding to act as the training provider under the Go5 Construction Pathways 1 and 2.	5/31/28
	CAFE	Modification	Lilly-YES	\$77,790.00	\$155,580.00	Additional funding to continue to serve as a YES Indy service provider, delivering training and employment services to Opportunity Youth through PY25.	6/30/26
	Fathers and Families	Modification	Lilly-YES	\$73,190.00	\$112,380.00	Additional funding to continue to serve as a YES Indy service provider, delivering training and employment services to Opportunity Youth through PY25.	6/30/26
	Flanner House	Modification	Lilly-YES	\$77,790.00	\$155,580.00	Additional funding to continue to serve as a YES Indy service provider, delivering training and employment services to Opportunity Youth through PY25.	6/30/26
	Goodwill	Modification	Lilly-YES	\$100,040.00	\$220,080.00	Additional funding to continue to serve as a YES Indy service provider, delivering training and employment services to Opportunity Youth through PY25. Total contract in the amount of \$288,830.00	6/30/26
			WIOA Out of School Youth	\$50,000.00	\$68,750.00		
	Keys to Work	Modification	Lilly-YES	\$95,040.00	\$186,580.00	Additional funding to continue to serve as a YES Indy service provider, delivering training and employment services to Opportunity Youth through PY25. Total contract in the amount of \$220,030.00.	6/30/26
			WIOA Out of School Youth	\$15,000.00	\$33,750.00		
	Mary Rigg	Modification	Lilly-YES	\$117,440.00	\$296,130.00	Additional funding to continue to serve as a YES Indy service provider, delivering training and employment services to Opportunity Youth through PY25.	6/30/26
	YMCA	Modification	Lilly-YES	\$68,190.00	\$142,480.00	Additional funding to continue to serve as a YES Indy service provider, delivering training and employment services to Opportunity Youth through PY25.	6/30/26
PACE	Modification	Lilly-YES	\$100,040.00	\$226,980.00	Additional funding to continue to serve as a YES Indy service provider, delivering training and employment services to Opportunity Youth through PY25. Total contract in the amount of \$287,730.00	6/30/26	
		WIOA Out of School Youth	\$15,000.00	\$33,750.00			
Eckerd	Modification	JAG TANF	\$50,000.00	\$294,000.00	Additional funding to support staff salaries through the end of the school year. Total contract in the amount of \$1,250,000.00.	6/30/26	

Funding Summary				
DOL	Philanthropic	WIOA	DWD	Approvals Total
\$189,640.00	\$709,520.00	\$80,000.00	\$50,000.00	\$1,029,160.00



**Workforce Development Board Meeting**

The Amp  
 1220 Waterway Blvd.  
 Indianapolis, IN 46202  
 December 3, 2025

**CONTRACTS FOR WORKFORCE BOARD CONSIDERATION**

**Motion to Approve EmployIndy Program Year 2025 Contracts (Combined Motions #1–#3, as Approved by the Finance Committee on November 20, 2025)**

**Motions #1 YES, Indy:**

To allow EmployIndy leadership to modify contracts with the below YES Indy providers in Lilly-YES and WIOA Out-of-Schol Youth funding to provide training and employment services to Opportunity Youth for the remainder of Program Year 25 through June 30, 2026.

**Amounts**

Organization Name	Funding Source	Modification Amount	Total Amount Per Funding Sources	Total Contract Amount
CAFE	Lilly - YES	\$77,790.00	\$155,580.00	\$155,580.00
Fathers and Families	Lilly - YES	\$73,190.00	\$112,380.00	\$112,380.00
Flanner House	Lilly - YES	\$77,790.00	\$155,580.00	\$155,580.00
Goodwill	Lilly - YES	\$100,040.00	\$220,080.00	\$288,830.00
	WIOA OSY	\$50,000.00	\$68,750.00	
Keys to Work	Lilly - YES	\$95,040.00	\$186,580.00	\$220,030.00
	WIOA OSY	\$15,000.00	\$33,750.00	
Mary Rigg	Lilly - YES	\$117,440.00	\$296,130.00	\$296,130.00
YMCA	Lilly - YES	\$68,190.00	\$142,480.00	\$142,480.00
PACE	Lilly - YES	\$100,040.00	\$226,980.00	\$287,730.00
	WIOA OSY	\$15,000.00	\$33,750.00	
	NBA	\$0.00	\$27,000.00	

