



Consent Agenda

Vision, Mission, and Values

October Meeting Agenda

Board Dashboard: October 2025

Meeting Minutes

Board of Directors Meeting: August 2025

Report Items

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

Documents

Financial Reports
Board Calendar
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: October 16, 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 Bring: Willingness to engage, familiarity with board book items.

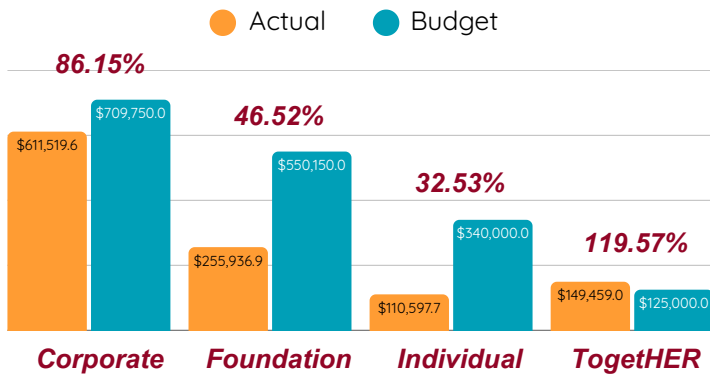
Time	Item	Strategic Initiatives	Purpose
5:00pm	Social Time		Meet and Greet
5:15pm	Welcome Overview of agenda One min headline: 3 members describe how they put our mission into action		Mission
5:20pm	Mission Moment TogetHER Recap	Goal 2	Information sharing
5:25pm	Strategic Thinking DEI Audit Recap: Carla EmpowerHub Overview: Michelle	Goals 1, 2, 3	Information sharing
6:05pm	Consent Agenda Minutes from August Committee meeting executive summaries	Oversight	Decide
6:15pm	Financial Oversight Vote on financials Review dashboard	Oversight	Deliberation Decide
6:20pm	Governance Vote on Treasurer	Oversight	Deliberation Decide
6:30pm	CEO Update Prospect pipeline Key updates	Goals 1 and 2	Information sharing
6:45pm	Executive Session	Oversight	Information sharing
7:00pm	Adjournment		End



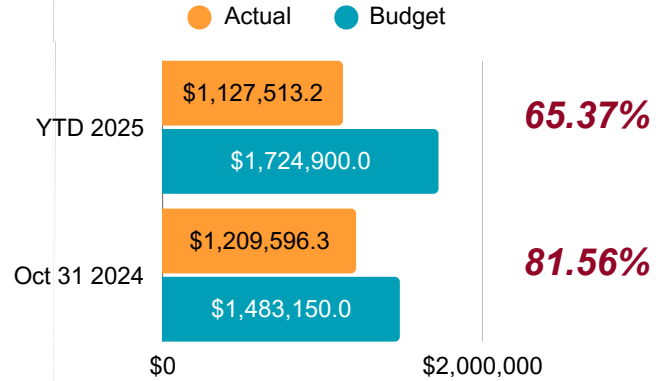
Board Dashboard: October 2025

DEVELOPMENT

Budget v Actual: Fundraising Buckets



Budget v Actual: FY



Cultivation/Prospect

Opportunity
\$677,000

Solicitations/Asks

Waiting
\$1,367,000

Gifts Released in 2025

Secured in 2024
\$608,925

MARKETING

2025 is determining baselines.



Email Open + Click Rate



TOP CLICKS
1. Girl Dad (314) 2. Girl Dad Give (307) 3. Goelzer Inc (168) 4. Programs (154) 5. Girl Dad Night (95)



Social Media Engagement

- LinkedIn: 4085 followers (+44 since Aug)
 - 297 Average Post Reach
 - 39 Average Post Engagement
- Instagram: 3914 followers (+26 since Aug)
 - 269 Average Post Reach
 - 17 Average Post Engagement
- Facebook: 3124 followers (+11 since Aug)
 - 150 Average Post Reach
 - 25 Average Post Engagement

HUMAN RESOURCES



2025 Employee Retention Rate

YTD: 75%
Q3: 100%



Open Positions

- Program Facilitator (Permanent)

BOARD ENGAGEMENT

Please schedule 2025 1:1 with Lindsay.

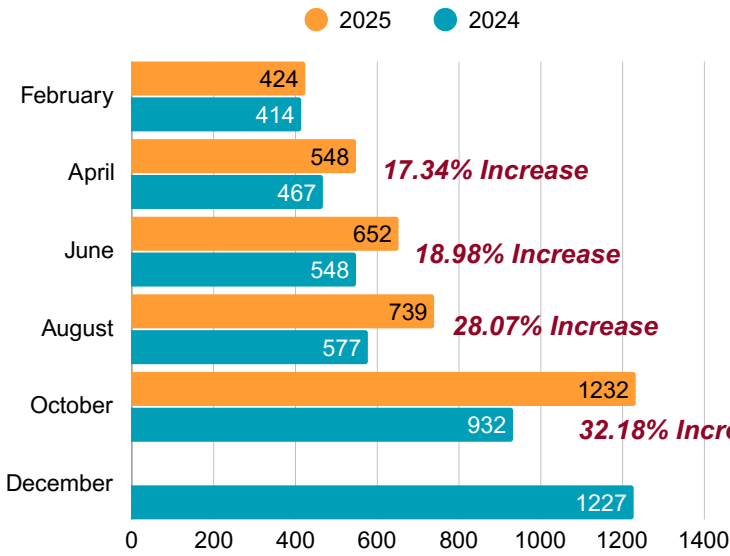


2025 Attendance Rate

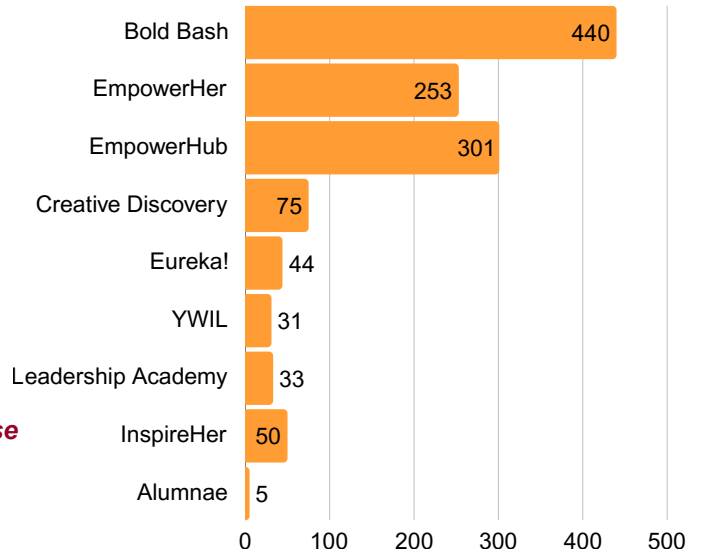
68.87%

PROGRAMS

Girls Served: 2024 v 2025



2025 Girls Served by Program



2025 Programs



School-Based Partnership
22



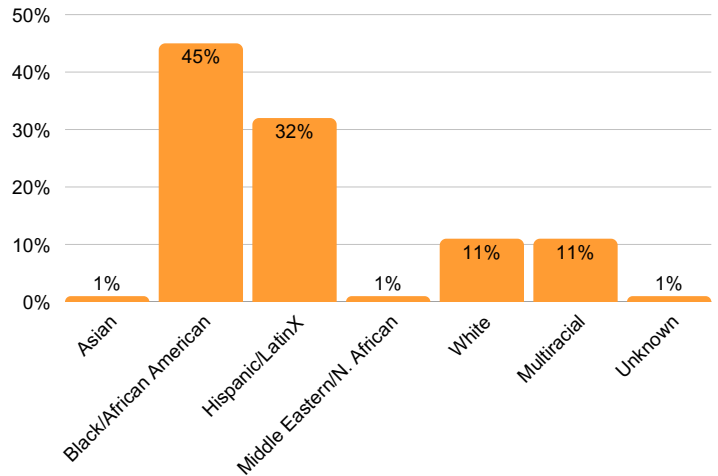
Center-Based Partnerships
5



Participants in School Meal Program
87%*

**of known demographic data*

2025 Participant Demographics



VOLUNTEERS



Key Volunteer Partners:

