



**Workforce Development Board of Directors  
Executive & Finance Committee Meeting  
April 18, 2025, 10:00am**

**Call to Order:** Beth Rovazzini

**Welcome:** Marie Mackintosh

**Official Business**

- Contracts Review and Approval
  - Electronic Strategies, Inc.: Ken Clark
  - Thomas P. Miller & Associates: Chelsea Meldrum

**Audit & DWD Monitoring:** Ken Clark & Nate Klinck

**Budget:** Ken Clark, Marie Mackintosh, Chelsea Meldrum

**Sustainable Transformation:** Marie Mackintosh & Executive Leadership Team

**Adjourn:** Beth Rovazzini

| 2/18/25            | Contractor                       | Action       | Funding Source | Modification Amount | Contract Total Amount | Purpose                                                                                               | Current Contract End |                 |              |
|--------------------|----------------------------------|--------------|----------------|---------------------|-----------------------|-------------------------------------------------------------------------------------------------------|----------------------|-----------------|--------------|
| Contract Approvals | Electronic Strategies, Inc (ESI) | Contract     | Combined Funds | \$0.00              | \$750,000.00          | Funding to provide managed IT services for EmployIndy, WorkOne, and JAG sites through April 30, 2028. | 4/30/28              | Combined Funds  | \$750,000.00 |
|                    | Thomas P. Miller & Associates    | Modification | ARPA           | \$35,000.00         | \$233,090.00          | Additional funding to provide reports highlighting the impact of ARPA funding.                        | 6/30/25              | City            | \$35,000.00  |
|                    |                                  |              |                |                     |                       |                                                                                                       |                      | Approvals Total | \$785,000.00 |



**Finance Committee Meeting**  
EmployIndy  
101 West Washington Street  
Indianapolis, IN 46204  
**April 18, 2025**

**FOR FINANCE COMMITTEE CONSIDERATION**

**Motion #1:**

To allow EmployIndy leadership to contract with Electronic Strategies, Inc. (ESI) in an amount not to exceed \$750,000 in combined funds, for the period through April 30, 2028. Under this agreement, ESI will provide the following IT services:

- Help desk
- On-site support
- System administration and monitoring
- Hardware asset management
- Application system administration and access management
- Cybersecurity and risk management
- Application and software support, enhancement and development

**Additional Information**

EmployIndy issued a Request for Proposals (RFP) for IT Managed Service Providers in February 2025. As the incumbent provider, ESI was selected through the review process to continue delivering IT services.



**Finance Committee Meeting**  
EmployIndy  
101 West Washington Street  
Indianapolis, IN 46204  
**April 18, 2025**

**FOR FINANCE COMMITTEE CONSIDERATION**

**Motion #2:**

To allow EmployIndy leadership to modify the contract with Thomas P. Miller & Associates, allocating an additional \$35,000.00 in ARPA funding for the development of three comprehensive final reports demonstrating the success and impact of ARPA-funded initiatives, Micro Programs, Additional Resources, and Choice Employers for the City of Indianapolis and other fundraising efforts—bringing the total contract amount to \$233,090.00 through September 30, 2025.



Joint Executive &  
Finance  
Committee  
Meeting  
April 18, 2025

Empl<sup>★</sup>yIndy

1

**Official Business**

2

**Audit & DWD  
Monitoring**

3

**Budget**

4

**Sustainable  
Transformation**

# Official Business



# Contract Approvals

- Electronic Strategies Incorporated
- Thomas P. Miller and Associates



# Audit & DWD Monitoring



# FY23-24 Audit

- FY21-22
  - 6 material weaknesses
  - 3 significant deficiencies
- FY22-23
  - 8 material weaknesses
  - 2 significant deficiencies
  - 6 repeat findings
- FY23-24
  - 1 material weakness
  - 1 repeat finding
    - Deferred revenue recognition



# DWD Monitoring

- DWD conducted programmatic and fiscal monitoring of WIOA Programs in January 2025
  - Monitoring Report issued March 27, 2025
  - Monitoring covered February 2024-January 2025
- DWD Issued 8 "Findings" (8 findings in prior year monitoring):
  - Untimely submission of Infrastructure Funding Agreement reconciliations and invoices
  - Case file management issues
  - Inconsistent or insufficient documentation in select case files
  - Inadequate assessments provided and/or documented in a number of reviewed case files
  - Improper management of medical or disability-related information within case management system
  - Lack of Equal Opportunity monitoring provided for all subrecipients
  - Lack of Migrant Seasonal Farmworkers information in case notes
  - Incomplete understanding of the Agricultural Recruitment System
- EmployIndy is developing responses and correction action plans for findings
  - Due April 26, 2025



# Budget



# FY25–26 Revenue Breakdown

| Source               | FY24-25 Carry-in        | FY25-26 Allocation      | FY26-27 Holdback       |
|----------------------|-------------------------|-------------------------|------------------------|
| WIOA Grants          | \$ 2,865,374.00         | \$ 3,956,377.57         | \$ 654,066.63          |
| Other Federal Grants | \$ 4,966,082.58         | \$ 685,000.00           | \$ 1,797,367.91        |
| State Grants         | \$ 266,923.33           | \$ 1,387,500.00         | \$ -                   |
| City Grants          | \$ 1,459,299.00         | \$ 1,356,000.00         | \$ -                   |
| Philanthropic Grants | \$ 3,458,573.98         | \$ 2,165,203.33         | \$ 2,595,666.00        |
| Fees                 | \$ -                    | \$ 807,500.00           | \$ -                   |
| <b>TOTAL</b>         | <b>\$ 13,016,252.89</b> | <b>\$ 10,357,580.90</b> | <b>\$ 5,047,100.54</b> |
| <b>% of FY24-25</b>  | <b>62%</b>              | <b>101%</b>             | <b>106%</b>            |



# Fundraising Progress

## **FY24-25 activity to date:**

- All competitive + philanthropic proposals submitted total \$7,419,000
- New competitive + philanthropic awards received total \$6,048,536

## **FY25-26:**

- Available total is \$2,258,926
- 56% to \$4M goal thru March
- RMFF + JPMC = \$1M pending

## **Pending proposals + prospects:**

- Actively stewarding 30+ prospects



# Funding Challenges

- **JAG** remains bundled in the "Freedom and Education" line item with no changes to the purview of the fund usage or appropriation from the House version
- **Career Scholarship Accounts (MAP)** have been reduced to \$9.5 million per year - more than the current budget's appropriation but less than what Braun or the House had proposed
- Both **Next Level Jobs** training grants - ETG and WRG - have been bundled together into the "Workforce Innovation" line item, with both grant purposes being allowed expenses along with "workforce innovation programs including the reemployment skills training pilot program." The appropriation for this line item is equal to the amount of appropriation for both WRG and ETG in the House budget, meaning that any usage of "innovation programs" would necessitate a reduction in access to WRG and ETG



# FY25-26 Expense Breakdown

| Source                           | FY24-25 Budget      | FY25-26 Budget       |
|----------------------------------|---------------------|----------------------|
| Personnel                        | \$8,376,246         | \$6,667,199          |
| Overhead/Administrative          | \$2,830,952         | \$2,202,736          |
| Professional Services            | \$1,979,408         | \$1,457,251          |
| Service Providers/Sub-recipients | \$18,094,023        | \$11,410,830         |
| <b>TOTAL</b>                     | <b>\$31,280,629</b> | <b>\$ 21,738,016</b> |



A wide-angle photograph of a city canal, likely the Chicago Lakefront. The canal is filled with water and has a paved walkway on both sides. People are walking, jogging, and cycling along the paths. A small boat with people is on the water. In the background, a city skyline is visible under a blue sky with clouds. The text "Sustainable Transformation" is overlaid in the center.

