

EmployIndy Workforce Board of Directors Meeting Agenda

Wednesday, June 17, 2026, 9:00am

Ivy Tech Julia M. Carson Administrative Building
2725 N. Illinois St.
Indianapolis, IN 46208

1. **Call to Order & Welcome:** Beth Rovazzini, Board Chair
2. **Approval of Previous Meeting Minutes:** Board Action
3. **Committee Reports**
 - a. Executive Committee:
 - i. New 3-Year Strategic Plan:

Beth Rovazzini
Amanda Lopez
 - b. Finance Committee:

Matt Rust
Matt Rust

 - i. Treasurer's Report:
 1. Income Statement – Ending April 2026
 2. Cash on Hand – Ending April 2026
 3. Cash Flow – Ending April 2026
 4. Balance Sheet – Ending April 2026
 - ii. Contract Renewals*:

1. Thomas P. Miller & Associates
 2. CareerWise Colorado
 3. Eckerd Connects
 4. Community Development Block Grant Awards

Matt Rust
Chelsea Meldrum
Betsy Davis
Betsy Davis
Dionne Smith
 - iii. New Contracts*:

1. YES Indy Awards
 2. JobWorks, Inc.
 3. Elevate Indianapolis

Matt Rust
Dionne Smith
Dionne Smith
Betsy Davis
 - iv. FY26–27 Operating Budget:

1. Revenue & Expense Review

Nancy Manley
4. **President & CEO Report:**

Ken Clark
5. **Adjournment:**

Beth Rovazzini

*Contract spreadsheets are available for review in the packet and include renewals, new contracts, and updates not requiring a vote.

**Attachments: Income Statement, Cash on Hand, Cash Flow, Balance Sheet, Contract spreadsheets, 7 motions for approval of contracts, FY26-27 revenue and expense sheets, 3-year strategic plan overview, contract updates, Slide Deck



EmployIndy Workforce Development Board of Directors Meeting Minutes

Date: February 26, 2026

Time: 11:00-1:00pm

Location: United Way of Central Indiana

1. Welcome and Introductions

Attendance:

Members Present: Ben Rogers, Maurice Taylor, Dionne Banks, Molly Dodge, Matt Rust, Gina Ashley, Twana Ellis, Kristin Weeden, Blayze Damron, Beth Rovazzini, Jerome Stanford, Natalie Reuter (virtual), Jonathan Kraeszig (virtual), Reginald McGregor (virtual), Mackenzie Higgins, Rick Proctor

Members Absent: Jennifer Andres, Rachel Stevens

Members Resigned as of March 1, 2026: Robert Steineker, Kelli Jones

Staff & Guests Present: Ken Clark, Chelsea Meldrum, Nancy Manley, Belinda Denning, Jay Styles, Nate Klinck, Dionne Smith, Betsy Davis

2. Call to Order

Meeting was called to order at: 11:00 am

3. Welcome & Opening

a. Minutes from the December 3, 2025:

- Presented by Beth Rovazzini, no questions, or corrections were indicated.
- Motion to approve the minutes
 - Motion moved by Mackenzie Higgins, seconded by Maurice Taylor; motion passed unanimously.

4. Committee Reports

a. Approval of new Finance Committee Member

- Motion to approve the new member
 - Motion moved by Mackenzie Higgins, seconded by Jerome Stanford; motion passed unanimously.
- Income Statement
- Cash on Hand
- Cash Flow
- Balance Sheet
- Audit Review Financial Update

Discussion Highlights:

- Nancy Manley shared key points about year ending 12/31/25 financial statements
- Jerome Stanford asked what was included in the travel expenses and who has access to that category of expenses.
- Kristin Weeden asked if we have a policy or guardrails in place to track what staff are spending as part of their travel. Nancy Manley shared that all staff have access to those budgeted expenses and that we have a travel policy that outlines what can and cannot be paid for within travel.
- Maurice Taylor asked how the amount of WIOA dollars is determined. Nancy Manley shared that there is a formulaic calculation the state uses to determine each region's allocation.
- Maurice Taylor asked how we determine what our budget will be related to WIOA dollars. Nancy Manley shared that we use previous years' amounts and reasonable sources of reliable data to estimate.
- Mackenzie Higgins added some additional information related to the fact that as unemployment goes down, funding goes down and vice versa. Low unemployment leads to long term dollars, and high unemployment leads to short term dollars used to address immediate need.
- Mackenzie Higgins asked how we feel our path forward is right now with revenue projections.
- Ken Clark reiterated the past changes in staffing that have been made to adjust the revenue constraints; leadership has met at length to determine upcoming needs and what programming we need to let go of in the future. More staffing changes are a concern now.
- Kristen Weeden asked what the staff development & resources line item include. Nancy Manley shared that it is training and education to support staff job functions. Chelsea Meldrum also shared that it includes the development of our training providers as well.

6. Executive Report

- Guiding Principles & Retreat Updates
 - Review Guiding Principles
 - Stop/Start Items
 - **Discussion Highlights:**
 - Twana Ellis asked if we are looking into funding for more WorkOne locations. Ken Clark shared that we are exploring more decentralized services across the city at spots that could be of no cost to us such as the trustee offices and community centers.
 - Maurice Taylor suggested we could collaborate with business to get the word out about WorkOne and their services.
 - Blayze Damron asked about increasing connections for the students who will be without JAG services. Betsy Davis said



that talent bound has given us the relationship with schools and added a new partnership with CIESC to provide pathways for students.

- Ben Rogers asked if work-based learning is more about teaching business skills for students. Betsy Davis shared that we have several paths for students to engage in work-based learning, and businesses can customize that service.
 - Maurice Taylor shared that the infrastructure is difficult to maintain as a business, and we should be sure staff and supervisors are available and aware for the entire continuum.
 - Mackenzie Higgins asked for more clarity on the changes we intend to make in the talent connections services. Ken Clark shared that we would continue to work with community partners and provide training. We will always have rapid response dollars to address situations of high unemployment when needed.
 - Mackenzie Higgins also suggested prioritizing Purdue University Indianapolis and not private universities as we work to increase our scholarship dollars for Indy Achieves.
 - **ACTION ITEM:** Mackenzie Higgins and Matt Rust would like to meet with some of the EmployIndy leadership regarding Indy Achieves.
- Fundraising Update
 - Chelsea Meldrum reported on the current state of fundraising. No comments or questions on that report.
 - PY25 KPIs Ken Clark
 - Ken Clark reviewed the current state of the organizational KPIs as of the end of the 2nd quarter.
 - **Discussion Highlights:**
 - Mackenzie Higgins asked if the talent connections line item on the KPIs would go. Ken Clark said that talent connections are a program and pillar, but the KPI would measure placements.
 - Strategic Planning Update Nate Klinck/Chelsea Meldrum
 - New date for retreat: April 29, 2026
 - June Contract Preview
 - WIOA Adult & Dislocated Worker Dionne Smith
 - **Discussion Highlights:**
 - Blayze Damron asked if we will have multiple applications for the RFP. The team responded yes that we will have multiple applications.
 - WIOA Out of School Youth Dionne Smith
 - **Discussion Highlights:**
 - Beth Rovazzini asked if we have something in place to make sure, we are tracking students who have been in the program



for 2 years or more. Dionne Smith responded that we do have participants that have been in the program longer than 2 years for a multitude of reasons. Nate Klinck shared that the percentage of participants in the program longer than 2 years is small.

- Mackenzie Higgins asked if there is potential to expand those programs that are successful. Dionne Smith shared that yes, we are encouraging programs to expand and will have to potentially reduce the spending in those programs that are not meeting the expectations.
- WIOA In School Youth
 - Betsy Davis reviewed the upcoming RFP for In School services. No questions or comments were received.

7. Adjournment

- The meeting was adjourned at 1:00 pm.
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Workforce Board Meeting

Ivy Tech Julia M. Carson Admin. Bldg.
2725 N. Illinois St.
Wednesday, June 17, 2026

For Board Consideration

Motion to approve the minutes

To approve the minutes as presented by EmployIndy leadership from the February 26, 2026, board meeting.

EmployIndy

Indianapolis Private Industry Council Inc

Comparative Income Statement - YTD Actuals July 1 through April 30, 2026
(Unaudited)

