



## CONSENT AGENDA

### **Vision, Mission, and Values**

### **Meeting Minutes**

Board of Directors Meeting: December 2024

### **Report Items**

Executive Committee Meeting Report

Development Committee Meeting Report

Finance Committee Meeting Report

Governance Committee Meeting Report

### **Documents**

Financial Reports

Strategic Plan Dashboard



## 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.

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## Mission

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

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## 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.

Board of Directors Meeting Agenda  
Thursday, February 20  
5:15pm-7:00pm  
At Girls Inc. of Greater Indianapolis



- |   |               |
|---|---------------|
| <b>1. Call to Order</b> (Ellen)                       | <b>5:15pm</b> |
| <b>2. Consent Agenda</b> (Ellen)                      | <b>5:15pm</b> |
| <b>3. Introduction of new Board Members</b>           | <b>5:20pm</b> |
| <b>4. Finance Report</b> (Suzie/Tammie)               | <b>5:25pm</b> |
| <b>5. Strategic Plan Report</b> (Jade+GIGI staff)     | <b>5:45pm</b> |
| <b>6. CEO Update + Mission Moment</b> (Lindsay)       | <b>6:00pm</b> |
| <b>7. Board Administrative Items</b> (Lisa/Lindsay)   | <b>6:15pm</b> |
| <b>8. Recent Legislative Changes Discussion</b> (All) | <b>6:20pm</b> |
| <b>9. Action Items &amp; Next Steps*</b> (Adam)       | <b>6:45pm</b> |
| <b>10. Executive Session</b> (Ellen)                  | <b>6:50pm</b> |
| <b>11. Adjournment</b>                                | <b>7:00pm</b> |

*\*Development Activity (phone calls or thank you cards) and Board Engagement Meetings with Lindsay and Adam (coming soon)*



# BOARD OF DIRECTORS

## *December 2024 Meeting Minutes*

December 12, 2024  
5:00 PM-7:00 PM  
In-Person

### **Board Members in Attendance**

Beth Lorschbach, Karina Rosenthal, Lisa Hawkins, Suzie Kovatch, Ellen Butz, Chris Cotterill, Carla Harris, Erica Harris, Veronica Lei, Parul Malik, Mark Mosias, Jeannie Sager, Evelyn Thompson, Payton DuBose, Tosha Huddleston, Sandy Ashley-Jordan, Jennifer Rufatto, Rico Francis

### **Board Members not in Attendance**

Mary Kay Huse, Kristen Lampkin, Britt Griffin

### **Staff in Attendance**

Lindsay Gramlich, Michelle Freeman, Carla Montgomery, Tammie Hardin, Adam Clevenger, Jade Stone, Kristen Mayes

### **Official Minutes**

*Beth Lorschbach, Board Chair, called the meeting to order at 5:05 PM.*

### **Mission Moment**

Lindsay Gramlich introduced Carla Montgomery, the new Chief People Officer. Carla has a background in nonprofit and workforce development, with numerous positions held in the HR and Operations space. She expressed feeling very welcomed and is excited to build processes and relationships with staff at GIGI.

### **Executive Committee Update**

Beth, Karina, and MK were recognized for their service on the Executive Committee. The committee overviewed the Department of Labor federal grant application with Girls Inc. National and decided it was in GIGI's best interest to pursue to allow for additional future opportunities. At the end of the session, members attended the Young Women in Leadership session as a mentoring panel.

### **Finance Committee Update**

The committee reviewed and approved the budget, and provided an overview of key budget items. Key differences were increases in salaries and wages, increases in contractor expenses, and a line item to support the Girls Inc. National conference (ASPIRE) that will be in Indianapolis September 2025. There was concern around the budget increase, specifically noting past struggles with individual donor revenue. Adam and Lindsay felt confident in the goal, noting how the team is building donor cultivation strategies and leaning into the marketing consultant (Evergreen Strategic Communications) to support donor touchpoints. Adam noted that many current donors contributing \$5-25 annually could be converted into monthly donors. A meeting is scheduled for December 2024 to explore this further. Suzie Kovatch, Finance Chair and Treasurer, called for a vote, and the budget was approved unanimously.

### **Governance Committee Update**

The board reviewed the slate of new members: Jennifer Grady, a CPA at KSM with experience working with GI National as a tax consultant and an ad hoc member of the Finance Committee, and Andrew Peñalva, the Director of Workforce Development at the Indiana Latino Institute and a YWIL parent. Lisa

Hawkins, Governance Chair and Secretary, called for a vote, and both new members were unanimously approved.

### **Development Committee Update**

The committee provided an overview of year-end fundraising efforts and introduced Adam Clevenger, a Partner at Loring Sternberg & Associates, serving as a consultant to support GIGI with understanding development department needs. Adam has optimized Bloomerang for the organization as the fundraising CRM and is focusing on individual giving strategies. He is working with the team to explore new processes that will enhance development strategies.

### **2025 Board of Directors Overview**

All board meetings will be held in person with a virtual option (as needed) and moved to 5:15 PM. Committee meetings will be scheduled on alternate months. Goals for development and fundraising will be expanded in 2025 to increase Board Member engagement and opportunities to support.

### **Strategic Plan Implementation Plan**

Jade Stone, Director of Strategic Initiatives presented the key goals for Q1 2025. New tracking systems to ensure the organization is on track for success have been implemented. There were questions if the goals were attainable, given the number of tactics. Jade noted that this is a starting point and will require all staff and board commitment for success. The strategic plan implementation plan will be shared in each board book for reference and progress updates.

### **Open Forum**

#### *Community Engagement & Organizational Highlights*

Bold Bashes were introduced as outreach events designed to familiarize new elementary schools and students with GIGI programming. These events will help assess program needs and community interest. Development tracking is currently being managed via an Excel spreadsheet that monitors deliverables, funding, and grant allocations. Weekly fulfillment meetings are ensuring goals are met. Erica Harris was thanked for attending the Rise Conference, which resulted in a \$1,500 donation. The WWE partnership was highlighted, with Girls Inc. set to receive \$15,000-\$20,000 and national recognition at the Royal Rumble event. JD Finish Line Foundation completed a shoe drop for Project Accelerate girls and sister affiliates that provided \$200 vouchers for girls across multiple cities, engaging the foundation with 7 Girls Inc. affiliates.

#### *Events & Volunteer Opportunities*

Volunteer opportunities were discussed, including the Winter Wishes event on December 19, 2025 at the GIGI office, where Board Members are encouraged to volunteer to assist with toy shopping, wrapping, and family activities. Moving forward, board meeting agendas will include additional opportunities for board members to engage.

### **Meeting Adjournment**

The meeting was adjourned at 6:51 PM.



Girls Inc. of Greater Indianapolis

Executive Committee Meeting Minutes 1/16/2025

Attending: Ellen Butz, Adam Clevenger, Chris Cotterill, Lindsay Gramlich, Carla Harris, Lisa Hawkins, and Parul Malik.

The meeting was called to order at 7:31 am. Ellen discussed her goals for Board Meetings going forward. We will be using a consent agenda and financials will be voted on at each meeting. The focus will be less on reporting out and more on strategic initiatives and board development. At the February meeting we will try to get all necessary board member documents signed. Lisa will work with Jade to develop a list and cadence for all documents that are needed from board members.

The content and timing for the Board Retreat was discussed. We will hold it in April, on the regular board meeting date, starting at 3:00pm. Content may include defining our core values (needed for the strategic plan), developing your own story on why you support GIGI and a presentation from National.

Parul asked what is diversity to us? We decided that this would be a good topic of conversation for our retreat, defining diversity.

Adam and Lindsay updated us on Development by presenting a new organization chart. Marketing will now fall under development.

The meeting was adjourned at 8:35 am.



## Development Committee

February 14, 2025

2:30-4:00pm

### Committee Members in Attendance

Parul Malik, Development Chair

Rico Francis

Mark Mosias

Evelyn Thompson

### Committee Members not in Attendance

Payton DuBose

### Staff

Lindsay Gramlich, President & CEO

Adam Clevenger, Interim Development Director

Jade Stone, Director of Strategic Initiatives

### Agenda

1. **Call to order (2:30pm)-Parul/Lindsay**
2. **Introductions (2:35pm)- Lindsay**
  - a. New members
  - b. Adam Clevenger (interim Dev Director)

Lindsay introduced new members, including Adam Clevenger, who continues as Interim Development Director. Andrew is still considering his committee selection, with encouragement to join Development for his insights into workforce development. Lindsay proposed adding ad hoc members, including Carrie Sermersheim and Leslie Salazar, and asked committee members to send potential candidates to Parul for evaluation.