# Sustainable Transformation



# Budget Realities

|         | FY24-25      | FY25-26      | Difference    | % Change |
|---------|--------------|--------------|---------------|----------|
| Revenue | \$32,286,462 | \$23,373,833 | (\$8,912,629) | -27.6%   |
| FTEs    | 80           | 58           | 22*           | -27.5%   |

\*13 of these positions are currently vacant or been held vacant

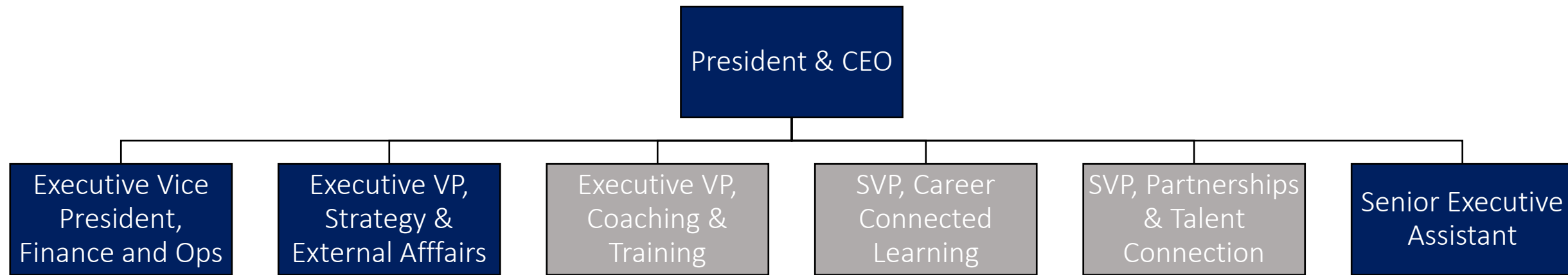


# Transition Plan

- New Organizational Structure