**Projected Performance Metrics**

	Goodwill	CAFÉ	Fathers	Flanner	Keys	Mary Rigg	PACE	YMCA	Total
<b>Enrolled</b>	25	28	20	18	25	35	25	17	193
<b>Job Readiness</b>	10	25	15	15	17	28	18	13	141
<b>Credentials</b>	20	26	14	7	27	21	16	6	137
<b>Placements</b>	16	17	16	16	19	20	20	16	140
<b>30 Retention</b>	11	11	8	8	8	11	11	8	76
<b>60 Retention</b>	8	8	5	5	5	8	8	5	52
<b>90 Retention</b>	6	6	3	3	3	6	6	3	36

**Motion #2 GO5:**

To allow EmployIndy leadership to finalize the contract with THA Construction to function as the training provider under the GO5 Construction Pathways 1 and 2 in the amount of \$189,640.00 in MUS Growth Opportunities funding through May 31, 2028.

**Funding Overview**

The purpose of the GO 5 Grant is to introduce and prepare justice-involved youth and young adults between the ages 18-24 years old for the world of 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.

**Projected Performance Metrics**

Pathway 1 – 53 participants will earn their NCCER credential.

Pathway 2 – 20 participants will earn their NCCER credential in addition to receiving a paid work experience.

**Additional Program Information**

<i>Pathway</i>	<i>Employer of Record</i>	<i>Training Provider</i>
<i>Construction Pathway 1</i>	<i>Nehemiah Project CDC</i>	<i>THA Construction</i>
<i>Construction Pathway 2</i>	<i>Martindale Brightwood CDC</i>	<i>THA Construction</i>
<i>Healthcare</i>	<i>Mary Rigg Neighborhood Center</i>	<i>To Be Determined (In procurement)</i>
<i>Advanced Manufacturing</i>	<i>PACE</i>	<i>To Be Determined (In procurement)</i>

**Motion #3 Eckerd Connects**

To allow EmployIndy leadership to modify the contract with Eckerd Connects in the amount of \$50,000 in JAG TANF (Temporary Assistance for Needy Families via FSSA) funding to support staff salaries for a total of \$294,000.00 in JAG TANF funding and a total contract amount of \$1,250,000.00 through June 30, 2026.

**Additional Information**

Eckerd executed the contract at the original approved amount with the understanding that EmployIndy would allocate additional funds once the availability of TANF dollars was confirmed.

**Performance Metrics**

**JAG National 6 of 6 Metrics – 9 Traditional Programs**

Enrollment	Graduation Rate	Any Job Placement	Full Time Job	Total Full Time Outcomes	Further Education Rate	Connection Rate
405 Students	90%	60%	60%	75%	35%	95%

**JAG National 6 of 6 Metrics – 2 Alternative Education Programs**

Enrollment	Graduation Rate	Any Job Placement	Full Time Job	Total Full Time Outcomes	Further Education Rate	Connection Rate
70 Students	75%	50%	50%	60%	30%	95%

Total of 11 JAG Programs at 9 Schools

IPS - Arsenal Tech (2)

IPS - Crispus Attucks High School (1)

IPS - George Washington High School (1)

MSD Decatur Township - Decatur Central High School (2)

MSD Franklin Township - Franklin Central High School (1)

MSD Warren Township - Warren Central High School (1)

MSD Wayne Township - Ben Davis High School (1)

Indiana School for the Deaf (1)

Indianapolis Metropolitan High School (1)

11/20/25	Contractor	Action	Funding Source	Modification Amount	Contract Total Amount	Purpose	Current Contract End
Contract Updates	Mary Rigg	Contract	MUS-Growth Opportunities	\$0.00	\$84,313.12	Funding to provide project administration and act as employer of record for the GO5 Healthcare Training program.	5/31/28
	Wii Connect, LLC	Contract	MUS-Growth Opportunities	\$0.00	\$40,000.00	Funding to administer Power Huddle curriculum within the GO5 training programs.	5/31/27
	Wii Connect, LLC	Contract	DOL-YouthBuild	\$0.00	\$40,806.77	Funding to adminster the Power Huddle curriculum within the YouthBuild construction and healthcare training programs.	6/30/26
	Transform Consulting Group	Contract	New America PAYA	\$0.00	\$12,500.00	Funding to lead the facilitaiton and development of the EmployIndy comprehensive strategic plan.	8/31/26
			LEI Enhancing Opportunities	\$0.00	\$34,495.00		
			Accelerate ED - Pathways	\$0.00	\$50,000.00		
	TPMA	Contract	Strada	\$0.00	\$74,609.00	Funding to conduct a comprehensive, mixed-methods evaluation of the Indy Achieves program.	5/29/26
	IU Public Policy Institute	Contract	Lilly - YES	\$0.00	\$77,967.00	Funding to conduct a comprehensive, mixed-methods evaluation of the YES Indy program.	6/30/26
Teenworks	Contract	Indianapolis Bond Bank	\$0.00	\$25,000.00	Funding to help provide transportation to 235 participants.	12/31/25	