- Eli Lilly & Co.
- JPMorganChase
- COX Automotive

Key Volunteer Opportunities:

- GIGI Outdoor Green Spaces
- Direct Mail Support
- Winter Wishes Preparation
- Kit Creations
- Program Supply Donations

UPCOMING HIGHLIGHTS

Friends of Tarkington Fall Event

Saturday, Oct. 25: 2-4 PM
45 W. 40 St. Indianapolis, IN 46208

Speed Networking Event

Thursday, Nov. 6: 5:30-7:30 PM
GIGI

Winter Wishes 2025

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

Board of Directors Meeting Minutes
Thursday, August 21st
5:15 PM-7:00 PM
At Girls Inc. of Greater Indianapolis



Board Members in Attendance

Ellen Butz, Chris Cotterill, Jennifer Grady, Carla Harris, Erica Harris, Lisa Hawkins, Tosha Huddleston, Suzie Kovatch, Kristen Lampkin, Parul Malik, Andrew Peñalva, Jennifer Rufatto, Jeannie Infante, Evelyn Thompson,

Board Members not in Attendance

Sandy Ashley-Jordan, Payton DuBose, Rico Francis, Mark Mosias

Staff in Attendance

Lindsay Gramlich, Carla Montgomery, Tammie Hardin, Jade Stone, Emily Henson, Bea DuBois

Official Meeting Minutes

Call to Order

Ellen Butz, Board Chair, called the meeting to order at 5:19 PM.

Consent Agenda

A motion to approve the consent agenda, provided in Board Book, was made by Chris Cotterill and seconded by Lisa Hawkins. The motion was carried unanimously.

Review Financials

Suzie Kovatch, Finance Chair, reviewed the Profit and Loss financial statement, noting that individual donations are to be an important focus. The financials also show that the United Way donor designations have decreased overall compared to last year. There is other event income coming from the matching campaign with Goelzer Investment for Girl Dad.

The next item was addressing questions on salary and wages, seeing the benefits costs increasing due to health care coverage for staff members. We are keeping benefits cost steady for what employees pay versus increasing out of pocket. Tammie Hardin, VP of Finance, noted that with staff changes, and a variable of who does or does not take benefits can increase the premiums. About half of our employees are on the GIGI benefits with the family benefit high in cost. Benefit offerings with insurance companies are reviewed and shopped annually.

For Workforce Development, \$500 stipends were distributed for the Eureka interns. Tammie added that this time around the stipends were separated as a line item for better tracking.

Approval for financials, Lisa Hawkins first and seconded by Tosha Huddleston, all in favor.

Board of Directors Meeting Minutes
Thursday, August 21st
5:15 PM-7:00 PM
At Girls Inc. of Greater Indianapolis



We are not operating at a deficit, with multiyear grants coming in one year for use in the following year. Cash flow from prior years grants should be added to financials shared tonight.

Suzie, went into details of the Endowment Portfolio RFP. Eight companies responded and reduced to four. Merrill Lynch, UBS, PNC, and Goelzer Investment. The performance is comparable between PNC and Goelzer; and additional reference checks were made for each company. No one has been notified, as the vote came through today.

Ellen added that the committee did a great job with Suzie creating a well thought out process. The references were very helpful in answering our questions.

At this meeting the first 4 had already been released, with the last 3 needing to be notified. Phone calls are to be made notifying the remainder of the candidates. This RFP was headed by a committee and does not require board approval.

Lindsay added that the fees were the deciding point, with the stability of a fee being appealing to some. From a business perspective, all references were very happy with both firms. Ellen added that it was easier to compare the final firms, avoiding risks for the investment portfolio and being able to see a good snapshot of what our returns will be. In alignment there will need to be a rewriting of our investment policy to avoid missing any opportunities with the focus being on non-profit.

CEO Updates

Lindsay started by going over the Financial Year to Date Goal compared to Actual; we are at 26% for individual giving. With some significant gifts still outstanding for corporate and foundation as well.

Together at \$98k with the goal of \$125K. Girl Dad is at 82%, gifts are still coming in. Overall, 52% to goal, there has been a delay in gifts, but feeling secure that we will get to the goal.

Jade Stone, Senior Director of Advancement, outlined the cold-warm-hot tables that divide foundation and corporate opportunities. The prospects are out there, conversations are happening, and applications are being submitted—we have confidence in reaching the goal.

Jade went over Financials Contributed Revenue data. There are three categories for each revenue type, the *Foundation Pulse* of cold means that there is no relationship, warm can go either way, and hot being a high percentage of win chance with assistance from a board member or other that can help move the donation along. We will need continued assistance to move prospects from cold to warm.

Board of Directors Meeting Minutes
Thursday, August 21st
5:15 PM-7:00 PM
At Girls Inc. of Greater Indianapolis



Lindsay added that Foundations are more hot than cold. Big grants including over 400k in new opportunities. If we fall short it's because of something that is out of our control. Like Delta Faucet, being hit with tariffs and not giving – but we are staying in touch with contact and pivoting to other opportunities.

Not reflecting on current financials is Audiochuck who is giving 30k, 20k for a podcast studio in basement and 10k in sponsorship towards TogetHER. The Leadership Lounge proposal will be girl led; Wendy Stein is the moderator for the podcast. Engineers came in to look at space and how it can work with what we have. Ashley Flowers will also join in other ways, unlocking a new skill for our girls. We are working through how many girls can assist, Emily Henson, Director of Program Impact & Evaluation, and her team will help us navigate on building this new exposure.

20k came in from Kate Spade, a pass through via NY City Girls Inc.

Cummins 200k plus in warm category, donated 20k for TogetHER and ASPIRE. We are doing all we can.

Arthur Dean Family Foundation invited us to apply for a 2-year multiyear of 300k grant, we are one of the firsts being offered this grant.

Emily and Jade worked on a United Way Basic Needs grant, specific to food accessibility with the intention to fund all summer camp food and center-based food needs. We qualify for this grant but may need to give a little push.

We applied for IAAQLI (Indianapolis African American Quality of Life Initiative), Emily added that the grant will be for reaching girls ages 18-24 and will expand our basement space and increase career readiness. Also including Partnering for tutoring or skilled career path opportunities. We have only gone traditional career path, but this grant helps us shift and adjusting for the girls we are serving in allowing for skilled trades programs – something girls were asking about at TED talk.

We have a donation ask with PNC, 25k. This request was from March and we have little confidence at this time that it will come through.

We had a surprise introduction with Anthem/Medicaid and were presented with the opportunity to share about partnership possibilities. They will be joining us and funding EmpowerHub in IPS. If this funding does not come through, we will need to go back to IPS for payment of services for providing programming.

We are also looking at The Indianapolis Rotary Foundation and other grant opportunities to support the outdoor classroom space maintenance as Corteva is stepping away from giving.

Board of Directors Meeting Minutes
Thursday, August 21st
5:15 PM-7:00 PM
At Girls Inc. of Greater Indianapolis



Some upsets happened with our contact at SHEIN being laid off and gifting is going away with the unlikeliness not looking to come back. I Support the Girls did make a large donation of clothes to the us for the GIGI closet.

KeyBank is a possible funder for next year, along with Arrow Electronics
Many discussions are going to be happening with other partners, looking at multi-year opportunities. We have not had a response from the Lilly Endowment for 2026, no other affiliate has heard from them either. Girls Inc HQ is receiving 18M this year and may be a factor in the silence from them.

No fundraising has been organized for Project Accelerate from Girls Inc. HQ past the initial start-up funding; Equality Can't Wait. We are planning for funds not to be processed for the program. GIGI with St. Louis, Philly, along with other affiliates are rethinking how to work together to continue multi-affiliate funding opportunities for the Project Accelerate pilot group.

There are challenges with individual giving, 40k difference compared to last year. We are trying to hire an Individual Giving Specialist; we are looking for the right candidate and being competitive to find the best person that can make the difference we are needing with this group of donors.

May – July we have seen growth. Increase with advancement team in place, 3-month consultant part-time coming on to assist while we try to find the best full-time candidate. Jade added that marketing is stumped on why the conversion rate is not being seen. However, expected income from individuals, such as United Way funding, has been significantly down this year and we are projected to come in at less than half of what was disbursed last year.

