



Consent Agenda

Vision, Mission, and Values

December Meeting Agenda

Board Dashboard: December 2025

Meeting Minutes

Board of Directors Meeting: October 2025

Report Items

Executive Committee Meeting Report
Development Committee Meeting Report
Finance Committee Meeting Report
Governance Committee Meeting Report

Documents

2026 Board Calendar

Financial Reports

including 2025 TogetHER P&L, 2026 Proposed Budget, Investment Policy, and
Investment Policy Statement for Endowment

Strategic Plan Dashboard

VISION, MISSION, AND VALUES



Vision

We believe in the power of girls to thrive in a complex world by challenging norms and fostering self-confidence through mentorship and innovative programming.



Mission

To inspire all girls to be strong, smart, and bold.

Values



Equity

We commit to creating an equitable environment where every girl has the opportunity to succeed. Our programs are designed to ensure fair access, treatment, and outcomes for all, regardless of background.



Integrity

We prioritize impact over optics, ensuring our actions are honest, trustworthy, and respected. Our commitment to transparency guides us in building intentional, meaningful, sustainable change for every girl we serve. Integral to our integrity is a mission-focused service delivery that holds all staff, facilitators, and board members to a standard of excellence. This dedication ensures that our collective efforts are aligned with our core values, maintaining fidelity to our mission in every interaction and decision.



Innovation

We embrace a growth mindset, driving us to be innovative, visionary, and trailblazing in our efforts to empower girls. Our resilience fuels continual learning and adaptation, ensuring we are always at the forefront of transformative change.



Impact-Driven

We create meaningful and valued impact in our community and for the girls we serve by consistently implementing our programs with a commitment to service and developing data driven strategies that result in delivering reliable and transformative results.



Girls Inc. of Greater Indianapolis Board Meeting Agenda

Date: December 18, 2025

Time: 5:15-7:00pm

Attendees: Board of Directors, Leadership Staff

Girls Inc. Mission: To Inspire Girls to Be Strong, Smart, and Bold.

Please Prepare: Thorough review of the proposed budget and board slate and any questions or concerns regarding both items to present before the votes. Gratitude to the Board Members for rolling off the board.

Please Consider: Bringing a snack/appetizer item for the social following the meeting.

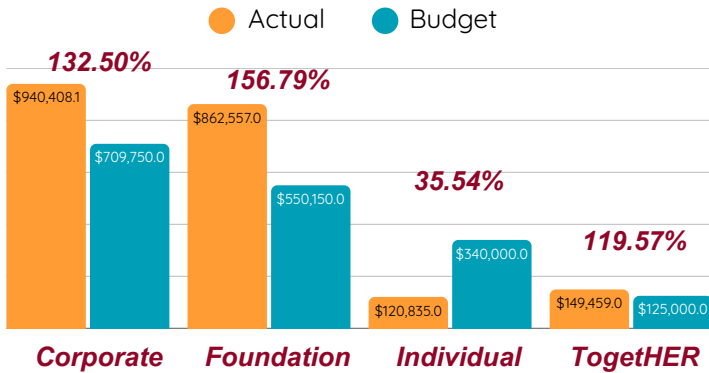
Time	Item	Strategic Initiatives	Purpose
5:00pm	Social Time		Connection
5:15pm	Welcome Overview of agenda Mission Moment		Mission
5:20pm	Consent Agenda Minutes from October Committee meeting executive summaries	Oversight	Deliberate Decide
5:25pm	Financial Oversight Vote on financials Review dashboard Review 2026 budget Vote on 2026 budget Review of new investment policy Vote on new investment policy	Oversight	Deliberate Decide
5:55pm	Governance Vote on slate of new members Vote on slate of recurring members	Oversight	Deliberate Decide
6:10pm	CEO Update Strategic Plan updates 2025 wins Recognition of outgoing members	Goals 1, 2,3	Information
6:30pm	Reception and Social	Celebration	Connection
7:00pm	Adjournment		End



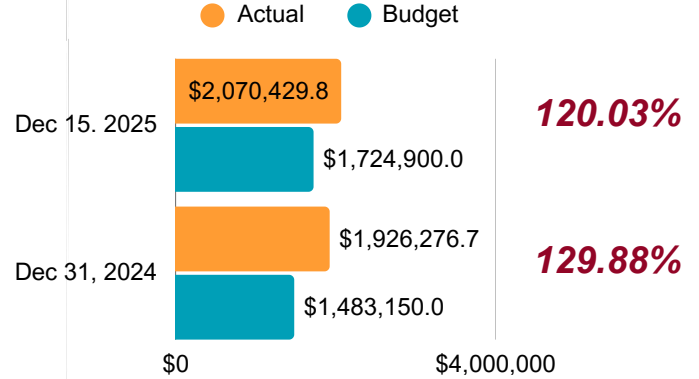
Board Dashboard: December 2025

DEVELOPMENT

Budget v Actual: Fundraising Buckets



Budget v Actual: FY



Cultivation/Prospect

Opportunity (Early 2026)

\$265,000

Solicitations/Asks

Waiting

\$998,210

Gifts Released in 2025

Secured in 2024

\$608,925

MARKETING

2025 is determining baselines.



Email Open + Click Rate



TOP CLICKS
1. Home (150) 2. Amazon Wishlist (113) 3. LinkedIn (19) 4. Programs Newsletter (9) 5. Instagram (8)



Social Media Engagement

- LinkedIn: 4085 followers (+67 since Oct)
 - 128 Average Post Reach
 - 24 Average Post Engagement
- Instagram: 3914 followers (+12 since Oct)
 - 159 Average Post Reach
 - 9 Average Post Engagement
- Facebook: 3124 followers
 - 62 Average Post Reach
 - 5 Average Post Engagement

HUMAN RESOURCES



2025 Employee Retention Rate

YTD: 75%
Since April: 100%



Open Positions

- Individual Giving Director
- Program Facilitator (Permanent)

BOARD ENGAGEMENT

Please schedule 2025 1:1 with Lindsay.

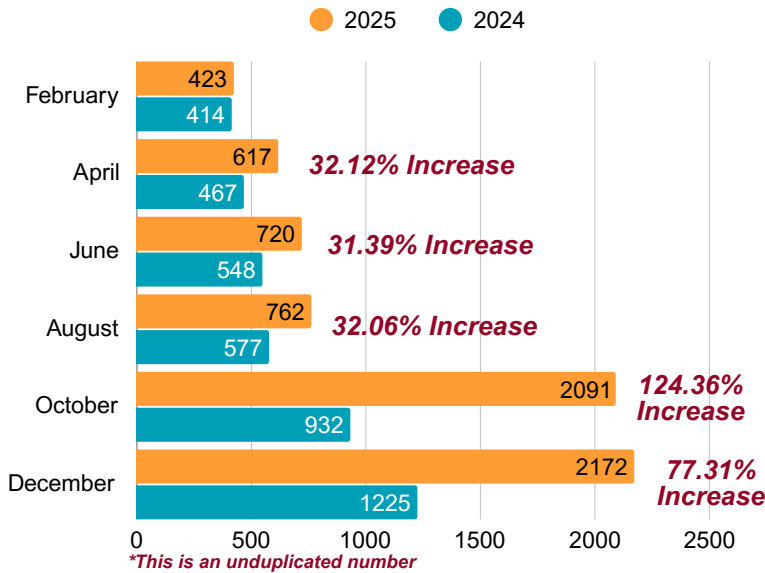


2025 Attendance Rate

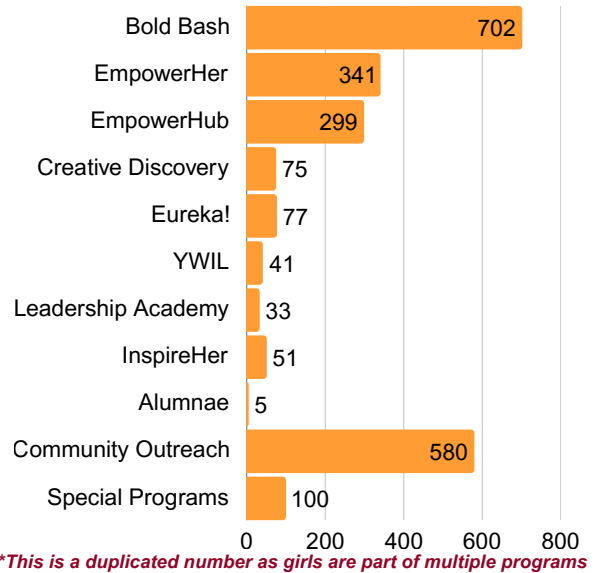
65.57%

PROGRAMS

Girls Served: 2024 v 2025



2025 Girls Served by Program



2025 Programs



School-Based Partnership
22



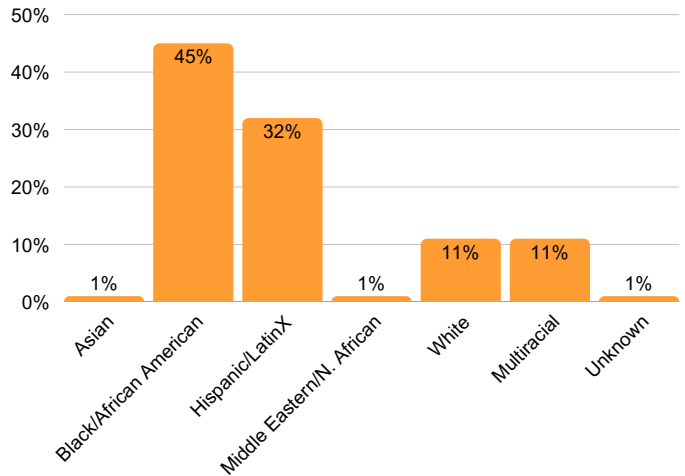
Center-Based Partnerships
5



Participants in School Meal Program
93%

**of known demographic data*

2025 Participant Demographics



VOLUNTEERS



Key Volunteer Partners:

- JPMorganChase
- COX Automotive
- Pile CPAs

Key Volunteer Opportunities:

- Direct Mail Support
- Winter Wishes Preparation
- Winter Wishes Donations
- Kit Creations
- Program Supply Donations

UPCOMING HIGHLIGHTS

Winter Wishes 2025

Thursday, Dec. 17: 3:30-6:30 PM
GIGI

Dinner & Connections

Wednesday, January 14: 5:30-7:30 PM
GIGI

Advocacy Day 2026

Tuesday, February 17: 8:15 AM-4 PM
GIGI & Cummins & Statehouse

Mock Interviews 2026

Saturday, March 14: 10 AM-2 PM
GIGI

Board of Directors Meeting Agenda
Thursday, October 16th
5:15 PM-7:00 PM
At Girls Inc. of Greater Indianapolis



Board Members in Attendance

Ellen Butz, Chris Cotterill, Payton DuBose, Rico Francis, Carla Harris, Erica Harris, Lisa Hawkins, Kristen Lampkin, Parul Malik, Mark Mosias, Jennifer Rufatto

Board Members not in Attendance

Sandy Ashley-Jordan, Jennifer Grady, Tosha Huddleston, Jeannie Infante, Suzie Kovatch, Andrew Peñalva, Evelyn Thompson

Staff In Attendance

Lindsay Gramlich, Carla Montgomery, Michelle Freeman, Tammie Hardin, Jade Stone

Official Meeting Minutes

Call to Order

Ellen Butz, Board Chair, called the meeting to order at 5:15 PM

Mission Moment

Jade Stone, Sr. Director of Advancement, shared the new "[Lifecycle of a Girls Inc. Indy Girl](#)" video, which premiered at TogetHER, and provided a recap of the event's outcomes and logistics. Total funds raised for TogetHER amounted to \$223,270.31, including a \$70,000 pledge from Anthem designated to support EmpowerHubs.

Final event specifications were reviewed as follows:

- Date/Time: Friday, September 26; 11:00 AM–1:00 PM
- Location: Commission Row (parking generously provided by the Indiana Pacers)
- Attendance: 235 guests registered; 226 guests attended
- Event Format: Panel of entrepreneurs
- Seating: 29 rounds of 8
- Catering: Plated lunch (filet, salmon, or cauliflower steak)
- Program Highlights: Girls Inc. participants served as the moderator, with five girls delivering speeches

A breakdown of funds raised was shared:

- Sponsors: \$128,931.49
- Individual Tickets: \$4,750.00
- Event Donations: \$15,777.55
- Event Net: \$149,459.04



Expenses included \$3,811.27 for stage and A/V. All print materials were provided in-kind by SHARP.

Jade concluded by announcing TogetHER 2026 and sharing the save-the-date details:

- Date: Friday, September 25, 2026
- Time: 11:00 AM–1:00 PM
- Location: Commission Row
- Guest Limit: 200 guests (25 tables)

Strategic Thinking

Carla Montgomery, Chief People Officer, began the strategic thinking segment by providing an overview of the recent DEI Audit recap with consultant Doniesha Posey. She shared highlights from the audit and walked through key findings. The legal landscape analysis included two recent executive orders that, while not expected to directly affect Girls Inc. of Greater Indianapolis, may influence future funding opportunities. Carla noted that if the organization uses certain language in hiring materials, program descriptions, or external documents, it could present a potential risk.

Overall, the audit classified the organization’s DEI risk level as moderate. Girls Inc. Indy maintains a robust DEIB infrastructure, including a task force, equitable hiring practices, and governance updates that reinforce employment protections aligned with the organization’s code of conduct and values. The youth-centered equity framework remains strong and aligned with organizational priorities.

Carla summarized key areas of risk identified in the report, including federal and state DEI restrictions, governance and board engagement, onboarding and conflict of interest policies, data collection processes—particularly regarding girl-focused language—accessibility and accommodations for individuals with disabilities or limited language access, and overall organizational culture and accountability. The culture findings reflected data collected prior to more recent internal culture initiatives.

Next steps include conducting an engagement survey to collect staff and stakeholder feedback. Carla emphasized the organization’s more urgent focus should be on accessibility—ensuring that Girls Inc. facilities and materials are welcoming and inclusive for all girls, including those with hearing or visual impairments. Lindsay Gramlich, President & CEO, reiterated that equity remains one of the organization’s core values and advised against changing the language, despite potential external scrutiny, noting that equity is foundational to the mission.



The discussion also included ongoing consideration of how Girls Inc. collects and presents data that reflects its girl-centered mission. The group reaffirmed the importance of maintaining this focus while remaining attentive to evolving external landscapes.

Following Carla's presentation, Michelle Freeman, Chief Operating Officer, led a high-level overview of EmpowerHub, our high-impact program serving middle school students. She reviewed how the program is designed and how impact is measured. EmpowerHub operates through an experiential learning cycle that includes hands-on programming, reflective observation, and active experimentation through research and capstone projects. The goal is for girls to apply learned skills to real-world situations.

Michelle outlined six essential features of EmpowerHub: mentoring relationships, family support and engagement, a safe and inclusive environment, participant voice and choice, holistic and intentional programming, and sustained exposure. She noted that the intentional programming approach includes consistent weekly sessions to middle school sites, ensuring depth and continuity.

In determining program outcomes, Girls Inc. staff review data from the prior year, analyze findings from the SSBOS survey from the Girls Inc. national office, and incorporate feedback from families, parents, schools, and participants. Michelle shared that the team hosted its first community circle with families earlier this year, with plans to hold at least one per year moving forward.

EmpowerHub's six outcomes for the current program year are that: (1) girls learn and apply effective strategies to manage stress and emotional challenges; (2) girls build positive body image and self-care routines; (3) girls develop critical thinking skills to navigate social media responsibly; (4) girls improve academic confidence and skills; (5) girls gain confidence in self-expression and leadership; and (6) girls engage in civic and community action. Program impact is assessed through digital pre- and post-surveys that include participant identifiers, allowing the organization to track individual growth over time.

Consent Agenda

Ellen Butz, Board Chair, presented the Consent Agenda for approval. Jennifer Rufatto, Board Member, moved to approve, and Mark Mosias, Board Member, seconded. The motion carried unanimously.



Financial Oversight

Tammie Hardin, Vice President of Finance, presented the August financial statements along with a draft of the September financials, noting significant activity during the month of September. She encouraged all board members to review the budget versus actuals report, which shows that revenue through August 30 was running lower than projected, particularly in individual donations, but expenditures were also below budgeted levels. Tammie emphasized that there were no concerns at this time and invited questions from the board.

Lindsay Gramlich, President & CEO, then provided a brief overview of her financial dashboard, which presents a snapshot of key financial indicators. Following discussion, Lisa Hawkins, Governance Chair and Secretary, moved to approve the financial report, the motion was seconded, and the board voted unanimously in favor.

Governance Update

Lisa Hawkins, Governance Chair and Secretary, provided an update on board recruitment, noting that the governance committee has been scheduling introductory meetings with potential candidates. Meet-and-greet sessions are planned between now and Thanksgiving to build a strong pool of candidates for consideration and voting in December.

Lisa shared that Sandy Ashley-Jordan, Board Member, has requested a three-month leave of absence, with an anticipated return on January 1. She also reported that with Suzie Kovatch, Finance Chair and Treasurer, rolling off the board a vote was needed to elect a new treasurer. Lisa motioned to nominate Carla Harris as Treasurer, Mark Mosias, Board Member, seconded, and the motion carried unanimously. Carla's transition to Treasurer creates an open Member-at-Large position on the Executive Committee.

Finally, Lisa mentioned that our partner, JD Finish Line, is being considered for a future board seat, with further discussion and review to follow. This is an opportunity to further engage our high-level partners.

CEO Updates

Jade Stone, Sr. Director of Advancement, announced the winning Board Members for the Girl Dad campaign with the exclusive GIGI swag bags. The campaign raised a total



of \$24,448.53, with Chris Cotterill placing first, followed by Carla Harris and Jennifer Rufatto.

The Board then reviewed the corporate giving pulse. Approximately 75% of corporate ask amounts are currently under review and in funders' hands. The total corporate ask amount is more than double what was budgeted, reflecting an ambitious growth strategy. Jade noted significant opportunity to build new relationships within the open and cold corporate prospect categories.

The foundation giving pulse was also reviewed. Nearly 70% of foundation asks are under review and in funders' hands, with total ask amounts significantly exceeding the budgeted target due to a high volume of cold applications. October was noted as a particularly application-heavy month, with many large requests transitioning to "Under Review" status.

Finally, Jade requested Board support in facilitating introductions and connections with the following organizations:

- Deloitte – Partnership for experiences and funding
- UKG/Kronos – Partnership for experiences and funding
- Duke Energy – Grant opportunity of interest
- AES – Partnership for experiences and funding
- Bank of America – Partnership for program support
- Wells Fargo – Grant opportunity of interest
- Hospital/Healthcare Companies (excluding Anthem and IU Health) – Partnership for experiences and funding

Executive Session

The Board of Directors met privately for the executive session.

Adjournment

The meeting was adjourned at 7:06 PM by Ellen Butz.

Girls Inc. of Greater Indianapolis

Executive Committee Meeting Minutes September 18, 2025

Attending: Ellen Butz, Lindsay Gramlich Carla Harris, Susie Kovatch, and Parul Malik.

The meeting was called to order at 5:15 pm.

Governance suggested that we do board member exit interviews. The Governance Chair should select either the Board Chair or a Governance committee member.

The board should be voting every year on both the new slate and well as those members signing on for a second term. The office has created a tracking sheet to monitor terms for each board member.

Ellen mentioned that board members can serve on more than one committee of the board.

Currently there are 4 new members to be voted on for terms beginning in 2026.

We reviewed the budget for 2026. While individual giving is below budget this year we are expected to exceed budget overall in revenue.

We will have a social pitch in after the meeting in December.

Lindsay's performance review was discussed in Executive Session.