3. **Committee Expectations (2:35-2:40pm)- Parul**

Parul outlined committee expectations, emphasizing engagement in fundraising strategy, reviewing past performance, setting future targets, timely communication, preparation for meetings, constructive discussion, and active participation in leveraging networks.

4. **Financials (2:40-3:10pm)- Lindsay**
  - a. Review new tracking sheet
  - b. Discuss outstanding pending gifts

Lindsay reviewed the new Development master tracking sheet, noting that fundraising in 2024 totaled \$1.621 million, with a 2025 goal of \$1.8 million, including a fundraising target of \$1.724 million. Revenue goals include corporate (\$709,000), TogetHER (\$125,000), foundations (\$550,150), and individual giving (\$340,000). Parul stressed prioritizing individual giving strategies, and Lindsay is finalizing the fundraising tracker with Karina before sending to the committee.

**5. New Business (3:10-3:45pm)- Lindsay/Adam**

- a. Individual Prospect Sheet (Adam)
  - i. Adam presented an individual prospect sheet and a gift range chart, highlighting that donor retention correlates with gift size and frequency. He emphasized prioritizing leadership donors (\$1,000+ gifts) and implementing a quarterly cultivation strategy. Rico suggested pop-up fundraisers, but Adam noted their resource intensity, recommending them as a year-two strategy unless additional support is available. Rico volunteered to lead efforts with Evelyn and Mark, planning targeted events to engage young professional women. Parul requested measurable targets, and Lindsay will add this to the tracker. The committee also discussed developing a community engagement matrix and conducting a prospecting and stewardship activity at each meeting.
- b. Together event pre-planning (Lindsay)
  - i. The potential Together event theme, "Meet the Female Presidents," will focus on workforce development and education partnerships with a panel featuring female university presidents in Indiana. Roche is being evaluated as a potential sponsor and site again, with more to come after the meeting at the beginning of March. The committee highlighted the need to consider alternative themes in response to shifting university DEI policies and will revisit the topic in the next meeting.
  - ii. **Task:** Provide alternative themes/speakers options.
- c. Grant freelance writer (Adam)
  - i. A freelance grant writer was signed on for a 6-month trial term.
- d. Bloomerang expert (Adam)
  - i. GIGI is in need of a Bloomerang expert to build the CRM to organizational needs. Evelyn can help with data architecture and construction. Adam will set up some time with Evelyn.
- e. Dev Staffing (Lindsay/Adam)
  - i. Adam has audited what we need to be successful from a development and fundraising perspective. Development staffing is transitioning into an Advancement Department, encompassing development, marketing, board relations, and strategic initiatives. New and updated job positions will be posted, and everyone will need to apply, even those currently within the development department currently.
- f. Marketing (Lindsay/Adam)
  - i. Comms Updates
  - ii. The marketing meeting was postponed; details will be shared post-reschedule.

**6. Other Business Items from Committee (3:45-3:55pm)- All**

**7. Good of the order (3:55-4:00pm)- All**



of Greater Indianapolis

# Girls Inc. of Greater Indianapolis Board of Directors

## REPORT

### Finance Committee

February 3, 2025

9:00 – 10:00 a.m.

In Attendance:

#### **Committee Members**

Suzie Kovatch, Chair

Ellen Butz

Carla Harris

Jeannie Infante

Jennifer Grady

#### **Staff**

Lindsay Gramlich, President & CEO

Tamara Hardin, VP Finance

#### **1. Meeting called to order at 9:00 a.m.**

#### **2. Strategic Items**

##### **a. Review financial statements**

Suzie Kovatch and Tammie Hardin reviewed the preliminary financial statements for December 31, 2024. The annual independent audit will begin February 24, 2025. Year-end entries have not yet been made for leased equipment, mortgage payables accounts. Those entries will be made as audit preparations progress. The Balance Sheet reflects an increase of more than \$273,000 in the value of the Permanent Endowment account and an increase of \$42,000 in the investment account at Diamond Capital Management. Year-over-year Unrestricted Net Assets decreased slightly. Due to the multi-year grant from Eli Lilly & Co. Foundation, Restricted Net Assets increased 55%. The Profit and Loss reflects a net income of \$590,000. The committee reviewed the grants and donations received in prior years and designated for spending and released from restriction in 2024 and the listing of grants received in 2024 for use in 2025-2027. Budget to Actual and Cash flow projections were reviewed. Cash flow projections are sufficient through the coming 3 months.

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### **3. Other Business Items**

#### **a. Committee Meeting Dates**

The Finance Committee scheduled 2025 regular meeting dates for 9:00 a.m. on April 21<sup>st</sup>, September 22<sup>nd</sup>, and November 17<sup>th</sup>.

At a later date, two (2) additional meetings will be scheduled for the selection of vendors to be included in the investment request for proposal and for the subsequent presentations by investment managers.

#### **b. Financial Report for Board Meetings**

Ellen Butz, Board President announced changes effective for the April board meeting. Financial statements will require a vote by the board to increase members' awareness of their fiduciary responsibilities. A dashboard will be used to summarize critical financial information for simplicity and clarity.

#### **c. Request for Proposal – Investment Vendors**

The committee will conduct a request for proposal for both the investment account and for the permanent endowment account. Currently, the investment account is held at Diamond Capital Management, the investment arm of The National Bank of Indianapolis; the permanent endowment account is managed by UBS FEF Wealth Partners. The committee will consider the alternatives of keeping both accounts at separate investment firms or using only a single investment firm. The process will begin in May and conclude in July.

### **4. Meeting Adjourned at 10:00 a.m.**



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# Girls Inc. of Greater Indianapolis Board of Directors

## Governance Committee

### REPORT

February 5, 2025

4:30 – 6:00pm

#### Committee Members

x	Lisa Hawkins, Chair	x	Sandy Jordan
x	Chris Cotterill	x	Kristen Lampkin
x	Britt Griffin	x	Jennifer Rufatto
	Erica Harris	x	Lindsay Gramlich, President & CEO
x	Tosha Huddleston	x	Michelle Freeman, Chief Operating Officer

- Meeting called to order at 4:34pm
- **Strategic Items**
  - Shared a brief 2024 end-of-year overview of Governance Committee accomplishments which included 2 BOD recruiting cycles bringing in 6 new Board members and successful officer elections.
  - Discussed potential 2025 Governance Committee priorities / goals. Several ideas were shared for consideration:
    - Review of Board By-Laws
    - Review of Board Policies and Procedures
    - Draft a proposal and obtain approval to launch a new Advisory Board
    - Recruit new Board members
    - Draft a proposal and initiate a partner/buddy system for new Board members
    - Creation of a Board Calendar

#### **Board Recruitment**

- Further discussed the emerging interest in having a *Distinguished Advisory Board* and the benefits to the organization. Initial benefits include:
  - Gain access to the “heavy hitters” who may not otherwise consider a smaller Board
  - Gain access to leaders with deep Board experience but don’t have the capacity due to existing Board commitments
  - Continue to engage former Board members who have a high likelihood of continued giving, volunteering, event participation and sharing of their strong network/access

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- **Action Item:** Resend sample Bylaws for the advisory board from the Central Alabama Young Professionals board for the Governance Committee to review *(Lindsay)*
- **Action Item:** Review sample bylaws shared by Lindsay and send their feedback (what's applicable/what's not, where do we have gaps, etc.) to Sandy by the March meeting *(Governance Committee)*
- **Action Item:** Compile and share consolidated sample bylaws feedback with the Governance Committee at the March GC meeting (Date TBD) *(Sandy)*
- **Action Item:** Begin drafting proposal to share at the March Governance Committee meeting (Date TBD) *(Sandy & Lisa)*

### **By-Laws, Policies and Procedures**

- Discussed question raised regarding Board members concurrently serving on more than one committee. The bylaws are silent on this item.
  - *Committee guidance is to keep committee assignments to one per Board member when possible, excluding executive committee.*
- Discussed the need for a regular review cadence for the GIGI by-Laws, policies and procedures. Possibly alternating years or annually. *Agreed to review By-Laws and Policy documents, annually in Q4 and obtain signatures at the February Board meeting.*
  - **Action Item:** Review Policy documents (including the Board Expectation Document) and propose any updates/changes. *(Jennifer)*