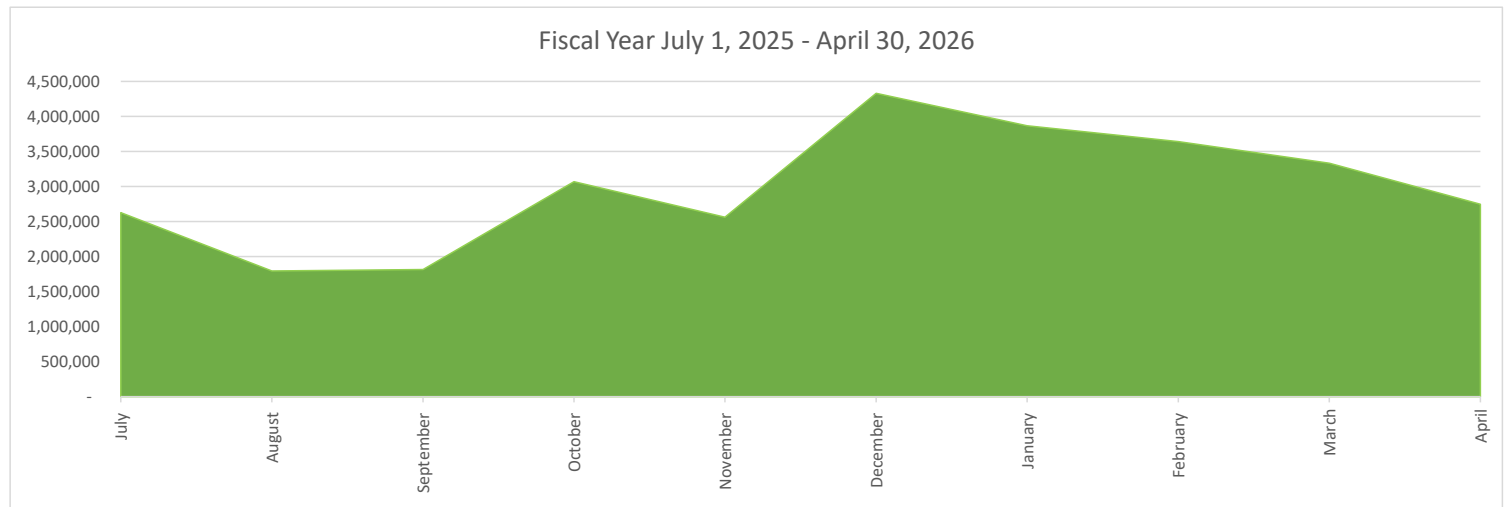
	YTD Current Year ACTUALS (Jul 2025 - Apr 2026)	Fiscal Year Budget	YTD ACTUALS vs. Budget % Variance	YTD Prior Year ACTUALS (Jul 2024 - Apr 2025)	Current YTD ACTUALS as a Percentage of Prior YTD ACTUALS
Revenue					
WIOA	\$ 3,127,567	\$ 7,474,908	42%	\$ 3,239,746	97%
Other Federal	2,702,634	4,891,356	55%	8,822,709	31%
State	890,983	1,292,805	69%	4,085,856	22%
City	1,886,568	2,911,663	65%	1,530,407	123%
Philanthropic	4,426,066	6,130,963	72%	2,134,130	207%
Fees	577,560	822,500	70%	382,862	151%
Interest/(Gains)(Loss)	1,439	-		3,903	37%
Total Revenue	\$13,612,818	\$23,524,195	58%	\$20,199,612	67%
Expense					
Personnel					
Salary	\$ 3,894,712	\$ 4,886,970	80%	\$ 4,579,402	85%
Fringe	1,101,868	1,523,068	72%	1,373,067	80%
Total Personnel	\$4,996,581	\$6,410,038	78%	\$5,952,469	84%
Non Personnel					
Travel	\$ 33,931	\$ 93,833	36%	\$ 75,047	45%
Supplies	17,194	61,000	28%	26,172	66%
Office Rent	389,515	492,100	79%	413,563	94%
Office Expenses	193,832	196,621	99%	321,494	60%
Communications	17,964	75,667	24%	57,280	31%
Conference & Meetings	163,773	168,267	97%	300,181	55%
Professional Services	542,656	1,626,889	33%	883,838	61%
Contract Services	7,273,759	14,309,347	51%	12,646,519	58%
Staff Development & Resources	108,389	90,431	120%	166,231	65%
Total Non Personnel	\$8,741,012	\$17,114,157	51%	\$14,890,326	59%
Total Expense	\$13,737,592	\$23,524,195	58%	\$20,842,795	66%
Net	(\$124,775)	\$ -		(\$643,183)	

EmployIndy

Indianapolis Private Industry Council, Inc.

Average Weekly Cash-on Hand (July 1, 2025 - April 30, 2026)
(Unaudited)

	July Month End	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
Beginning Cash Balance	2,489,731	1,737,108	1,796,026	3,147,155	2,968,756	4,641,728	3,579,209	3,413,970	3,416,031	2,913,963
Collections:										
AR Deposits	529,994	59,863	1,420,388	23,693	38,258	30,817	302,628	535,922	209,701	48,708
Other Deposits	434,652	-	-	-	-	-	-	-	-	-
Total Collections	964,647	59,863	1,420,388	23,693	38,258	30,817	302,628	535,922	209,701	48,708
Disbursements:										
Other AP Payments	707,523	185,143	211,879	200,697	377,770	212,225	710,524	133,754	363,719	424,559
Payroll/Benefits	28,473	21,522	187,166	180,252	193,912	221,065	212,201	165,665	206,606	153,145
Total Disbursements	735,995	206,665	411,545	380,949	571,682	433,290	922,724	299,420	570,325	577,704
Month End Cash Balance	2,718,382	1,590,307	2,804,869	2,789,899	2,435,333	4,239,255	2,959,112	3,650,472	3,055,407	2,384,967
Average Cash-On Hand	2,625,987	1,794,714	1,815,896	3,067,641	2,562,124	4,329,889	3,867,590	3,641,292	3,333,870	2,744,996



EmployIndy
Indianapolis Private Industry Council Inc
(Unaudited)

Statement of Cash Flow
For the Month Ended,

04/30/26

Cash and Cash Equivalents (Current)	4,163,472
Cash and Cash Equivalents (Beginning of Quarter)	4,961,787
Net Increase (Decrease) in Cash	(798,315)
Net Cash (Used In) Operating Activities	(786,474)
Cash Flows from Financing Activities	-
Cash Flows from Investing Activities	(11,841)

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

(Unaudited)

Balance Sheet

For the Period Ending,

Assets	12/31/25	04/30/26
Cash	\$ 5,154,773	\$ 3,832,635
Cash - reserve	330,496	364,739
Total Cash	<u>\$ 5,485,269</u>	<u>\$ 4,197,374</u>
Grant reimbursements receivable		
Prepaid expenses	155,589	89,400
Contributions receivable	35,371	2,934,308
Right of Use asset, net	588,826	183,480
Property and equipment, net	<u>133,233</u>	<u>438,307</u>
Total Assets	<u><u>\$ 6,398,288</u></u>	<u><u>\$ 7,932,269.72</u></u>
Liabilities		
Accounts payable	\$ 555,077	\$ 209,997
Notes payable		
Accrued expenses	42,162	12,171
Deferred revenue	(2,849)	15,888
Lease liabilities	641,109	554,130
Payroll liabilities	<u>154,180</u>	<u>201,986</u>
Total Liabilities	<u>\$ 1,389,680</u>	<u>\$ 994,172</u>
Net Assets	<u>\$ 5,008,608</u>	<u>\$ 6,938,097</u>
Total Net Assets	<u><u>5,008,608</u></u>	<u><u>6,938,097</u></u>
Total Liabilities and Net Assets	<u><u>\$ 6,398,288</u></u>	<u><u>\$ 7,932,269.72</u></u>
	\$ -	\$ -

**Note: These Financials are unaudited.

6/4/26	Contractor	Action	Funding Source	Modification Amount	Contract Total Amount	Purpose	Current Contract End		
Contract Approvals	Brightwood Neighborhood Center	Contract	Lilly-YES	\$0.00	\$135,000.00	Funding to serve as a YES Indy service provider, delivering training and employment services to Opportunity Youth through December 31,2027 for a total contract of \$150,062.15.	12/31/27	Philanthropic	\$2,365,870.10
			NBA	\$0.00	\$15,062.15			DWD	\$100,000.00
	CAFE	Contract	Lilly-YES	\$0.00	\$180,000.00	Funding to serve as a YES Indy service provider, delivering training and employment services to Opportunity Youth through December 31,2027 for a total contract of \$195,062.15.	12/31/27	City	\$560,141.00
			NBA Foundation	\$0.00	\$15,062.15			WIOA	\$2,198,805.00
	Community Action of Greater Indianapolis	Contract	Lilly-YES	\$0.00	\$135,000.00	Funding to serve as a YES Indy service provider, delivering training and employment services to Opportunity Youth through December 31,2027 for a total contract of \$150,062.15.	12/31/27	Federal	\$30,000.00
			NBA	\$0.00	\$15,062.15			Approvals Total	\$5,254,816.10
	Community Research & Resource Center	Contract	Lilly-YES	\$0.00	\$142,500.00	Funding to serve as a YES Indy service provider, delivering training and employment services to Opportunity Youth through December 31,2027 for a total contract of \$157,562.15.	12/31/27		
			NBA Foundation	\$0.00	\$15,062.15				
	Edna Martin	Contract	Lilly-YES	\$0.00	\$172,500.00	Funding to serve as a YES Indy service provider, delivering training and employment services to Opportunity Youth through December 31,2027 for a total contract of \$187,562.15.	12/31/27		
			NBA	\$0.00	\$15,062.15				
	Fathers and Families	Contract	Lilly-YES	\$0.00	\$135,000.00	Funding to serve as a YES Indy service provider, delivering training and employment services to Opportunity Youth through December 31,2027 for a total contract of \$150,062.15.	12/31/27		
			NBA Foundation	\$0.00	\$15,062.15				
	Flanner House	Contract	Lilly-YES	\$0.00	\$127,500.00	Funding to serve as a YES Indy service provider, delivering training and employment services to Opportunity Youth through December 31,2027 for a total contract of \$142,562.15.	12/31/27		
			NBA	\$0.00	\$15,062.15				
	Goodwill	Contract	Lilly-YES	\$0.00	\$180,000.00	Funding to serve as a YES Indy service provider, delivering training and employment services to Opportunity Youth through December 31,2027 for a total contract of \$195,062.15.	12/31/27		
			NBA Foundation	\$0.00	\$15,062.15				
	Keys to Work	Contract	Lilly-YES	\$0.00	\$180,000.00	Funding to serve as a YES Indy service provider, delivering training and employment services to Opportunity Youth through December 31,2027 for a total contract of \$235,203.15.	12/31/27		
			CICF-Elevation Grant	\$0.00	\$40,141.00				
			NBA	\$0.00	\$15,062.15				
	Martindale Brightwood CDC	Contract	Lilly-YES	\$0.00	\$180,000.00	Funding to serve as a YES Indy service provider, delivering training and employment services to Opportunity Youth through December 31,2027 for a total contract of \$195,062.15.	12/31/27		
			NBA Foundation	\$0.00	\$15,062.15				
	Mary Rigg	Contract	Lilly-YES	\$0.00	\$180,000.00	Funding to serve as a YES Indy service provider, delivering training and employment services to Opportunity Youth through December 31,2027 for a total contract of \$195,062.15.	12/31/27		
			NBA	\$0.00	\$15,062.15				
	Nehemiah Project	Contract	Lilly-YES	\$0.00	\$112,500.00	Funding to serve as a YES Indy service provider, delivering training and employment services to Opportunity Youth through December 31,2027 for a total contract of \$127,562.15.	12/31/27		
			NBA Foundation	\$0.00	\$15,062.15				