The meeting was adjourned at 7:00 pm



**Development Committee
November 14, 2025
2:30 PM-4:00 PM**

Committee Members in Attendance

Parul Malik, Development Chair
Payton DuBose
Mark Mosias
Andrew Peñalva
Kristin Froehle- Ad Hoc

Committee Members not in Attendance

Rico Francis

Staff

Lindsay Gramlich, President & CEO
Jade Stone, Senior Director of Advancement

• **Call to Order**

Parul called the meeting to order at 2:32 PM.

• **Updates: 2:30 PM-2:45 PM**

- Financials
- Projection for year-end income for 2025

Jade opened with an update on funds raised and the projected year-end results for 2025. As of the Development Committee meeting, Girls Inc. of Greater Indianapolis had surpassed its annual fundraising goal. The committee then conducted a detailed review of current solicitations and prospective donors, identifying opportunities to advance asks through members' personal and professional networks.

• **2026 Fundraising Budget: 2:45 PM-3:30 PM**

- Outline of tentative income budget for 2026
- Group recommendations of partnerships, grants, and opportunities to pursue, with any strategy/insight

From there, the committee reviewed the tentative income budget for 2026, with a detailed outline of anticipated partners, grants, and opportunities to pursue. The group suggested to breakdown the companies/grants into industries/categories so there can be a full assessment of any gaps or opportunities that we should pursue.

Jade reviewed the individual giving strategy in 2026, with utilizing quarterly fundraising initiatives that will be woven into all communications (newsletters, social media posts, events, individual meetings, etc.).

• **2026 Development Committee: 3:30 PM-3:45 PM**

- Group recommendations of committee focus, initiatives, and any opportunities for ad hoc members

The group recommended expanding the Development Committee in 2026 to include additional ad hoc members. There was also interest in continuing pop-up fundraising events, contingent upon the outcomes of the Sip & Wrap pilot hosted by Rico. As 2026 strategy development continues, this will provide an opportunity to assess gaps within the Development Committee and identify where ad hoc members can add capacity and expertise.

- **New Business, Asks, + Good of the Order:** 3:45 PM-4:00 PM
 - Any additional thoughts from the committee
 - *Ask:* Attend letter signing event @ GIGI (Tuesday, Dec. 2) and the Sip & Wrap (led by Rico on Thursday, Dec. 11)

Jade highlighted the upcoming events—Letter Signing @ GIGI for Giving Tuesday, and Sip & Wrap hosted by Rico at GIGI.

The meeting concluded early at 3:45 PM.



of Greater Indianapolis

Girls Inc. of Greater Indianapolis Board of Directors

REPORT

Finance Committee

November 17, 2025

9:30 – 10:30 a.m.

In Attendance:

Committee Members

Suzie Kovatch, Chair

Ellen Butz

Jennifer Grady

Carla Harris

Jeannie Sager

Staff

Lindsay Gramlich, President & CEO

Tamara Hardin, Vice President, Finance

1. Meeting called to order at 9:30 a.m.

2. Strategic Items

a) Review financial statements

The financial statements and reports for the period ended October 31, 2025, were reviewed by the committee. The Budget to Actual reflects the recent grants from Anthem and The Indianapolis Urban League for the creation of a computer lab for GIGI girl participants. Both grants are for use in 2026. On the balance sheet, cash is lower than usual, and accounts receivable are higher. Over \$500,000 in grant payments are due before the end of December. Net Revenue is significantly higher than last year due to multi-year grants. On the profit and loss statement, it was noted that Gifts Restricted for Future Years also reflect the pledges for multi-year commitments. Cash flows will recover later in November and cash balances are expected to be healthy through the coming 3-4 months.

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b) Review 2026 proposed annual budget

The committee reviewed a comparison for the 2025 budget and projected actuals to the proposed 2026 budget. Individual donations have been adjusted downward from the 2025 budget to a more conservative increase over the 2025 actuals. Corporate and Foundation Donations and Grants are expected to increase due to pending requests for multi-year commitments. Program services income is expected to increase due to expanding the number of school partners for EmpowerHubs, EmpowerHer, and InspireHer programming and increasing Discovery Camp from 4 to 6 weeks in length.

Budgeted expenses for 2026 include a significant decrease in Contractor Services due to the completion of the Outdoor Classroom and mural project, and the end of fractional fundraising and human resources contracts. A 3% cost of living increase has been included in the Salaries and Wages expense. A significant increase in health insurance expense occurred in 2025. A more modest increase is anticipated in 2026, though the number of employees using the health insurance policy is expected to rise. Occupancy expenses include costs for increased payments for camp locations, utilities for the computer lab and podcast studio, and building maintenance. Ellen Butz requested an additional \$10,000 be added to the proposed budget for maintenance of the Outdoor Classroom. Also, Equipment and IT expenses will increase with the implementation of the computer lab and podcast studio. Materials and Supplies expenses, Workforce Development expenses, and Travel expenses for fieldtrips and outings within programs are planned to increase. Funding has already been secured to support most of these activities. Indianapolis hosted the Girls Inc. National Conference in 2025, but these expenses will return to ordinary levels for 2026.

The committee reviewed the percentages of Functional Expenses in the proposed 2026 budget detail and summary documents. The committee discussed Administrative and Fundraising costs totaling 37%, and Program Expenses totaling 62%. The desired target of 35% A/F to 65% Programs will guide spending choices throughout 2026, and the committee and the staff will monitor the actual functional expenses.

Anticipated capital expenditure includes the replacement of one (1) HVAC unit. The new HVAC unit can be supported for 75% of cost by the United Way of Central Indiana Facilities Maintenance Fund. A grant from the Indianapolis Urban League was awarded to renovate the basement to accommodate a computer lab for girl participants' use. These costs will be capitalized at the end of the project.

The Finance Committee agreed by consensus to send the proposed 2026 budget, including funding for the Outdoor Classroom, forward to the Board with the Committee's recommendation for approval.

3. Other Business Items

a) Transition of investment accounts to PNC

Suzie Kovatch has prepared updated investment policy statements (IPS) for the endowment and investment accounts at PNC. The committee has reviewed the revised IPS, and they were accepted by consensus. The committee will send the IPS forward to the board for a vote at the December meeting of the full board.

4. Meeting Adjourned at 10:30 a.m.



of Greater Indianapolis

Girls Inc. of Greater Indianapolis Board of Directors

Governance Committee

REPORT

November 12, 2025

5:00 – 6:30 pm

Committee Members

Y	Lisa Hawkins, Chair	Y	Kristen Lampkin
N	Chris Cotterill	Y	Jennifer Rufatto
Y	Erica Harris	Y	Lindsay Gramlich, President & CEO
N	Tosha Huddleston		
N	Sandy Jordan		

- Meeting called to order at 5:06PM
- **Strategic Items**

Board Member Update

<table> <tr> <td>Current Board Members: (includes 1 resignation from Nov)</td> <td style="text-align: right;">17</td> </tr> <tr> <td>Board members w/ completed terms not returning</td> <td style="text-align: right;">-3</td> </tr> <tr> <td>Total Board Count:</td> <td style="text-align: right;">14</td> </tr> <tr> <td>2025 Recruiting Target:</td> <td style="text-align: right;">3-4</td> </tr> </table>	Current Board Members: (includes 1 resignation from Nov)	17	Board members w/ completed terms not returning	-3	Total Board Count:	14	2025 Recruiting Target:	3-4	<p>Board Members</p> <ul style="list-style-type: none"> • Suzie Kovatch (Completed Term 2) • Kristen Lampkin (Completed Term 1, not returning) • Chris Cotterill (Completed Term 1, not returning) • Tosha Huddleston (Resigned in Nov.)
Current Board Members: (includes 1 resignation from Nov)	17								
Board members w/ completed terms not returning	-3								
Total Board Count:	14								
2025 Recruiting Target:	3-4								

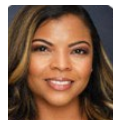
- Discussed Board member expectation regarding terms. Reiterated that members are expected to serve on the Board for one 3-year term with the option to extend for another 3-year term (max 6 years). Members returning to serve a second term require a vote.
- Recommended we consider exit interviews to gather feedback on what's going well, where we have opportunity to improve and what are the driving factors for a decision to not return for a 2nd-term.
- **Action Item:** Share the exit interview recommendation with the Executive Committee in November and if they support it, determine who is best suited to conduct the interviews. (Lisa)
- **Action Item:** Check the by-laws to determine if non-consecutive terms is an option. If not, determine if this is something we should consider. (Lisa)

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Board Recruitment

- Provided a status update on the Board recruitment process. Currently we have four candidates advancing through the process. Final “meet the candidate” sessions scheduled to be completed by December 1st.

2025 Prospective New Board Members Effective September 10, 2025



Name: Shannon Charles ✓ Human Resources
Title: Vice President, Organizational Development and Talent Management ✓ Talent Management
Employer: IU Health ✓ Strategic Partner



Name: Kristin Froehle ✓ Legal Expertise
Title: Associate Attorney ✓ Currently on Development Committee
Employer: Barnes & Thornburg ✓ Strategic Partner



Name: Shannon Furlin ✓ Financial Services
Title: Vice President Commercial Banker ✓ Lending, cash management, treasury services, etc.
Employer: JP Morgan Chase ✓ Strategic Partner



Name: Jim Watson ✓ Cyber security and data privacy
Title: Partner ✓ Law Enforcement / FBI
Employer: Ice Miller ✓ Adjunct Professor, Butler University and IUPUI
Strategic Partner

- **Action Item:** Once the final “meet the candidate” sessions are completed, bring forward the proposed slate for a Board vote in December (Lisa)

Board Development and Engagement

- Provided a brief update on the status of the proposed “Buddy Program”. Kristen Lampkin developed the proposal and with her departure we agreed Jennifer Rufatto will launch and lead the program going forward.
- Agreed to stand up a light structure which would include the following:
 1. Have at least one outside connection
 2. Attend 1st meeting together / sit together
 3. Be the point of contact for questions
- **Action Item:** Transition the program proposal and next steps to Jennifer Rufatto (Kristen)
- Discussed the importance of engaging former Board members and creating a connection back to GIGI. Proposed an annual recognition event at TogetHER. Plan would be to invite former Board members and do something special to recognize them at the event (for example, host a special cocktail hour).