Funding Summary			
DOL	Philanthropic	City	Updates Total
\$165,119.89	\$249,571.00	\$25,000.00	\$439,690.89

# EmployIndy

## Indianapolis Private Industry Council Inc

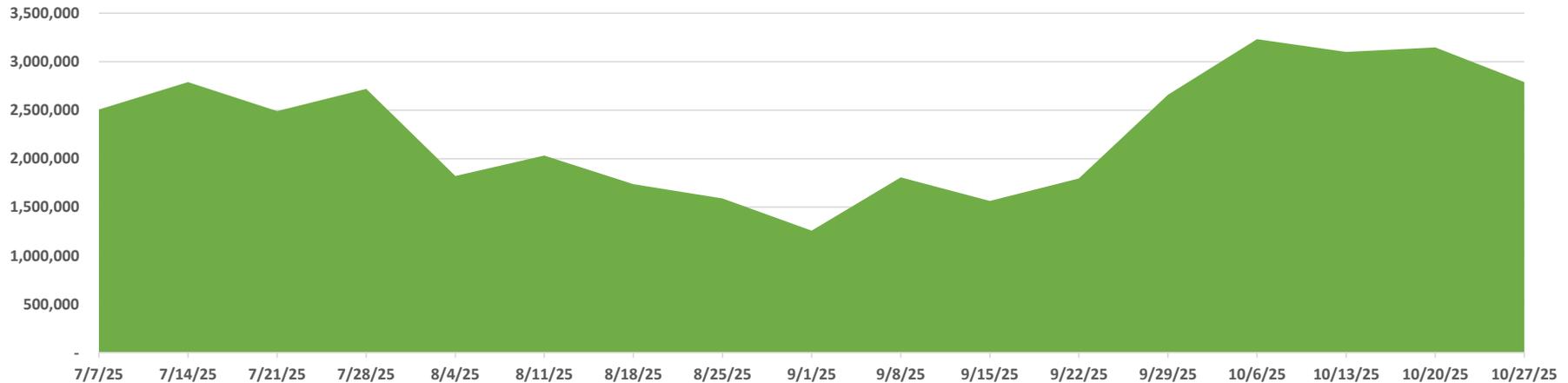
### Comparative Income Statement - YTD Actuals July 1 through September 30, 2025 (Unaudited)

	YTD Current Year Actuals (Jul 2025 - Sep 2025)		Fiscal Year Budget	YTD Actuals as a Percentage of Budget	YTD Prior Year Actuals (Jul 2024 - Sep 2024)	Current YTD Actuals as a Percentage of Prior YTD
<b>Revenue</b>						
WIOA	\$	766,628	\$ 7,474,908	10.3%	\$ 896,412	85.52%
Other Federal		488,466	4,891,356	10.0%	1,372,793	35.58%
State		372,670	1,292,805	28.8%	483,836	77.02%
City		734,279	2,911,663	25.2%	128,146	573.00%
Philanthropic		90,050	6,130,963	1.5%	105,295	85.52%
Fees		102,000	822,500	12.4%	0	
Interest Income		472	0		2,752	17.14%
<b>Total Revenue</b>	<b>\$</b>	<b>2,554,565</b>	<b>\$ 23,524,195</b>	<b>10.9%</b>	<b>\$ 2,989,233</b>	<b>85.46%</b>
<b>Expense</b>						
<b>Personnel</b>						
Salary	\$	1,191,402	\$ 4,886,970	24.4%	\$ 1,365,352	87.26%
Fringe		358,415	1,523,068	23.5%	445,912	80.38%
<b>Total Personnel</b>	<b>\$</b>	<b>1,549,817</b>	<b>\$ 6,410,038</b>	<b>24.2%</b>	<b>\$ 1,811,265</b>	<b>85.57%</b>
<b>Non Personnel</b>						
Travel	\$	8,576	\$ 93,833	9.1%	\$ 18,434	46.5%
Supplies		6,028	61,000	9.9%	10,001	60.3%
Office Rent		96,003	492,100	19.5%	123,606	77.7%
Office Expenses		47,684	196,621	24.3%	90,232	52.8%
Communications		4,394	75,667	5.8%	17,464	25%
Conference & Meetings		61,034	168,267	36.3%	81,504	75%
Professional Services		143,188	1,626,889	8.8%	253,696	56%
Contract Services		1,869,861	14,309,347	13.1%	2,992,561	62%
Staff Development & Resources		47,041	90,431	52.0%	44,476	106%
<b>Total Non Personnel</b>	<b>\$</b>	<b>2,283,811</b>	<b>\$ 17,114,157</b>	<b>13.3%</b>	<b>\$ 3,631,972</b>	<b>62.88%</b>
<b>Total Expense</b>	<b>\$</b>	<b>3,833,628</b>	<b>\$ 23,524,195</b>	<b>16.3%</b>	<b>\$ 5,443,237</b>	<b>70.43%</b>
<b>Net</b>	<b>\$</b>	<b>(1,279,063)</b>	<b>\$ -</b>		<b>\$ (2,454,004)</b>	