### **Board Engagement**

- The committee supports hosting 1-2 Board social events each calendar year. Board members can volunteer to host.
  - **Action Item:** Follow up with Karina Rosenthal regarding her desire to host this year *(Lisa)*
- The committee will explore implementing a partner/buddy system to engage new Board members as they onboard and learn the organization. Several board members have seen great success with this type of program on other boards. Goals are to improve board member satisfaction and engagement, reduce turnover and accelerate the learning curve.
  - **Action Item:** Draft proposal for the partner/buddy system to share at the March Governance Committee meeting (Date TBD) *(Kristen)*
- Lindsay is exploring a new tool, Board Source, to improve Board management. Girls Inc. National gets a discount that we can utilize.
  - **Action Item:** Begin exploring tool and how/when to implement. Engage Jade to complete due diligence and own the tool *(Lindsay)*
- Discussed usage of the GIGI Board survey which captures Board demographics, interests, etc. The process and procedures surrounding the administration, timing and analysis of results of the survey are unclear. *Agreed to conduct the survey annually.*
  - **Action Item:** Document the process and procedures (who, when, how, etc.) for how the survey is to be administered and utilized *(Tosha)*
- **Other Business**
  - With the many activities of the Board, the Governance Committee is proposing the development of a Board calendar to clarify due dates for key Board deliverables and administrative activities.
    - **Action Item:** Draft a Board Calendar with key Board deliverables and administrative activities *(Jennifer)*
- Meeting was adjourned at 5:29pm

**Girls Inc. of Greater Indianapolis**  
**Balance Sheet Prev Year Comparison - Preliminary**

Accrual Basis

As of December 31, 2024

	Dec 31, 24	Dec 31, 23	\$ Change	% Change
<b>ASSETS</b>				
<b>Current Assets</b>				
Checking/Savings	415,664.78	208,787.49	206,877.29	99.1%
Accounts Receivable	391,786.27	321,754.84	70,031.43	21.8%
<b>Other Current Assets</b>				
Undeposited Funds	4,067.00	0.00	4,067.00	100.0%
Prepaid Expenses	13,194.72	9,290.42	3,904.30	42.0%
Investments	589,745.38	548,001.05	41,744.33	7.6%
Endowment Investments	2,984,778.50	2,711,606.89	273,171.61	10.1%
CICF Endowment Fund	17,264.29	15,603.33	1,660.96	10.6%
<b>Total Other Current Assets</b>	3,609,049.89	3,284,501.69	324,548.20	9.9%
<b>Total Current Assets</b>	4,416,500.94	3,815,044.02	601,456.92	15.8%
<b>Fixed Assets</b>	1,111,165.04	1,150,341.24	-39,176.20	-3.4%
<b>Other Assets</b>	683.71	683.71	0.00	0.0%
<b>TOTAL ASSETS</b>	<b>5,528,349.69</b>	<b>4,966,068.97</b>	<b>562,280.72</b>	<b>11.3%</b>
<b>LIABILITIES &amp; EQUITY</b>				
<b>Liabilities</b>				
<b>Current Liabilities</b>				
Accounts Payable	25,486.94	21,675.00	3,811.94	17.6%
Credit Cards	2,905.13	13,973.17	-11,068.04	-79.2%
<b>Other Current Liabilities</b>				
Deferred Revenue	2,500.00	0.00	2,500.00	100.0%
Payroll Liabilities	37,981.78	29,350.32	8,631.46	29.4%
Mortgage Payable Current Debt	32,359.64	30,942.77	1,416.87	4.6%
Short-Term Operating Lease Liability	560.08	560.08	0.00	0.0%
<b>Total Other Current Liabilities</b>	73,401.50	60,853.17	12,548.33	20.6%
<b>Total Current Liabilities</b>	101,793.57	96,501.34	5,292.23	5.5%
<b>Long Term Liabilities</b>	154,558.95	186,916.93	-32,357.98	-17.3%
<b>Total Liabilities</b>	256,352.52	283,418.27	-27,065.75	-9.6%
<b>Equity</b>				
Unrestricted Net Assets	536,658.87	1,079,597.10	-542,938.23	-50.3%
Donor Restricted Net Assets	1,895,991.83	1,228,060.84	667,930.99	54.4%
Endowment	2,250,000.00	2,250,000.00	0.00	0.0%
Net Income	589,346.47	124,992.76	464,353.71	371.5%
<b>Total Equity</b>	5,271,997.17	4,682,650.70	589,346.47	12.6%
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>5,528,349.69</b>	<b>4,966,068.97</b>	<b>562,280.72</b>	<b>11.3%</b>

# Girls Inc. of Greater Indianapolis - Preliminary Profit & Loss Prev Year Comparison - Preliminary

Accrual Basis

January through December 2024

	Jan - Dec 24	Jan - Dec 23	\$ Change	% Change
<b>Income</b>				
Individual Donations	167,419.21	199,268.26	-31,849.05	-16.0%
Corporate Donations & Grants	531,721.40	794,816.76	-263,095.36	-33.1%
Foundation Donations & Grants	178,100.00	85,678.06	92,421.94	107.9%
Restricted for Future Years	948,425.00	442,095.37	506,329.63	114.5%
Program Services Income	64,425.40	109,104.01	-44,678.61	-41.0%
Rental Income	6,000.00	6,000.00	0.00	0.0%
Gift In Kind Income	20,167.25	30,265.82	-10,098.57	-33.4%
TogetHER Event, Net	95,412.57	33,842.94	61,569.63	181.9%
Other Event Income	0.00	0.00	0.00	0.0%
Interest Income	5,601.48	20,801.21	-15,199.73	-73.1%
Investment Interest & Dividends	89,039.29	84,399.69	4,639.60	5.5%
Investment Realized Gain/Loss	50,304.89	51,833.98	-1,529.09	-3.0%
Investment Unrealized Gain/Loss	244,904.43	263,046.80	-18,142.37	-6.9%
Change in Beneficial Interest	1,660.96	1,307.94	353.02	27.0%
Gain/Loss on Sale	0.00	-229.52	229.52	100.0%
<b>Total Income</b>	<b>2,403,181.88</b>	<b>2,122,231.32</b>	<b>280,950.56</b>	<b>13.2%</b>
<b>Gross Profit</b>	<b>2,403,181.88</b>	<b>2,122,231.32</b>	<b>280,950.56</b>	<b>13.2%</b>
<b>Expense</b>				
Salaries & Wages Expense	1,047,239.75	1,129,112.54	-81,872.79	-7.3%
Payroll Taxes Expense	77,244.62	86,522.35	-9,277.73	-10.7%
Benefits Expense	93,736.66	102,852.29	-9,115.63	-8.9%
Other Labor Expense	42,609.89	16,212.30	26,397.59	162.8%
Contractor Services Expense	165,626.97	243,345.57	-77,718.60	-31.9%
Professional Fees Expense	27,607.50	19,523.00	8,084.50	41.4%
Insurance Expense	23,501.36	28,251.47	-4,750.11	-16.8%
Occupancy Expense	39,832.48	47,362.36	-7,529.88	-15.9%
Equipment Expense	61,663.80	50,768.24	10,895.56	21.5%
Materials & Supplies Expense	33,968.40	60,430.54	-26,462.14	-43.8%
Public Relations Expense	13,228.39	19,747.28	-6,518.89	-33.0%
Printing & Mailing Expense	3,361.08	16,548.47	-13,187.39	-79.7%
Travel Expense	28,760.55	21,969.78	6,790.77	30.9%
Conference Expense	4,491.64	4,174.61	317.03	7.6%
Membership & Subscription Exp	421.28	532.99	-111.71	-21.0%
National Dues Expense	12,000.00	12,000.00	0.00	0.0%
Scholarship Award	1,500.00	3,000.00	-1,500.00	-50.0%
Bank Charges Expense	1,015.36	697.01	318.35	45.7%
Credit Card Processing Exp	3,282.96	3,157.25	125.71	4.0%
Interest Expense	8,999.81	10,340.26	-1,340.45	-13.0%
Investment Fees Expense	23,155.57	20,841.12	2,314.45	11.1%
Uncollected A/R	0.00	6,595.24	-6,595.24	-100.0%
Gift In Kind Expense	20,167.25	27,765.82	-7,598.57	-27.4%
Depreciation Expense	80,420.09	65,488.07	14,932.02	22.8%
<b>Total Expense</b>	<b>1,813,835.41</b>	<b>1,997,238.56</b>	<b>-183,403.15</b>	<b>-9.2%</b>
<b>Net Income</b>	<b>589,346.47</b>	<b>124,992.76</b>	<b>464,353.71</b>	<b>371.5%</b>