PACE	Contract	Lilly-YES	\$0.00	\$150,000.00	Funding to serve as a YES Indy service provider, delivering training and employment services to Opportunity Youth through December 31,2027 for a total contract of \$165,062.15.	12/31/27		
		NBA	\$0.00	\$15,062.15				
YMCA	Contract	Lilly-YES	\$0.00	\$135,000.00	Funding to serve as a YES Indy service provider, delivering training and employment services to Opportunity Youth through December 31,2027 for a total contract of \$150,062.15.	12/31/27		
		NBA Foundation	\$0.00	\$15,062.15				
JobWorks	Contract	WIOA Combined Funds	\$0.00	\$1,700,000.00	Funding to provide comprehensive WorkOne Indy Services to the Adult, Dislocated Worker, and Young Adult populations within Marion County for PY26 for a total contract amount up to \$1,700,000.00.	6/30/27		
Thomas P. Miller & Associates	Modification	WIOA Combined Funds	\$98,805.00	\$197,610.00	Additional funding to continue providing one-stop operator services for PY26.	6/30/27		
Elevate Indy	Contract	WIOA In-School Youth	\$0.00	\$400,000.00	Funding to deliver WIOA-compliant In-School Youth services that strengthen postsecondary and workforce readiness for youth and young adults located in Marion County high schools.	6/30/2027		
Eckerd	Modification	John Boner	\$0.00	\$90,000.00	Additional funding to support transition to the new WIOA In-School Youth service provider for a total contract budget of \$1,300,000.00.	8/31/26		
		Pre-ETS	\$0.00	\$62,500.00				
		State JAG	\$0.00	\$64,000.00				
		WIOA In-School Youth	\$0.00	\$739,500.00				
		JAG TANF	\$100,000.00	\$344,000.00				
CareerWise Colorado	Modification	READi	\$30,000.00	\$30,000.00	Additional funding to continue the CareerWise affiliate agreement through the end of 2026 for a total contract amount of \$149,242.25	12/31/26		
		Richard M. Fairbanks	\$10,000.00	\$10,000.00				
		City Inclusivity Plan	\$20,000.00	\$20,000.00				
		MAP Employer Fees	\$0.00	\$89,242.25				
Indianapolis Urban League	Contract	Community Development Block Grant (CDBG)	\$0.00	\$175,000.00	Funding for community-based organizations to provide barrier-busting workforce development activities.	3/31/27		
Mary Rigg	Contract	Community Development Block Grant (CDBG)	\$0.00	\$125,000.00	Funding for community-based organizations to provide barrier-busting workforce development activities.	3/31/27		
Second Helpings	Contract	Community Development Block Grant (CDBG)	\$0.00	\$100,000.00	Funding for community-based organizations to provide barrier-busting workforce development activities.	3/31/27		
YMCA	Contract	Community Development Block Grant (CDBG)	\$0.00	\$100,000.00	Funding for community-based organizations to provide barrier-busting workforce development	3/31/27		
Funding Summary								
Funding Source		Total Requested						
City		\$560,141.00						
Philanthropic		\$2,365,870.10						
WIOA		\$2,198,805.00						
DWD		\$100,000.00						
Federal		\$30,000.00						
Approvals Total		\$5,254,816.10						

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Board of Directors Meeting
Ivy Tech Julia M. Carson Admin. Bldg.
2725 N. Illinois Street
Indianapolis, IN 46208
June 17, 2026

FOR BOARD CONSIDERATION

Motion to Approve Renewal of One Stop Operator:

To allow EmployIndy leadership to execute a one-year extension of the original one-year contract with Thomas P. Miller and Associates (TPMA), which includes options for up to three years total, in the amount of \$98,805.00 in WIOA funds, for a cumulative contract amount of \$197,610.00, to continue providing one-stop operator services through June 30, 2027.

Performance Metrics

Partner Engagement

KPI: Required partners attend and actively participate in quarterly partner meetings.

Target: 85% of required partners are represented at each quarterly partner meeting. Tracked through attendance sheet at meetings.

Target: Each quarterly meeting has a presentation from a one-stop partner. Tracked through agenda.

Regional Training Provider Coordination

KPI: Training providers better understand and are meaningfully incorporated into the one-stop system.

Target: A minimum of 2 questions and answers are added to the running FAQ sheet each quarter. Tracked in FAQ sheet (will include date questions added).

Target: Five (5) training provider points of contact are added to the email distribution list each quarter to receive quarterly communication with relevant updates, FAQs, and procedural guidance. Tracked in distribution list spreadsheet (will include date each contact was added).

Strengthening Ecosystem Capacity Through Learning & Collaboration

KPI: Ecosystem partners providing critical workforce development activities in Marion County participate in and value professional development.

Target: 15 or more organizations are represented by the attendees of each quarterly Ecosystem Enrichment. Tracked via sign-in sheet (in-person sessions) or Zoom attendance report (virtual/hybrid sessions).

Target: Ecosystem Enrichment sessions maintain a Net Promoter Score >50 (ensuring participants find value in the topics presented and shared information.) Tracked by QR code survey at the end of each session.



Board of Directors Meeting
Ivy Tech Julia M. Carson Admin. Bldg.
2725 N. Illinois Street
Indianapolis, IN 46208
June 17, 2026

FOR BOARD CONSIDERATION

Motion to Approve Renewal Contract for CareerWise Colorado:

To authorize EmployIndy leadership to increase the CareerWise Colorado contract by \$60,000 to continue the affiliate agreement through December 31, 2026, for a total contract amount of \$149,242.25.

Additional Information

Since January 2025, EmployIndy has been an affiliate of the Careerwise Network to manage the Modern Apprenticeship Program. The current affiliate agreement continues through December 2027. The agreement cost is negotiated annually. The agreement allows access to the Careerwise technology platform for management of all apprentices and program compliance, access to the learning management system for a full catalog of learning modules for apprentices and employers, membership in the national collective learning network and annual leadership retreat, annual program evaluation, and ongoing technical assistance.

Initial contract cost for launch and implementation:
\$89,242.25

Contract modification cost coverage:
\$30,000 from READI grant
\$10,000 from Richard M. Fairbanks grant
\$20,000 from City Inclusivity Plan



Board of Directors Meeting
Ivy Tech Julia M. Carson Admin. Bldg.
12725 N. Illinois Street
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June 17, 2026

FOR BOARD CONSIDERATION

Motion to Approve the Extension of Eckerd Connects:

To authorize EmployIndy leadership to provide additional Jobs for America's Graduates Temporary Assistance for Needy Families (JAG TANF) funding, in an amount not to exceed \$100,000 and contingent upon the remaining balance of the original contract, to Eckerd Connects to support transition costs for the in-school youth program to the new service provider through August 31, 2026, for a total contract amount not to exceed \$1,300,000.



Board of Directors Meeting
Ivy Tech Julia M. Carson Admin. Bldg.
2725 N. Illinois Street
Indianapolis, IN 46208
June 17, 2026

FOR BOARD CONSIDERATION

Motion to Approve the Renewal of CDBG contracts:

To allow EmployIndy leadership to finalize contracts with the below organizations to provide workforce development services as sub-recipients under the 2026 Community Development Block Grant through March 31, 2027.

Additional Information

The CDBG grant cycle runs from April 1, 2026, through March 31, 2027; however, EmployIndy typically does not receive the executed grant agreement from the city until approximately October each year. Following the City's receipt of its HUD award notification, EmployIndy elected to establish a contract start date of July 1, 2026, to provide selected providers with as much time as possible to deliver CDBG-funded services to participants during the grant period. This approach also helps minimize the need for EmployIndy and providers to front program costs while awaiting execution of the grant agreement. EmployIndy will allocate \$50,000.00 for administrative costs and contract \$500,000.00 to deliver workforce development services through the community-based organizations listed below.

Amounts

Organization Name	Amount
<i>Indianapolis Urban League</i>	<i>\$175,000.00</i>
<i>Mary Rigg</i>	<i>\$125,000.00</i>
<i>Second Helpings</i>	<i>\$100,000.00</i>
<i>YMCA</i>	<i>\$100,000.00</i>

Projected Performance Metrics

Performance Metric	Indianapolis Urban League	Mary Rigg	Second Helpings	YMCA	Total of all Providers
<i>Number of Participants Enrolled</i>	<i>178</i>	<i>135</i>	<i>42</i>	<i>45</i>	400
<i>Completed Job Readiness</i>	<i>92</i>	<i>65</i>	<i>20</i>	<i>23</i>	200
<i>Enrolled in Training</i>	<i>145</i>	<i>90</i>	<i>30</i>	<i>35</i>	300
<i>Earned Industry Recognized Credential</i>	<i>97</i>	<i>75</i>	<i>25</i>	<i>30</i>	227
<i>B/C Level Job Placement</i>	<i>44</i>	<i>28</i>	<i>15</i>	<i>23</i>	110
<i>30 Day Retention</i>	<i>19</i>	<i>15</i>	<i>5</i>	<i>6</i>	45
<i>60 Day Retention</i>	<i>9</i>	<i>7</i>	<i>4</i>	<i>5</i>	25



Board of Directors Meeting
Ivy Tech Julia M. Carson Admin. Bldg.
2725 N. Illinois Street
Indianapolis, IN 46208
June 17, 2026

FOR BOARD CONSIDERATION

Motion to Approve a New Contract for YES Indy Services:

To allow EmployIndy leadership to finalize contracts with YES Indy Providers in Lilly-YES, NBA Foundation, and CICF Elevation funding to provide training and employment services to Opportunity Youth through December 31, 2027.