### Average Weekly Cash-On Hand (July 1, 2025 - October 31, 2025)

	July Month End	August Month End	September Month End	October Month End
Beginning Cash Balance	2,489,731.24	1,737,107.91	1,796,026.09	3,147,154.59
<b>Collections:</b>				
AR Deposits	530,818.13	59,863.25	1,420,388.12	23,693.23
Other Deposits	434,652.20	-	-	-
Forecasted AR Collection				
<b>Total Collections</b>	<b>965,470.33</b>	<b>59,863.25</b>	<b>1,420,388.12</b>	<b>23,693.23</b>
<b>Disbursements:</b>				
AER's				
Other AP Payments	708,346.57	185,142.79	211,899.39	200,696.76
Payroll/Benefits	28,472.55	21,521.87	187,145.75	180,252.45
<b>Total Disbursements</b>	<b>736,819.12</b>	<b>206,664.66</b>	<b>411,545.14</b>	<b>380,949.21</b>
<b>Month End Cash Balance</b>	<b>2,718,382.45</b>	<b>1,590,306.50</b>	<b>2,804,869.07</b>	<b>2,789,898.61</b>
Average Cash-On Hand	<b>2,625,986.62</b>	<b>1,794,713.59</b>	<b>1,815,895.73</b>	<b>3,067,641.15</b>

Fiscal Year 2025 - 2026





**Statement of Cash Flow**  
**For the Quarter Ended,**  
**(Unaudited)**  
**09/30/25**

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<b>Cash and Cash Equivalents (Current)</b>	<b>2,471,001</b>
<b>Cash and Cash Equivalents (Beginning of Quarter)</b>	<b>3,520,506</b>
<b>Net Increase (Decrease) in Cash</b>	<b>(1,049,505)</b>
<b>Net Cash (Used In) Operating Activities</b>	<b>(1,038,056)</b>
<b>Cash Flows from Financing Activities</b>	<b>-</b>
<b>Cash Flows from Investing Activities</b>	<b>(11,449)</b>

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



**Balance Sheet**  
**For the Period Ending,**  
(Unaudited)

<b>Assets</b>	<u><b>09/30/25</b></u>
Cash	\$ 2,149,103
Cash - reserve	321,898
<b>Total Cash</b>	<u><b>\$ 2,471,001</b></u>
<b>Grant reimbursements receivable</b>	
<b>Prepaid expenses</b>	73,721
<b>Contributions receivable</b>	3,055,587
<b>Right of Use asset, net</b>	737,150
<b>Property and equipment, net</b>	<u>145,466</u>
<b>Total Assets</b>	<u><u><b>\$ 6,482,925</b></u></u>
 <b>Liabilities</b>	
<b>Accounts payable</b>	\$ 376,105
<b>Notes payable</b>	\$ -
<b>Accrued expenses</b>	13,777
<b>Deferred revenue</b>	112,473
<b>Lease liabilities</b>	796,031
<b>Payroll liabilities</b>	<u>249,430</u>
<b>Total Liabilities</b>	<u><b>\$ 1,547,815</b></u>
 <b>Net Assets</b>	<u><b>\$ 4,965,655</b></u>
<b>Total Net Assets</b>	<u><u><b>4,965,655</b></u></u>
 <b>Total Liabilities and Net Assets</b>	<u><b>\$ 6,513,470</b></u>
	<u><u><b>\$ (30,545)</b></u></u>

\*\*Note: These Financials are unaudited.