**Girls Inc. of Greater Indianapolis**  
**Budget to Actual - Preliminary**  
**January through December 2024**

	<u>Jan - Dec 24</u>	<u>Annual Budget</u>	<u>Variance</u>
<b>Income</b>			
Individual Donations	167,419.21	385,000.00	-217,580.79
Corporate Donations & Grants	531,721.40	556,750.00	-25,028.60
Foundation Donations & Grants	178,100.00	541,400.00	-363,300.00
Restricted for Future Years	948,425.00	0.00	948,425.00
Program Services Income	64,425.40	118,528.00	-54,102.60
Rental Income	6,000.00	6,000.00	0.00
Gift In Kind Income	20,167.25	0.00	20,167.25
TogetHER Event, Net	95,412.57	0.00	95,412.57
Interest Income	5,601.48	6,000.00	-398.52
<b>Total Income</b>	<u>2,017,272.31</u>	<u>1,613,678.00</u>	<u>403,594.31</u>
<b>Gross Profit</b>	2,017,272.31	1,654,678.00	403,594.31
<b>Expense</b>			
Salaries & Wages Expense	1,047,239.75	1,274,560.00	-227,320.25
Payroll Taxes Expense	77,244.62	97,503.84	-20,259.22
Benefits Expense	93,736.66	145,769.71	-52,033.05
Other Labor Expense	42,609.89	17,850.00	24,759.89
Contractor Services Expense	165,626.97	97,500.00	68,126.97
Professional Fees Expense	27,607.50	23,700.00	3,907.50
Insurance Expense	23,501.36	29,500.00	-5,998.64
Occupancy Expense	39,832.48	50,800.00	-10,967.52
Equipment Expense	61,663.80	72,903.10	-11,239.30
Materials & Supplies Expense	33,968.40	60,745.00	-26,776.60
Public Relations Expense	13,228.39	40,690.00	-27,461.61
Printing & Mailing Expense	3,361.08	17,160.00	-13,798.92
Travel Expense	28,760.55	26,300.00	2,460.55
Conference Expense	4,491.64	6,000.00	-1,508.36
Membership & Subscription Exp	421.28	750.00	-328.72
National Dues Expense	12,000.00	12,000.00	0.00
Scholarship Award	1,500.00	1,500.00	0.00
Bank Charges Expense	1,015.36	2,250.00	-1,234.64
Credit Card Processing Exp	3,282.96	5,000.00	-1,717.04
Interest Expense	8,999.81	9,000.00	-0.19
Investment Fees Expense	23,155.57	21,200.00	1,955.57
Gift In Kind Expense	20,167.25	0.00	20,167.25
Depreciation Expense	80,420.09	67,600.00	12,820.09
<b>Total Expense</b>	<u>1,813,835.41</u>	<u>2,080,281.65</u>	<u>-266,446.24</u>
<b>Net Income</b>	<u>203,436.90</u>	<u>-466,603.65</u>	<u>137,148.07</u>
Prior Year Gifts Released from Restriction for use in 2024	725,095.37	495,600.00	
Permanent Endowment Account Draw	46,750.00	50,000.00	
Gifts Restricted for Future Years (2025-2027)	-948,425.00	0.00	
<b>Net Operating Gain/Loss</b>	<u>26,857.27</u>	<u>78,996.35</u>	

**GIRLS INC. OF GREATER INDIANAPOLIS CASHFLOW PROJECTIONS**  
**January 1, 2024 - December 31, 2024.**

	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>JUN</b>	<b>JUL</b>	<b>AUG</b>	<b>SEP</b>	<b>OCT</b>	<b>NOV</b>	<b>DEC</b>	<b>TOTAL</b>	<b>Budgeted</b>
Cash Balance Forward - Checking/Sweep Acct.	206,500.00	133,850.00	108,200.00	137,700.00	58,900.00	258,200.00	153,000.00	130,500.00	180,000.00	150,350.00	188,700.00	58,300.00		
Transfers to/from Endowment	-	-	10,000.00	-	-	-	-	-	-	36,750.00	-	-	46,750.00	50,000
Transfers to/from Investments	-	-	-	-	100,000.00	-	-	-	-	(100,000.00)	-	-	-	-
Income														
Contributed Income, Individuals	18,000.00	21,900.00	12,800.00	13,000.00	32,600.00	6,000.00	2,500.00	12,200.00	4,600.00	23,200.00	8,000.00	34,500.00	189,300.00	385,000
Contributed Income, Corporations	16,500.00	46,900.00	78,600.00	7,500.00	202,200.00	21,000.00	79,000.00	207,000.00	77,000.00	134,500.00	7,300.00	270,625.00	1,148,125.00	556,750
Contributed Income, Foundations	35,000.00	28,000.00	62,500.00	35,000.00	27,500.00	14,000.00	39,600.00	-	-	-	10,000.00	182,000.00	433,600.00	541,400
Earned Income	2,500.00	1,000.00	17,800.00	700.00	6,000.00	8,100.00	700.00	1,000.00	3,200.00	9,950.00	125.00	1,000.00	52,075.00	124,528
													-	
<b>TOTAL INCOME</b>	<b>72,000.00</b>	<b>97,800.00</b>	<b>171,700.00</b>	<b>56,200.00</b>	<b>268,300.00</b>	<b>49,100.00</b>	<b>121,800.00</b>	<b>220,200.00</b>	<b>84,800.00</b>	<b>167,650.00</b>	<b>25,425.00</b>	<b>488,125.00</b>	<b>1,823,100.00</b>	<b>1,657,678</b>
Expenses														
General Operating Expenses	144,650.00	123,450.00	142,200.00	135,000.00	169,000.00	154,300.00	144,300.00	130,700.00	114,450.00	129,300.00	155,825.00	130,725.00	1,673,900.00	1,991,500
<b>TOTAL EXPENSES</b>	<b>144,650.00</b>	<b>123,450.00</b>	<b>142,200.00</b>	<b>135,000.00</b>	<b>169,000.00</b>	<b>154,300.00</b>	<b>144,300.00</b>	<b>130,700.00</b>	<b>114,450.00</b>	<b>129,300.00</b>	<b>155,825.00</b>	<b>130,725.00</b>	<b>1,673,900.00</b>	<b>1,991,500</b>
<b>SURPLUS/DEFICIT FOR MONTH</b>	<b>(72,650.00)</b>	<b>(25,650.00)</b>	<b>29,500.00</b>	<b>(78,800.00)</b>	<b>99,300.00</b>	<b>(105,200.00)</b>	<b>(22,500.00)</b>	<b>89,500.00</b>	<b>(29,650.00)</b>	<b>38,350.00</b>	<b>(130,400.00)</b>	<b>357,400.00</b>	<b>149,200.00</b>	
<b>CASH BALANCE (DEFICIT)</b>	<b>133,850.00</b>	<b>108,200.00</b>	<b>137,700.00</b>	<b>58,900.00</b>	<b>258,200.00</b>	<b>153,000.00</b>	<b>130,500.00</b>	<b>180,000.00</b>	<b>150,350.00</b>	<b>188,700.00</b>	<b>58,300.00</b>	<b>415,700.00</b>		
Diamond Capital Investments	548,117.83	557,936.62	569,344.04	554,920.34	468,701.47	472,962.94	480,819.57	487,831.46	492,568.33	587,217.05	601,454.66	589,745.38		
UBS Endowment Account	2,706,087.51	2,795,453.47	2,854,329.38	2,748,213.14	2,850,453.04	2,887,438.60	2,947,577.21	3,005,068.88	3,063,130.20	2,957,886.72	3,068,928.45	2,984,778.50		
	<b>3,254,205.34</b>	<b>3,353,390.09</b>	<b>3,423,673.42</b>	<b>3,303,133.48</b>	<b>3,319,154.51</b>	<b>3,360,401.54</b>	<b>3,428,396.78</b>	<b>3,492,900.34</b>	<b>3,555,698.53</b>	<b>3,545,103.77</b>	<b>3,670,383.11</b>	<b>3,574,523.88</b>		