Goal 1: New York City, Mind, Body matters program – existing curriculum from NY team. We will have everything we need to implement, 1000k girls need to be reached with this program being embedded into our current curriculum. Low-Impact, if girls are not coming on site, we will be sharing a virtual option to reach more girls and avoid any obstacles if not able to attend on site. Robbin Payne is joining full-time to assist with this objective.

Goal 2: Free Press Indiana is hiring a reporter. We are going to partner; girls will be able to be a part of an editorial board. This will assist with girl related issues and be part of our Young Women in Leadership program.

Ellen added that the opportunity with Free Press Indiana flips the script on how others look at us, and we will have an ally in the media space. This creates an outlet for



uplifting girl's voices.

With TogetHER speakers being an example, one GIGI girl is a moderator, others are sharing their capstone talks – this gives the girls the opportunity to lead the show.

Strategic Plan Core Values (Lindsay/Jade)

Ellen spoke about the data that was gathered in February regarding core values, a collaboration between the staff and board. We are aligned on both sides, making it a collective effort. All staff were required to respond, not just leadership. This was goal 2 of the Strategic Plan, firmly stating who we are and what we do.

The last goal is expansion. This is being accomplished by going into Pike and Lawrence Townships. Three schools in each township will have EmpowerHub and the Mind, Body, Matters programming. Casey McLeod joined the team to work with high schoolers. 75k is not included in the budget, doubled our revenue with camp – Emily and Michelle continue their work on MOU's.

Chris Cotterill, Member at Large, spoke about the budget and said that it should reflect what we plan to do. There have been stretch goals for a couple of years, but we need to reflect on budgets.

Lisa Hawkins inquired if individual giving's decline is due to other organizations chasing after individual dollars. Lindsay added this is not the concern, currently GIGI has not had the bandwidth to chase these philanthropic dollars. There is a new temporary hire that will be giving attention to assist with individual giving, making the asks.

Ellen added that these donors were not maintained, and we create donors by making connections again.

Governance Update

Lisa, highlighted the board recruitment progress. There are different levels of interviews and requests for nominations. We have a good list of strong candidates, six in total as one opted out for personal reasons.

Highlights of the candidates:

Jim Watson at Ice Miller – works in cyber security, a background we do not have on the board currently.

Sarah Baird, Pacers Sports & Entertainment, and will fill a need with the Pacers organization.

Shannon Charles, at IU Health, being a strategic partner.

Shannon Furlin with JP Morgan – is a Suzie recommendation as Suzie is finishing up

Board of Directors Meeting Minutes
Thursday, August 21st
5:15 PM-7:00 PM
At Girls Inc. of Greater Indianapolis



her term and we will have a need.

Kevin Burns, of Ice Miller – works in venture capital with a different background. We will want to figure out a way to keep both Ice Miller candidates engaged.

Kristen Froehle, Associate Attorney – currently on the development committee, and we will want to keep her in the fold.

This process began with warm reach outs, then in-person interviews. The next step will be to meet with the governance committee which allows us to see the candidates and for them to see part of the board.

We have a process and a starting point. September 1st is the cutoff date for additional candidates. Candidates will be voted on in December.

The Board Matrix Survey assists us in finding the gaps we are missing as well as strategic partnerships that can be created. We are focusing on their skillset, their why, what their commitment is along with being a working board member.

There is a mix of board and non-board experience – with experience in corporate filling a connection if they have not been part of a board previously.

We need to be thinking of JD Finish Line, and who can come along to be a part of the board.

Programs Deep Dive (Emily)

Emily Henson, Director of Program Impact & Evaluation, has been with GiGi for about 7 years.

Our programs are in an evolution, filling gaps by getting feedback from girls and their families, creating new programs and partnerships.

Newly adding an initiative with work trades, we want to be inclusive in offerings for the girls by using what is available in our community. The goal for Leadership Academy is to create a career plan that may not be traditional, for 8th grade and above. The new initiative is to expand this to girls aged 18 to 24. And figuring out how we can assist to fund girls in their next steps, we are hopeful this will help girls 18-24 to get their lives started.

Marketing is thinking about who we are and considering who can be our partners in giving the girls this type of programming. We know that trades and unions want to get kids in their pipeline, along with different school districts working on these non-traditional paths. These connections and ideas will create an evolution in programming. We are sharing ideas to flesh out and navigate how we can incorporate this into our programs. Lindsay added that the college readiness program is still strong, this trades portion will be in addition to what we are offering our girls. With a grant from IAAQLI (Indianapolis African American Quality of Life Initiative) that will help with creating a

Board of Directors Meeting Minutes
Thursday, August 21st
5:15 PM-7:00 PM
At Girls Inc. of Greater Indianapolis



career lab in the basement and tutoring services.

Emily added that we are setting personal goals, with relationships, presenting diverse career paths and skills. Job placement and resume building help to close gaps on practical skills.

The capstone projects allowed the girls to be able to apply their creativity. The Leadership Academy participants presented their non-profits to a large audience at JD Finish line, creating organizations that they see changing their community. This program will continue, while assessing what we have done and showcasing the effort and time everyone is putting in.

Lindsay added the girls brought up different ideas based on what is affecting their lives and are thinking about. They are creating who we are and how we are evolving.

We will continue to share programs to keep all informed.

There is also tracking being completed via a dashboard that Emily has created.

Action Items & Next Steps (Lindsay)

We need some help to get over the hurdle to reach our TogetHER goal. Please contact your circles to encourage individual ticket purchases. This gets people to convert to donors. Lindsay can share an email for you to send to others.

Lindsay and Jade went over a list of companies/contacts for board members to reach out if they have contacts at any of the different organizations and assist with a push to reach goal.

We want to raise 26K with a minimum of 10k. Personalized emails have been sent to past board members, and we will reach out again.

9. Executive Session

No executive session due to time.

10. Adjournment

Ellen Butz adjourned meeting, at 7:04 PM

Girls Inc. of Greater Indianapolis

Executive Committee Meeting Minutes September 18, 2025

Attending: Ellen Butz, Chris Cotterill, Lisa Hawkins, Susie Kovatch, and Parul Malik.

The meeting was called to order at 5:17 pm.

The transition to PNC as Investment Advisor is underway.

Parul has started to meet with Jade prior to the Development Committee meetings to prepare. Parul feels that we can do better with the Girl Dad campaign but working with the board to leverage their contacts.

Governance is working through the list of 6 candidates for the board. We discussed how to approach multiple candidates from one firm.

Lisa has talked to a few board members about their participation rates. The Leave of Absence Policy put into place last year is working. Executive approved a leave of absence for one member.

Looking for a candidate for Treasurer of the Board, which will need to be voted on.

Lindsay is looking into a grant from UWCI for an individual donor person.

Discussion on which staff should be in committee meetings. It was decided that CEO does not need to be in the Governance meetings.

The mural is almost complete but it is only ½ of the fence area.

Audiochuck project coming along. This should lead to virtual programming which will expand our base.

We will be adopting the mind/body program next year from NYC. Lots of potential upside.

The meeting was adjourned at 6:57.



Development Committee
September 12, 2025
2:30 PM-4:00 PM

Committee Members in Attendance

Parul Malik, Development Chair
Rico Francis
Mark Mosias
Andrew Peñalva
Kristin Froehle- Ad Hoc

Staff in Attendance

Lindsay Gramlich, President & CEO
Adam Clevenger, Interim Development Director
Jade Stone, Senior Director of Advancement

- **Call to Order**

- **Girl Dad Wrap-Up:**
 - Funds Raised
 - Next Steps

The committee celebrated the end of the Girl Dad campaign, reviewing the campaign highs and lows. At the time of the committee meeting, we had raised \$24,423.53 (not including the year 2 funding from the Indianapolis Indians of \$20,000), which superseded our initial goal of \$20,000. We have a meeting with the Indians Foundation in October to discuss another multi-year renewal, with intentions to expand the partnership.

With board engagement for the campaign, Chris Cotterill raised the most funds, with Carla Harris coming in second and Jennifer Rufatto coming in third. These board members will receive their recognition at the board meeting.