## **EmployIndy Workforce Development Board of Directors Meeting Minutes**

**Date: December 3, 2025**

**Time: 2:00pm**

**Location: The AMP 1220 Waterway Blvd.**

### **1. Welcome and Introductions**

#### **Attendance:**

Members Present: Beth Rovazzini, Richard Proctor, Blayze Damron, Reginald McGregor, Twana Ellis, Maurice Taylor, Dionne Banks, Jerome Stanford, Natalie Reuter, Jennifer Andres, Matt Rust, Mackenzie Higgins

Members Absent: Ben Rogers, Kristin Weeden, Jonathan Kraeszig, Kelli Jones, Gina Ashley, Robert Stieneker, Rachel Stevens, Molly Dodge

Staff & Guests Present: Marie Mackintosh, Belinda Denning, Chelsea Meldrum, Ken Clark, Nancy Manley, Jay Styles, Nate Klinck

### **2. Call to Order**

Meeting was called to order at: 2:01pm

#### **a. Minutes from the *September 25, 2025, board meeting:***

- Presented by Beth Rovazzini, the board was asked if there were questions or corrections.
- Motion to approve the minutes was moved by Mackenzie Higgins, seconded by Dionne Banks; motion unanimously passed.

### **3. Committee Reports**

#### **b. Executive Committee**

- Beth Rovazzini shared comments on Marie Mackintosh's last day of employment with EmployIndy on December 5<sup>th</sup> along with congratulations to Ken Clark who has accepted the position of President & CEO effective December 8, 2025.
- Beth also shared some brief comments related to her recent meetings with DWD leadership regarding the new Regional Realignment proposal. Reginald McGregor asked who ultimately decides the change, and it was relayed that it would be the state and could take about 2 years.

#### **c. Finance Committee**

- Matt Rust presented the contracts to the board and shared that the Finance Committee has already reviewed details and approved the contracts on November 20, 2025.
- **Action Item:** Update motion #2 to be titled GO5 MUS Funding.  
**Discussion Highlights:**
- Motion to approve the contracts #1-#3 as presented was moved by Beth Rovazzini, seconded by Mackenzie Higgins, contracts unanimously approved

#### **Financial Reports:**

- Income Statement
- Cash on Hand
- Cash Flow
- Balance Sheet

#### **Discussion Highlights:**

- Nancy Manley presented all documents highlighting the improvements made to the income statement for ease in reporting and understanding our budget revenue and expenditure.
- No other discussion occurred.

#### **4. Executive Report**

- Marie Mackintosh introduced the Annual Report which had just been released and shared some highlights that are mentioned in the slide deck.
- Marie Mackintosh invited each senior leader to share some impacts that their teams have made in 2025.
- **Action Item:** The Board would like to request calendar invitations to be sent out to them for major events rather than emails. If it is on their calendar, they are more likely to attend.
- Marie Mackintosh reviewed the status of our KPIs for Program Year 2025 as well as the the fundraising progress.
- Cheslea Meldrum reviewed the current status of the new Strategic Plan along with the path forward which includes a retreat in April 2025 for the entire board and began a working session for the board to provide input and guidance on those principles we want to highlight in our new strategic plan.

#### **5. Adjournment**

- Meeting adjourned at 3:52pm



**Board of Directors  
Annual Meeting**

**December 3, 2025**

Empl<sup>★</sup>yIndy

**1**

**Welcome  
+ Introductions**

**2**

**Committee Reports**

**3**

**President + CEO  
Report**





# Welcome + Introductions



# WELCOME + INTRODUCTIONS

- Call to Order
- Approval of the minutes from September 25, 2025



# Committee Reports

A scenic view of a university campus path lined with trees in autumn. The trees on the left have vibrant orange and red leaves, while those on the right are still green. Two women are walking towards the camera on the path; one is wearing a white top and a patterned scarf, and the other is wearing a blue top and a yellow and blue scarf. Other people are visible in the background, and a building is partially visible on the right. The text "Committee Reports" is overlaid in large white font across the center of the image.

# Chairperson's Report

- President & CEO Transition
- 2026 Board Meeting Calendar
- Regional Realignment



# Treasurer's Report

- Contracts
- Financial Statements



# Contracts & Approvals

- Please review the contract spreadsheet included in your packet
- One comprehensive motion is being proposed to approve all contracts #1-#3 as presented.