**Donor Restrictions for 2024 vs. Budgeted:**

	<u>Actual</u>		<u>Class</u>	<u>Budgeted</u>
16 Tech	50,000.00	STEM Programming	F	-
Arthur Dean Family Foundation	75,000.00	EmpowerHubs	H	50,000.00
Arthur Dean Family Foundation	19,324.00	Capacity Building, Coaching	A	-
Arthur Dean Family Foundation	10,000.00	Staff Renewal	A	-
Barnes & Gross	2,000.00	STEM Programming	F	2,000.00
Blue Heron Foundation	20,000.00	Transportation for all programs		-
Braveheart Foundation	3,000.00	EmpowerHubs	H	-
Clowes Foundation	2,500.00	Summer Camp	C	2,500.00
Corteva	10,000.00	Outdoor Classroom	E	10,000.00
Corteva	8,500.00	Outdoor Classroom/Eureka!	E	-
Cox Automotive/Nextgear	25,000.00	STEM Programming		-
Cox Automotive/Nextgear	10,000.00	STEM Programming		-
Cummins	50,000.00	Eureka! Programming	E	50,000.00
Delta/MASCO	20,000.00	EmpowerHubs & Eureka!	H/E	-
Eli Lilly & Co Fdn	100,000.00	STEM Programming	F	100,000.00
Everwise Foundation	20,000.00	YWIL Financial Literacy	Y	-
Girls Inc National	45,595.37	Project Accelerate (E/Y/L)	L	46,100.00
Girls Inc National	66,835.00	Project Accelerate (E/Y/L)	L	-
Girls Inc National (2024)	175,000.00	Indiana Affiliates - LEI Grant	F	175,000.00
Glick Fund	25,000.00	YWIL Support	Y	-
Glick Fund	25,000.00	YWIL - She Votes	Y	-
Herbert Simon Family Foundation	12,500.00	YWIL	Y	-
Honda Manufacturing	60,000.00	STEM Programming	E/H/Y	-
Indianapolis Colts	50,000.00	Eureka!, YWIL, & Camp		-
Indianapolis Construction Roundtable	4,080.00	Eureka! Camp	E	-
Indianapolis Indians	15,000.00	Girls Dad	F	15,000.00
Indiana Youth Institute	3,800.00	DEIB Consultant/Workshops		-
JP Morgan Chase	2,000.00	Leadership Camp	Y	-
Lilly Endowment	18,000.00	Summer Camp	C	-
Lilly Endowment	4,000.00	Fund Development Consultant	F	-
Mind Trust	35,000.00	EmpowerHubs	H	35,000.00
The National Bank of Indianapolis	5,000.00	EmpowerHubs Financial Wellness	H	5,000.00
OrthoIndy	16,000.00	Eureka!	E	-
OrthoIndy	8,000.00	Eureka!	E	-
Pacer Foundation	5,000.00	EmpowerHub	H	5,000.00
Sciencetech Foundation	10,000.00	Eureka!	E	-
United Way of Central Indiana	6,727.56	Facilities Maintenance Fund		-
United Way of Central Indiana	24,205.36	Technology Fund		-
Endowment Draw	46,750.00	Strategic Plan		-
<b>01/01/2024 Release Amount</b>	<b><u>1,088,817.29</u></b>	<b>Budgeted Total for 2024</b>		<b><u>495,600.00</u></b>

**Donor Restrictions for 2025-2027:**

Allen Whitehall Clowes Fdn	60,000.00	*	Art Experience Murals
Arthur Dean Family Foundation	75,000.00		EmpowerHubs
Arthur Dean Family Foundation	8,676.00	*	Capacity Building, Coaching
Cathedral Women of Christ Church	3,000.00		EmpowerHubs
CLA Foundation	12,000.00		Project Accelerate
Cox Automotive/Nextgear (2025)	50,000.00		STEM Programming
Eli Lilly & Co. Foundation	110,625.00		Milestones for Meaning
Eli Lilly & Co. Foundation (2025-2027)	450,000.00		Eureka! Stem Programming
Girls Inc National (2025)	47,800.00	*	Project Accelerate
Girls Inc National (2025)	75,000.00	*	Indiana Affiliates - LEI Grant
Herbert Simon Family Foundation	12,500.00	*	YWIL
Hoover Family Foundation	10,000.00		Workforce Development & Internships
Indianapolis Colts (2025)	47,000.00	*	Kicking the Stigma/Internships
Indianapolis Indians (2025)	20,000.00	*	Girl Dad
Indiana Youth Institute	16,200.00	*	DEIB Consultant/Workshops
Indiana Youth Institute	10,000.00		Trauma Informed Workplace
Lilly Endowment (2025)	46,000.00	*	Fund Development Consultant
OrthoIndy	8,000.00	*	Eureka! Motion
Pacer Foundation	5,000.00	*	EmpowerHubs
Samerian Foundation	5,000.00		EmpowerHubs
Sciencetech Foundation (2025)	10,000.00		Eureka!
<b>TOTAL</b>	<b><u>1,081,801.00</u></b>		

**Reconciliation to 2024 P&L:**

Donor Restrictions for future years	1,081,801.00
Adj for gifts rec'd/used/split over 2 yrs.	(133,376.00) *
<b>GL #4035 Restricted for Future Years</b>	<b><u>948,425.00</u></b>

## Overview of Strategic Plan Implementation Systems

Systems	Details	Timeline	Responsible
Excel Implementation Tracker	Live document managed by Dir. of Strat. Init. to outline entire year details	All Year	Jade
Microsoft Planner	Project Management System with quarterly focuses for all staff to utilize in tracking progression	Active, Quarterly Updates	All Staff
Tactic Teams	Roles Assumed Within Team Assignments		
Executive Team	President & CEO, COO, CPO		
Leadership Team	Executive Team, VP of Finance, Dir. of Strat. Init., Dir. Prog. Impact & Eval.		
Program Leadership	COO, Dir. Prog. Impact & Eval., Program Manger, Recruitment Spec.		
Program Team	Program Leadership, Program Coordinators, Interns (potential)		
Marketing Team	Dir. of Strat. Init., Marketing Consultant		
Development Team	Dev. Leadership, Dev. Coordinator, Dev. Support		
Reporting Details + Schedule	Details	Timeline	Responsible
Excel Implementation Tracker	Sent out for progress updates via PDF	Before all meetings	Jade, w/ updates from staff
Detailed Report	Includes key successes + highlights, with additional focuses on metrics	Bi-Monthly	
High-Level Report	Overview of progression with a public-facing lens; includes successes + highlights	Quarterly	
Progress Meetings	Details	Timeline	Responsible
Board of Directors	<ul style="list-style-type: none"> <li>- Progress Report in Board Book</li> <li>- Troubleshoot/Conversation at Board Meetings</li> <li>- Implementation Tracker + Detailed Report</li> </ul>	February, April, June, August, October, December	Jade
Executive Team	<ul style="list-style-type: none"> <li>- Troubleshoot/Conversation on Progress</li> <li>- Implementation Tracker + Detailed Report</li> <li>- Any necessary updates</li> </ul>	1x per month	All in meeting
Leadership Team			
All Staff			
Implementation Teams			