By-Laws, Policies and Standard Operating Procedures

- Reviewed a draft of the Leave of Absence (LOA) policy. We’ve had the policy in place for 2 years; this policy formalizes and documents expectations.
- **Action Item:** Ensure LOA policy language doesn’t conflict with current By-Laws (Jennifer)
- **Action Item:** Take LOA policy to the Executive Committee to review and approve (Lisa)
- Discussed the need for a By-Law review to determine what updates / changes may be needed (for example, clarity on term limits)

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- **Action Item:** End-to-End By-Law review to take place in Q1 2026 (TBD)
- **Other Business**
 - None
- Meeting adjourned at 5:48pm

Girls Inc. of Greater Indianapolis

Balance Sheet Prev Year Comparison

As of October 31, 2025

	TOTAL			
	AS OF OCT 31, 2025	AS OF OCT 31, 2024 (PY)	CHANGE	% CHANGE
ASSETS				
Current Assets				
Bank Accounts	\$86,597.31	\$188,707.38	\$ -102,110.07	-54.11 %
Accounts Receivable	\$700,885.59	\$231,025.70	\$469,859.89	203.38 %
Other Current Assets				
1400 Prepaid Expenses	9,977.38	14,404.34	-4,426.96	-30.73 %
1500 Investments	643,102.90	587,217.05	55,885.85	9.52 %
1505 Endowment Investments	3,438,128.60	2,957,886.72	480,241.88	16.24 %
1550 CICF Endowment Fund	17,264.29	15,603.33	1,660.96	10.64 %
Total Other Current Assets	\$4,108,473.17	\$3,575,111.44	\$533,361.73	14.92 %
Total Current Assets	\$4,895,956.07	\$3,994,844.52	\$901,111.55	22.56 %
Fixed Assets				
Other Assets	\$1,036,391.82	\$1,124,568.40	\$ -88,176.58	-7.84 %
	\$40,903.79	\$9,643.13	\$31,260.66	324.18 %
TOTAL ASSETS	\$5,973,251.68	\$5,129,056.05	\$844,195.63	16.46 %
LIABILITIES AND EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable	\$12,376.81	\$9,978.86	\$2,397.95	24.03 %
Credit Cards	\$12,785.20	\$2,242.91	\$10,542.29	470.03 %
Other Current Liabilities	\$55,368.80	\$37,811.82	\$17,556.98	46.43 %
Total Current Liabilities	\$80,530.81	\$50,033.59	\$30,497.22	60.95 %
Long-Term Liabilities				
2810 Mortgage Payable Long Term Debt	154,558.95	186,916.93	-32,357.98	-17.31 %
2820 Long-Term Oper Lease Liability	11,077.15	0.00	11,077.15	
Total Long-Term Liabilities	\$165,636.10	\$186,916.93	\$ -21,280.83	-11.39 %
Total Liabilities	\$246,166.91	\$236,950.52	\$9,216.39	3.89 %
Equity				
3000 Unrestricted Net Assets	1,246,643.52	1,204,589.86	42,053.66	3.49 %
3100 Donor Restricted Net Assets	1,787,027.81	1,228,060.84	558,966.97	45.52 %
3200 Endowment	2,250,000.00	2,250,000.00	0.00	0.00 %
Net Revenue	443,413.44	209,454.83	233,958.61	111.70 %
Total Equity	\$5,727,084.77	\$4,892,105.53	\$834,979.24	17.07 %
TOTAL LIABILITIES AND EQUITY	\$5,973,251.68	\$5,129,056.05	\$844,195.63	16.46 %

Girls Inc. of Greater Indianapolis
Profit Loss Prev Year Comparison
January - October, 2025

	Total			
	Jan - Oct, 2025	Jan - Oct, 2024 (PY)	Change	% Change
Revenue				
4000 Individual Donations	94,061.61	135,915.98	-41,854.37	-30.79%
4010 Corporate Donations & Grants	504,515.64	519,492.78	-14,977.14	-2.88%
4020 Foundation Donations & Grants	144,385.98	164,100.00	-19,714.02	-12.01%
4035 Restricted for Future Years	484,100.00	296,425.00	187,675.00	63.31%
4100 Program Services Income	77,842.54	59,300.40	18,542.14	31.27%
4200 Rental Income	5,000.00	5,000.00	0.00	0.00%
4300 Gift In Kind Income	11,757.00	19,167.25	-7,410.25	-38.66%
4400 Event, Net	133,270.31	95,412.57	37,857.74	39.68%
4800 Interest Income	4,988.79	4,581.73	407.06	8.88%
4900 Investment Interest & Dividends	69,953.16	60,756.62	9,196.54	15.14%
4910 Investment Realized Gain/Loss	38,420.03	41,695.54	-3,275.51	-7.86%
4920 Investment Unrealized Gain/Loss	417,179.15	251,848.28	165,330.87	65.65%
Total Revenue	\$ 1,985,474.21	\$ 1,653,696.15	\$ 331,778.06	20.06%
Gross Profit	\$ 1,985,474.21	\$ 1,653,696.15	\$ 331,778.06	20.06%
Expenditures				
5000 Salaries & Wages Expense	834,197.64	843,541.50	-9,343.86	-1.11%
5100 Payroll Taxes Expense	66,244.92	62,693.06	3,551.86	5.67%
5200 Benefits Expense	110,000.40	78,005.85	31,994.55	41.02%
5300 Other Labor Expense	22,874.24	25,061.95	-2,187.71	-8.73%
5400 Contractor Services Expense	153,161.14	115,376.35	37,784.79	32.75%
5500 Professional Fees Expense	29,342.32	25,477.50	3,864.82	15.17%
5600 Insurance Expense	19,828.84	20,196.49	-367.65	-1.82%
5700 Occupancy Expense	36,793.92	32,481.47	4,312.45	13.28%
5800 Equipment Expense	53,591.57	45,801.42	7,790.15	17.01%
5900 Materials & Supplies Expense	29,204.71	24,502.53	4,702.18	19.19%
6000 Public Relations Expense	10,942.97	12,222.08	-1,279.11	-10.47%
6100 Printing & Mailing Expense	1,916.43	3,361.08	-1,444.65	-42.98%
6200 Workforce Development Expenses	7,000.00	0.00	7,000.00	
6300 Travel Expense	26,656.67	20,081.10	6,575.57	32.75%
6400 Conference Expense	16,395.47	4,491.64	11,903.83	265.02%
6500 Membership & Subscription Exp	1,203.99	421.28	782.71	185.79%
6600 National Dues Expense	10,000.00	10,000.00	0.00	0.00%
6700 Scholarship Award	0.00	1,500.00	-1,500.00	-100.00%
7000 Bank Charges Expense	877.54	798.36	79.18	9.92%
7100 Credit Card Processing Exp	3,670.72	2,394.63	1,276.09	53.29%
7200 Interest Expense	9,531.57	7,594.44	1,937.13	25.51%
7300 Investment Fees Expense	18,844.74	22,054.61	-3,209.87	-14.55%
7410 Bad Debt Expense	1,250.00	0.00	1,250.00	
7411 Gift In Kind Expense	11,757.00	19,167.25	-7,410.25	-38.66%
8000 Depreciation Expense	66,773.97	67,016.73	-242.76	-0.36%
Total Expenditures	\$ 1,542,060.77	\$ 1,444,241.32	\$ 97,819.45	6.77%
Net Operating Revenue	\$ 443,413.44	\$ 209,454.83	\$ 233,958.61	111.70%
Net Revenue	\$ 443,413.44	\$ 209,454.83	\$ 233,958.61	111.70%