# Contracts & Approvals: Motion #1

## Amounts

Organization Name	Funding Source	Modification Amount	Total Amount Per Funding Sources	Total Contract Amount
CAFE	Lilly - YES	\$77,790.00	\$155,580.00	\$155,580.00
Fathers and Families	Lilly - YES	\$73,190.00	\$112,380.00	\$112,380.00
Flanner House	Lilly - YES	\$77,790.00	\$155,580.00	\$155,580.00
Goodwill	Lilly - YES	\$100,040.00	\$220,080.00	\$288,830.00
	WIOA OSY	\$50,000.00	\$68,750.00	
Keys to Work	Lilly - YES	\$95,040.00	\$186,580.00	\$220,030.00
	WIOA OSY	\$15,000.00	\$33,750.00	
Mary Rigg	Lilly - YES	\$117,440.00	\$296,130.00	\$296,130.00
YMCA	Lilly - YES	\$68,190.00	\$142,480.00	\$142,480.00
PACE	Lilly - YES	\$100,040.00	\$226,980.00	\$287,730.00
	WIOA OSY	\$15,000.00	\$33,750.00	
	NBA	\$0.00	\$27,000.00	

## Projected Performance Metrics

	Goodwill	CAFÉ	Fathers	Flanner	Keys	Mary Rigg	PACE	YMCA	Total
Enrolled	25	28	20	18	25	35	25	17	193
Job Readiness	10	25	15	15	17	28	18	13	141
Credentials	20	26	14	7	27	21	16	6	137
Placements	16	17	16	16	19	20	20	16	140
30 Retention	11	11	8	8	8	11	11	8	76
60 Retention	8	8	5	5	5	8	8	5	52
90 Retention	6	6	3	3	3	6	6	3	36



# Contracts & Approvals: Motion #2

## Projected Performance Metrics

Pathway 1 – 53 participants will earn their NCCER credential

Pathway 2 – 20 participants will earn their NCCER credential in addition to receiving a paid work experience

### *Additional Program Information*

Pathway	Employer of Record	Training Provider
<b>Construction 1</b>	Nehemiah Project CDC	THA Construction
<b>Construction 2</b>	Martindale Brightwood CDC	THA Construction
<b>Healthcare</b>	Mary Rigg Neighborhood Center	To Be Determined (In procurement)
<b>Advanced Manufacturing</b>	PACE	To Be Determined (In procurement)



# Contracts & Approvals: Motion #3

### Additional Information

Eckerd executed the contract at the original approved amount with the understanding that Empl oyIndy would allocate additional funds once the availability of TANF dollars was confirmed.

### Performance Metrics

JAG National 6 of 6 Metrics – 9 Traditional Programs

Enrollment	Graduation Rate	Any Job Placement	Full Time Job	Total Full Time Outcomes	Further Education Rate	Connection Rate
405 Students	90%	60%	60%	75%	35%	95%

JAG National 6 of 6 Metrics – 2 Alternative Education Programs

Enrollment	Graduation Rate	Any Job Placement	Full Time Job	Total Full Time Outcomes	Further Education Rate	Connection Rate
70 Students	75%	50%	50%	60%	30%	95%

### Total of 11 JAG Programs at 9 Schools

- IPS - Arsenal Tech (2)
- IPS - Crispus Attucks High School (1)
- IPS - George Washington High School (1)
- MSD Decatur Township - Decatur Central High School (2)
- MSD Franklin Township - Franklin Central High School (1)
- MSD Warren Township - Warren Central High School (1)
- MSD Wayne Township - Ben Davis High School (1)
- Indiana School for the Deaf (1)
- Indianapolis Metropolitan High School (1)



# EmployIndy

## Indianapolis Private Industry Council Inc

Comparative Income Statement - YTD Actuals July 1 through September 30, 2025

(Unaudited)

	YTD Current Year		YTD Actuals as a Percentage of Budget	YTD Prior Year Actuals (Jul 2024 - Sep 2024)	Current YTD Actuals as a Percentage of Prior YTD
	Actuals (Jul 2025 - Sep 2025)	Fiscal Year Budget			
<b>Revenue</b>					
WIOA	\$ 766,628	\$ 7,474,908	10.3%	\$ 896,412	85.52%
Other Federal	488,466	4,891,356	10.0%	1,372,793	35.58%
State	372,670	1,292,805	28.8%	483,836	77.02%
City	734,279	2,911,663	25.2%	128,146	573.00%
Philanthropic	90,050	6,130,963	1.5%	105,295	85.52%
Fees	102,000	822,500	12.4%	0	
Interest Income	472	0		2,752	17.14%
<b>Total Revenue</b>	<b>\$ 2,554,565</b>	<b>\$ 23,524,195</b>	<b>10.9%</b>	<b>\$ 2,989,233</b>	<b>85.46%</b>
<b>Expense</b>					
<b>Personnel</b>					
Salary	\$ 1,191,402	\$ 4,886,970	24.4%	\$ 1,365,352	87.26%
Fringe	358,415	1,523,068	23.5%	445,912	80.38%
<b>Total Personnel</b>	<b>\$ 1,549,817</b>	<b>\$ 6,410,038</b>	<b>24.2%</b>	<b>\$ 1,811,265</b>	<b>85.57%</b>
<b>Non Personnel</b>					
Travel	\$ 8,576	\$ 93,833	9.1%	\$ 18,434	46.5%
Supplies	6,028	61,000	9.9%	10,001	60.3%
Office Rent	96,003	492,100	19.5%	123,606	77.7%
Office Expenses	47,684	196,621	24.3%	90,232	52.8%
Communications	4,394	75,667	5.8%	17,464	25%
Conference & Meetings	61,034	168,267	36.3%	81,504	75%
Professional Services	143,188	1,626,889	8.8%	253,696	56%
Contract Services	1,869,861	14,309,347	13.1%	2,992,561	62%
Staff Development & Resources	47,041	90,431	52.0%	44,476	106%
<b>Total Non Personnel</b>	<b>\$ 2,283,811</b>	<b>\$ 17,114,157</b>	<b>13.3%</b>	<b>\$ 3,631,972</b>	<b>62.88%</b>
<b>Total Expense</b>	<b>\$ 3,833,628</b>	<b>\$ 23,524,195</b>	<b>16.3%</b>	<b>\$ 5,443,237</b>	<b>70.43%</b>
<b>Net</b>	<b>\$ (1,279,063)</b>	<b>\$ -</b>		<b>\$ (2,454,004)</b>	