Goal 1: Programming: Develop innovative, impactful programs that empower girls to be strong, smart, and bold, fostering self-confidence and providing the tools they need to thrive.					
Last Updated:					
Strategy 1	Status	Year 1	Team Assigned	Resources Needed	Notes
<b>Deliver Dynamic Programming:</b> Create engaging, relevant content and maintain high-quality programming through strong school partnerships.	Working	<b>Tactic 1.1</b> Cultivate relevant and engaging programmatic content	Program Team		Redesigned Mock Interview Prep; Included year-end capstone
	Not Started	<b>Tactic 1.1.2</b> Make our equity statement more inclusive	Chief People Officer + DEI Consultant/COO		
	Started	<b>Tactic 1.1.2</b> Implement updated/expanded pre and post surveys that can help direct the experience and curriculum updates (what do they want to know and measuring the outcomes)	Director of Program Impact + Evaluation		
	Started	<b>Tactic 1.1.2.1</b> Capture a running list of what the girls want to hear and survey on that	Director of Program Impact + Evaluation		
	Started	<b>Tactic 1.1.3</b> Develop engaging recruitment materials to demonstrate our offerings	Recruitment Specialist + Marketing Team		
	Working	<b>Tactic 1.1.4</b> Review our current programs to ensure they are the right fit for GIGI	Program Leadership		Public Health Intern evaluating Healthy Sexuality Curricula
	Started	<b>Tactic 1.2</b> Solidify our programming model to maintain consistency and quality across all programs	Program Team		
	Working	<b>Tactic 1.2.1</b> Observe coordinators with a rubric that have objectives tied to the 6 essential Girls Inc. areas	COO + Program Manager		
	Started	<b>Tactic 1.2.2</b> Understand the lifecycle of the girl and how long they are in each program, continuously measuring the retention and how programming impacts that lifecycle	Director of Program Impact + Evaluation and Recruitment Specialist		
	Working	<b>Tactic 1.3</b> Focus on retaining existing participants	Recruitment Specialist		Building retention analysis in Compass 360
	Started	<b>Tactic 1.3.1</b> Highlight inclusivity w/i GIGI and programs more on social media and engage in a broader participant base	Program Leadership and Director of Strategic Initiatives		
	Completed	<b>Tactic 1.3.2</b> Regular email updates, texts or calls that's happening inside of the classroom to the school site and caregivers	Program Leadership		Weekly programs newsletter
	Completed	<b>Tactic 1.3.3</b> Create Catalyst Smart lists that have all of the parents and guardians included - use the Smart lists to send out updates and information about programs and special opportunities	Recruitment Specialist		
	Working	<b>Tactic 1.3.3</b> Explore use of apps or platform that helps us connect more directly with caregivers and families (be mindful of the audience and how they engage with our content)	Recruitment Specialist		Ring Central Neighbors Launched; 7 camp registrations
	Started	<b>Tactic 1.3.4</b> Ensure we have the ability to translate our messaging/recruitment to girls and families into multiple languages	Marketing Team and Recruitment Specialist		
Working	<b>Tactic 1.4</b> Thread our theme of dynamic programming into all of our asks, grants, mailings for development, etc.	Leadership Team		Sophia's Butler story positive feedback; THG renewed	
Working	<b>Tactic 1.5</b> Communicate internally about what the programming department is working on and what is coming	Chief Operating Officer		Operations meetings	
Strategy 2	Status	Year 1	Team Assigned	Resources Needed	Notes
	Working	<b>Tactic 2.1</b> Implement a program calendar that fosters equity across all sites	Program Leadership		
	Working	<b>Tactic 2.1.1</b> Be able to have all opportunities across all programs to provide the same experience for all participants (ex: corporate field trips)	Program Team		Everwise Financial Literacy; Purdue College Readiness; JD Sports Job Shadowing; Nina Simone: Four Women
	Started	<b>Tactic 2.2</b> Establish mentorship programs	Program Leadership		Summer to dig in with launch in Fall
	Not Started	<b>Tactic 2.2.1</b> Operationalize mentoring expectations with measurable deliverables	Program Leadership		
	Not Started	<b>Tactic 2.2.2</b> Meet with other affiliates to see how they approach mentorship and what works for them	Program Leadership		
	Not Started	<b>Tactic 2.2.3</b> Work on a professional mentorship model to pair participants with community leaders + Board Members	Program Leadership + Board of Directors		

<b>Foster an Equitable Experience for All Girls:</b> Create an equitable and inclusive environment across all program sites, ensuring every participant has the same high-quality experience and feels a strong sense of belonging, self-belief, and self-confidence.	Started	<b>Tactic 2.3</b> Remove financial barriers to success so every girl can afford to participate	Chief Operating Officer + VP of Finance		
	Working	<b>Tactic 2.4</b> Partner with organizations to provide inclusive programming	Program Leadership and Director of Strategic Initiatives		Period Education Project Collaboration
	Not Started	<b>Tactic 2.4.1</b> Look for partnerships with organizations that focus on black women and black girls (Ex: Black Expo, Circle City Classic, Divine 9)	Program Leadership and Director of Strategic Initiatives		
	Started	<b>Tactic 2.5</b> Elevate EmpowerHub as a key program, with a replicable program model for new school districts and counties	Chief Operating Officer + Dir. of Strategic Init. + Program Leadership		
	Started	<b>Tactic 2.5.1</b> Find funding for the continuation of EmpowerHub - build out the corporate connection component to be able to allocate the necessary resources	Development Team		
	Not Started	<b>Tactic 2.6</b> Strengthen relationships with community organizations serving girls to see how we can refer our families to additional wrap around resources	Director of Strategic Initiatives		
	Started	<b>Tactic 2.7</b> Create an on-site space that is inviting for programming (curated space for girls)	Program Team		
	Started	<b>Tactic 2.8</b> Ensure that the program staff represents the girls we serve	Chief Operating Officer + Chief People Officer		
	Started	<b>Tactic 2.10</b> Recruit girls from EmpowerHub to our high schools programs	Recruitment Specialist		
<b>Strategy 3</b>	<b>Status</b>	<b>Year 1</b>	<b>Team Assigned</b>	<b>Resources Needed</b>	<b>Notes</b>
<b>Recruit and Retain a Mission-driven Staff:</b> Develop an organizational structure that attracts and retains staff aligned with our mission and values.	Started	<b>Tactic 3.1</b> Utilize the Girls Inc. National focus on character building	Chief People Officer + DEI Consultant/COO	GI National Information	
	Started	<b>Tactic 3.1.1</b> Character Code of Conduct: Make this more a part of our daily work, more present so we can see it in ourselves and each other	Leadership Team	GI National Information	
	Not Started	<b>Tactic 3.2</b> Ensure professional development is accessible to all staff, and part of the recruitment, retention, and growth cycle of staff members	Leadership Team		
	Not Started	<b>Tactic 3.2.1</b> Require a minimum number of hours of professional development for staff; included as part of individual goals with performance reviews	Chief People Officer		
	Working	<b>Tactic 3.3</b> Program Coordinators have more trainings to support delivering the Girls Inc. Experience	Program Team		Rona held trainings in January
	Working	<b>Tactic 3.4</b> Create a roadmap to success with KPIs for roles, including key signifiers such as first 90-day expectations, opportunities for growth and advancement, etc.	Chief People Officer		
	Not Started	<b>Tactic 3.5</b> Provide mentorship programs within the staff framework/org. chart and Board of Directors	Chief People Officer + CEO + Board of Directors		
	Working	<b>Tactic 3.6</b> Ensure that job titles and descriptions are updated for each role	Chief People Officer		
	Completed	<b>Tactic 3.7</b> Programming Team enact an audition style for hiring to demonstrate their style and approach to facilitating	Program Leadership + Chief People Officer		
<b>Strategy 4</b>	<b>Status</b>	<b>Year 1</b>	<b>Team Assigned</b>	<b>Resources Needed</b>	<b>Notes</b>
<b>Strategically Allocate Resources:</b> Allocate resources to maximize the impact and sustainability of our programs, prioritizing equity and access in every experience.	Working	<b>Tactic 4.1</b> Create cost models for schools and parents	Chief Operating Officer + Dir. of Strategic Init. + VP of Finance		
	Started	<b>Tactic 4.2</b> Regularly evaluate and strengthen partnerships, particularly with schools	Chief Operating Officer + Dir. of Strategic Init.		
	Not Started	<b>Tactic 4.2.1</b> Continue to hold the regular meetings with IPS to ensure our strong partnership continues; replicate that model for other school systems	Chief Operating Officer + Dir. of Strategic Init.		
	Working	<b>Tactic 4.3</b> Establish a preparation system/matrix to ensure we are ready to start the program with the beginning of each program cycle	Program Team		Jaelyn development weekly prep station/system
	Not Started	<b>Tactic 4.4</b> Create a menu of items that includes a breakdown of what it costs and opportunities to donate for those things	VP of Finance + Development Team		
	Not Started	<b>Tactic 4.5</b> Encourage the Board to increase their development capabilities to support ongoing programs (both give and get)	CEO/Leadership Team + Board of Directors		

**Goal 2: Girls' Voices: Amplify girls' voices, ensuring they are heard and valued while building self-confidence and resilience for meaningful contributions to society.**