- Available Positions
- Timeline



# PY24 Budgeted Organizational Structure: Executive Team



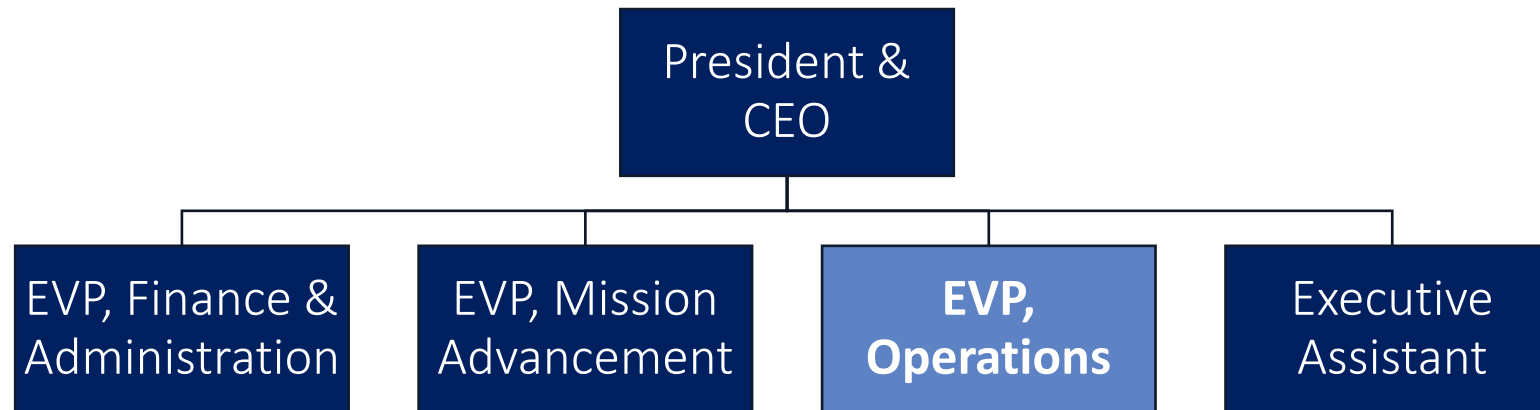
Retained Role

Impacted Role

PY24 Budget: \$1.43 million  
PY24 Budgeted Staff Count=7



# PY25 Proposed Organizational Structure: Executive Team



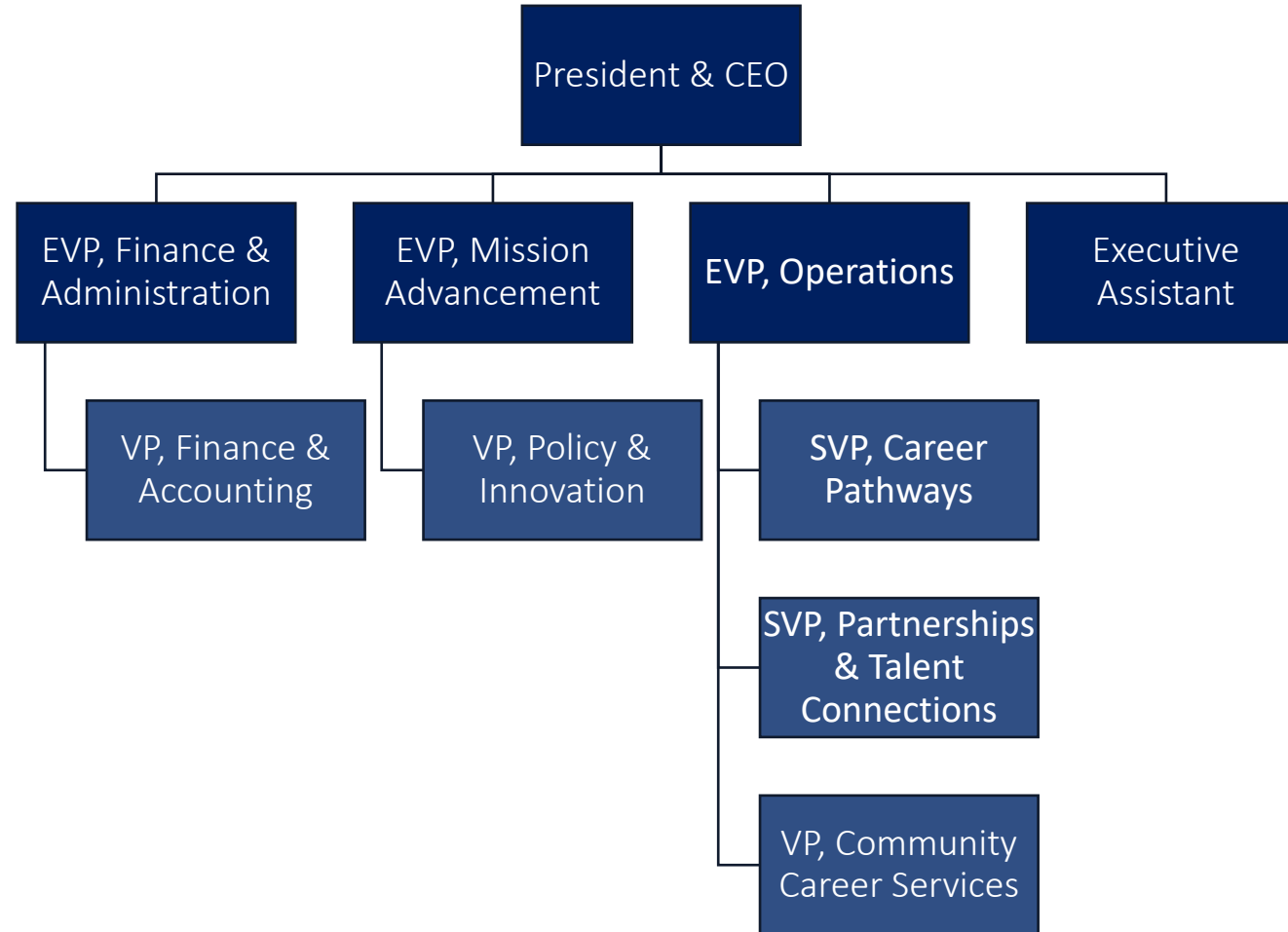
Retained Role

Consolidated  
Role

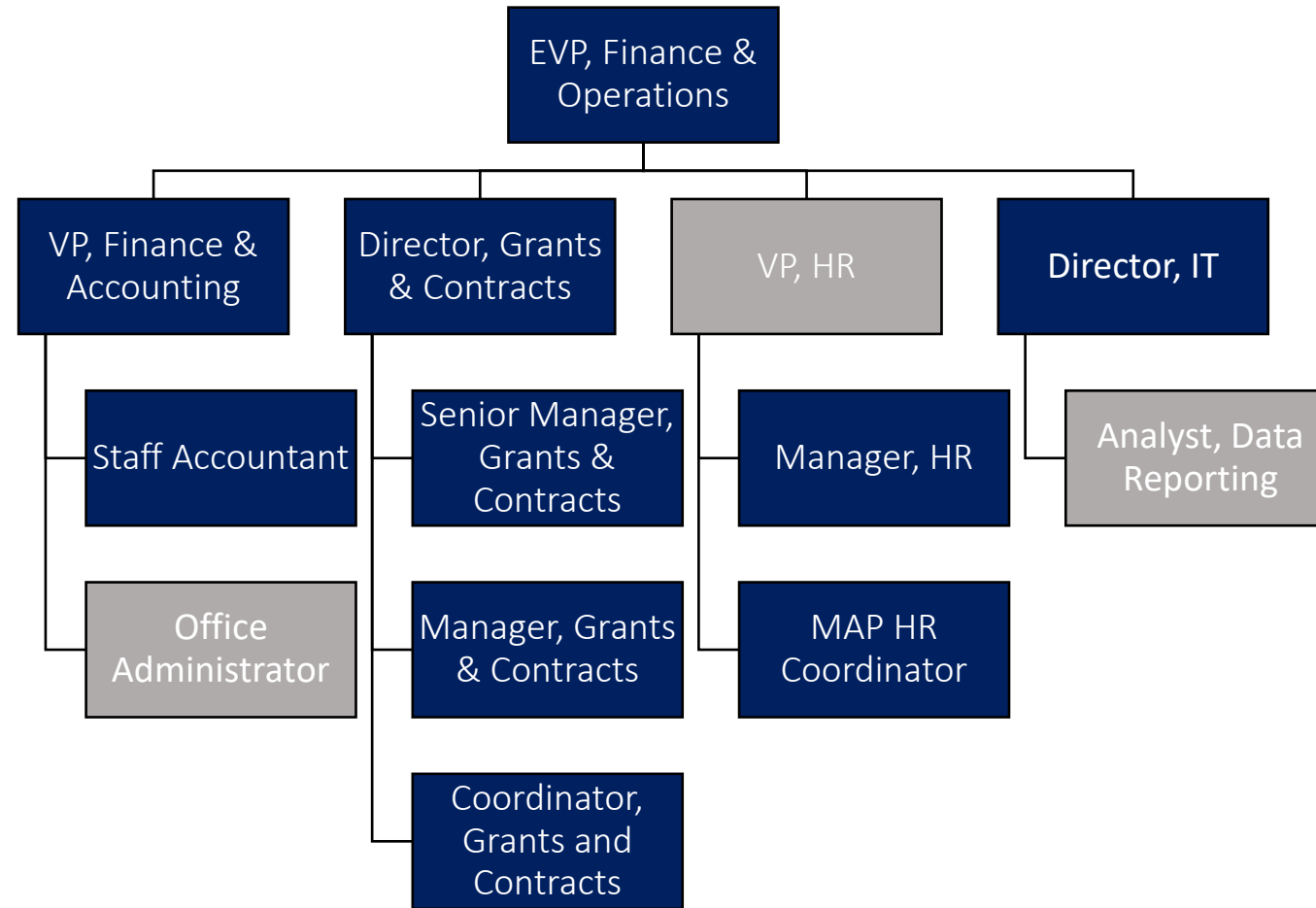
PY25 Budget: \$1.07 million  
PY25 Budgeted Staff Count=5