Accrual Basis

**Girls Inc. of Greater Indianapolis
Budget to Actual Performance
October 2025**

	Oct 25	Budget	\$ Over Budget	% of Budget	Jan - Oct 25	YTD Budget	\$ Over Budget	% of Budget	Annual Budget
Income									
Individual Donations	7,244.48	25,000.00	-17,755.52	28.98%	94,061.61	277,500.00	-183,438.39	33.9%	340,000.00
Corporate Donations & Grants	15,136.89	25,000.00	-9,863.11	60.55%	504,515.64	670,250.00	-165,734.36	75.27%	709,750.00
Foundation Donations & Grants	0.00	100,000.00	-100,000.00	0.0%	14,435.98	550,150.00	-535,714.02	2.62%	550,150.00
Restricted for Future Years	297,000.00	0.00	297,000.00	100.0%	484,100.00	0.00	484,100.00	100.0%	0.00
Program Services Income	-250.00	0.00	-250.00	100.0%	77,842.54	73,820.00	4,022.54	105.45%	73,820.00
Rental Income	500.00	500.00	0.00	100.0%	5,000.00	5,000.00	0.00	100.0%	6,000.00
Gift In Kind Income	0.00	0.00	0.00	0.0%	11,757.00	0.00	11,757.00	100.0%	0.00
TogetHER Event, Net	3,811.27	-25,000.00	28,811.27	-15.25%	133,270.31	125,000.00	8,270.31	106.62%	125,000.00
Interest Income	268.43	375.00	-106.57	71.58%	4,988.79	3,750.00	1,238.79	133.03%	4,500.00
Total Income	323,711.07	125,875.00	197,836.07	257.17%	1,329,971.87	1,705,470.00	-375,498.13	77.98%	1,809,220.00
Gross Profit	323,711.07	125,875.00	197,836.07	257.17%	1,329,971.87	1,705,470.00	-375,498.13	77.98%	1,809,220.00
Expense									
Salaries & Wages Expense	119,953.00	132,400.00	-12,447.00	90.6%	834,197.64	974,800.00	-140,602.36	85.58%	1,144,800.00
Payroll Taxes Expense	10,651.61	9,900.00	751.61	107.59%	66,244.92	74,577.21	-8,332.29	88.83%	87,577.21
Benefits Expense	25,571.24	12,317.03	13,254.21	207.61%	110,000.00	120,691.69	-10,691.69	91.14%	145,660.75
Other Labor Expense	752.89	2,125.00	-1,372.11	35.43%	22,874.24	26,500.00	-3,625.76	86.32%	32,500.00
Contractor Services Expense	28,466.59	15,000.00	13,466.59	189.78%	153,161.14	153,100.00	61.14	100.04%	183,100.00
Professional Fees Expense	0.00	2,000.00	-2,000.00	0.0%	29,342.32	26,750.00	2,592.32	109.69%	28,000.00
Insurance Expense	1,982.88	2,250.01	-267.13	88.13%	19,828.84	22,999.98	-3,171.14	86.21%	27,500.00
Occupancy Expense	3,350.10	4,450.00	-1,099.90	75.28%	36,793.92	44,600.00	-7,806.08	82.5%	53,500.00
Equipment Expense	15,507.11	5,544.02	9,963.09	279.71%	53,591.57	55,400.08	-1,808.51	96.74%	66,573.41
Materials & Supplies Expense	1,485.61	2,566.67	-1,081.06	57.88%	29,204.71	38,266.66	-9,061.95	76.32%	41,900.00
Public Relations Expense	771.52	3,475.00	-2,703.48	22.2%	10,942.97	21,250.00	-10,307.03	51.5%	25,400.00
Printing & Mailing Expense	0.00	200.00	-200.00	0.0%	1,916.43	7,735.00	-5,818.57	24.78%	10,625.00
Workforce Development Expense	0.00	2,500.00	-2,500.00	0.0%	7,000.00	25,000.00	-18,000.00	28.0%	30,000.00
Travel Expense	461.80	1,000.00	-538.20	46.18%	26,656.67	25,950.00	706.67	102.72%	31,450.00
Conference Expense	0.00	0.00	0.00	0.0%	16,395.47	26,500.00	-10,104.53	61.87%	26,500.00
Membership & Subscription Exp	210.00	0.00	210.00	100.0%	1,203.99	400.00	803.99	301.0%	400.00
National Dues Expense	1,000.00	1,000.00	0.00	100.0%	10,000.00	10,000.00	0.00	100.0%	12,000.00
Bank Charges Expense	100.00	140.00	-40.00	71.43%	877.54	1,420.00	-542.46	61.8%	1,700.00
Credit Card Processing Exp	42.73	208.34	-165.61	20.51%	3,670.72	2,083.32	1,587.40	176.2%	2,500.00
Interest Expense	1,000.33	633.34	366.99	157.95%	9,531.57	6,333.32	3,198.25	150.5%	7,600.00
Investment Fees Expense	275.34	2,000.00	-1,724.66	13.77%	18,844.74	20,000.00	-1,155.26	94.22%	24,000.00
Bad Debt Expense	250.00	0.00	250.00	100.0%	1,250.00	0.00	1,250.00	100.0%	0.00
Gift In Kind Expense	0.00	0.00	0.00	0.0%	11,757.00	0.00	11,757.00	100.0%	0.00
Depreciation Expense	6,677.40	7,083.34	-405.94	94.27%	66,773.97	70,833.32	-4,059.35	94.27%	85,000.00
Total Expense	218,510.15	206,792.75	11,717.40	105.67%	1,542,060.37	1,755,190.58	-213,130.21	87.86%	2,068,286.37
Net Income	105,200.92	-80,917.75	186,118.67	-130.01%	-212,088.50	-49,720.58	-162,367.92	426.56%	-259,066.37
Gifts to be Released from Restriction for use in 2025									608,925.00
Permanent Endowment Account Draw									0.00
Net Operating Gain/Loss									349,858.63

January 1, 2025 - December 31, 2025

	<u>JAN</u>	<u>FEB</u>	<u>MAR</u>	<u>APR</u>	<u>MAY</u>	<u>JUN</u>	<u>JUL</u>	<u>AUG</u>	<u>SEP</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>TOTAL</u>
Cash Balance Forward - Checking/Sweep Acct.	415,300.00	370,465.00	328,555.00	239,250.00	225,650.00	158,900.00	172,600.00	211,000.00	158,300.00	177,000.00	86,600.00	452,100.00	
Transfers to/from Endowment	-	-	-										
Transfers to/from Investments	-	-	-										
Income													
Contributed Income, Individuals	16,530.00	4,800.00	4,375.00	14,000.00	11,100.00	10,000.00	11,300.00	8,000.00	35,000.00	10,000.00	20,000.00	34,500.00	179,605.00
Contributed Income, Corporations	56,000.00	19,250.00	21,000.00	71,500.00	70,700.00	46,000.00	160,000.00	46,500.00	123,000.00	79,850.00	255,000.00	8,500.00	957,300.00
Contributed Income, Foundations	5,835.00	37,700.00	5,000.00	10,000.00	12,500.00	106,000.00	-	-	1,300.00	2,000.00	250,000.00	25,000.00	455,335.00
Earned Income	2,500.00	6,340.00	6,575.00	10,000.00	10,500.00	26,000.00	3,800.00	950.00	1,000.00	15,750.00	500.00	500.00	84,415.00
TOTAL INCOME	80,865.00	68,090.00	36,950.00	105,500.00	104,800.00	188,000.00	175,100.00	55,450.00	160,300.00	107,600.00	525,500.00	68,500.00	1,676,655.00
Expenses													
General Operating Expenses	125,700.00	110,000.00	130,300.00	119,100.00	171,550.00	174,300.00	136,700.00	108,150.00	144,800.00	198,000.00	160,000.00	130,000.00	1,708,600.00
TOTAL EXPENSES	125,700.00	110,000.00	126,255.00	119,100.00	171,550.00	174,300.00	136,700.00	108,150.00	141,600.00	198,000.00	160,000.00	130,000.00	1,708,600.00
SURPLUS/DEFICIT FOR MONTH	(44,835.00)	(41,910.00)	(89,305.00)	(13,600.00)	(66,750.00)	13,700.00	38,400.00	(52,700.00)	18,700.00	(90,400.00)	365,500.00	(61,500.00)	(31,945.00)
CASH BALANCE (DEFICIT)	370,465.00	328,555.00	239,250.00	225,650.00	158,900.00	172,600.00	211,000.00	158,300.00	177,000.00	86,600.00	452,100.00	390,600.00	
Diamond Capital Investments	589,748.38	599,902.76	587,671.36	586,709.42	600,655.94	614,714.09	620,777.15	631,508.98	643,102.90	643,102.90			
UBS Endowment Account	2,984,778.52	3,057,993.31	2,967,332.54	2,950,448.09	3,072,491.03	3,198,055.80	3,229,158.52	3,297,948.80	3,385,825.12	3,438,128.60			

Statement of Activity for TogetHER 2025
Girls Incorporated of Greater Indianapolis
January-October, 2025

Distribution account	Total
4400 Event, Net	
4401 Event, Revenue	
4402 Event Sponsorship Income	109,681.71
4403 Event Donations Income	25,368.62
4404 Event In-Kind Donations	24,688.20
4405 Event Ticket Sales	4,256.92
Total for 4401 Event, Revenue	\$163,995.45
4406 Event, Expenses	
4407 Event Expenses	-30,725.14
Total for 4406 Event, Expenses	-\$30,725.14
Total for 4400 Event, Net	\$133,270.31

Transaction Listing of Event Expenses

Frida's Flowers	2,500.00	Floral arrangements
Ace Your Event Indy, LLC	1,656.70	Rental equipment & set-up
David Peck	1,800.00	Audio
Office 360	80.24	Misc supplies
Cunningham Group	24,688.20	In-Kind donation of space & food
	30,725.14	

Accrual Basis Friday, November 14, 2025 09:32 AM GMT-05:00

**Girls Incorporated of Gre
2025 & 2026 Budget
November 17**

	<u>2025 Approved Budget</u>	<u>2025 Projected Actual</u>
Income		
Individual Donations	340,000.00	125,000.00
Corporate Donations & Grants	709,750.00	1,050,000.00
Foundation Donations & Grants	550,150.00	410,500.00
Program Services Income	73,820.00	78,000.00
Rental Income	6,000.00	6,000.00
Event Net Income	125,000.00	135,000.00
Interest Income	4,500.00	5,200.00
Total Income	<u>1,809,220.00</u>	<u>1,809,700.00</u>
Gross Profit	1,809,220.00	1,809,700.00
Expense		
Salaries & Wages Expense	1,144,800.00	1,074,200.00
Payroll Taxes Expense	87,577.20	80,000.00
Benefits Expense	145,660.75	140,000.00
Other Labor Expense	32,500.00	29,500.00
Contractor Services Expense	183,100.00	190,000.00
Professional Fees Expense	28,000.00	30,000.00
Insurance Expense	27,500.00	26,000.00
Occupancy Expense	53,500.00	47,000.00
Equipment Expense	66,573.42	56,000.00
Materials & Supplies Expense	41,900.00	36,600.00
Public Relations Expense	25,400.00	15,400.00
Printing & Mailing Expense	10,625.00	3,000.00
Workforce Development Expense	30,000.00	7,000.00
Travel Expense	31,450.00	31,000.00
Conference Expense	26,500.00	16,400.00
Membership & Subscription Exp	400.00	1,000.00
National Dues Expense	12,000.00	12,000.00
Bank Charges Expense	1,700.00	1,600.00
Credit Card Processing Exp	2,500.00	4,000.00
Interest Expense	7,600.00	10,000.00
Depreciation Expense	85,000.00	80,000.00
Total Expense	<u>2,044,286.37</u>	<u>1,890,700.00</u>
Net Loss Before Restricted Grant Release	<u>-235,066.37</u>	<u>-81,000.00</u>
P/Y Grants Released from Restriction	608,925.00	608,925.00
Investment Draw	0.00	0.00
Endowment Draw	0.00	0.00
Net Operating Gain/Loss	<u>373,858.63</u>	<u>527,925.00</u>