**Last Updated:**

Strategy 1	Status	Year 1	Team Assigned	Resources Needed	Notes
<b>Help Girls Lift Their Own Voices:</b> Equip girls with advocacy skills and support for personal, educational, and professional success.	Started	<b>Tactic 1.1</b> Keep our programming current so it remains relevant and impactful	Program Leadership		
	Started	<b>Tactic 1.1.1</b> Make sure we are up to date on what is affecting girls	Director of Strategic Initiatives		
	Working	<b>Tactic 1.2</b> Educate girls and create awareness regarding the effective use of social media	Program Team		#HalfTheStory program; nominated 2 girls to sit on focus group
	Working	<b>Tactic 1.3</b> Leverage corporate partnerships and build our network to help us deliver content	Leadership Team		
	Started	<b>Tactic 1.4</b> Create feedback loops with girls to understand what content they want (cross with Goal 1)	Director of Program Impact & Evaluation		
	Not Started	<b>Tactic 1.5</b> Ensure we have the ability to translate our programming materials into multiple languages	Program Leadership		
	Not Started	<b>Tactic 1.5.1</b> Understand language barriers based on sites upon partnership exploration via the Readiness Assessment	Chief Operating Officer + Program Leadership + Dir. of Strat. Init.		
	Not Started	<b>Tactic 1.6</b> Utilize Girls Inc. National advocacy curriculum for participants	Program Team		
Strategy 2	Status		Team Assigned	Resources Needed	Notes
<b>Use Our Voice to Uplift Girls:</b> Equip our staff and board members to advocate for girls' rights and well-being, and to promote a unified organizational voice that reflects diverse perspectives and prioritizes the needs of girls.	Started	<b>Tactic 2.1</b> Develop the organizational stance and core beliefs, summarize into a core statement	Board of Directors + Leadership Team	3rd Party Consultant to understand Core Beliefs	Board Retreat Agenda: Define Core Beliefs
	Not Started	<b>Tactic 2.1.1</b> Include the core statement into our marketing efforts	Director of Strategic Initiatives + Marketing Team		
	Not Started	<b>Tactic 2.1.2</b> Document our core beliefs in the employee handbook and as part of onboarding	Chief People Officer		
	Not Started	<b>Tactic 2.2</b> Provide comprehensive training for staff on how to effectively advocate for girls' rights	Chief People Officer + Chief Operating Officer	3rd Party Consultant/Partner	
	Not Started	<b>Tactic 2.3</b> Develop and implement board training programs as a key tactic to align all members with the organization's advocacy goals and strategies	CEO + Board of Directors		
	Not Started	<b>Tactic 2.4</b> Have a place to submit advocacy concerns that could be potential for future discussion	Chief People Officer		
	Not Started	<b>Tactic 2.5</b> Provide updates in monthly all staff meetings regarding any policy or advocacy changes and provide a follow-up email summarizing	Chief People Officer + DEI Consultant/COO		
Strategy 3	Status		Team Assigned	Resources Needed	Notes
<b>Become Strong Girl Advocates:</b> Collaborate with allies, educate leaders, and hire passionate advocates to amplify girls' voices.	Not Started	<b>Tactic 3.1</b> Educate our political leaders on the unique issues facing girls, advocating for policies that support their well-being and development	CEO + Director of Strategic Initiatives		
	Started	<b>Tactic 3.2</b> Determine and document our beliefs, clearly articulating what we stand for and where we will take a stand.	CEO + Director of Strategic Initiatives + Board of Directors		Board Retreat Agenda: Define Core Beliefs
	Not Started	<b>Tactic 3.3</b> Conduct an advocacy day for our middle school participants like the one we do for high school programs	Programs Team		
	Working	<b>Tactic 3.4</b> Participate in community events to align with allies in all spaces (Ex: Participation in Pride, Advocacy Events, etc.)	Director of Strategic Initiatives		Women United Event
	Not Started	<b>Tactic 3.5</b> Have programs in place that inspire girls to speak out more (Ex: GIGI Podcast) where girls could talk about what they are struggling with and what they want to discuss	Program Leadership		
	Working	<b>Tactic 3.6</b> Help our girls use their voices by using the Girls Inc. platform via social channels, website, etc.	Director of Strategic Initiatives + Marketing Team		Utilizing girls' voices in impact stories/testimonials

**Goal 3: Growth: Strategically grow the organization by enhancing our message, boosting participation, and exploring expansion opportunities.**

Last Updated:					
Strategy 1	Status	Year 1	Team Assigned	Resources Needed	Notes
<p><b>Improve External Messaging:</b> Strengthen our brand and communicate our unique value to the community and stakeholders.</p>	Not Started	<b>Tactic 1.1</b> Clearly define who we are, highlighting what sets us apart from competitors, and demonstrating how we align with our national brand identity	Leadership Team		
	Not Started	<b>Tactic 1.2</b> Staff training on Girls Inc. branding on regular schedule	Director of Strat. Init. + Marketing Team + Chief People Officer		
	Started	<b>Tactic 1.3</b> Utilize the new website to highlight some of our sponsors and why they give	Director of Strategic Initiatives + Marketing Team + Development Team		
	Working	<b>Tactic 1.4</b> Develop a strategy to attend community events and continue building brand awareness	Director of Strategic Initiatives + Marketing Team + Recruitment Specialist		
	Working	<b>Tactic 1.4.1</b> Develop a strategy to attending partnered site events for recruitment and community presence initiatives	Director of Strategic Initiatives + Marketing Team + Recruitment Specialist		
	Not Started	<b>Tactic 1.5</b> Complete an assessment to better understand what our stakeholders are engaged in and to set a baseline for KPIs	Director of Strategic Initiatives + Marketing Team + Development Team		
	Working	<b>Tactic 1.6</b> Establish a complete list of stakeholders in one system	Director of Strategic Initiatives + Marketing Team + Development Team		
	Working	<b>Tactic 1.7</b> Enact a scheduling system to ensure social media posts, blog posts, and email blasts are consistent and representative of Girls Inc. Indy experiences and events	Director of Strategic Initiatives + Marketing Team		
	Working	<b>Tactic 1.8</b> Build a process for external stakeholders to easily engage with GIGI, whether for gathering more information, signing up for programs, wanting to volunteer, or giving a donation; fully understand what the pipeline of engagement looks like	Leadership Team; Recruitment Specialist		
	Started	<b>Tactic 1.8.1</b> Develop an engagement/strategic relationship management system to ensure those external stakeholders maintain high levels of engagement	Director of Strategic Initiatives + Marketing Team + Development Team		
	Working	<b>Tactic 1.9</b> Utilize strategic campaigns to garner financial support and universal community buy in with growth strategies and goals	Director of Strategic Initiatives + Marketing Team + Development Team		For the Girls Alliance activation
Strategy 2	Status		Team Assigned	Resources Needed	Notes
	Working	<b>Tactic 2.1</b> Identify and leverage community partners to assist with recruitment	Director of Strategic Initiatives + Director of Program Impact & Evaluation + Recruitment Specialist		Café Indy Partnership
	Working	<b>Tactic 2.1.1</b> Higher Education/Workforce Development partners come in and present on opportunities to current participants	Director of Strategic Initiatives + Director of Program Impact & Evaluation		Made a connection with College Board for future collaborations.
	Completed	<b>Tactic 2.2</b> Creating a Strategic Enrollment Management plan	Director of Strategic Initiatives + Chief Operating Officer + KMS		
	Started	<b>Tactic 2.3</b> Tracking data and leveraging relationships with other affiliates to build on successful databases and recruitment practices	Director of Program Impact & Evaluation + Recruitment Specialist		