Looking toward next year's strategies, the committee suggested having a broader Girls Inc. Indy marketing strategy for the Girl Dad Night at the Indians, appealing to more than just girl dads.

- **TogetHER:**
 - Overview of Updates
 - Current Funds Raised & Outstanding Asks
 - Fundraising Goal at Event
 - Next Steps

The committee discussed final lead-up details for the event. At the time of the meeting, we raised \$111,364. The committee discussed the fundraising goal during the event, with suggestions to make the event very girl-friendly and fun, with walk up songs for the girls as they enter the stage. Additionally, the committee discussed ways we could

encourage giving through real time totals on screens. Members then took outstanding asks to their networks for nudges.

- **Updates:**
 - Financials
 - Outstanding & Upcoming Asks
 - *Ask:* Introductions

Jade then ran through updated financials, highlighting again that 65% of our corporate requests and 86% of our foundation requests are under review and in the funder's hands. Additionally, our ask amounts are nearly triple what was budgeted.

Jade also asked the committee for introductions to Deloitte, UKG/Kronos, Duke Energy, AES, Bank of America, Wells Fargo, and Law Firms/Hospital and Healthcare companies. All with a focus on partnerships for experiences (workshops, mentors, internships) and funding.

- **New Business, Asks, + Good of the Order:**
 - GIGI 2025 Video
 - Girls Inc. HQ: ASPIRE Conference in Indy, next week
 - *Ask:* Development Committee Engagement (calls, thank you cards, community event support)

Jade shared about the new 2025 videos: the Lifecycle of a Girls Inc. Indy Girl and She Votes Highlight. We had two participants film the She Votes Highlight like a podcast, and it was an amazing opportunity for them to share their experiences, growth, and learnings!

The parting request of the committee was to conduct donor calls. It was suggested that we have an event at Girls Inc. Indy where board members can make donor calls and write thank you notes one evening.



of Greater Indianapolis

Girls Inc. of Greater Indianapolis Board of Directors

REPORT

Finance Committee

September 22, 2025 9:00 a.m. – 10:00 a.m.

In Attendance:

Committee Members

Suzie Kovatch, Chair
Ellen Butz
Carla Harris
Jeannie Infante Sager
Evelyn Thompson

Staff

Tamara Hardin, VP Finance

1. Meeting called to order at 9:10 a.m.

2. Strategic Items

August 2025 financial statements

The financial statements and reports for the period ended August 31, 2025, were reviewed by the committee. On the balance sheet, Tammie Hardin noted the current Accounts Receivable balance of \$549,950 includes a \$300,000 multi-year grant balance from Eli Lilly & Company Foundation for use in 2026 and 2027; a \$75,000 multi-year grant balance from the Nina Mason Pulliam Charitable Trust for use in 2026; a \$60,000 grant balance from The Indianapolis Colts for 2025 support of Bold Bash and InspireHer programming; and a \$10,000 grant balance from Girls Inc. New York City Affiliate for use in 2026 for Mind Body Matters curriculum and training.

The committee discussed various items shown on the Profit and Loss Statement. Revenue from Program registrations has increased this year, primarily due to serving more girls in all three (3) summer camp programs in 2025. Individual Donations continue to fall short of budget, but Grants Restricted for Future Years have increase significantly. In comparison to 2024, labor-related expenses have decreased, and contractor expenses have increased.

This is a result of hiring contractors to perform more work for the Development Department,

Inspiring all girls to be strong, smart, and bold

as opposed to hiring employees to produce the work. Ellen Butz reminded the committee of her preference to spend less time on the Profit and Loss statement and more time on the Budget-to-Actual report in full-board meetings. Ellen also requested a more detailed report on TogetHER income and expenses.

The Budget-to-Actual performance is running below estimations for both income and expenses. Individual donations continue to lag. Support for the annual TogetHER event and multi-year gifts for future years continue to grow. Expenses are running ~15% below budgeted spending.

The Cash Flow spreadsheet was reviewed. Carla Harris noted that 2024 ended with \$415,000 in cash, and 2025 is projected to end with \$200,000 in cash. Suzie commented that the 2024 fiscal year ended with some very large payments for multi-year grants for use in 2025. Tammie provided context for the lower estimate for cash at the end of 2025 and assured the committee that she had intentionally estimated a lower amount for end-of-year due to anticipated variances in donor payment schedules. She is confident that there will be sufficient cashflow at year-end and is comfortable with the \$200,000 target, though the actual figure may be significantly above her estimate.

3. Other Business Items

Suzie updated the committee on the transition of funds from the permanent endowment at UBS and from the investment account at Diamond Capital Management into new accounts at PNC. None of the funds have been moved into PNC yet, but the paperwork and processes have been started for both existing accounts. Funds will transition to PNC in October.

4. Meeting adjourned at 9:50 a.m.



of Greater Indianapolis

Girls Inc. of Greater Indianapolis Board of Directors

Governance Committee

REPORT

September 10, 2025

5:00 – 6:00pm

Committee Members

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

- Meeting called to order at 5:05PM
- **Strategic Items**

Board Recruitment

- Provided a comprehensive status update on the Board recruitment process. Currently, we have six candidates under consideration and targeting to fill 3-4 open slots on the Board. All interest interviews and 1st round interviews are complete with one exception which has required several reschedules.
- Next steps are to bring the six-remaining candidates to the Executive Committee on Sept. 18th to determine who will move forward to the final round which is the “meet the candidate” sessions with the Governance Committee in October.

2025 Prospective New Board Members

As of September 10, 2025



Name: Sarah Baird
 Title: Vice President of Partner Activation
 Employer: Pacers Sports & Entertainment

- ✓ Operations / Logistics
- ✓ Event Planning
- ✓ Community relationships



Name: Kevin Burns
 Title: Associate Attorney
 Employer: Ice Miller

- ✓ Legal Expertise
- ✓ Corporate Governance
- ✓ M & A, Private Equity, Venture Capital
- ✓ New Strategic Partner



Name: Shannon Charles
 Title: Executive Director, Talent Management
 Employer: IU Health

- ✓ HR
- ✓ Talent Management
- ✓ New Strategic Partner

Inspiring all girls to be strong, smart, and bold

2025 Prospective New Board Members Effective September 10, 2025



Name: Kristin Froehle
Title: Associate Attorney
Employer: Barnes & Thornburg

- ✓ Legal Expertise
- ✓ Currently on Development Committee
- ✓ Continued Strategic Partnership



Name: Shannon Furlin
Title: Vice President Commercial Banker
Employer: JP Morgan Chase

- ✓ Finance
- ✓ Continued Strategic Partnership



Name: Jim Watson
Title: Partner
Employer: Ice Miller

- ✓ Legal Expertise
- ✓ Cyber security
- ✓ Law Enforcement / FBI
- ✓ New Strategic Partner

Success Planning

- Notified the committee that nominations are open for the Board Treasurer position. Suzie Kovatch is completing her 2nd term and rolling off the Board on 12/31/2025.
- Through the succession planning process, a candidate for the Treasurer role has been identified and we will determine if there are others interested in the position through the nominee process.
- Next step is to send out an email to the Board requesting nominations. Nominees will be presented to the Board and voted on at the November meeting.

Board Development and Engagement

- Provided a brief update on the status of the proposed “Buddy Program”. Program details were shared at a prior committee meeting. Next step is to assess interest in the program. The Governance Committee is waiting for approval from the Board Chair on the draft interest email. Based on interest level, the Governance Committee will determine if the program moves forward.
 - The primary goal of the program is the sustain or improve retention of Board members.
- Shared recently introduced procedures for Board member attendance adherence aligned with the Board Expectations and Code of Conduct. Notified the committee we have 2 Board members at risk due to low attendance. Per the procedures, the Governance Committee Chair reached out to each Board member informing them that they have reached the threshold of missed Board and Committee meetings. The procedures worked as intended and after some discussion with each Board member, it was agreed that one Board member would be able to fully re-engage and the other would take a Leave of Absence (LOA) for the next 3 months. Next steps are to bring the LOA request to the Executive Committee for a vote.
 - *Board members are expected to regularly attend and actively participate in at least 4 of 6 scheduled Board and Committee meetings in the calendar year.*

By-Laws, Policies and Standard Operating Procedures

- Tabled the discussion on Standard Operating Procedures (SOPs) until the November meeting. Agreed to share samples and learnings from other affiliates or nonprofits.
- Confirmed we need to strengthen our current LOA process by drafting a formal request letter to formalize the arrangement.