**Water Indianapolis
Comparison
, 2025**

2026 Proposed Budget	Notes
187,750.00	Director of Individual Giving will be responsible for increase.
939,000.00	Cummins \$180k, UWCI \$75K expected before year-end 2025
707,000.00	ADFF \$150k expected before year-end 2025
109,375.00	Camp goes to 6 wks, increase in number of paying school partners
6,000.00	
129,000.00	
6,000.00	Sweep & checking interest
2,084,125.00	
2,084,125.00	
1,298,000.00	3% COLA for staff; Adding 2 new positions; expanding Camp length
99,300.00	
175,250.00	Increase in medical premiums & # of staff participating in medical insurance.
30,000.00	
72,500.00	No F/R, H/R, mural contracts in 2026
28,200.00	Legal and Accounting
26,225.00	
92,500.00	Increase camp site costs, utilities for basement usage, and building & outdoor classroom maintenance
71,250.00	Increase tech services rates & add'l services for computer lab & podcast studio.
76,500.00	Increased Camp length and program projects funded by donors.
21,210.00	Increased physical & digital visibility in community.
7,910.00	
67,000.00	Increased number of stipends for Eureka! & adding grant-funded tutoring for computer lab.
42,210.00	Increase in bus trips for fieldtrips/outings
4,500.00	Decreased due to not hosting GI National Conference in 2026.
2,150.00	Added IBJ, Amazon Business Prime, SHRM
12,000.00	
1,450.00	
4,500.00	Increase in donations & camp registrations via credit card
10,500.00	Mortgage Interest - refinanced building in April
85,000.00	
2,228,155.00	
-144,030.00	
600,400.00	
0.00	No draws are planned, but draws to meet cashflow needs may be made and repaid during the F/Y.
0.00	No draws are planned.
456,370.00	

GIRLS INCORPORATED OF GREATER INDIANAPOLIS INVESTMENT POLICY STATEMENT

PURPOSE

The purpose of this Investment Policy Statement is to establish an understanding of the philosophy and investment objectives for Girls Incorporated of Greater Indianapolis and to serve as:

1. Requirements for the investment manager(s) retained,
2. The basis for monitoring the ongoing performance and progress of the investment manager(s).
3. Evidence of the organization's long-term commitment to serving girls and to recognize the value of the gifts entrusted to us for this purpose.

These basic tenets are intended to balance the Girls Inc. of Greater Indianapolis' duty to build capital for future use obligation to support current needs.

SCOPE

This Investment Policy Statement applies only to those assets for which Girls Inc. of Greater Indianapolis and the investment manager(s) have discretionary authority. For restricted assets, investment policies are contained in the individual agreements.

BOARD OF DIRECTORS AND FINANCE COMMITTEE RESPONSIBILITIES

The Girls Inc. Board of Directors has the ultimate fiduciary responsibility for the Girls Inc. investment portfolio. The Board ensures that appropriate policies governing the management of the investment portfolio are in place and that these policies are being effectively implemented. The Board approves the Investment Policy Statement and delegates responsibility to the Finance Committee for recommending investment policies and strategies and, when needed, trustees, investment managers and/or advisors, and other fiduciaries. The Finance Committee is also charged with policy implementation, execution and ongoing monitoring of the performance of the trustee(s), manager(s), advisor(s) and any other fiduciaries. For investment strategy purposes, the investment assets of Girls Incorporated of Greater Indianapolis will be thought of as one portfolio.

MANAGEMENT AND STAFF

The President and CEO has ultimate management oversight responsibility for the investments of Girls Inc. of Greater Indianapolis and will assure that the investment approach is aligned with the Girls Inc. of Greater Indianapolis' overall strategic plan. The President and CEO will receive regular, periodic updates from the Controller and will keep abreast of current investment trends.

The Controller is responsible for the daily activities in implementing decisions made by the Finance Committee and for maintaining adequate documentation for due diligence and on-going monitoring for all investments to meet annual audit requirements.

INVESTMENT OBJECTIVES

The primary objectives of the investments will be three-fold:

1. To provide for long-term growth of principal and income without undue exposure to risk, enabling Girls Incorporated of Greater Indianapolis the flexibility to expand program scope, content and footprint in accordance with the needs of our constituent population and our service objective.
2. To provide a reliable reserve to cover unexpected economic downturns.
3. To provide annual program support, using a portion of the investment income from the portfolio.

Therefore, the focus will be on consistent long-term capital appreciation, with income generation as an important, but secondary, consideration. More specifically, Girls Incorporated of Greater Indianapolis seeks returns during a full market cycle that are large enough to preserve and enhance the real, inflation adjusted purchasing power of the invested assets, while also considering the current spending requirements. In pursuing these objectives, it is expected that Girls Incorporated of Greater Indianapolis will achieve total returns that, over time, are better than the relevant market averages.

FIDUCIARY DUTY

In seeking to attain the investment objectives set forth in this policy, the Investment Manager and the Finance Committee shall exercise prudence and appropriate care in accordance with the Uniform Prudent Investor Act (UPIA). As summarized for the

purposes of this Investment Policy Statement, the UPIA states that the Investment Manager and the Finance Committee are under a duty to Girls Inc. to manage the funds as a prudent investor would, in light of the purposes, scope and objectives and other relevant circumstances. This standard requires the exercise of reasonable care, skill and caution while being applied to investments not in isolation, but in the context of the portfolio as a whole and as a part of an overall investment strategy having risk and return objectives reasonably suited to Girls Inc. of Greater Indianapolis.

All investment actions and decisions must be based solely on the interest of Girls Inc. of Greater Indianapolis. Fiduciaries must provide full and fair disclosure to the Girls Inc. of Greater Indianapolis Board and Finance Committee of all material facts regarding any potential conflicts of interests, to determine whether a conflict exists.

SPECIFIC PERFORMANCE OBJECTIVES

Portfolio Total Return Objective

The portfolio total return shall seek to exceed the Consumer Price Index plus 5% (the 5% premium reflects the average spending policy). If inflation averages 2.0%, the portfolio target return will be 7.0%.

The investment portfolio is expected to generate sufficient return to enable a 4-5% annual distribution that will be applied to the annual operating budget of Girls Inc. of Greater Indianapolis. The portfolio is also expected to generate sufficient return after distributions to maintain the real, inflation adjusted purchasing power of the investment portfolio.

The amount of the 5% draw for any fiscal year will be determined at the time of the final Finance Committee meeting to approve the new budget. The draw amount will be calculated as 4-5% of the average portfolio market value at the end of the previous 12 quarters.

Market Index Benchmark Objective

The portfolio total return shall seek to exceed an index comprised of 65% MSCI ACWI / 35% Bloomberg Aggregate, net of fees.

TIME HORIZON

This policy is not to be interpreted as expecting that in each and every year the investment objectives will be achieved. Due to the inevitability of short-term market fluctuations, it

is intended that the investment manager(s) will achieve the investment objectives over a three-year moving period, net of investment management fees. Nevertheless, the Finance Committee does reserve the right to evaluate and recommend any necessary changes regarding an investment manager over a shorter term. This is to be accomplished within the framework of a conservative policy of risk management.

ASSET ALLOCATION

The target asset allocation should provide an expected total return equal to or greater than the portfolio total return objective of the Girls Inc. portfolio while avoiding undue concentrations in any single asset class or category, thus reducing risk at the overall portfolio level.

Asset allocation will likely be the key determinant of the Girls Inc. investment returns over the long-term. Diversification of investments across multiple markets that are not similarly affected by economic, political, or social developments is highly desirable. A globally diversified portfolio, with uncorrelated returns from various assets, should reduce the variability of returns across time. In determining the appropriate asset allocation, the inclusion or exclusion of asset categories shall be based on the impact to the total portfolio, rather than judging asset categories on a stand-alone basis.

<u>Asset Class</u>	<u>Target</u>	<u>Range</u>
Equities	65%	55% - 75%
Alternative Investments	0%	0% - 10%
Fixed Income & Cash	35%	25% - 45%

Periodically, additional asset classes will be reviewed for their risk/return characteristics and correlation with investment classes currently owned by the Girls Incorporated investment portfolio. In a portfolio context, the asset classes may provide a higher expected return for the overall portfolio, or provide lower risk through diversification. Investments in noncore asset classes are permissible only if approved in writing by the Girls Inc. of Greater Indianapolis Board of Directors.

The asset allocation may be implemented using both active and passive investment managers. In no case is it assumed, nor can it be interpreted from this document, that there are to be multiple managers. However, this document does recognize that possibility and is created to allow for it.

EQUITY INVESTMENTS

Board Adopted 12/11/2007
Board Amended 06/16/2009
Board Amended 04/19/2011
Board Amended 08/27/2019
Board Amended 01/28/2022
Board Amended XX/XX/2025

1. The total return of each active equity manager shall exceed the total return of the relevant equity benchmark: Domestic Large Cap - S&P 500 Index, Domestic Mid Cap - S&P MidCap 400 Index, Domestic Small Cap - Russell 2000 Index, International - EAFE Index. The total return of passive equity managers shall approximate the return of the relevant index.
2. No single position in the equity portion of each investment manager's portfolio shall exceed five percent (5%) of the total market value of the portfolio.

FIXED INCOME INVESTMENTS

1. The total return of each active fixed income manager shall exceed the total return of the relevant bond index. The total return of passive fixed income managers shall approximate the return of the relevant bond index.
2. With the exception of investments in U.S. Government securities or investments guaranteed by a U.S. Government Agency, no single position in the fixed income portion of each investment manager's portfolio shall exceed five percent (5%) of the total market value of the portfolio.
3. Direct investments in bonds should have an average portfolio credit quality of A- / A3 or above by Standard and Poors / Moody's Investors Services. Bond funds must have average credit quality of BBB or above. If a fixed income investment falls below its' minimum policy rating, it will be sold, unless the investment manager issues a written recommendation to hold the investment, and the Finance committee approves.

NONCORE ASSET CLASSES

Specific allocations may be made to noncore asset classes when approved in writing by the Girls Inc. of Greater Indianapolis Board of Directors. Investments will be made via well-diversified mutual funds. Recommendations to invest in noncore asset classes will include a recommended allocation or range as a percent of total portfolio market value.