# Income Statement

# Cash On Hand

## Average Weekly Cash-On Hand (July 1, 2025 - October 31, 2025)

	July Month End	August Month End	September Month End	October Month End
Beginning Cash Balance	2,489,731.24	1,737,107.91	1,796,026.09	3,147,154.59
<b>Collections:</b>				
AR Deposits	530,818.13	59,863.25	1,420,388.12	23,693.23
Other Deposits	434,652.20	-	-	-
Forecasted AR Collection				
<b>Total Collections</b>	<b>965,470.33</b>	<b>59,863.25</b>	<b>1,420,388.12</b>	<b>23,693.23</b>
<b>Disbursements:</b>				
AER's				
Other AP Payments	708,346.57	185,142.79	211,899.39	200,696.76
Payroll/Benefits	28,472.55	21,521.87	187,145.75	180,252.45
<b>Total Disbursements</b>	<b>736,819.12</b>	<b>206,664.66</b>	<b>411,545.14</b>	<b>380,949.21</b>
<b>Month End Cash Balance</b>	<b>2,718,382.45</b>	<b>1,590,306.50</b>	<b>2,804,869.07</b>	<b>2,789,898.61</b>
<b>Average Cash-On Hand</b>	<b>2,625,986.62</b>	<b>1,794,713.59</b>	<b>1,815,895.73</b>	<b>3,067,641.15</b>

Fiscal Year 2025 - 2026



# Cash Flow Report



**Statement of Cash Flow**  
**For the Quarter Ended,**  
 (Unaudited)  
**09/30/25**

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Cash and Cash Equivalents (Current)	2,471,001
Cash and Cash Equivalents (Beginning of Quarter)	<u>3,520,506</u>
Net Increase (Decrease) in Cash	(1,049,505)
Net Cash (Used In) Operating Activities	(1,038,056)
Cash Flows from Financing Activities	-
Cash Flows from Investing Activities	<u>(11,449)</u>

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



# Balance Sheet Report

**Balance Sheet**  
For the Period Ending,  
(Unaudited)

	<u>09/30/25</u>
<b>Assets</b>	
Cash	\$ 2,149,103
Cash - reserve	321,898
<b>Total Cash</b>	<u>\$ 2,471,001</u>
Grant reimbursements receivable	
Prepaid expenses	73,721
Contributions receivable	3,055,587
Right of Use asset, net	737,150
Property and equipment, net	<u>145,466</u>
<b>Total Assets</b>	<u><u>\$ 6,482,925</u></u>
<b>Liabilities</b>	
Accounts payable	\$ 376,105
Notes payable	\$ -
Accrued expenses	13,777
Deferred revenue	112,473
Lease liabilities	796,031
Payroll liabilities	<u>249,430</u>
<b>Total Liabilities</b>	<u>\$ 1,547,815</u>
<b>Net Assets</b>	<u>\$ 4,965,655</u>
<b>Total Net Assets</b>	<u><u>4,965,655</u></u>
<b>Total Liabilities and Net Assets</b>	<u>\$ 6,513,470</u>
	<u>\$ (30,545)</u>

\*\*Note: These Financials are unaudited.