Amounts

Organization	Funding Source	Amount	Total Contract Amount
<i>Brightwood Neighborhood Center</i>	<i>Lilly-YES</i>	<i>\$135,000.00</i>	<i>\$150,062.15</i>
	<i>NBA Foundation</i>	<i>\$15,062.15</i>	
<i>CAFE</i>	<i>Lilly-YES</i>	<i>\$180,000.00</i>	<i>\$195,062.15</i>
	<i>NBA Foundation</i>	<i>\$15,062.15</i>	
<i>Community Action of Greater Indianapolis</i>	<i>Lilly-YES</i>	<i>\$135,000.00</i>	<i>\$150,062.15</i>
	<i>NBA Foundation</i>	<i>\$15,062.15</i>	
<i>Community Research & Resource Center</i>	<i>Lilly-YES</i>	<i>\$142,500.00</i>	<i>\$157,562.15</i>
	<i>NBA Foundation</i>	<i>\$15,062.15</i>	
<i>Edna Martin</i>	<i>Lilly-YES</i>	<i>\$172,500.00</i>	<i>\$187,562.15</i>
	<i>NBA Foundation</i>	<i>\$15,062.15</i>	
<i>Fathers and Families</i>	<i>Lilly-YES</i>	<i>\$135,000.00</i>	<i>\$150,062.15</i>
	<i>NBA Foundation</i>	<i>\$15,062.15</i>	
<i>Flanner House</i>	<i>Lilly-YES</i>	<i>\$127,500.00</i>	<i>\$142,562.15</i>
	<i>NBA Foundation</i>	<i>\$15,062.15</i>	
<i>Goodwill</i>	<i>Lilly-YES</i>	<i>\$180,000.00</i>	<i>\$195,062.15</i>
	<i>NBA Foundation</i>	<i>\$15,062.15</i>	
<i>Keys to Work</i>	<i>Lilly-YES</i>	<i>\$180,000.00</i>	<i>\$235,203.15</i>
	<i>NBA Foundation</i>	<i>\$15,062.15</i>	
	<i>CICF Elevation</i>	<i>\$40,141.00</i>	
<i>Martindale Brightwood</i>	<i>Lilly-YES</i>	<i>\$180,000.00</i>	<i>\$195,062.15</i>
	<i>NBA Foundation</i>	<i>\$15,062.15</i>	
<i>Mary Rigg</i>	<i>Lilly-YES</i>	<i>\$180,000.00</i>	<i>\$195,062.15</i>
	<i>NBA Foundation</i>	<i>\$15,062.15</i>	
<i>Nehemiah Project</i>	<i>Lilly-YES</i>	<i>\$112,500.00</i>	<i>\$127,562.15</i>
	<i>NBA Foundation</i>	<i>\$15,062.15</i>	
<i>PACE</i>	<i>Lilly-YES</i>	<i>\$150,000.00</i>	<i>\$165,062.15</i>
	<i>NBA Foundation</i>	<i>\$15,062.15</i>	
<i>YMCA</i>	<i>Lilly-YES</i>	<i>\$135,000.00</i>	<i>\$150,062.15</i>
	<i>NBA Foundation</i>	<i>\$15,062.15</i>	



PY26 Projected Performance Metrics (July 1, 2026-December 31, 2027)

Performance Metric	Number
<i>Number of Participants Enrolled</i>	881
<i>Completed Job Readiness</i>	728
<i>Enrolled in Training</i>	833
<i>Earned Industry Recognized Credential</i>	654
<i>Paid/Unpaid Work Experience</i>	278
<i>A-Level Job Placement</i>	473
<i>B/C Level Job Placement</i>	458
<i>30 Day Retention</i>	260
<i>60 Day Retention</i>	155
<i>90 Day Retention</i>	98

PY25 Performance Outcomes to Date (July 1, 2025 - April 30, 2026)

Organization	Enrolled
<i>Number of Participants Enrolled</i>	485
<i>Completed Job Readiness</i>	449
<i>Enrolled in Training</i>	407
<i>Earned Industry Recognized Credential</i>	270
<i>Paid/Unpaid Work Experience</i>	154
<i>A-Level Job Placement</i>	137
<i>B/C Level Job Placement</i>	115
<i>30 Day Retention</i>	151
<i>60 Day Retention</i>	117
<i>90 Day Retention</i>	94



Board of Directors Meeting
Ivy Tech Julia M. Carson Admin. Bldg.
2725 N. Illinois Street
Indianapolis, IN 46208
June 17, 2026

FOR BOARD CONSIDERATION

Motion to Approve a New Contract with JobWorks:

To allow EmployIndy leadership to establish a new contract for WIOA Title I service provision via WorkOne Indy with the newly selected provider, JobWorks. The two-year agreement will not exceed an annual value of \$1,700,000.00 for providing comprehensive WorkOne Indy services to Adult and Dislocated Worker populations within Marion County for PY26.

Projected Performance Metrics

WIOA negotiated performance for PY26 is not yet available and is yet to be negotiated with DWD.

PY25 Negotiated WIOA Performance Metrics

WIOA Performance										
	Employment 2Q ¹		Employment 4Q ²		Credential Attainment ²		Median Earnings 2Q ¹		Measurable Skill Gain ³	
	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Adult	83.3%	83.00%	78.50%	80.00%	79.30%	71.00%	\$9,939	\$8,000.00	76.50%	66.20%
DW	78.60%	76.40%	79.80%	76.00%	70.50%	77.00%	\$10,637	\$9,000.00	63.6%	66.50%
Youth	70.50%	80.00%	82.30%	82.10%	83.30%	68.00%	\$3,476	\$4,300.00	72.00%	69.00%



Board of Directors Meeting
Ivy Tech Julia M. Carson Admin. Bldg.
2725 N. Illinois Street
Indianapolis, IN 462048
June 4, 2026

FOR BOARD CONSIDERATION

Motion to Approve a New contract with Elevate Indy:

To authorize EmployIndy leadership to execute a new contract with Elevate Indy, the newly selected service provider, to deliver WIOA in-school youth services to high school students for Program Year 2026 (PY26), in an amount not to exceed \$400,000 in WIOA funds, for the period ending June 30, 2027.

Projected Performance Metrics

WIOA negotiated performance for PY26 is not yet available and is yet to be negotiated with DWD. Under this new contract we expect to serve at least 250 participants.

PY25 Negotiated WIOA Performance Metrics

Performance Measure	Goal
<i>Credential Attainment Rate</i>	<i>68.00%</i>
<i>Placed in Employment, Education, or Training 2Q After Exit</i>	<i>80.00%</i>
<i>Retention in Employment, Education, or Training 4Q After Exit</i>	<i>82.10%</i>
<i>Earnings after Entry into Unsubsidized Employment</i>	<i>\$4,300</i>
<i>Measurable Skills Gain</i>	<i>69.00%</i>

EmployIndy

Indianapolis Private Industry Council, Inc.

Fiscal Year 2026-2027

Revenue Budget by Fund

Awarding Agency	Funding Source	FY25-26 Carry-In	FY26-27 NEW	Total Revenue	Carry-Forward FY27-28
Bill & Melinda Gates Foundation	Accelerate (ED) Expanding Accelerated Pathways in Indiana	\$ 126,000		\$ 126,000	
Central Indiana Community Foundation	The Indianapolis Foundation	\$ 50,001		\$ 50,001	21,272.33
City of Indianapolis Mayor's Office	Community Development Block Grant (CDBG)		\$ 550,000	\$ 550,000	
City of Indianapolis Mayor's Office	Office of Education Innovation	\$ 1,000,000		\$ 1,000,000	
City of Indianapolis Mayor's Office	Office of Education Innovation		\$ 1,000,000	\$ 1,000,000	1,566,667.00
Direct Revenue	Career Scholarship Accounts	\$ 123,201		\$ 123,201	35,799.00
Direct Revenue	Good Wage Donations	\$ 30,000		\$ 30,000	
Direct Revenue	Inclusivity Plan Fees - Republic & Blue Polymer		\$ 200,000	\$ 200,000	100,000.00
Direct Revenue	Inclusivity Plan Fees - Roche		\$ 100,000	\$ 100,000	100,000.00
Direct Revenue	MAP Employer Fees	\$ 92,000		\$ 92,000	-
Direct Revenue	Mayor's Celebration of Diversity	\$ 125,000		\$ 125,000	25,000.00
Eli Lilly and Company Foundation, Inc.	Lilly Corporate		\$ 200,000	\$ 200,000	403,165.00
IN Dept of Workforce Development	Business Consultant		\$ 120,000	\$ 120,000	-
IN Dept of Workforce Development	Infrastructure Funding Agreement		\$ 250,000	\$ 250,000	-
IN Dept of Workforce Development	Power Up (NLJ ETG) 2025	\$ 333,333		\$ 333,333	-
Indiana Economic Development Corporation	READI	\$ 198,758		\$ 198,758	-
Indianapolis Bond Bank	Bond Bank	\$ 106,000		\$ 106,000	-
Indianapolis Bond Bank	Bond Bank		\$ 106,000	\$ 106,000	106,250.00
John Boner Neighborhood Centers	IndyEast Promise Neighborhood		\$ 85,708	\$ 85,708	-
JPMorgan Chase & Co.	NSRN	\$ 267,628		\$ 267,628	-
JPMorgan Chase & Co.	NSRN		\$ 375,000	\$ 375,000	125,000.00
JPMorgan Chase & Co.	JPMC		\$ 100,000	\$ 100,000	
IN Dept of Workforce Development	Temporary Assistance for Needy Families (TANF) PY23	\$ 325,000		\$ 325,000	
Lilly Endowment, Inc.	Enhancing Opportunities	\$ 37,000		\$ 37,000	48,562.00
Lilly Endowment, Inc.	YES Indy	\$ 2,156,465		\$ 2,156,465	
Lilly Endowment, Inc.	YES Indy		\$ 1,400,000	\$ 1,400,000	1,500,000.00
Midwest Urban Strategies	DOL Growth Opportunities	\$ 794,418		\$ 794,418	610,638.00
National Fund for Workforce Solutions	JPMC Clean Energy	\$ 51,632		\$ 51,632	
PNC Foundation	PNC	\$ 3,000		\$ 3,000	-
Richard M. Fairbanks Foundation, Inc.	INCAP through Ascend	\$ 50,000		\$ 50,000	33,436.67
Richard M. Fairbanks Foundation, Inc.	INCAP	\$ 390,000		\$ 390,000	183,894.00
Richard M. Fairbanks Foundation, Inc.	RMFF	\$ 100,000		\$ 100,000	-
Richard M. Fairbanks Foundation, Inc.	RMFF		\$ 111,000	\$ 111,000	-
Strada Foundation	Innovation in Education-to-Career Coaching	\$ 70,187		\$ 70,187	
Strive Together	Pathways Impact Fund		\$ 700,000	\$ 700,000	650,214.00
U.S. Economic Development Administration	EDA Regional Technology and Innovation Hub Program	\$ 272,573		\$ 272,573	777,607.00
US Department of Labor	Community Project - Congressman Carson's Office	\$ 280,000		\$ 280,000	
Warren Central High School	Lilly-Warren 2026		\$ 90,000	\$ 90,000	90,000.00
IN Dept of Workforce Development	WIOA Adult Admin	\$ 103,369	\$ 121,690	\$ 225,059	21,474.77
IN Dept of Workforce Development	WIOA Adult	\$ 1,231,661	\$ 1,095,213	\$ 2,326,874	391,876.89
IN Dept of Workforce Development	WIOA Dislocated Worker Admin	\$ 176,823	\$ 126,033	\$ 302,856	22,241.13
IN Dept of Workforce Development	WIOA Dislocated Worker	\$ 1,591,410	\$ 1,134,298	\$ 2,725,708	417,791.17