The total return of the mutual fund will be compared to an appropriate index.

On a risk-adjusted basis, the mutual fund should have a historical track record of outperforming its index benchmark and a peer group of managers with similar investment objectives.

PERMISSIBLE INVESTMENTS

The portfolio manager(s) is (are) authorized by Girls Incorporated of Greater Indianapolis to invest in publicly traded equity and fixed income securities.

Direct investments in equities or fixed income securities or investing via mutual funds or ETFs is permissible. Mutual fund or ETF investments must adhere to the parameters of this investment policy.

Direct investments in bonds are expected to be high quality and have above-average liquidity. Direct fixed income investments are limited to: a) instruments issued or insured by the government of the United States or its agencies, b) certificates of deposit insured by the Federal Deposit Insurance Corporation, c) corporate bonds, or d) Money Market funds.

Each investment manager shall have full investment discretion with regard to market timing and security selection, consistent with this Investment Policy Statement.

With written approval by the Girls Inc. of Greater Indianapolis Finance Committee, specific allocations may be made to well-diversified mutual funds in noncore asset classes which have lower quality or a broader investment range than specified for direct investments.

NON-PERMISSABLE INVESTMENTS

The portfolio managers are prohibited from **directly** investing in the following classifications of investments:

1. Short sales
2. Options
3. Commodities and futures contracts
4. Private placements or limited partnerships
5. Direct investment in real estate (with the exception that Girls, Inc. may invest in its own real estate)
6. Oil and gas drilling properties or partnerships
7. Margin purchases
8. Complex derivatives

This shall not preclude the investment in mutual funds that utilize these types of investments as long as they are not the primary investment strategy. Only with written approval by the Girls Inc. of Greater Indianapolis Board of Directors may specific allocations be made to well- diversified mutual funds in noncore asset classes which utilize nonpermissible investments as their primary investment strategy.

While *proprietary funds* are not expressly prohibited, if they are included they must perform at or above their peer group and must meet all other quality requirements of this document.

CASH DISTRIBUTIONS

Cash distributions are made as provided in the budget approved by the Board of Directors. These distributions will go to Girls Incorporated of Greater Indianapolis' operating fund. The fund manager(s) shall work closely with the CEO and Treasurer to assure that liquidity is available for distributions.

REPORTING

The investment manager(s) will provide the Finance Committee with monthly statements.

The investment manager(s) will provide written reports quarterly and be prepared to meet with the Finance Committee (and full Board, if warranted) at least annually.

The investment manager will handle the voting of proxies and tendering of shares in a manner that is in the best interest of the Girls Incorporated of Greater Indianapolis and consistent with the investment objectives contained herein.

EVALUATION

In today's complex financial world, it is the process by which investment strategies and decisions are developed, analyzed, adopted, implemented and monitored, and the overall manner in which investment risk is managed, which determines whether an appropriate standard of reasonableness, care and prudence has been met for Girls Incorporated of Greater Indianapolis' investments.

Although there are no strict guidelines that will be utilized in selecting investment managers, the Finance Committee will consider the length of time the firm has been in existence, its' track record, fees, assets under management, and the amount of assets the Girls Incorporated of Greater Indianapolis currently have invested with the firm.

Each investment manager must satisfy the performance objectives and adhere to the asset allocation guidelines.

The portfolio manager(s) is (are) encouraged to provide suggestions regarding appropriate adjustments to this policy or the manner in which investment performance is reviewed.

The Finance Committee shall have the following responsibilities with respect to evaluation of the investment policy and the investment manager(s)' performance:

1. Quarterly review the investment report presented by the investment manager.
2. Annually review and evaluate the performance (considering the 3 year rolling average) of the investment manager(s). The investment manager(s) will be reviewed on an ongoing basis and evaluated upon the following additional criteria:
 - a. Ability to meet or exceed the performance objectives stated in this policy.
 - b. Adherence to the philosophy and style, which are articulated in this policy.
 - c. Continuity of personnel and practices at the firm.
 - d. Level of client services provided to Girls Incorporated of Indianapolis.
3. Annually review and consider any changes in the investment policy.
4. Immediately investigate gross underperformance, violations of the Girls Incorporated of Greater Indianapolis investment policy or professional misconduct that warrant considering a change in investment manager.

The Finance Committee may recommend to the Board the change of investment manager(s) at any time it is appropriate, and there shall be no service fees or special fees charged by the current manager(s) related to such a change. Upon approval, the Finance Committee will issue a RFP to no fewer than three viable managers with an expected return within 30 days, and decision no later than 30 days from that point.

Girls Incorporated of Greater Indianapolis will also conduct a formal review of its investment management arrangements at least every five years. As part of this review, the organization will assess whether issuing a Request for Proposal (RFP) to investment managers is warranted, based on factors such as performance, service quality, and cost. Issuing an RFP is not required unless the review determines it is in the best interest of the organization.

ACKNOWLEDGEMENT

We recognize the importance of adhering to the philosophy and strategy detailed in this policy. We agree to work to fulfill the objectives stated herein, within the guidelines and restrictions, to the best of our ability. We acknowledge that open communication is essential to fulfilling this objective, and therefore recognize that suggestions regarding appropriate adjustments to this Investment Policy Statement, or the manner in which investment performance is reviewed, are welcome.

Girls Incorporated of Greater Indianapolis

(Date)

Investment Manager

(Date)

Board Adopted 12/11/2007
Board Amended 06/16/2009
Board Amended 04/19/2011
Board Amended 08/27/2019
Board Amended 01/28/2022
Board Amended XX/XX/2025

GIRLS INCORPORATED OF GREATER INDIANAPOLIS INVESTMENT POLICY STATEMENT FOR ENDOWMENT FUNDS

PURPOSE AND SCOPE

The purpose of this Investment Policy Statement is to give guidance to the Board of Directors (the “Board”) and the Finance Committee (the “Finance Committee”) of Girls Incorporated of Greater Indianapolis, in connection with the investment and management of endowment funds designated for investment (the “Endowment Funds”). Long-term investment objectives, policies and a prudent investment program are essential tools for the Board and Finance Committee in carrying out their fiduciary responsibilities with regard to the management and investment of the Endowment Funds. This document establishes an understanding of the philosophy and investment objectives for the Girls Incorporated of Greater Indianapolis Endowment Funds and serves as:

1. Requirements for the investment manager(s) retained,
2. The basis for monitoring the ongoing performance and progress of the investment manager(s).
3. Evidence of the organization’s long-term commitment to serving girls and to recognize the value of the gifts entrusted to us for this purpose.

These basic tenets are intended to balance the Girls Inc. of Greater Indianapolis’ duty to build capital for future use and their obligation to support current needs.

This Investment Policy Statement applies only to the Endowment Funds for which Girls Inc. of Greater Indianapolis and the investment manager(s) have discretionary authority. For restricted assets, investment policies are contained in the individual agreements.

BOARD OF DIRECTORS AND FINANCE COMMITTEE RESPONSIBILITIES

The Girls Inc. Board of Directors has the ultimate fiduciary responsibility for the Girls Inc. investment portfolio. The Board ensures that appropriate policies governing the management of the investment portfolio are in place and that these policies are being effectively implemented. The Board approves the Investment Policy Statement and delegates responsibility to the Finance Committee for recommending investment policies and strategies and, when needed, trustees, investment managers and/or advisors, and other fiduciaries. The Finance Committee is also charged with policy implementation, execution and ongoing monitoring of the performance of the trustee(s), manager(s), advisor(s) and any other fiduciaries. For investment strategy purposes, the Endowment Fund assets of Girls Incorporated of Greater Indianapolis will be thought of as a separate investment portfolio.

MANAGEMENT AND STAFF

The President and CEO has ultimate management oversight responsibility for the investments of Girls Inc. of Greater Indianapolis and will assure that the investment approach is aligned with the Girls Inc. of Greater Indianapolis' overall strategic plan. The President and CEO will receive regular, periodic updates from the Controller and will keep abreast of current investment trends.

The Controller is responsible for the daily activities in implementing decisions made by the Finance Committee and for maintaining adequate documentation for due diligence and on-going monitoring for all investments to meet annual audit requirements.

INVESTMENT OBJECTIVE

The Endowment Funds investment portfolio is intended to last in perpetuity and should be treated as long-term assets managed to promote the sustainability of assets over time.

Endowment Funds should be invested in such a way as to help in meeting the future capital and other investment needs of the Girls Inc. of Greater Indianapolis. The long-term objective is to achieve a rate of return in excess of inflation established by the Investment Committee at an acceptable level of risk for the Endowment Funds.

FIDUCIARY DUTY

The Uniform Prudent Management of Institutional Funds Act sets forth specific factors that, if relevant, must be considered in managing and investing the Endowment Funds. These factors are:

- a. General economic conditions;
- b. The possible effect of inflation or deflation;
- c. The expected tax consequences, if any, of investment decisions or strategies;
- d. The role that each investment or course of action plays within the overall investment portfolio;
- e. The expected total return from income and the appreciation of investments;
- f. Other resources of Girls Inc. of Greater Indianapolis;
- g. The needs of Girls Inc. of Greater Indianapolis and the portfolio to make distributions and preserve capital; and
- h. An asset's special relationship or special value, if any, to the purposes of Girls Inc. of Greater Indianapolis.

Girls Inc. of Greater Indianapolis may incur only those costs that are appropriate and reasonable in relation to its assets and purposes and the skills available to it, and must make a reasonable effort to verify facts relating to the management and investment of its Endowment Funds.

The Finance Committee should contemporaneously document in its meeting minutes its consideration of each of the above factors it determines to be relevant to its decisions regarding managing and investing the Endowment Funds.

TIME HORIZON

This policy is not to be interpreted as expecting that in each and every year the investment objectives will be achieved. Due to the inevitability of short-term market fluctuations, it is intended that the investment manager(s) will achieve the investment objectives over a three-year moving period, net of investment management fees. Nevertheless, the Finance Committee does reserve the right to evaluate and recommend any necessary changes regarding an investment manager over a shorter term. This is to be accomplished within the framework of a conservative policy of risk management.