# PY25 EmployIndy Organizational Structure: Senior Leadership Team



# PY24 Budgeted Organizational Structure: Finance & Operations



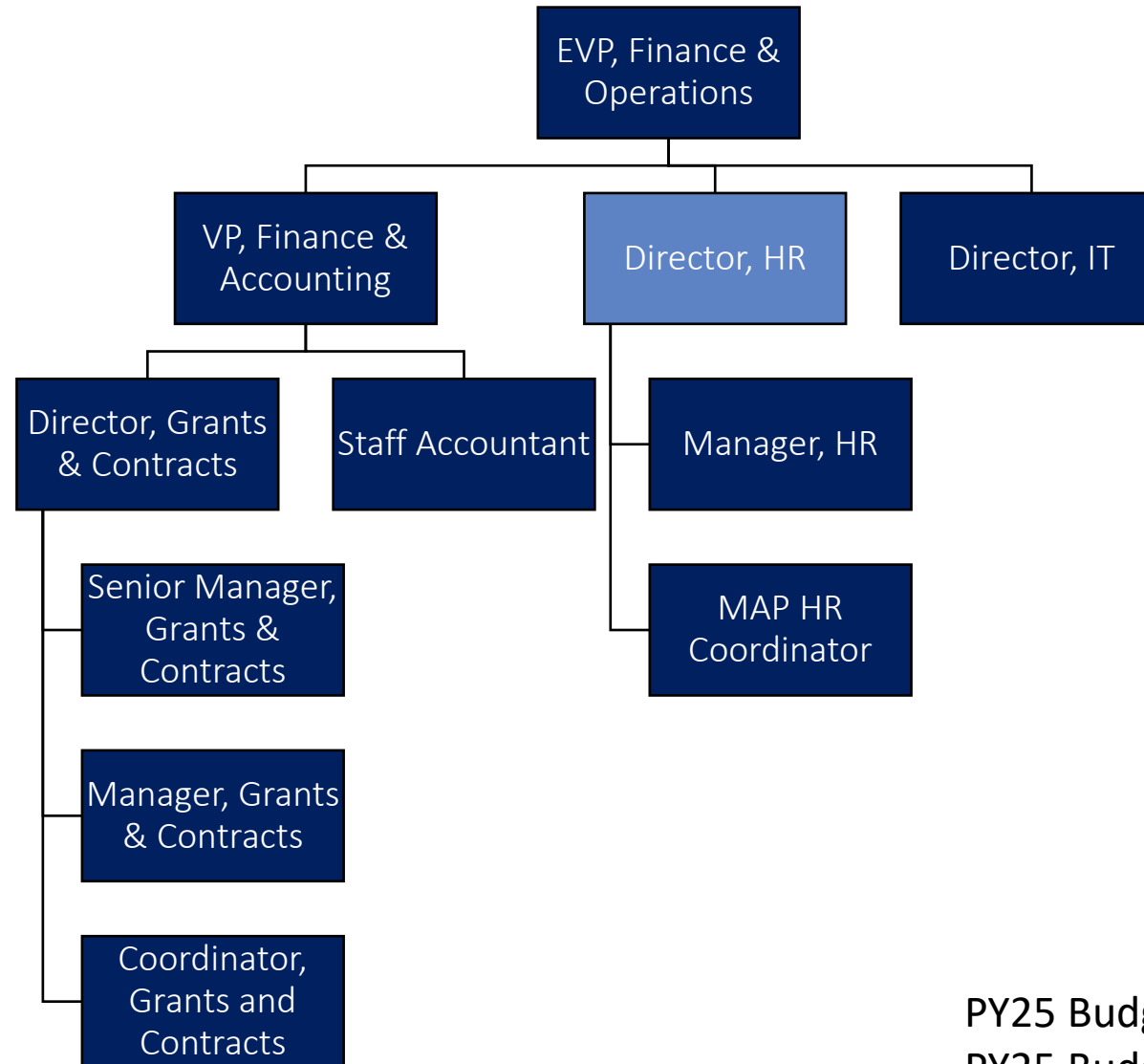
Retained Role

Impacted Role

PY24 Budget: \$2.32 million  
PY24 Budgeted Staff Count=13



# PY25 Proposed Organizational Structure: Finance & Administration



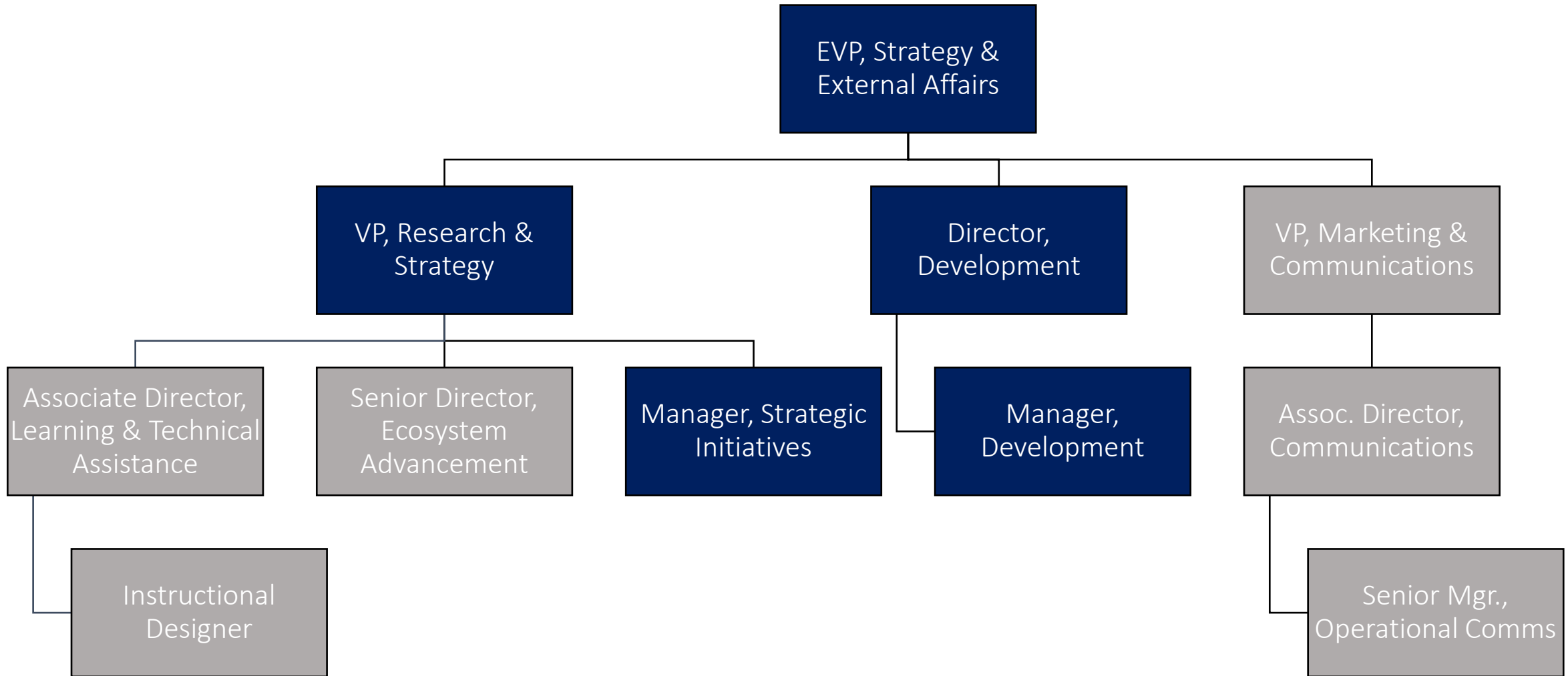
Retained Role

Consolidated  
Role

PY25 Budget: \$1.97 million  
PY25 Budgeted Staff Count=11



# PY24 Budgeted Organizational Structure: Strategy & External Affairs



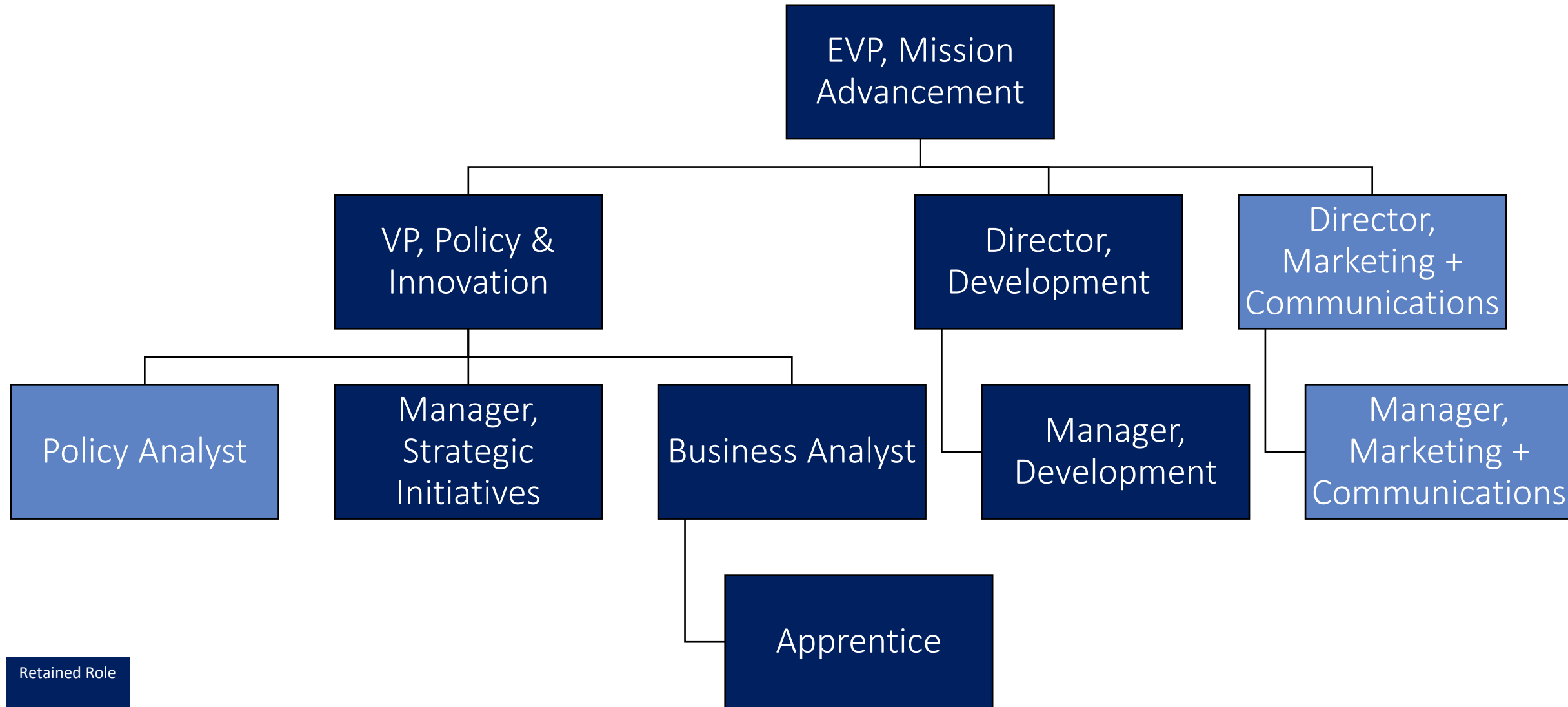
Retained Role

Impacted Role

PY24 Budget: \$3.6 million  
PY24 Budgeted Staff Count=11



# PY25 Proposed Organizational Structure: Mission Advancement



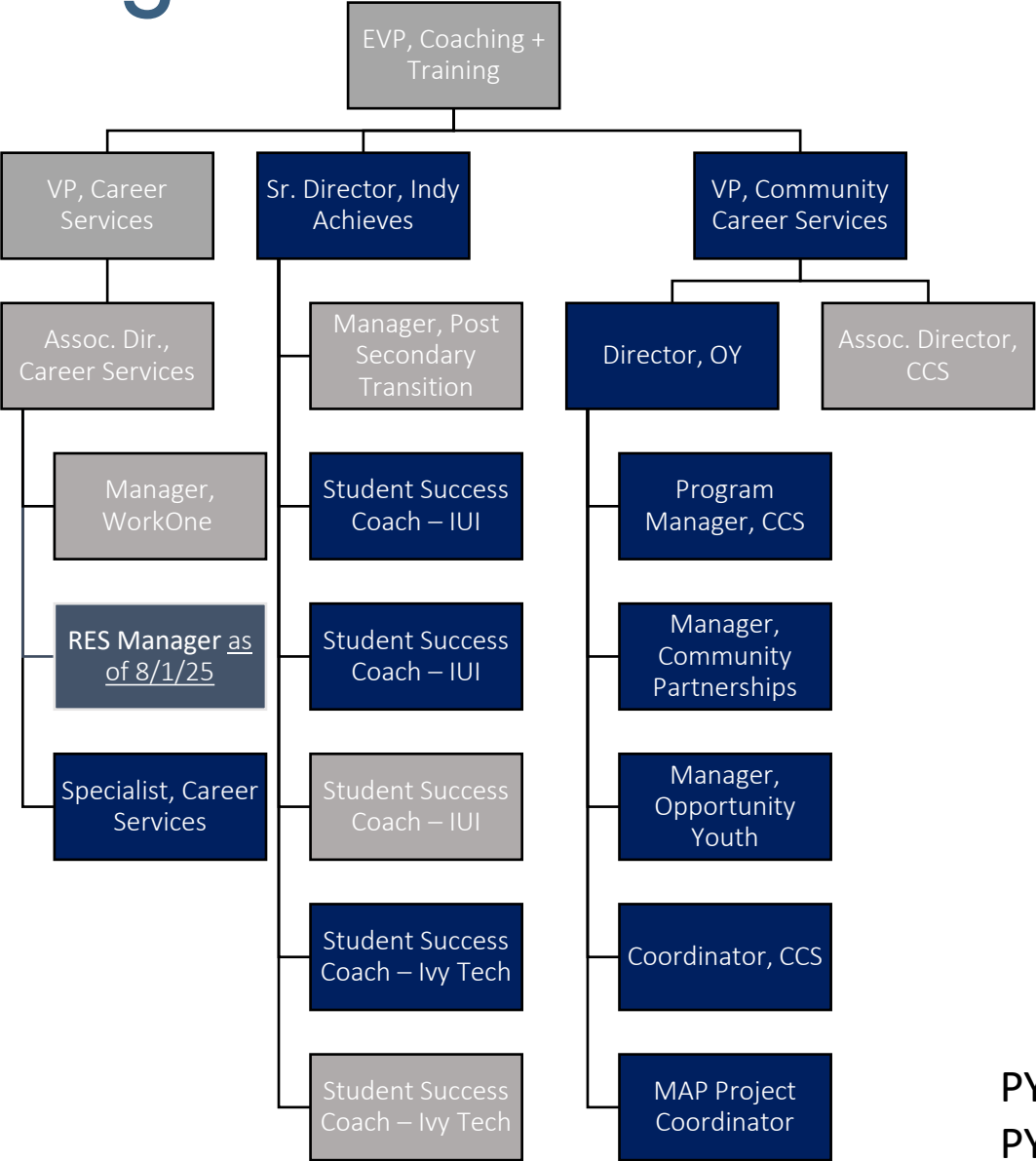
Retained Role

Consolidated  
Role

PY25 Budget: \$1.52 million  
PY25 Budgeted Staff Count=10



# PY24 Budgeted Organizational Structure: Coaching & Training



Retained Role

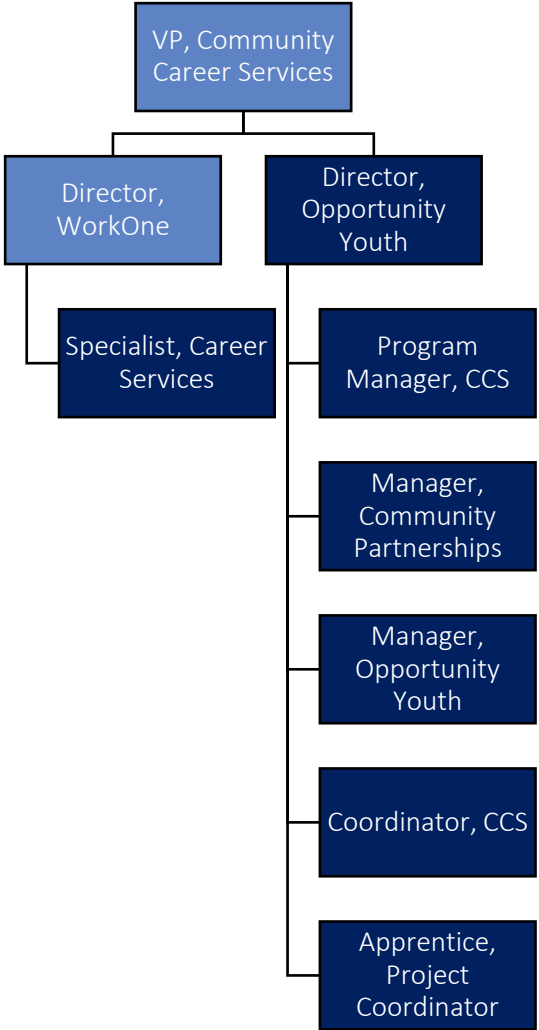
Impacted Role

PY24 Budget: \$14.97 million  
PY24 Budgeted Staff Count=21



# PY25 Proposed Organizational Structure: Community Career Services

**Note:** Indy Achieves moved under SVP, Career Pathways



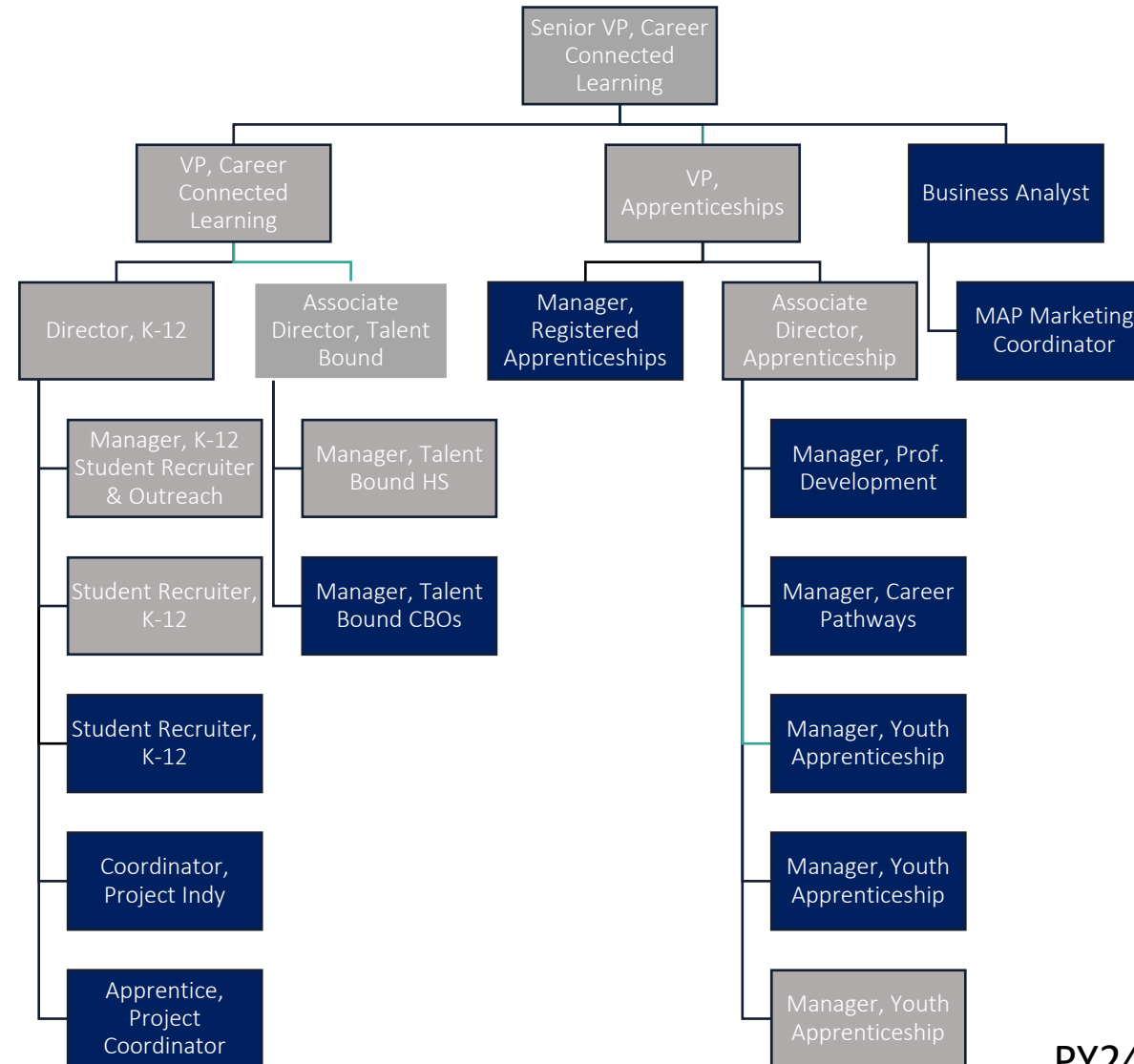
Retained Role

Consolidated Role

PY25 Budget: \$8.39 million  
PY25 Budgeted Staff Count=9



# PY24 Budgeted Organizational Structure: Career Connected Learning



Retained Role