# President + CEO Report



# Annual Report

## 2024-2025 Annual Report: Building Pathways. Powering Potential.

- CEO transition framed around strong outcomes, diversified partnerships, programmatic efficiency + a resilient team
- ~85% programmatic spending = heavy investment in mission delivery
- Community career services attains scale while WIOA services outperforms in outcomes



# Celebrating Impact: MAP + INCAP



# Celebrating Impact: YES Indy + Indy Parks Corps



# Celebrating Impact: Heartland BioWorks + “I Can Be That”



# Celebrating Impact: GWI Hiring Event



## PY25 Strategic Plan KPIs

	Performance Indicator	Data Definition	PY25 Target	PY25 QTR1 Output (% to target)
Organizational Indicators	Career-Connected Learning	Total number of WBL + CCL activities facilitated or supported through EmployIndy	30,000	12,869 (43%)
	Coaching + Training	Total number of participants enrolling in any coaching or training activity through EmployIndy	3,260	1,199 (37%)
	Talent Connection	Total number of EmployIndy participants placed in any (A/B/C) job	3,200	264 (8%)
	Good Jobs	Total number of businesses connected to the ecosystem	650	348 (54%)
Impact Indicators	Career-Connected Learning	Total number of Talent Experience activities supported through EmployIndy	2,000	143 (7%)
	Coaching + Training	Total number of participants completing postsecondary education or training through EmployIndy	1,200	95 (8%)
	Talent Connection	Total number of EmployIndy participants placed in "B/C" job	2,200	146 (6%)
	Good Jobs	Total number of employers with whom EmployIndy works to improve job quality	450	137 (30%)



# FY26 Fundraising Update

	Total Grants Amount	Total FY26 Allocation	% to FY26 \$6M goal
<b>Awarded (Stewardship)</b>	\$427,000	\$316,989	5%
<b>Pending (Proposals Under Review/Solicitation)</b>	\$9,468,070	\$4,278,202	71%
<b>Prospects (Cultivation)</b>	\$4,275,000	\$3,100,000	52%
<b>TOTAL</b>	\$14,170,070	\$7,695,191	128%



# PY26-28 Strategic Planning

- Steering Committee: Board + Partner Representatives
  - Beth Rovazzini
  - Mackenzie Higgins
  - Rick Proctor
  - David Spears, R5, Interlocal Association
- Progress to Date
  - Kickoff October 14<sup>th</sup>
  - Steering Committee November 13<sup>th</sup> - data collection + stakeholder engagement strategies
  - Planning Retreat April 15<sup>th</sup> – board, staff + key partners to reflect on stakeholder input and align on strategic priorities



# Guiding Principles During Strategic Transition

- Purpose: Align on principles for protecting critical services/priorities + shifting resources during a year of strategic transition and new leadership
- Why We Need Guiding Principles
  - Strategic planning + FY26 budget development overlap
  - Ensure consistency in decision-making, transparency with the Board, and empower staff
- Today's Objectives
  - Review draft set of decision principles
  - Propose new decision principles
  - Determine which principles matter most
  - Produce a framework for staff to guide operational and budget recommendations



# Executive Leadership Guiding Principles

1. Invest in high ROI programs
2. Honor required commitments (WIOA, compliance, grants)
3. Simplify where possible



# Guiding Principles for EmployIndy Staff

- 1.
- 2.
- 3.
- 4.
- 5.



# Upcoming Events

- **December 11<sup>th</sup> 11:30am - 1:30pm:** YES Indy Holiday Celebration @ WorkOne Indy
- **February 26<sup>th</sup> 11:00am - 1:00pm:** Next EmployIndy Board Meeting
- **April 15<sup>th</sup> 8:00am - 5:00pm:** EmployIndy Strategic Planning Retreat for all board members



A wide-angle, high-angle photograph of a city canal, likely in Milwaukee, Wisconsin. The canal is the central focus, with a paved walkway on both sides. People are seen walking, cycling, and sitting on the edges. A gondola with a gondolier and passengers is in the water. In the background, a city skyline is visible under a blue sky with scattered clouds. The text "Questions?" is overlaid in the center in a large, white, sans-serif font.

# Questions?



# Thank You!

Employ<sup>★</sup>Indy

[www.employindy.org](http://www.employindy.org)

Marie Mackintosh

President + CEO

[mmackintosh@employindy.org](mailto:mmackintosh@employindy.org)



# Principles for Consideration + Discussion

1. Invest in high ROI programs
2. Honor required commitments (WIOA, compliance, grants)
3. Enable strategic focus
4. Support staff capacity + morale
5. Simplify where possible
6. Preserve key partnerships
7. Advance equity + community trust/Protect outcomes for priority populations