ASSET ALLOCATION

Asset allocation will likely be the key determinant of the Girls Inc. of Greater Indianapolis Endowment Funds investment returns over the long-term. In general, the Finance Committee should seek to ensure an appropriate diversification of the portfolio by asset class, sector, geographic region, and by Investment Manager. The Finance Committee will ensure compliance with the following diversification guidelines unless the Finance Committee prudently determines that, because of special circumstances, the purposes of the Endowment Funds are better served without diversification. Any decision not to diversify will be reviewed at least annually.

<u>Asset Class</u>	<u>Target</u>	<u>Range</u>
Equities	70%	50% - 80%
Alternative Investments	0%	0% - 10%
Fixed Income & Cash	30%	20% - 50%

Periodically, additional asset classes will be reviewed for their risk/return characteristics and correlation with investment classes currently owned by the Girls Incorporated of Greater Indianapolis Endowment Funds investment portfolio. In a portfolio context, the asset classes may provide a higher expected return for the overall portfolio, or provide lower risk through diversification. Investments in noncore asset classes are permissible only if approved in writing by the Girls Inc. of Greater Indianapolis Board of Directors.

PERFORMANCE OBJECTIVE

The portfolio total return shall seek to exceed an index composed of 70% MSCI ACWI / 30% Bloomberg Aggregate, net of fees.

EQUITY INVESTMENTS

The asset class may include, but is not limited to, common stock that is readily marketable on listed exchanges, convertible preferred stock, convertible debentures or other investments or vehicles that invest in or correlate with the performance of these securities.

No single position in the equity portion of each investment manager's portfolio shall exceed five percent (5%) of the total market value of the portfolio.

FIXED INCOME INVESTMENTS

This asset class may include, but is not limited to, U.S. Treasury obligations, U.S. government agency notes, U.S. corporate bonds, debentures, notes and preferred stock, commercial paper, semi-secured floating rate bonds, non-U.S. government bonds, non-U.S. corporate bonds, and mutual fund/co-mingled bond funds.

With the exception of investments in U.S. Government securities or investments guaranteed by a U.S. Government Agency, no single position in the fixed income portion of each investment manager's portfolio shall exceed five percent (5%) of the total market value of the portfolio.

Direct investments in bonds should have an average portfolio credit quality of A- / A3 or above by Standard and Poors / Moody's Investors Services. Bond funds must have average credit quality of BBB or above. If a fixed income investment falls below its' minimum policy rating, it will be sold, unless the investment manager issues a written recommendation to hold the investment, and the Finance committee approves.

NONCORE ASSET CLASSES

Specific allocations may be made to noncore asset classes when approved in writing by the Girls Inc. of Greater Indianapolis Board of Directors. Recommendations to invest in noncore asset classes will include a recommended allocation or range as a percent of total portfolio market value.

NON-PERMISSABLE INVESTMENTS

The portfolio managers are prohibited from **directly** investing in the following classifications of investments:

1. Short sales
2. Options
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4. Private placements or limited partnerships
5. Direct investment in real estate (with the exception that Girls, Inc. may invest in its own real estate)
6. Oil and gas drilling properties or partnerships
7. Margin purchases
8. Complex derivatives

This shall not preclude the investment in mutual funds that utilize these types of investments as long as they are not the primary investment strategy. Only with written approval by the Girls Inc. of Greater Indianapolis Board of Directors may specific allocations be made to well- diversified mutual funds in noncore asset classes which utilize nonpermissible investments as their primary investment strategy.

DISTRIBUTIONS

Portfolio distributions will be determined and made in accordance with the Lilly Endowment Grant Agreement. Distributions are intended to support initiatives that enhance the long-term sustainability and strategic growth of Girls Inc. of Greater Indianapolis while preserving the original corpus of the endowment into perpetuity. Distributions will need to be approved annually by the Board of Directors. The fund manager(s) shall work closely with the CEO and Treasurer to assure that liquidity is available for distributions.

REPORTING

The investment manager(s) will provide the Finance Committee with monthly statements.

The investment manager(s) will provide written reports quarterly and be prepared to meet with the Finance Committee (and full Board, if warranted) at least annually.

The investment manager will handle the voting of proxies and tendering of shares in a manner that is in the best interest of the Girls Incorporated of Greater Indianapolis and consistent with the investment objectives contained herein.

EVALUATION

In today's complex financial world, it is the process by which investment strategies and decisions are developed, analyzed, adopted, implemented and monitored, and the overall manner in which investment risk is managed, which determines whether an appropriate standard of reasonableness, care and prudence has been met for Girls Incorporated of Greater Indianapolis' investments.

Although there are no strict guidelines that will be utilized in selecting investment managers, the Finance Committee will consider the length of time the firm has been in existence, its' track record, fees, assets under management, and the amount of assets the Girls Incorporated of Greater Indianapolis currently have invested with the firm.

Each investment manager must satisfy the performance objectives and adhere to the asset allocation guidelines.

The portfolio manager(s) is (are) encouraged to provide suggestions regarding appropriate adjustments to this policy or the manner in which investment performance is reviewed.

The Finance Committee shall have the following responsibilities with respect to evaluation of the investment policy and the investment manager(s)' performance:

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 - b. Adherence to the philosophy and style, which are articulated in this policy.
 - c. Continuity of personnel and practices at the firm.
 - d. Level of client services provided to Girls Incorporated of Indianapolis.
3. Annually review and consider any changes in the investment policy.
4. Immediately investigate gross underperformance, violations of the Girls Incorporated of Greater Indianapolis investment policy or professional misconduct that warrant considering a change in investment manager.

The Finance Committee may recommend to the Board the change of investment manager(s) at any time it is appropriate, and there shall be no service fees or special fees charged by the current manager(s) related to such a change. Upon approval, the Finance Committee will issue a RFP to no fewer than three viable managers with an expected return within 30 days, and decision no later than 30 days from that point.

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Issuing an RFP is not required unless the review determines it is in the best interest of the organization.

ACKNOWLEDGEMENT

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Girls Incorporated of Greater Indianapolis

(Date)

Investment Manager

(Date)



2025 Strategic Plan Dashboard

Strategic Plan Snapshot

Strategic Plan Year 1 | December 2025

Goal 1: Dynamic Programming

Strategy	Status	Year 1 Highlights
Deliver Dynamic Programming	● Green	<ul style="list-style-type: none">• Redesigned programs to include capstone projects and consistent survey cycles• Launch online platform for virtual programming• Developed a robust surveying system to ensure programs are engaging and relevant for our girls
Foster an Equitable Experience for All Girls	● Green	<ul style="list-style-type: none">• Implemented consistent program calendar and expanded opportunities beyond single program focus (i.e. internships)• Provided an increased amount of scholarships for participants to eliminate financial barriers to participation-- and anticipate decreasing 2026 costs, too• Weekly programs newsletter for equitable opportunities
Recruit and Retain a Mission-Driven Staff	● Green	<ul style="list-style-type: none">• Ensured job titles and descriptions are updated in alignment with org. structure and audition-style hiring for facilitators• Implementing KPIs for all roles• Slowed hiring due to ensuring correct fit• Launched a new database (Paylocity) to support professional development, staff records, annual reviews, hiring, etc.• Launched professional development survey for all staff
Strategically Fundraise and Allocate Resources	● Green	<ul style="list-style-type: none">• Created cost models and strengthening partnerships with schools and community sites• Developed a menu of support for programmatic-focused opportunities to donate, with support from Board• Continuously evaluating additional program-focused funding opportunities--never cookie cutter, always responsive



2025 Strategic Plan Dashboard

Strategic Plan Snapshot

Strategic Plan Year 1 | December 2025

Goal 2: Uplifting Girls' Voices

Strategy	Status	Year 1 Highlights
Girls Lift Their Own Voices	● Green	<ul style="list-style-type: none">• Intentional partnerships (DVPN, Half the Story, GI HQ Teen Advocacy Council) and experiences (Advocacy Day, TED Talks, STEM Showcase, Small Business Fair) to uplift girls' voices, with continued focus for 2025-2026 programming• Hosted a "town hall" night for girls and their families to provide a platform for feedback• TogetHER 2025, our girls spoke• Podcast studio is in creation
Use Our Voice to Uplift Girls	● Green	<ul style="list-style-type: none">• Developed organizational core messaging, and continuously embedding into communications• Continuously providing professional development opportunities for staff and leadership
Become Strong Girl Advocates	● Green	<ul style="list-style-type: none">• Participating in community events that align with allies in all spaces, including a framework to ensure we are in the right spaces• Utilizing our platform to uplift our girls (blog posts, testimonials, speeches, etc.)• Have programs that inspire girls to speak out more



2025 Strategic Plan Dashboard

Strategic Plan Snapshot

Strategic Plan Year 1 | December 2025

Goal 3: Growth

Strategy	Status	Year 1 Highlights
Improve External Messaging	● Green	<ul style="list-style-type: none">• Developed a consistent and strategic presence via social media, email blasts, direct mail, and website updates• Increasing attendance at community events, with continued opportunities provided to girls (i.e. BUTTER art festival, City League games, etc.)• Clear case for support statement has been implemented
Recruit Participants	● Green	<ul style="list-style-type: none">• Fully integrated participant/family database for consistent outreach• Programs have been integrated more into the school day• A robust recruitment strategy has been created, including marketing materials specifically targeting girls
Explore Expansion	● Green	<ul style="list-style-type: none">• Systemized the feasibility study to prioritize school partnerships• Solidified programming model for replication, including our firm cost model• Finalized an internal readiness assessment• Digital programming allows us to serve girls outside of our current programming locations and partnerships
Fundraising & Sustainable Opportunities for Growth	● Green	<ul style="list-style-type: none">• Launched individual giving campaigns through intentional communication strategies• Created Adv. Team to focus on individual giving, expanding corporate relationships, and increasing grant applications• Created a list of fundable opportunities for donors• Continuously refining our corporate sponsorships• Increased Board involvement in fundraising efforts