Inspiring all girls to be strong, smart, and boldSM

- Discussed the need for a by-law review to identify proposed changes. Governance Chair to send out the current by-laws to begin the review process and determine if changes are needed. Proposed updates will be reviewed with the Executive Committee in November and voted on by Board in December (Tosha, Kristin, Jennifer).
- **Other Business**
 - Agreed to pause any further pursuit of the Board Source Tool. Board experience with this tool has been mixed. Instead, we agreed to explore *Google Drive* as our preferred way of sharing documents with the Board.
 - Shared the newly created *Master Board Calendar*. This will go out to the entire Board to ensure they understand expectations for each month.
 - Held a discussion around who from management should attend the Governance Committee meetings. Decided to take the discussion to the Executive Committee.
- Meeting adjourned at 5:54pm

Girls Inc. of Greater Indianapolis
Balance Sheet Prev Year Comparison
As of August 31, 2025

	Total			
	As of Aug 31, 2025	As of Aug 31, 2024 (PY)	Change	% Change
ASSETS				
Current Assets				
Bank Accounts				
1000 Checking Account	4,998.37	9,972.70	-4,974.33	-49.88%
1010 Sweep Account	140,911.19	169,467.92	-28,556.73	-16.85%
1050 Petty Cash	100.00	100.00	0.00	0.00%
1310 Postage Meter Account	452.38	416.56	35.82	8.60%
Total Bank Accounts	\$ 146,461.94	\$ 179,957.18	-\$ 33,495.24	-18.61%
Accounts Receivable				
1200 Accounts Receivable	5,500.00	0.00	5,500.00	
1210 Pledges Receivable	2,543.11	52,010.44	-49,467.33	-95.11%
1240 Grants Receivable	542,950.00	167,500.00	375,450.00	224.15%
1280 Accrued Interest Receivable	0.00	572.90	-572.90	-100.00%
Total 1200 Accounts Receivable	\$ 550,993.11	\$ 220,083.34	\$ 330,909.77	150.36%
Total Accounts Receivable	\$ 550,993.11	\$ 220,083.34	\$ 330,909.77	150.36%
Other Current Assets				
1400 Prepaid Expenses	6,802.80	17,752.83	-10,950.03	-61.68%
1500 Investments	631,508.98	487,831.46	143,677.52	29.45%
1505 Endowment Investments	3,297,948.80	3,005,068.88	292,879.92	9.75%
1550 CICF Endowment Fund	17,264.29	15,603.33	1,660.96	10.64%
Total Other Current Assets	\$ 3,953,524.87	\$ 3,526,256.50	\$ 427,268.37	12.12%
Total Current Assets	\$ 4,650,979.92	\$ 3,926,297.02	\$ 724,682.90	18.46%
Fixed Assets				
1600 Land	194,000.00	194,000.00	0.00	0.00%
1610 Land Improvements	34,700.00	34,700.00	0.00	0.00%
1620 Building	1,435,299.34	1,429,784.06	5,515.28	0.39%
1630 Furniture & Fixtures	72,377.34	92,837.13	-20,459.79	-22.04%
1640 Equipment	69,567.84	108,763.25	-39,195.41	-36.04%
1650 Technology Portal	7,742.50	7,742.50	0.00	0.00%
1710 Land Improvements - Accum Depr	-34,700.00	-33,460.84	-1,239.16	-3.70%
1720 Building - Accum Depreciation	-628,038.63	-568,884.30	-59,154.33	-10.40%
1730 Furniture & Fixtures - Accum De	-64,219.97	-79,701.73	15,481.76	19.42%
1740 Equipment - Accum Depr	-31,612.30	-40,065.81	8,453.51	21.10%
1750 Technology Portal - Accum Depr	-7,742.50	-7,742.50	0.00	0.00%
Total Fixed Assets	\$ 1,047,373.62	\$ 1,137,971.76	-\$ 90,598.14	-7.96%
Other Assets				
1590 Construction in Progress	26,460.87	8,959.42	17,501.45	195.34%
1900 Operating Right of Use Asset	16,651.35	2,155.42	14,495.93	672.53%
1905 Operating ROU Asset Accum Amort	-2,208.43	-1,471.71	-736.72	-50.06%
Total Other Assets	\$ 40,903.79	\$ 9,643.13	\$ 31,260.66	324.18%
TOTAL ASSETS	\$ 5,739,257.33	\$ 5,073,911.91	\$ 665,345.42	13.11%

LIABILITIES AND EQUITY

Liabilities

Current Liabilities

Accounts Payable

2000 Accounts Payable	11,183.78	1,788.97	9,394.81	525.15%
2015 Tenant Security Deposit	500.00	500.00	0.00	0.00%

Total Accounts Payable	\$ 11,683.78	\$ 2,288.97	\$ 9,394.81	410.44%
-------------------------------	---------------------	--------------------	--------------------	----------------

Credit Cards

2010 Company Credit Card NBofl	7,827.82	2,375.19	5,452.63	229.57%
--------------------------------	----------	----------	----------	---------

Total Credit Cards	\$ 7,827.82	\$ 2,375.19	\$ 5,452.63	229.57%
---------------------------	--------------------	--------------------	--------------------	----------------

Other Current Liabilities

2105 Deferred Revenue	10,500.00	5,000.00	5,500.00	110.00%
-----------------------	-----------	----------	----------	---------

2200 Payroll Liabilities	0.00	0.00	0.00	
--------------------------	------	------	------	--

2240 Dental & Vision Deductions	-9.37	75.94	-85.31	-112.34%
---------------------------------	-------	-------	--------	----------

2260 403 B Deductions	-2.76	0.00	-2.76	
-----------------------	-------	------	-------	--

2270 AFLAC Deductions - Pre-tax	267.00	225.92	41.08	18.18%
---------------------------------	--------	--------	-------	--------

2300 Salaries & Wages Payable	27,129.74	20,280.79	6,848.95	33.77%
-------------------------------	-----------	-----------	----------	--------

2310 PTO Payable	10,464.83	8,927.18	1,537.65	17.22%
------------------	-----------	----------	----------	--------

Total 2200 Payroll Liabilities	\$ 37,849.44	\$ 29,509.83	\$ 8,339.61	28.26%
---------------------------------------	---------------------	---------------------	--------------------	---------------

2710 Mortgage Payable Current Debt	11,893.02	10,466.77	1,426.25	13.63%
------------------------------------	-----------	-----------	----------	--------

2720 Short-Term Oper Lease Liability	2,963.12	560.08	2,403.04	429.05%
--------------------------------------	----------	--------	----------	---------

Total Other Current Liabilities	\$ 63,205.58	\$ 45,536.68	\$ 17,668.90	38.80%
----------------------------------------	---------------------	---------------------	---------------------	---------------

Total Current Liabilities	\$ 82,717.18	\$ 50,200.84	\$ 32,516.34	64.77%
----------------------------------	---------------------	---------------------	---------------------	---------------

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	\$ 248,353.28	\$ 237,117.77	\$ 11,235.51	4.74%
--------------------------	----------------------	----------------------	---------------------	--------------

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	207,232.72	154,143.44	53,089.28	34.44%
-------------	------------	------------	-----------	--------

Total Equity	\$ 5,490,904.05	\$ 4,836,794.14	\$ 654,109.91	13.52%
---------------------	------------------------	------------------------	----------------------	---------------

TOTAL LIABILITIES AND EQUITY	\$ 5,739,257.33	\$ 5,073,911.91	\$ 665,345.42	13.11%
-------------------------------------	------------------------	------------------------	----------------------	---------------