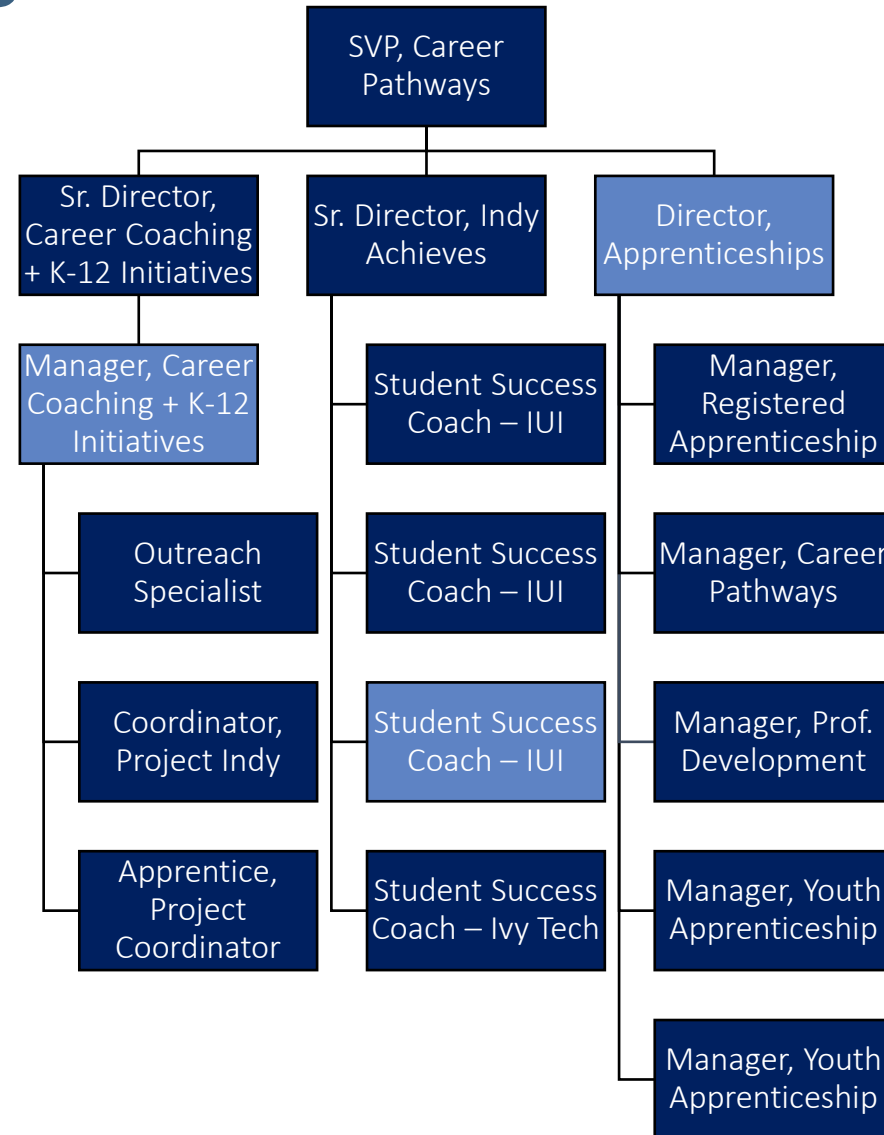
Impacted Role

PY24 Budget: \$4.46 million  
PY24 Budgeted Staff Count=21



# PY25 Proposed Organizational Structure: Career Pathways

**Note:** Talent Bound moved to Partnerships + Talent Connections



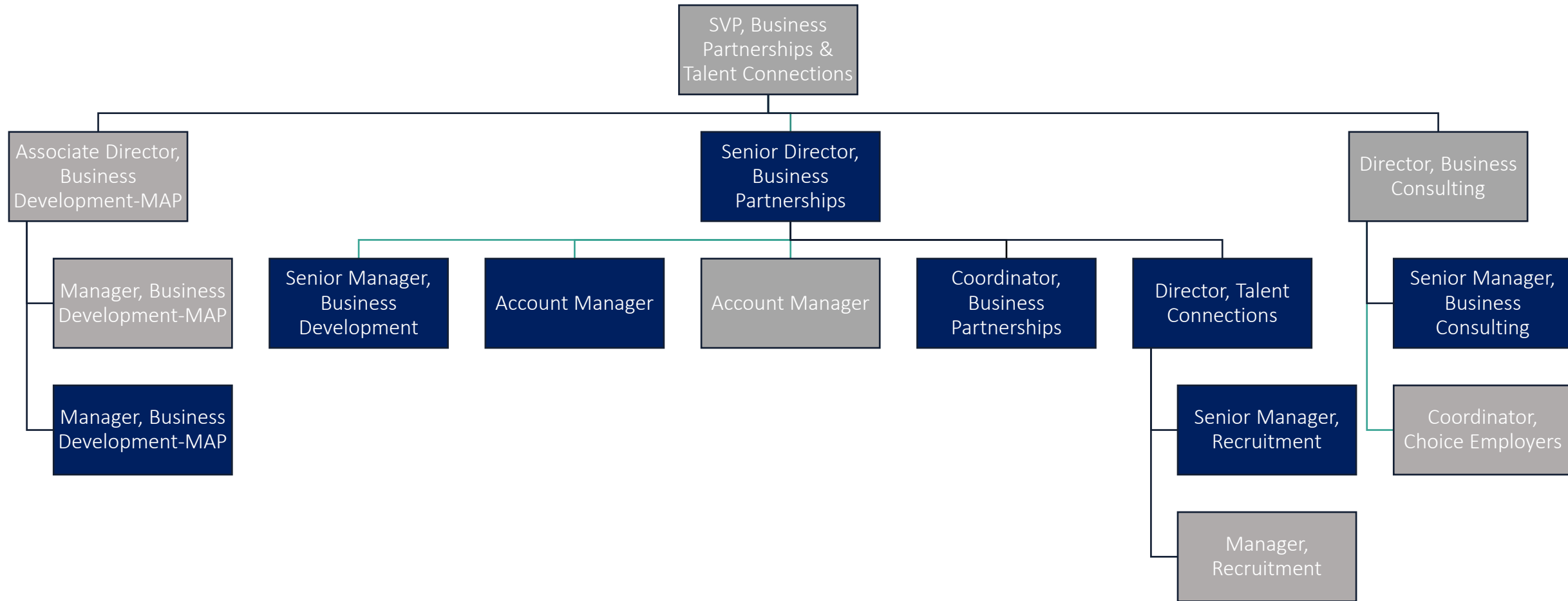
Retained Role

Consolidated Role

PY25 Budget: \$5.54 million  
PY25 Budgeted Staff Count=17



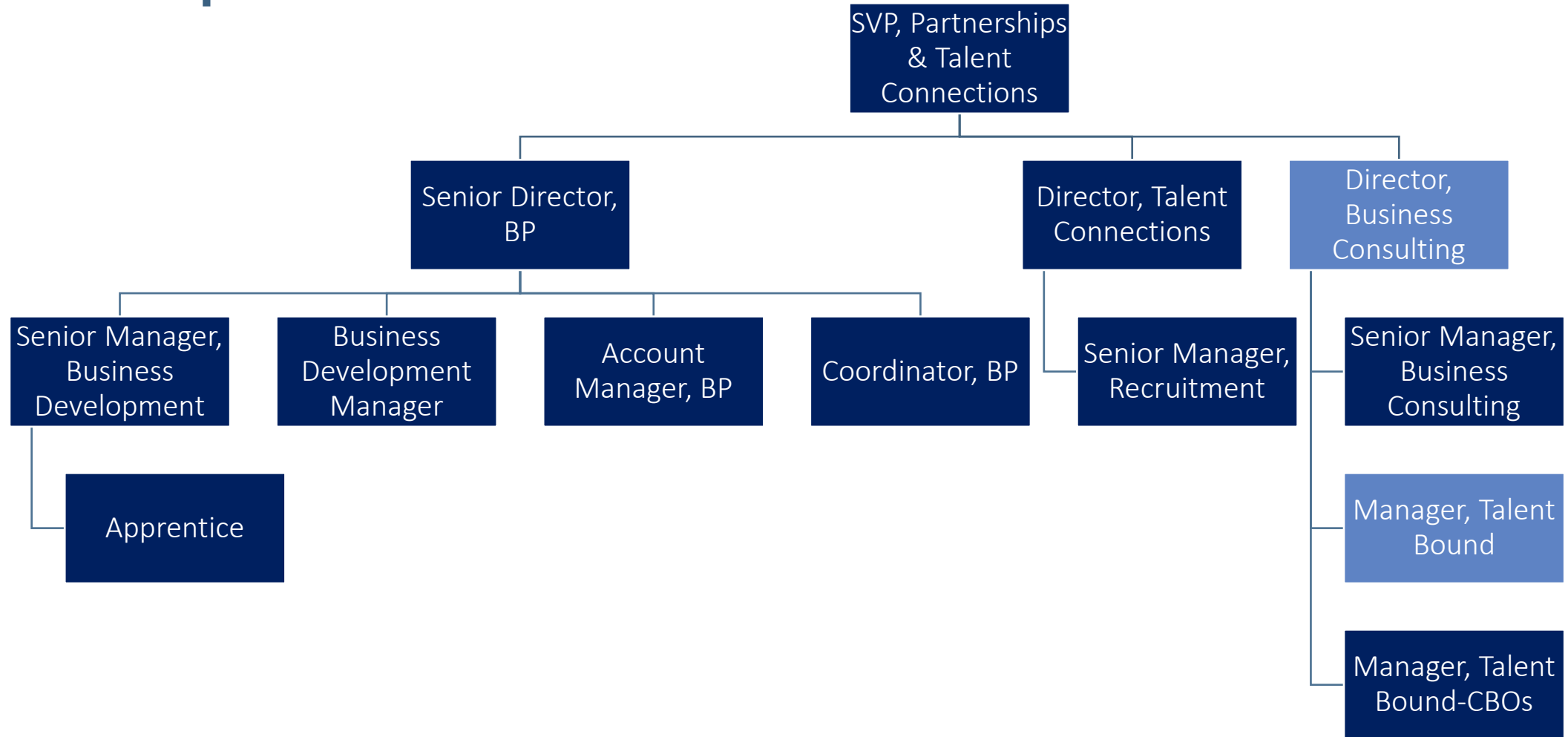
# PY24 Budgeted Organizational Structure: Partnerships & Talent Connections



PY24 Budget: \$6.3 million  
PY24 Budgeted Staff Count=15



# PY25 Proposed Organizational Structure: Partnerships & Talent Connections



Retained Role

Consolidated  
Role

PY25 Budget: \$2.69 million  
PY25 Budgeted Staff Count=13



# Positions Eliminated/ Consolidated

EVP, Coaching + Training  
VP, Career Services  
VP, Apprenticeships  
VP, Human Resources  
VP, Career-Connected Learning  
VP, Communications + Marketing  
Senior Director, Ecosystem Advancement  
Director, K-12  
Associate Director, Career Services  
Associate Director, Business Development MAP  
Associate Director, Talent Bound  
Associate Director, Community Career Services  
Associate Director, Apprenticeships  
Associate Director, Communications  
Associate Director, Learning & Technical  
Senior Manager, Operational Communications  
Postsecondary Transitions Manager  
K-12 Student Recruiter & Outreach Manager  