IN Dept of Workforce Development	WIOA In-School Youth	\$ -	\$ 493,332	\$ 493,332	194,357.84
IN Dept of Workforce Development	WIOA In-School Youth Work Experience	\$ -	\$ 123,333	\$ 123,333	48,589.46
IN Dept of Workforce Development	WIOA Out-of-School Youth	\$ 304,987	\$ 493,332	\$ 798,319	194,357.84
IN Dept of Workforce Development	WIOA Out-of-School Youth Work Experience	\$ -	\$ 123,333	\$ 123,333	48,589.46
IN Dept of Workforce Development	WIOA Youth Admin	\$ 63,604	\$ 137,037	\$ 200,641	24,182.96
IN Dept of Workforce Development	Workforce Ready Grant	\$ 350,000		\$ 350,000	-
Institute for Workforce Excellence	Work and Learn		\$ 10,949	\$ 10,949	
NBA Foundation	NBA 2025	\$ 276,697		\$ 276,697	
US Department of Labor	YouthBuild	\$ 400,704		\$ 400,704	82,875.00
Totals		\$ 11,481,451	\$ 9,246,258	\$ 20,727,709	7,823,842

Revenue Budgeted for FY26-27	\$18,944,773
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FY26-27 Revenue Carried Forward to FY27-28	\$1,782,936
Additional Revenue Available for FY27-28	\$6,040,905
Total Revenue Available for FY24-28 as of June 2026	\$7,823,842

EmployIndy

Indianapolis Private Industry Council, Inc.

Fiscal Year 2026-2027

Expense Budget by Department

Department	Personnel	Contracted Services	Service Providers/ Sub-recipients	Administration	TOTAL	FY25-26 Budget
Executive	\$ 958,106	\$ 575,001	\$ -	\$ 29,610	\$ 1,562,716	\$ 1,428,869
Development & Communications	\$ 693,807	\$ 400,456	\$ -	\$ 57,520	\$ 1,151,783	\$ 581,205
Finance	\$ 464,000	\$ 201,602	\$ -	\$ 243,853	\$ 909,455	\$ 981,624
Human Resources	\$ 144,399	\$ 24,345	\$ -	\$ 37,300	\$ 206,044	\$ 278,439
Information Technology	\$ 143,826	\$ 294,019	\$ -	\$ 88,611	\$ 526,456	\$ 396,036
Research & Strategy	\$ 160,116	\$ 243,467	\$ 50,000	\$ 73,500	\$ 527,083	\$ 1,152,375
Indy Achieves	\$ 309,952	\$ -	\$ 1,270,000	\$ 6,880	\$ 1,586,832	\$ 2,906,481
K-12 Initiatives	\$ 649,851	\$ 447,560	\$ 120,196	\$ 11,600	\$ 1,229,207	\$ 1,472,267
Modern Apprenticeship	\$ 663,533	\$ 90,000	\$ 64,575	\$ 101,700	\$ 919,808	\$ 900,179
Community Career Services	\$ 521,421	\$ 290,920	\$ 4,033,492	\$ 134,270	\$ 4,980,103	\$ 5,607,517
WorkOne	\$ 196,768	\$ 176,998	\$ 2,732,848	\$ 389,996	\$ 3,496,610	\$ 4,787,875
Business Partnerships	\$ 698,617	\$ 30,000	\$ 333,333	\$ 37,900	\$ 1,099,850	\$ 1,857,306
Choice Employers	\$ 64,120	\$ 9,900	\$ 3,000	\$ 7,130	\$ 84,150	\$ 392,186
Talent Bound	\$ 298,604				\$ 298,604	\$ 190,508
Talent Connection	\$ 204,765			\$ 2,000	\$ 206,765	\$ 603,869
TOTAL	\$ 6,171,883	\$ 2,784,267	\$ 8,607,444	\$ 1,221,870	\$ 18,785,465	\$ 23,536,734



Board of Directors Meeting
Ivy Tech Julia M. Carson Admin. Bldg.
2725 N. Illinois Street
Indianapolis, IN 46208
June 17, 2026

FOR BOARD CONSIDERATION

Motion to Approve FY26-27 Operating Budget

EmployIndy leadership requests that the Board of Directors approve the Fiscal Year 2026-2027 Operating Budget, as presented and previously approved by the Finance Committee on June 4, 2026, with total projected revenues of \$18,944,733.00 and expenditures of \$18,785,466.00.



OUR MISSION

EmployIndy connects talent to opportunity.

OUR VISION

An Indianapolis where every resident has a pathway to economic mobility and every employer has access to the talent they need.

STRATEGIC PLAN 2026–2029

GOAL 1

Build a Modern + Accessible Workforce System

Create a modern, accessible workforce system that connects residents to opportunity through digital tools, neighborhood-based access, and coordinated career navigation.

STRATEGIES

Trusted Workforce Orchestrator

Convene partners and turn workforce insights into action.

High Impact Program Investment

Strengthen what EmployIndy does best.

Relationship Ownership

Drive partner alignment.

GOAL 2

Accelerate Economic Mobility

Focus investments on strategies that help residents, especially those historically left behind, move into quality careers with long-term growth potential.

STRATEGIES

Data-Informed Decision Making

Measure what matters.

Resident-Centered Career Navigation

Make career navigation work for everyone.

Accessibility

Expand outreach and career awareness.

GOAL 3

Lead a Demand-Driven Talent Strategy

Align employers, educators, and workforce providers around high-demand industries and future talent needs.

STRATEGIES

Business First

Align business services with workforce outcomes.

Leadership, Value Proposition + Influence

Strengthen EmployIndy's positioning and serve as the trusted voice on workforce and talent.

Sales-Engaged Talent Strategy

Activate staff as ambassadors in meeting employers' workforce needs.

GOAL 4

Build a Sustainable High-Performing Organization

Strengthen funding, operations, talent, and systems to sustain long-term impact.

STRATEGIES

Financial Resilience

Strengthen reserve building and diversify revenue streams.

Financial Governance + Transparency

Build board and leadership accountability for financial health.

Portfolio Governance + Decision Criteria

Establish organizational guardrails and a unified framework for evaluating, prioritizing, and sunseting initiatives.

STRATEGIC PLAN TIMELINE

YEAR 1

Clarify Role +
Focus the
Portfolio

YEAR 2

Align Investments
+ Activate the
Strategy

YEAR 3

Demonstrate
Impact +
Sustain Growth

ABOUT EMPLOYINDY

EmployIndy is a 501(c)(3) nonprofit organization building a stronger Indianapolis by connecting people to career opportunities and supporting local employers.

As the designated administrator of federally funded Workforce Innovation and Opportunity Act programs and WorkOne Indy career centers, EmployIndy serves as the region's lead workforce convener.



EmployIndy
Board of Directors Meeting Minutes

Date: June 17, 2026

Time: 9:00 a.m. – 10:39 a.m.

Location: Ivy Tech Community College – Julia M. Carson Administrative Building
2725 N. Illinois Street, Indianapolis, IN 46208

1. Call to Order

Board Chair Beth Rovazzini called the meeting to order at 9:07 a.m.

Quorum

A quorum from the Board of Directors was present.

Attendance

- Board Members Present: Beth Rovazzini (Chair), Matt Rust (Treasurer), Ben Rogers, Rachel Stevens, Maurice Taylor, Gina Ashley, Natalie Reuter, Reginald McGregor, Jonathan Kraeszig, Molly Dodge, Blayze Damron, and Rick Proctor.
- Board Members Absent: Mackenzie Higgins, Dionne Banks, Jerome Stanford, and Kristin Weeden.
- Staff and Guests Present: Ken Clark, Nancy Manley, Nate Klinck, Dionne Smith, Betsy Davis, Chelsea Meldrum, Amanda Lopez, Tonya Adams, Jay Styles, and Belinda Denning.