Accrual Basis

Girls Inc. of Greater Indianapolis Profit Loss Prev Year Comparison

January - August, 2025

	Total			
	Jan - Aug, 2025	Jan - Aug, 2024 (PY)	Change	% Change
Revenue				
4000 Individual Donations	78,055.54	119,768.56	-41,713.02	-34.83%
4010 Corporate Donations & Grants	432,749.78	431,237.78	1,512.00	0.35%
4020 Foundation Donations & Grants	139,335.98	144,100.00	-4,764.02	-3.31%
4035 Restricted for Future Years	178,350.00	120,800.00	57,550.00	47.64%
4100 Program Services Income	56,455.04	47,237.90	9,217.14	19.51%
4200 Rental Income	4,000.00	4,000.00	0.00	0.00%
4300 Gift In Kind Income	11,257.00	17,167.25	-5,910.25	-34.43%
4400 Event, Net	116,688.63	86,000.00	30,688.63	35.68%
4800 Interest Income	4,415.03	3,817.42	597.61	15.65%
4900 Investment Interest & Dividends	56,800.51	47,681.68	9,118.83	19.12%
4910 Investment Realized Gain/Loss	29,144.22	36,124.34	-6,980.12	-19.32%
4920 Investment Unrealized Gain/Loss	286,976.18	275,987.39	10,988.79	3.98%
Total Revenue	\$ 1,394,227.91	\$ 1,333,922.32	\$ 60,305.59	4.52%
Gross Profit	\$ 1,394,227.91	\$ 1,333,922.32	\$ 60,305.59	4.52%
Expenditures				
5000 Salaries & Wages Expense	635,486.20	698,484.71	-62,998.51	-9.02%
5100 Payroll Taxes Expense	48,869.17	51,981.87	-3,112.70	-5.99%
5200 Benefits Expense	83,806.78	63,029.41	20,777.37	32.96%
5300 Other Labor Expense	21,658.35	19,466.65	2,191.70	11.26%
5400 Contractor Services Expense	108,909.55	81,335.48	27,574.07	33.90%
5500 Professional Fees Expense	29,342.32	22,027.50	7,314.82	33.21%
5600 Insurance Expense	15,863.08	16,533.63	-670.55	-4.06%
5700 Occupancy Expense	30,254.82	26,380.94	3,873.88	14.68%
5800 Equipment Expense	33,515.64	38,272.14	-4,756.50	-12.43%
5900 Materials & Supplies Expense	25,296.65	22,607.72	2,688.93	11.89%
6000 Public Relations Expense	9,869.29	11,567.40	-1,698.11	-14.68%
6100 Printing & Mailing Expense	1,658.71	3,231.08	-1,572.37	-48.66%
6200 Workforce Development Expenses	7,000.00	0.00	7,000.00	
6300 Travel Expense	25,151.08	17,449.51	7,701.57	44.14%
6400 Conference Expense	5,377.48	1,788.93	3,588.55	200.60%
6500 Membership & Subscription Exp	493.94	421.28	72.66	17.25%
6600 National Dues Expense	11,350.00	8,000.00	3,350.00	41.88%
6700 Scholarship Award	0.00	1,500.00	-1,500.00	-100.00%
7000 Bank Charges Expense	662.54	598.36	64.18	10.73%
7100 Credit Card Processing Exp	2,284.78	1,669.36	615.42	36.87%
7200 Interest Expense	7,481.61	6,151.28	1,330.33	21.63%
7300 Investment Fees Expense	17,987.03	16,501.01	1,486.02	9.01%
7411 Gift In Kind Expense	11,257.00	17,167.25	-5,910.25	-34.43%
8000 Depreciation Expense	53,419.17	53,613.37	-194.20	-0.36%
Total Expenditures	\$ 1,186,995.19	\$ 1,179,778.88	\$ 7,216.31	0.61%
Net Operating Revenue	\$ 207,232.72	\$ 154,143.44	\$ 53,089.28	34.44%
Net Revenue	\$ 207,232.72	\$ 154,143.44	\$ 53,089.28	34.44%

Accrual Basis

Girls Incorporated of Greater Indianapolis
Budget vs. Actuals
 January - August, 2025

	Total				Annual Budget
	Actual	Budget	Variance	% of Budget	
Revenue					
4000 Individual Donations	78,055.54	230,000.00	-151,944.46	33.94%	340,000.00
4010 Corporate Donations & Grants	432,749.78	575,250.00	-142,500.22	75.23%	709,750.00
4020 Foundation Donations & Grants	139,335.98	425,150.00	-285,814.02	32.77%	550,150.00
4035 Restricted for Future Years	178,350.00	0.00	178,350.00	-	0.00
4100 Program Services Income	56,455.04	50,820.00	5,635.04	111.09%	73,820.00
4200 Rental Income	4,000.00	4,000.00	0.00	100.00%	6,000.00
4300 Gift In Kind Income	11,257.00	0.00	11,257.00	-	0.00
4400 Event, Net	116,688.63	100,000.00	16,688.63	116.69%	125,000.00
4500 Other Event Income	0.00	0.00	0.00	0.00%	0.00
4800 Interest Income	4,415.03	3,000.00	1,415.03	147.17%	4,500.00
Total Revenue	\$ 1,021,307.00	\$ 1,388,220.00	-\$ 366,913.00	73.57%	1,809,220.00
Expenditures					
5000 Salaries & Wages Expense	635,486.20	757,400.00	-121,913.80	83.90%	1,144,800.00
5100 Payroll Taxes Expense	48,869.17	57,499.61	-8,630.44	84.99%	87,577.21
5200 Benefits Expense	83,806.78	96,011.13	-12,204.35	87.29%	145,660.75
5300 Other Labor Expense	21,658.35	20,500.00	1,158.35	105.65%	32,500.00
5400 Contractor Services Expense	108,909.55	120,000.00	-11,090.45	90.76%	183,100.00
5500 Professional Fees Expense	29,342.32	25,500.00	3,842.32	115.07%	28,000.00
5600 Insurance Expense	15,863.08	18,499.96	-2,636.88	85.75%	27,500.00
5700 Occupancy Expense	30,254.82	35,700.00	-5,445.18	84.75%	53,500.00
5800 Equipment Expense	33,515.64	44,352.04	-10,836.40	75.57%	66,573.41
5900 Materials & Supplies Expense	25,296.65	36,133.32	-10,836.67	70.01%	41,900.00
6000 Public Relations Expense	9,869.29	17,300.00	-7,430.71	57.05%	25,400.00
6100 Printing & Mailing Expense	1,658.71	5,845.00	-4,186.29	28.38%	10,625.00
6200 Workforce Development Expenses	7,000.00	20,000.00	-13,000.00	35.00%	30,000.00
6300 Travel Expense	25,151.08	20,500.00	4,651.08	122.69%	31,450.00
6400 Conference Expense	5,377.48	26,500.00	-21,122.52	20.29%	26,500.00
6500 Membership & Subscription Exp	493.94	400.00	93.94	123.49%	400.00
6600 National Dues Expense	11,350.00	8,000.00	3,350.00	141.88%	12,000.00
7000 Bank Charges Expense	662.54	1,140.00	-477.46	58.12%	1,700.00
7100 Credit Card Processing Exp	2,284.78	1,666.64	618.14	137.09%	2,500.00
7200 Interest Expense	7,481.61	5,066.64	2,414.97	147.66%	7,600.00
7300 Investment Fees Expense	17,987.03	16,000.00	1,987.03	112.42%	24,000.00
7411 Gift In Kind Expense	11,257.00	0.00	11,257.00	-	0.00
8000 Depreciation Expense	53,419.17	56,666.64	-3,247.47	94.27%	85,000.00
Total Expenditures	\$ 1,186,995.19	\$ 1,390,680.98	-\$ 203,685.79	85.35%	2,068,286.37
Net Revenue	-\$ 1,186,995.19	-\$ 1,390,680.98	\$ 203,685.79	85.35%	-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

Girls Inc. of Greater Indianapolis
Balance Sheet Prev Year Comparison - DRAFT
As of September 30, 2025