K-12 Student Recruiter & Outreach Specialist (1 of 2)  
Manager, Talent Bound High Schools  
Manager, Recruitment (1 of 2)  
Business Development Manager-MAP (1 of 2)  
Account Manager, BP (1 of 2)  
RES Manager  
WorkOne Manager  
Youth Apprenticeship Manager (1 of 3)  
Student Success Coach (1 of 5)  
Data Reporting Analyst  
Instructional Designer  
Office Administrator



# Positions Available

- EVP, Operations
- Director, WorkOne
- Director, Human Resources
- Director, Technology
- Director, Apprenticeships
- Manager, Career Coaching + K-12 Initiatives
- Manager, Talent Bound
- Manager, Marketing + Communications
- Manager, Development
- Policy Analyst



# Timeline

**April 7-9, 2025:** Individual Employee Notification

**April 9, 2025:** All Staff Virtual Meeting

**April 9, 2025:** Internal postings go live

**April 14-18, 2025:** Job postings review and application process

**April 18, 2025:** "Tea with Marie" for Q & A

**April 21-24, 2025:** Internal Candidate Interviews

**April 25, 2025:** Offer letters extended to internal candidate

**May 1, 2025:** "Tea with Marie"

**May 2, 2025:** External postings go live

**May 9, 2025\*:** Final date of employment for affected staff.

**May 12, 2025:** New roles go into effect

**May 16, 2025:** Final payroll and benefits transition

**May 22, 2025:** All Staff Meeting

\*RES Manager role continues through August 1



# Questions + Answers

Employ<sup>★</sup>Indy