2. Approval of Meeting Minutes

- The minutes of the February 26, 2026, Board of Directors meeting were presented for approval.
 - ✓ Board Action: Motion to approve the February 26, 2026, Board Meeting Minutes.
 - ✓ Moved by: Gina Ashley Seconded by: Molly Dodge
 - ✓ Vote: Approved unanimously

3. Committee Reports

A. Executive Committee Report

- Board Chair Beth Rovazzini introduced new board member Tonya Adams.
- Amanda Lopez, TCG, presented the proposed EmployIndy Three-Year Strategic Plan.

Discussion focused on:

- Alignment of the strategic plan with Board Retreat priorities.
- EmployIndy's role as a convener and partner within the workforce ecosystem.
- Integration of WIOA goals and workforce system outcomes.
- Opportunities for increased Board engagement in strategic initiatives.
- Establishment of performance measures and ongoing Board reporting.

Board members expressed support for the overall direction of the plan and discussed opportunities for leveraging individual board expertise to support implementation.



Action: No action required. Final strategic plan approval will be presented at the September 2026 Board meeting.

B. Finance Committee Report

Matt Rust, Treasurer, presented the Finance Committee report, including:

- Income Statement (April 2026)
- Cash on Hand Report (April 2026)
- Cash Flow Report (April 2026)
- Balance Sheet (April 2026)

The Board received the reports as presented. No additional questions or concerns were raised.

Contract Renewals

The following contract renewals were presented:

- Thomas P. Miller & Associates
- CareerWise Colorado
- Eckerd Connects
- Community Development Block Grant Programs

Discussion focused on continuation of existing services and contract extensions.

- ✓ Board Action: Motion to approve all contract renewals as presented.
- ✓ Moved by: Reginald McGregor Seconded by: Rachel Stevens
- ✓ Vote: Approved unanimously.

New Contract Awards

1. YES Indy
 - Dionne Smith presented the recommended YES Indy provider contracts.

Discussion included:

- Grant funding timelines.
 - Funding contingency provisions.
 - Contract termination language in the event of reduced future funding.
 - EmployIndy's historical success in securing continued funding.
- ✓ Board Action: Motion: Approve the YES Indy contracts as presented.
 - ✓ Moved by: Ben Rogers Seconded by: Rachel Stevens
 - ✓ Vote: Approved unanimously.

2. JobWorks, Inc
 - Dionne Smith presented the proposed JobWorks contract.

Discussion included:

- Service delivery expectations.



- Participant outcome reporting.
 - Transition planning from Eckerd Connects.
 - Integration with EmployIndy's Business Partnerships team.
 - Staffing and operational efficiencies.
- ✓ Board Action: Motion: Approve the JobWorks contract as presented.
 - ✓ Moved by: Beth Rovazzini Seconded by: Reginald McGregor
 - ✓ Vote: Approved unanimously.

3. Elevate Indianapolis

- Betsy Davis presented the proposed Elevate Indianapolis contract.

Discussion included:

- In-School Youth programming.
 - WIOA eligibility requirements.
 - Expansion of services to additional students.
 - Sustainability and program funding.
 - Transition planning for former JAG program staff.
- ✓ Board Action: Motion: Approve the Elevate Indianapolis contract as presented.
 - ✓ Moved by: Beth Rovazzini Seconded by: Ben Rogers
 - ✓ Vote: Approved unanimously.

FY2026–FY2027 Operating Budget

- Nancy Manley presented the proposed FY2026–FY2027 Operating Budget.

Discussion included:

- WIOA funding trends.
 - Federal allocation considerations.
 - ARPA funding expiration.
 - Long-term sustainability strategies.
 - Maintaining community impact despite reduced revenues.
- ✓ Board Action: Motion: Approve the FY2026–FY2027 Operating Budget as presented.
 - ✓ Moved by: Beth Rovazzini Seconded by: Rachel Stevens
 - ✓ Vote: Approved unanimously.

4. President & CEO Report

- Ken Clark presented the President & CEO Report.

PY25 KPI Performance Update (Through May 2026)

The Board reviewed organizational performance metrics and discussed:

- Coaching and training outcomes.
- Adult education performance.
- Provider accountability measures.
- Performance management strategies.



- Use of contractual requirements to ensure service provider compliance and outcomes.

No Board action was required.

5. Board Action Summary

Motion	Moved By	Seconded By	Result
Approval of February 26, 2026, Minutes	Gina Ashley	Molly Dodge	Approved
Contract Renewals	Reginald McGregor	Rachel Stevens	Approved
YES Indy Contracts	Ben Rogers	Rachel Stevens	Approved
JobWorks Contract	Beth Rovazzini	Reginald McGregor	Approved
Elevate Indianapolis Contract	Beth Rovazzini	Ben Rogers	Approved
FY2026–FY2027 Operating Budget	Beth Rovazzini	Rachel Stevens	Approved

6. Adjournment

There being no further business before the Board, Chair Beth Rovazzini adjourned the meeting at **10:39 a.m.**



Board of Directors Meeting

June 17, 2026

Empl[★]yIndy

1

**Welcome
+ Introductions**

2

Committee Reports

3

**President + CEO
Report**





Welcome + Introductions



WELCOME + INTRODUCTIONS

- Call to Order
- Introduction of new board member(s)
- Approval of the minutes from February 26, 2026



Committee Reports



Executive Committee

- Executive Committee Meeting Update
- Introduce Amanda Lopez, TCG



Treasurer's Report

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

*Reports included in packet for review



Renewal/ Modifications Contracts

- JobWorks
- United Way of Central IN
- The PLAID Agency
- YES Indy Service Providers

*Reports and motions included in packet for review and approval

*Individual motions will be made following each contract



Motion # 2: Contract Modification–JobWorks Workforce Ready Grant

Committee Summary

Request: Approve a contract increase for JobWorks WorkOne Indy to support administration and management of Workforce Ready Grant (WRG) training funds for WorkOne Indy clients.

- Funding Source: Workforce Ready Grant funds.
- Contract Increase: \$10,000.
- Revised Contract Total: \$1,710,000.
- Contract Term: Through June 30, 2027.

Purpose of the Increase

Additional funding will support services related to Workforce Ready Grant participants, including:

- Participant enrollment and eligibility determination.
- Case management and participant support.
- Training coordination with approved education providers.
- Performance tracking and reporting.
- Activities that help participants earn credentials and achieve employment outcomes.

Additional Information

- EmployIndy received \$360,000 in Workforce Ready Grant funding to connect residents with approved education and training opportunities.
- JobWorks has requested a portion of the administrative funds to support WRG program administration. Because WRG participants are no longer required to be enrolled in WIOA to access training funds, WIOA resources can no longer be used to support all WRG participants, creating a need for dedicated administrative funding.



Motion # 3: Contract Renewal for United Way of Central IN

Committee Summary

Request: Authorize EmployIndy leadership to contract with United Way for administration and support of the Efforts to Outcomes (ETO) case management system.

- Funding Source: Lilly Endowment-YES Indy
- Contract Amount: \$119,475.
- Contract Term: Through June 30, 2027.

Purpose of the Contract

Ongoing administration and maintenance of the ETO case management system.

- Data consultation, performance reporting, and outcomes analysis.
- site licenses and system access for partner organizations.
- Per-user account costs for program staff.

Key Deliverables

- Supports participant tracking and case management across programs.
- Ensures data quality, outcomes measurement, and funder reporting.
- Provides performance data to inform and strengthen program operations.
- Enables continuous program improvement across workforce and community-based service networks.
- Supports service documentation, participant progress monitoring, and accurate performance reporting.

Programs Supported

- Youth Employment Services (YES)
- CDBG-funded initiatives
- Power Huddle



Motion # 4: Contract Modification for The PLAID Agency

Committee Summary

Request: Authorize EmployIndy leadership to increase the existing contract with The PLAID Agency.

- Contract Increase: \$105,000 in combined funding.
- Revised Contract Total: \$200,000.
- Contract Term: Through June 30, 2027.

Purpose of the Increase

- Increase awareness of EmployIndy's workforce and education programs.
- Strengthen community outreach and stakeholder engagement.
- Promote EmployIndy's services, resources, and strategic priorities.
- Increase program enrollment and participation across key initiatives.

Key Projects Supported

- YES Indy Campaign: Expand visibility and drive enrollment within priority communities.
- Ecosystem Map Enhancements: Update and enhance EmployIndy's digital workforce ecosystem resource to improve access to partner services and connections.
- WorkOne Indy Campaign: Reintroduce WorkOne Indy services and increase community awareness and enrollment.
- Career-Connected Learning Communications: Develop visual tools and resources to explain new high school graduation requirements and career pathway opportunities.
- Strategic Plan Communications: Create visual and multimedia materials that communicate EmployIndy's goals, priorities, and impact to stakeholders.
- Ongoing Strategic Support: Provide communications strategy, planning, project management, and stakeholder engagement support throughout the contract period.



Motion # 5: Contract Modification for YES Indy Service Providers

Finance Committee Summary

Request: Authorize EmployIndy leadership to increase contracts with designated YES Indy service providers using WIOA Out-of-School Youth (OSY) funding.

- Funding Source: Workforce Innovation and Opportunity Act (WIOA) Out-of-School Youth funding.
- Contract Term: Through December 31, 2026.

Contract Increases

- Keys to Work
 - Increase: \$18,750
 - New Total Contract Amount: \$253,953.15
- Goodwill of Central & Southern Indiana
 - Increase: \$25,000
 - New Total Contract Amount: \$220,062.15
- Martindale Brightwood Community Development Corporation
 - Increase: \$18,750
 - New Total Contract Amount: \$213,812.15
- Total Additional Funding: \$62,500

Purpose of the Increase

Additional WIOA funding will support workforce development services for eligible out-of-school youth, including:

- Career exploration and career planning.
- Occupational skills training and credential attainment.
- Work-based learning and paid work experiences.
- Individualized case management and coaching.
- Supportive services that reduce barriers to participation.
- Employment placement and postsecondary transition assistance.