	Total			
	As of Sep 30, 2025	As of Sep 30, 2024	Change	% Change
ASSETS				
Current Assets				
Bank Accounts	\$ 168,784.42	\$ 150,350.69	\$ 18,433.73	12.26%
Accounts Receivable	\$ 497,928.81	\$ 219,524.98	\$ 278,403.83	126.82%
Other Current Assets				
1400 Prepaid Expenses	12,172.60	11,351.73	820.87	7.23%
1500 Investments	643,102.90	492,568.33	150,534.57	30.56%
1505 Endowment Investments	3,385,825.12	3,063,130.20	322,694.92	10.53%
1550 CICF Endowment Fund	17,264.29	15,603.33	1,660.96	10.64%
Total Other Current Assets	\$ 4,058,364.91	\$ 3,582,653.59	\$ 475,711.32	13.28%
Total Current Assets	\$ 4,725,078.14	\$ 3,952,529.26	\$ 772,548.88	19.55%
Fixed Assets	\$ 1,040,696.22	\$ 1,131,270.08	-\$ 90,573.86	-8.01%
Other Assets	\$ 40,903.79	\$ 9,643.13	\$ 31,260.66	324.18%
TOTAL ASSETS	\$ 5,806,678.15	\$ 5,093,442.47	\$ 713,235.68	14.00%
LIABILITIES AND EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable	\$ 889.35	\$ 11,712.41	-\$ 10,823.06	-92.41%
Credit Cards				
2010 Company Credit Card NBofl	13,204.18	4,815.05	8,389.13	174.23%
Total Credit Cards	\$ 13,204.18	\$ 4,815.05	\$ 8,389.13	174.23%
Other Current Liabilities				
2105 Deferred Revenue	7,500.00	2,500.00	5,000.00	200.00%
Payroll Liabilities				
Mortgage Payable Current Debt	\$ 37,817.84	\$ 29,465.63	\$ 8,352.21	28.35%
Short-Term Oper Lease Liability	9,362.53	7,876.53	1,486.00	18.87%
	2,963.12	560.08	2,403.04	429.05%
Total Other Current Liabilities	\$ 57,643.49	\$ 40,402.24	\$ 17,241.25	42.67%
Total Current Liabilities	\$ 71,737.02	\$ 56,929.70	\$ 14,807.32	26.01%
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	\$ 237,373.12	\$ 243,846.63	-\$ 6,473.51	-2.65%
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	285,633.70	166,945.14	118,688.56	71.09%
Total Equity	\$ 5,569,305.03	\$ 4,849,595.84	\$ 719,709.19	14.84%
TOTAL LIABILITIES AND EQUITY	\$ 5,806,678.15	\$ 5,093,442.47	\$ 713,235.68	14.00%

Accrual Basis

Girls Inc. of Greater Indianapolis
Profit Loss Prev Year Comparison - DRAFT

January - September, 2025

	Total			
	Jan - Sep, 2025	Jan - Sep, 2024	Change	% Change
Revenue				
4000 Individual Donations	86,817.13	122,861.82	-36,044.69	-29.34%
4010 Corporate Donations & Grants	473,378.75	501,737.78	-28,359.03	-5.65%
4020 Foundation Donations & Grants	144,385.98	144,100.00	285.98	0.20%
4035 Restricted for Future Years	182,100.00	125,800.00	56,300.00	44.75%
4100 Program Services Income	78,092.54	49,925.40	28,167.14	56.42%
4200 Rental Income	4,500.00	4,500.00	0.00	0.00%
4300 Gift In Kind Income	11,757.00	18,667.25	-6,910.25	-37.02%
4400 Event, Net	149,459.04	89,250.00	60,209.04	67.46%
4800 Interest Income	4,720.36	4,258.28	462.08	10.85%
4900 Investment Interest & Dividends	65,174.03	56,037.77	9,136.26	16.30%
4910 Investment Realized Gain/Loss	38,420.03	40,175.44	-1,755.41	-4.37%
4920 Investment Unrealized Gain/Loss	369,379.46	326,829.44	42,550.02	13.02%
Total Revenue	\$ 1,608,184.32	\$ 1,484,143.18	\$ 124,041.14	8.36%
Gross Profit	\$ 1,608,184.32	\$ 1,484,143.18	\$ 124,041.14	8.36%
Expenditures				
5000 Salaries & Wages Expense	714,244.64	772,880.80	-58,636.16	-7.59%
5100 Payroll Taxes Expense	55,593.31	57,471.78	-1,878.47	-3.27%
5200 Benefits Expense	84,429.16	70,557.24	13,871.92	19.66%
5300 Other Labor Expense	22,121.35	24,381.65	-2,260.30	-9.27%
5400 Contractor Services Expense	124,694.55	99,077.40	25,617.15	25.86%
5500 Professional Fees Expense	29,342.32	23,167.50	6,174.82	26.65%
5600 Insurance Expense	17,845.96	18,543.56	-697.60	-3.76%
5700 Occupancy Expense	33,755.76	29,161.95	4,593.81	15.75%
5800 Equipment Expense	38,516.50	42,997.80	-4,481.30	-10.42%
5900 Materials & Supplies Expense	27,719.10	23,643.96	4,075.14	17.24%
6000 Public Relations Expense	9,916.38	12,208.11	-2,291.73	-18.77%
6100 Printing & Mailing Expense	1,739.46	3,231.08	-1,491.62	-46.16%
6200 Workforce Development Expenses	7,000.00	0.00	7,000.00	
6300 Travel Expense	27,038.56	19,132.69	7,905.87	41.32%
6400 Conference Expense	15,239.84	4,491.64	10,748.20	239.29%
6500 Membership & Subscription Exp	993.99	421.28	572.71	135.95%
6600 National Dues Expense	9,000.00	9,000.00	0.00	0.00%
6700 Scholarship Award	0.00	1,500.00	-1,500.00	-100.00%
7000 Bank Charges Expense	777.54	698.36	79.18	11.34%
7100 Credit Card Processing Exp	3,627.99	1,807.43	1,820.56	100.73%
7200 Interest Expense	8,531.24	6,889.45	1,641.79	23.83%
7300 Investment Fees Expense	18,569.40	16,952.06	1,617.34	9.54%
7411 Gift In Kind Expense	11,757.00	18,667.25	-6,910.25	-37.02%
8000 Depreciation Expense	60,096.57	60,315.05	-218.48	-0.36%
Total Expenditures	\$ 1,322,550.62	\$ 1,317,198.04	\$ 5,352.58	0.41%
Net Operating Revenue	\$ 285,633.70	\$ 166,945.14	\$ 118,688.56	71.09%
Net Revenue	\$ 285,633.70	\$ 166,945.14	\$ 118,688.56	71.09%

Accrual Basis

Girls Incorporated of Greater Indianapolis
Budget vs. Actuals FY 2025 - DRAFT
 January - September, 2025