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





# Workforce Development Board of Directors

## Executive & Finance Committee Meeting Minutes

**Date:** April 18, 2025

**Time:** 10:00 AM

**Location:** Via Microsoft Teams

### Attendance

**Members Present:**

Beth Rovazzini, Reginald McGregor, Jerome Stanford, Mackenzie Higgins, Janet St. Peters, Matt Rust, Twana Ellis

**Members Absent:**

Dionne Banks

**Staff/Guests Present:**

Marie Mackintosh, Chelsea Meldrum, Jay Styles, Ken Clark, Belinda Denning, Nate Klinck, Betsy Davis

### 1. Call to Order

**Chair:** Beth Rovazzini

- Meeting called to order at 10:05am

### 2. Welcome

**Presenter:** Marie Mackintosh

### 3. Official Business

#### *a. Contracts Review and Approval*

- **Electronic Strategies, Inc.**

**Presenter:** Ken Clark

- Beth Rovazzini asked for clarification on Eimage taking over what Leaf is doing now. Ken Clark shared that it will be easier to have one technology provider.

- **Thomas P. Miller & Associates**

**Presenter:** Chelsea Meldrum

- Beth Rovazzini asked if the reports are required by the contracts. Chelsea Meldrum said no. Beth also asked if these reports are something that EmployIndy staff can do in the future and general. Chelsea Meldrum shared it is a capacity issue right now. Marie Mackintosh elaborated that yes, our staff can do this in the future, but these reports are going to be essential to sharing our story and highlights of the work that ARPA has done in the community.

**Motion #1:** Matt Rust presented the motion, Beth Rovazzini moved the motion, Mackenzie Higgins seconded, motion passed unanimously.

**Motion #2:** Matt Rust presented the motion, Beth Rovazzini moved the motion, Janet St. Peters seconded, motion passes unanimously.

***b. Audit & DWD Monitoring***

**Presenters:** Ken Clark & Nate Klinck

- Ken Clark shared there was only 1 material weakness found and that has already been corrected at this point. He will have a meeting next week with the bank to investigate the line of credit.
- Marie Mackintosh shared some of the highlights related to case management which will require some training for our staff but some of those issues are also findings that are very picky.
- Ken Clark shared that we were delayed in getting our IFA turned to DWD, and they penalized us by withholding over \$79,000 from that contract.

***c. Budget***

**Presenters:** Ken Clark, Marie Mackintosh, Chelsea Meldrum

- No questions from the committee members at this time.

***d. Sustainable Transformation***

**Presenters:** Marie Mackintosh & Executive Leadership Team

- Each EmployIndy leadership team member presented their team's vertical operation for PY25.
- No questions were posed by the committee members.

## 4. Adjournment

**Chair:** Beth Rovazzini

- Meeting adjourned at 11:07am.
-