<b>Recruit New Participants:</b> Expand our reach and impact, ensuring a steady influx of new participants in our programs.	Not Started	<b>Tactic 2.4</b> Using social media platforms (current/new) to recruit more teens to GIGI programs	Dir. of Strategic Initiatives + Marketing Team + Recruit. Spec.		
	Working	<b>Tactic 2.5</b> Open house at Girls Inc. with a fun, community-centered perspective to increase accessibility and recruitment	Programs Team		Winter Wishes 2025 on the calendar!
	Started	<b>Tactic 2.6</b> More integration in the school day with programs	Program Leadership		
	Working	<b>Tactic 2.7</b> Look for ways to address transportation issues (ex: bus passes, partnership with IndyGo to educate participants on public transportation, encourage carpooling)	Program Leadership		Teed Family Foundation support; IndyGo Partnership
	Working	<b>Tactic 2.8</b> Review what has been successful for past recruitment efforts and optimize what works	Recruitment Specialist		
	Working	<b>Tactic 2.9</b> Fully utilize Catalyst and build a user manual, so we have less manual work on individual staff - build our constituent base in the system	Recruitment Specialist and Dir. of Prgm Impact + Eval.		
	Working	<b>Tactic 2.9.1</b> Contact our current constituent base - continue to build out the system for retention of current participants	Recruitment Specialist		Dashboards + Tags in to show retention in Compass 360
	Not Started	<b>Tactic 2.10</b> Create a technology space for the participants to use on site for studying, etc. (ex: computer lab downstairs on site, laptops, hot spots, and projectors)	Chief Operating Officer		
	Started	<b>Tactic 2.10.1</b> Create a running list of technology needs	Chief Operating Officer		
	Started	<b>Tactic 2.11</b> Create marketing materials specifically targeting girls	Director of Strategic Initiatives + Marketing Team + Recruitment Specialist		
<b>Strategy 3</b>	<b>Status</b>		<b>Team Assigned</b>	<b>Resources Needed</b>	<b>Notes</b>
<b>Assess Potential for Expansion Inside and Outside of Marion County:</b> Prioritize expansion efforts based on feasibility studies and readiness assessments, replicating successful programming models.	Not Started	<b>Tactic 3.1</b> As part of the Readiness Assessment, create a process for intake of potential new sites outside of the feasibility study	Chief Operating Officer + Dir. of Strat. Initi.		
	Not Started	<b>Tactic 3.1.1</b> Establish a board advisory committee regarding expansion	CEO + Board of Directors		
	Working	<b>Tactic 3.2</b> Develop an internal readiness assessment to determine when we are prepared to take on new partnerships or geographical areas	CEO + COO + Director of Strategic Initiatives		
	Not Started	<b>Tactic 3.2.1</b> Diversify our funding to be able to add additional sites	Development Team		
	Not Started	<b>Tactic 3.2.2</b> Stand firm on our cost model when we approach new sites	Program Leadership		
	Started	<b>Tactic 3.3</b> Use the feasibility study to prioritize our expansion efforts and create a detailed plan in the next 3 years	Director of Strategic Initiatives + Program Leadership		
	Started	<b>Tactic 3.4</b> Solidify our programming model in our current service area to replicate it elsewhere	Program Leadership		
<b>Strategy 4</b>	<b>Status</b>		<b>Team Assigned</b>	<b>Resources Needed</b>	<b>Notes</b>
	Started	<b>Tactic 4.1</b> Launch individual giving campaigns to increase number of individual donors and retain our existing donors through targeted engagement and communication strategies	Development Team + Board of Directors + Marketing Team		
	Started	<b>Tactic 4.1.1</b> Pop-up fundraising experiences/events - more funding opportunities for the younger generation	Board of Directors		
	Not Started	<b>Tactic 4.1.2</b> Explain in an easy to understand way that Girls Inc. National does not provide funding for GIGI	Development Team		
	Not Started	<b>Tactic 4.2</b> Encourage schools to look for funding opportunities for schools to apply for and/or prioritize funding to be able to participate in GIGI	COO + Development Team		

<b>Fundraising for Programming and Potential Growth Opportunities:</b> Secure sustainable funding for our programs and enable expansion when necessary, ensuring we can continue to deliver impactful and relevant programming.	Started	<b>Tactic 4.3</b> Create a list of fundable opportunities to package for donors	Development Team		
	Working	<b>Tactic 4.4</b> Ensure GIGI's website fully demonstrates impact and outcomes	Director of Strategic Initiatives + Marketing Team		
	Working	<b>Tactic 4.5</b> Continue to refine our corporate sponsorships to support the Girls Inc. Experience and bring in additional funding	CEO + Development Team + Board of Directors		Prioritizing opportunities for multi-yr. engagements
	Started	<b>Tactic 4.6</b> Once we identify a territory for expansion, identify possible funders and relationships before we enter new space	CEO + COO + Dir. of Strat. Init. + Dev. Team + Board of Directors		Key point within the SEM
	Started	<b>Tactic 4.7</b> Assess the current and future landscape of philanthropy; what are the big avenues we need to be pursuing to sustain a growth in development	CEO + Development Team + Board of Directors		
	Not Started	<b>Tactic 4.7.1</b> Review federal grant opportunities to determine if this would be a good fit for us	CEO + VP of Finance + Dev. Team + Board of Directors		
	Not Started	<b>Tactic 4.8</b> Increase Board involvement in fundraising efforts	CEO + Development Team + Board of Directors		
	Started	<b>Tactic 4.8.1</b> Further engage the Board Development Committee	CEO + Development Team + Board of Directors		

Goal	Metric	Notes	Baseline	Y1 Target
Goal 1	Program Impact Score	<b>Action:</b> Create system to analyse pre/post program survey scores	Jan. 2025 Baseline Determination	
	Program Coordinator Delivery Evaluation Score	<b>Action:</b> Assess evaluation to determine an appropriate baseline for 2025--could the fall 2024 review provide a baseline?	Jan. 2025 Baseline Determination	
	Staff Engagement Score	<b>Action:</b> Use current staff engagement survey on a regular cadence, with specific questions and scores for staff engagement	Jan. 2025 Baseline Determination: <b>Staff Engagement Score:</b> TBD <b>Staff Retention Score:</b> TBD	
Goal 2	Participant Empowerment and Belonging Score	<b>Action:</b> Add empowerment and belonging questions to pre/post program survey	Jan. 2025 Baseline Determination	
	Advocacy, Mentorship, and Professional Development in Programs	<b>Action:</b> Determine % of programs that is dedicated to building these skills	Jan. 2025 Baseline Determination	
	Training and Professional Development (Board of Directors, Staff, Volunteers)	<b>Action:</b> Determine appropriate number of trainings provided	Jan. 2025 Baseline Determination	
	Number of Mentor/Mentee Relationships	<b>Action:</b> Assess progress of Executive Mentorship Program to determine appropriate goal for 2025	<b>Number of Relationships:</b>	<b>Goal Number of Relationships:</b>
	Advocate and Political Leader Partnerships	<b>Action:</b> Assess relationships with local political leaders (post 2024 election) and determine appropriate number of partners with potential proposals for 2025	<b>Number of partners:</b>	<b>Goal number of partners:</b>
Goal 3	Outreach, engagement, and mentions (e.g., reach and impressions; website hits; media mentions; social media engagement such as comments; newsletter opens, etc.)	<b>Action:</b> Metrics measured and reported separately; need to establish baselines based on 2024-2025 data with consistency in posting from month-to-month	<b>Social Media Monthly Reach Metrics (Nov. 2024):</b> LinkedIn: 10,460 Instagram: 1626 Facebook: 1115  <b>Website Analytics:</b> Determining Baseline  <b>Email Engagement via MailChimp:</b> Open Rate: 45% Click Through Rate: 2.6%	<b>Goal Social Media Reach Metrics:</b> Determining Appropriate Baseline based on # of posts monthly  <b>Goal Website Analytics:</b> Determining Baseline  <b>Goal Email Engagement via MailChimp:</b> Determining Appropriate Baseline based on # of blasts monthly
	Increase in Community Partners	<b>Action:</b> Build contact list to understand roster of active community partners; will allow for team to strategically build partnerships based on gaps of skills/opportunities	<b>Number of strong community partners:</b>	<b>Goal number of strong community partners:</b>
	Increase in School/Community Center Programs	<b>Action:</b> Understand growth opportunities based on budget and staff capacity	<b>Number of school/community center programs:</b>	<b>Goal number of school/community center programs:</b>
	Increase in School/Community Center Programs w/i the Feasibility Study		<b>Number of school/community center programs within the Feasibility Study:</b>	<b>Goal number of school/community center programs within the Feasibility Study:</b>
	Increase in Number of Participants (Collective/by Program)	<b>Action:</b> Confirm number and demographics based on AAS	<b>Number of girls serve:</b> 1,225	<b>Goal number of girls served:</b> 2,000
	Increase in or maintenance of Member Retention Rate	<b>Action:</b> Create dashboard within Compass360 to measure retention rate	<b>% of Girls Retained Year-After-Year:</b> Jan. 2025 Baseline Determination	<b>Goal % of Girls Retained Year-After-Year:</b>
	Fundraising Growth	<b>Action:</b> Confirm 2024 financials and review 2025 proposed budget and goals	<b>Overall Revenue:</b> <b>Diversification of Revenue:</b> <b>Number of Individual Donors:</b> <b>% of Donor Retention:</b>	<b>Overall Revenue Goal:</b> <b>Diversification of Revenue Goal:</b> <b>Goal Number of Individual Donors:</b> <b>Goal % of Donor Retention:</b>