	Total				Annual Budget
	Actual	Budget	Variance	% of Budget	
Revenue					
4000 Individual Donations	86,817.13	252,500.00	-165,682.87	34.38%	340,000.00
4010 Corporate Donations & Grants	473,378.75	645,250.00	-171,871.25	73.36%	709,750.00
4020 Foundation Donations & Grants	144,385.98	450,150.00	-305,764.02	32.08%	550,150.00
4035 Restricted for Future Years	182,100.00	0.00	182,100.00		0.00
4100 Program Services Income	78,092.54	73,820.00	4,272.54	105.79%	73,820.00
4200 Rental Income	4,500.00	4,500.00	0.00	100.00%	6,000.00
4300 Gift In Kind Income	11,757.00	0.00	11,757.00		0.00
4400 Event, Net	149,459.04	150,000.00	-540.96	99.64%	125,000.00
4800 Interest Income	4,720.36	3,375.00	1,345.36	139.86%	4,500.00
Total Revenue	\$ 1,135,210.80	\$ 1,579,595.00	-\$ 444,384.20	71.87%	1,809,220.00
Expenditures					
5000 Salaries & Wages Expense	714,244.64	842,400.00	-128,155.36	84.79%	1,144,800.00
5100 Payroll Taxes Expense	55,593.31	63,999.61	-8,406.30	86.87%	87,577.21
5200 Benefits Expense	84,429.16	108,338.16	-23,909.00	77.93%	145,660.75
5300 Other Labor Expense	22,121.35	24,375.00	-2,253.65	90.75%	32,500.00
5400 Contractor Services Expense	124,694.55	135,000.00	-10,305.45	92.37%	183,100.00
5500 Professional Fees Expense	29,342.32	26,750.00	2,592.32	109.69%	28,000.00
5600 Insurance Expense	17,845.96	20,749.97	-2,904.01	86.00%	27,500.00
5700 Occupancy Expense	33,755.76	40,150.00	-6,394.24	84.07%	53,500.00
5800 Equipment Expense	38,516.50	49,896.06	-11,379.56	77.19%	66,573.41
5900 Materials & Supplies Expense	27,719.10	37,199.99	-9,480.89	74.51%	41,900.00
6000 Public Relations Expense	9,916.38	19,275.00	-9,358.62	51.45%	25,400.00
6100 Printing & Mailing Expense	1,739.46	7,535.00	-5,795.54	23.09%	10,625.00
6200 Workforce Development Expenses	7,000.00	22,500.00	-15,500.00	31.11%	30,000.00
6300 Travel Expense	27,038.56	21,950.00	5,088.56	123.18%	31,450.00
6400 Conference Expense	15,239.84	26,500.00	-11,260.16	57.51%	26,500.00
6500 Membership & Subscription Exp	993.99	400.00	593.99	248.50%	400.00
6600 National Dues Expense	9,000.00	9,000.00	0.00	100.00%	12,000.00
7000 Bank Charges Expense	777.54	1,280.00	-502.46	60.75%	1,700.00
7100 Credit Card Processing Exp	3,627.99	1,874.98	1,753.01	193.49%	2,500.00
7200 Interest Expense	8,531.24	5,699.98	2,831.26	149.67%	7,600.00
7300 Investment Fees Expense	18,569.40	18,000.00	569.40	103.16%	24,000.00
7411 Gift In Kind Expense	11,757.00	0.00	11,757.00		0.00
8000 Depreciation Expense	60,096.57	63,749.98	-3,653.41	94.27%	85,000.00
Total Expenditures	\$ 1,322,550.62	\$ 1,546,623.73	-\$ 224,073.11	85.51%	2,068,286.37
Net Revenue	-\$ 187,339.82	\$ 32,971.27	-\$ 220,311.09		-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	199,000.00	146,000.00	89,800.00	195,300.00	261,800.00	
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	15,000.00	20,000.00	25,000.00	20,000.00	34,500.00	186,605.00
Contributed Income, Corporations	56,000.00	19,250.00	21,000.00	71,500.00	70,700.00	46,000.00	160,000.00	54,000.00	80,000.00	115,000.00	181,000.00	8,500.00	882,950.00
Contributed Income, Foundations	5,835.00	37,700.00	5,000.00	10,000.00	12,500.00	106,000.00	-	-	-	100,000.00	25,000.00	25,000.00	327,035.00
Earned Income	2,500.00	6,340.00	6,575.00	10,000.00	10,500.00	26,000.00	3,800.00	1,000.00	3,800.00	15,500.00	500.00	500.00	87,015.00
TOTAL INCOME	80,865.00	68,090.00	36,950.00	105,500.00	104,800.00	188,000.00	175,100.00	70,000.00	103,800.00	255,500.00	226,500.00	68,500.00	1,483,605.00
Expenses													
General Operating Expenses	125,700.00	110,000.00	130,300.00	119,100.00	171,550.00	174,300.00	148,700.00	123,000.00	160,000.00	150,000.00	160,000.00	130,000.00	1,702,650.00
TOTAL EXPENSES	125,700.00	110,000.00	126,255.00	119,100.00	171,550.00	174,300.00	148,700.00	123,000.00	160,000.00	150,000.00	160,000.00	130,000.00	1,702,650.00
SURPLUS/DEFICIT FOR MONTH	(44,835.00)	(41,910.00)	(89,305.00)	(13,600.00)	(66,750.00)	13,700.00	26,400.00	(53,000.00)	(56,200.00)	105,500.00	66,500.00	(61,500.00)	(219,045.00)
CASH BALANCE (DEFICIT)	370,465.00	328,555.00	239,250.00	225,650.00	158,900.00	172,600.00	199,000.00	146,000.00	89,800.00	195,300.00	261,800.00	200,300.00	
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					
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					



of Greater
Indianapolis

Girls Inc. of Greater Indianapolis Board Calendar

Month	Timeline
<i>January</i>	<ul style="list-style-type: none">• Committee Meetings• New Board member onboarding/orientation
<i>February</i>	<ul style="list-style-type: none">• Board of Directors Meeting• Board members sign expectations and conflict of interest forms• Board Retreat
<i>March</i>	<ul style="list-style-type: none">• Committee Meetings• Distribute board survey
<i>April</i>	<ul style="list-style-type: none">• Board of Directors Meeting• Audit review
<i>May</i>	<ul style="list-style-type: none">• Committee Meetings• Review board survey results with the Governance Committee and Executive Committee to confirm gaps/needs
<i>June</i>	<ul style="list-style-type: none">• Board of Directors Meeting• Governance Committee to open call for board candidate referrals
<i>July</i>	<ul style="list-style-type: none">• Committee Meetings• Governance Committee to begin Bylaw / Policy review process (alternate years, bylaw review on the odd year?)• Governance Committee to post Executive Committee roles available for nomination
<i>August</i>	<ul style="list-style-type: none">• Board of Directors Meeting• Governance Committee opens Executive Committee nominations• Begin board candidate selection process
<i>September</i>	<ul style="list-style-type: none">• Committee Meetings• Governance Committee to confirm Executive Committee nominations• Continue board candidate selection process
<i>October</i>	<ul style="list-style-type: none">• Board of Directors Meeting*• Vote for open Executive Committee roles• Continue board candidate selection process
<i>November</i>	<ul style="list-style-type: none">• Committee Meetings

Inspiring all girls to be strong, smart, and bold

	<ul style="list-style-type: none"> • Governance Committee to finalize recommended bylaw changes and new board member slate (review with the Executive Committee)
<i>December</i>	<ul style="list-style-type: none"> • Board of Directors Meeting* • Finalize anything necessary for CEO evaluation if not done already (Executive Committee) • Budget approval • Vote on proposed Bylaw amendments • Vote on proposed slate of board candidates
Other non-time specific annual items	

***Quorum Required**



2025 Strategic Plan Dashboard

Strategic Plan Snapshot

Strategic Plan Year 1 | October 2025

Goal 1: Dynamic Programming

Strategy	Status	Strategy Highlights
Deliver Dynamic Programming	● Green	<ul style="list-style-type: none">Redesigned programs to include capstone projects and consistent survey cyclesLaunch online platform for virtual programming
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
Recruit and Retain a Mission-Driven Staff	● Yellow	<ul style="list-style-type: none">Ensured job titles and descriptions are updated in alignment with org. structure and audition-style hiring for facilitatorsImplementing KPIs for all rolesSlowed hiring due to ensuring correct fitLaunched a new database (Paylocity) to support professional development, staff records, annual reviews, hiring, etc.
Strategically Fundraise and Allocate Resources	● Green	<ul style="list-style-type: none">Created cost models and strengthening partnerships with schools and community sitesDeveloping menu of support for programmatic-focused opportunities to donate, with support from BoardContinuously evaluating additional program-focused funding opportunities



2025 Strategic Plan Dashboard

Strategic Plan Snapshot

Strategic Plan Year 1 | October 2025

Goal 2: Uplifting Girls' Voices

Strategy	Status	Strategy 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, now translating into communications
Become Strong Girl Advocates	● Green	<ul style="list-style-type: none">• Participating in community events that align with allies in all spaces• Utilizing our platform to uplift our girls (blog posts, testimonials, speeches, etc.)• Slowed progress in promoting advocacy due to environment, but effectively navigating within our space



2025 Strategic Plan Dashboard

Strategic Plan Snapshot

Strategic Plan Year 1 | October 2025

Goal 3: Growth

Strategy	Status	Strategy 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.)
Recruit Participants	● Yellow	<ul style="list-style-type: none">• Fully integrated participant/family database for consistent outreach• Recruitment numbers are not translating into attending, for events and programs• Continued recruitment year-round in programs is ongoing
Explore Expansion	● Green	<ul style="list-style-type: none">• Systemized the feasibility study to prioritize school partnerships• Solidified programming model for replication• 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	● Yellow	<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• Unsteady landscape for funding due to current environment