New Contracts

- YES Indy

*Reports and motions included in packet for review and approval

*Individual motions will be made following each contract



Motion # 6: New Contract Central Indiana Education Services Center

Finance Committee Summary

Request: Authorize EmployIndy leadership to establish a new contract with Central Indiana Education Services Center (CIESC).

- Contract Amount: \$175,000.
- Funding Sources: JPMorgan Chase Grant and Pathways Impact Fund Grant.
- Contract Term: Through June 30, 2027.

Purpose of the Contract

- Launch and implement the Talent Bound initiative across Marion County high schools.
- Expand access to industry-engaged, career-connected learning opportunities for students.
- Strengthen alignment between education pathways and local workforce needs.
- Increase schools' capacity to implement, track, and report career-connected learning outcomes.

Key Deliverables

- Design and launch the county-wide Talent Bound initiative serving Indianapolis high schools.
- Design, develop, and pilot five industry-advised Problem-Based Learning (PBL) experiences.
- Align PBL experiences with State-recognized Industry Developed Team Challenges.
- Develop curriculum and instructional resources that support scalable work-based learning opportunities.
- Provide implementation support for schools and educators.





President + CEO Report



PY25 Strategic Plan KPIs

	Performance Indicator	Data Definition	PY25 Target	QTR 1 Output (% to target)	QTR 2 Output (% to target)	QTR 3 Output (% to target)
Organizational Indicators	Career-Connected Learning	Total number of WBL + CCL activities facilitated or supported through EmployIndy	30,000	12,869 (43%)	19,242 (64%)	29,539 (98%)
	Coaching + Training	Total number of participants enrolling in any coaching or training activity through EmployIndy	3,260	1,199 (37%)	1,351 (41%)	1,703 (52%)
	Talent Connection	Total number of EmployIndy participants placed in any (A/B/C) job	3,200	264 (8%)	953 (30%)	2,309 (72%)
	Good Jobs	Total number of businesses connected to the ecosystem	650	348 (54%)	455 (70%)	545 (84%)
Impact Indicators	Career-Connected Learning	Total number of Talent Experience activities supported through EmployIndy	2,000	143 (7%)	532 (27%)	1,604 (80%)
	Coaching + Training	Total number of participants completing postsecondary education or training through EmployIndy	1,200	95 (8%)	192 (16%)	288 (24%)
	Talent Connection	Total number of EmployIndy participants placed in "B/C" job	2,200	146 (6%)	577 (26%)	988 (45%)
	Good Jobs	Total number of employers with whom EmployIndy works to improve job quality	450	137 (30%)	246 (55%)	323 (72%)



FY26 Fundraising Update

	Total Grants Amount	Total FY26 Allocation	% to FY26 \$6M goal
Awarded (Stewardship)	\$13,045,026	\$7,147,292	119%
Pending (Proposals Under Review/Solicitation)	\$2,425,312	\$1,080,362	18%
Prospects (Cultivation)	\$1,130,000	\$380,000	6%
TOTAL	\$16,600,338	\$8,607,654	143%



Upcoming Events

- **July 14th 10:00am-1:00pm:**
 - TeenWorks Mock Interview & Presentation Day.
 - Please sign up to conduct mock interviews, lunch is provided.
 - Contact Matt Simpson msimpson@employindy.org
- **Next Board Meeting:**
 - September 24th 9:00-12:00
 - Location TBD





Questions?



Thank You!

Employ[★]Indy

www.employindy.org

Ken Clark

President + CEO

kclark@employindy.org





EmployIndy 2026–2029 Strategic Plan Board Meeting

June 17, 2026



TRANSFORM
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AGENDA

1. Review Strategic Plan
 - a. Updated Mission and Vision Statements
 - b. Goals
 - c. Strategies
 - d. Timeline
2. Logistics and Next Steps



2026 – 2029 Strategic Plan

Mission and Vision Statements

Current: To guide the local workforce ecosystem, make strategic investments to promote equity, and remove barriers to quality employment for underserved and underrepresented residents.

New: EmployIndy connects talent to opportunity.

Current: For all Marion County residents to have access to services and training necessary to secure a livable wage and grow in a career that meets employer demand for talent.

New: An Indianapolis where every resident has a pathway to economic mobility and every employer has access to the talent they need to grow.

Strategic Goals

- Used the foundational goals from the retreat:
 - Clarify EmployIndy's role
 - Focus its program portfolio
 - Strengthen financial sustainability
- Reframed:
 - Future-focused
 - Aspirational and not organizational



GOAL 1

**Build a Modern
Workforce System
for Tomorrow's Jobs**



GOAL 2

**Accelerate
Economic Mobility**



GOAL 3

**Lead a Demand-Driven
Regional Talent
Strategy**



GOAL 4

**Build a Sustainable
and High-Performing
Organization**

Goal 1: Build a Modern and Accessible Workforce System: Create a modern, accessible workforce system that connects residents to opportunity through digital tools, neighborhood-based access, and coordinated career navigation.

Goal 2: Accelerate Economic Mobility: Focus investments on strategies that help residents, especially those historically left behind, move into quality careers with long-term growth potential.

Goal 3: Lead a Demand-Driven Regional Talent Strategy: Align employers, educators, and workforce providers around high-demand industries and future talent needs.

Goal 4: Build a Sustainable and High-Performing Organization: Strengthen funding, operations, talent, and systems to sustain long-term impact.

Strategies

Strategies – How to Accomplish Goals

Strategic Action Plan

Goals	Strategies
Build a Modern & Accessible Workforce System	● Trusted Workforce Orchestrator <i>Convene partners and turn workforce insights into action.</i> ● High Impact Program Investment <i>Strengthen what EmployIndy does best.</i> ● Relationship Ownership <i>Drive partner alignment.</i>
Accelerate Economic Mobility	● Data-Informed Decision Making <i>Measure what matters.</i> ● Resident-Centered <i>Make career navigation work for everyone.</i> ● Accessibility <i>Expand outreach and career awareness.</i>
Lead a Demand-Driven Regional Talent Strategy	● Business First <i>Align business services with workforce outcomes.</i> ● Leadership, Value Proposition + Influence <i>Strengthen EmployIndy's positioning and serve as the trusted voice on workforce and talent.</i> ● Sales-Engaged Talent Strategy <i>Activate staff as ambassadors in meeting employers' workforce needs.</i>
Build a Sustainable and High-Performing Organization	● Financial Resilience <i>Strengthen reserve building and diversify revenue streams.</i> ● Financial Governance & Transparency <i>Build board and leadership accountability for financial health.</i> ● Portfolio Governance & Decision Criteria <i>Establish organizational guardrails and a unified framework for evaluating, prioritizing, and sunseting initiatives.</i>

- **Trusted Workforce Orchestrator**
Convene partners and turn workforce insights into action.
- **High Impact Program Investment**
Strengthen what EmployIndy does best.
- **Relationship Ownership**
Drive partner alignment.

- **Data-Informed Decision Making**
Measure what matters.
- **Resident-Centered**
Make career navigation work for everyone.
- **Accessibility**
Expand outreach and career awareness

- **Business First**

Align business services with workforce outcomes.

- **Leadership, Value Proposition + Influence**

Strengthen EmployIndy's positioning and serve as the trusted voice on workforce and talent.

- **Sales-Engaged Talent Strategy**

Activate staff as ambassadors in meeting employers' workforce needs.

- **Financial Resilience**

Strengthen reserve building and diversify revenue streams.

- **Financial Governance & Transparency**

Build board and leadership accountability for financial health.

- **Portfolio Governance & Decision Criteria**

Establish organizational guardrails and a unified framework for evaluating, prioritizing, and sunseting initiatives.

Year 1 - 2026
Clarify Role + Focus the Portfolio

Year 2 - 2027
**Align Investments +
Activate the Strategy**

Year 3 - 2028
**Demonstrate Impact +
Sustain Growth**

Implementation Plan

Implementation Plan

For each goal:

- ☐ Outcomes
- ☐ Strategy
- ☐ Action Steps
- ☐ Timeframe

Strategic Plan - Implementation Framework

Goal One: Build a Modern and Accessible Workforce System

Create a modern, accessible workforce system that connects residents to opportunity through digital tools, neighborhood-based access, and coordinated career navigation.

Outcomes:

- Clear organizational identity and workforce role
- Consistent decision-making and partnership engagement
- Improved alignment across workforce system partners
- Increased stakeholder understanding and confidence
- Stronger positioning as a workforce intermediary and convener
- Increased ability to attract and align workforce development resources
- More strategic employer and community partnerships
- Consistent messaging and communication across stakeholders

Strategy 1: Trusted Workforce Orchestrator

Convene partners and turn workforce insights into action.

Action Steps	Time Frame
• Utilize the One Stop Operator to more broadly convene partner networks, advisory groups, and workforce collaboratives to improve system coordination, align services, and facilitate shared learning.	Year 1
• Develop a countywide workforce services map and ecosystem alignment plan that clarifies partner roles, identifies duplication, and strengthens referral pathways.	Year 1
• Produce and disseminate quarterly labor market intelligence reports highlighting high-demand occupations, talent gaps, wage trends, and emerging opportunities.	Year 2
• Create a formal workforce system performance dashboard that tracks participant outcomes, employer engagement, and ecosystem-wide impact.	Year 3

EmployIndy Strategic Plan - Implementation Plan (DRAFT)

Goal	Strategy	Action Item	Year	Owner / Lead	Baseline	Status
Goal 1: Build a Modern and Accessible Workforce System	Trusted Workforce Orchestrator: Convene partners and turn workforce insights into action	Utilize the One Stop Operator to more broadly convene partner networks, advisory groups, and workforce collaboratives to improve system coordination, align services, and facilitate shared learning.	Year 1			Not Started
Goal 1: Build a Modern and Accessible Workforce System	Trusted Workforce Orchestrator: Convene partners and turn workforce insights into action	Develop a countywide workforce services map and ecosystem alignment plan that clarifies partner roles, identifies duplication, and strengthens referral pathways.	Year 1			Not Started
Goal 1: Build a Modern and Accessible Workforce System	Trusted Workforce Orchestrator: Convene partners and turn workforce insights into action	Produce and disseminate quarterly labor market intelligence reports highlighting high-demand occupations, talent gaps, wage trends, and emerging opportunities.	Year 2			Not Started
Goal 1: Build a Modern and Accessible Workforce System	Trusted Workforce Orchestrator: Convene partners and turn workforce insights into action	Create a formal workforce system performance dashboard that tracks participant outcomes, employer engagement, and ecosystem-wide impact.	Year 3			Not Started
Goal 1: Build a Modern and Accessible Workforce System	High Impact Program Investment: Strengthen what EmployIndy does best	Conduct a comprehensive portfolio review of all major initiatives (WorkOne, YES Indy, Talent Bound, Indy Achieves, Project Indy, WIOA Youth, Business Services) and establish investment criteria tied to economic mobility outcomes.	Year 1			Not Started
Goal 1: Build a Modern and Accessible Workforce System	High Impact Program Investment: Strengthen what EmployIndy does best	Redesign Indy Achieves to strengthen Ivy Tech participation, realign completion support resources, and develop a phased countywide Promise Program strategy beginning with IPS graduates.	Year 1			Not Started
Goal 1: Build a Modern and Accessible Workforce System	High Impact Program Investment: Strengthen what EmployIndy does best	Evaluate the long-term role of Talent Bound and work-based learning in response to diploma seals, graduation pathways, career-advising frameworks, and changing employer demand.	Year 2			Not Started
Goal 1: Build a Modern and Accessible Workforce System	High Impact Program Investment: Strengthen what EmployIndy does best	Increase WIOA Adult and Dislocated Worker investment in occupational skills training and establish a framework for evaluating investments in OJT, customized training, and registered apprenticeship.	Year 2			Not Started
Goal 1: Build a Modern and Accessible Workforce System	Relationship Ownership: Reclaim convener role	Establish monthly workforce provider convenings focused on professional development, best practice sharing, and coordination among career advisors and coaches.	Year 2			Not Started
Goal 1: Build a Modern and Accessible Workforce System	Relationship Ownership: Reclaim convener role	Create a formal employer engagement model that aligns all employer-facing staff and partners around common workforce priorities.	Year 2			Not Started
Goal 1: Build a Modern and Accessible Workforce System	Relationship Ownership: Reclaim convener role	Develop strategic partnership agreements with key education, economic development, and community organizations to clarify responsibilities and shared outcomes.	Year 1			Not Started
Goal 1: Build a Modern and Accessible Workforce System	Relationship Ownership: Reclaim convener role	Evaluate and refine partnership and engagement models based on participation and outcomes.	TBD			Not Started
Goal 2: Accelerate Economic Mobility	Data-Informed Decision Making: Measure what matters	Implement a countywide economic mobility measurement framework that tracks wage progression, credential attainment, retention, and career advancement across major programs	Year 1			Not Started

EmployIndy Implementation Plan - Gantt Timeline (bars show the year each action is scheduled)						
Goal	Strategy	Action Item	Year 1	Year 2	Year 3	
Goal 1: Build a Modern and Accessible Workforce System	Trusted Workforce Orchestrator: Convene partners and turn workforce insights into action	Utilize the One Stop Operator to more broadly convene partner networks, advisory groups, and workforce collaboratives to improve system coordination, align services, and facilitate shared learning.				
Goal 1: Build a Modern and Accessible Workforce System	Trusted Workforce Orchestrator: Convene partners and turn workforce insights into action	Develop a countywide workforce services map and ecosystem alignment plan that clarifies partner roles, identifies duplication, and strengthens referral pathways.				
Goal 1: Build a Modern and Accessible Workforce System	Trusted Workforce Orchestrator: Convene partners and turn workforce insights into action	Produce and disseminate quarterly labor market intelligence reports highlighting high-demand occupations, talent gaps, wage trends, and emerging opportunities.				
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Goal 1: Build a Modern and Accessible Workforce System	High Impact Program Investment: Strengthen what EmployIndy does best	Redesign Indy Achieves to strengthen Ivy Tech participation, realign completion support resources, and develop a phased countywide Promise Program strategy beginning with IPS graduates.				
Goal 1: Build a Modern and Accessible Workforce System	High Impact Program Investment: Strengthen what EmployIndy does best	Evaluate the long-term role of Talent Bound and work-based learning in response to diploma seals, graduation pathways, career-advising frameworks, and changing employer demand.				
Goal 1: Build a Modern and Accessible Workforce System	High Impact Program Investment: Strengthen what EmployIndy does best	Increase WIOA Adult and Dislocated Worker investment in occupational skills training and establish a framework for evaluating investments in OJT, customized training, and registered apprenticeship.				
Goal 1: Build a Modern and Accessible Workforce System	Relationship Ownership: Reclaim convener role	Establish monthly workforce provider convenings focused on professional development, best practice sharing, and coordination among career advisors and coaches.				
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Goal 1: Build a Modern and Accessible Workforce System	Relationship Ownership: Reclaim convener role	Evaluate and refine partnership and engagement models based on participation and outcomes.				
Goal 2: Accelerate Economic Mobility	Data-Informed Decision Making: Measure what matters	Implement a countywide economic mobility measurement framework that tracks wage progression, credential attainment, retention, and career advancement across major programs.				
Goal 2: Accelerate Economic Mobility	Data-Informed Decision Making: Measure what matters	Assess provider implementation and participant outcomes to ensure shared investments are delivered consistently and effectively across the provider network.				
Goal 2: Accelerate Economic Mobility	Data-Informed Decision Making: Measure what matters	Develop an integrated data strategy that aligns reporting across WIOA, YES Indy, Lilly Endowment initiatives, NBA Foundation, Elevation Grant, Growth Opportunities, and other funding streams.				
Goal 2: Accelerate Economic Mobility	Data-Informed Decision Making: Measure what matters	Use outcome data annually to determine program expansion, redesign, consolidation, or sunset decisions.				
Goal 2: Accelerate Economic Mobility	Resident-Centered: Make career navigation	Establish countvwide career advising quality standards and certification				

Implementation Plan Tracking – DRAFT

EmployIndy Implementation Plan - Progress Dashboard

Updates automatically as the Implementation Plan tab is filled in. DRAFT for internal review.

Total action items

52

Overall percent complete

0%

Actions by Year

Year 1

23

Year 2

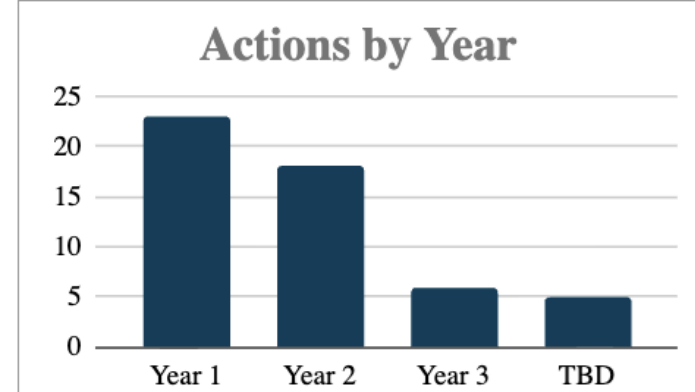
18

Year 3

6

TBD

5



Actions by Goal

Goal 1

12

Goal 2

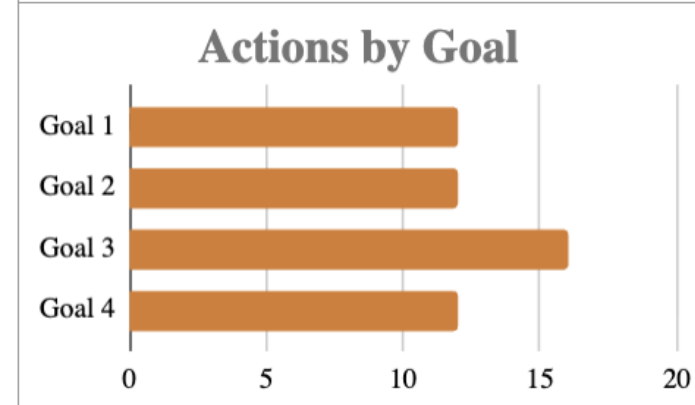
12

Goal 3

16

Goal 4

12



Status Summary

Not Started

52

In Progress

0

On Track

0

Delayed

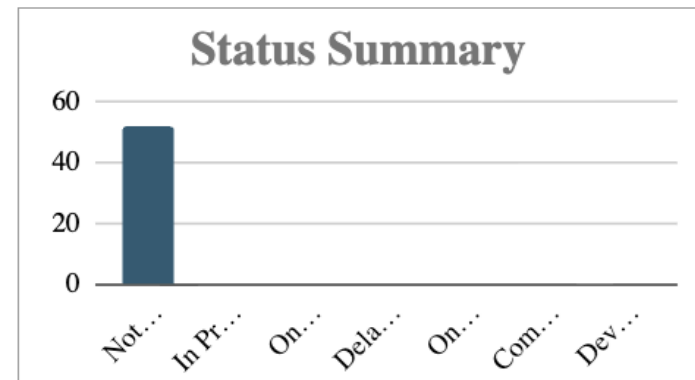
0

On Hold

0

Complete

0





Logistics & Next Steps

Next Steps



- ❑ Finalize Deliverables:
 - ❑ Implementation Plan
 - ❑ Communications and Launch Plan
 - ❑ Case for Support
- ❑ September Board Meeting

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